

A vibrant field of sunflowers under a clear blue sky. The sunflowers are in various stages of bloom, with bright yellow petals and dark brown centers. The background is slightly blurred, creating a sense of depth.

ADULT SOCIAL SERVICES STRATEGY

Fit for the Future
2009 - 2014

Your life, your choice

The vision for North Lincolnshire
Council's Adult Social Services
over the next five years



“The service strives to improve outcomes for vulnerable people year on year”

FOREWORD

Thank you to everyone who during the Fit for the Future project has contributed to this overarching strategy for North Lincolnshire's Adult Social Services. This key strategic plan establishes our priorities for delivering services and reflects our determination to improve outcomes for local people.

It demonstrates our commitment to work together to achieve our ambitions. It is only through strong relationships and partnerships that we can ensure that the future quality of life for all vulnerable adults in North Lincolnshire is the very best. Locally and nationally a lot of time has been spent asking people what they want from their services and what people want is very simple, to have choices, be in control and have a life.

85 per cent of people over the age of 65 say they are happy with their home and neighborhood in North Lincolnshire. This places us in a strong position to further develop locality networking and deliver services in neighborhoods. There is a firm foundation to build up the vision of personalisation where people decide and meet their own needs as far as possible. We will change the way individuals engage with services to make a real difference to their lives. It's a whole system change for the services and we have already done a lot to make this transformation happen.

Our workforce committed themselves to being "Fit for the future" some time ago. We have redesigned the way services are managed and delivered. We are well on the way to making the whole system change that is required.

We have groundbreaking people specific partnerships whose roles are to engage with people, eg those with learning disabilities. This will provide commissioners with a full picture of what their lives are like and what they need to live independently. The enthusiastic and well-trained workforce across all partner agencies is determined to create the right culture, where it really is... **Your life, your choice.**



Mike Briggs
Director of Adult Social Services

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WHERE ARE WE NOW

The Changing Face of North Lincolnshire

North Lincolnshire is a predominantly rural area, covering an area of 85,000 hectares. 159,000 people live in North Lincolnshire [ONS mid year estimate, 2006]. Less than half of our resident population [47 per cent], live in the main urban areas of Scunthorpe and Bottesford. An additional 40 per cent live in the market towns of Barton and Brigg, as well as in medium sized settlements such as Broughton, Crowle, Epworth, Barrow, Barnetby, Messingham, Kirton and Winterton. The remaining 13 per cent live in smaller hamlets and settlements across North Lincolnshire.

Our population is already slightly older than the national and regional average, and this trend looks set to continue. The factors behind this include:

- *The net outward migration of younger adults*
- *The recent inward migration of people of retirement age*
- *Improvements in life expectancy*



Between 1991 and 2006, the number of people aged 65+ in our local population grew by 17 per cent, compared with an average population growth of 4 per cent. As overall health improves and average life expectancy increases, this age group is likely to account for a significantly larger proportion of our population in years to come. Between now and 2029 it is projected to increase by an average of 1000 people aged 65+ per year. Latest national estimates suggest an estimated 6 per cent of the older population have dementia [1,900] in North Lincolnshire of which 15 per cent [290] will have the most severe form of dementia.

According to the 2001 census Black and Minority Ethnic (BME) communities make up nearly 4 per cent of the local population. However by 2005 this population had estimated to have grown by a third. The largest BME communities are of Indian, Pakistani and Bangladeshi heritage. Official population estimates and projections do not take account of the likely impact of more recent migrants to North Lincolnshire. These include Kurdish refugees as well as economic migrants from the EU expansion states.

There is a lack of current data about exactly how many people in North Lincolnshire have a disability. However, information from the 2001 Census shows us that approximately 19.2 per cent, [approx 29,000] of North Lincolnshire residents stated that they were “limited in their daily activities”. This is 1 per cent higher than the national figure. We recognise that disability includes sensory and physical impairment, learning disability, mental conditions and some long-term health conditions. It is estimated that 2.5 per cent of the adult population in North Lincolnshire has a moderate or severe learning disability. National projects suggest there will be at least a 1 per cent annual increase in the adult population with severe learning disabilities over the next 15 years, with most of this increase being accounted for by an increasing number of people living longer.

YOUR LIFE, YOUR CHOICE

Adult Social Services holds a strong vision for the future for vulnerable adults in North Lincolnshire; this is one of a real life with choice and control. People will have easy access to the resources they need, to ensure a healthy life and independence. We have worked hard in recent years to make sure our service is fit for this future vision. The service has developed a new and exciting visual representation of this vision by commissioning a lively film, titled *Fit for the Future*, which is available on DVD for people, whatever their needs. This vision spells out very clearly that we will deliver real choice and enable people to have the lives they want. Outcomes are very important and the DVD uses our well-established seven outcomes (see page 6) to describe the vision of personal social services. We strive to ensure people have access to suitable information, services and resources to meet their own needs. These services and resources must be safe, financially and free from discrimination and abuse.

We are currently transforming the way social care and support systems operate in North Lincolnshire. We will be ensuring that all people eligible for support receive the very best support they can to develop their own assessment of need. This assessment will then lead to a self determined support plan that they can use to decide how their needs can be met. We will actively encourage people to manage a budget, either directly, through direct payments, or

through a virtual, managed account. People will have the full knowledge of the cost of their services whatever option they take. Our directly managed services deliver high quality rapid response services, supporting people to regain control over their lives following an illness or accident. The specialist disability services offer a full range of support and case management to people with complex long-term needs. We want to give carers and the people who use our services, choice, control and power over the service they receive. In order for us to deliver this transformation we need to work with our partners in the council, the NHS, the independent sector, care providers, voluntary organisations and the residents of North Lincolnshire.

People value living in North Lincolnshire for the high quality of life and neighbourly culture. This means we are well placed to develop locality support systems and networks, enabling people to live in the communities of their choice.

Our intention is for the locality teams to be fully integrated with other council services and key partners such as NHS North Lincolnshire, GP practices and the voluntary sector.

Transforming Adult Services – Fit for the Future

We intend to continue the transformation of Adult Social Services to deliver on these ambitions of *putting people first*. We strive for people to have access to services that promote healthy lives and independence. Our Fit for the Future project began the necessary culture change to meet the priorities and outcomes of the White Paper, Our Health, Our Care, Our Say. Our service has been restructured at senior and middle management levels in order to make it fit for purpose. This demonstrates our commitment to make the vision of *Putting People First* a reality. It places strategic commissioning and performance at the heart of what we do to develop the future vision for citizens. We have placed localities and prevention at the centre of where we develop support to local people. We build upon partnership working with the NHS to make sure that when we do provide services, it is in an integrated way with a re-enablement ethos. The ‘how’ part will require robust business and customer support services and focused development of our organisation.

“Putting
people
first”

CASE STUDY

Enid Brown is 74 and lives with her daughter in Burringham. She does not like leaving her home to access any services. Enid does have carers come in from a local care agency twice a day, Monday to Friday. Enid is happy with this service and has built up a good relationship with the carers.

Enid's daughter finds caring for Enid very tiring and stressful even with the assistance of the home carers. Enid is aware of this and understands that her daughter needs a break from her caring role.

Enid's Care Manager has identified that Enid is eligible for a resource to access short breaks, and has previously offered Enid respite care vouchers to cover this.

When we launched the Pre-Loaded Card it was explained to Enid, that she could look at using her allocation of respite in different ways. I explained that she could use the money on the card to pay for carers to come in to her home rather than going into a residential care home, both Enid and her daughter were really keen on this suggestion. Enid and her daughter told me that they had spoken to the local care agency, and had agreed that when Enid's daughter went away, the agency would put extra calls in to Enid Monday to Friday and would also put further calls in at a weekend.

By putting Enid's respite allocation on to the Pre-Loaded Card this gave Enid a greater choice and flexibility over the type of services she received. It also helped to keep Enid independent, safe and in her own home.

STRATEGIC OUTCOMES

Safe

Services help people to feel and be safe, people feel supported in a crisis

Respect

Shifting the balance of power to the people, promoting choice and individual family values

Healthy

Promoting life long health, recognising everyone's contribution to well being

In control

Delivering services closer to home, making it easier for people to get what they need

Involved

Supporting communities and individuals to identify and meet their own needs

Independent

Creating a culture of independence, increasing options and opportunities

Confident in the future

Getting the money in the right place, creating a confident, flexible, behaviorally competent workforce and intelligent commissioning

The Annual Performance Assessment of Social Care Services for Adult Services for North Lincolnshire gave a performance rating of two stars and graded the council as 'good' in all outcome areas.

Commission for Social Care Inspection, October 2007

WHAT ARE WE WORKING TOWARDS?

Strategic Commissioning – putting people at the centre

Our aim in commissioning is to put people at the centre of everything we do, so that we actively support choice and enable people to have control over their own lives.

Effective commissioning is a tool in enabling us to meet the various challenges facing our population. Commissioning means securing the best value for local people. It is the process of translating aspirations into need, by specifying and procuring services for the local population into services that mean:

- *Understanding and anticipating future need*
- *Promoting health and inclusion and supporting independence*
- *Identifying the groups and areas that are getting a raw deal and giving them a voice to influence improvements*
- *Delivering the best and safest possible quality of care/support.*

Delivering self directed support

A central focus to this vision is ensuring that people have choice and control over the services that support them. To enable this, councils are required by Government to personalise (i.e. create 'made to measure') services by implementing systems and processes to deliver self-directed support. Self-directed support will involve a redesign of the social care system. This will allow those people receiving the services to take much greater control of them. It includes the use of direct payments and individual budgets. This will put people at the centre of assessing their own needs, deciding how they are best met and tailoring care to meet them. This requires, in short, a whole system transformation, of approach, design and delivery.

To ensure that self directed support is delivered nationally in line with government policy, the Department of Health has set a target that 30 per cent of Adult Social Services users having self-directed support by March 2011. To deliver this we have implemented a self directed support project bringing together all sections of Adult Social Services with key partners, other services and citizens. It aims to ensure that self directed support becomes a reality for 100 per cent of people in North Lincolnshire By March 2012.

Access and integration

Personalisation is a way of delivering social services to put the person who needs the service at the centre of the whole process. this creates made to measure services. Access is key to this process. With the right first impressions we can ensure people feel safe to contact us and confident of getting the right help, support and guidance. It focusses on the outcomes that the person wishes to achieve rather than a narrow focus on assessed needs. The vision is of empowering people to support themselves, ensuring full participation and inclusion within North Lincolnshire. Working closely with our various partners will ensure this vision is realised. Crisis response and specialist services will ensure that they provide a rapid seamless response to people what ever time they call . Our reputation is very strong and our award-winning services continue to provide and deliver exactly this vision of personalised services.

“Made to measure services”

SUCCESSES TO DATE

Defined our key strategic outcomes, uniting national imperatives and locally determined priorities

Completed the first phase of the joint strategic needs assessment focusing on older people and those with a long-term health condition

Implemented a management structure to take forward the various commissioning strategies and service priorities

Devised a framework for developing commissioning strategies and continuing JSNA

Developed a robust inclusion approach to ensure real engagement with all stakeholders and NHS North Lincolnshire

Held staff, public and provider events to promote the Putting People First agenda

Produced staff and public DVDs to continue promoting the vision and act as a tool to raise local people's expectations for their services

Committed us to moving our services into localities

Facts and Figures

- > 5000 people supported to stay in their own homes
- > Three star rated home care service
- > Grade Three for supported employment
- > Nationally recognized integrated learning projects
- > Nationally recognized partnership with older people.

SERVICE BASED VISIONS?

Strategic commissioning and performance

- *This service area will drive improvements in safeguarding, quality and innovation across the area, through world-class commissioning, robust performance management of services and contracts and inclusive workforce development.*

Personalised locality support services

- *This service area will ensure the development of individual commissioning, personalised support and solutions, through effective navigation and brokerage.*
- *Services such as promoting health and independence and customer support will help people to maintain their individuality and their own homes.*

Access and integration

- *Providing an efficient customer interface. Through integrated case management, re-ablement, and disability services, this service will ensure that all individuals recover quickly from life changing events, illness or injury.*

STRATEGIC PRIORITIES 2009 - 2012

Agree a suitable formal agreement to ensure whole scale commitment to Adult Social Services strategic plans from all partners.

Establish robust world class commissioning of all internal and external services, develop a strong market through effective procurement and contract management to enable choice and ensure safeguarding is developed strategically.

Transform existing assessment services to create a self-directed locality based support system for all eligible citizens. Ensure that promoting health and independence service integrates with the community.

Provide a single point of access service with specialized case management. Develop our in house service integrated with health to provide short-term interventions enabling quick recovery.

Ensuring better care and support for all

Additional to the priorities listed opposite we intend to ensure better care and support as set out in Putting People First (2007) by:

- *Strengthening performance management, to ensure that all services are of a high standard and self-sustaining by both council supported and private paying local people.*

- *Shape and build the market to create a strong, varied flexible market in adult social services, ensuring local people can choose the services/solutions they want.*

- *Invest in the workforce to increase capability to ensure people working in adult services have the skills and support they need to deliver personalised support.*

STRATEGIC IMPROVEMENTS WE WILL ACHIEVE WITH OTHERS OVER THE NEXT FIVE YEARS

Safe

The safeguarding board will be effective. Risk taking will be well managed and there will be a robust integrated rapid response service

Respect

Develop fully personalised services. Ensure all service areas embrace dignity in care and be a learning organisation

Healthy

Ensure people with disabilities have access to healthy activities and employment. Integrate our home support services and fully implement the single assessment process

Independent

Clarify a vision for independence. Join up locality commissioning and ensure our website is fit to provide up-to-date accurate information

In control

Increase opportunities for carers. Develop prevention within mental health services and develop a fully integrated Telecare strategy with the NHS

Involved

Ensure the citizen partnerships are represented on the Well-being and Health Improvement Partnership. Employ citizens to provide the consciousness of commissioning and deliver a robust engagement strategy.

Confident in the future

Meet world class commissioning standards. Demonstrate high competence in resource management and have a service wide organizational development strategy.

Leadership

- To have a joint overall strategy between NHS North Lincolnshire by December 2009
- To achieve commitment and sign up throughout the council and with partner organisations to 'your life, your choice'

Delivery

- Crisis and specialist services will be delivered in the one North Lincolnshire
- All assessments will be delivered in the five localities
- All long-term services will be delivered in the seventeen neighbourhoods

Efficiency

- People will receive excellent value for money
- We will achieve best value
- We will protect the public purse from exploitation

CASE STUDY

Peter is a young man of 24 with a learning disability. Peter has never accessed any services from Adult Social Services before. Peter's care manager talked to Peter and his family about Direct Payments as she felt Peter along with the assistance of his family were the best people to decide what would benefit him.

Peter's care manager explained that they would be given a lump sum of money which would be the equivalent of four weeks of respite care. It would be up to Peter and his family to use this money to access services that would benefit Peter and that these services would be enjoyable for Peter.

Peter decided that he would like to go on two assisted adventure holidays. The family had already done some research into this previously and Peter was keen to go on holiday by himself without his parents.

By enabling Peter to go on these assisted holidays, Peter remains independent and in control of the services he receives. His self confidence has improved and in turn this has helped the way Peter behaves at home.

Whilst Peter is away the family are able to have a break from their caring roles. They feel happy knowing that while Peter is away, he is doing something he really wants to do and that he is safe and being looked after.

LINKS TO SHARED AMBITIONS AND LOCAL PRIORITIES

Many Faces – One Community

Many Faces – One Community is the Sustainable Community Strategy for North Lincolnshire. This is the overarching vision for North Lincolnshire. It sets out how partners will work to address the economic, social and environmental needs of our communities. This strategy is based on extensive consultation with people in North Lincolnshire to make sure it reflects the needs and aspirations of the people living here. Its vision is “transforming North Lincolnshire towards a better future for all”. Many Faces - One Community has four ambitions shared between the council and all its partners:

- 1 *An area that is thriving*
- 2 *Communities that are confident and caring*
- 3 *Individuals can see the difference*
- 4 *Everyone works together for the benefit of the area*

Adult services work closely with vulnerable people. The importance we place on supporting vulnerable people is firmly embedded within the Sustainable Community Strategy ambitions. They are:

- *Vulnerable people achieve in employment*
- *Vulnerable people are protected from harm*
- *Vulnerable people will receive personal social services*
- *People specific partnerships contribute to service planning*

Well-being and health Improvement Partnership

This is a sub partnership within the Local Strategic Partnership (LSP). It brings together the local statutory and voluntary sectors, alongside business and community to promote and deliver well-being and health outcomes. This partnership will be responsible for ensuring there is a well being and health strategy and joined up commissioning for vulnerable adults. It will ensure the strategy for healthy ageing is progressed and performance manage the relevant LAA targets.

The Local Area Agreement

Local Area Agreements (LAAs) set out priorities for a local area agreed between central government and a local area (the council and Local Strategic Partnership). LAAs simplify central funding, help join up public services more effectively and allow greater flexibility for local solutions to local circumstances. Many of the 35 priority indicators within North Lincolnshire’s LAA relate directly to adult social services, such as:

- *NI 121 – Mortality rate from all circulatory diseases at ages under 75*
- *NI 130 – Social Care clients receiving self directed support*
- *NI 135 – Carers receiving needs assessment or review and a specific carer’s service or advice and information*
- *NI 141 – Percentage of vulnerable people achieving independent living*

LINKAGES TO OTHER STRATEGIES AND PLANS

Healthy Ageing Strategy

This provides the framework for working together to ensure that all older adults in North Lincolnshire can remain as independent as possible and have access to opportunities to support healthy living. It aims to promote a healthy and active life for older adults across North Lincolnshire.

Joint Strategic Needs Assessment

Under the Local Government and Public Involvement in Health Act 2007, primary care trusts and local authorities are required to carry out an assessment of future health, care and well being needs of the local population. This relates to providing an analysis of demographic and statistical health information and has underpinned this Adult Service Strategy.

Well being and Health Strategy

Coordinates the efforts of a wide range of partners from all sectors, including the community and voluntary sector, to tackle the overarching challenges of alcohol misuse, smoking, obesity and mortality to ensure the best possible quality of life in North Lincolnshire. It includes developing a plan for improving social, health and prevention and intervention services.

Adult Services Service Plan

This shows how adult services intend to demonstrate value for money and deliver the highest standards of services to vulnerable adults. It provides the detail on management of our own staff and resources to ensure effective service delivery.

Engagement strategy

To promote active engagement in both service planning and delivery there are five people specific partnerships, for people with:

- *learning disabilities*
- *mental ill health*
- *other disabilities and sensory impairments*
- *people who are older*
- *carers.*

Their watchword is “Nothing about us without us”.

Joined up Commissioning Strategies

There is also a suite of commissioning strategies, which have been developed with the support of local people themselves, as well as through engagement with providers, the NHS and members of the public. Each will have its own detailed project implementation plans. These have been developed with and on behalf of the Executive Strategic Commissioning Board and Citizen partnerships.

Safeguarding Adults

The council through the Director of Adult Social Services, leads on safeguarding vulnerable people. He chairs a multi-agency Safeguarding Adults Board which aims to make sure all organisations who deal with vulnerable people actively seek to protect them from abuse and know what to do if they suspect someone is being abused. There are multi-agency procedures in place and we are currently working to embed corporate carer responsibilities throughout the council and ultimately all relevant organisations.

BACKGROUND AND NATIONAL CONTEXT

Adult Social Services is a statutory service bound by Government guidelines and legislation. North Lincolnshire Council Adult Social Services works within these boundaries and has found that they are in line with the local population needs. This document is an over arching strategy that pulls together the vision and direction for the service over the next five years. This strategy is underpinned by our Local Strategic Partnership's Sustainable Community Strategy and the council's strategic plan, 'Going Forward Together'. By sharing the vision for vulnerable adults in the area we intend to deliver on the objective of working together for the benefit of North Lincolnshire.

This strategy is supported by a range of delivery plans and also a DVD entitled 'Fit for the Future'.

Our aim is to put people at the centre of everything we do, so that we actively support choice and enable people to have control over their lives.

The White Paper 'Our Health Our Care Our Say' identified seven clear outcomes for all citizens.

- 1 *Improved health and emotional well being*
- 2 *Improved quality of life*
- 3 *Making a positive contribution*
- 4 *Choice and control*
- 5 *Freedom from discrimination*
- 6 *Economic well being*
- 7 *Personal dignity*

This White Paper set a new direction for the health and social care system, moving towards a more personalised method of service delivery. There are four main goals to achieve the seven outcomes:

- 1 *Better prevention services with earlier intervention*
- 2 *Give people more choice and a louder voice*
- 3 *Tackling inequalities and improved access to community services*
- 4 *More support for people with long-term needs*

The 'Putting People First' Concordat, published in 2007, states that the key elements for Adult Social Service systems are:

“Local authority leadership accompanied by authentic partnership working with statutory, third sector and importantly citizen users and their families to create a high quality care system, which is fair, accessible and responsive to the individual needs of local citizens.”

Agreed shared outcomes which should ensure people, irrespective of illness or disability, are supported to:

- *Live independently*
- *Stay healthy and recover quickly from illness*
- *Exercise maximum control over their own life and where appropriate the lives of their family members*
- *Sustain a family unit which avoids children being required to take on inappropriate caring roles*
- *Participate as active and equal citizens, both economically and socially*
- *Have the best possible quality of life, irrespective of illness or disability*
- *Retain maximum dignity and respect*
- *System wide transformation developed and owned by local partners.*

MONITORING, EVALUATION AND REVIEW

Comprehensive area assessment

There is a new performance framework for local public services, the Comprehensive Area Assessment (CAA). This will focus more on the delivery of outcomes for the area than on the performance of individual institutions. By bringing together information from different sectors, the CAA will provide people with a better picture of how well important issues such as accessibility, dignity and respect, equality and diversity are being addressed.

CAA consists of an area assessment and an organisational assessment. CAA will change the way inspectorates engage locally by moving from rolling programmes of on-site inspection to an on-going relationship with local areas. Inspection activity will only be undertaken where necessary.

The level and quality of public engagement and empowerment will be tested and evaluated as part of the CAA process, including how well vulnerable and marginalised groups have been involved.

Care Quality Commission

The Care Quality Commission (CQC) comes into force in April 2009 to regulate and improve the quality of health and social care and look after the interests of people detained under the Mental Health Act. It replaces the work of the Commission for Social Care Inspection, the Healthcare Commission and the Mental Health Act Commission.

The CQC will give the people using services, their carers and families one port of call for information on standards, safety and available provision. It will have enforcement powers under the Care Standards Act 2000 and from April 2010 will also have powers under the Social Care Act 2008.

Evaluation and review

The strategy will be reviewed on an annual basis to monitor progress in delivering our strategic outcomes and priorities.

In Adult Services we do that by applying the three way thinking approach, designed locally. This looks at outputs by way of activity, the quantity of the outputs and then seek and understand the quality of experience by the end customers. This is known as Triangles- Quarterly Performance Reviews and is used for staff and the public alike.

For the council, performance management is part of our day job. We need to actively manage our performance to deliver our vision, policy and strategies – planning, monitoring and evaluating, communicating and improving. Our performance management framework is set around key plans and targets that allow us to manage performance so we achieve what we set out to do. Tools that help us evaluate performance and drive continuous service improvement across the council support these plans and targets.

We have a rigorous performance monitoring framework that helps us keep our performance on track and take action where we are not doing as well as we could. Through all of this we make sure that we engage and communicate with employees, members, partners and the public to let them know what is happening and to take their views on board.

CONTACT INFORMATION

Feedback

We wish to ensure that our future plans are accessible and inclusive. We welcome your views and any comments you wish to make on this plan. If you would like to comment please contact **Karen Pavey on 01724 296409.**

No English?

For information please call:

08000 193530 (Arabic) للحصول على المزيد من المعلومات اتصل بـ:

তথ্যগুলি বাংলায় জানতে হলে এই নম্বরে ফোন করুন: 08000 193531 (Bengali)

欲知粵語版的信息，請致電: 08000 193532 (Cantonese)

हिन्दी में जानकारी के लिये 08000 193533 पर फोन करें (Hindi)

08000 193537 به کوردی سۆزانی تهلهفۆن بۆ زماره (Kurdish Sorani)

Para mais informação em português contacte-nos através do telefone 08000 193538 (Portuguese)

ਪੰਜਾਬੀ ਵਿਚ ਜਾਣਕਾਰੀ ਲਈ 08000 193539 'ਤੇ ਫੋਨ ਕਰੋ (Punjabi)

"Warbixinta oo af Soomaali ah wac 08000 193540" (Somali)

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Nie mówisz po angielsku? Po informacje zadzwoń pod numer 08000 195587 (Polish)

Не знаете английский? Для информации звоните 08000 195586 (Russian)

For information in large print, audio, Braille or to request a signer to speak to us please contact 01724 296296

LINKS TO SHARED AMBITIONS AND LOCAL PRIORITIES

