

# **Social Services and Wellbeing Directorate Business Plan 2017-2018 - DRAFT**



**Bridgend County Borough Council  
Working Together to Improve Lives**

### 3 Resources

#### 3.1 Staff

Service	2016/17 (01.05.16)		2017/18 (31.12.2016)	
	FTE	Headcount	FTE	Headcount
Adult Social Care	645.81	929	630.53	902
Business Support - SS&W	59.80	66	62.09	69
Children's Social Care	158.11	200	155.05	200
Prevention & Wellbeing	15.51	20	16.51	21
<b>DIRECTORATE</b>	<b>880.23</b>	<b>1215</b>	<b>865.18</b>	<b>1192</b>

#### 3.2 Workforce planning

- Identify any critical workforce issues that are expected during the year, which impact on the Directorate's ability to deliver its improvement priorities, MTFs commitments and other key services. Workforce issues may include, but are not limited to, the following;
  - Skills gap/shortages
  - Succession planning
  - Recruitment challenges/Hard to fill posts
  - Legislative impact
  - Retention challenges
  - Staffing reduction implications

<b>Workforce Issues</b>	<b>Challenge</b>	<b>Link to Business Plan/ Corporate Plan/ MTFS/ Service Priority</b>	<b>Lead Officer</b>
Workforce regulatory requirements	Social Workers qualifying from 2016 onwards and practising in Wales are now required to undertake the Continuing Professional Education and Learning (CPEL) Consolidation Programme. They undertake the programme in the second year of practice. The Local Authority(LA) employed 22 Newly Qualified Social Workers in 2016; these staff will register for the programme in the academic year 2017/18. Registration and assessments costs are £810 per person. Cost to the LA for 22 staff = £17,820. If the social worker does not complete and pass the programme they will be unable to renew their social work registration at three years post qualifying and therefore not be able to practice as a social worker.	Service priority	<b>Heads of Service</b>
Workforce regulatory requirements	Mandatory registration will apply for domiciliary care workers (Register opening from 2018 and becoming mandatory from 2020). The Local Authority will need to ensure that staff hold the appropriate qualification. Cost of a Level 2 Diploma in health and social care is £1,200; average time to complete the qualification is 12 months. There are significant budgetary (qualification and registration costs) and service provision implications if workers are unable to register to practice.	Service priority	<b>Head of Adult Social Care</b>
Training requirements contained within the Social Services and Well-being (Wales) 2014	A local authority must ensure that any person carrying out an assessment must be suitably skilled trained and qualified.  In addition there are specific requirements set out for the assessment of a deafblind person. The LA will need to have in place sufficient trained staff to undertake the above functions. There are cost implications to meeting this requirement.	Service priority	<b>Heads of Service</b>
Recruitment / retention of social wkrs in Children's Social care	There have been high levels of turnover in this area and challenges in attracting experienced workers.  There is a need to continue efforts in relation to retention to ensure there is sufficient capacity within the workforce to meet statutory requirements.	Service priority	<b>Head of Children's Social Care</b>

### **3.2 Budget**

<b>Budget</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
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	(Actual) £'000	(Actual) £'000	(Indicative) £'000	(Indicative) £'000	(Indicative) £'000
<b>Safeguarding Family Support</b>					
Children's Services	17,573	18,223	17,963	17,963	17,963
<b>Sports Play And Active Wellbeing</b>					
Recreation And Sport	2,336	5,101	5,081	5,081	5,081
<b>Adult Social Care And Wellbeing</b>					
Older People	19,633	19,666	18,671	18,671	18,671
Adult Phys Dis/Sens Impairment	3,919	3,872	3,872	3,872	3,872
Adults Learning Disabilities	12,753	12,548	12,548	12,548	12,548
Adults Mental Health Needs	2,728	2,616	2,616	2,616	2,616
Other Adult Services	216	209	209	209	209
Adult Services Management & Admin	2,186	2,448	2,448	2,448	2,448
<b>MTFS Savings Yet To Be Allocated</b>					
				(363)	(363)
<b>NET BUDGET TOTAL</b>	<b>61,344</b>	<b>64,683</b>	<b>63,408</b>	<b>63,045</b>	<b>63,045</b>

### 3.4 Future property needs

- Develop two new Extra Care Housing Schemes
- Upgrade to Ty Pen y Bont (kitchen works, re-plastering)
- Upgrade to Bakers Way (kitchen works, door widening)
- Works to Heronsbridge House (52 week provision)
- MASH accommodation
- Mental Health Team accommodation

### 4 Action Plan and Performance Measures

\* Key: V = value for money, O = service user outcome, P = internal processes, C = organisational capacity

## Improvement Priority One - Supporting a successful community

1.1 Aim - To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough

1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
1.1.1.1	Develop opportunities for apprenticeships in social care		Corporate Director	N/A	N/A	N/A	March 2018
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
<b>SSWB A</b>	The number of apprenticeships in the directorate throughout the year	<b>CP, Local and C</b>	Corporate Director			4	4
<b>SSWB B</b>	The rate (%) of apprenticeships taken by looked after children	<b>CP, Local, C</b>	Corporate Director	<i>No Data. New Indicator for 2017-18</i>			To set baseline

## Improvement Priority Two - Helping people to be more self-reliant

2.1 Aim - To give people more choice and control over what support they receive by providing early access to advice and information

2.1.1 Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community co-ordinators.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
2.1.1.1	Implement Phase 2 of the Multi Agency Safeguarding Hub (MASH) functions (Adult Social Care/Child Sexual Exploitation/Missing Children/ MAPPA/MARAC)	Remodelling Children's Social Care (RCSC)	Principal Officer, Children's Social Care / Safeguarding Manager				March 2018
2.1.1.2	Review and develop the common access point to more effectively provide information, advice and assistance to the public including the development of the Council website	Remodelling Adult Social Care (RASC) Change the Culture Board	Group Manager, Community Services				Dec 2017
2.1.1.3	Commence implementation of phase 2 of the intermediate care community services model to implement anticipatory care planning across 3 network clusters.	RASC	Group Manager, Integrated Services				Dec 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
<b>National data item 1a and 1b</b>	The percentage of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year	CP, National, O	Group Manager, Community Services / Group Manager Assessment and Case Management	New indicator for 2016-17		Establish baseline	a) 30% b) 30%
<b>PM20</b>	The percentage of adults who completed a period of reablement and six months later have: a) a reduced package of care and support or b) no package of care and support	CP, National, O	Group Manager, Community Services	New indicator for 2016-17		Establish baseline	60%
<b>SSWB 1</b>	The number of people who have been diverted	CP, Local, O	Group Manager,	34	129	130	200

	from mainstream services to help them remain independent for as long as possible		Learning Disabilities and Mental Health				
<b>PM21</b>	The average length of time older people (aged 65 or over) are supported in residential care homes	CP, National, O	Group Manager, Integrated Services	New indicator for 2016/17		1055 days	1000 days
<b>PM19</b>	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	National, O	Group Manager, Integrated Services	1.03	1	<2.5	<2.2

<b>2.1.2 Continue to involve service users, carers and communities in developing and commissioning services.</b>							
<b>Ref</b>	<b>Milestone Description</b>	<b>Transformation Programme</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
2.1.2.1	Implement a new model of service for short breaks and respite provision which will have been developed in consultation with service users and stakeholders	RASC	Group Manager, Integrated Services / Group Manager Commissioning & Contracting				March 2018
2.1.2.2	Following consultation, implement a pilot scheme for advocacy services for adults, the outcome of which will inform a new model of service	Changing the Culture Board	Group Manager, Learning Disabilities and Mental Health / Strategic Commissioning Officer				April 2017 - March 2018
2.1.2.3	Develop feedback mechanisms from the Information Brokerage at the Common Access Point to inform service development.	Western Bay Community Service Board	Group Manager, Community Services				Dec 2017
2.1.2.4	Work with Western Bay partners to agree an approach for the provision of advocacy for children and young people in accordance with Welsh Government requirements.	RCSC	Head of Service, Children's Social Care / Strategic Commissioning				Oct 2017

			Officer				
2.1.2.5	Following consultation, develop a strategy for the ongoing delivery of direct payments	RASC	Group Manager Transition, Disability and Leaving Care/ Group Manager Commissioning & Contracting				June 2017
<b>Ref</b>	<b>Indicator Description</b>	<b>Ind. Type</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
<b>National Survey</b>	The percentage of people who are satisfied with the care and support they received  a) Children aged 7-17 years b) Adults aged 18 years+	CP, National, O	All Social Services and Wellbeing Group Managers	New indicator for 2016-17		Establish baseline	a) 55% b) 65%

## 2.2 Aim - To reduce demand by investing in targeted early help and intervention programmes

<b>2.2.1</b>	<b>Implement a new 52-week residential service model for disabled children and young people</b>						
<b>Ref</b>	<b>Milestone Description</b>	<b>Transformation Programme</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
2.2.1.1	Open specialist 52 week provision utilising a building at Heronsbridge House	RCSC	Group Manager, Transition, Disability and Leaving Care / Group Manager Regulated Services				Oct 2017
2.2.1.2	Develop a data base that tracks young people in transition to enable planning for adult service	RASC/RCSC	Group Manager, Transition,				March 2018



	provision including the financial impact		Disability and Leaving Care / Group Manager Learning Disabilities and Mental Health				
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<b>2.2.2 Establish a new model of residential provision for looked after children and young people.</b>							
<b>Ref</b>	<b>Milestone Description</b>	<b>Transformation Programme</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
2.2.2.1	Finalise an options appraisal and proposed new models of service for residential provision and therapeutic services to be consulted upon with service users and stakeholders	RCSC	Group Manager, Regulated Services				May 2017
2.2.2.2	Present final options appraisal to Cabinet	RCSC	Group Manager, Regulated Services				Sept 2017
2.2.2.3	Commence implementation of the new model	RCSC	Group Manager, Regulated Services				Oct 2017
<b>Ref</b>	<b>Indicator Description</b>	<b>Ind. Type</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
<b>PM 25</b>	The percentage of children supported to remain living within their family	CP, National, O	Group Manager, Assessment and Case Management	New indicator for 2016-17		65%	65%
<b>PM35</b>	The percentage of care leavers who have experienced homelessness during the year	CP, National, O	Group Manager, Transition, Disability and Leaving Care	New indicator for 2016-17			<15%

<b>2.2.3 Finalise a transition service model to help disabled children move smoothly into adulthood.</b>							
<b>Ref</b>	<b>Milestone Description</b>	<b>Transformation Programme</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
2.2.3.1	Review forms and tracking mechanisms to ensure that robust plans are in place for the transition to adult social care	RASC/RCSC	Group Manager, Learning Disabilities and Mental Health / Group Manager, Transition, Disability and Leaving Care				May 2017
2.2.3.2	Implement the new transition support worker role as phase 1 of the development of a multi-disciplinary transition team which will enable a smooth transition into adult social care.	RCSC	Group Manager, Learning Disabilities and Mental Health / Group Manager, Transition, Disability and Leaving Care				Dec 2017
<b>Ref</b>	<b>Indicator Description</b>	<b>Ind. Type</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
<b>SSWB 7</b>	The percentage of individuals discussed at Transition Panel that have a transition plan in place by age 17,	CP, Local O	Group Manager, Transition, Disability and Leaving Care	New indicator for 2017-18			100%

### 2.3 Aim - To support carers in maintaining their roles

<b>2.3.1 Work with partners and schools to support carers by providing the right information, advice and assistance where relevant.</b>							
<b>Ref</b>	<b>Milestone Description</b>	<b>Transformation Programme</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>

2.3.1.1	In line with the Act, revise the information, advice and assistance process for carers	RASC/RCSC	Group Manager, Transition, Disability and Leaving Care				Dec 2017
2.3.1.2	Finalise the support plan template and reviewing mechanisms for young carers	RCSC	Group Manager, Transition, Disability and Leaving Care				Sept 2017
<b>Ref</b>	<b>Indicator Description</b>	<b>Ind. Type</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
<b>SSWB 10</b>	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	CP, National. O	Group Manager, Integrated Services	94.7%	95.3%	94%	96%
<b>SSWB C</b>	The percentage of identified young carers with and up-to-date care and support plan in place	CP, Local, O	Group Manager, Transition, Disability and Leaving Care / Early Help	N/A	New indicator for 17/18		90%

<b>2.3.2</b>	<b>Recruit and retain carers across the range of fostering services</b>						
<b>Ref</b>	<b>Milestone Description</b>	<b>Transformation Programme</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
2.3.2.1	Undertake advertising campaigns – face to face and online- to attract prospective carers	RCSC	Group Manager, Regulated Services				April 17- March 18
2.3.2.2	Review of the current liaison carer service to utilise a greater number of level 3 carers to support the fostering service and their peers	RCSC	Group Manager, Regulated Services				July 2017
2.3.2.3	Run consultation events with existing carers re gaps in support and training	RCSC	Group Manager, Regulated Services				April 17- March 18

Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
PM32	The percentage of looked after children on 31 March who have had three or more placements during the year	CP, National, O	Group Manager, Regulated Services	11.8%	13.7%	12%	12%

#### 2.4 Aim - To support the third sector, town and community councils and community groups to meet local needs

2.4.1	Work with partners and the third sector to identify the best way of providing services within local communities.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
2.4.1.1	Work in partnership with the third sector to review the current capacity to deliver on corporate priorities and co-produce a third sector scheme compatible with Welsh Government guidance	RASC/PMB	Group Manager, Prevention and Wellbeing				March 2018
2.4.1.2	Identify and promote current good practice of working with the third sector to support organisational learning and development	RASC/PMB	Group Manager, Prevention and Wellbeing				Dec 2017

2.4.2	Enable community groups and the third sector to have more choice and control over community assets						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
2.4.2.1	Continue to pro-actively manage and monitor the development of key plan including Ageing Well, Getting Bridgend Moving, Play Sufficiency Action Plan	RASC/RCSC/ Change the Culture Board	Group Manager, Prevention and Wellbeing				April 17 - March 18
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target

<b>Data Item 9</b>	The number of adults who received a service provided through a social enterprise, cooperative, user-led service or third sector organisation during the year	<b>CP, Local, V</b>	Group Manager, Learning Disabilities and Mental Health	N/A	New indicator for 16-17		175
<b>LCS 002b</b>	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity	<b>National, O</b>	Group Manager, Prevention and Wellbeing	9528	9592	9450	9450

### Priority Three - Smarter use of resources

#### 3.1 Aim - To achieve the budget reductions identified in the Medium Term Financial Strategy

3.1.1 Implement the planned budget reductions identified in the 2017-18 budget							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
3.1.1.1	Pro-actively manage and monitor the MTFS to meet budget reductions.	RASC/RCSC	Corporate Director				March 2018
3.1.1.2	Work with Corporate Health and Safety colleagues to ensure all appropriate staff are registered on i-call, or alternative, lone working management system are in place		Group Manager, Business Support				March 2018
3.1.1.3	<p>Include a single H&amp;S objective in each appraisal completed. Below are suggestions but these are not exhaustive:</p> <ul style="list-style-type: none"> <li>• Children's social workers using the framework assessment for managing aggressive behaviour;</li> <li>• attending risk management training;</li> <li>• completing accident reporting training;</li> <li>• completing accident investigation training;</li> </ul>						

	<ul style="list-style-type: none"> <li>• completing M&amp;H training or competency based M&amp;H training;</li> <li>• attending first aid training etc.</li> </ul>						
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
	Value of budget reductions	Local and V	Corporate Director	3,500	3,534	2,984	2,244
<b>SSWB 14</b>	Number of working days lost per FTE due to industrial injury	Local C	Heads of Service - Adult Social Care and Children's Social Care	-	-	0.014 (120 days) -	0.15 (129 days)
<b>SSWB 15</b>	Number of individual injury incidences	Local C	Heads of Service - Adult Social Care and Children's Social Care	-	-	-	13 per year
<b>SSWB 13</b>	The number of working days/shifts per Full Time Equivalent (FTE) local authority employee lost due to sickness absence	Local/CP, C	Corporate Director				11.04

### Additional National Indicator

<b>Ref</b>	<b>Indicator Description</b>	<b>Transformation Programme</b>	<b>Responsible Officer</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>	<b>2017-18 Target</b>
<b>NSI LCL/00 1(b)</b>	The number of visits to Public Libraries during the year per 1000 population	National, O	Group Manager, Prevention and Wellbeing	4460	4351	4400	4444

## **Appendix 1 – Glossary**

**Adult Safeguarding** - Protection of vulnerable adults which can involve action taken to prevent or minimise the risk of harm and also includes intervention to investigate situations where harm and/or abuse has been experienced by a vulnerable person. Adult Safeguarding encompasses six key concepts:- empowerment, protection, prevention, proportionate responses, partnership and accountability.

**Advocacy** - Section 181(2) of the Social Services and Wellbeing (Wales) Act 2014 defines “advocacy services” as: services which provide assistance (by way of representation or otherwise) to persons for purposes relating to their care and support. Part 10 of the 2014 Act sets out the requirements for local authorities in relation to advocacy, which are to:

- a. Ensure that access to advocacy services and support is available to enable individuals to engage and participate when local authorities are exercising their statutory duties in relation to them; and
- b. To arrange an independent professional advocate to facilitate the involvement of individuals in certain circumstances.

An advocate is defined as an ‘appropriate individual’ who can speak on behalf of someone who is facing barriers to communicating or understanding, weighing-up, or deciding on information related to services that they receive. Advocacy services come in a variety of forms, and range from informal, peer and voluntary advocacy through to the provision of paid and professional advocates.

**Ageing Well** - action plan to help make Bridgend an Age Friendly County linked to older persons strategy.

**Community Resource Team Services (CRT)** – A joint ABMUL HB and BCBC resource team serving the Bridgend community networks. The Community Resource Service is a multi-disciplinary, multi-agency team established to respond to the individual needs of people who are frail or have physical disabilities or long term chronic conditions to avoid inappropriate hospital admissions and facilitate earlier hospital discharge. It consists of the following elements: Acute Clinical Response Team, Telecare and Mobile Response Service, Better@Home service; BridgeStart – enabling and re-abling interventions as well as a Reablement Unit at Bryn y Cae; The Community Independence & Wellbeing Team; community occupational therapy and the Integrated Community Equipment, Assessment & Demonstration Service. The team provides community support ranging from just a few days to up to six weeks. The focus is on short term interventions to support people to remain at home outside long-term hospital settings.

**Corporate Risk** – Risk score calculation = Impact x likelihood (e.g., likelihood (4) x impact (3) = risk score of 12)  
Description and definitions of LIKELIHOOD of the risk occurring



Score	Description
6	Almost certain - More than a 90% chance
5	Highly likely – 70% to 90% chance
4	More likely than not – 50% to 70% chance
3	Might happen, but probably not – 30% to 50% chance
2	Unlikely to happen - A 10% to 30% chance
1	Very unlikely - Less than a 10% chance

Description and definitions of IMPACT of the risk

Severity	Example Detail Description
4	Medium term loss of service capability Adverse UK wide publicity, Litigation almost certain and difficult to defend, Corporate budget realignment Breaches of law punishable by imprisonment
3	Short term loss of service capability, Adverse Wales wide publicity, Litigation to be expected Budget adjusted across service areas, Breaches of law punishable by fines only
2	Short term disruption to service capability, Adverse local publicity, High potential for complaint, litigation possible, Financial implications contained within the Directorate, Breaches of regulations/standards
1	No significant disruption to service capability, Unlikely to cause any adverse publicity Unlikely to cause complaint or litigation, Financial implications contained within service area Breaches of local procedures or standards.

**Direct Payments** - Social Services can provide a cash payment directly to people whose needs have been assessed by Social Services as being eligible to receive services, so they can arrange and purchase their own support. They might use the money to:

- employ someone directly to help with their care (a Personal Assistant)
- buy care from a private registered care agency
- make their own arrangements instead of using Social Services day care or respite care

**Extracare Housing** - is one of a number of options for an older person who needs personal care or other type of support, but who wants to retain a degree of independence and is able to live safely on their own. An Extra Care Housing Scheme is usually a group of flats built on the same site (some providers offer bungalows), providing specialised accommodation and support services 24 hours a day. The accommodation can be rented or bought, both by an individual and by a couple. Older people living in them

enjoy the freedom of having their own front door and the peace of mind from knowing staff are available if they are needed.

**Information Advice and Assistance service** – As part of the Social Services and Well-being (Wales) Act 2014, which provides the legislative basis for social services in Wales from 6th April 2016, there is a requirement for the provision of information, advice and assistance - local authorities, with the assistance of Local Health Board partners, must secure the provision of a service for providing people with information and advice relating to well-being, care and support in their area, and (where appropriate) assistance in accessing these.

**Local Community Coordinators (LCC)** – The LCC operational model is based on a nationally recognised design by which LCCs are allocated on a geographical population basis. The model states that an LCC should work with a manageable population (maximum of 10,000) who live in a defined geographical area. This allows the LCC to work with people in a locality which enables networks of support to be developed. The LCC project is based on the idea that providing people with services does not necessarily increase resilience or resolve issues of loneliness and isolation. The LCC approach is about connecting people to their local community and each other to support the development of networks and relationships which can help people remain independent. This can prevent or delay the need for formal services such as Social Services or secondary Health Care.

### **Looked After Children (LAC)**

**MAPPA – Multi Agency Public Protection Arrangements** - are a set of arrangements in place to manage the risk posed by the most serious sexual and violent offenders. These arrangements within Bridgend bring together lead professionals from the Probation Service, Mental Health Service, Housing, Public Protection and Children's Services. These professionals are experienced in this arena and are effective in the sharing of important information between agencies which is key in protecting the most vulnerable people in society.

**MARAC – Multi Agency Risk Assessment Conference** – a meeting where information is shared on the highest risk domestic abuse cases between for example, police, health, child protection and housing partners.

### **Not in Education, Employment or Training (NEET)**

**Physical and Sensory Impairment** - Physical and sensory impairment is the term used to describe somebody with either a physical or sensory disability. A physical impairment relates to the capacity to move, coordinate actions, or perform physical activities. Whilst Sensory impairment is when one of your senses; sight, hearing, smell, touch, taste and spatial awareness, is no longer normal. The impairment may be caused by aging and other physiological changes, accident or injuries etc.

**Protection of Vulnerable Adults (POVA)** – POVA is a multi-agency framework in place to safeguard vulnerable adults from abuse. A vulnerable adult is someone aged 18 or over who is, or may be, in need of community care services because of mental or other disability, age or illness and be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation. Bridgend adheres to the Wales Interim Policy and Procedures for the Protection of Vulnerable Adults from Abuse. This policy is signed up to by all statutory agencies. This means that the Authority has a firm agreement where all organisations work closely together to protect the person who may be being abused or be at risk of significant harm. Adult Services lead and co-ordinate the actions taken alongside our partner agencies, amongst which are ABM Health Board and South Wales Police.

**Residential Re-ablement Unit (Bryn y Cae)** – a new 6 bed community re-ablement unit based in a residential home, part of the community Resource Team, that will meet the needs of our citizens in a more holistic, timely and integrated way. The service offers 24 hour support and a multi-disciplinary assessment and re-ablement programme over an agreed period to enable people to regain sufficient physical functioning and confidence to return safely to their own home or to decide if residential care is appropriate

**Transition** – Definition “Transition may be defined as the life changes, adjustments, and cumulative experiences that occur in the lives of young adults as they move from school environments to independent and living environments” (Wehman, 2006)

The National Service Framework for Children, Young People and Maternity Services in Wales 2005 states “Young people who require continuing services, such as those who are disabled or chronically ill, young people with persistent mental illness or disorders, vulnerable young people and their families and carers, and care leavers, are offered a range of coordinated multi agency services, according to assessed need, in order to make effective transition from childhood to adulthood”

**Western Bay Health and Social Care Programme Board** – This is a collaborative project between Bridgend, Swansea, and Neath/Port Talbot Local Authorities together with the Health Board, and aims to develop an integrated Learning Disability service across the Western Bay area.