



# **Vale of Glamorgan Council**

## **Service Plan 2016-2020**

**Delivering our vision for the Vale of Glamorgan**  
**‘Strong communities with a bright future’**

|                        |  |
|------------------------|--|
| <b>Service Area</b>    | <b>Business Management and Innovation</b>                                    |
| <b>Head of Service</b> | <b>Suzanne Clifton</b><br>Interim Head of Business Management and Innovation |
| <b>Director</b>        | <b>Phil Evans</b><br>Director of Social Services                             |
| <b>Cabinet Member</b>  | <b>Councillor Egan</b><br>Deputy Leader                                      |
| <b>Date signed off</b> | 28 <sup>th</sup> April 2016  |

## 1. Introduction

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The service areas of Business Management and Innovation, Adult Services and Children and Young People Services combine to form the Social Services Directorate which has a wide range of statutory duties and responsibilities. Its primary role is to protect, support and meet the social care needs of vulnerable adults and children, helping them to achieve the best quality of life possible.

### 1.1 About our Service – Business Improvement & Innovation

The service provides support to the Directorate in the key areas of leadership and culture, financial stability and resources, planning and partnerships, commissioning and contracting, workforce development, performance management, and protecting vulnerable people.

Our broad functions are as follows:

- Safeguarding: ensuring the welfare and needs of children and adults 'at risk' are safeguarded and they are protected from harm.
- Performance Management: supporting the work of the Social Services Directorate to evidence the performance and inform managers of progress and areas for improvement. The team also supports policy development to support service delivery.
- Supporting the social care workforce through training and development opportunities.
- Carers : A team of dedicated carers support officers to ensure that carers needs are identified and addressed through appropriate assessment and signposting to access support to enable them to continue to support the cared for person.
- Consultation: Our quality assurance officer supports service user consultation through a programme of audit and also stakeholder and service user questionnaires to inform practice and inform service delivery.
- Community Care Finance: assessing service users for their financial contribution towards their care and support needs, ensuring that they can access the correct benefits and supporting them with financial management where necessary.
- Brokerage: working with independent providers of residential and domiciliary care so that they meet the assessed needs of service users.
- Direct Payments: Developing the service throughout the Directorate and ensuring that payments functions are efficient, timely and in line with appropriate guidelines.
- Contracting: Undertaking the tender processes to support the commissioning of services for the Directorate and ensuring that appropriate contracts and agreements are in place with our providers, and managing and monitoring performance.
- Finance and administration: Supporting the Directorate's services in financial management and administering payment of all invoices, travel warrants, orders for goods and services, payments for young people's rent, Independent Living Allowances, Financial Assistance etc.
- Maintaining and developing the Family Information Service and public information.

### 1.2 The Purpose of Our Service Plan

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

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

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

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

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

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

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

### 1.3 Developing Our Plan

Set for one year, our planned actions are informed by and reflect the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Directorate's Annual Self-Assessment 2015/16 which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Director of Social Services Annual Report 2014/15;
- The CSSIW Annual Evaluation of Performance 2014/15;
- The need to meet new service requirements with limited public sector resources available to implement the changes, including those arising from meeting the statutory obligations required by the Social Services and Well-being (Wales) Act.

## 2. Our Priorities for 2016-20

Our service will take the actions outlined below to contribute to the Well-being outcomes and objectives.

| Well-being Outcome              | Well-being Objective  | Ref | Action   | During 2016/17 we will:  |
|---------------------------------|---|-----|--|--|
| WO4: An Active and Healthy Vale | O7: Encouraging and promoting active and healthy lifestyles.                | AH5 | Work with the Cardiff and Vale Health and Well-being Board to undertake a range of actions to prevent and tackle obesity and encourage healthy eating and healthier lifestyles.  | <ul style="list-style-type: none"> <li>• Develop an Obesity Strategy for Cardiff and the Vale of Glamorgan.</li> <li>• Implement the Vale of Glamorgan Food and Physical Activity Framework.</li> <li>• Monitor compliance with the Healthy Eating in Schools (Wales) regulations.</li> <li>• Increase activity in relation to Cardiff and Vale Tobacco Control Action Plan.</li> </ul>  |
| WO4: An Active and Healthy Vale | O8: Safeguarding those who are vulnerable and promoting independent living. | AH7 | Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority work-streams of: <ul style="list-style-type: none"> <li>- provision of information</li> <li>- advice and assistance services</li> <li>- eligibility/assessment of need</li> <li>- planning and promotion of preventative services</li> <li>- workforce</li> <li>- performance measures</li> </ul> (2016/17) | <ul style="list-style-type: none"> <li>• Further develop relationships with our partners to implement alternative service delivery models that support the needs of vulnerable adults and children.</li> <li>• Ensure that, through completion of the population needs assessment we identify gaps in services and seek ways to address these through co-production, including regard for the duty to promote social enterprises.</li> <li>• Work with staff to identify ways of ensuring successful succession planning and upskilling of the social care sector to meet the demands of the Social Services Wellbeing Act (SSWBA).</li> <li>• Through the funding opportunities afforded through the Intermediate Care fund, work with</li> </ul> |

|                                 |   |      |   |   |
|---------------------------------|---|------|---|---|
|                                 |   |      |   | <p>partners to develop preventative services that promote independent living.</p> <ul style="list-style-type: none"> <li>Ensuring staff and potential referrers are aware of the requirements under the statutory guidance relating to their duty to report safeguarding concerns.</li> </ul>   |
| WO4: An Active and Healthy Vale | O8: Safeguarding those who are vulnerable and promoting independent living. | AH10 | Explore options for single integrated ICT systems and integrated budgets across the Cardiff and Vale region for social care. (2018/19)                    | <ul style="list-style-type: none"> <li>Support the implementation of WCCIS for the Directorate.</li> <li>Work with the Assistant Director for Integration to identify opportunities to pool budgets or develop joint commissioning intentions.</li> </ul>   |
| WO4: Active and Healthy         | O8: Safeguarding those who are vulnerable and promoting independent living  | AH11 | Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council. (2016/17) | <ul style="list-style-type: none"> <li>Monitor implementation of the Corporate Safeguarding policy across the Council through effective audit.</li> <li>Develop tools to support staff to feel more confident to safeguard vulnerable people through effective procedures for referral, and also use of Adult Protection Support Orders (where relevant) in line with the SSWBA.</li> </ul> |
| WO4: Active and Healthy         | O8: Safeguarding those who are vulnerable and promoting independent living  | AH13 | Review accommodation with care options for older people and develop our commissioning strategy for future years. (2016/17)                                | <ul style="list-style-type: none"> <li>Continue to build on the work initiated in 2015/16 to develop an effective commissioning strategy for accommodation with care to meet the increasing demand of older people to remain independent for as long as practical.</li> </ul>   |

|                         |  |      |  |  |
|-------------------------|--|------|--|--|
| WO4: Active and Healthy | O8: Safeguarding those who are vulnerable and promoting independent living | AH14 | Work with partners through the Cardiff and vale Local Safeguarding Children's Board to develop a child sexual exploitation strategy. (2016/17)                 | <ul style="list-style-type: none"> <li>• Develop and implement a child sexual exploitation strategy across all partners through effective engagement with other organisations.</li> <li>• Ensure information sharing protocols are in place and utilised appropriately to ensure the safety of children exposed to risks of sexual exploitation.</li> <li>• Raise awareness of the behaviours that may indicate CSE, either as a victim or a perpetrator in order to minimise the incidence of CSE.</li> </ul> |
| WO4: Active and Healthy | O8: Safeguarding those who are vulnerable and promoting independent living | AH15 | Improve procedures with providers of nursing, residential and domiciliary care providers to enable early intervention and prevent the escalation of incidents. | <ul style="list-style-type: none"> <li>• An action plan in response to the findings of Operation Jasmine has been developed. The Division will support implementation of the actions contained in this plan, and in particular look at ways to bring policies and processes together with Cardiff Council and review the escalating concerns policy.</li> </ul>  |

**Appendix A** contains the detailed plan which illustrates the actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to the way we will measure performance against our targets and the resources we will deploy.

## Integrated Planning

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

| Ref | Action  | During 2016/17 we will:   |
|-----|---|---|
| CP1 | Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20). | <ul style="list-style-type: none"><li>• Work with independent providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens.</li></ul>  |
| CP2 | Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18).                              | <ul style="list-style-type: none"><li>• Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.</li><li>• Deliver our key workforce development priorities for the coming year as outlined in Appendix B (WBI1-WBI4).</li></ul> |

**Appendix B** contains the detailed plan which illustrates the enabling actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to how we will maximise our key resources through integrated planning in order to achieve our priorities.

### 3. How We Work & Our Resources

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

#### 3.1 Sustainable Development

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

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

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

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

These considerations are reflected in the actions we will take as a service to deliver the Council’s priorities.

#### 3.2 Integrated Planning – Managing Our Resources

The following provides a summary of the key priorities for the coming year. The following information has been taken from existing reports including our Workforce Plan 2016-20, sickness absence and staff turnover reports, budget reports and the service Asset Management Plan.

##### Workforce Development

| Key Service Statistics 2014/15 |             |                   |            |                               |                          |                         |
|--------------------------------|-------------|-------------------|------------|-------------------------------|--------------------------|-------------------------|
| Average headcount 2014/15      | FTE 2014/15 | Average days sick |            | Average days sickness per FTE | Turnover (no of leavers) | PDR completion rate (%) |
|                                |             | Long term         | Short term |                               |                          |                         |
| 192.5                          | 150.29      | 7.78              | 4.09       | 11.87                         | 13                       | 97%                     |

As at 9th March 2016, 98% of PDRs for the service had been completed. The average days sickness absence per full time equivalent has also improved with the service reporting a performance of 9.13 days compared to 11.87 in the previous year. In line with corporate direction we will review and strengthen the performance management and support arrangements in relation to sickness absence within the service.

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees.

Our key workforce development priorities for the coming year are as follows:

- Continued integration of staff operating across combined approaches, especially with Health. Integrating services across social care and health will require staff groups to work in different ways and across organisational boundaries. This will mean not only developing management structures and business systems, but also changes in practice. In addition, opportunities to integrate with neighbouring authorities to increase resilience and effectiveness/efficiency in a time of austerity is essential
- Encouraging staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support;
- Further emphasis on putting succession plans in place, as we have an ageing workforce. Also, ensuring that managers can provide cross-cover within the Directorate as currently there is evidence of silo management, leaving teams with low levels of resilience;
- Ensuring fluidity in staff movement within and across teams whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop;
- Increasing resilience within teams to ensure that changes in the skill mix enable us to use our diverse workforce appropriately and to operate services at the appropriate scale through collaboration with partners;
- Increased regional working requires the appropriate structures to be in place, with links with other local authority partners, police, health, independent sector and the third sector. This means more disparate geographical locations for staff which can make management and communication more difficult to support, particularly when it involves integration with other organisations across the health and social care sector;
- Supporting implementation of the proposed Social Work Career Progression Framework to ensure that we retain staff and reward them appropriately for their commitment to the Authority through effective training and mentoring and practice development opportunities;
- Helping staff to understand the requirements of major legislative changes, to identify their implications for our workforce as they meet the challenges of delivering these changes within our resource envelope; and
- Continuing to focus on reducing our reliance on agency staff, by investing in permanent staff to extend their skill set so that they can sustain employment and support the ongoing work of the Council.

## **ICT**

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Our significant projects for the coming year are as follows:

- Preparing for implementation of the Welsh Community Care Information Solution (WCCIS) to replace the SWIFT system. The WCCIS will allow information to be shared between different Health Boards and Social Services departments instantly, helping to deliver improved care and support for the population of Wales. The new system will enable, social services and a range of community health services (including mental health, therapy and community nursing) to more effectively plan, co-ordinate and deliver services and support for individuals, families and communities. It will support information sharing requirements, case management and workflow for Health and Social Care organisations across Wales. This will be a large scale project so the focus for 2016 will be on preparing for data cleansing, migration, integration and transfer of data as well a putting in place appropriate mechanisms for archiving historical data/information. A Project Group will be established (February 2016) with representation from the three organisations;
- Continued focus on agile/ mobile working options.
- Support continued development of the Council's internet and intranet website and the DEWIS information portal to improve accessibility for citizens and staff.
- Support the development of ways to provide preventative services which people can access more easily at an early stage.

## Finance

The budget for our service area is £286,105 for the Business Management and Innovation budget. However, the community care commitments budget is directly influenced by the work of the Division and how services are commissioned.

Over the following three years, the service is required to deliver the following savings:

| <b>Scheme</b>   | <b>2016/17<br/>(£000)</b> | <b>2017/18<br/>(£000)</b> | <b>2018/19<br/>(£000)</b> | <b>Total<br/>(£000)</b> |
|---|---------------------------|---------------------------|---------------------------|-------------------------|
| Car Mileage   | 12                        | 0                         | 0                         | 12                      |
| Review Block contract arrangements for Domiciliary Care | 0                         | 270                       | 0                         | 270                     |
| <b>Total</b>  | <b>12</b>                 | <b>270</b>                | <b>0</b>                  | <b>282</b>              |

*Italicised figures indicate savings targets that have been set for the whole directorate in which this service area is based.*

## Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). However, we have no key projects identified for 2016/17.

## Procurement

In line with corporate guidance we are committed to promoting effective procurement by using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate well-being outcomes. Our significant projects for the coming year are as follows:

- Welsh Community Care Information System (WCCIS) – to work with the regional Programme Board to implement this system, with an intended delivery date of Autumn 2017. The year ahead will be used to prepare for this development. (ICT1)
- Advocacy – The implementation of the Social Services and Wellbeing (Wales) Act 2014 requires an increased level of advocacy to be provided. The Vale of Glamorgan will seek to procure this on a regional basis and lead the work on this project nationally through the Golden Thread project with the third sector.
- Commissioning Care Assurance and Performance System (CCAPS) – working with the nine local authorities who are members of the South East Wales Improvement Collaborative (SEWIC) to procure high cost, low volume placements for service users with mental health needs or learning difficulties who require specialist placement.
- Supported Living Accommodation – a decision needs to be made this year whether to extend the contracts for existing providers of supported living accommodation in the Vale of Glamorgan and permissions sought accordingly.

### Consultation and Engagement

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

| Consultation Activity Planned 2016/17           | Brief Description of the Purpose of the Consultation   |
|---|--|
| Fostering                                       | Review of service and children's experiences   |
| Residential Services                            | Review services for residents accommodated within local authority owned homes (Part3)  |
| Adults Placement Services                       | To be determined   |
| Young carers                                    | To inform service provision for carers and consider the use of young carers cards  |
| Commissioning                                   | Consider the use of respite services and service users experiences   |
| Child Health and Disability Services            | Experience of respite services   |
| Mental Health (working age)                     | Consultation with service users and carers regarding the shape of mental health services<br><br>Consultation with service users and carers regarding their involvement in the development of Care and Treatment plans. |
| Protection of Vulnerable Adults/ Adults at risk | To be determined – relating to the impact of the Social Services and Wellbeing Act   |
| Looked after children                           | Annual return  |
| Young people                                    | To be determined   |

## Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

| Activity Planned 2016/17  | Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity  | Governance Arrangements and Details of Partners   |
|---|--|---|
| Joint commissioning of services with Health and Cardiff Council.                        | <p>To work with the Assistant Director for Integration on joint commissioning of residential and domiciliary care, including the development of pooled budgets.</p> <p>To work with independent providers to ensure ongoing sustainability of the domiciliary care sector through effective commissioning.</p>   | <p>Fast track integration monitored by Regional Partnership Board and Strategic Leadership team</p> <p>Partners include Health and Cardiff Council.</p> |
| Implementation of the Social Services and Wellbeing (Wales) Act 2014 across the region. | <p>Monitor the progress of the task and finish groups established during the initial implementation phase of the Act:</p> <ul style="list-style-type: none"> <li>a) Performance Measures;</li> <li>b) Planning and Promoting Preventative Services;</li> <li>c) Safeguarding</li> <li>d) Looked After Children (LAC)</li> <li>e) Eligibility and Meeting assessed needs</li> <li>f) Information, Advice and Assistance</li> <li>g) Advocacy</li> </ul> | Regional Partnership Board.   |
| Development of Accommodation with Care Strategy.  | To work with independent providers, third sector organisations, housing associations and others to plan how we can meet the growing demands to support older people to live independently for as long as possible.   | Directorate management, Scrutiny committee and Provider Forums.   |

## Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In identifying these risks we have also shown how we plan to manage them.

| Risk   | Likelihood score | Impact score | Mitigating controls   |
|--|------------------|--------------|---|
| The Council is unable to meet statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse.      | 1                | 4            | <p>Through maintaining appropriate staffing levels and expertise, alongside prioritisation of work and effective reviews of services and efficiencies achieved by public services working together more closely.</p> <p>Ensuring adequate levels of staff to safeguard adults and children at risk. Complete training and awareness-raising with other professionals and organisations to increase the sharing of information and support to identify risk factors.</p> <p>Implement processes and procedures to enable individuals to make referrals to appropriate agencies to discuss concerns – poster/information leaflet/use of website.</p> <p>Increase awareness of ‘duty to report’ in line with the requirements of the Social Services and Wellbeing (Wales) Act 2014.</p> |
| Our Corporate Safeguarding procedures are insufficient, not followed or are ineffective.   | 1                | 4            | <p>We have put in place robust safeguarding mechanisms, processes and procedures that include the Safer Recruitment Policy, Referral of Safeguarding Concerns procedure, staff supervision policy, Provider Performance Protocol. We follow the All Wales Procedures and associated protocols that are embedded within Social Services. There is mandatory safeguarding training in place for relevant staff. We have developed a Corporate Safeguarding Group and have in place a regional Local Safeguarding Children’s Board and Adult Safeguarding Board.</p>   |
| Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse. | 1                | 4            | <p>Liaison with relevant organisations and sharing of good practice, Effective leadership of Safeguarding Boards for children and adults.</p>   |

|   |   |   |   |
|---|---|---|---|
| Insufficient funds to meet rising demand for services.  | 2 | 4 | Expenditure is closely managed through the Directorate's budget programme board. We are generating better and more timely monitoring information and forecasting. Service delivery models are being reshaped.   |
| Reduction in service availability because of increasing demand, higher expectations and changes to eligibility criteria.            | 2 | 4 | Effective management of service user expectations. Strict and proper application of eligibility criteria. Reviewing and remodelling current service provision in favour of wellbeing and preventative support wherever possible and developing opportunities for integration and collaboration. Improve support available to carers within the community to enable them to take on further responsibilities.  |
| Inability to implement requirements of the Social Services and Wellbeing (Wales) Act 2014.  | 1 | 4 | The reshaping services agenda will take into account the requirements of the Act. Continued liaison with Welsh Government through the consultation process for new Regulations and Codes of Practice, to demonstrate the resources implications and to ameliorate the potential impact. Production of an implementation plan to address any assessed shortfalls.  |
| Closure/failure of our commissioned providers.  | 2 | 4 | Provide support to promote Social Enterprises and co-operative. Independent sector providers will have access to additional support and advice. Close monitoring of commissioned services is undertaken via effective quality assurance. The Provider Performance Protocol sets out performance standards /expectations and enables us to deal with any poor performance issues in a timely manner. The Quality Assurance Group is responsible for monitoring and identifying any areas of concern/issues among providers as they emerge. |
| Inability to provide levels of training for staff or independent sector to ensure quality of care for citizens provided by Council. | 2 | 4 | Consideration of training provision on a regional footprint.<br><br>Work with other agencies to spread the capacity and responsibility more evenly across the sector.   |

|  |   |   |   |
|--|---|---|---|
|  |   |   | Deliver training through alternative models – Care Council for Wales, e-learning modules, peer support etc.   |
| Due to the impact of the Social Services and Wellbeing (Wales) Act 2014, the Council needs to consider charges for services which will affect the ability to secure income. This places the authority at financial risk. | 3 | 3 | Development of a clear charging policy with accompanying information leaflets to ensure citizens are able to understand the implications of charging for services.<br><br>Timely and accurate financial assessments to ensure application is completed in an effective manner and consequences for individuals and the Council are well understood. |
| Availability of other partners to support the preventative services agenda.  | 1 | 3 | Identify and support partners through close collaboration.<br><br>Identify areas of need where preventative services can be provided to ensure that citizens are re-abled wherever possible and retain independence for as long as practicable, without creating dependency on statutory services.  |

| Scoring service risks   |   |
|-------------------------|---|
| <b>Likelihood score</b> | Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.   |
| <b>Impact score</b>     | Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc. |

**Appendix B** contains the detailed plan which illustrates the enabling actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to how we will maximise our key resources through integrated planning in order to achieve our priorities.

## Business Management & Innovation Action Plan 2016/17

|   |   |
|---|---|
| <b>Well-being Outcome 4: An Active and Healthy Vale</b> | <b>Objective 8: Encouraging and promoting active and healthy lifestyles</b> |
|---|---|

|                         |                   |                   |                    |                                 |  |                    |                              |
|-------------------------|-------------------|-------------------|--------------------|---------------------------------|--|--------------------|------------------------------|
| <b>Well-being Goals</b> | A Resilient Wales | A Healthier Wales | A More Equal Wales | A Wales of Cohesive Communities | A Wales of Vibrant Culture & Thriving Welsh Language | A Prosperous Wales | A Globally Responsible Wales |
|-------------------------|-------------------|-------------------|--------------------|---------------------------------|--|--------------------|------------------------------|

|                     |           |            |           |               |            |
|---------------------|-----------|------------|-----------|---------------|------------|
| Our Ways of Working | Long Term | Integrated | Involving | Collaborative | Preventing |
|---------------------|-----------|------------|-----------|---------------|------------|

| Ref        | Action   | Outcome & Key Milestones 2016/17  | KPI (where relevant) | Officer responsible | Start Date | Finish Date | Resources Required                                  |
|------------|--|---|----------------------|---------------------|------------|-------------|---|
| <b>AH5</b> | Develop an Obesity Strategy for Cardiff and the Vale of Glamorgan.             | Outcome/milestone: Tackle obesity and encourage healthy eating/lifestyles.<br><br>Obesity Strategy established.                                       |                      | Suzanne Clifton     | April 2016 | March 2017  | Support from Public Health Wales and other partners |
| <b>AH5</b> | Implement the Vale of Glamorgan Food and Physical Activity Framework.          | Outcome/milestone: Tackle obesity and encourage healthy eating/lifestyles.<br><br>Vale of Glamorgan Food and Physical Activity Framework established. |                      | Suzanne Clifton     | April 2016 | March 2017  | Support from Leisure Services                       |
| <b>AH5</b> | Monitor compliance with the Healthy Eating in Schools (Wales) regulations.     | Outcome/milestone: Schools are serving nutritious food to learners.   |                      | Suzanne Clifton     | April 2016 | March 2017  | Support from Vale Catering and Education            |
| <b>AH5</b> | Increase activity in relation to Cardiff and Vale Tobacco Control Action Plan. | Outcome/milestone: Reduce smoking prevalence in Cardiff and the Vale.   |                      | Suzanne Clifton     | April 2016 | March 2017  | Support from Public Health Wales                    |

## Business Management & Innovation Action Plan 2016/17

|   |   |
|---|---|
| <b>Well-being Outcome 4: An Active and Healthy Vale</b> | <b>Objective 8: Safeguarding those who are vulnerable and promoting independent living.</b> |
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|-------------------------|-------------------|-------------------|--------------------|---------------------------------|--|--------------------|------------------------------|
| <b>Well-being Goals</b> | A Resilient Wales | A Healthier Wales | A More Equal Wales | A Wales of Cohesive Communities | A Wales of Vibrant Culture & Thriving Welsh Language | A Prosperous Wales | A Globally Responsible Wales |
|-------------------------|-------------------|-------------------|--------------------|---------------------------------|--|--------------------|------------------------------|

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|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|
| <b>Our Ways of Working</b> | <b>Long Term</b> | <b>Integrated</b> | <b>Involving</b> | <b>Collaborative</b> | <b>Preventing</b> |
|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|

| Ref                  | Action  | Outcome & Key Milestones 2016/17  | KPI (where relevant) | Officer responsible | Start Date | Finish Date   | Resources Required   |
|----------------------|---|---|----------------------|---------------------|------------|---------------|--|
| <b>AH7</b>           | Further develop relationships with our partners to implement alternative service delivery models that support the needs of vulnerable adults and children.  | Outcome/milestone: Identify gaps in service provision and increase number of social enterprises or similar who will seek to meet this gap.  |                      | Suzanne Clifton     | April 2016 | December 2016 | Business Improvement capacity  |
| <b>AH7</b>           | Ensure that, through completion of the population needs assessment, we identify gaps in services and seek ways to address these through co-production, including regard for the duty to promote social enterprises. | Outcome/milestone: Commissioning strategy for Older Person's services – Accommodation with Care Strategy developed and ratified.  |                      | Suzanne Clifton     | April 2016 | December 2016 | Information from Public Health Wales   |
| <b>AH7/<br/>RBI1</b> | Work with staff to identify ways of ensuring successful succession planning and up skilling of the social care sector to meet the demands of the Social SSWBA.  | Outcome: minimise the use of external organisations to assist us with programme and project management; and increase the amount of staff training designed their ability to operate across the Directorate. |                      | Suzanne Clifton     | April 2016 | March 2017    | Funding from Social Care Workforce Development Grant and support from Board members. |

| Ref        | Action  | Outcome & Key Milestones 2016/17  | KPI (where relevant) | Officer responsible | Start Date | Finish Date | Resources Required   |
|------------|---|---|----------------------|---------------------|------------|-------------|--|
| AH7        | Through the funding opportunities afforded through the Intermediate Care fund, work with partners to develop preventative services that promote independent living. | Outcome/milestone: increase number of entries on DEWIS portal for preventative services from third sector as well as statutory services: and increase number of preventative services recognised and developed. |                      | Suzanne Clifton     | April 2016 | March 2017  | Delivering Transformation Grant monies                             |
| AH7        | Ensuring staff and potential referrers are aware of the requirements under the statutory guidance relating to their duty to report safeguarding concerns.           | Outcome/milestone: increase number of appropriate referrals to POVA with improved data collection to record outcomes.   |                      | Alys Jones          | April 2016 | March 2017  | Funding to develop the Business Support Unit for the LSAB and LSCB |
| AH10       | Support the implementation of WCCIS for the Directorate   | Outcome/milestone: Implementation plan for ensuring effective transition from E-Swift to WCCIS.   |                      | Suzanne Clifton     | April 2016 | March 2018  | Programme management support                                       |
| AH10       | Work with the Assistant Director for Integration to identify opportunities to pool budgets or develop joint commissioning intentions.                               | Outcome/milestone: Clear plan to determine priorities and actions to achieve joint commissioning aims including improved DToC figures   |                      | Suzanne Clifton     | April 2016 | March 2018  | Programme management support                                       |
| AH11 /RB12 | Monitor implementation of the Corporate Safeguarding policy across the Council through effective audit.   | Outcome/milestone; Audit shows high levels of awareness of Corporate Safeguarding policy and responsibilities   |                      | Alys Jones          | April 2016 | March 2017  | Audit (internal)   |

| Ref  | Action  | Outcome & Key Milestones 2016/17   | KPI (where relevant) | Officer responsible | Start Date | Finish Date    | Resources Required  |
|------|---|--|----------------------|---------------------|------------|----------------|---|
| AH11 | Develop tools to support staff to feel more confident to safeguard vulnerable people through effective procedures for referral, and also use of Adult Protection Support Orders (where relevant) in line with the Act.      | Outcome/milestone: Toolkit is developed and implemented; staff and partners feel more confident to refer.              |                      | Alys Jones          | April 2016 | June 2016      | Existing Resources  |
| AH13 | Continue to build on the work initiated in 2015/16 to develop an effective commissioning strategy for accommodation with care to meet the increasing demand or older people to remain independent for as long as practical. | Outcome/milestone: Commissioning strategy for Older Person's services – Accommodation with Care developed and ratified |                      | Suzanne Clifton     | April 2016 | December 2016  | Project/Programme management support – Business improvement capacity                                    |
| AH14 | Develop and implement a child sexual exploitation strategy across all partners through effective engagement with other organisations.   | Outcome/milestone: CSE Strategy developed and implemented  |                      | Alys Jones          | April 2016 | September 2016 | Commitment from partner agencies to develop the strategy  |
| AH14 | Ensure information sharing protocols are in place and utilised appropriately to ensure the safety of children exposed to risks of sexual exploitation.  | Outcome/milestone: Information sharing protocol developed and implemented  |                      | Alys Jones          | April 2016 | September 2016 | Support from Legal re Information services to ensure that all Data protection principles are compliant. |

| Ref  | Action  | Outcome & Key Milestones 2016/17   | KPI (where relevant) | Officer responsible | Start Date | Finish Date    | Resources Required   |
|------|---|--|----------------------|---------------------|------------|----------------|--|
| AH14 | Raise awareness of the behaviours that may indicate CSE, either as a victim or a perpetrator in order to minimise the incidence of CSE.   | Outcome/milestone: Literature to support staff and other agencies to be aware of CSE   |                      | Alys Jones          | April 2016 | March 2017     | Commitment from partner agencies to develop the literature and share training  |
| AH15 | Support implementation of the actions contained in the Operation Jasmine Action Plan. In particular look at ways to bring policies and processes together with Cardiff Council and review the escalating concerns policy. | Outcome/milestone: Review of relevant policies, development of joint policy with Cardiff Council, completed actions against Operation Jasmine action plan, Review of contracts |                      | Suzanne Clifton     | April 2016 | September 2016 | Commitment from Cardiff Council to jointly consider policies<br><br>Support from contract management (including legal) re contracts with providers<br><br>Work with national commissioning board to examine contracts and bring in line to be consistent |

## Integrated Planning

|                     |           |            |           |               |            |
|---------------------|-----------|------------|-----------|---------------|------------|
| Our Ways of Working | Long Term | Integrated | Involving | Collaborative | Preventing |
|---------------------|-----------|------------|-----------|---------------|------------|

| Ref         | Action   | Outcome & Key Milestones 2016/17   | KPI (where relevant)                                      | Officer responsible | Start Date | Finish Date | Resources Required  |
|-------------|--|--|---|---------------------|------------|-------------|---|
| <b>CP1</b>  | Work with independent providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens. | Outcome: Commissioning strategy and a clear fee structure for commissioned services to support the market.                     |   | Suzanne Clifton     | April 2016 | March 2018  | Business improvement partners<br>Increase in commissioning staff and contract monitoring staff to support provider performance and quality assurance. |
| <b>CP2</b>  | Review and strengthen the performance management arrangements in relation to sickness absence with the service.                                    | Outcome: Reduction in sickness absence rates in line with 2016/17 targets.   | No. of days/shifts lost due to sickness absence (RS/M009) | Suzanne Clifton     | April 2016 | March 2017  | Support from HR professionals.  |
| <b>WBI1</b> | Recruitment to key frontline posts.  | Stability in workforce and reduced reliance on agency staff<br><br>Key milestones:<br>Permanent recruitment to critical posts. |   | Suzanne Clifton     | April 2016 | March 2017  | Corporate support to streamline recruitment process.  |

| Ref                   | Action   | Outcome & Key Milestones 2016/17   | KPI (where relevant)  | Officer responsible               | Start Date                         | Finish Date                         | Resources Required   |
|-----------------------|--|--|---|-----------------------------------|------------------------------------|-------------------------------------|--|
| <b>WBI2</b>           | Continue to improve succession planning.                             | <p>Directorate is confident that there are internal candidates for any vacancies as they arise.</p> <p>Key milestones: Training Programme to support staff in acquiring new skill.</p>   |   | Suzanne Clifton                   | April 2016                         | March 2018                          | Corporate guidelines for succession planning.  |
| <b>WBI3/<br/>RBI3</b> | Implement the new career pathway for social workers.                 | <p>Clear expectations re roles for social workers.</p> <p>Key milestones: Respond to national framework and guidance as it is issued</p> <p>Ensure that Social Services Training is well staffed to support the requirements for the social care workforce in line with the Act and also to support the social care independent sector – workforce training plan</p> | <p>No of staff receiving training</p> <p>No of qualified and unqualified staff accessing training modules</p> <p>Number of courses delivered in accessible format to increase the opportunities for staff to access training.</p> | <p>HoS</p> <p>Suzanne Clifton</p> | <p>June 2016</p> <p>April 2016</p> | <p>March 2017</p> <p>April 2017</p> | <p>Engagement with HR.</p> <p>Engagement with Care Council for Wales.</p> <p>Training departments in neighbouring authorities.</p> |
| <b>WBI4/<br/>RBI4</b> | Support staff in implementing the Social Services and Well-being Act | <p>Staff are prepared for the transition and structures are fit for purpose.</p> <p>Key milestones: Meet the timeframes identified in the implementation plan.</p>   |   | HoS                               | April 2016                         | March 2017                          | Implementation Lead Officer plus existing staff resources, use of the Delivering Transformation Grant.                             |

| Ref         | Action  | Outcome & Key Milestones 2016/17   | KPI (where relevant) | Officer responsible | Start Date | Finish Date | Resources Required  |
|-------------|---|--|----------------------|---------------------|------------|-------------|---|
| <b>RBI5</b> | Provide support to promote Social Enterprises and co-operative. Independent sector providers will have access to additional support and advice. Close monitoring of commissioned services is undertaken via effective quality assurance. The Provider Performance Protocol sets out performance standards /expectations and enables us to deal with any poor performance issues in a timely manner. The Quality Assurance Group is responsible for monitoring and identifying any areas of concern/issues among providers as they emerge. | <p>Outcome: evidence of working groups in operation to support finding a solution</p> <p>Increase in number of alternative delivery models available</p> <p>Development of shared policy with partners</p> |                      | Suzanne Clifton     | April 2016 | March 2017  | <p>Independent sector capacity to be involved in working groups</p> <p>Support from business improvement colleagues</p>                     |
| <b>RBI6</b> | <p>Consideration of training provision on a regional footprint.</p> <p>Work with other agencies to spread the capacity and responsibility more evenly across the sector.</p>  | Outcome; Regional training plan  |                      | Sian Crinion-Jones  | April 2016 | March 2017  | <p>Funding through SCDWP</p> <p>Completion of work to inform future model of service delivery for training – through independent source</p> |

| Ref         | Action   | Outcome & Key Milestones 2016/17  | KPI (where relevant) | Officer responsible                                 | Start Date | Finish Date    | Resources Required   |
|-------------|--|---|----------------------|---|------------|----------------|--|
| <b>RBI7</b> | Deliver training through alternative models – Care Council for Wales, e-learning modules, peer support etc.  | <p>Outcome: Increase in numbers trained for independent sector</p> <p>Increase in number of alternative programmes building on progress in 2015/16</p> <p>Evaluation of Social Care Development Workforce Programme Grant</p> |                      | Sian Crinion-Jones                                  | April 2016 | March 2017     | Capacity and skills to develop programmes  |
| <b>RBI8</b> | Development of a clear charging policy with accompanying information leaflets to ensure citizens are able to understand the implications of charging for services.   | <p>Outcome: Ratified charging policy</p> <p>Development of information leaflet for citizens</p>   |                      | Suzanne Clifton                                     | April 2016 | September 2016 | Cabinet decision   |
| <b>RBI9</b> | Identify and support partners through close collaboration and identify areas of need where preventative services can be provided to ensure that citizens are re-abled wherever possible and retain independence for as long as practicable, without creating dependency on statutory services. | Outcome: development of a joint prevention strategy   |                      | Suzanne Clifton (TBA by Regional Partnership Board) | April 2016 | March 2018     | <p>Population Needs Assessment outcome</p> <p>Regional Partnership Board direction</p> <p>Clarity of use of ICF grant.</p> |

| Ref          | Action   | Outcome & Key Milestones 2016/17  | KPI (where relevant) | Officer responsible             | Start Date                      | Finish Date   | Resources Required   |
|--------------|--|---|----------------------|---------------------------------|---------------------------------|---------------|--|
| <b>ITBI1</b> | Prepare for implementation of the Wales Community Care Information Service (WCCIS)   | Outcome; shared action plan for regional implementation   |                      | Suzanne Clifton                 | April 2016 (commenced Feb 2016) | Autumn 2017   | IT support<br>Performance management support<br>Implementation team support<br>Technical support |
| <b>ITBI2</b> | Support the ongoing development of web based information, including DEWIS information portal   | Outcome: increased number of services uploaded through DEWIS<br><br>Web information accurate and current. |                      | Nicola Hale                     | April 2016                      | March 2017    | Technical web support<br><br>DTG funding   |
| <b>CBI1</b>  | To work with the Assistant Director for Integration on joint commissioning of residential and domiciliary care, including the development of pooled budgets. | Outcome: Joint Commissioning strategy   |                      | Rachel Jones<br>Suzanne Clifton | April 2016                      | December 2017 | Project staff  |
| <b>CBI2</b>  | To work with independent providers to ensure ongoing sustainability of the domiciliary care sector through effective commissioning.                          | Outcome: Outcome based commissioning with reflective contracts  |                      | Suzanne Clifton                 | April 2016                      | March 2017    | Contract management<br><br>Commissioning skills  |
| <b>CBI3</b>  | Monitor the progress of the task and finish groups established during the initial implementation phase of the SSWBA:   | Outcome; Clear plans or exit strategies for each group  |                      | Suzanne Clifton                 | April 2016                      | June 2016     | Support from SSWB Act Implementation team and regional co-ordinator                              |

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|-------------|---|--|--|-----------------|------------|------------|--|
|             | <ul style="list-style-type: none"> <li>• Performance Measures;</li> <li>• Planning and Promoting Preventative Services;</li> <li>• Safeguarding</li> <li>• Looked After Children (LAC)</li> <li>• Eligibility and Meeting assessed needs</li> <li>• Information, Advice and Assistance</li> <li>• Advocacy</li> </ul> |  |  |                 |            |            |  |
| <b>CBI4</b> | To work with independent providers, third sector organisations, housing associations and others to plan how we can meet the growing demands to support older people to live independently for as long as possible.  | Outcome; Accommodation with Care Strategy developed with clear strategic intentions outlined and committed   |  | Suzanne Clifton | April 2016 | March 2017 | Representation from partner organisations<br><br>Housing Directorate support |
| <b>AC10</b> | Improve equality monitoring data so that services can make more informed decisions about service delivery   | Accurate and timely data which informs proposals and decisions about service delivery.<br><br>Key milestones:<br>- Service collects and analyses data for use in EIAs and service improvements.<br>- More data included in EIAs to inform decisions. |  | Suzanne Clifton | April 2016 | March 2017 | Officer time/ within existing service resources                              |