

Leicester
City Council

MEETING OF THE ADULT SOCIAL CARE SCRUTINY COMMISSION

DATE: THURSDAY, 29 AUGUST 2024

TIME: 5:30 pm

**PLACE: Meeting Room G.01, Ground Floor, City Hall, 115 Charles Street,
Leicester, LE1 1FZ**

Members of the Committee

Councillor March (Chair)

Councillor Cole (Vice-Chair)

Councillors Joannou, Kaur Saini, O'Neill, Orton, Sahu and Singh Sangha

Members of the Committee are invited to attend the above meeting to consider the items of business listed overleaf.

For Monitoring Officer

Officer contacts:

Georgia Humby (Senior Governance Officer)

Kirsty Wootton (Governance Officer)

Email: committees@leicester.gov.uk

Leicester City Council, Granby Wing, 3 Floor, City Hall, 115 Charles Street, Leicester, LE1 1FZ

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Further information

If you have any queries about any of the above or the business to be discussed, please contact: Georgia Humby, Georgia.Humby@leicester.gov.uk or Kirsty Wootton, Kirsty.Wootton@leicester.gov.uk, of Governance Services. Alternatively, email committees@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

FIRE / EMERGENCY EVACUATION

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1. WELCOME AND APOLOGIES FOR ABSENCE

To issue a welcome to those present, and to confirm if there are any apologies for absence.

2. DECLARATIONS OF INTEREST

Members will be asked to declare any interests they may have in the business to be discussed.

3. MINUTES OF THE PREVIOUS MEETING

Appendix A
(Pages 1 - 8)

The minutes of the meeting of the Adult Social Care Scrutiny Commission held on 8 July 2024 have been circulated and Members will be asked to confirm them as a correct record.

4. CHAIRS ANNOUNCEMENTS

The Chair is invited to make any announcements as they see fit.

5. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

Any questions, representations and statements of case submitted in accordance with the Council's procedures will be reported.

6. PETITIONS

Any petitions received in accordance with Council procedures will be reported.

7. EARLY ACTION - LEADING BETTER LIVES PROJECT **Appendix B** **(Pages 9 - 28)**

The Director for Adult Social Care & Commission submits a report to update the Commission on the commitment to develop an early action strategy for Adult Social Care, including details of the Leading Better Lives project. Members will be asked to note the report and provide comments.

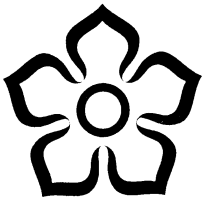
8. SOCIAL CARE & EDUCATION PROCUREMENT PLAN 2024-2025 **Appendix C**
(Pages 29 - 44)

The Director for Adult Social Care & Commissions submits a report to provide the Commission with an overview of the anticipated procurement activities to be undertaken by the Social Care and Education (SCE) department during 2024-2025. Members will be asked to note the report and indicate any activities they would like further information on.

9. WORK PROGRAMME **Appendix D**
(Pages 45 - 46)

Members of the Commission will be asked to consider the work programme and make suggestions for additional items as it considers necessary.

10. ANY OTHER URGENT BUSINESS



Leicester
City Council

Item 3

Minutes of the Meeting of the
ADULT SOCIAL CARE SCRUTINY COMMISSION

Held: MONDAY, 8 JULY 2024 at 5:30 pm

P R E S E N T :

Councillor March (Chair)
Councillor Cole (Vice Chair)

Councillor Kaur Saini
Councillor O'Neill

Councillor Orton
Councillor Sahu

Councillor Singh Sangha

In Attendance

Deputy City Mayor, Councillor Russell – Social Care, Health and Community Safety

Kash Bhayani – Healthwatch

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58. WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed new and returning members to the Commission and noted that apologies for absence had been received from Cllr Joannou.

59. DECLARATIONS OF INTEREST

The Chair asked members of the Commission to declare any interests for which there were none.

60. MINUTES OF THE PREVIOUS MEETING

The Chair highlighted that the minutes from the meeting held on 7 March 2024 were included in the agenda pack and asked Members to confirm whether they were an accurate record.

AGREED:

- It was agreed that the minutes for the meeting on 7 March 2024 were a correct record.

61. MEMBERSHIP OF THE COMMISSION 2024/25

The membership for the Adult Social Care Scrutiny Commission for 2024-2025 was noted.

62. DATES OF THE COMMISSION 2024/25

The dates of the meetings for the Adult Social Care Scrutiny Commission for 2024-2025 were noted.

63. SCRUTINY TERMS OF REFERENCE

The Commission noted the scrutiny terms of reference.

64. CHAIRS ANNOUNCEMENTS

It was noted that the Chair had no announcements to make.

65. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

It was noted that none had been received.

66. PETITIONS

It was noted that none had been received.

67. ADULT SOCIAL CARE OVERVIEW

The Deputy City Mayor for Social Care, Health and Community Safety introduced the item, highlighting that Adult Social Care is not a service commonly raised for discussion by residents but is a huge financial resource on the Local Authority's budget to ensure individuals receive the relevant support to live the lives they would like.

The Director for Adult Social Care & Safeguarding and Director for Adult Social Care and Commissioning provided presented the overview in which it was noted that:

- The Adult Social Care vision is drawn from Social Care Future with the Department's role being to make the vision a reality.
- Adult Social Care is a statutory function with duties and obligations outlined in the Care Act 2014. The Local Authority has a duty to provide advice, information and statutory support where an individual has an eligible need. Support may come in the form of providing equipment, short-term reablement services or long-term support. Adult Social Care is means tested whereby financial assessments will determine required contributions.
- In the financial year 2023/24, almost 19.5k contacts were made to the service, though not all required support – 13k were relevant to adult social care. On 31 March 2024, around 5k individuals were receiving

long term support with a split across communities.

- The service work with an ethnically diverse and comparatively young population. There is a higher proportion of individuals of working age drawing on support in Leicester than nationally. The presentation provides a summary of people the service work with, with much more performance indicators available.
- Adult Social Care has the largest Council spend with a £215m gross budget, including £65m income primarily generated through the NHS and charges to individuals. Unit rates are low and care packages are smaller than average but the service supports more people than other areas. Adult Social Care is generally delivered by the private market and the Local Authority contracts with external providers or issue direct payments to individuals to source support. Preventative services such as reablement account for 5% of the budget.
- A strength-based approach is taken by the service, putting individuals at the centre of care to identify outcomes and solutions. The service aims to connect individuals to services and take a preventative approach to alleviate the need and reliance for statutory services.
- Formal assessments of an individual's care needs follow a linked conversation model to understand what matters to the individual and their carers/families in line with statutory guidance, and to determine outcomes and support plans.
- Key partner relationships are vital to the support of the service and the Local Authority is proud of its commitment and involvement with co-production which has been recognised nationally. It is also a learning organisation, partnering with agencies to continue to learn and deliver best practise.
- Adult Social Care has significant challenges, including financial constraints with increasing spend and cuts to council funding along with other pressures on partner funding and the general cost of living crisis.
- The former government also set out a strategy for social care reforms, but many were paused and not implemented, for example a cap on care costs. The CQC assessment was however introduced in April 2024 and the Local Authority is now subject to inspection following over ten years of self-regulation.

The Chair thanked officers for the overview, noting the enormity of Adult Social Care.

AGREED:

- The Commission noted the report.

68. ADULT SOCIAL CARE REVIEWS

The Director for Adult Social Care & Safeguarding highlighted that the Commission had expressed an interest in reviews and the report was intended to provide Members with detail of the service approach to undertaking reviews and challenges. As part of the presentation, it was noted that:

- The Care Act 2014 places a statutory duty on the Local Authority to undertake reviews. Statutory guidance states reviews should be completed once every 12 months or earlier if providing care for the first time or if there has been a substantial change in care. Reviews should be proportionate, and strength based, not prescriptive and therefore can vary in approach and may be planned or unplanned.
- Reviews follow a conversation model by gathering information and revisiting outcomes to understand whether they are being achieved, if anything needs to be altered or opportunities for change can be explored.
- The CQC assessment will consider the Local Authority approach and wait times. It was highlighted that every area is likely to have overdue reviews and will need to articulate what is being done to address waiting times.
- The service became aware that individuals felt anxious about the review process and therefore worked with co-producers, Making it Real Group, to develop and share materials to explain the new review process, which has been well received. The Director for Adult Social Care & Safeguarding expressed thanks to co-producers for their time and input.
- Outcomes are assessed as part of a review to determine if they are being met, partially met or not met; and where they are not being met officers will review what may need to change. Outcomes are monitored to assess whether individuals can receive support available in the community and reduce the need for statutory care which is viewed as positive to reduce reliance on services and provide individuals with greater freedom and control in their lives and may also reduce financial contributions.
- The number of individuals waiting for a review has increased with a range of attributing factors such as capacity to conduct reviews, particularly during the pandemic, complexity of needs and priority of new assessments and safeguarding work. Improvement plans have been established to reduce overdue reviews and additional grant funding has been secured.
- A steering group has been established to oversee work on reviews and how ongoing work may capture a review. The service speaks with individuals about support and needs which is often reflected through support case change notes and could provide sufficient information for a review.

In response to questions and comments from Members, it was noted that:

- The earlier a change of needs is identified the sooner there is an opportunity to positively alter the support to ensure individuals are receiving the correct size care package.
- Prioritisation of reviews is generally determined on risk and safeguarding. Individuals often request a review when they feel their needs aren't being met. Factors that are considered when prioritising include whether there has been contact with the individual within 12 months; if they live alone or support is provided by others such as carers or family; if they live in a residential setting and there are

concerns about the provider etc. These factors are tracked on a management system that will alert officers to a risk rate and support the use professional judgement.

- The Local Authority is responsible for identifying eligible needs and defining outcomes for a support plan. Independent providers generally support individuals to achieve outcomes and can provide information for a review to determine if outcomes are being met or need to be adjusted.
- Capacity has been an issue impacting overdue reviews, but the service has increased officer numbers and additional funding to grow the workforce will enable a dedicated team to support reviews.
- Significant work takes place by officers in communicating with individuals about their needs which is illustrated through support change case notes. This is not always captured as a review and figures may therefore be underreported. The service is exploring how detailed notes could be utilised to evidence a review, but assurance was provided that minor changes and notes will not be classified as a review or used to simply improve figures.
- The concerns regarding conflicts of interest on provider led reviews were acknowledged though assurance was given that they would not be an option for review if the Local Authority had concerns about providers. Pilots had been carried out in residential settings and domiciliary care where feedback indicated more natural conversations occurred in residential settings.

The Chair thanked officers for their continued honesty regarding figures and openness to address the challenges.

The Deputy City Mayor for Social Care, Health and Community Safety suggested that a previous report on the strength-based approach be circulated to Members.

AGREED:

- The Commission noted the report.
- Additional information to be circulated to the Commission.

69. CQC ASSESSMENT OF ADULT SOCIAL CARE - EARLY LEARNING AND REFLECTIONS

The Strategic Director for Social Care and Education introduced the item highlighting the CQC have recently been tasked with undertaking assessments of Local Authorities and whilst there had been inconsistencies in reporting and processes so far, the external view of quality of service provision is welcomed.

The Director for Adult Social Care & Safeguarding presented the item in which it was noted that:

- The report pulls together learning of Local Authorities that have been through the CQC assessment process and includes statements and reflections. A self-assessment process started in Leicester in March

2023 and refreshed in August 2023 to draw on experiences of service users and evidence with data.

- The self-assessment identified various strengths in the service, including areas such as co-production; high feedback rates from individuals (70% responses last month); good availability of care with individuals not enduring long waits once needs identified; efficient discharge processes from hospital; quality of commissioned care in the city is generally good; safeguarding arrangements, leadership and governance; and a willingness to learn and undertake peer reviews. The pride, passion and commitment of the workforce is vital, and compliments are often received illustrating this.
- Areas have been identified to improve and improvement plans are in place. This includes overdue reviews and waiting lists for assessment and occupational therapy where additional resource has been allocated; the volume of audits has not been sufficient but was relaunched in July to see improvement; carers are not as satisfied as the service would like, generally due to lacking own wellbeing, support and access to information; feedback suggests Leicester residents do not feel connected generally and work is required to draw on the knowledge of communities; and the quality of provision for self-funders is not of the quality as national comparators.
- The financial position of the Local Authority is a challenge with increasing cost to support individuals in the city but a corporate approach to preventative services is underway.
- The service continues to engage with individuals and improve services to ensure residents of Leicester have the best possible care across the city and that the Authority is prepared as much as possible to be ready for when an assessment is announced.

The Strategic Director for Social Care and Education highlighted that peer review activity is underway across the East Midlands to help develop improvement plans. The Deputy City Mayor for Social Care, Health and Community Safety further highlighted that lead professionals and directors undertake peer reviews whereas the CQC assessment is undertaken by individuals who may not have held leadership positions and an unwillingness by CQC to adopt learning from best practice of assessments in children's services had been frustrating.

In response to questions and comments from Members, it was noted that:

- Local Authorities who have undergone the CQC assessment and their results published were contained within Appendix 2 of the report. Regional conversations and analysis had taken place and direct conversations had occurred with those authorities in the East Midlands, including Nottingham, Derby and Derbyshire.
- The CQC appear to be undertaking assessments in areas that share health services so it is likely that Leicester would be considered alongside Leicestershire.
- The CQC request 50 practice examples ('cases') where they will identify 10 and then review 6. Direct details are not examined, instead a

description of the individual circumstances, support and reflections will be provided to inspectors. The CQC will also speak directly to the individual or family to triangulate the information provided and their direct experience. Feedback from other authorities illustrates a difficulty to identify individuals willing to speak to the CQC due to their busy lives or complexity of needs.

The Strategic Director for Social Care and Education highlighted that feedback had varied about the assessment process and there was no easy way to benchmark against ratings. It was recognised that service had strengths including an outstanding leadership that have identified and recognise issues, but the Local Authority might expect a good rating overall when inspected based on our current self-assessment.

The Chair thanked officers for the report and noted that the Commission would welcome an update on the results when assessed.

AGREED:

- The Commission noted the report.

70. WORK PROGRAMME

The Chair highlighted items to be added to the work programme including preventative services; equality, diversity and inclusion; and carers. It was further noted that the work programme will be developed, and Members were invited to make suggestions for consideration.

71. ANY OTHER URGENT BUSINESS

In response to a query regarding the adult social care budget, the Deputy City Mayor for Social Care, Health and Community Safety highlighted that the vast majority of is spent on care packages provided by the private sector but provided clarity on general misconceptions regarding adult social care as services for older people. It was noted that services are provided to enable people to enjoy fulfilling lives and includes support for individuals of working age.

The Chair invited a member of the public with lived experience to comment in which it was noted that whilst most adult social care services are provided by external providers some individuals are in receipt of direct payments that can be utilised for personal assistants that do not have to be agency workers but may be a family member or friend etc.

AGREED:

- The Commission requested additional information be circulated on the adult social care budget and a separate briefing be arranged.

There being no further business, the meeting closed at 18.55.



Leading Better Lives

A collaborative approach to early action

For consideration by:
Adult Social Care Scrutiny Commission

Date: 29 August 2024

Lead director: Kate Galoppi

Useful information

- Ward(s) All
- Report author: Michelle Larke (Head of Strategic Commissioning)
- Author contact details: michelle.larke@leicester.gov.uk

1. Purpose of report

- 1.1. The purpose of this report is to provide ASC Scrutiny Members with an update against our commitment to develop an early action strategy for Adult Social Care, as previously reported to the Commission in October 2023.
- 1.2. The ambition of the strategy is to support the Department to manage demand in the face of continual financial pressures, and in recognition that to support people to lead better lives early action is required across partners both internally and across the health and care system.
- 1.3. The report provides the Commission with details of the Leading Better Lives project that we have partnered together with Social Care futures to deliver and coproduce a strategy; providing an initial update following the two events which took place in early July and to set out the next steps for the project.

2. Report Summary

- 1.1 In the Summer of 2023, in recognition of the continuing financial constraints faced by the sector, Adult Social Care commissioned the support of Ernst and Young (EY) to work with us to develop a programme of work to support us to manage the demands on ASC and move towards a model of early intervention and prevention.
- 1.2 As the largest area of spend for the Council, together with analysis of our use of resources, and insights from several independent peer reviews, we identified that as a department we support more than average numbers of people in Social Care and our preventative offer is less advanced than other areas of similar demographics with lower spend.
- 1.3 The work with EY supported us to put in place a robust programme to manage demand focusing on four key workstreams: reducing growth in care packages; reducing new entrants; improving productivity; and improving partnership working. Projects to deliver against each of these workstreams are underway and delivering against performance indicators.
- 1.4 Social Care Futures approached us at the end of 2023 to invite us to partner with them on a national programme looking at the challenging issues for Social Care that can get in the way of change and inhibit innovation. The programme is built on co-production, aligning with our Departmental

commitment to Making it Real, and co-production as a key principle underpinning the way that we work. The programme provided the opportunity to continue to deliver our longer-term ambition to move to a model of early intervention and prevention.

- 1.5 Significant work has been delivered in the Leading Better Lives project as outlined in this report and accompanying slides in Section 5 for this report. The work so far has resulted in a report outlining four initial actions for change; a wealth of further intelligence and insight to support our strategy for early action; and a shared commitment with partners in the Voluntary and Community Sector to deliver some quick wins against the insights gathered.
- 1.6 This report provides a further update on the 'Leading Better Lives' project. This project was borne out of the work Adult Social Care is doing to respond to the demands and challenges currently being experienced in social care.

3. Recommendations

- 3.1. Scrutiny Members are asked to:
 - 3.1.1. Provide comments and note the report which highlights the work of The Leading Better Lives Project.
 - 3.1.2. Receive future updates against the delivery of the actions, and the wider ambition for an early action strategy for the City.

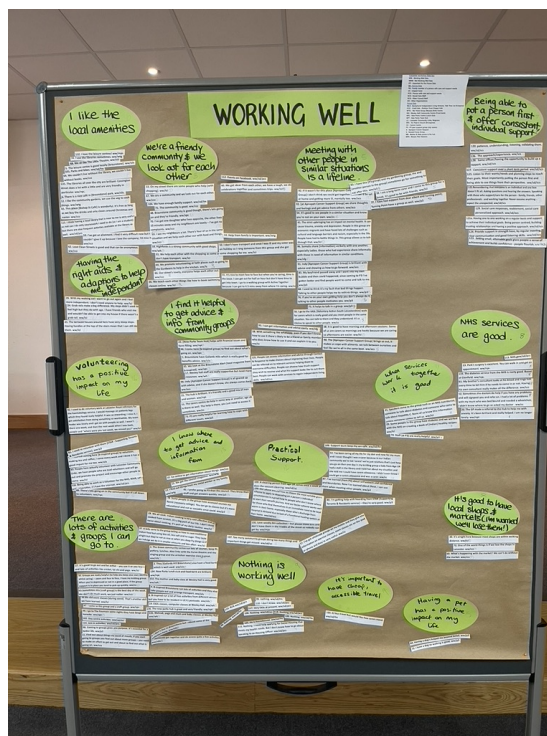
4. Supporting information

- 1.7 Whilst we recognise that developing an early intervention and prevention approach in Leicester will take time, the leading better lives project whilst challenging due to its scope, felt like the right topic to explore through the social care futures opportunity. It builds on the work already happening in social care around strength-based ways of working, the commitment to Think Local Act Personal's Making it Real and the increasingly integrated way of working with our NHS colleagues. It also connects with the work our public health teams are doing around prevention in relation to health and wellbeing.
- 1.8 Underpinning the project is the belief that in Leicester we want every person with care and support needs, and those that care for them, to be able to live the life they want to live, doing what is important to them, in good homes and in caring communities. However, we know that to live a good life, people need more than adult social care.
- 1.9 Given this is wider than what adult social care can achieve on its own, a key focus of the project has been to explore how all our services and teams from housing, transport to neighbourhoods and communities can work together to

help people who have care and support needs in our city live better lives, building on the work that we embarked on with Ernst Young in August 2023.

- 1.10 The project has made a positive start at bringing people with a lived experience, unpaid carers, voluntary and community organisations, our NHS and council officers from across our different departments (housing, transport, neighbourhoods and communities and public health) together, with the shared purpose to listen to what people have told us and to think about what collectively we might be able to do to support people in Leicester to lead better lives.
- 1.11 The Social Care Futures approach has co-production at the heart of its work which aligns with the Department's commitment to co-produce all that we do. Therefore, an integral part of the project has been talking to people from across Leicester's communities. Therefore the project brief we have used was deliberately explicit in our ask of the people we spoke to in terms of seeking their commitment: **Working together to understand what matters most to people in Leicester City to lead better lives and to use that understanding to make a positive difference.**
- 1.12 The team has worked closely with community organisations across Leicester who have hosted focus groups on our behalf. Given the pace we needed to work to (the project is part of a larger project social care futures is delivering on behalf of the Department for Health and Social Care) the team aimed to get to ten focus groups. In the end, given the interest, the team managed to attend 14 – the team included two people with a lived experience (the co-chair of our making it real group and one of our Learning Disability and Autism champions, who is a parent carer of an autistic son) who have helped ensure that every element of the project has been coproduced. This was important and has meant the project is not just council led.
- 1.13 The project has opted for a mixed methodology and so alongside the focus groups, an online survey was also published on Citizen Space. This was open for around 6 weeks during May and early June and a total of seventy-six people from across different groups (the vast majority of respondents being people with care and support needs and those who care in an unpaid capacity) responded.
- 1.14 The focus groups and the survey have sought to understand what is working well in Leicester, what is not working so well and what is important to people in the future across the different themes of wellbeing and independence, information, advice and guidance and active and supportive communities. In total (and recognising that the term 'data' refers to the voices of people) over six hundred pieces of 'data' were collected. This gives a rich and insightful picture into the things people value about their communities, where there are issues and challenges and what they hope for in the future.

- 1.15 Following the engagement phase – the next step was to bring people (representative of who we had spoken to at the focus groups) together in two in-person events. Over two days at the beginning of July around forty people came together, representative of our diverse communities in Leicester, to listen to the experiences of unpaid carers and people who currently draw on, or who may in the future need care and support to help them to live well. These events provided an important opportunity to hear all of the feedback and to consider some early actions based on what people had told us.
- 1.16 The events provided a compelling overview of the themes people valued – this included their local amenities, practical support, NHS services, cheap and accessible transport.



- 1.17 What they felt was challenging or not working well – for instance they felt frustrated by processes taking too long, getting a GP appointment or a job, understanding benefits and their entitlements, crime and antisocial behaviour and feeling listened to.



- 1.20 Finally four ideas were chosen to take forward and action plans were agreed. Those four actions plans are:
- Information and Advice festival
 - Multi-disciplinary meetings/drop ins in community settings.
 - Upskilling community leaders to work collaboratively with community and council.
 - Local Area Co-ordinators (people checking in) / Street champions who knock on doors to invite people to activities and groups.
- 1.21 The next steps will be for the project team to work together with our voluntary and community providers, teams across the council, people, and their carers to make the four action plans a reality (each plan has a responsible owner). We will reconvene in an online session in a few weeks' time to see where we have got to with the actions plans agreed.
- 1.22 Longer term, further work is planned to look at the rest of the extensive data collected and to work with people, our teams, and our providers to coproduce a preventative strategy for Leicester. A more comprehensive report will be brought through our governance to seek agreement for that strategy, including the approach, the ownership, and the timeline to publishing it.
- 1.23 It is worth noting, that whilst commissioners within adult social care will take responsibility for co-producing and delivering a strategy – support will be needed from other teams and our voluntary sector to meet the needs of our citizens in Leicester. A co-owned/coproduced strategy will help ensure we take every opportunity to better connect people to the vast range of initiatives offered across our departments, and our providers, in a coordinated and accessible way that goes far beyond what adult social care is able to achieve or provide on its own.
- 1.24 Work is also being done with our NHS colleagues around some of the issues and challenges shared with us – it was clear that access to GP appointments and waiting lists for planned care are causing anxiety and frustration for people. Whilst we were clear this was not directly within the gift of the council to resolve; we acknowledged our role in working with our NHS colleagues who

are able to respond to those concerns so that people feel they have been listened to.

- 1.25 Finally, we know the pandemic really highlighted some of the deep-rooted inequalities in our city, and to tackle those effectively, we need to work together as a council, with communities, with our partners and our voluntary and independent sector to really understand and address some of those inequalities we know exist. This project (and the strategy) offers an important opportunity to coordinate our efforts, supporting the aims of other key strategies, the work of our NHS and our statutory groups like our partnership boards and our health and wellbeing board. There is also a real opportunity to build on the willingness that exists within our voluntary sector who are best placed to support and deliver a preventative approach for Leicester.

5. Supporting Documents

Leading Better Lives Presentation



Leading Better Lives
slides Scrutiny.pptx

6. Financial, Legal, and other implications

Financial implications

At this stage, this report is more about a strategy to set up appropriate joint arrangements and co-production initiatives working across Council departments and external stakeholders, inclusive of the voluntary sector.

The activities/actions in themselves will not incur significant costs. Moreover, costs are likely to reflect incidental costs associated with the administration/facilitation of joint working agendas, room hire for meetings and where appropriate minor subsistence or remuneration for external project participants who contribute to these agendas.

Should this work lead to solution proposals that would require further funding considerations, appropriate approval would be sought in order to secure any necessary funding to meet such costs.

Matt Cooper – Business Manager (finance), Ext 37-2145

Legal implications

The report provides a useful update to ASC Scrutiny Members on the work carried out to date in developing an early action strategy for Adult Social Care. In particular it

contains a summary of the outcomes of the in two Making it Real events approval for which was previously sought in the report to the Commission in October 2023.

As formerly set out if any of the ongoing activities involve payment to third parties, advice should be sought from Procurement and Legal Services to ensure that any such arrangements comply with the Public Contracts Regulations 2015 (or going forward the Procurement Act 2023) and the Council's own Contract Procedure Rules. Even absent any formal tendering or payment, it is worth considering whether formal joint working arrangements are required with any third-party organisations to whom LCC wish to collaborate. Legal Services will be able to support any such requirements.

Save for the above, there do not appear to be any adverse or other legal implications of this report.

Emma Young
Qualified Lawyer
Commercial, Property and Planning
6 August 2024

Climate Emergency implications

There are no climate emergency implications directly associated with this report.

However, more broadly, as service delivery generally contributes to the council's own carbon emissions through activities such as staff travel and the use of office accommodation, a greater emphasis on a preventative approach might reduce emissions caused by service delivery – or at least prevent them from going up due to increased demand for services. The approach being explored through this project could potentially consider opportunities to deliver climate-related benefits through improved co-working and referral processes. For example, this could include support for service users to access services around areas such as fuel poverty and active travel.

Duncan Bell, Change Manager (Climate Emergency), Ext 37 2249

Equalities implications

When making decisions, the Council must comply with the Public Sector Equality Duty (PSED) (Equality Act 2010) by paying due regard, when carrying out their functions, to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a 'protected characteristic' and those who do not. In doing so, the council must consider the possible impact on those who are likely to be affected by the recommendation and their protected characteristics.

Protected groups under the Equality Act 2010 are age, disability, gender re-assignment, pregnancy/maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation.

The report provides a summary of the work being done by the newly established 'Leading Better Lives' project team and how this project could help build the foundations for a prevention and community wellbeing strategy that could ultimately help carers and people with care and support needs lead better lives, living as independently as possible, live safely and have a voice in coordinating their care. People will be from across a range of protected characteristics. The project work also ties in well with other work underway within Adult Social Care, such as the strength-based ways of working, which help to improve outcomes for users of our services.

In developing an early action strategy for Adult Social Care and to fully explore the likely impacts across all protected characteristics, it is recommended an Equality Impact Assessment (EIA), is carried out, taking into account the range of information included in the report, in addition to findings from consultation and engagement and any other relevant evidence. Carrying out an EIA is an iterative process, which should be revisited throughout the decision-making process and updated to reflect any feedback/changes due to consultation as appropriate. The EIA findings should be shared with decision makers, throughout the process, in order to inform their considerations and used as a tool to aid consideration around whether we are meeting the aims of the PSED, and to further inform the work being progressed.

It is important that any consultation is accessible and meaningful. It is also recommended that equality monitoring is undertaken as part of the consultation, in order that the equalities implications, including peoples' views with regards how the proposals are likely to affect them, can be fully explored by protected characteristics.

Equalities Officer, Surinder Singh, Ext 37 4148

Leading Better Lives

A collaborative approach to
community wellbeing

19

Item 7

Our vision: for every person to be able to live the life they want to live, doing what is important to them, in good homes and in caring communities.

Local context: Our knotty issue

- Financial Challenge, use of Resources
- More people in Support
- Work with EY – One Council one culture

20 A joined-up preventative approach, connecting people

- Building on our existing strength-based approach and commitment to Think Local Act Personal's *Making it Real*.
- To effectively address some of the deep-rooted inequalities in Leicester (highlighted by the pandemic), we need to work together as a council, with communities, partners and our voluntary sector.



Co-producing the solution

- Using the Social Care Futures *Working Together for Change* methodology
- Working in co-production: people with lived experience of drawing on support taking on facilitator roles and forming an integral part of the project steering group
- Challenges of co-production at scale: planning how we would work in co-production and anticipating barriers (e.g. IT barriers).





Working together to understand what matters most to people in Leicester City to lead better lives and to use that understanding to make a positive difference

Co-Production at Work

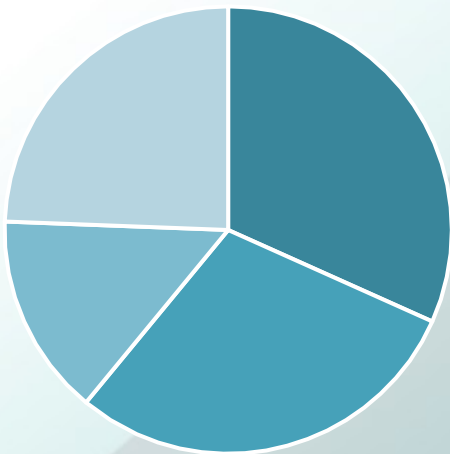
14 Focus groups

76 survey responses

614 pieces of data

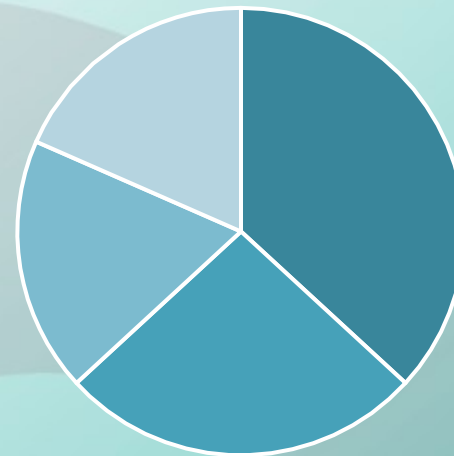
23

Workshop 1 Attendees (41 total)



- Facilitator
- Lived Experience
- Public Sector Partner
- Voluntary Sector

Workshop 2 Attendees (38 total)



- Facilitator
- Lived Experience
- Public Sector Partner
- Voluntary Sector

Over two days at the beginning of July 2024 around 40 people came together to listen to the experiences of people living in Leicester who currently draw on or who may in the future need to draw on services and support to help them to live well.

People came from a diverse range of communities and walks of life with the shared purpose to listen to what people had told us and to think about what we might be able to do to support people in Leicester to lead better lives



Listening to people's voices and coming up with actions

26

<p>"I don't have anyone else [apart from this peer support group], no friends and no family"</p>	<p>I feel lonely and isolated</p>	<p><i>A Local Area Co-ordinators</i> scheme to tell people what's going on in their local area and help to build their confidence to get involved.</p>
<p>"on your own you feel very powerless and very vulnerable"</p>		
<p>"It's like being in a prison when you're sitting in all day"</p>		
<p>"When we went to work, work was like a second family. You went to work for a break from everything else, actually. You could sit down with friends and had connections. When you stop work, you stopped seeing friends."</p>		

Next steps: Priority themes and actions

Loneliness & Isolation

- Local area co-ordinators
- 'Street Champions'

Struggling to access advice & support online

- Information and advice festival

Not knowing where to go for advice & support

- Multi-disciplinary meeting / drop-in held in community facilities

Not feeling listened to

- People based in community centres who know about community activities, information, advice & guidance and can link with the council.

27



**More Quick Wins and Collaboration
Ambition for a blueprint / strategy for early action & prevention**



Adult Social Care Scrutiny Commission Report

SCE Procurement Plan 2024-2025

ASC Scrutiny Commission Date: 29 August 2024

Lead Deputy City Mayor: Cllr Sarah Russell

Lead director/officer: Kate Galoppi

Useful information

- Ward(s) affected: All
- Report author: Michelle Larke, Head of Strategic Commissioning
- Author contact details: 454 1781
- Report version number: 2

1. Summary

1.1 This report provides the Adult Social Care (ASC) Scrutiny Commission with an overview on the anticipated procurement activities to be undertaken by the Social Care and Education (SCE) department during 2024-2025.

2. Recommended actions/decision

2.1 The Adult Social Care Commission is asked to note the report and to indicate if they would like more information about a particular entry and or to be involved in developing the specification, depending on where the item is in the procurement process.

3. Scrutiny / stakeholder engagement

3.1 This report provides the Adult Social Care Scrutiny Commission with an overview on the anticipated procurement activities to be undertaken by the SCE department during 2024-2025.

4. Background and options with supporting evidence

4.1 Appendix 1 details the anticipated procurement activities to be undertaken by the Social Care and Education (SCE) department during 2024-2025.

5. Detailed report

- 5.1 As per the government's transparency code, the Procurement Plan must be published on the council's website.
- 5.2 Inclusion of a contract in the plan does not necessarily mean that the procurement will go ahead. As with all expenditure, anticipated contracts will be subject to a commissioning review and ongoing challenge as to whether they are required, and whether/how they should be procured. This review process may impact on the anticipated value and/or duration of contract.
- 5.3 More specifically, a number of contracts will include clauses for the annual review of price. Whilst this does not form a guarantee of a minimum price increase each year, the price for some contracts delivered by the Independent Sector would need to have regard to inflationary impacts on costs and/or any legislative changes which impact the cost-of-service delivery. Examples would include annual increases in wage costs such as the National Living wage and any changes to statutory minimum thresholds for employer pension contributions; and consumer

price inflation (CPI) on other non-payroll running costs. Additionally, any anticipated changes to demography linked to trends in respect of the cohort of individuals being supported through a service is also built into the forecasts of future contract costs.

5.4 The Procurement Plan informs potential suppliers of major market activity. It also provides an overview of significant procurement activity and to enable links and efficiencies to be achieved.

5.5 It is also worth noting that extensive work is being done, in collaboration with corporate procurement colleagues to ensure that as a contracting Authority we are ready for the changes brought about by both the Provider Selection Regime (PSR), which came in force in January 2024 (The PSR is a set of rules for procuring health care services in England) and rules governing public procurement. The transformation of public procurement represents a big change for all public bodies, and for us as a council. The Procurement Act (2023) and the new regime this Act introduces will go live in October 2024.

6. Financial, legal, equalities, climate emergency and other implications

6.1 Financial implications

Inclusion of contracting activity on the attached Plan is a statement of intent and is subject to the necessary funding being available. The Plan provides a basis for challenge and a more strategic approach to achieving value for money through major procurement activity.

6.2 Legal implications

Each procurement activity will need to follow due process in accordance with internal and legislative requirements, with advice from ASC Procurement Services and Legal Services

6.3 Equalities implications

These will be considered a part of each procurement process, as appropriate.

6.4 Climate Emergency implications

These will be considered a part of each procurement process, as appropriate.

6.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

7. Background information and other papers:

7.1 None.

8. Summary of appendices:

8.1 Appendix 1 – SCE Procurement Plan 2024-2025 Entries.

9. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

9.1 No.

10. Is this a “key decision”? If so, why?

10.1 No.

Social Care and Education Procurement Plan 2024-2025 Entries

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
1	<p>Participation Service for people 18+ (adults)</p> <p>(This service will facilitate the participation of people accessing support in the commissioning processes that support the design and review of adult social care (ASC) services).</p>	Leanne Karczewski	£36,000	£180,000	01/07/2025	3+2 Years	Commissioners have extended this out of contract for one further and final year until 30.06.25 whilst commissioners consider further options for this service. Commissioners have undertaken extensive engagement with people drawing on support as part of this contract for example with Local Leaders and the groups that are funded, We Think, Loud-Speaker, the Autism Advisory Group and the Making it Real Group early in 2023 and in 2024.	Cllr Russell

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
2	<p>Best Interest Assessors</p> <p>(Provision to carry out Best Interest Assessments under the DOLS (Deprivation of Liberty Safeguards) responsibilities under the Mental Capacity Act 2005 (MCA). The MCA DOLS exist to ensure that no one is deprived of their liberty without good reason. There are Best Interest Assessors within the Council but sometimes there is a need to use external assessors)</p>	Caroline Ryan	£150,000.00	£300,000.00	01/04/2025	2 Years	<p>Contract has been extended to 31/03/2025 whilst commissioners undertake a procurement exercise to secure these arrangements from April next year. A service review is underway with an anticipated procurement starting in the Autumn.</p> <p>Note this was delayed as commissioners anticipated the implementation of the new Liberty Protection Safeguards which was intended to replace the Deprivation of Liberty Safeguards (DoLS). However, the Government announced (April 2023)</p>	Cllr Russell

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
							this would be delayed, commissioners have undertaken a review to ensure this aspect of our statutory work can continue and is fit for purpose.	
3	<p>Paid Persons Representatives</p> <p>(Provision of a Paid Person Representatives (PPR) for those people who are being assessed under Deprivation of Liberty Safeguards (DOLS) and where there are no friends or family that could take this role. A PPR is appointed to protect their interests throughout the process. DoLS PPR may cover in a residential setting,</p>	Caroline Ryan	£175,000.00	£350,000.00	01/04/2025	1 Year	<p>Contract has been extended to 31/03/2025 whilst commissioners undertake a procurement exercise to secure these arrangements from April next year. A service review is underway with an anticipated procurement starting in the Autumn.</p> <p>Note – see note above re Liberty Protection Safeguards (LPS).</p>	Cllr Russell

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
	such as a care home or hospital or in the community)							
4	Adult Social Care Telecare (Provision of telecare services)	Jagjit Singh-Bains	£185,715	£1,300,000	To be confirmed	4+3 Years	Commissioning review to be undertaken and upon conclusion procurement to be undertaken. Engagement with people who draw on support will be undertaken during any initial assessment of needs and subsequent reviews of support provided.	Cllr Russell
5	Supported Living Scheme and Independent Living Scheme (TR/HR) and Move on Accommodation (TE)	Caroline Ryan	To be confirmed	To be confirmed	To be confirmed	To be confirmed	Following the procurement that was advertised commissioners are considering the next steps for Tilling and Hamelin Road in terms of the model itself and	Cllr Russell

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
							the routes to procure the accommodation required. A paper will be brought through for Lead Member consideration in August 2024, this will also include anticipated plans for the move on accommodation.	
6	Liberty Protection Safeguards (The Liberty Protection Safeguards will be replacing the Deprivation of Liberty Safeguards. It is a significant piece of legislation in relation to social care, changing the framework that we use to authorise deprivation of liberty for those who lack	Caroline Ryan	To be confirmed	To be confirmed	01/04/2025	To be confirmed	Awaiting the Government's published code of practice. National consultation on the guidance was undertaken – however the Government have confirmed implementation will be delayed. Following its publication, commissioning review to be concluded. As part of the review, commissioners	Cllr Russell

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
	capacity to decide where to live, and it will apply to 16- and 17-year-olds as well as adults)						possibly to undertake engagement with people who draw on support. Procurement anticipated to commence following conclusion of the commissioning review.	
7	Adult Mental Capacity Professionals (Once the Liberty Protection Safeguards are implemented, requirement to have the provision of Adult Mental Capacity Professionals to undertake assessments)	Caroline Ryan	To be confirmed	To be confirmed	01/04/2025	To be confirmed	Commissioners await to understand the implications of Liberty Protection Safeguards for this new contract. National consultation on the guidance was undertaken, however Government have confirmed implementation will be delayed. Upon publication a commissioning review will be undertaken. Commissioners possibly to undertake engagement with	Cllr Russell

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
							people who draw on support as part of the Liberty Protection Safeguards commissioning review.	
8	Pathway 2: Rehabilitate, Reable and Recover (RRR) Discharge to Assess (D2A) services in Leicester and Leicestershire	Leanne Karczewski	TBC	TBC	TBC	TBC	<p>A full commissioning review is underway around the future model of these services in advance of the current contracts ending.</p> <p>LOT 1 Therapy Led services has been varied and is now providing a RRR service for those with High Dependency – contracts ends 31.03.25 with an option to extend for an up to 12 months.</p> <p>ICB/System colleagues are currently reviewing to determine whether to terminate at the end</p>	Cllr Russell

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
							<p>of March 25 with a new service procured or whether to extend for the final year.</p> <p>LOT 2 services providing RRR for those requiring 24 hr residential bed are also being reviewed with a decision to either terminate in 30.06.25 and recommission to extend for an up to 24 months until 30.06.27.</p>	
9	<p>Residential and Nursing Care Placements</p> <p>Note that arrangements are being done in unison with our neighbouring LLR councils to ensure specifications are</p>	Leanne Karczewski	TBC	TBC	TBC	TBC	This is currently subject to a full review which commissioners are undertaking with a full procurement being undertaken in the autumn. A series of market engagement events with care homes and with people who reside in our care homes in Leicester has	Cllr Russell.

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
	aligned albeit the contractual T&Cs will differ between the Local Authorities. These specifications have been done in collaboration with the ICB and LPT as well as our neighbouring LAs to ensure that arrangements for those more complex i.e. Learning Disabilities, people who are autistic, those with Mental Health and people living with dementia have detailed expectations in terms of the level and standard of care expected from our specialist and OP care homes.						already been undertaken. The arrangements are being done in unison with Leicestershire County Council and with Rutland County Council to ensure we have a unified specification – however the T&Cs of our contracts, due to necessity, will differ.	
10	Dementia Support Service	Natasha Bednall	To be confirmed	To be confirmed	01/04/2025	To be confirmed	This is a jointly commissioned service	Cllr Russell

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
							and whilst the existing contract end date is 31/03/2026 there is a possibility that this will need to be reprocured earlier than anticipated. Commissioners continue to liaise with the County Council and ICB officers to understand the options in relation to this service.	
11.	<p>Short breaks services</p> <p>Overnight planned short breaks for people with Learning Disabilities and autistic people in the city.</p>	Leanne Karczewski	TBC	TBC	01/04/2025	TBC	Engagement is planned with families and people with Learning Disabilities and Autism to understand our options for securing an appropriate short breaks offer for people in the city. Opportunities are also being explored with our NHS colleagues and county colleagues to	Cllr Russell

No.	Name of Contract	Lead Officer	Estimated Annual Value	Estimated Full Contract Value	Anticipated Start Date	Duration of New Contract	Procurement Status	Lead Member
							look at joint commissioning options.	
12.	Leading Better Lives Funding has been secured through the Better Care Fund to support and develop a prevention and early action offer for the city.	Leanne Karczewski	£35,000	£35,000	01/04/2025	1 year	The Leading Better Lives project has an opportunity to coproduce an early action/preventative strategy for the city. This funding could provide a commissioned opportunity to secure appropriate arrangements to support the delivery and/or implementation of this strategy.	Cllr Russell

Adult Social Care Scrutiny Committee

Work Programme 2024 – 2025

Meeting Date	Item	Recommendations / Actions	Progress
8 July 2024	Adult Social Care Overview	The Commission noted the report.	Report circulated to Members. Added to the forward plan.
	Adult Social Care Reviews	A previous report on the strength-based approach be circulated to Members.	
	CQC Assessment of Adult Social Care - Readiness and Learning	The Commission to be kept updated on the CQC assessment.	
29 August 2024	Early Action – Leading Better Lives Project		
	SCE Procurement Plan 2024-25		
14 November 2024	<i>Suggested items tbc:</i> <i>Carers</i>		
	<i>Inequities</i>		
9 January 2025	<i>Suggested items tbc:</i>		
	<i>Draft General Revenue Budget and Capital Programme 2025/26</i>		
13 March 2025			
24 April 2025			

Forward Plan Items (suggested)

Topic	Detail	Proposed Date
Supported Living		
Community Prevention	Commission also requested preventative services be discussed at meeting on 8 July 2024.	
Death by Suicide		
Workforce		
Autism Placed Based Delivery Plan		
Cost of living re provision of care impacts update		
Assured Plans and Market Sustainability, including fair cost of care		
Assistive Aids and Technology		
ASC Budget Monitoring		
Winter Planning	Joint Adult Social Care & Public Health and Health Integration Scrutiny Commission – 10 September 2024.	
Adult Social Care CQC Assessment	Update on learning from assessments at other authorities and readiness 8 July 2024. Commission requested to be kept updated on the CQC assessment.	