

# VALE of GLAMORGAN

**Social Services**

**Adults Locality Services**

**Team Plan 2014/15**



# BRO MORGANNWG

Team Manager	Suzanne Clifton
Service Plan	Adults Locality Services
Date signed off	
Signed off by	

<b>Service Outcome 1:</b>	People in the Vale of Glamorgan are able to request support and receive help in a timely manner.
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<b>Context:</b>	<p><b>The context for this objective:</b></p> <ul style="list-style-type: none"> <li>• To ensure that people receive information about services that may support them to avoid unnecessary dependence on statutory intervention.</li> <li>• To ensure that when people do need help and support they are able to easily contact the most relevant service.</li> <li>• To ensure that proportionate and effective services are available to people with eligible needs.</li> </ul> <p><b>How are we doing?</b></p> <ul style="list-style-type: none"> <li>• There is a defined entry point for Adults Locality Services within Social Care via Contact One Vale.</li> <li>• Social Care trained Customer Service Staff receiving referrals are aware of alternative service providers and signpost individuals to these forms of help and support as appropriate.</li> <li>• We work closely with third sector organisations and independent providers of services to deliver information about services for people in need.</li> <li>• There are clear eligibility criteria for all services delivered by or commissioned by the Council.</li> <li>• Increased the availability of reablement and rehabilitation services that experience crisis and need support to regain/maximise their independence.</li> <li>• Co-located home care services and therapy service for Vale Community Resource Service (VCRS) at Barry Hospital.</li> </ul>
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<b>Objective 1:</b>		To ensure that people have access to comprehensive information about Social Services and other forms of help and support, are appropriately signposted to help and supported by proportionate assessments, care and support plans, and services which meet their individual assessed needs.					
<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low</b>	<b>Officer responsible for achieving</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>

			<b>priority</b>	<b>this action</b>			
	Work with the third sector and other organisations to deliver information about services for people in need via the Council's Contact Centre and other communication channels.	<p>People in need have better information about the range of help and support available.</p> <p>Develop a resource for staff and the public/professionals to identify current information about support available electronically via the VoG website.</p>	<p>Medium</p> <p>High</p>	<p>HoS BMI</p> <p>Operational Manager, Adults Locality Services with Operational Manager, Resources.</p>	<p>April 2014</p>	<p>March 2016</p>	<p>Through existing resources</p>
	Development of a Care Directory that is accessible for both public and staff to signpost people to appropriate resources to meet their needs	<p>Increase in use of informal care, to supplement statutory provision.</p> <p>Clarity regarding which organisations the Council should support through funding.</p> <p>Clarity of service provider vs commissioner.</p>	<p>High</p>	<p>OM Adults</p> <p>OM C1V</p>	<p>June 2014</p>	<p>March 2015</p>	<p>Through existing resources</p>
	Work with partners to implement the Carers Information and Consultation Strategy.	<p>Carers receive timely and useful information about the support available.</p>	<p>High</p>	<p>HoS BMI,</p> <p>Operational Manager,</p>	<p>April 2014</p>	<p>March 2015</p>	<p>Through existing resources</p>

		<p>Engagement of Carers Support Officers within the Assessment and Care Management Teams to share good practice and support carers within the Vale of Glamorgan – transfer to Adults Services.</p> <p>Support the review of the Terms of Reference for the joint Cardiff and Vale Strategy group, with attendance and representation from VoG at all meetings.</p>		Team Managers			
	Increase the take up of assistive technologies such as Telecare that enable older people and their carers to manage the impact and risks associated with chronic ill health.	<p>More people enabled to remain within their own homes safely and with a better quality of life, alongside more effective use of resources. This is a long term action and is due for completion in 2015/2016</p> <p>Completion of the review of telecare</p>	Medium	<p>Operational Managers</p> <p>Telecare staff</p> <p>HoS/OM/ Telecare Project</p>	April 2014	March 2016	Through existing resources

		<p>services with a strategic plan for delivery going forward.</p> <p>Decrease in the number of domiciliary care hours commissioned per individual on average</p> <p>Decrease in the number of domiciliary care packages commissioned.</p> <p>Increase in number of TeleV packages provided.</p> <p>Increase in the number of TeleV+ packages provided</p>		manager			
	Through integrated Community Health Teams, improve the way in which services promote the quality of life and independence of service users and carers.	<p>Service users and carers experience joined up health and social care services. This is a long term action and is due for completion in 2015/2016.</p> <p>Success</p>	Medium	HoS Adults, Operational Manager, Adults Locality Services	April 2014	March 2016	Through existing resources

		reconfiguration of Adults Locality Services clearly demonstrating better integrated working across health and social care accessing the most appropriate service, at the most appropriate time, by the most appropriate professional					
	Work with the Cardiff and Vale University Health Board to provide an increased range of community based health and social care services, including the development of Barry Community Hospital as a centre of excellence.	A successful reconfiguration of the current adults locality service will have led to more integrated working between health and social care for longer term care services (including Mental Health Services for Older People)	High	Operational Manager, with Team managers	April 2014	March 2016	Through existing resources
	Implement the new Integrated Assessment Process in adults Services. A streamlined assessment process will be in place that ensuring individuals are dealt with in a timely manner.						
	Complete the restructuring of the locality based health and						

	social care services, giving a fully joined up health and social care community service.						
	Develop a wide range of options for older people requiring support and prepare a feasibility study for the provision of an older people's village or similar community-wide model for meeting the need for care and support	Greater choice for older people, including more accommodation with care options, This is a long term action and is due for completion in 2016/17.					
	To ensure that we provide more opportunities for assessments etc to be conducted in Welsh	Service users are given the choice of language to conduct visits/telephone calls as requested.	Medium	Operational Managers Team managers	April 2014	March 2016	Through existing resources
	To ensure that key leaflets are available in the welsh language within website.	Service users are given the choice to receive information in language of their choice.	M	OM Adults with Communicatio ns team	April 2014	March 2015	Through existing resources
	To improve the levels of welsh speaking through administrative teams to respond to calls by accessing the Councils welsh learning program	Improved ability to respond initially to requests/enquiries within our social services teams, replicating the model used within C1V	M	OM Adults TM ACCT (resp for Locality Administrative Services)	January 2013`	March 2015	Through existing resources

<b>Service Outcome 2:</b>	The Vale of Glamorgan Council protects vulnerable people and promotes their independence and social inclusion.
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<b>Context:</b>	<p><b>The context for this objective:</b></p> <ul style="list-style-type: none"> <li>• To ensure that vulnerable people are kept safe.</li> <li>• To ensure that the responsibility for safeguarding vulnerable individuals is shared across appropriate organisations and professions.</li> <li>• To ensure compliance with the Revised test for Deprivation of Liberty.</li> </ul> <p><b>How are we doing?</b></p> <ul style="list-style-type: none"> <li>• The risk of harm is managed well through the Protection of Vulnerable Adults (POVA) process</li> <li>• There are robust systems in place to ensure that the referral process is adhered to.</li> <li>• Delivered additional Protection of Vulnerable Adult investigation training as necessary to relevant staff to support robust investigation of abuse allegations.</li> </ul>
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<b>Objective 2:</b>		Through the Council working in co-ordination with other organisations, to ensure that people are helped to achieve their best possible outcome and that people at particular risk have their wellbeing promoted and are safeguarded from abuse and exploitation.					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
	Continue to prevent abuse by professionals working in social care settings and in the community by ensuring the voice of the vulnerable adult is heard and staff witnessing abuse feel empowered to report their	The POVA process ensures comprehensive sharing of information, of which the views of vulnerable adults and those witnessing abuse are central.	High	Designated Lead Managers (POVA)	April 2014	March 2015	Within existing resources

	concerns.						
	Increase awareness within Adults Locality teams re DoLS and Court of Protection applications	<p>All referrals to DoLS and CoP are appropriate</p> <p>That service users requiring these safeguards are identified at the earliest opportunity.</p> <p>Staff are confident in making applications.</p>	High	<p>ALL</p> <p>Adults Services management team</p> <p>OM MH with OM Adults</p>	May 2014	Ongoing	Within existing resources
	Ensure that protection and commissioning services work together to protect vulnerable people and take timely and appropriate action, so that the safeguarding of individuals is maintained through joint working.	<p>Communication between the teams is clear, factual and timely to assist in risk assessing and prioritising.</p> <p>Service users are safeguarded.</p> <p>Staff are supported Staff are confident and clear as to the process that they need to engage dependent on the scenario.</p> <p>Regular sharing of information between the different</p>	High	<p>HoS BMI TM Contracting and Finance</p> <p>OM Adults OM Safeguarding</p>	Ongoing	Ongoing	Pending reconfiguration outcome possible release of additional resources from Adults to BMI

		departments of the Social Services Directorate.  Clear Provider Performance/Escalating Concerns Policy, adhered to.					
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<b>Service Outcome 3:</b>	Social Services in the Vale of Glamorgan review, plan, design and develop quality services that deliver best value for money to improve outcomes for individuals.
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<b>Context:</b>	<p><b>The context for this objective:</b></p> <ul style="list-style-type: none"> <li>To ensure that available resources are used as effectively as possible.</li> <li>To ensure that services are planned and developed that meet current and future needs of service users.</li> </ul> <p><b>How are we doing?</b></p> <ul style="list-style-type: none"> <li>Collaboration and joint management have enabled us to begin developing more effective and more efficient services where the citizen is increasingly at the core of planning, design and delivery.</li> <li>Performance and finance information regularly reported to managers and staff on key service issues.</li> <li>Regular dialogue with providers of commissioned services through Operational staff and Contracting staff</li> </ul>
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<b>Objective 3:</b>		To have in place clear planning and programme management processes, which are identified in commissioning strategies and annual commissioning plans, and help to ensure an appropriate range of services that deliver equity of access, joined up services and best value from a variety of providers with defined, proportionate budgets directed to meeting service priorities.					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
	Prioritise completion of actions set out in the Social Services Budget Programme	The Social Services budget is managed effectively and services are delivered within available resources.  Services remain sustained	High	HoS OM Adults for areas identified under following section	April 2014	March 2015	Through existing resources

		and effective.					
	Ensure that service specifications are derived from Commissioning plans and that they are clear about the practice and quality standards expected.	Updated service specifications are in place. This is a long term action and is due for completion 2015/16  Adults Services support this area by determining the practice and quality expected, alongside commissioning/contracting colleagues	Medium	HoS BMI	April 2014	March 2016	Through existing resources
	Work with the Third Sector and business organisations to deliver a preventative, community approach to supporting adults with mental health problems to live as independently as possible, including people with dementia related illness.	Services are more focused on prevention and early intervention, providing service users with timely support and reducing the need for more intensive support.  Provision of a bespoke service for carers and service users with dementia, working in partnership with statutory and voluntary organisations to support people with a high quality service.  Commissioning of	Medium	HoS BMI	April 2014	March 2016	Through existing resources  ICF

		<p>specialist providers and facilities for people with dementia.</p> <p>Delivery of the Dementia 3 year plan</p>					
	<p>Monitor and evaluate commissioning plans, procurement plans and the services they secure</p>	<p>All services are delivered on the basis of effective business and service plans which ensure best use of resources.</p> <p>The Older persons commissioning strategy is reviewed and redrafted.</p>	<p>High</p> <p>Medium</p>	<p>HoS BMI</p> <p>OM Adults</p>	<p>April 2014</p> <p>March 2015</p>	<p>March 2015</p> <p>September 2015</p>	<p>Through existing resources</p>
	<p>Consider the options for the delivery of long term care, to address any shortfall in the independent sector provision, particularly in relation to people with dementia related illnesses.</p>	<p>A greater range of services and increased choice within the resources available.</p> <p>Develop a bid for Supporting People monies.</p> <p>Contribute to the discussion regarding needs for service provision and shape the commissioning of future service provision through joint working with</p>	<p>Medium</p>	<p>HoS BMI</p> <p>OM Adults</p> <p>OM Adults</p>	<p>April 2014</p> <p>June 2014</p> <p>April 2014</p>	<p>March 2016</p> <p>August 2014</p> <p>March 2015</p>	<p>Through existing resources.</p>

		Contracting and Finance and the third sector partners.					
	Implementation of the Welsh government's agreed Integrated Assessment for Older person's across Adults Services	Improved sharing of information between agencies which promotes better outcomes for service users  Less duplication for professionals in both asking the services user and recording	High	HoS/OM Adults	June 2014	March 2015	Through existing resources

<b>Service Outcome 4:</b>	People in the Vale of Glamorgan are able to request support and receive the right help in a timely manner
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<b>Context:</b>	<p><b>The context for this objective:</b> The Community Social Work teams, (ACCT and CMHOP), Integrated Discharge Service( IDS), Occupational Therapy Team and Nurse Assessor teams are all using the same documentation and processes to support individuals who need Social Services input. With the right team responding to the needs of the individual in the first instance, minimising duplication and 'hand-offs' for the service user. In addition, right sizing packages of care to ensure that resources are utilised effectively. Developing the relationships with our partners to make best use of available resources to provide adequate care for the individual. Ensure that the service user, their families and carers, plus other professionals involved in their care are aware of the plan and able to work towards joint outcomes which are agreed by the service user.</p> <p><b>How are we doing?</b></p> <ul style="list-style-type: none"> <li>• We have extended the eligibility criteria for the VCRS to maximise the throughput of cases and support hospital discharge, and prevent hospital admission;</li> <li>• We have made some progress in fully implementing the Integrated Discharge Service model and are building on preliminary steps now that the team is fully staffed;</li> </ul>
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<b>Objective 4:</b>		To ensure that people using Social Services are supported by assessments, care and support plans which are regularly reviewed					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
	Project initiation to develop a self-referral tool for enquiries	Decreased demand on C1V telephone enquiries	Medium	OM Adults OM C1V PM C1V	June 2014	December 2014	Through existing resources

		Capture of information directly from referrer					
	To reconfigure Locality Services to deliver a more integrated model that can meet the demands of the population in the future	<p>Provision of timely service, right time, place and professional with no duplication of effort for service user or staff.</p> <p>Increased number of people remaining in their own homes</p> <p>Decrease in number and size of packages of care commissioned</p>	High	HoS Adults, OM Adults	June 3rd 2014	March 2014	Through existing resources
	Review with health partners the implementation of the Integrated Discharge Service operational model	<p>Improved capacity in the community social work teams (ACCT and CMHOP)</p> <p>Improved DToC figures</p>	High	OM Adults with IDS TM and Lead Nurse (Vicky Warner) Cardiff and Vale UHB	June 2014	September 2014	Through existing resources
	To extend the reablement service in order that more people have the opportunity to maximise their potential for achieving independence	<p>Increase in number of people reaching their maximum level of independence.</p> <p>Improved care from independent sector,</p>					<p>Through existing resources</p> <p>ICF/RCF Grant</p>

		working in an enabling manner, therefore reducing expectation and dependency/					
	To ensure that the new Extra Care Development is fully utilised as an alternative to more institutional models of care	<p>Full occupied</p> <p>Waiting list managed</p> <p>Good partnership with all providers</p> <p>Provide opportunity to consider demand for facility</p> <p>Learn lessons from the planning and implementation phases.</p> <p>Further development of Extra Care Schemes</p> <p>Budget savings</p> <p>Increased levels of independence, less reliance on formal services, and slower rate of deterioration</p>	High	HoS BMI HoS Adults OM Adults	April 2014	March 2015	Through existing resources
	Review the sensory	Inform us how best to	Medium	Operational	<b>Pending</b>		

	impairment service across both Social Work and Occupational Therapy	meet the needs of this population through the specialist team, accessing appropriate skills and knowledge		Manager, Adults OT TM	<b>consultation outcome</b>		
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<b>Service Outcome 5:</b>	People eligible for Social Services in the Vale of Glamorgan are able to choose from a range of high quality services helping them to maximise their independence whilst keeping them safe
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<b>Context:</b>	<b>The context for this objective:</b>  To ensure that social work practice clearly identifies and records eligibility for service, and then provides and outcome focused care plan to meet the needs identified by the individual. This will inform whether there are any gaps in service and the Directorate can commission appropriately.
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<b>Objective 5:</b>		To provide services which meet assessed individual needs					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
	To ensure that social work practice is at the expected standard to assess and record needs	Improved practice and evidence of needs  Improved intelligence for commissioning  Outcome focussed care planning  Engaged service users and carers	M	OM Adults with all Social Work TMs	Ongoing	Ongoing	Through existing resources
	Continue to improve practice regarding Continuing Healthcare	Improved outcomes for service users					Through existing resources

	eligibility through up-skilling of staff and through increased confidence to contribute to the DST process effectively.	Decreased commitments for Social Services budgets					
	Review the role and remit of the Integrated Nurse Assessor Team	To provide support to service users to ensure that professional knowledge and expertise is used to best effectiveness	H	OM Adults with Lead Nurse, UHB	<b>Dependent on outcome of reconfiguration consultation</b>		Through existing resources

**Social Services Workforce Plan 2014/18**

	<b>Actions</b>	<b>Outcomes</b>	<b>Milestones</b>	<b>By When</b>	<b>Lead</b>	<b>Resources</b>
1.	Implement the new career pathway for social workers.	Clear expectations re roles for social workers.	Respond to national framework and guidance as it is issued	Date yet to be agreed	HoS	Engagement with HR and Job Evaluation as appropriate
2.	Recruitment to key frontline posts.	Stability in workforce Reduced reliance on Agency staff.	Permanent recruitment	ongoing	HoS	Corporate support to streamline recruitment process
3.	Succession planning – particularly for Team Manager levels.	Directorate is confident that there are internal candidates for any TM vacancies as they arise.	Training programmes to equip staff with managerial skills	ongoing	HoS	Corporate guidelines for succession planning
LOCAL	Development of rotational post with Health for OT	Improved understanding of roles and responsibilities  Better networks for professionals which will improve services for patients/service users			OM Adults with TM OT	

### Social Services Savings – Adults Locality Services

Ref No.	Title of Saving	Description of Saving	Service Implications and Mitigating Actions	HR Implications	Saving		
					14/15	15/16	16/17
					£'000	£'000	£'000
<b><u>Adult Services</u></b>							
S2	Managed Budget Reduction	Reduction in controllable budget lines.	Increasingly difficult to achieve given £183k also taken out in 2013/14. Could result in longer waiting times.	Potential for redundancy if not done through vacancies.	52	0	0
S4	Extra Care	Impact of new extra care facility within the Vale.	Improved range of services for older people at a reduced cost of existing provision.	None	75	0	0
S5	Over recovery 2013/14	Over recovery on the social services budget programme during 13/14.	N/A	None	293	0	0
S6	<i>Day Service Modernisation</i>	<i>Review day service</i>	<i>Capital works may be required although there may be potential to dispose of sites. Service user dissatisfaction to be addressed through consultation.</i>	<i>Potential Reduction in posts. Potential restructure &amp; relocation of staff.</i>	93	27	0
S11	Care Packages Budget Reduction	Targeted reduction in specific care package budgets.	Commitments can go up as well as down. £685k also taken out in 13/14. Scrutiny of care plans	None	0	125	300

			and service requests. Could result in increased complaints and challenges.				
S12	Residential Services	To review the way in which residential services are provided.	Different service models to be explored to provide residential services.	Dependent on model adopted	0	0	300
S13	SLA Review	Apply reduction to all SLAs	Scrutiny of individual SLAs will be required as some services will become non-viable.	None	0	66	0
S14	Care Management Team Reconfiguration	Reconfiguration of care management teams to save costs.	There is a potential conflict with NHS arrangements. Movement of teams between buildings dependent on other moves including teams moving to Barry Hospital and within Hen Goleg. Removal costs are yet to be quantified.	Dependent on reconfiguration	0	50	0
S16	Increase the reduction in team budgets	This budget saving is an increase upon the existing budget cuts of £300k in 2012/13, £183k in 2013/14 and £52k in 2014/15	Increasingly difficult to achieve given previous savings. Could result in longer waiting times and potential to default on statutory responsibility to assess need. Mitigating actions will be taken to minimise this	Potential for redundancy if not done through vacancy and skill mixing.	0	300	0

			as far as possible by looking for efficiencies in working practices.				
S17	Service Remodelling	This saving is an estimate of the amount that could potentially be saved through much closer working arrangements with the Health Board and Cardiff Council.	A project group will consider the existing arrangements and potential remodelling of services. This proposal needs more work and investigation but has the potential to provide seamless services and deliver savings. Consultation would be required. This proposal would essentially combine these services as a whole rather than the current arrangement of individual service integration. There would be potential impacts for other council departments such as HR and ICT as support functions may need to move to one organisation.	Significant in delivering the restructure and potentially beyond.	0	475	495