



# **Supporting the Health and Wellbeing of Carers in Leicester, Leicestershire and Rutland**

A Strategy and Delivery  
Action Plan 2012 - 2015



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## **Foreword**

We are pleased to present this joint Carers' Strategy for 2012 – 2015 between Leicester City Council, Leicestershire County Council, Rutland County Council and Leicester City, Leicestershire County and Rutland NHS cluster.

Progress has been made over the last three years to improve the lives of carers, through specific initiatives to increase the numbers of carers' breaks, improve crisis response services, as well as more general but equally important areas of work such as providing easily accessible information and advice. This strategy reflects the need for continued work to deliver on the actions important to carers.

Through the Strategy we present the joint vision for Leicester, Leicestershire and Rutland to support the health and wellbeing of all carers. We recognise and value their significant contribution and we are pleased to strengthen and renew our commitment to support them and to improve services to help them lead as normal a life as possible.

The population is changing; people are living longer, the numbers of people with long term illness and disability are increasing and as a result, the number of carers is also rising. The focus of this strategy and work over the next three years, therefore, is on improving the long term health and wellbeing of carers to support and enable them to continue in their caring role with no undue adverse impact on their own lives.

This strategy has been produced in collaboration with carers, carer organisations, partners and other interested groups.

### **Leicester, Leicestershire and Rutland continue to support the government vision for carers as stated in 2008<sup>1</sup>:**

*"Our vision is that by 2018, carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individuals' needs, enabling carers to maintain a balance between their caring responsibilities and a life outside caring, while enabling the person they support to be a full and equal citizen."*

Following further consultation in 2010, the strategy was refreshed by the current Government and published as '**Recognised, Valued and Supported: Next Steps for the Carers' Strategy**' but the original version remained.

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<sup>1</sup> (Carers at the heart of 21<sup>st</sup> century families and communities: a caring system on your side, a life of your own – the national carers strategy 2008)

The goals we aim to achieve from the strategy include (but are not limited to):

- That carers are identified early on in their caring role
- That carers' needs are identified early on and that early action is taken to support them in their role helping them to retain their independence
- That carers feel their contribution is recognised, that they are listened to and that their opinion is respected
- That carers have a meaningful contribution to the process of planning support and services
- That carers are supported to fulfil their educational and employment potential
- That carers can access personalised support to enable them to have a full life, both in their families and outside
- That carers are supported to remain mentally, emotionally and physically well
- That carers are supported to be independent and remain independent
- That all carers have access to high quality information and advice, both early on in their caring role and throughout their time as a carer

In alignment with the cross government strategy for carers, we recognise that caring can start before adulthood. Our vision for young carers is that: children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive; to enjoy positive childhoods and to achieve against all the Every Child Matters outcomes.

**This means:**

There will be "no wrong doors" to identification, assessment and support whole family pathways will ensure better, integrated and more effective responses to young carers and their families

- Children are protected from excessive or inappropriate caring roles no care or support package relies on excessive or inappropriate caring by a young carer
- Young carers are helped to achieve their potential and to have the same access to education, career choices and other opportunities as their peers
- There is better recognition and participation of young carers and their families in shaping services

strategy also recognises the role of mutual and multiple carers.

## 1. Introduction

In 2008 and 2009 the Local Authorities published a strategy for carers and a plan for the development and delivery of services. These strategies were developed in consultation with carers, stakeholders and partners including those from the wider health sector, and voluntary organisations.

Three years on, progress has been made and with the ongoing feedback from carers, other stakeholders, and new priorities for carers identified by central Government, we are pleased to set out our plans for 2012 – 2015.

This is a joint strategy between:

- Carers and carer organisations from Leicester, Leicestershire and Rutland covering the wide spectrum of the caring role
- Leicester City Council
- Leicestershire County Council
- Rutland County Council
- Leicester City , Leicestershire County and Rutland NHS Cluster

There will be two delivery action plans: one for Leicestershire and Rutland and one for Leicester City. The action plans have been informed by the current Joint Strategic Needs Assessments (JSNA's), the views of carers and key stakeholders and incorporate outstanding work. There are a considerable number of shared priorities and partners will work collaboratively on these. Further work will be done during the life of the strategy to ensure detailed implementation plans are developed in line with refreshed JSNA's and census data. The action plans can be found as appendices to the strategy.

## 2. The role and impact of caring

### Who is a Carer?

There is no single definition of a 'carer'. The law makes reference to carers in many contexts. In general, when a Social Services department is deciding what services to provide for a disabled person, it should consider the views of significant people in that person's life<sup>2</sup>. This will include people who provide some form of care for that person (usually family members or friends or neighbours), be that physical care or emotional support, advice or advocacy support etc. However, a commonly accepted definition is as follows:

**A carer** is someone who looks after a person they care about, without payment, as a result of long term illness, disability, mental health problems or old age and because the person is not able to care for him or herself.

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<sup>2</sup> Carers and Their Rights: The Law Relating to Carers, Fourth Edition 2011

A carer can be a:

- Parent
- Son or daughter
- Brother or sister
- Wife, husband or partner
- Friend or neighbour

People who are paid to provide care are not covered by this definition of caring e.g. personal assistants or care support workers. Whilst it is important to retain the definition of carer in order for people to be able to understand their rights and entitlements, family carers sometimes do not wish to be referred to as carers and it should be understood that the caring role is only one part of the family dynamic.

Over the years terminology has developed and the following are different forms of caring that have become apparent:

**A parent carer is** a parent or guardian who supports an ill or disabled child including a child or young person who is misusing or abusing substances and/or alcohol, to a degree greater than would be expected in a parenting role.

**A young carer is** a child or young person under 18 who provides regular, ongoing care and emotional support to a family member who is physically or mentally ill, disabled or misuses substances. A young person becomes vulnerable when the level of care-giving and responsibility to the person in need of care becomes excessive or inappropriate for that child, risking impacting on his or her emotional or physical wellbeing or educational achievement and life chances.

**A multiple carer is** someone caring for more than one person

**Mutual caring is** where people with their own care needs are providing care to their ageing or disabled relatives or friends.

### **What do carers do?**

- Carers help and support the people they care for to deal with and manage problems caused by illness or disability, substance or alcohol misuse by giving physical, practical and emotional support to the cared for person
- Caring responsibilities may be for short periods of time or, in many cases, for a lifetime.
- The condition of the cared for person may change on a daily basis making it difficult to predict the demands on the carer and their own need for support

- Anyone can become a carer as a result of an accident or sudden illness or it may be a gradual process with a slow deterioration in the health of the cared for person
- Carers may also support someone to keep them safe and may do this from a distance

### **Impact of Caring**

The impact on carers lives varies depending on the amount of care they provide, the age of the carer and the length of time they have been providing the care along with the individual needs of the person they are supporting.

Caring can impact on all aspects of life, and often carers ignore their own needs and the strains upon them. It can be very rewarding but it can also be demanding, tiring and stressful.

Caring can impact on:

- The ability to access and stay in employment
- Financial resources
- The health and emotional wellbeing of the family unit
- The ability to access social and recreational activities
- Wider family relationships

### **We recognise a young family carer may have additional impacts on:**

- Education and career opportunities
- Family and peer relationships
- Identity

## **3. Key facts about carers**

### **Carers across the UK<sup>3</sup>**

- There are almost six million carers in the UK - that is one in 10 people.
- Over the next 30 years, the number of carers will increase by 3.4 million (around 60%).
- Carers are estimated to save the Government between £67 billion and £87 billion a year.
- 42% of the UK's carers are men.
- 1.25 million carers care for over 50 hours a week.
- Over-65s currently account for a third of all carers, providing more than 50 hours of care a week
- Nearly one in eight workers is a carer

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<sup>3</sup> Key Facts about Carers: The Princess Royal Trust for Carers  
<http://www.carers.org/key-facts-about-carers>

- Three out of four carers are worse off as a result of their caring role
- More than 80% of carers say that their caring role has damaged their health

It is recognised that these statistics may change significantly through the release of the Census 2012 data.

### **Young carers across the UK<sup>4</sup>**

- The 2001 census identified 175,000 young carers in the UK but the figure is likely to be significantly higher.
- 13,000 care for over fifty hours a week.
- 50,000 children and young people look after someone with a mental health problem in the UK.
- 68% of young carers are bullied in school
- Locally, Barnardo's support young carers as young as six-years-old.

Following the national carers' strategy of 2008, the Association of Directors of Adult Social Services and the Association of Directors of Children's Services produced a document called "Working together to support young carers – a model local memorandum of understanding between statutory directors for children's services and adult social services". The basis of the memorandum is that no care package should rely on a young person taking on an inappropriate caring role that may damage their health or put their education at risk.

The model memorandum of understanding provides a structure for Local Authorities to reach agreement on how to remove the divide between adult and children's services with the aim of ensuring that all children are better supported not to undertake inappropriate caring by the provision of effective care and support for siblings and parents who need it.

### **Expected Areas of Growth**

Like the rest of the UK, the demand for health and social care services is increasing and will do so for many years to come. People are living longer and the proportion of older people is rising. A greater number of people are living with a disability for longer, meaning there are more people who require complex support.

In particular, we expect to see an increase in the number of:

- Older people with support needs
- People with dementia
- Carers
- People seeking information and advice
- People who are paying for support services themselves
- Children and Young People who have complex needs

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<sup>4</sup> *Supporting Carers: The Case for Change* (2011) The Princess Royal Trust for Carers and Crossroads for Carers [www.crossroads.org.uk](http://www.crossroads.org.uk)



- Adults with complex needs

There will be an increasing long term focus on supporting the health and wellbeing of the population through:

- Services that help to support people early on
- Services that help to prevent or delay people needing to use more specialist services
- Cultural services that help people to live a normal life and fulfil their educational and employment potential

#### **4. Supporting the Health and Wellbeing of Carers in Leicester, Leicestershire and Rutland 2012 – 2015**

##### **The National Carers' Strategy**

The Carers Strategy, '**Carers at the heart of 21st century families and communities: a caring system on your side, a life of your own**' produced by the Government in 2008 and determined priorities for carers as:

- Timely information
- Breaks from caring
- Respect from professionals
- Streamlined assessments and more comprehensive services
- Keeping healthy
- A benefits system that facilitates rather than penalises employment

Following further consultation in 2010, the strategy was refreshed and published as '**Recognised, valued and supported: Next steps for the Carers' Strategy**'. This focused on improving health and social care support for carers in England.

Four priority areas for improvement were identified:

- Identification and recognition
- Realising and releasing potential
- A life outside caring
- Supporting carers to stay healthy

Further publications such as the Adult Social Care and Health outcomes frameworks identify targets in relation to carers including:

- Earlier diagnosis, intervention and reablement mean that people and their carers are less dependent on intensive services
- Carers can balance their caring roles and maintain their desired quality of life
- The proportion of people who use services and carers who find it easy to find information about services

- The proportion of carers who report that they have been included or consulted in discussions about the person they care for

A report by The Princess Royal Trust for Carers and Crossroads Care highlighted that increasing support for carers benefits not only the carer, but also the cared for person and benefits the health and social care system in the following ways:

- Improved health and wellbeing outcomes for patients and recipients of care
- Improves health and wellbeing of carers, who generally suffer disproportionately high levels of ill health
- Reduces unwanted hospital admissions, readmissions and delayed discharge
- Reduces unwanted residential admissions and length of stay<sup>5</sup>

Here in Leicester, Leicestershire and Rutland we acknowledge these findings and the value that carers bring to health and social care. We recognise the added value for commissioners which is achieved by investing in flexible carer support and carer services which provide evident benefits for both carer and cared for person.

In addition, an evaluation of reablement programs including Leicestershire's found that carers play a crucial role in long term reablement effectiveness.<sup>6</sup>

### **What are we planning to achieve over the next 3 years?**

Our goal is that carers of people living in Leicester, Leicestershire and Rutland who choose to take on or continue in a caring role will feel supported to take up/ sustain their caring role, in a manner that meets their needs. This goal will be translated into the delivery action plans which will describe how we intend to meet the needs of carers. Leicestershire County and Leicester City's delivery action plans can be seen in Appendix 1 and 2. Rutland County's delivery action plan is currently being developed at the time of printing.

The delivery action plans focus on the following areas:

- Identification and recognition
- Realising and releasing potential
- A life outside caring
- Supporting carers to stay healthy
- Early intervention and prevention, particularly high quality provision of information and advice (especially at the beginning of the caring role)

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<sup>5</sup> 'Supporting Carers; the case for Change', The Princess Royal Trust for Carers and Crossroads Carers, 2011, [www.crossroads.org.uk](http://www.crossroads.org.uk)

<sup>6</sup> Care Services Efficiency Delivery Programme. Homecare Re-ablement Workstream (2007), Homecare re-ablement retrospective longitudinal study'. London: Care Services Efficiency Delivery.

- Ensuring fair access to marginalised groups

### **Making sure it is fair for all people**

An equalities impact assessment has been completed to ensure we have a detailed understanding of how delivery of the strategy will affect different strands of the population. The assessment includes an equality improvement plan to ensure we are mitigating any negative impacts and complying with the law. This is a working document that will be developed with carers and carers organisations alongside delivery of the strategy.

### **Resources**

The strategy is underpinned by a commitment across Leicester, Leicestershire and Rutland to work collaboratively to deliver the action plans, we understand that investment in supporting carers also benefits the people being cared for, health commissioners, general practitioners and councils. There will be for both Leicester City and Leicestershire County additional resources from the transfer of NHS funding as part of the 2011/2012 and 2012/2013 local government finance settlement. This will provide opportunities for further investment in the priorities identified in the strategy.

### **Monitoring and Performance**


The specific objectives and outcomes in the delivery action plan will be incorporated into each Local Authority and Health monitoring and performance systems. Partners in the voluntary and independent sector, local district authorities, carers and carers representatives will be enabled to contribute to the overall performance monitoring of the delivery action plan, where appropriate. We will also use regular feedback from carers and carers' organisations to evaluate our progress. Leicestershire County Council's current Carers board will provide governance for the delivery of the strategy, ensuring carers views regarding performance are routinely captured. Leicester City will be setting up additional governance arrangements including a Carers Board to support and implement effective delivery of the strategy with carers as full partners.

### **Review**


Each Local Authority will undertake a regular review of the delivery action plan. The review will involve carers, their representative organisations, colleagues and partners in the local district councils and independent sectors. It will also need to take account of national and local policy directives and developments.

## Appendix 1 Leicestershire County Council Delivery Action Plan 2012 – 2015

There will be further detailed development of the action with delivery partners.

NB:  This symbol indicates that there will be additional funding to support the action

No	Key Delivery Area	Objectives	Actions	Lead Agency / Team	Time Frame	What will success look like?
1	Identification and recognition	Helping people to realise from an early stage that they are a “carer”	Promote awareness of the signs of caring in educational establishments (i.e. schools and colleges)	Young Carers’ Lead	<b>December 2013</b>	Report on work completed
		Recognising the value of the contribution of carers	Ensure information regarding local carers is regularly refreshed through the Joint Strategic Needs Assessment process	Strategic Planning & Commissioning	<b>July 2013</b>	JSNA carer update completed
		Involving carers from the outset in designing services and in individual support planning	Sign the local Memorandum of Understanding (MOU) for young carers and agree and implement an action plan	Young Carers’ Lead, Strategic Planning & Commissioning	<b>January 2012 – December 2012</b>	MOU signed, action plan agreed and implemented by all key partners
		Ensure staff across Children’s and Adult services are enabled to identify and assess young carers and their parents	Consider when using the term ‘carer’, how to address people in the role who do not recognise themselves as a carer.	Leicestershire County, Leicester City, Rutland County Councils	<b>By 2015</b>	The word ‘carer’ is used alongside an explanation to encourage carers to identify themselves
		To give carers a ‘voice’	Develop and promote Carer Identification Schemes (e.g. supermarkets, pharmacies. Hospitals)	Leicestershire County, Leicester City, Rutland County Councils	<b>By July 2013</b>	Carer Identification Schemes developed and in use



No	Key Delivery Area	Objectives	Actions	Lead Agency / Team	Time Frame	What will success look like?
			<p>Work with CCGs (Clinical Commissioning Groups) to increase understanding of carers needs and issues including the need to identify carers:</p> <ul style="list-style-type: none"> <li>• Build on current systems to embed the identification and onward referral of carers in primary medical care</li> </ul>	CCGs	<p><b>To be confirmed by CCGs</b></p> <p><b>Commence August 2012</b></p>	<p>CCGs have a good understanding of carers needs.</p> <ul style="list-style-type: none"> <li>• Identification of carers is normal practice for primary care staff</li> <li>• Increasing numbers of carers identified and accessing appropriate information, advice and services</li> </ul>
			<p>Raise awareness of carers' rights:</p> <ul style="list-style-type: none"> <li>• Carers to lead the development of a Carer's Charter</li> <li>• Develop a Carer Champion Network across Leicestershire and Rutland (including health champions and a champion in each school/academy)</li> </ul>  <p><b>[using Health Transfer Money – see Carers Strategy, paragraph 13]</b></p>	Leicestershire County, Leicester City, Rutland County Councils, NHS	<p><b>Commence July 2012</b></p> <p><b>By December 2012</b></p> <p><b>Commence August 2012</b></p>	<p>Carers' Rights information produced and promoted</p> <p>Carer's Charter written, published and available online</p> <p>Network of Champions in place</p> <p>Better signposting for carers to organisations (such as the voluntary sector)</p>
			Investigate First Contact style referral service for carers	Strategic Planning and Commissioning, First Contact Project Officer	<b>Commence 2013</b>	Report on feasibility of First Contact style referral service for carers

No	Key Delivery Area	Objectives	Actions	Lead Agency / Team	Time Frame	What will success look like?
2	Realising and Releasing Potential	Supporting Carers to fulfil their educational and employment potential  Young Adult Carers are supported with transitions into adulthood  Young carers have equal access to hobbies and extracurricular activities as their peers	Promote the schools resource pack in educational establishments (i.e. schools and colleges)	Young Carers Lead	To be agreed	Young carers feel confident to talk to a member of staff at school about their additional needs and are supported appropriately
			Raise awareness of carers rights (Equalities Act and Employment Rights Act) in employment: <ul style="list-style-type: none"><li>• Within Job Centre Plus</li></ul>	Leicestershire County, Leicester City, Rutland County Councils, Job Centre Plus	To be agreed	Information circulated to Job Centre Plus
			<ul style="list-style-type: none"><li>• Amongst employers</li></ul>	Leicestershire County, Leicester City, Rutland County Councils Economic Partnerships	To be agreed	Information available for employers
			Develop and promote a Carer Identification and Information Pack for employers  Work with young Adult Carers to develop a transitions pack and promote it  Work with Older Carers (aged 65+) to ensure their needs are being met	Leicestershire County, Leicester City, Rutland County Councils, Job Centre Plus  Young Carers Lead	To be agreed	<ul style="list-style-type: none"> <li>• Pack developed and in use (by carers of all ages)</li> <li>• Increased number of carers using the Customer Service Centre as a central source of information</li> <li>• Reduced numbers of young adult carers who are not in Education, Employment or Training</li> </ul>
			Work with Job Centre Plus to develop back to work support for carers	Leicestershire County, Leicester City, Rutland County Councils, Job Centre Plus	To be agreed	Back to work scheme developed and in use
			Provide advice for carers to maximise their income	Leicestershire County, Leicester City, Rutland County Councils, Department of Work and Pensions	To be agreed	Accurate advice and information on options for carers is provided

No	Key Delivery Area	Objectives	Actions	Lead Agency / Team	Time Frame	What will success look like?
3	A life outside of caring	Personalised support for carers and those they support to enable them to have a full life, both in their families and outside throughout their life as a carer and regardless of their situation Recognise that being a carer has implications outside of the caring role – i.e. impact on siblings	Review adult respite provision/ provision of short breaks and their effectiveness to ensure consistent access to and delivery of Short Breaks across the county	Leicestershire County, Leicester City, Rutland County Councils, CCG's	July 2013	Review complete and Action Plan in place
			Continue to provide short breaks/ respite for disabled children and young people and young carers  Consideration of further commissioning for young carers short-break services (not only for disabled children but all young carers)  <ul style="list-style-type: none"> <li>• What short break provision would young carers like to see developed and where?</li> <li>• Promotion and ongoing review of short breaks statement</li> <li>• Consider issues facing dual carers</li> </ul>	Disabled Children's Lead Young Carers lead	To be agreed	Increase in short break/ respite provision  Increased awareness of short breaks/ respite
			Development of child care support provision for disabled children	Early Years Lead, Disabled Children's Lead	To be agreed	Increased number of parent carers are able to access employment/ education due to provision of child care





No	Key Delivery Area	Objectives	Actions	Lead Agency / Team	Time Frame	What will success look like?
4	Supporting Carers to stay healthy	Supporting carers to remain mentally, emotionally and physically well throughout their life as a carer and regardless of their situation	Implement new Carer Health and Wellbeing Service working with CCGs   <b>[using Health Transfer Money – see Carers Strategy, paragraph 13]</b>	Leicestershire County Strategic Planning and Commissioning	<b>Commence July 2012</b>	Health promotion service being developed to promote well being and health of carers
			Discuss with CCG's the issues around GP appointments for carers e.g. better timed appointments from GP, District Nurse, first appointment of the day etc )	Leicestershire County, Leicester City, Rutland County Councils CCG's	<b>To be agreed</b>	Report on feasibility
			Review carer assessments (both Impact of Caring forms and related documentation)	Head of Service Promoting Independence	<b>December 2012</b>	Carer assessments have been reviewed and revised as necessary
			Ensure carers' health and social needs and how they will be addressed are written into the support plan of the cared for person	Leicestershire County, Rutland County Councils	<b>By 2015</b>	Support plan audit
			Develop training around stress management/ coping strategies utilising health transfer money   <b>[using Health Transfer Money – see Carers Strategy, paragraph 13]</b>	Strategic Planning & Commissioning	<b>April 2012</b>	Coping strategies/stress management information developed and in use

No	Key Delivery Area	Objectives	Actions	Lead Agency / Team	Time Frame	What will success look like?
5	<b>Early intervention and prevention, particularly high quality provision of information and advice (especially at the beginning of the caring role)</b>	<p>Helping carers to be independent and remain independent</p> <p>Ensuring there is a 'no wrong door' to the identification, assessment and support of young carers and their families</p>	<p>Work with carers to develop carer's care pathways:</p> <ul style="list-style-type: none"> <li>• Map Young Carers Pathway</li> <li>• Map Parent Carer's Pathway</li> <li>• Map adult carers pathway</li> <li>• Identify the referral processes into Adult Social Care from other agencies</li> <li>• Review and improve hospital discharge processes to ensure carers needs are addressed</li> <li>• Review Carer Information</li> <li>• Develop information targeted at carers of people who are self funding (paying for their own support)</li> </ul>	<p>Leicestershire County, Leicester City, Rutland County Councils, NHS.</p> <p>Young Carers Lead</p>	<p><b>Commence July 2012</b></p> <p><b>Commence July 2012</b></p> <p><b>Commence July 2012</b></p> <p><b>Commence July 2012</b></p> <p><b>Commence August 2012</b></p> <p><b>Commence January 2013</b></p> <p><b>To be agreed</b></p> <p><b>By 2013</b></p>	<ul style="list-style-type: none"> <li>• Clarity regarding Carers Pathway</li> <li>• Gaps/ pressure points in pathway identified</li> </ul> <p>• Gaps highlighted</p> <p>• Potential increase in number of referrals to Adult Social Care</p> <p>Carers of people leaving hospital report high levels of satisfaction in survey</p> <p>Availability of reliable and up to date carer information</p> <p>Information produced and published</p> <p>Increased number of carers of people who are paying for their own care accessing the Customer Service Centre</p>

No	Key Delivery Area	Objectives	Actions	Lead Agency / Team	Time Frame	What will success look like?
			Develop a social networking site for young carers in Leicestershire Ensure young carers have access to emotional support	Information and Advice Project Manager, Young Carers' Lead	To be agreed	<ul style="list-style-type: none"> <li>Increased numbers of young carers coming into the service (which service to be clarified)</li> <li>Social networking site is live and in use</li> <li>Young carers report satisfaction with access to emotional support services</li> </ul>
			Consider feasibility of the use of 'phone apps' to improve the lives of carers (e.g. social networks, access to services, access to emergency help)	Leicestershire County, Leicester City, Rutland County Councils	By December 2014	Report on feasibility of the use of 'phone apps' to improve the lives of carers
6	Ensuring fair access to marginalised groups	Ensuring people from hard-to-reach groups have meaningful input into shaping services and receive appropriate services for their needs	Carers are involved in planning and service development	Information and Advice Project Manager, Strategic Planning & Commissioning	By 2013	Effective engagement across all groups
			Ensure that religious groups are engaged in relevant future consultation exercises	Leicestershire County Council	As required	<ul style="list-style-type: none"> <li>Effective engagement</li> <li>Understanding of the impact of faith/ religion on caring role</li> </ul>

**Leicester, Leicestershire and Rutland PCT**

[www.lcr.nhs.uk](http://www.lcr.nhs.uk)

[www.leicestercity.nhs.uk](http://www.leicestercity.nhs.uk)

**Leicestershire County Council**

[www.leics.gov.uk](http://www.leics.gov.uk)

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**Rutland County Council**

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