

# Adult social care in Leicester 2024

Your care and support local account



**making it real**  
how to do personalised care and support





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# Welcome

Welcome to the 2024 local account, which has been co-produced with people who draw on support, and their carers, in Leicester. The report shares insights, real stories from local people and staff, and what we are doing well and could be doing better. It describes what we will focus on in 2024/2025.



**Hi, my name is Mo and I receive care and support from adult social care. I am also co-chair of Making it Real, a group that includes carers, people like myself who receive support, and those who work in adult social care.**

In Making it Real everyone has an equal voice. Our goal is to ensure that everyone in Leicester receiving support lives in a place they can call home, surrounded by the people and things they love, in safe communities where people look out for each other.

We have conversations together, each bringing our unique experiences to ensure the best outcomes for everyone. We talk, listen, work and plan together. We develop personalised solutions that work for everyone. This process is called co-production.

I am very proud to say we have co-produced this document, the local account. It is very much a collaboration of all the diverse people who work across adult social care, people who receive support and others who interact with the department.

This document is crucial because it shows how public funds — your money — is spent. We believe it was essential we co-produced this document to ensure the information was clear, transparent and written in everyday language.

I hope you find this document informative, that it helps you understand adult social care better and gives you peace of mind knowing your loved ones are well cared for.



**My name is Laurence Jones and I am the strategic director for social care and education in Leicester City Council, which includes the adult social care department. I am delighted to join Mo in sharing our local account for 2023/4 and I am grateful for the contributions from everyone who has given their time to create it.**

This is the first local account that has been co-produced with people who draw on adult social care support. Co-production simply means working together as equal partners, where everyone's experience and skills are valued.

We wanted to create an engaging, honest and readable summary of what we do and why. But most importantly, to share the difference that social care makes to people's lives.

Social care is all about people and the relationships that we build. I am proud that the local account has been developed in a way that is in keeping with our commitment to co-production. The purpose of social care is not widely understood. Together, we wanted to bring it to life, to show how social care supports people with more than everyday tasks. Good social care helps people to live 'gloriously ordinary lives', in a way that some might take for granted. I hope that you find it interesting and informative — thank you for taking the time to read the local account.

# Introduction

This report is about adult social care in Leicester. Adult social care is often associated with practical things like home care, leaving hospital and care homes. However, it's much more than that — it's about people being able to live the lives they want to live.

A year ago, we co-produced and launched a simple, one page promise for adult social care to focus us on what we do and guide us to achieve our three main outcomes:

- 1 Provide better experiences and better lives for the residents of Leicester
- 2 Improve the morale and satisfaction for our workforce
- 3 Use resources more sustainably.

There's a lot to be proud of in Leicester, and this report will celebrate some of what is good. It will also be honest about what is not so good, and what we need to improve on. It is structured around the six themes of the 'think local, act personal' Making it Real framework. There's more information about "Making it Real" on page 6.

This report has been co-produced with the Making it Real group.

## Data in this report

The information we have used comes from three main sources:

- Feedback from people and carers who draw on local support, and people working within care and support
- Information from the records we keep about the people we support and serve. All councils with adult social services responsibilities (CASSRs) send local data every year to NHS England.
- The results of the national annual adult social care survey and the bi-annual survey of adult carers in England. In 2023–24:
  - 283 people drawing on care and support in Leicester completed the adult social care survey between 28 February 2024 and 15 April 2024, and
  - Of the many unpaid carers known to adult social care in Leicester, 94 completed the adult carers survey between 8 November 2023 and 24 January 2024.

The national survey results for 2023–24 will be published by NHS England in autumn 2024. [\[Social Care User Surveys \(ASCS and SACE Data Collections\) — NHS England Digital\]](#)

We have included the results from the previous year in this report so that you can see where we have improved and where we need to do better. We have also compared our performance against the other 151 CASSRs in England, where previous year's data is available, and have ranked our performance where high is first.

# Our promise for adult social care

## WHY are we doing this?

<b>Social Care and Education Vision</b>	We are committed to supporting children, young people, adults, carers and families to be safe, be independent, be ambitious for themselves, and live the best life they can.		
<b>Adult Social Care Vision and Outcomes</b>	We want every person in Leicester to live in the place they call home with the people and things that they love, in communities where they look out for one another, doing things that matter to them.	Improved morale and satisfaction for people working in Leicester.	More sustainable use of resources.

## WHO is this for?

	<b>People who may need advice or support</b>	<b>People with longer-term needs for support</b>
<b>People drawing on support</b>	We listen to people to understand what matters to them. We make connections and build relationships to improve people's wellbeing and independence. We avoid planning long-term in a crisis.	We work together, using the strengths and resources around the person and from informal and formal services, to achieve their chosen outcomes.
<b>People working in support</b>	We listen to each other to understand what matters. We work well together, innovate and look for solutions, thinking creatively. We keep it simple and reduce bureaucracy and red tape.	

## WHAT are our aims?

	<b>Starting with what's strong</b>	<b>Staying at home</b>	<b>Being safe</b>	<b>Successful transition</b>	<b>A learning organisation</b>
<b>Our priorities 2021-2024</b>	We will focus on what people and those around them can do to promote wellbeing, self-care and independence.	We will improve the opportunities for working age and older people to live at home, in their community.	We will support adults with a social care need to be safe from harm and abuse.	We will work together to improve support for young people and their families as they become adults.	We will listen to what we are being told, using this to develop and ensure the right support is arranged for people.

## HOW will we do this?

<b>Our qualities</b>	<b>We are people-centred</b>	<b>We reflect</b>	<b>We achieve and inspire</b>	<b>We are connected</b>
<b>Our 'I' statements</b> What it feels like to people	I have people who support me such as family, friends and my community.	I am supported by people who see me as a unique person with strengths, abilities and aspirations.	I have considerate support delivered by competent people.	I have care and support that is co-ordinated, and everyone works well with me and together.
<b>Our 'We' statements</b> What we will do	We work in partnership to make sure all our services work seamlessly together from the perspective of the person drawing on support.	We make sure that our organisational policies and procedures reflect the duties and spirit of the law without restricting people's choice and control.	We have a 'can do' approach which focusses on what matters to people, thinking and acting creatively to make things happen.	We work with people as equal partners, combining our knowledge and experience to support joint decision making.
<b>Our language</b>	We use plain, respectful and kind language, avoiding abbreviations and jargon.			

# Making it Real

Making it Real is a framework that describes what good, personalised care and support looks like. This framework has been co-produced by people with lived experience and their carers. We have been using Making it Real to help care and support work better for people, leading to better lives.

Making it Real is organised into six themes. Each theme has a number of 'I' statements, that describe what good care and support looks like to you, along with 'We' statements that describe what we should do to achieve it:



## Wellbeing and independence

**Living the life I want, keeping safe and well**

Focuses on you living a fulfilling life, connected to your family, friends and community, with support that promotes your wellbeing and independence, and the positive conversations we should be having with you to support you to live the life you want.



## Flexible and integrated care and support

**My support, my own way**

Focuses on you having choice and control over your care and support, how we should be fully involving you in planning your support, and how we should make sure your support works for you.



## Information and advice

**Having the information I need when I need it**

The information you need to get on with your life, and how we should provide you with relevant, timely and accessible information.



## When things need to change

**Staying in control**

About you getting the support you need to plan for important changes and to stay in control, and the way in which we should be supporting you before, during and after significant changes in your life.



## Active and supportive communities

**Keeping family, friends and connections**

About you leading a full and meaningful life and how we should be creating opportunities to make sure you are connected to your community so you can do the things that matter to you.



## Workforce

**The people who support me**

About you being supported by people who see you as an individual, with unique strengths, abilities and aspirations, and about how we should focus on what matters to you and think and act creatively to make things happen.

## We currently work with people with lived experience in the following ways to ensure we are making it real:

- In one-to-one everyday conversations with our staff about your care and support needs.
- In consultations about developing new services and support.
- With our three partnership boards, representing groups of people who draw on care and support and co-chaired by people with lived experience for mental health, learning disability and autism.

“Over the years, the changes have made things a lot easier for me and I can do a lot more things for myself because of everything that has been in place for people like myself with learning disabilities.” — Zoe, learning disability partnership board co-chair

- With the carers delivery group, which is responsible for highlighting the needs of carers and with the Leicester City Council carers group, which acts as a voice for unpaid carers living in Leicester.

- With the Making it Real group, which is made up of people with lived experience, carers and staff working together to co-produce many day-to-day changes to forms, staff training, letters, making tenders and other things that make an everyday difference. The Making it Real group have been involved in most of the examples you will read about in this report.

“I love being part of the Making it Real group — it’s making so much difference to the way we do things in Adult Social Care.” — Vicki, Making it Real group member

“I enjoy being part of Making it Real. I have experience of being a person who draws on support. I feel valued and respected that I am being listened to and my opinion counts. There are no barriers — we are there for each other, working together as a family with the same goal.” — Gillian, Making it Real group member

All of our staff have picked the ‘we statement’ that they are most passionate about and added it to their email signatures. They love being asked about it and being given the chance to show you how they use it every day — give it a go!

In 2024, we will be developing a new group to bring representatives from all these groups together to make sure co-production is part of everything we do.

## Our language and approach

One of the commitments in ‘our promise’ is to use everyday, simple language which helps everyone understand each other better. This means we no longer refer to people as service users, clients or customers. Instead, we will use your name or describe people who draw on support. This report will use words like people who draw on care and support, people with lived experience or people working within care and support. There is a glossary at the end to help further.

We are also committed to avoiding jargon and abbreviations, so the conversations we have start and continue well, and our language builds trust instead of barriers. You will see the difference in the way we write and the questions we ask you.

Our practice is strengths-based, meaning it now focuses on what is strong in your life, what is important to and for you, and what matters to you. We have stopped asking you the same things over and over, focusing instead on what we can do to help you to achieve more of what matters and focusing on what has changed when the time comes to review your support.

“

“It’s exhausting. Why do I have to keep going over and over the same thing each time? Don’t you read my notes?”

“My learning disability isn’t going to go away. Always asking makes me feel vulnerable, like you don’t trust me.”

“I’m seen as a person first, not a service user.”

“Being able to have conversations using everyday language has helped to get the best from the people I speak to, and you can see they feel easier about talking to me.”

# Key facts and figures

## Population of Leicester (Census 2021)



65% of people are aged 18-64 (237,952)



12% of people are aged 65 years and over (43,505)

## New requests for support from adult social care 2023-24

18-64	The requests led to:	65+
1,947	People receiving information, advice or community-led support	2,466
219	People receiving equipment or adaptations	980
316	People benefitting from short-term care and support	1,503
236	People receiving long-term care and support at home	622
10	People moving into long-term residential care homes	37
1	People moving into long-term nursing care homes	15
43	No services or support provided (person died)	233
1,764	No services or support provided (other reasons)	2,492
<b>4,536</b>	<b>Total</b>	<b>8,348</b>

## People drawing on long-term support 2023-24

18-64	The main reason for support was:	65+
74	Physical support (access and mobility only)	126
571	Physical support (personal care support)	1,999
32	Sensory support	24
30	Support with memory and cognition	179
754	Learning disability support	131
687	Mental health support	358
11	Social support (substance misuse support)	3
1	Social support (asylum seeker support)	0
61	Social support (i.e. social isolation, loneliness)	38
<b>2,221</b>	<b>Total</b>	<b>2,858</b>

## People drawing on short term support 2023-24

18-64	The main reason for support was:	65+
0	Physical support (access and mobility only)	2
168	Physical support (personal care support)	1,069
1	Sensory support	4
2	Support with memory and cognition	9
31	Learning disability support	0
76	Mental health support	8
21	Social support (i.e. social isolation, loneliness)	4
<b>299</b>	<b>Total</b>	<b>1,096</b>

## People drawing on long-term support 2023-24

18-64	Support needs were met by	65+
1,037	A direct payment	511
145	Part direct payment	88
660	Council managed budget	1,432
354	Residential care and support	744
25	Nursing care and support	83
<b>2,221</b>	<b>Total</b>	<b>2,858</b>

## People waiting for an assessment at the end of March 2024

We have 2,101 people waiting for an assessment. Of these, 1,009 people have waited over 6 months.





In 2023–24, we completed 1,503 reviews with people who have been accessing support for more than 12 months; this is 23% of people receiving long-term support. However, at the end of March 2024, 2,463 people who have had services for more than 12 months still had not had a review in the last 12 months.

We want people to wait less time for an assessment and to have a review regularly. We have started conversations with people drawing on support about the best way to do this and are also working with colleagues from other authorities in the East Midlands to be transparent about how we prioritise people who are waiting. We are planning to open a community hub where people can have an occupational therapy assessment. We are continuing this work in 2024.

## Money spent on care and support in Leicester 2022–23\*

18–64	Support reason	65+
£15,944,000	Physical support	£55,624,000
£663,000	Sensory support	£518,000
£874,000	Support with memory and cognition	£6,815,000
£50,894,000	Learning disability support	£9,104,000
£19,307,000	Mental health support	£12,006,000
<b>£87,682,000</b>	<b>Total</b>	<b>£84,067,000</b>

Spend by type of support	Total
Short-term support	£12,402,000
Community: direct payments	£42,432,000
Community: home care	£28,772,000
Community: supported living	£14,473,000
Community: other long-term care	£6,114,000
Residential care	£62,812,000
Nursing care	£4,742,000
Social support	£2,957,000
Assistive equipment and technology	£886,000
Social care activities	£16,138,000
Information and early intervention	£2,285,000
Commissioning, and service delivery	£26,391,000
<b>Total</b>	<b>£220,404,000</b>



\*2023–24 financial data was not available at the time of publication; this will be published nationally in Autumn 2024.  
**[Adult Social Care Activity and Finance Report - NHS England Digital]**



## People working in care and support

In 2022–23, there were around 15,000 jobs available in adult social care in Leicester, split between the city council (six per cent), providers of care and support (81%), personal assistants (eight per cent) and other sectors (six per cent). Approximately 14,000 of these posts were filled.

The majority (79%) of people working in adult social care were female, and the average age was 42 years old. Workers under 25 years old made up 11% of the workforce and workers aged 55 and over represented 21%. Given this age profile, approximately 2,500 posts will be reaching retirement age in the next 10 years.

The staff turnover rate was 18.6%, which is lower than the regional average of 29.7% and lower than England at 28.3%.

Around half (45%) of the workforce worked full-time hours and 55% were part-time, while 42% of the workforce were on zero-hours contracts.

## Unpaid carers

A carer is someone who looks after a family member, friend or neighbour who could not manage without their help. According to the Office for National Statistics Census 2021, there were 26,527 unpaid carers in Leicester, but there could be many more.

We recognise the significant and vital contribution carers make in our communities, and we value the support carers offer to the person they care for, which often prevents, reduces and delays the need for more formal services.

We also know that being a carer can be tough at times, so we want to make sure carers have the support needed to look after their own health and wellbeing, and to continue in their caring role for as long as they are willing and able to do so.

In 2022, we launched the joint carers strategy for Leicester, Leicestershire and Rutland, which sets out how we will support carers of all ages. The results from the 2023–24 survey of adult carers in England tell us, though, that we need to do more. Of the unpaid carers in Leicester who responded to the survey:

- 41% were satisfied with social services. This is down from 44% in 2021–22, when we had a national ranking of 12th out of 152 local authorities.
- 63% had been included in discussions about the person they care for. This has gone down from 71% in 2021–22, when we were ranked 13th nationally.
- 30% said they had control over their daily life. This has increased from 17% in 2021–22, when we were ranked 118th nationally.
- 61% said that caring had caused them financial difficulties. This is a significant increase from 43% in 2021–22, when we were ranked 81st nationally.
- 34% said they had encouragement and support in their caring role. This has increased from 32% in 2021–22, when our national ranking was 61st.



## Wellbeing and independence

Living the life I want,  
keeping safe and well

**“We have conversations with people to discover what they want from life, without restricting solutions to formal services and conventional treatments.”**

We’ve heard how easy it can be to offer services and support that are different from the everyday options we have around us in our lives and communities. It’s a big jump to implementing a package of care that can limit your independence.

**“I don’t want to go to a day centre. I want to meet my friends like I always did.”**

**“I’ve never been an early riser. That hasn’t changed now I need carers.”**

**“It’s brilliant — my dad’s emergency lifeline has been connected to his smoke alarm.” — Tony’s daughter**

**“Why can’t I have an extension? My neighbour has one.”**

We now use the ‘outcomes and support sequence’ to support conversations differently. When you approach us for support or when it is time for your review, our staff have been trained to keep an open mind about what can help, outside of formal services, and talk to you about when the time is right to draw on formal social care services.

The support sequence starts with your strengths and how to build your knowledge, skills or confidence, moving to thinking about how technology and equipment could help, including everyday options, exploring whether there is anything family, friends and neighbours could help with. Looking at options in the local or online community alongside any general health or universal services that could be available.

Support from adult social care is considered after all of the above and also, for people already in receipt of support, considers whether there is anything that could be done differently.

“Using the support sequence helps me to consider people’s outcomes and consider holistic support around the person to achieve those outcomes,”— Kayleigh, social worker

“The support sequence helps me to stay up to date with what is available in and around the area. I can use that as an alternative to care packages which lots of people don’t want,” — Liz, social care practitioner

“The carers have always been on time, always respectful of the property, always spoke with her and included her in what was going on. It normally takes mum weeks to accept new carers, but in just a few days mum was smiling. We are so grateful to the whole team; it makes a difficult situation easier when good support is in place.”

In 2023–24, 90% of people drawing on our support who responded to the survey said that the care and support services they had received made them feel safe and secure. This is an increase from 84% in 2022–23, when our national ranking was 114th out of 152 local authorities.

“I live in a place I can call home, not just a ‘bed’ or somewhere that provides me with care.”

Emma

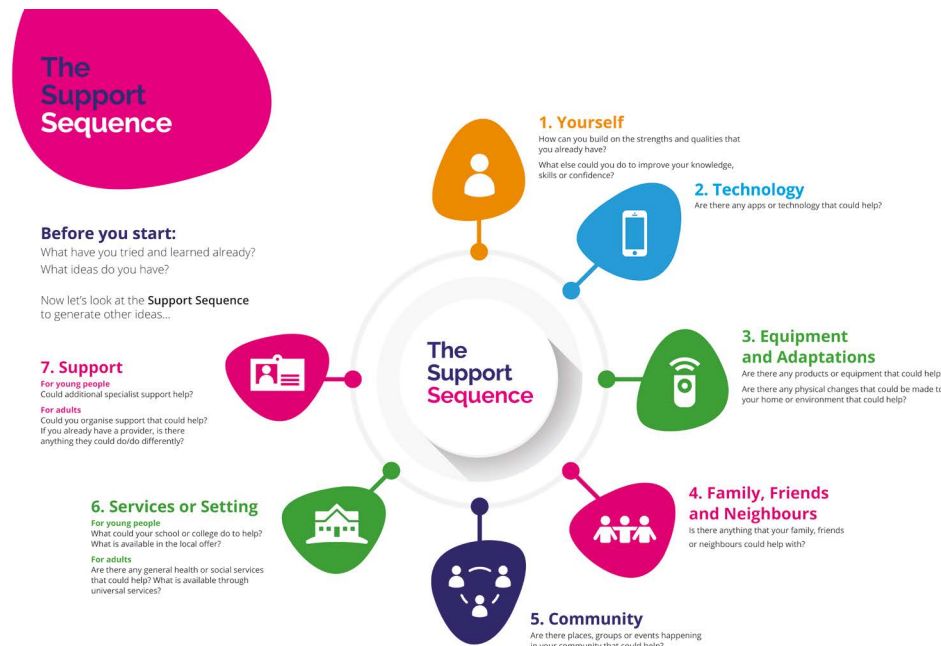
Emma is 40 years old and enjoys art and gardening. When she was first in contact with adult social care she was looking forward to her own place to live, with a garden. Emma had found it difficult in the past due to her health concerns and addiction and found trusting and relying on help from others hard. She had been homeless for some time, which had affected her confidence, and had lost confidence in doing the day-to-day things to manage a home. Emma said she felt scared of her own shadow and that she was not the easiest person to work with.

She moved into bed and breakfast and started to talk and build trust in colleagues in the changing futures team. Emma started with small steps, by reducing what she was drinking, and soon began to hope that she could get and manage a life off the streets.

Emma gradually started to accept support with arranging and keeping appointments, shopping and managing her money. She felt a structure to her day helped. Emma has since moved to supported accommodation, is working with her support workers to get her own place and is waiting to join an art and gardening club.

“My support worker has been instrumental in showing me what a normal family life is. I am able to confide in my support worker and don’t know what I would do without her.”

In 2023–24, 84% of adults with learning disabilities lived in their own home or with their family. This compares to 82% in 2022–23, when our ranking was 72nd nationally. In 2024, we are making it a priority to strengthen our preventative approach and early help offer, working with different organisations.





# Information and advice

Having the information I need, when I need it

**“We provide information and advice about health, social care and housing which is tailored to a person’s situation, without limiting their options and choices.”**

In 2023–24, 73% of people drawing on our support who responded to the survey said they found it easy to find information about our support and services. This is an increase from 63% in 2022–23, when our national ranking was 119th out of 152 local authorities.

However, only 43% of unpaid carers who responded to the survey said they found it easy to find information about services. This is a drop from 50% in 2021–22, when we were ranked 66th nationally.

We know this means that some people find it hard to get the information they need to make well-informed choices.

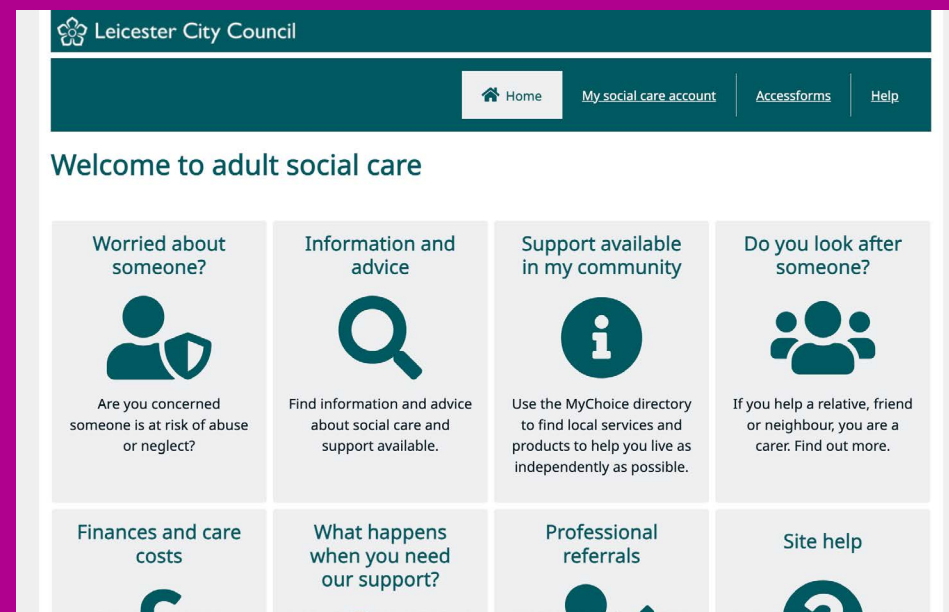
To improve this, we have been co-producing changes to our information and

advice by redesigning the information that is available online about adult social care, making it simpler and easier to read and find.

Our new website, adult social care online, will be live shortly. We have been working with local community and voluntary groups who will support people to access the new online pages and help them to use it.

**“The new website looks good, and information is easier to find and use.”**

**“Overall, it was good and I could follow it, but I think that for some people the language may be confusing.”**



**“We provide accurate and up-to-date information in accessible formats.”**

**We have been improving the information that we provide in easy read formats. This now includes:**

- information about the cost of living
- social work letters
- training and resources for colleagues
- raising awareness about annual health checks and the learning disability Covid-19 specialist vaccine clinic.

**“It is a lot better for me to have easy read information — it makes it easier to attend and understand meetings and makes me feel more confident.” — Leon, learning disability partnership board member**

**“The learning disability partnership board wrote a letter to the NHS about vaccines for people with learning disabilities. I am happy that, because of this letter, people with learning disabilities in Leicester got their covid jabs earlier,” — Shamima, learning disability partnership board member**

**“We always include a contact name and telephone number.”**

We heard that contacting us is harder than it should be. We have focused on the basics of briefing staff on good communication, starting with advising people who work within social care to give their full names and contact details, especially when leaving messages. Our telephone system means you can get through to a team if you want a person to speak to. There are new messages that you will hear if you have to wait to be connected that are clearer and friendlier at all times of day.

**In 2024, we are continuing to update all of our call waiting messages and check that staff are leaving full contact details.**

**“I just want to know who to speak to. Council numbers don't show when you call me and if you don't give me your surname, how do I know who to call back?”**

**“We agreed new call waiting messages in 10 minutes over coffee.” — Lyn, Making it Real group member**

**“I can get information and advice about my health and how I can be as well as possible — physically, mentally and emotionally.”**

Hospitals, GPs and other health and care workers have separate records. This leads to delays in sharing information and people having to repeat their stories to different professionals. We have been working together with the NHS to create a Leicester, Leicestershire and Rutland (LLR) shared care record. This record allows key information from health and social care records to be seen in one place. We have invested in staff training and are already noticing the time saved and ease of sharing information securely.



**In 2024, we are continuing to review all adult social care information on our webpages, both those available for the public and staff, and make sure they are updated every six months. We will also ensure that the information we provide is meeting the equality needs of the local population, so we can make sure it is accessible to everyone.**



# Active and supportive communities

Keeping family, friends and connections

**“I have people who support me such as family, friends and people in the community.”**

People who draw on our support and carers who responded to the surveys told us they are not all able to lead a full and meaningful life or do the things that matter to them.

In 2022–23, we were ranked 120th out of 152 local authorities for people drawing on our support who said they were able to spend their time as they wanted, doing the things they valued and enjoyed.

Similarly, we were ranked 141st out of 152 local authorities for people drawing on our support who said they had as much social contact as they would like.

In 2023–24, only 37% of people drawing on our support said they do not feel lonely. Although this has increased from 30% in 2022–23 when our ranking was 137th nationally, 19% said they felt lonely occasionally, 32% said they sometimes felt lonely, and 13% said they often or always felt lonely.

In relation to unpaid carers, only 24% said they were able to spend their time as they wanted, doing the things they valued and enjoyed. Fifty-one per cent said they did not do enough of the things they valued and enjoyed and 25% said they did not do anything they valued and enjoyed.

Similarly, only 34% of unpaid carers said they had as much social contact as they wanted. While 31% said they did not have enough social contact and 35% said they had little social contact and felt socially isolated.

We therefore recognise the importance of people being able to live the life they want to live, doing what is important to them, in good homes and in caring communities. However, at a time of rising demands for our services and difficult financial pressures, we feel the time is right to consider what we want our future care and support to look like. So, we are working with an organisation called Social Care Futures on a project which we’re calling ‘leading better lives’.



“As part of our approach to preventing, reducing and delaying the need for care, we want to build upon people’s strengths and assets, to support their independence by providing the right level of support, advice, and information when they need it,” — Michelle, part of the leading better lives project team

## “We work in partnership with others to make our local area welcoming, supportive and inclusive for everyone.”

We know that to live a good life, people need more than adult social care so, as well as involving carers and people who have care and support needs, we are looking at how all our services and teams across the council can work together to help people in our city lead better lives. Our voluntary and community sector providers have a role to play in this too, as do other partners, like our local NHS.

Although we are in the early stages, everyone is coming together using co-production and co-design to generate ideas and solutions that people need and want.

We will be working with people and our communities throughout the summer of 2024 to understand what this looks like and agree the next steps. If you would like to have your say, email [leadingbetterlives@leicester.gov.uk](mailto:leadingbetterlives@leicester.gov.uk)

“Our project, ‘leading better lives’, prioritises community input and collaboration to ensure the best solutions for everyone. Working with communities in this way to achieve the best possible outcomes feels like true co-production,” Mo, person with lived experience and member of the leading better lives project team.

A big part of the project is about listening to what works for people. The following quotes taken from focus groups really highlight the importance of those community opportunities for social interaction, support, and connection.

The project also supports the outcomes support sequence, discussed on page 12, as it is helping us understand just what exists in our communities, but also where we might work collaboratively to address gaps, as part of a strategy that promotes prevention and wellbeing for Leicester’s citizens.



**Tell us what you think**

-  If you have care and support needs, we want to hear from you.
-  You can tell us about what is going well for you.
-  You can also tell us about what isn't going so well.
-  We will use what you tell us to try and make life better for people in Leicester who draw on support.

Find out more by scanning the QR code 

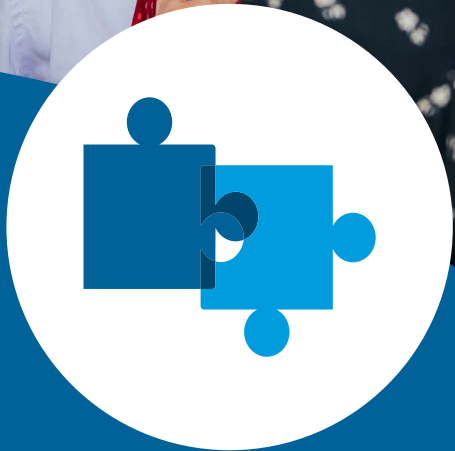
“My boyfriend passed away and I went into my own bubble and then covid happened. since coming to this group, I've gotten better and find people want to come and talk to me,”— Focus group participant

“Living on my own felt very lonely but, after a referral to the local team hub, my social life has opened up. I've made new friends and it's really helped with my anxiety and depression — more people need to know about these groups.” — Focus group participant

In 2024, we are looking at how we ensure our staff have easy access to information about local services and support so that they can connect people to this.







# Flexible and integrated support and care

My support, my own way

## “We enable flexible use of personal budgets over time and with minimal restrictions.”

Direct payments are a cash sum given to people to help them arrange and personalise their own support. They are used as a way for people to access the support that they need in the way that works best for them.

In 2022–23, we were proud to come 2nd out of 152 local authorities in England for the highest percentage of people receiving direct payments.

In 2023–24, this percentage increased again to 46% from 45% in the previous year.

Our high numbers make it more important that people feel able to use their direct payments flexibly and creatively, and that unnecessary rules and processes do not get in the way.

“My dad wasn’t getting on with the agency and wanted a different way of providing his support. We were given a direct payment and now have a personal assistant. Dad has much more choice.”

“Direct payments mean I can choose when to have my support and change it when I need to, without going through the social worker.”

We worked with IMPACT (improving adult social care together) to specifically consider how well direct payments were meeting the needs of people from Black, Asian, and Minority Ethnic communities. You can read more about what they found here [Direct Payments in BAME Communities - IMPACT \(bham.ac.uk\)](https://www.bham.ac.uk/direct-payments-in-bame-communities-impact).

### Since then, we have:

- co-produced and delivered new training to our staff on how to support direct payments creatively and flexibly
- produced a new list of frequently asked questions. This is helping both people already receiving direct payments and those who might be interested in doing so.
- continued to hold workshops with people drawing on direct payments, and their carers, to understand what is working and what could work better. One of these workshops highlighted that it was not easy for people to know what their financial contribution to the direct payment was.



“Before I got my direct payment I was struggling. At the start, the city council was sending me letters saying I needed to pay. I paid. The letters kept coming until Shashika sorted it. I pay onto my prepayment card and it’s easy for me to talk to the card company and know what’s what. I feel more comfortable now knowing I can get the care I need from my personal assistant. Make yourself comfortable in life — that’s my motto.” — Maureen

“We noticed some people were not paying their contribution to their care. Maureen and others helped us to know there were loopholes between different teams about what and how to pay. Some people were getting lots of information and repeat letters, some were getting none. There’s now one letter that goes out and each team knows who to speak to if there is a problem that needs resolving. People are not falling through the gaps and tell me all the time it’s better and it saves us time too.” — Shashika, adult social care

**In 2024, we are continuing to improve the direct payment guidance and provide clearer information about financial contributions for direct payments.**



When people are unable to manage their money, we support them to do so. There are currently 731 people we support in this way. IWe have been talking to people, like Michael, who wanted to be able to manage his own money.

**“I can choose who supports me, and how, when and where my care and support is provided.”**

### Michael

Michael wanted to be able to manage his money himself, but had never been able to do so. Due to his learning disability and attention deficit hyperactivity disorder, he has had support with his finances via an appointee since he was 16.

Michael felt he lacked the skills and knowledge to feel confident in knowing what to pay. He and his social worker worked together over a three-month period to practise budgeting in small steps. Michael gradually took over responsibility for paying his bills.

Now, all of Michael’s benefits are paid directly to him and he has more control over his life. He had some money saved in his appointeeship account and has chosen to use this money to buy himself a passport, with a view to going on a holiday with his girlfriend. He has his freedom to manage his money for the first time as an adult and no longer needs adult social care to act as his appointee.

In 2023–24, 71% of people who used our services who responded to the survey said they had enough choice over their care and support services. This compares to 72% in 2022–23 when we were ranked 15th out of 152 local authorities.

**In 2024, we are co-producing new letters for people whose money we manage to reduce the number of people in this position and make it easier for social work teams to support people to spend their money, when they can afford it.**



# When things need to change

Staying in control

**“We make sure that staff working in short-term settings or situations understand people’s care, treatment and support requirements and work in a person-centred way.”**

**“Being in hospital was so stressful, I didn’t know what was going on or was going to happen next.”**

Over the past year, we have changed the support we provide to people going home from hospital.

We have a new rehabilitation, reablement and recovery service which supports many more adults in hospital with care needs to be discharged home quickly. The team works on the basis of home first, in as little as two hours, with carers’ support.

Assessments are carried out in the comfort of people’s own home with the same staff members, so they do not need to keep going over details with different people. This avoids people waiting in hospital unnecessarily. The team looks at practicalities — rugs that may need moving, exercises, alongside supporting with practical tasks, co-ordinating with social workers, nurses, therapists and other health professionals, building people’s independence in their own homes.

Between November 2023 and January 2024, the team supported 401 people to

go home — 58% of whom needed no support from adult social care at the end of the period.

**“I wanted to praise the reablement team supporting my mother. She came out of hospital yesterday and the process of getting support in place for her worked seamlessly. The team has been incredibly empathetic, supportive and professional.”**

The team compares well nationally, in terms of the number of older people independent 91 days after discharge. This was 93% at the end of March 2024, compared to 89% in 2022–23, when we were ranked 40th out of 152 local authorities.

**“We are delighted that the team has been recognised as the best in the country, in comparison to other participating teams in the national audit of intermediate care,” — Jagjit, social care manager**

The team also work alongside our 24-hour crisis response service, where no two days are the same.

**“When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place before change happens.”**

**In 2024, we are supporting training and development for staff and working more closely with other social care teams, such as care technology.**

“The social worker was professional and honest during the assessment and did not give false hopes about how long the supported living process would take. I was signposted to the right place at the right time when I was in crisis.”



### **A day in the life of our crisis response team — Shanice**

7am — I start my day by reading through the planned visits and the background of the people I’m going to see. We work with a lot of people who have just arrived home from hospital or who need help in a crisis, so every day is different. It helps to have an open mind and expect the unexpected. Today, I’ve got five people I’m planning to see by noon. Better get a move on. I change into my uniform, get my personal protective equipment ready and gather the paperwork. I arrive at my first visit with a smile and an open approach, which helps the people I support feel comfortable and safe. Raj has spent 14 days in hospital. He’s glad to be home. I support him to get dressed and feed his cat.

8am — While I’m driving to my next visit, I think about how I love my job and I can help change lives for the better and every day is so different. I feel energised. I visit Mary, who I saw yesterday, and she proudly shows me how she’s getting more confident walking on her own after a recent fall.

9am — Arrive to see Shilpa for the first time, but not everything is running smoothly. There’s no answer at the door. After some time of speaking with the family and neighbours, I leave Shilpa a note before going to the next person.

10am — I’m traveling to support Anita with getting dressed and having her breakfast when I am called to assist David, who

has fallen. This is a priority which needs a response in two hours. I quickly phone Anita to let her know I’ll be a bit late, and I am joined at David’s house by another colleague. David is lying on the floor and isn’t injured but can’t get up. We use the hoist to help David up, monitor his blood pressure and oxygen levels while also talking to David about how he fell. Looking around, I can see a loose rug. We move it before leaving.

11am — I’m with Anita. We have a good chat and a biscuit while she’s getting dressed, but she’s worried about her bandaged leg. I go back to check on Shilpa. She answers this time, explaining she was sleeping after a difficult night. I am relieved she is ok. I support her to order a flashing doorbell as she struggles to hear the door.

12noon — It’s been an eventful morning, so I return to the office to have a well-deserved cup of tea! I feed back to my colleagues about the morning’s visits and begin to write up my notes. I send a message to the district nurses about Anita’s leg and order the flashing doorbell.

1pm — It’s my turn to take the phone calls. Three people have fallen, four people are coming out of hospital, two family members give an update, and I receive a lovely thank you card in the post.

2pm — Finishing for the day and heading home for a well needed rest. Taking care of people is so rewarding but when you are passionate, you need to unwind and take some time to rest before starting again tomorrow.



# Workforce

The people who support me

## “I have considerate support delivered by competent people.”

Ninety per cent of our contracted home care provision is rated good or outstanding. We are proud, in the contracts team, of the relationships we have with providers and the difference it makes.

We monitor trends of what we know about the care they provide including complaints, compliments, what anyone involved says, and proactively support them. It’s in everyone’s interests and helps with the Care Quality Commission (CQC) ratings.

### We have:

- proactively supported what could be better by setting up a forum where the providers can share good practice
- set up two dedicated workers, working to consistent standards when things need to improve
- developed a resource library
- supported some providers to set up a foodbank for care workers and use their offices as shared warm spaces for care workers between calls, so they can get a hot drink and use the toilet.

“You’ve been so kind, supportive and encouraging. With your support, I’ve managed to achieve things I didn’t think would be possible just a few weeks ago.”

“If it were not for you, we would not have managed. We were at the end of our tether, and you helped us. We are now in a better place.”

“We won ‘diversity champion and company supporting adult social care’ at the Inspired to Care awards. Without the contracts team, we would never be able to achieve these awards.” — Baljeet, Carers Direct

“I know I was horrible and rude, and it took three years to achieve outcomes to enable me to have a quality life. I want to thank everyone for working with me.”

“I was pleased with how my review was carried out. I felt listened to and had time to say what I wanted. The worker made me feel my views mattered. I liked talking to him.”



**“We have a ‘can do’ approach which focuses on what matters to people and we think and act creatively to make things happen for them.”**

Our approach is based on ensuring that the people who work in adult social care have good quality skills. To support this, in October 2023, we held our third week-long Festival of Practice. The theme for this year was diversity and inclusion, and focused on learning, sharing and showcasing practice. There were 28 sessions aimed at social care professionals and people with lived experience. Free tickets to the sessions were offered to people with lived experience.

We had a range of speakers with lived and learned experience, including our Making it Real group, Anna Severwright, from Social Care Futures, and Jak Savage MBE. The session topics included hurdles not barriers, why language matters, health inequalities, co-production, poverty, Autism and ADHD, anti-racist practice, and cultural competence. A total of 636 people attended. And 85% of people who attended agreed or strongly agreed that sessions were interesting and relevant.

“A great festival, which ran smoothly, despite the best efforts of rail strikes and other natural disasters to disrupt it. I am sure that everyone who was involved in any of the sessions will have come away having learned something that will add to their practice.” Martin, strategic director for social care and education at the time.

“A wonderful welcome in Leicester today for the festival of practice. Great sessions reflecting upon social work practice,” — Jak Savage MBE, speaker

“This was the best session I have attended. Really getting into the thick of equality, diversity and inclusion and how this relates to Leicester City Council. Some really useful information and reflections.” — Lauren, social care manager

**In 2024, we are ensuring we celebrate what staff are doing well. We have new opportunities for people to feed back what needs to change and are launching a new practice framework, so we can measure our practice.**



# Help us shape adult social care in Leicester

We know we need to continue to change so we can achieve “Our promise for adult social care” on page 5. We are proud to have achieved some great things, working in partnership with people drawing on support and their carers over the last few years. It has been positive to hear about the good things and we want to do more of this, while also removing barriers that get in the way.

## How people who draw on support and their carers can get involved



There are lots of ways to get involved to fit your interests and the time you have:

### Making it Real group

Our Making it Real group helps to provide oversight to adult social care, influencing day-to-day decisions and supporting changes. The group is friendly and co-chaired by a person with lived experience and a person working in adult social care. It meets every six weeks in person or online.

If you would like to be more involved and actively work alongside us to shape adult social care in Leicester, email [makingitreal@leicester.gov.uk](mailto:makingitreal@leicester.gov.uk) or call 0116 454 0334.

**“It is important that we are able to be heard and help to shape services. Being part of the group has changed my life.” — Joey, Making it Real group member**



### Carers delivery group

The carers group is currently agreeing how it will meet. In the meantime, if you would like to be emailed with details of carers opportunities or to be involved, email [makingitreal@leicester.gov.uk](mailto:makingitreal@leicester.gov.uk).

### Partnership boards for mental health, learning disability and autism

If you would like to find out more about our partnership boards in the city, or the groups that meet to support them, email [partnership-board@leicester.gov.uk](mailto:partnership-board@leicester.gov.uk)



### Feedback

We have included stories and feedback from people in this report, but we know we need to get better at gathering feedback from people day-to-day and using that to improve how we work and the support we provide. It’s one of our priorities for 2024.

We welcome honest feedback and suggestions and want you to keep sharing these as part of assessments and reviews, when receiving support and coming into contact with us.

Please let us know what you think and feel, including what you think about our local account. Please email your thoughts to [ASC-LocalAccount@leicester.gov.uk](mailto:ASC-LocalAccount@leicester.gov.uk)

# Local account glossary

Word	What it means
<b>Appointeeship</b>	A way to manage your money if you are unable to do this yourself and have no family or friends who can help you. The council can receive benefit payments on your behalf and arrange the payment of your living costs.*
<b>Contracts team</b>	A team in adult social care that considers whether services are of the expected quality and works with providers to support them to keep them to this standard.
<b>Co-production</b>	People working together equally on a problem or issue to come up with the best solutions.
<b>Direct payments</b>	A way in which people can receive their care and support that can mean more flexibility in who delivers the care and when.*
<b>Drawing on support</b>	A way to describe support that is provided from or via adult social care.
<b>Festival of practice</b>	A yearly, week-long opportunity to learn, develop, reflect, share and showcase practice.
<b>Home first</b>	A service offered when you are well enough to leave hospital, but still need some support. The planning for your future support takes place in your own home rather than in hospital.*
<b>Lived experience</b>	The knowledge and understanding you gain when you have lived through something or experienced it for yourself.*
<b>Making it Real</b>	A set of statements that describe what good care and support looks like. They were created by Think Local Act Personal and co-produced with people and carers with experience of adult social care and support.

Word	What it means
<b>Our promise</b>	A summary of adult social care's vision and aims and how they will be achieved.
<b>Practice framework</b>	A framework which describes best practice for staff in adult social care.
<b>Rehabilitation, reablement and recovery service</b>	A team in adult social care that arranges support and assessment before and after hospital discharge.
<b>Strengths-based</b>	An approach that looks at your strengths and what you are able to do, rather than on your weaknesses. The focus is on your abilities, and on what keeps you well and helps you remain independent.*
<b>Support sequence</b>	A way to explore support that is available to meet people's outcomes.
<b>Supported living</b>	An alternative to residential care or living with your family that enables adults with disabilities to live in their own home, with the help they need.*
<b>Tenders</b>	An invite to another organisation to set out formally how they would provide a particular service on our behalf.
<b>Unpaid carer</b>	A family member or friend who provides care and support.

\*This glossary includes plain English definitions from the **Think Local Act Personal Jargon Buster** as well as our own definitions. Think Local Act Personal's jargon buster definitions are marked with an asterisk.