

# Delivering Wellbeing and Opportunity in Leicestershire

Adults and Communities Department  
Ambitions and Strategy for 2020 – 2024



# Foreword

Leicestershire County Council's (LCC's) Adults and Communities Department delivers library, heritage, adult learning and adult social care services to people living in Leicestershire. We aim to provide and commission high quality services which enrich the lives of individual people, families and their communities.

To achieve our ambitions, we have developed a strategy which brings together the functions of adult social care with those of community and wellbeing services and adult learning services.

The strategy takes on board issues identified as being important during our consultation with key stakeholders and responds to the challenges presented by the Coronavirus crisis.

The strategy is set within the context of the Leicestershire County Council Strategic Plan 2018-2022 and will contribute to the Council's identified strategic outcomes. To that end, we will:

- Work to enhance the wellbeing of individuals and communities, providing opportunities for people to live fulfilling lives
- Keep people safe whilst supporting people to live independently with as much control of their own lives as possible, as a positive approach to risk allows people to regain, grow and develop their skills
- Contribute to the development of flourishing communities which support people's wellbeing and happiness
- Help to develop accommodation and housing which supports people to remain safe and well in their own homes
- Recognise the impact that a great economy can have on the wellbeing of the population, and support individuals to enhance their own economic prosperity through learning, employment and wellbeing

Our mission statement for adult social care, communities and wellbeing over the next four years is 'delivering wellbeing and opportunity in Leicestershire'. This is what we ultimately seek to achieve for the people who use and engage in our services, be that through support from their communities, social care, heritage sites, libraries or taking part in our learning services.



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**Member**



**Jon Wilson,**  
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# Introduction

Local authorities have statutory duties which they must meet, and which we will continue to deliver over the next four years. Nevertheless, the most important perspective in defining our strategy is that of the people who use our services.

Across the department we have a strong focus on customer satisfaction and a genuine drive to provide high quality services.

However, we know that we need to do more to meet the needs of our population and to increase people's satisfaction with our services whilst maintaining our focus on efficiency and effectiveness.

Over the last 18 months we have reviewed how we operate our adult social care services and have developed new ways of working which focus on improving people's outcomes, enhancing the quality of our services and ensuring people have a timely response to meet their needs. During the Covid emergency period we have also needed to ensure that our services are flexible and can adapt to meet people's needs whilst keeping people safe.

Similar reviews have been carried out in our community and wellbeing services and our adult learning services, which have been challenged to ensure that they are delivering the best outcomes in the most efficient manner. However, our starting point for all these reviews is to improve the way we support people and communities.

Our ambition for these services is, in addition to continuing to meet our legal and statutory obligations and to continue our recovery from the Coronavirus crisis, to take advantage of new ways of working so that through the course of this strategy we will:

- Enhance wellbeing, and prevent, reduce, delay and meet individual and community need
- Ensure people and communities are resilient and safe in times of uncertainty and crisis
- Make it easier for people to access our services through information and digital routes
- Work collaboratively across our services and partners to commission the right support in the right place at the right time
- Use the inherent strengths of local communities to empower them to do more for themselves
- Employ and develop a highly trained and flexible workforce
- Ensure people feel safe, supported, enabled and satisfied when coming into contact with our services
- Save and make accessible the cultural and historic heritage of the County

In realising our ambitions, we understand and acknowledge a number of challenges that we will need to address.

The Coronavirus crisis has and continues to present significant challenges to the Department achieving its objectives, with restrictions and changes to what we can do and the need to take additional steps to make sure service users and staff are kept safe. The crisis has reinforced and re-framed our vision and values.

The recruitment and training of an appropriately skilled and resilient workforce both for the Council and within independent, community and voluntary partner organisations is challenging. We need to continue to inspire people to work in community, wellbeing and social care sectors, providing rewarding careers, increasing opportunities and improving job satisfaction.

We could make better use of Technology Enabled Care (TEC) to meet service user outcomes. It is important over the period of this strategy to ensure that digital capacity is enhanced to improve outcomes for service users. The emphasis placed on the appropriate use of digital technology to drive progress will have an impact on future investment and resources and improve digital access to services.

The effective integration of health and social care services remains a highly complex ambition. Partners in the NHS have a Long Term Plan which comes with

significant investment and an emphasis on delivery of new models of care, place-based integrated health and care across the county, and delivery of joined up personalised care. We are committed to working with partners to deliver integrated health and care services at the point of delivery and to ensure that people receive seamless transition between health and social care.

We need to ensure that we make the best use of universal services such as libraries, museums and learning. These services deliver a range of activities that can play a role in preventing or delaying people's progress to more resource-intensive care arrangements. The appropriate identification and commissioning of services within available resources will ensure that our universal services are used to their full effect.

The department has a responsibility to ensure that people have access to appropriate information, advice and guidance. Customer feedback suggests that this is an area for improvement across all channels.

In developing the strategy for 2020-2024 these challenges have been prominent in our approach, delivery principles, and our mission statement to ensure that these areas of improvement remain our top priority.

## **OUR MISSION STATEMENT**

**Our mission statement for the department is 'delivering wellbeing and opportunity in Leicestershire'.**

# Our ambitions

There are several activities that will help us to embed and achieve our goals. They capture what a person living in Leicestershire can expect from our services:

- Enhancing and **promoting wellbeing** is at the core of our vision to encourage independence and a personalised approach that builds on a person's strengths, and assets within their community, to enable them to take an active role in growing their sense of wellbeing.
- We will continue to **improve customer satisfaction** across all of our services. Leicestershire County Council's social care service users who are 65 or over and living in the community have reported significantly poorer satisfaction than the national average, particularly around personal care, social participation and occupation. During 2019 interviews were conducted with service users to establish the causes of the low satisfaction, and a plan has been put in place to address them.
- We will **promote independence** through our approach to social care and our planned use of our library, heritage and learning services, recognizing and responding to the additional challenges presented by the Coronavirus crisis. This will ensure that people and communities can plan for and take steps to manage their own independence and where possible delay their progression into services. We will seek to provide easy access to community activities, particularly for carers who need time out. Our vision is of individuals maximising their own abilities to be resilient, stay safe and care for themselves, with support to achieve this where required. Individual solutions which are aligned to changing needs will be developed to meet a person's desired outcomes.
- Our **libraries, heritage and learning programmes** will continue to promote wellbeing, through the provision of free and accessible community facilities, exhibitions that connect people to the place in which they live, promoting the benefits of reading, and offering a range of community learning opportunities. We will develop programmes to promote independence and wellbeing. This will include the relocation of the Record Office of Leicester, Leicestershire and Rutland to County Hall campus, growing the online offer of the Communities and Wellbeing service, developing universal library services around reading and health. It will also introduce a new audience development team to work at grassroots level in growing capacity within targeted communities.
- **Partnership working** is integral to this strategy. This includes developing strategic partnerships with service providers, the NHS, other public sector agencies, universal services and the voluntary sector. Key to the success of partnership working will be increasing our co-production, co-design and engagement with service users, carers, providers, professionals and other stakeholders.
- Our first line of preventative action will always be high quality **information and advice** in an accessible format to meet a person's needs, building on increased accessing of our online communications during the Covid crisis.

- Our **digital** offer will improve the experiences of our customers through advancing integration between systems, self-care, access to services, aids and adaptations including the introduction of smarter or technology enabled care.
- We will build a plan for a **workforce** that is flexible, resilient, prevention focused, highly talented and motivated, whether that is in the private, voluntary, independent or public sector.
- Our learning programmes will **support apprenticeships** across a range of vocational areas, and support people to live better lives and increase their wellbeing.
- As people **transition into adult services** from children's services we will prepare them effectively for adulthood by creating a seamless experience. We will champion increased resilience, independence and employment as everyone should have the opportunity to play an active part in their community.
- We will work with partners to deliver the social care accommodation **investment prospectus** and generate the required levels and types of accommodation for people in receipt of social care. This includes the development of new and redeveloped supported living and extra care properties.

## Vision, Intentions and Values – Post Covid

As a result of the Covid crisis, in order to deliver our ambitions and achieve our mission, we have reviewed our vision and values which provide a refreshed context for our strategy to 2024.

### Vision

People in Leicestershire can lead fulfilling, healthy lives, supported by their families, friends and local communities

### Intentions

To enable people to be as independent as they can be, we will:

- make accessing services as consistent and as simple as possible and embrace digital and virtual opportunities to enhance access and participation;
- work with our District and Health colleagues to provide coordinated and integrated service outcomes
- maintain relationships with providers that deliver safe and meaningful services
- sustain and build on the volunteer and community support networks built during the covid period
- ensure that services are delivered in line with government guidelines to maintain safe services

## Values

- We will listen to feedback from people and staff and use this to inform our practice
- We will review our current models of service delivery and embed new practices that enhance our offer to people and staff
- We will future proof our resilience plans in line with our duties and powers to ensure a timely response to any further outbreaks or incidents
- We will provide crisis response, reablement services, equipment and technology that enables people to be self-reliant in their daily lives.
- We will ensure sustainability of care and the availability of the right settings of care to secure the right accommodation and environments for people to maximise their opportunities for a fulfilling life
- We will jointly commission services with partners where this enhances the outcomes and experience of people who use our services
- We will align our services to housing and health partners to better provide joint service delivery at place
- We will support and empower individuals, groups and communities to come together to engage with culture and learning in accessible, inclusive and representative ways
- We will embrace and harness the power of volunteering including supporting people to have greater involvement in the development and delivery of our services and contributing to increasing community capacity through social action, informal networks and affiliated groups
- We will support staff to deliver best outcomes and embrace new and creative ways of interacting with people, making best use of technology and flexible working to facilitate the delivery of effective services
- We will invest in our staff's continual professional development, provide training and support and address inequalities in the workplace to ensure a good work life balance, with due regard to staff health and wellbeing

## Our design principles

We will enable residents of Leicestershire to achieve the outcomes that matter to them by supporting them in the most cost-effective way and enabling them to live as independently as possible. This will be achieved by focusing on individual and community strengths along with a focus on individuals achieving their goals.



Our model works to a set of principles with the person at the centre, and to ensure that the support they receive can deliver the right outcomes, manage any risks appropriately and deliver good customer satisfaction.

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

At the right time to prevent escalation, increase resilience and maximise independence

At home or in the community where possible - according to need and cost effectiveness



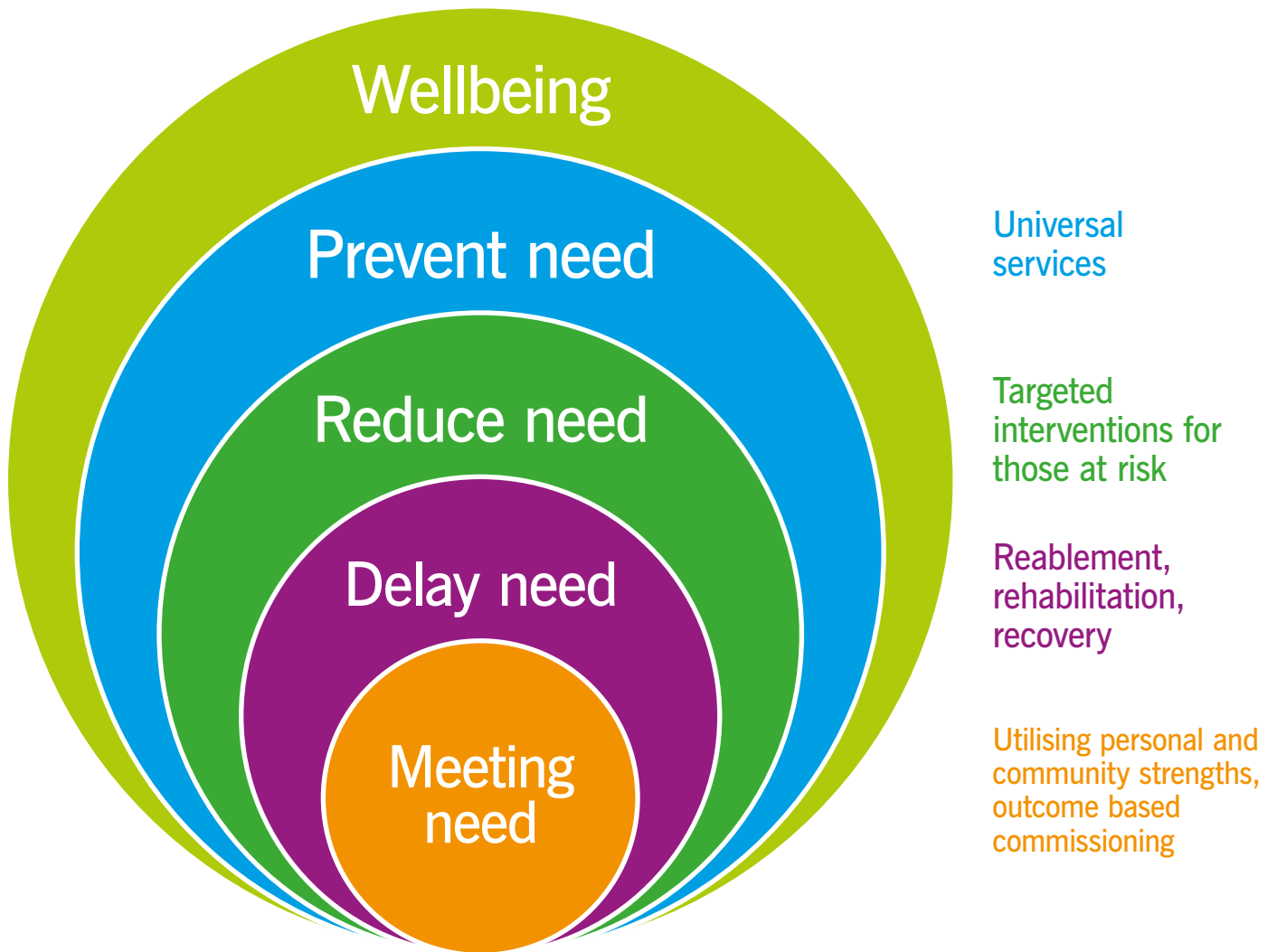
Just enough of the right support to keep people safe and prevent, reduce or delay the need for more, without creating dependence: delivered by the right people

Engage and involve the person, their family and friends and in partnership with other relevant organisations - to achieve joined-up and cost-effective support



# Our strategic approach

We have developed a layered model, designed to maximise independence by ensuring that people and communities can receive appropriate support to promote wellbeing, and help prevent, delay or reduce the need for ongoing support.



## WELLBEING:

### Our fundamental principle is wellbeing

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, well-being is just feeling well. During periods of isolation and estrangement from family and friends we have learnt the importance of maintaining good health and keeping busy by using different methods of communication and service provision to keep safe and well.

Leicestershire County Council operate a programme of services and opportunities for specific groups and communities who may be at risk and need higher levels of support both now and in the future. This focuses on supporting individuals and communities to improve their wellbeing, achieve their aspirations and become more resilient and in this way prevent and reduce the need to access other key services in the future.

These services may be time limited and the opportunities and services offered may change over time, as we have already seen during the Covid crisis. They will also be linked to specific national or local strategies or crisis responses and will identify the outcomes they are expected to achieve.

Bringing communities together to share in cultural activities, connect through learning, understand local cultures and heritage, and inspire individuals and groups across the county to achieve their potential all promote and enhance wellbeing.

### WELLBEING – LIBRARIES VOLUNTEERING

**Zoe came to the service as a Summer Reading Challenge Volunteer in 2017 after sitting her GCSEs. Zoe did not class herself as academic and was unsure of her future path. She loved children but lacked confidence and knew she wouldn't get the grades to continue to A levels so was facing big changes moving to a new college in the autumn. After a couple of weeks as a library volunteer Zoe's mum remarked how much happier Zoe was now. Zoe was a natural with the children, fitted in brilliantly with the team and was very hard working. She turned out to be one of the best volunteers we have ever had, and it was a pleasure to watch her grow in ability and confidence. Zoe started a childcare course at College in the autumn and returned to volunteer in 2018, this time taking a mentoring role to new volunteers. She then secured an apprentice role at a local nursery where she now works. This is what Zoe says.**

**"Being a volunteer for the Summer Reading Challenge was one of the best things I did. I was a shy person a few years ago but volunteering two years in a row for this has made me a chatty and more confident person. It's such an amazing experience and a chance to not only improve your communication skills but also socialisation skills. Thanks to the Summer Reading Challenge I got the confidence to follow my heart with what I wanted to do when I was older and now I'm doing my dream job!"**

## **PREVENT NEED:**

We will work with our partners to prevent people developing the need for specialist health and social care support. We will achieve this through information and advice to enable people to benefit from services, facilities or resources that are not focused on particular support needs, but which contribute towards wellbeing and are available for the whole population. Examples include libraries, adult learning services, museums, and associated digital services; green spaces, places of worship, community centres, leisure centres, information and advice services. We will promote wellbeing and work together through active citizenship with families and communities (including local voluntary and community groups). We will help people develop confidence to enable them to speak up and share concerns about their safety and wellbeing.

## **REDUCE NEED:**

We will identify those people most at risk of needing social care support in the future and intervene early wherever possible to maintain wellbeing and prevent further need for services (for example people with a new diagnosis of dementia; newly-bereaved; people at risk of isolation; low-level mental health problems; and services for carers). Targeted interventions aim to prevent further needs developing and ensure that people do not become dependent on health and social care. Services might include information and advice, minor adaptations to housing which improve accessibility or provide greater assistance for those at risk of a fall, or telecare services.

## **DELAY NEED:**

This focuses on support for people who have experienced a crisis, or who have a defined illness or disability, for example, after a fall or a stroke, following an accident or onset of illness and on minimising the effect of disability or deterioration for people with ongoing conditions, complex needs or caring responsibilities. It includes interventions such as reablement, rehabilitation, and recovery from mental health difficulties. We will work together with the individual, their families and communities, health and housing colleagues to ensure people experience the best outcomes through the most cost-effective support.

## **MEETING NEED:**

The need for local authority funded social care support will be determined once personal and community resources and assets have been identified and fully explored. People with social care needs, assessed as being eligible for funding through the local authority, will be supported through provision of a personal budget. The personal budget may be taken as a direct payment or can be managed by the council. Wherever possible the council will work with people to provide a choice of provision which is suitable to meet people's outcomes, however in all cases the council will ensure that the cost of services provides the best value for money. Whilst choice of provision is important in delivering the outcomes that people want, maintaining people's safety, independence and achieving value for money are the priorities.

# How we plan to achieve our ambitions

## 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 stronger. They enable people to find out about themselves and where they have come from, explore different worlds through inspirational writing and to build confidence through learning. Above all, they bring people together to share experience, be it through a book group, an exhibition, an event, or through a learning classroom. Our services are vital to enable people of all ages to be connected, engaged, stay well and therefore live independently for longer.

Libraries, heritage and learning services have always reflected the wider society in which they exist, being shaped by, and in turn helping to shape their communities. As such, they evolve to reflect the economic, social, technological and cultural changes which take place within the wider environment. Bringing them together with adult social care services supports an holistic approach to wellbeing.

During the covid period it has been important to continue to offer a level of service that can achieve good wellbeing outcomes for people and for the services to be available through different delivery models. For some people this has increased accessibility and engagement such that we can build on this experience to improve our offer .

### In 2024:

- People will be better informed about maintaining their own and their family's wellbeing, and identify what they can do for themselves and each other
- Most people will have a good or excellent experience of their adult social care, communities and wellbeing and adult learning services
- Targeted communities will be supported in using our resources to become independent and to have a good sense of wellbeing

### We will:

- Learn from and sustain the excellent customer satisfaction with our cultural, wellbeing and adult learning services
- Implement activities identified through detailed research with our customers which will improve satisfaction with our adult social care services and facilitate better wellbeing for all
- Have embedded the new Target Operating Model for the department which will ensure that our adult social services achieve the best outcomes possible for people, whilst ensuring that we make the best use of resources
- Promote and facilitate access to our libraries, museums and learning centres as community assets to be utilised in strengthening the independence of residents and their communities
- With public health and partner agencies, Implement Making Every Contact Count (MECC) Plus to make the most of opportunities to support people in making positive changes to their wellbeing, and support social prescribing.

## Wellbeing – mental health

Seema was referred having problems with her mental health. She was not sleeping well and had lost motivation to be able to do anything. Seema had just started on medication and was waiting for it to take effect. She wanted to start doing more outside the house and was interested in volunteering. She enrolled onto a 'learning for confidence' course; staff helped her sign up to the recovery college and gave her some information on local volunteering opportunities. At the end of her support she was sleeping much better and felt much more motivated and was doing more around the house as well as outside. She signed herself up to volunteer with children with special educational needs through a charity and was really excited about starting her new role.



## PREVENT NEED

### What happens now:

There is positive evidence that suggests that people who take an active role in their community and make use of universal services have improved health and wellbeing. Highlights during 2018/19 include a 3% increase in volunteering across libraries and heritage sites; a 2% increase in library issues, particularly the use of electronic loans, and a 3% increase in visitors to heritage sites (data for 2019/20 is not included due to the likely distorting impact of Covid). The adult learning service offers a range of learning and wellbeing opportunities; NHS and Public Health commissioning have enabled the service to contribute to healthy eating programmes and the mental health Recovery College. Overall, there was a very high success rate (97%) for those attending adult learning services.

Poorer performance was evident in the significant reduction in the ease with which people could find information about adult social care, and social care apprenticeships have not been sustainable.

### In 2024:

- People will think about the future and plan in case they need support
- Information and advice will be better co-ordinated and more easily accessible
- Service users will experience a more family friendly experience when using our cultural services
- More people will be using online services and making use of technology enabled care
- A re-modelled archive and museum collections hub will be in progress
- We will deliver a learning offer that complements the departmental objectives in improving people's wellbeing
- People will be able to access learning services through better marketing and through an improved online offer.

## **We will:**

- Further improve access to information and support people to plan through our digital plans
- Work with partners and providers to improve the quality and sustainability of services
- Review our learning curriculum to ensure that it is best placed to help people improve their wellbeing
- Review the marketing strategy of our learning programmes
- Explore how people can access learning opportunities online
- Develop a complementary communities and wellbeing offer to meet the prevent agenda
- Promote a volunteering offer across our services, building on the talents and strengths of volunteers before and during the Covid crisis and ensuring volunteers are rewarded for their selfless efforts
- Review the mobile library service
- Promote and facilitate access to universal services to for a coordinated strengths-based approach across Leicestershire, linking with local area coordinators
- Further improve access to information and support people to plan through our digital plans including the directory of services and First Contact Plus

### **Prevent need – co-production and co-design**

We have co-produced and co-designed clear and easy to use customer information with service users and carers to support our ways of working. New information that has been produced includes an assessment form, support planning tools for people using services, customer leaflets and new financial forms and letters. Staff working in adult social care had training on how to make best use of the new suite of information.

The inclusive approach taken takes time, but the benefits are clear to see and has resulted in better information, informed people using services and bringing their own perspective and experience.

An Engagement Group has been developed that is represented by people with physical disabilities, mental health conditions, sensory impairment, carers amongst others. The Group has oversight of all engagement activities in the Department and is proving to be an important and influential catalyst for improvement.



## **REDUCE NEED**

### **How it works now:**

People with a learning disability in paid employment remained high at 11% (the national average is 5%) whilst those in settled accommodation was also above the national average at 80%.

However, the level of social contact in the daily lives of carers and users of social services remains lower and an area for improvement, something the Covid crisis has made worse.

Evidence shows that engaging with cultural services such as libraries, museums and community learning helps to make people more resilient and independent. We need to explore how the use of these services impacts on reducing the need for more costly care services.

### **In 2024:**

- People will have access their own and their community's assets to help themselves
- People will live longer in their own homes
- People will make greater use technology enabled care solutions where appropriate to meet their outcomes
- People will have more and better social interaction, through use of technology and activities, programmes of learning and volunteering
- Universal services will make a significant contribution to supporting people and reducing their reliance on specialist services.

### **We will:**

- Work with our partners to re-able more people, more effectively
- Increase community capacity by using the resources held by our libraries, heritage and museums collections, and by developing an audience development team to work across targeted communities
- Continue to develop volunteer-led community managed libraries and museums, providing them with a strategy to enable them to work to long term development plans
- Recognise that community managed libraries have a distinctive role and are a focus for the community with the potential to be major partners in delivering the Council's strategic outcomes for Leicestershire
- Increase uptake of technology enabled care solutions in meeting service user outcomes
- Develop online services across our libraries, heritage and learning
- We will support people to make a positive contribution to their communities, by developing a volunteer offer across our library, museum and heritage services and social care support
- Introduce an audience development team to build community use of the resources held by our universal services and offer opportunities for people to connect with their communities

#### **Reduce need - reablement**

Terry is a 71 year old gentleman who has admitted to hospital with complications resulting from bone cancer. Terry was discharged with palliative care needs but received a reablement package of three calls a day (a total of 2 hours a day).

At the initial welcome visit Terry advised he was fiercely independent and able to prepare his own meals. He identified his reablement goals with the worker and stated that he wanted to become independent with his personal care. After just one week Terry was completely independent and finished his reablement episode with no ongoing care.



## DELAY NEED

### **How it works now:**

Delaying people's needs has been the area where performance has excelled in recent years. Eight in every ten people who received reablement support have no need for ongoing long-term services, and almost nine in every ten are still living at home three months following discharge.

Avoiding permanent placements in residential or nursing care homes is a good indication of delaying dependency, and in recent years there has been a very low number of working age adult admissions. For people aged 65 or over, the number of permanent placements has tended to be similar to the national average.

Avoiding admission to hospital and ensuring timely discharge helps to delay the need for care services. The number of delayed discharges has reduced across Leicestershire, and those attributable to adult social care is low when compared to other similar authorities.

Our Reading Well books on prescription scheme offers free self-help resources from our libraries on a range of health and wellbeing issues.

Our learning programmes deliver activities that make up part of the Recovery College targeting people with lived mental health experience.

However, services are not yet as integrated as they could be across prevention, health and social care, and too many people are admitted to hospital or long-term care when they could be supported to remain at home.

Suitable accommodation can be difficult to find for some people living with a disability, and there is not sufficient choice for people who require additional care.

### **In 2024:**

- Fewer people will be living in long term residential care. With more people supported to live at home safely
- Unpaid carers will be well supported and able to take a break through a variety of opportunities or services
- Health and care practitioners will be more knowledgeable and confident in commissioning library, museum heritage and learning activity that supports their work

### **We will:**

- Have an integrated 'Home First' service with community health services to step up services when people experience a crisis and may be at risk of admission to hospital, and to step down services when people are being discharged from hospital care
- Continue to invest in our workforce's learning and development
- Continue to contribute to the Recovery College in partnership with Public Health
- Continue to rollout our Reading Well books on prescription scheme with new topics
- Better understand how our universal services can complement to delaying the need for health and care services
- Have developed additional accommodation with care to support people to live independently



### **Delay need – transition from children to adult services**

Toby is a young man who has a diagnosis of a severe learning disability and Autistic Spectrum Disorder, who lives at home with his mum and brothers. Toby started to refuse to go to his specialist school, or to wash and dress; he was staying up late watching football and didn't want to think about or discuss what he would do when he left school. Learning disability nurses worked with Toby and his mum to set boundaries and address his behaviour. The Transitions team helped Toby and his mum to use an iPad App to identify his interests and dislikes, and a support plan was developed. A local Community Life Choices service offering activities matching Toby's interests was found for three days a week in school holidays.

Toby enjoys this and knows he must attend school to go to the holiday service; this also gives his mum a break from caring and she no longer needs extra respite. With the increase in wellbeing Toby is now able to shower independently on a more regular basis and changes his clothes multiple times a week. He also makes his own bed and keeps his room clean.



## **MEETING NEED**

### **How it works now:**

Everyone in receipt of long-term, community-based support should be provided with a personal budget, preferably as a direct payment. The proportion of service users in receipt of a personal budget improved to 96% during 2018/19 and 99% of carers. 49% of service users and 95% of carers were in receipt of a direct payment during 2018/19.

CQC ratings demonstrate that the quality of services provided in Leicestershire is broadly comparable with those delivered in other areas, with a slightly lower number of services rated as either inadequate or outstanding. We work with providers to ensure that standard of care continue to improve and to support them in specialist areas.

Our libraries, museums, heritage and learning services are available to everyone.

Our volunteer led services are creating community hubs through libraries, and museums that meet a variety of local needs.

The greatest challenge to meeting people's needs within the County is the availability of a settled and skilled workforce. Turnover rates and vacancy levels in the care sector are high which can lead to delays in the timeliness of care delivery and the quality of care services.

### **In 2024:**

- Residents and stakeholders will feel better engaged on how the department provides services
- People will have a timely response from adult social care services and a support plan which will support their best possible outcomes
- People with complex care requirements will be well supported by us and our partners when they are discharged from hospital
- People will have accommodation choices which meet their needs

- People will be more satisfied with the services that they use
- Support will be more adaptable, personalised and integrated with the NHS's
- The department will have a skilled and flexible workforce
- Inequalities in health and care outcomes will be understood and variations in outcomes will be addressed

### **We will:**

- Establish an Engagement Panel to oversee engagement activities
- Embed the new Target Operating Model for adult social care operations
- Improve the timeliness of reviews and payments for both direct payment and commissioned service providers
- Ensure that people in receipt of direct payments and those working as Personal Assistants have the support they need
- Continue to develop the capacity and capability of our workforce and those of our provider organisations
- Develop further the Social Care Investment Plan which will secure the development of suitable accommodation choices for social care service users
- Identify and meet the needs of carers, so that they can carry on caring for their loved ones
- Engage stakeholders in the development of the re-sited Records Office
- Engage communities about the future of the mobile library service
- Use our audience development team to engage communities in using universal resources in shaping community led activity
- Explore how learners can better access online learning opportunities
- Work with providers of services to maximize people's opportunities for independence, health and wellbeing and recognize the importance of progression and life achievements for the people they support.

### **Meet need – supported living**

Jane has Down's Syndrome and has been living in a residential unit since she was 21, she is now 28. Through providing appropriate information and advice to Jane and her family she has become excited about the possibility of moving to Supported Living accommodation. A new matching tool identified several suitable vacancies for Jane and her family to consider. Without this tool there would have been less support available to match them. After viewing several properties Jane is now due to move into a shared house with people of a similar age and with similar interests. Jane will have access to many more independent living aids and will be able to grow in confidence. With support Jane will be able to cook simple meals in her own kitchen, conduct her own household tasks, manage her own budget and plan for the future. Jane is very excited about her new house.



# Monitoring our performance

High quality performance management creates a working environment that enables people to work to the best of their abilities. Leicestershire County Council will continue to be intelligence driven, making evidence-based decisions about how services should be delivered and funded and how risks to services and service users will be managed. Data will be available to support planning, enabled by access to the right tools, techniques, skills and resources.

Consistently high levels of customer safety and satisfaction are of paramount importance to us and will be the true measure of the strategy's success. We take customer satisfaction very seriously and this will be monitored and acted upon throughout the lifecycle of the strategy.

Our progress will be monitored and reviewed regularly with the support of key partners including Healthwatch, and the Engagement Advisory Board. Progress will be reported through our Business Plan on an annual basis.

Modelling future need and models of care is essential to ensuring we have strategies to target evolving and growing demand patterns. We will link in to regional and national work, as well as our local Joint Strategic Needs Assessment analysis to predict demand, to make better use of our resources and to contribute to modelling on a larger geographical scale.

We also submit annual performance data against the outcome measures defined within the Adult Social Care Outcomes Framework (ASCOF). Our approach to performance management captures information in the following areas:

<b>Gaining or re-gaining independence</b>	Examples include reablement, permanent admissions to residential care, suitability of accommodation, MECC Plus referrals, people with a learning disability who gain employment
<b>Service User and Carer Feedback</b>	Examples include monitoring quality of life, social contact, safety, being able to find information
<b>Efficiency</b>	Examples include delays in hospital, CQC inspections
<b>Service User and Carer Aspirations</b>	Examples include safeguarding outcomes, feeling safe

# Glossary Terms

## **Active citizenship**

People being able to get involved in their local communities and in making decisions about their lives. Active citizenship can be something as small as a campaign to clean up your street or as big as educating young people about democratic values.

## **Adult Social Care**

Adult social care is a system of support designed to maintain and promote the independence and well-being 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 Department**

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.

## **Adult Learning**

Adult Learning means any educational activity undertaken after the age of 18.

## **ASCOF**

The national Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people.

## **Asset-based approach**

An asset-based approach refers to an individual using resources available to them in the community. This includes links to family, friends and other.

## **Community and Wellbeing Service**

This is the name of the service that maintains Leicestershire's libraries, adult learning, museums and heritage sites

## **Coronavirus**

A family of viruses that cause illness ranging from the common cold to more severe respiratory diseases.

## **Covid-19**

An infectious respiratory disease caused by a newly discovered coronavirus

## **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.

## **Healthwatch**

Healthwatch is an independent organisation whose purpose is to understand the needs, experiences and concerns of people who use health and social care services and to speak out on their behalf.

## **Heritage**

This refers to special places, historical objects and records that are important and significant to Leicestershire and the people who live in Leicestershire.

## **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.

## **Leicestershire County Council (LCC)**

Leicestershire County Council is the name of the local Council.

## **Making Every Contact Count (MECC)**

Making Every Contact Count is an approach to behaviour change. MECC aims to use all the day-to-day interactions the Council and partners have with people to make sure they get across comprehensive and consistent and messages that will keep them safe and help maintain and improve their wellbeing.

## **NHS Long Term Plan**

This is a 10-year plan that explains the NHS's priorities.

## **Occupation**

A job for example a social care worker or volunteer.

## **Outcomes**

The benefits to an organisation or individual that result from a service or activity.

## **Personal care**

Support to people to help get dressed, bathe and use the toilet when they are unable to do it themselves due to age, illness or disability.

## **Place-based**

This refers to the approach taken to meet an individual's needs when planning support and also when working in a particular place. This enables people to work and receive support in the right place for them.

## **Prevention**

Actions to prevent people's wellbeing from deteriorating by enabling them to help themselves through information and advice and community led groups.

## **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.

## **Recovery College**

The Recovery College is a service (not a place) that provides a variety of recovery focused and educational courses and resources for people with lived mental health experience, for their friends, family and Leicestershire Partnership Trust staff. Courses are co-produced by users, carers and professionals.

## **Social Care Investment Plan**

This is a project that aims to identify the right type of accommodation to support people to remain in their own home for as long as possible.

## **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.

## **Strengths based approach**

Strengths-based approaches focus on an individuals' strengths (including personal strengths and capital) and not on their weaknesses. (Please also see 'Asset Based Approach')

## **Target Operating Model (TOM)**

This refers to the way in which Adult Social Care aims to operate and deliver its services.

## **Technology Enabled Care (TEC)**

This refers to technology that can assist people to do every day activities and help them to maintain independence such as clocks that can speak the time.

## **Telecare**

The use of technologies such as remote monitoring and emergency alarms to enable the unwell, disabled, or elderly to receive care at home so that they can remain in their own home.

## **Transforming Care**

Transforming care is for people with Learning Disabilities and/or Autism who also have mental health issues or challenging behaviours. It aims to improve the health and care services they receive so that they get the right support and can live in their own community.

## **Universal Services**

Universal services are those services provided to all adults, children, young people and their families from health, education and other community services.

## **Wellbeing**

Well-being is the experience of happiness and prosperity. It includes feeling well, with good levels of satisfaction and control in their life, and a sense of meaning or purpose.

