

1. Introduction

The service areas of Resources Management, Safeguarding and Performance, Adult Services and Children and Young People Services combine to form the Social Services Directorate which has a wide range of statutory duties and responsibilities. The key aspect of the division's role is to ensure the assessed social care and support needs of adults and children are met, helping them to achieve their outcomes in line with the Social Services and Well-being (Wales) Act 2014.

1.1 What we do – Adult Services

The Adult Services division provides care and support services for adults with a learning disability, autism, mental health problems, frailty because of aging, a physical disability or sensory impairment, assessed as having an eligible need under the definitions of the Social Services and Wellbeing (Wales) Act, 2014.

Our broad functions are as follows:

- **Adult Locality Services** are focused in six key areas across the citizen's care and support journey: Intake and Assessment; Reablement Services: Integrated Discharge Service; Longer Term Care Service including Review functions, Occupational Therapy (including Sensory Impairment), and Day Services (Older People and People with a Physical Disability). This reflects the current stages of the social care and health integration journey where elements of Cardiff Council and the Cardiff and Vale University Health Board work jointly with the Vale of Glamorgan Council.
- **Learning Disability Services** are delivered through a joint team with Abertawe Bro Morgannwg University Health Board. It provides a specialist, multi-disciplinary service for learning disabled individuals. This includes Assessment and Care Management, an Autism Advice service, Adult Placement Scheme and Day Opportunities in line with the Learning Disability Day Services Strategy.
- **The Vale of Glamorgan Community Mental Health Teams (CMHTs)** are jointly operated by Cardiff and Vale University Health Board (UHB) and the Vale of Glamorgan Council. They offer a specialist, multi-disciplinary service for individuals living with mental ill health. CMHTs form part of an integrated 'network of care' that is delivered in conjunction with inpatient, crisis and specialist mental health services, the Primary Care Mental Health Support Services, a range of third sector support providers and community and housing support provided by Vale of Glamorgan Housing Services.
- **The Vale of Glamorgan Substance Misuse Services** are delivered in partnership with the Cardiff and Vale University Health Board to provide rehabilitative interventions for people whose substance misuse is affecting their wellbeing or safety. The Vale Substance Misuse Social Work Service forms part of an integrated care pathway through safe usage, treatment and recovery.
- **The Integrated Vale Community Resource Service** delivered in partnership with Cardiff and Vale University Health Board to maximise the independence of individuals following an episode of ill-health, impairing their ability to be independent. Our reablement support worker team and therapists work with individuals over a period of 6 weeks to give individuals confidence, therapeutic intervention, equipment and coping strategies to ensure that their independence is maximised and the aim is that they return/remain in their own homes without the need for longer term care and support.

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council’s vision – **‘Strong communities with a bright future’**.

Our Service Plan outlines our key priorities for the coming year and how we will manage our resources to deliver them. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council’s core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future
- **Open:** Open to different ideas and being accountable for the decisions we take
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality service
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council

Our Council’s priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure that all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the Well-being Goals is highlighted throughout our Service Plan.

1.3 Developing Our Plan

Our Service Plan is informed by and reflects the environment within which our service operates. As well as contributing to the Well-being Outcomes and Objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial, ICT, assets etc.;
- Director of Social Services Annual Report 2017/18;
- Our Social Services Budget Programme that includes planned service savings and efficiencies associated with the implementation of the Council's Reshaping Services Programme;
- Requirements associated with meeting our duties under the Social Services and Well-being (Wales) Act 2014.
- Priorities identified through the establishment of pooled arrangements and any joint commissioning intentions in line with Part 9 of the Social Services and Well-being (Wales) Act;
- Priorities identified through the Integrated Care Fund;
- Emerging priorities and developments arising from collaborative arrangements at a regional level such as the Social Services Collaborative Board, Regional Safeguarding Board, the Regional Steering Group and its associated work streams;
- Our priorities in relation to further enhancing and integrating health and social care across Cardiff and the Vale; and
- Our response to any findings from Internal Audit Reviews and CIW Reviews and Inspections;
- Priorities identified in the Welsh Government's Healthier Wales- Plan for Health and Social Care and the associated quadruple aims (four main aspects) of the Parliamentary Review of Health and Social Care;
- Requirements of the new Well-being of Future Generations Act and more specifically how we design and deliver services in line with the 'Five Ways of Working'.
- Compliance with duties and responsibilities outlined in the Regulation and Inspection Social Care (Wales) Act 2016; and
- Our response to findings from the Care Inspectorate Wales' National Inspection of Prevention and Promotion of Independence for Older Adults Living in the Community.

1.4 How We Work - Sustainable Development

The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

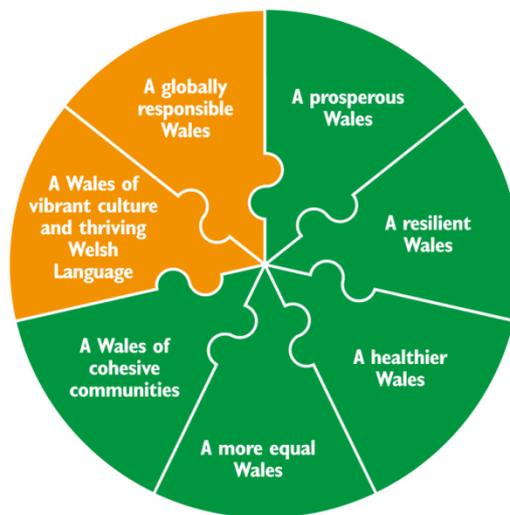
"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.
- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.

- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

In response, our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities. The chart below shows how this service area contributes to the Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

Adult Services continues to face unprecedented pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- Capacity to deliver the level of transformational change required as part of the Social Services Budget Programme and Reshaping Services Agenda and ensuring appropriate resourcing for Reshaping Services projects in order to achieve the change needed. (CP1)

- In light of the Parliamentary Review of Health and Social Care, there is an increased emphasis on developing and operating pooled arrangements to enable us to undertake more joint commissioning of services to deliver a more citizen centric model of seamless care. However, there are challenges associated with developing more streamlined approaches to developing/commissioning preventative services that are more joined up across organisational boundaries. For example, implementing across the whole of domiciliary care an outcome-based commissioning approach will be challenging. (AH10)
- Equally, despite our progressive approach to working with partners, **collaboration in relation to developing alternative models of service delivery remains an ongoing challenge in a climate of diminishing resources.** Issues and delays associated with the integration of health and social care services at the regional level are impacting on our ability to transform services in a timely way.
- Linked to this is the availability of grant funding streams e.g. Integrated Care Fund impacting on our ability to continue to develop and commission services that focus on innovation and creating capacity whilst still meeting our statutory requirements to deliver core services. Reduction in grant funding streams and lack of confirmed recurrent funding in a timely fashion causes issues in recruitment and commissioning. A significant amount of investment or a replacement of grant funding will be required to facilitate further integration of services. (AH9)
- **Our capacity to further reduce delayed transfers of care remains a challenge.** The Delayed Transfers of Care, budgetary pressures continue to impact on our performance in this area.(AH12)
- In a climate where resources are being increasingly squeezed, this puts pressure on our **capacity to ensure that safeguarding procedures remain robust, are regularly reviewed and updated and applied consistently.** (AH11)
- **Sustaining and improving levels of service delivery and performance whilst managing expectations is increasingly more challenging.** Demographic changes are having a significant impact. There is a growing ageing population in the Vale of Glamorgan with increasing numbers of adults presenting with greater levels of need and complex health conditions, which is affecting our ability to improve access to health and social care services. (AH8)
- Capacity and capability to fully meet our requirements as part of the Social Services and Well-being (Wales) Act, and the challenges this poses for delivering services on reducing budgets. In particular this is relevant in relation to our ability to meet our statutory duties in relation to mental health services due to recruitment difficulties we continue to experience with Approved Mental Health Practitioners (AH7)
- Addressing the fragility of services and ensuring the future sustainability of statutory services through building resilience within teams and addressing workforce issues relating to our ageing workforce, especially in relation to the capacity of existing staff such as Approved Mental Health Workers and the recruitment deficit for 'hard to recruit' posts. (CP2)
- Supporting and developing staff with the right skill sets in order to respond effectively to the new ways of working associated with Reshaping Services agenda and the Social Services and Well-being (Wales) Act will remain an ongoing challenge. This requires a shift change in how teams work to fluidity and flexibility within roles in response to a changing policy landscape. (CP2)

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

Adult Services will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Corporate Plan Action	Planned 2019/20 Activities
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH7	<p>Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority work-streams as outlined in the Sustainable Social Services Regional Implementation Plan (annual:)</p> <ul style="list-style-type: none"> - provision of information - advice and assistance services - eligibility/assessment of need - planning and promotion of preventative services - workforce - performance measures (2016/17) <p><i>During 2019/20 and onwards the focus is on the ongoing implementation of the new ways of working under the SSWB Act via the Regional Steering Group.</i></p>	<p>Implement the preferred option for the Customer Contact Centre as a single point of contact to improve access to seamless health and social care services.</p> <p>Refresh processes at the Customer Contact Centre to support the provision of Information, Advice and Assistance (IAA) model in line with the requirements of the Social Services and Well-being (Wales) Act.</p> <p>Review the effectiveness of the reablement model to maximise use of reablement services in the Vale to support individual's to regain a maximum level of independence.</p> <p>AMHP Task and Finish group to address the training, retention and recruitment issues associated with this role within the Vale of Glamorgan to in order for us to continue to safely deliver our statutory duty.</p>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH8	<p>Improve access to health and social care services by improving the speed, simplicity and the choice of how to access services.</p>	<p>Pilot delivery of a GP triaging scheme within the Vale of Glamorgan in partnership with the Cardiff and Vale University Health Board.</p> <p>Undertake further expansion of the Adult Placement Scheme.</p>

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Corporate Plan Action	Planned 2019/20 Activities
			<p><i>During 2019/20 the focus will continue to be on enhancing the provision of an Information, Advice and Assistance (IAA) service and improve preventative services provided by communities through new models of working.</i></p>	<p>Implement a joint Learning Disability Commissioning Strategy to ensure that we can effectively meet the needs and outcomes of our service users both now and in the future.</p> <p>Update referral management processes at the Customer Contact Centre to reduce the number of people waiting on CRM queue for call back/social work input.</p> <p>Monitor and improve the Information, Advice and Assistance sign off to maximise use of preventative options and reduce dependency on Intake & Assessment.</p>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH9	<p>Work with partners to progress the integration of adult social care and community health services.</p> <p><i>During 2019/20 the focus will be on further maximising the use of our resources to further embed integrated health and social care services.</i></p>	<p>Implement a regional protocol to support transition processes across all Adult Services.</p> <p>Implementation of the 'Get me Home' Plus Service as part of the Transformation Funding allocation.</p> <p>Implement a 'Team around an Individual' approach to Dementia Services, embedded in our Community Resource Service (VCRS).</p> <p>Work with partners to develop a Vale Locality Model in response to the recommendations of the Parliamentary Review.</p> <p>Explore the development of an integrated model for Long Term Care Service and Nurse Assessor Team at Ty Jenner.</p>

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Corporate Plan Action	Planned 2019/20 Activities
				Review opportunities for the development of clear Continuing Health Care Processes.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH12	<p>Minimise delays in transfers of care and discharge from hospital through improved co-ordination of services and the delivery of the Accommodation Solutions Service.</p> <p>During 2019/20 the focus will be on minimising delays in discharge from Hospital with a focus on maximising levels of independence.</p>	Evaluate and review the use of assistive technology in order to maximise opportunities for independence.

[Appendix A](#) contains the detailed activity plan which outlines the actions we will undertake in the coming year to deliver our 2019/20 priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2. Integrated Planning Priorities

Our service is committed to maximising the use of resources so that we can deliver sustainable and cost effective services that best meet people's needs. In order to achieve this, we have identified a series of priority 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus will be:

Ref	Integrated Action	Planned activities 2019/20
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges.	<p>As part of Tranche 4 continue to support delivery of the Council's reshaping agenda and associated projects in the Social Services Budget Programme.</p> <p>Continue to increase the provision and take up of direct payments.</p> <p>Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future, which includes identifying options for the way forward in relation to the</p>

Ref	Integrated Action	Planned activities 2019/20
		<p>delivery of integrated health and social care services.</p> <p>Given the growth in integration, consider our assets in partnership with other partners to make best use of our pooled resources.</p>
CP2	Align the workforce plan to the Reshaping Services strategy, ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered.	<p>Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.</p> <p>Consider how apprenticeship scheme within the Adult Services Division can be implemented.</p> <p>Review leadership programme pilot for the Division aimed at social care managers/aspiring managers.</p> <p>Work with the Customer Contact Centre to ring-fence specialist Customer Service Representatives to deliver Adult Services functions to improve service delivery. (Links to AH8)</p> <p>Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team. (Links to AH9)</p> <p>Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams. (Links to AH9)</p> <p>Review the remuneration of Approved Mental Health Professionals to improve recruitment and retention.</p> <p>Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training.</p>

[Appendix B](#) outlines the ‘enabling’ actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

3.3. Managing Our Resources to Deliver Our Priorities

The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service.

This section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement.

[Appendix B](#) outlines the ‘enabling’ actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

Workforce Development

Key Service Statistics 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
390	296.33	11.63	4.16	15.79	36 (9.23%)	87

During 2017/18, 87% of #itsaboutme staff appraisals were completed for Adult Services which is slightly less than our performance in the previous year (100%). By comparison, in terms of our half year performance (as at September 2018/19), 79.29% of staff appraisals had been completed for the year.

Going forward the key workforce issues impacting on the service are:

- Managing sickness absence rates. This continues to be an area of development across the division. The average days lost to sickness absence per full time equivalent during 2017/18 (15.79 days per FTE) has deteriorated when compared with 2016/17’s reported performance of 12.17 days per FTE. Long term sickness continues to be more of the dominant issue in the division, as during 2017/18, 11.63 days per FTE were lost due to long term sickness compared to 4.16 days per FTE in terms of short term sickness absence. Equally, long term sickness rates have continued to worsen increasing from 7.79 days per FTE during 2016/17 to 11.63 days per FTE during 2017/18. In terms of our half year performance for 2018/19 (quarter 2), the average number of days sickness absence per full time equivalent has only very slightly worsened/ during quarter 2 (2018/19) when in compared to the same period in the previous year (2017/18). The Service reported a quarter 2 performance of 6.93 days during 2018/19, compared to 6.51 days during the same period in the previous year. The majority of sickness absence continues to be long term, during quarter 2 2018/19 5.46 days/shifts were lost due to long term sickness compared with 1.47 days/shifts due to short term sickness. This is a similar pattern to the same period last year where 4.99 days/shifts were lost due to long term sickness compared to 1.52 days/shifts lost due to short term sickness. The service continues to be proactive in implementing risk assessment approaches, providing stress awareness training for staff and signposting to the Employee Assistance programme, and automatic referral of stress cases to occupational health. This absence is putting additional pressure on remaining staff who have to cover these absences as well as their own areas of work and if this trend continues it is likely to have a significant impact on capacity within the service overall. In line with corporate direction, we will continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.
- During 2017/18, Adult Services had an establishment of 296.33 FTEs compared to 291.13 FTEs during the same time period in 2016/17. During 2017/18, the service reported an overall turnover rate of 9.23% which is lower when compared to 2016/17 where turnover was 13.05%. In relation to our half year performance for 2018/19 (quarter 2), turnover rate was 6.57%. We will continue our focus on flexibility within roles and increased emphasis on learning and development, innovation, improved performance and staff engagement which is anticipated will help build resilience within teams and the service as a whole.
- The age profile of staff whilst not a cause of concern in the short term, but remains a key area of development for the service, as over 69% of employees are between the ages of 45 and 65+. As at September 2018, the age profile of the service was as follows: [5% (65+); 32% (55-64); 32% (45-54); 17% (35-44); 11% (25-34); 3% (16-24)]. To ensure continued resilience within teams for the long term, there is a need increase the number of staff within the 16-24 and 25-34 categories

especially as staff are approaching retirement. We will continue developing initiatives with a focus on building capacity within specialist areas in order to increase resilience within the service.

- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda as well as ensure that our current and future managers are equipped with the skills required to manage modern Social Services. Whilst we continue to sponsor Social Care Officers to obtain a Social Work qualification via University, the posts funded are limited by the financial resources we have available in any given year. However, we continue to enhance our Management Development Programme and proactively engage with social services staff in driving through this agenda. Going forward the focus working with the Organisational Development Team to pilot the development of a leadership programme bespoke to social care managers/aspiring managers to further enhance and support succession planning across the division for all levels of staff.
- We need to continue to explore options for succession planning to address these issues as well as those associated with an aging workforce, and business critical/ specialist posts in order to increase service resilience for the future.
- The challenge continues to be the recruitment of reablement support workers within the Vale Community Resource Service. There is a need to build greater flexibility and progression into the system to make care work more attractive as a profession as well as explore more creative forms of recruitment by further embracing the use of Social Media and Open Days which we are already doing.
- The need to continue to focus on opportunities to enhance our approach to supporting integrated ways of working.
- Recruitment to critical posts also remains a problem in relation to Approved Mental Health Professionals.
- The secondment opportunities for qualified social staff to move into different roles has been positively welcomed. It addressed issues of burn out for some very experienced staff, enabling them to move into other teams and reinvigorate their practice and motivation where they would not have considered entering an interview process. This has been very successful within the Division and led to permanent moves to different teams.

It is important that we continue to maintain and develop our workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. It remains a priority for Adult Services to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. Our key workforce development priorities for the coming year are:

- Explore options in terms of succession planning, in relation to the ageing profile of some teams as well as the more skilled social worker and team manager tiers in order to increase service resilience.
- Continue to support current and future managers to ensure they are equipped with the skills required to manage modern social services through continuing to enhance the Management Development Programme and through trialling a bespoke leadership programme;
- Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment more effectively and recruit to vacant positions.
- Maintain our focus on strengthening the performance management and support arrangements in relation to sickness absence within the service.
- Address the workforce priorities associated with developing and integrated model in relation to Long Term Care Team and Nurse Assessors Team by implementing a single integrated management structure and reviewing the roles of nurses and social workers within the team.
- Increasing capacity through reviewing the remuneration for our AMHPs and increasing access to specialist AMHP training for staff.

ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly through exploring new ways of working digitally and investing in new technologies. Our ICT priorities for 2019/20 are outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

The key ICT issues impacting on the service are:

- Although the implementation of the new social care system has progressed, it has not been without its challenges. Progress with implementing the new system has been hampered by compatibility issues, low levels of in-house capacity and that the system is not currently being utilised by all partners on a regional level. These factors continue to hinder our ability to use the system to its full potential. The focus during 2019/20 will be on resolving any outstanding teething problems associated with the system and to ensure that it can be fully embedded across the Directorate. We will also be concentrating on building the capacity and expertise of staff so that the system has greater resilience.
- Maximising the use of our ICT resources in light of reducing budgets remains an ongoing issue. This is particularly relevant given the age of some of our IT equipment means it is no longer supported by IT. There also needs to be a greater focus on utilising technology to support 'agile working' within teams to enhance our efficiency and effectiveness.
- The requirements of GDPR has a potentially significant impact on how we deliver our services (both internally and commissioned out). We need to have assurance that all staff are compliant with the GDPR requirements are applying the appropriate processes and protocols in relation to their roles and responsibilities.

Our key areas of focus for 2019/20 are:

- Support delivery of the Digital Place strand of the Digital Strategy.
- Review the content and accessibility of our web pages and social media interactions with citizens, including maximising the potential for self-referral to services and online payments where appropriate
- Explore the use of technology to support payment for certain services e.g. Telecare, and referral management by encouraging self-referral of individuals using digital means.
- Exploring the use of technology to further enhance integration and communication with our partners – e.g. Skype, minimising travel and enhancing our ability to engage across the region reducing time wasted travelling and impact of the environment through unnecessary travel.

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings.

Key issues impacting on the service are:

- Inability to effectively engage partners to meet their commitments associated with delivering our key collaborative arrangements.
- Expectations of partners are at odds with the Council's priorities and transformation agenda.
- Inability to deliver key collaborative projects due to a lack of agreement on the consensual way forward.
- The Sustainability of projects associated with regional working/collaborative arrangements is uncertain due to the short-term and time-limited nature of funding e.g. ICF and Transformation funding.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
<p>Ongoing implementation of requirements of the Social Services Well-being (Wales) Act regionally with our key partners.</p> <p>Delivering Transformation Grant</p> <p>Regional Steering Group.</p>	<p>To continue to work together cohesively to implement the requirements of the Act.</p>	<p>Implement the preferred option for the Customer Contact Centre as a single point of contact to improve access to seamless health and social care services. (Links to AH7)</p> <p>Refresh processes at the Customer Contact Centre to support the provision of Information, Advice and Assistance (IAA) model in line with the requirements of the Social Services and Well-being (Wales) Act.(Links to AH7)</p> <p>Review the effectiveness of the reablement model to maximise use of reablement services in the Vale to support individual's to regain a level of independence. (Links to AH7)</p> <p>Work with partners to develop a Vale Locality Model in response to the recommendations of the Parliamentary Review. (Links to AH9)</p>
<p>Continued delivery of work streams associated with Integrated Care Fund.</p> <p>Social Services Collaborative Working Board involving partners from the Third Sector, Independent Sector, University Health Board and Cardiff Council.</p> <p>Regional Partnership Board - Integrated Care Fund (ICF) / Transformation Grant as part of the Healthier Wales Agenda.</p> <p>Reported via the ICF Programme Board and Strategic Leadership Group.</p>	<p>To maximise the use of ICF monies to further enhance and improve services to support older people to maintain their independence and in relation to the Integrated Autism Service and Complex Needs service within Learning Disability Services.</p>	<p>Pilot delivery of the co-location of Independent Living Officers.</p> <p>Pilot delivery of a GP triaging scheme within the Vale of Glamorgan. (Links to AH8)</p> <p>Implement the 'Get me Home' Plus service as part of the Transformation Funding allocation. (Links to AH9)</p>

Consultation and Engagement

The Directorate actively engages with stakeholders and service users regarding the quality of service delivery and how we shape future services. Implementation of the SSWB Act requires us to collate qualitative information that can only be achieved through active consultation with service users. We are endeavouring to plan this work now in this transition year to establish a baseline for future years. In addition and in conjunction with the Policy and Quality Assurance officer, Heads of Service identify key areas for consultation to help shape future service delivery. Finally, the Act also states that a Citizens Panel or similar arrangements should be in operation; this forms a work stream with Cardiff Council which is monitored by the Regional Steering Group.

Our annual programme of consultation for 2019/20 is outlined below. Further details on the consultations including the key findings and outcomes will be available in the Engagement Hub.

Consultation Activity Planned 2019/20
Welsh Government Qualitative Measures Consultation
Adults at Risk Consultation.
Adult Placement Consultation
Residential Care Consultation
Respite Consultation

Finance

The estimated base budget for our service area for 2019/20 is £47.957m and the planned improvement activities for 2019/20 focus on delivering the in-year savings identified for the service. This is £378k for 2019/20.

The service has been awarded costs pressures for 2019/20 totalling £963k in relation to:

- **Demographic changes** - Vale continues to experience an increase in the number people over the age of 65 years who are eligible to receive services. As a consequence of older people living longer, individuals tend to access services at a later stage with increasingly more complex needs that come at a much higher cost. The ability to meet the growing support needs of our clients is increasingly becoming more difficult when budgets are diminishing. This issue has been further compounded by the impact of the Welsh Government's introduction of the £80 cap on social care services and the increase in the capital allowance that constrains our ability to charge for services.
- **Increase in provider costs** - Numerous historical pressures continue to impact the committed spend for commissioned services, including National Living Wage, Sleep-Ins, HMRC regulations re travel time, auto-enrolment of pensions and now the increased burden of registration costs for domiciliary care workers under Regulation and Inspection of Social Care (RISC) (Wales) Act 2016. These ongoing issues are placing increased budgetary pressures on the Councils to meet the increased fee rates for service to bring them in line with their direct costs. The roll-out of the 'Your Choice' programme will further inform this pressure figure, but this figure is based on previous uplifts current commitments and the increased fees advised by providers to deliver Your Choice.
- **Supported Living Contract** - Additional investment will be required in order to sustain the supported living accommodation contract if the 18 month extension is agreed by Cabinet. This will involve a contract variation to be paid to suppliers across the requested extension period with cost pressures of 2% following procurement of the service during 2019/20.

Risk Evaluation

Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.

Risk description	Link to Corporate Risk	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the Budget Programme and Reshaping Programme and meet savings targets.	CR1: Reshaping Services	2	2	4		As part of Tranche 4 continue to support delivery of the Council's reshaping agenda and associated projects in the Social Services Budget Programme. (CP1) Continue to increase the provision and take up of direct payments Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future, which includes identifying options for the way forward in relation to the delivery of integrated health and social care services. (Links to CP1 Actions)
Failure to deliver requirements of the Social Services Well-being (Wales) Act and our duty to safeguard the well-being of our citizens.	CR2: Legislative Change & Local Government Reform	2	3	6		Implement the preferred option for the Customer Contact Centre as a single point of contact to improve access to seamless health and social care services. (Links to AH7) Refresh processes at the Customer Contact Centre to support the provision of Information, Advice and Assistance (IAA) model in line with the requirements of the Social Services and Well-being (Wales) Act.(Links to AH7) Review the effectiveness of the reablement model to maximise use of reablement services in the Vale to support individual's to regain a level of independence. (Links to AH7)
Failure to effectively maximise and mobilise our existing	CR5: Workforce	2	2	4		Continue to review and strengthen the performance management and support

Risk description	Link to Corporate Risk	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
workforce to deliver our service priorities, complete timely assessments deliver sustainable services both now and in the future.						<p>arrangements in relation to sickness absence within the service. (Links to CP2)</p> <p>Consider how apprenticeship scheme within the Adult Services Division can be implemented.(Links to CP2)</p> <p>Review delivery of the pilot leadership programme for the Division. (Links to CP2)</p> <p>Work with the Customer Contact Centre to ring-fence specialist Customer Service.</p> <p>Representatives to deliver Adult Services functions. (Links to CP2 and AH8)</p> <p>Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team. (Links CP2 and AH9)</p> <p>Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams. (Links CP2 and AH9)</p>
Capacity of Approved Mental Health Professionals (AMPs) to undertake reviews in line with the requirements of the Mental Health Act.	CR5: Workforce	2	4	8		<p>Review the remuneration of Approved Mental Health Professionals to improve recruitment and retention. (Links to CP2)</p> <p>Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training. (Links to CP2)</p>
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	CR6: Information Security	2	2	4		No further mitigating actions identified.
Failure to put in place appropriate safeguards for adults and meet our responsibilities for responding to situations effectively	CR10: Safeguarding	1	3	3		Mitigating actions in relation to Safeguarding are being led by the Resource Management and Safeguarding Division.

Risk description	Link to Corporate Risk	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
where people are 'at risk' of neglect or abuse.						
Failure deliver new integrated health and social care models.	CR11: Integrated Health & Social Care (Identified Risk Owner)	2	2	4		<p>Implement a regional protocol to support transition processes across all Adult Services. (Links to AH9)</p> <p>Implementation of the 'Get me Home' Plus Night Visiting Service as part of the Transformation Funding process. (Links to AH9)</p> <p>Implement a 'Team around an Individual' approach to Dementia Services. (Links to AH9)</p> <p>Work with partners to develop a Vale Locality Model in response to the recommendations of the Parliamentary Review. (AH9)</p> <p>Explore the development of an integrated model for Long Term Care Service and Nurse Assessor Team at Ty Jenner. (AH9)</p> <p>Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team. (Links to CP2 and AH9)</p> <p>Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams. (Links to CP2 and AH9)</p> <p>Review opportunities for the development of clear Continuing Health Care Processes. (AH9)</p>
AS/SR001 Service users cannot access the services swiftly and their needs are not met.	N/A	3	2	6		<p>Maintain appropriate additional routes into the service. Increased monitoring of first contact performance measurement. More integration of processes, services, systems with the Health Board as appropriate.</p> <p>Continue to apply for grant funding as applicable to maximise our ability to attract resources to meet the eligible needs of our population in an effective and to a high standard.</p>

The mitigating actions aligned to our risks identified above are included in our action plan at Appendix A and Appendix B to ensure the on-going monitoring of corporate and service level risks.

Risk Key

Scoring risks	
Likelihood score	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
Impact score	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing  Risk is decreasing  Risk remaining static 

Risk Matrix

Possible Impact or Magnitude of Risk	Catastrophic	4 MEDIUM	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 MEDIUM/LOW	6 MEDIUM	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 MEDIUM	6 MEDIUM	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 MEDIUM/LOW	4 MEDIUM
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16	Very Unlikely	Possible	Probable	Almost Certain	
Likelihood/Probability of Risk Occurring					

Adult Services Action Plan 2019/20

Well-being Outcome 4: An Active and Healthy Vale	Objective 8: Safeguarding those who are vulnerable and promoting independent living
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Well-being Goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH007 (C) (CR2) AS/A033	Implement the preferred option for the Customer Contact Centre as a single point of contact.	Improved access to seamless health and social care services.	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton Within existing resources and through the transformation fund where appropriate
AH007 (C) (CR2) AS/A034	Refresh processes at the Customer Contact Centre to support the provision of Information, Advice and Assistance (IAA) model in line with the requirements of the Social Services and Well-being (Wales) Act.	Processes used by the Customer Contact Centre comply with the requirements of the Act and enable services users to access information and advice in a timely way that enables effective signposting.	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton Within existing resources.
AH007 (C) (CR2) AS/A035	Review the effectiveness of the reablement model used in the Vale of Glamorgan.	Maximise the use of reablement services in the Vale of Glamorgan to support individuals to regain levels of independence.	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Tracy Meredith/Andy Cole Within existing resources identified through use of grant funding already

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
						secured or through core funding.
AH008 AS/A014	Undertake further expansion of the Adult Placement scheme.	Effective expansion of the Adult Placement service that is cost effective but able to meet the growing and diverse needs of the service users.	HW EW CW	LT I IV P	April 2019- March 2020	Linda Woodley/Kristie Williams Within existing resources or secured grant funding.
AH008 (C) AS/A036	Pilot delivery of a GP triaging scheme within the Vale of Glamorgan.	Citizens are signposted to the most relevant and appropriate well-being services to ensure that GP skills and appointments utilised appropriately.	HW EW CW RW PW	LT I IV C P	April 2019- March 2020	Suzanne Clifton Within existing resources gained via Transformation fund through Welsh government in partnership with Cardiff & Vale UHB.
AH008 AS/A037	Implement a joint Learning Disability Commissioning Strategy to ensure that we can effectively meet the needs and outcomes of our service users both now and in the future.	The Learning Disability Strategy meets the needs of service users both now and in the future.	HW EW CW	LT I IV C P	April 2019- March 2020	Linda Woodley Within existing resources.
AH008 AS/A038	Update the referral management processes at the Customer Contact Centre.	Improved management of customer call handling with reduction in waiting times for call backs and social work input.	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole Within existing resources.
AH008 AS/A039	Monitor and improve the Information, Advice and Assistance sign off.	Maximise the use of preventative services and reduced dependency on Intake and Assessment.	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole Within existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH009 (CR11) AS/A040	Implement a regional protocol to support transition processes across all of Adult Services.	Consistent use and application of transition protocol for adults across the region.	HW EW CW	LT I IV C P	April 2019- March 2020	Linda Woodley Within existing resources.
AH009 (C) (CR11) AS/A041	Implement the 'Get me Home' Plus Service.	Maximise use of the Transformation Fund to provide opportunities to support older people to live independently at home.	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole Within existing resources identified through grant funding via Transformation Fund.
AH009 (CR11) AS/A042	Implement a 'Team around an individual' approach to Dementia Services.	Seamless provision of care and support to meet the needs of individuals and their families diagnosed with Dementia.	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole Within existing resources identified through grant funding of integrated Care Fund ring-fenced for dementia services.
AH009 (C) (CR11) AS/A043	Work with partners to develop a Vale Locality Model in response to the recommendations of the Parliamentary Review.	The new locality model will enable us to further enhance our provision of seamless health and social care services that are centred around the individual.	HW EW CW RW	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole Within existing resources.
AH009 (CR11) AS/A044	Explore the development of an integrated model for Long Term Care Service and Nurse Assessor Team at Ty Jenner.	Improved integration of services helps to addresses demand management issues and the financial burden on health and social budgets through better co-ordination of service delivery. The individual experiences a better quality of care and support to enable	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole Within existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		them to achieve their well-being outcomes.				
AH009 (CR11) AS/A045	Review opportunities for the development of clear Continuing Health Care Processes.	Streamlined Processes for Continuing Health Care.	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole/Linda Woodley Within existing resources.
AH012 AS/A046	Evaluate and review the use of assistive technology for adults.	Maximise opportunities to support adults to live independently within their own home.	HW EW CW	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Linda Woodley Within existing resources identified through grant funding secured through ICF.

Integrated Planning

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 (CR1) AS/F042	As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda any other associated projects with the Social Services Budget programme.	We effectively support delivery of the Reshaping Services programme and achieve our savings targets for the service.	LT I IV C P	April 2019-March 2020	Suzanne Clifton Within existing resources.
CP1 (CR1) AS/F043	Continue to increase provision and take up of Direct Payments.	Increased numbers of individuals utilise Direct Payment and have greater choice and control over their care arrangements.	LT I IV P	April 2019-March 2020	Linda Woodley/Andy Cole Within existing resources.
CP1 (CR1) AS/AM041	Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future which includes identifying options for the way forward for the delivery of integrated health and social care services.	We maximise opportunities to deliver sustainable health and social care services both now and in the future.	LT I IV C P	April 2019-March 2020	Suzanne Clifton Within existing resources.
CP1 (CR1) AS/AM044	Consider our assets in partnership with other partners to make best use of our pooled resources.	We maximise opportunities to work in partnership with our partners to deliver services whilst making best use of our pooled resources.	LT I IV C P	April 2019-March 2020	Suzanne Clifton Within existing resources.
CP2 (CR5) AS/W016	Continue to review and strengthen the performance management and support arrangements in relation to	Reduction in sickness absence rates in line with 2019/20 targets.	LT IV P	April 2019-March 2020	Suzanne Clifton Within existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	sickness absence within the service.				
CP2 (CR5) AS/W045	Consider how apprenticeship scheme within the Adult Services Division can be implemented.	Increase the number of appointments to entry point positions to enhance succession planning.	LT IV C P	April 2019- March 2020	Suzanne Clifton Within existing resources.
CP2 (CR5) AS/W046	Review the delivery of the pilot leadership programme for the division.	Enhance the quality of leadership skills and with effective succession planning for the future.	LT IV P	April 2019- March 2020	Suzanne Clifton Within existing resources.
CP2 (AH8) (CR5) AS/W047	Work with the Customer Contact Centre to ring-fence specialist Customer Service Representatives to deliver Adult Services functions.	Enhance the skill-set of existing staff to provide specialist support for Adult Services functions to better manage demand for service at the 'front door'.	LT I IV P	April 2019- March 2020	Suzanne Clifton Within existing resources.
CP2 (AH9) (CR5) (CR11) AS/W048	Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team.	Jointly drive forward improvements to delivering an integrated service through joined up leadership arrangements. Co-leadership supports sustainable integration of health and social care services.	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole Within existing resources.
CP2 (AH9) (CR5) (CR11) AS/W049	Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams.	A workforce that has clear roles and responsibilities improves the quality and consistency of care and support provided to individuals.	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole Within existing resources.
CP2 (CR5) AS/W050	Review the remuneration of Approved Mental Health Professionals to improve recruitment and retention.	Enhanced recruitment and retention of Approved Mental Health Professionals enhance our capacity and resilience.	LT IV P	April 2019- March 2020	Suzanne Clifton/Linda Woodley Within existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 (CR5) AS/W051	Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training.	Enhanced recruitment and retention of Approved Mental Health Professionals enhance our capacity and resilience.	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Linda Woodley Within existing resources.
AS/IT038	Support delivery of the Digital Place strand of the Digital Strategy.	Delivery of the Digital Strategy contributes to delivering more cost-effective and sustainable services into the longer term.	LT I IV C P	April 2019- March 2020	Suzanne Clifton Within existing resources.
AS/IT039	Review the content and accessibility of our web pages and social media interactions with citizen.	Enhance opportunities for citizens to interact with the Council online with improved access to health and social care services. Citizens are able to access information in a timely way that enables effective signposting.	LT I	April 2019- March 2020	Suzanne Clifton Within existing resources.
AS/IT052	Explore the use of technology to support payment for certain services.	We maximise the potential for self-referral to services and online payments where appropriate	LT I IV P	April 2019- March 2020	Suzanne Clifton Within existing resources.
AS/IT053	Explore the use of technology to further enhance integration and communication with our partners.	Improve/enhance our efficiency by minimising travel and strengthen our ability to engage across the region.	LT I IV C P	April 2019- March 2020	Suzanne Clifton Within existing resources.
AS/C054	Pilot delivery of the co-location of Independent Living Officers.	The co-location of Independent Living Officers within the Customer Contact Centre enables effective triaging of individuals that would benefit from support to maintain independence in their own home.	LT I IV C P	April 2019- March 2020	Suzanne Clifton/Andy Cole Within existing resources.