

# Adults and Community Services Annual Service Plan 2017-22



**2021/22 Edition**

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## Cabinet Member(s) and Head of Service



**Councillor Paul Cockeram**  
Cabinet Member for  
Social Services



**Chris Humphrey**  
Head of Adults &  
Community Services

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

# Introduction

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of the One Newport Public Services Board 'Wellbeing Plan' and also Wales' Well-being Goals:

**Well-being Objective 1** – To improve skills, education and employment opportunities

**Well-being Objective 2** – To promote economic growth and regeneration whilst protecting the environment

**Well-being Objective 3** – To enable people to be healthy, independent and resilient

**Well-being Objective 4** – To build cohesive and sustainable communities

To support the delivery of the Well-being Objectives the Council's service areas have set a five year service plan which outlines their objectives, actions, performance measures and risks to delivering the Corporate Plan. Each of these objectives and actions also support the Well-being Act's sustainable development and five principles:

Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

## Newport City Council Statutory Duties

In the delivery of Council services, there a different legislative and statutory requirements for the Council to comply with. The key areas of statutory duties includes but is not exhaustive:

Well-being for Future Generations Act

Social Services and Wellbeing Act 2014

Local Government & Elections (Wales) Act 2021

Equalities Act including Socio Economic Duty

Welsh Language Act

Data Protection Act 2018 and Freedom of Information Act 2001

Modern Slavery Act 2015

Counter Terrorism and Security Act 2015

Mental Capacity Act 2019

Mental Health Act 2017

### **Overview of Adult and Community Services**

Newport citizens represent a diverse group of people, and their social care needs are determined by a wide range of factors including age, physical and mental health and economic circumstances.

Challenges for adult and community services are that the population is growing and people are living longer. Therefore, we have to find sustainable solutions that will meet new demands in a climate of reducing budgets.

This requires new solutions that focus on early intervention and prevention, working in partnership with health to promote independence and encourage less reliance on statutory services. Third sector and independent providers deliver services on behalf of the Local Authority and we need to ensure all partners are delivering care and support in line with our strategic requirements.

The population of the City is unevenly distributed with the areas at the eastern and western edges, Marshfield, Castleton, Penhow, and Llandevaud, having geographically large electoral divisions with fewer numbers of people living in them. The north and east of the City is more heavily populated with Bettws, Malpas, Ringland and Alway wards having the highest proportion of the total population of the City.

Demographic trends generally predict increasing numbers of older people and decreasing numbers of younger adults. This is a National trend and has significant consequences for the future demand for health and social care services.

Social Isolation and loneliness are often triggered by the loss of family, friends, mobility or income, to which older people are particularly vulnerable. This can have damaging effects on physical health and mental wellbeing. There was an estimated 11,677 people aged 65 and over living alone in Newport in 2010, and this is projected to rise to 13,160 in 2025.

In order to effectively manage increasing future demand Newport City Council will need to offer preventative services that promote independence and self-reliance, working in partnership with Health to maximise opportunities for citizens to access support that will improve and maintain health and well-being. This shift will enable citizens to maintain their independence for longer and reduce reliance on statutory services.

We currently have approximately 1800 people in receipt of a care and support plan and receive care and support across a range of services. We also have a responsibility to ensure that those in our care are protected. Under Social Services and Wellbeing (Wales) Act 2014 we have a duty to ensure that all adults are protected from harm or abuse. Our Safeguarding measures in the Council places a duty on all officers and supporting services to report incidents where they believe an individual or group are at risk.

The pressures faced by the service area include:

- Reducing budgets
- Increase in population
- Increasing numbers of people over 65 and living alone
- Increase in numbers of people with a diagnosis of dementia
- Lack of supply of specialist dementia services
- Higher than average numbers of people living in circumstances defined as deprived
- Higher than average numbers of people experiencing poor health
- Recruitment and retention issues for social care staff

## Finance

Notwithstanding the above, the impact of the Pandemic is yet to be fully realised.

- The care market will need to adapt to new ways of working and that could affect service capacity and financial sustainability.
- The long term community health and social care needs are not yet known

The Council's budget for 2021/22 was agreed at [Council](#) on 3<sup>rd</sup> March 2021. In 2021/22 Adults and Community Services base revenue budget has been set as £51,495,000. As part of the Council's Medium Term Financial Planning, Adult Services has identified savings to be achieved over the next four years. The following savings have been identified in the table below and further information can be [found here](#).

Savings area identified	Savings (£) 2021/22	Savings (£) 2022/23	Savings (£) 2023/24	Savings (£) 2024/25
Transformation of Adult day services	£437,000	£145,000	£0	£0
Proposed reductions in non-staffing budgets	£284,000	£0	£0	£0
Community opportunities for adults with learning disabilities and adults with physical disabilities	£150,000	£0	£0	£0

The budget investments for Adult Services over the next four years are stated below and further information can be [found here](#).

Budget Investment areas	Investment (£) 2021/22	Investment (£) 2022/23	Investment (£) 2023/24	Investment (£) 2024/25
Potential loss of Integrated Care Fund (ICF) funding from March 2022 for statutory services	£0	To be Confirmed	£0	£0
Demand on Adult Community Care budgets through new learning disability children turning 18, re-profiled 2020/21 savings (£250k) and pressure reduction of £96k	£976,000	£-63,000	£0	£0

## **Capital Programme**

Newport Council sets an extensive capital programme to deliver key infrastructure projects / schemes. The list of Capital schemes and projects for 2020/21 can be found [here](#).

## **Workforce Planning**

To support the delivery of the service plan it is important to have a workforce plan that focuses on the training and development of staff and to improve the resilience of teams to deliver change. Through collaboration with the Council's Human Resources team, the service area has identified the following actions to deliver in 2021/22.

<b>Ref</b>	<b>Action</b>	<b>Reason(s)</b>	<b>Outcome(s)</b>	<b>Responsible Officer</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
<b>1</b>	Create a working group to review key Job Descriptions across Adult & Community Services.	The existing job descriptions require updating to reflect the current roles and responsibilities?	Ensure consistency across key roles and responsibilities in Adult Services.	Head of Adult & Community Services / Service Manager (JJ)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
<b>2</b>	Identify partners and deliver training to key staff members and social services as a whole on new Mental Capacity Act legislation.	The Mental Capacity (Amendment) Act 2019 introduces new powers and duties for health and social services	Improve the knowledge and understanding to ensure compliance with the new legislation.	Head of Adult & Community Services / Service Manager (HL)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
<b>3</b>	Examine career pathways and structures throughout Adult and Community Services.	Increase flexibility across the workforce and support career progression.	Improve resilience and provide career pathways across Adult Services.	Head of Adult & Community Services / Service Manager (JJ)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022

## **Programmes & Projects**

To support the Corporate Plan and/or meet necessary statutory duties / legislative changes, service areas undertake programmes and projects. Below is a list of ongoing major change programmes and projects that are currently led by Adult & Community Services.

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
<b>Home First</b>	<p>The objective of this project is to further align patient flow processes within hospital discharge. Through collaboration with our health and social care partners the outcomes will be to:</p> <ul style="list-style-type: none"> <li>• Prevent future admissions into hospital by ensuring tailored care packages are in place.</li> <li>• Implement early planning for discharge to prevent avoidable delays for patients returning home or to appropriate accommodation.</li> <li>• During the COVID 19 crisis, Home First has continued to provide in line with regional arrangements a critical frontline service to support hospital discharge.</li> <li>• Home First has extended operation to cover the Grange University Hospital which was opened in November 2020</li> </ul>	<b>Wellbeing Objective 3</b> - To enable people to be healthy, independent and resilient.	Resilient Communities	Quarter 4 2021/22
<b>Integration of Frailty team into First Contact</b>	<p>The objective of this project is to integrate the Frailty team into the First Contact team. The outcomes of this work will:</p> <ul style="list-style-type: none"> <li>• Reduce the number of entry points for Newport citizens to contact and engage with the Council.</li> <li>• Improve the efficiency and consistency of the First Contact service to signpost Newport citizens to the correct team(s) and ensure that they receive necessary information and support for their needs.</li> </ul>	<b>Wellbeing Objective 3</b> - To enable people to be healthy, independent and resilient.	Resilient Communities	Quarter 4 2021/22
<b>Direct Payments Regional Service</b>	<p>To develop a regional approach for service users to access and use the Direct Payments service that will ensure:</p> <ul style="list-style-type: none"> <li>• Consistent service model adopted across the region;</li> <li>• Improve the future resilience of the service model for Newport citizens</li> <li>• Ensure individuals are able to have greater independence and tailored support that meets their needs.</li> </ul>	<b>Wellbeing Objective 3</b> - To enable people to be healthy, independent and resilient.	Resilient Communities	Quarter 4 2021/22
<b>Appointeeship Regional Service</b>	<p>To develop a regional approach for Newport citizens to access the Appointeeship service. The outcome(s) of this project will ensure:</p>	<b>Wellbeing Objective 3</b> - To enable people to be healthy, independent and resilient.	Resilient Communities	Quarter 4 2021/22

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
	<ul style="list-style-type: none"> <li>Consistent service model is adopted across the region for all citizens.</li> <li>Improve the access and efficiency of the Appointeeship service for Newport citizens.</li> </ul>			
<b>Day Opportunities Development of Outreach service</b>	A community based outreach model of support will be developed as a reconfiguration and expansion of the previous buildings based service	<b>Wellbeing Objective 3</b> - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
<b>Development of Reablement – Dementia Service</b>	To develop a new specialist Reablement service for those suffering from dementia	<b>Wellbeing Objective 3</b> - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
<b>Liberty Protection/Safeguards</b>	To prepare for the implementation of new legislation	<b>Wellbeing Objective 3</b> - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
<b>Implementation of the new WG performance framework</b>	To fully implement the procedures and protocols to ensure full compliance with the Welsh Government Performance Framework that is a statutory reporting requirement	<b>Wellbeing Objective 3</b> - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22

# Objectives & Actions

To support the delivery of the Corporate Plan, Adult and Community Services has set 5 Objectives to deliver in 2021/22:

**Objective 1** – Early Intervention and Prevention

**Objective 2** – Integrated working across health and social care

**Objective 3** – Commissioning

**Objective 4** – Carers

**Objective 5** - Safeguarding

<b>Objective 1</b>		<b>Early Intervention and Prevention</b>			
<b>Objective Outcome(s)</b>		We will direct and signpost effectively and when support is required we intervene early to prevent escalation and dependence.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.			
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Contact as a multi-agency, multi-disciplinary team effectively managing demand. This includes the integration of the Frailty service into the First Contact Team.	Integration of the Frailty service into the First Contact Team will improve the signposting and access to services by Newport citizens. This will also reduce the number of single points of access and improve the efficiency of the service.  The service will also improve its resilience to service demand pressures and ensure an integrated approach is provided to citizens.	Service Manager (DP)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
2	Development of a regional approach for service users to access and use the Direct Payments service.	This supports the delivery of the Direct Payments project and will deliver: <ul style="list-style-type: none"> <li>• Consistent service model adopted across the region;</li> <li>• Improve the future resilience of the service model for Newport citizens; and</li> <li>• Ensure individuals are able to have greater independence and tailored support that meets their needs.</li> </ul>	Service Manager (DP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

<b>Objective 2</b>		<b>Integrated working across Health and Social Care</b>			
<b>Objective Outcome(s)</b>		The development of an integrated approach to the provision of care and support for people in Newport through the establishment of Neighbourhood Care Networks.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.			
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	To develop and effectively integrate the Regional Home First initiative into the hospital pathway and to further align patient flow processes within hospital discharge.	Through collaboration with the Health Board and partners we will be able to: <ul style="list-style-type: none"> <li>• Prevent admission</li> <li>• To build further on early planning for discharge to prevent avoidable delays</li> <li>• Manage patients through the pathways more effectively</li> <li>• The opening of the new Grange University Hospital has impacted existing processes and ongoing review and development is required to ensure full integration</li> </ul>	Service Manager (JA)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
2	To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services.	<ul style="list-style-type: none"> <li>• Ensure young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood.</li> <li>• Enable integration of key Council, health and partners to support young people through the transition process.</li> <li>• Enable early planning and involvement with young people, their families and/or carers to support them throughout the transition process.</li> </ul>	Service Manager (HL)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

<b>Objective 3</b>		<b>Commissioning</b>			
<b>Objective Outcome(s)</b>		The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.			
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Develop a regional Appointeeship service through collaboration with other local authorities and partners.	The outcome(s) of this action will ensure: <ul style="list-style-type: none"> <li>• Consistent service model is adopted across the region for all citizens.</li> <li>• Improve the access and efficiency of the Appointeeship service for Newport citizens.</li> </ul>	Service Manager (JJ)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
2	To implement the Independent Living Strategy for all adults and to improve the support available for young people with learning disabilities to transition into Adults Services.	This action will enable service users with learning disabilities to live healthy, independent lives within the community and ensure that young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood.  Enable early planning and involvement with the Council, Health, young people, their families and/or carers to support them throughout the transition process.  To ensure multi-disciplinary systems/processes are in place to support transition. Information from Children's Services to predict future demand	Service Manager (HL)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
3	Day Opportunities – Development of outreach service	To ensure flexibility in the offer of community based support across client groups	Service Manager (GC)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
4	Development of Reablement Dementia Service	To ensure those with Dementia have access to a specialist service to maintain	Service Manager (GC)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022

<b>Objective 3</b>		<b>Commissioning</b>			
<b>Objective Outcome(s)</b>		The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.			
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
		and improve independence after a hospital stay			
5	Implementation of the new Welsh Government performance Framework	To ensure NCC can fulfil its statutory requirement to report to Welsh Government on activity across adults and children's services	Service Manager (JJ)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
6	Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	This will provide an understanding of the impact that Covid 19 has had on the social care sector and service users in Newport.  The outcomes of this work will determine the future market offer to ensure service users receive high quality and sustainable care and support packages that enables healthy, independent living.	Service Manager (JJ)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022

<b>Objective 4</b>		<b>Carers</b>			
<b>Objective Outcome(s)</b>		To fulfil NCC's responsibility to carers as required by the Social Services & well-being Act providing support and reducing carer breakdown.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.			
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	To continue to develop the Newport Carers Network to facilitate engagement and opportunities to provide specialist information	The delivery of this action will enable Adult Services to support carers and provide integrated support that will prevent carer breakdown.	Service Manager (DP)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
2	To develop a revised service offer for young carers in partnership with Barnardo's	<ul style="list-style-type: none"> <li>• Ensure young carers are able to be signposted and access the service(s) they need.</li> <li>• Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout, Enable integrated support for all carers by the Council, health, third sector and charities.</li> </ul>	Service Manager (DP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

<b>Objective 5</b>		<b>Safeguarding</b>			
<b>Objective Outcome(s)</b>		To improve safeguarding arrangements that protect children and adults within all aspects of Council services functions and duties.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.			
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	To implement the change in Mental Capacity Legislation specifically in relation to Deprivation of Liberty Safeguards (DOLS) to the new legislation of Liberty Protection Safeguards (LPS) Implementation rescheduled from Oct 2020, to April 2022 due to pandemic pressures.	The Mental Capacity Act requires the Council to implement the deprivation and Liberty Protection Safeguards for Newport citizens. The delivery of this action will ensure the Council's processes meet these new legislative requirements.	Head of Corporate Safeguarding (MR)	1st April 2020	31 <sup>st</sup> March 2022
2	To continue to support and empower citizens through the adult safeguarding process.	The delivery of this action will ensure all Newport Citizens, Partners, Council Members and Officers are able to raise safeguarding concerns and issues and have confidence that these are investigated in accordance with the Social Services and Wellbeing Act,	Head of Corporate Safeguarding (MR)	1st April 2019	31st March 2021
2.1	To provide training and raise awareness of the new Liberty Protection Safeguards for all practitioners and officers.	The delivery of this action will ensure practitioners and officers are aware of their role and responsibilities under the new LPS legislation. This will also prevent non-compliance with the new legislation.	Head of Corporate Safeguarding (MR)	1st April 2020	30 <sup>th</sup> September 2021
3	Preparation for the implementation of the Liberty Protection Safeguards in April 2022.	Ensure Adult Services, NCC and partners are prepared and ready to implement the new legislation from April 2022.	Head of Corporate Safeguarding (MR)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022

# Performance Measures

Adult Services performance measures are taken from the Welsh Government Social Services Performance Framework. No targets will be set for these measures in 2021/22. Previous years data for will be used as a 'comparator' to enable monitoring and reporting.

<b>Performance Measure</b> <i>(National / Local / Management Information)</i>	<b>2020/21 Actual Performance</b>	<b>2019/20 Actual Performance</b>	<b>2018/19 Actual Performance</b>
<b>National (AD/002)</b> – The number of contacts received by Adult Services where advice and assistance was provided during the year	<b>1,718</b>	No Data	No Data
<b>National (AD/004)</b> – The number of new assessments completed for adults during the year	<b>1,538</b>	No Data	No Data
<b>National (AD/006b)</b> – The active offer of Welsh was accepted	<b>0</b>	No Data	No Data
<b>National (AD/010)</b> – The total number of packages of reablement completed during the year	<b>584</b>	No Data	No Data
<b>National (AD/011a)</b> – The number packages of reablement completed during the year that reduced the need for support	<b>43</b>	No Data	No Data
<b>National (AD/011b)</b> – The number of packages of reablement completed during the year that maintained the need for the same level of support.	<b>95</b>	No Data	No Data
<b>National (AD/011c)</b> – The number of packages of reablement completed during the year that mitigated the need for support.	<b>409</b>	No Data	No Data
<b>National (AD/012)</b> – The number of adults with a care and support plan as at 31 <sup>st</sup> March.	<b>1,861</b>	No Data	No Data
<b>National (AD/013)</b> – The total number of adults with eligible needs for care and support maintained by Direct Payments at 31 <sup>st</sup> March	<b>93</b>	No Data	No Data
<b>National (AD/022)</b> – The total number of reports of adults suspected of being at risk where it is necessary for enquiries to be made.	<b>648</b>	No Data	No Data
<b>National (AD/023)</b> - The Number of adult protection enquiries completed within 7 days from the receipt of the reported alleged abuse.	<b>636</b>	No Data	No Data

## Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

# Risk Management

Risk Name	Risk Owner (Job Title)	Corporate Risk or Service Risk
<p><b>Liberty Protection Safeguards Legislation</b>            In 2020 new Liberty Protection Safeguards (LPS) legislation will be passed replacing the current Deprivation of Liberty Safeguards (DOLS).</p>	Service Manager (JJ)	Service Area Risk
<p><b>Pressure on Adult &amp; Community Services</b>            There is increased pressure on Adult Services to deliver services to adults with complex and long lasting needs.             With an increase in demand / volume of referrals and care packages the Council has seen an increase in costs whilst in the context of tightening budgets.            There are also additional statutory requirements to safeguard adults in our care and prevent risk of harm, injury or a loss of life.</p>	Service Manager (JJ)	Corporate Risk
<p><b>Safeguarding Risk</b>            To ensure the Council safeguards adults, children and carers as part of its statutory duty.</p>	Head of Corporate Safeguarding (MR)	Corporate Risk
<p><b>Stability of Social Services Providers</b>            The Council requires support from external providers to deliver care packages for adults (residential / Non Residential). The current marketplace for external providers is volatile due to the increasing costs to provide care, maintain homes, staffing meeting legislative and regulatory requirements.</p>	Service Manager (JJ)	Corporate Risk