VALE of GLAMORGAN

BRO MORGANNWG

Delivering our vision for the Vale of Glamorgan

Strong Communities with a Bright Future

VALE of GLAMORGAN COUNCIL
SERVICE PLAN

2017-2021

Service Area	Business Management and Innovation
Head of Service	Suzanne Clifton
Director	Phil Evans
Cabinet Member	Cllr. Bronwen Brooks Cabinet Member for Housing & Social Care & Health
Scrutiny Committee	Healthy Living and Social Care

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1. Introduction

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 2016/17 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 2015/16 and the associated Business Management and Innovation Head of Service report 2015/16;
- 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.

1.4 How We Work - 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.

In response our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities.

2. Our Corporate Plan Priorities for 2017-21

2.1 Corporate Plan Priorities

Over the next four years the Business Management and Innovation Service will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action
WO4: An Active and Healthy Vale (HL&SC)	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.
WO4: An Active and Healthy Vale (HL&SC)	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 as outlined in the Sustainable Social Services Regional Implementation Plan (annual) - provision of information - advice and assistance services - eligibility/assessment of need - planning and promotion of preventative services - workforce - performance measures (2016/17)
WO4: An Active and Healthy Vale (HL&SC)	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)
WO4: An Active and Healthy Vale (HL&SC)	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)
WO4: An Active and Healthy Vale (HL&SC)	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)
WO4: An Active and Healthy Vale (HL&SC)	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)
WO4: An Active and Healthy Vale (HL&SC)	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. (2017/18)

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)

2.2. Integrated Planning Priorities

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 over the next four years will be:

Ref	Action
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).
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).

3. The Year Ahead (2017-18)

3.1. Our Annual Service Priorities for 2017-18

During 2017-18 our service will undertake the actions outlined below to contribute to Year 2 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles.	AH4	Provide and promote a range of early years services including information and support for parents, access to childcare and learning opportunities to recognise the benefits of early development in achieving better outcomes for young people and their families (2019/20)	• Further explore options for developing a bespoke Family Information Service database and record management system.

WO4: An Active and Healthy Vale (HL&SC)	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. (2019/20)	• Work with Public Health to identify how the Council can contribute to the development and delivery of the Cardiff and Vale Local Public Health Plan, including work on relevant priorities such as:
				  o Tobacco cessation
				  o Obesity (via the Food and Physical Activity Framework),
				  o Falls prevention
				  o Health care/public health (including dementia support).

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
WO4: An Active and Healthy Vale (HL&SC)	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 as outlined in the Sustainable Social Services Collaboration Regional Implementation Plan of: provision of information advice and assistance services eligibility/assessment of need planning and promotion of preventative services workforce performance measures (2016/17)	• Further develop relationships with our partners to implement alternative service delivery models that support the needs of at risk adults and children. • Contribute to the development and implementation of the Regional Partnership Board Action Plan in response to the Population Needs Assessment. • Develop a more joined up corporate approach to developing preventative services that are aligned to the Social Service Wellbeing Act requirements to promote independent living. • Ensuring staff and potential referrers are aware of the requirements under the statutory guidance relating to their duty to report safeguarding concerns. • Undertake further development work on the DEWIS Cymru Portal to expand the information available and increase the number of users • Establish an effective Citizen's Panel for engagement as outlined in the SSWB Act, but ensuring links with the

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
				• Wellbeing of Future Generations Act • Review accommodation with care options for older people and develop our commissioning strategy for future years. • Identify opportunities for joint commissioning in line with Part 9 (Collaboration and Partnerships) duties of the SSWA.
WO4: An Active and Healthy Vale (HL&SC)	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)	• Support the implementation of WCCIS for the Directorate and the Regional partnership • Work with the Assistant Director for integration to identify opportunities to pool budgets or develop joint commissioning arrangements.
WO4: An Active and Healthy Vale (HL&SC)	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)	• Monitor implementation of the Corporate Safeguarding policy across the Council through effective audit. • Develop tools to support staff to feel more confident to safeguard adults and children at risk through effective procedures for referral, and also use of Adult Protection Support Orders (where relevant) in line with the SSWA.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
WO4: An Active and Healthy Vale (HL&SC)	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)	• Continue to work on developing an effective commissioning strategy for accommodation with care to meet the increasing demand or older people to remain independent for as long as practical.
WO4: An Active and Healthy Vale (HL&SC)	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)	• Implement the Child Sexual Exploitation Strategy across all partners through effective engagement with other organisations. • Establish a monitoring process for the Child Sexual Exploitation Strategy
WO4: An Active and Healthy Vale (HL&SC)	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. 2017/18)	• Implementation of the actions contained in the Operation Jasmine Action Plan
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)	• Ensuring continued compliance with the 'More than Just Words' policy. • Continue to support staff as adults welsh learners and encourage them to utilise this skill in the work environment
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	Deliver further EIA training to staff as appropriate. Pilot a Citizens Engagement Panel for people with care and support needs under the Social Services and Well-being Act.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
				Work with partners on the Regional Partnership Board to plan services in response to the Population Needs Assessment.

Ref	Action	During 2017/18 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).	• Work with independent providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens. • Continue to support the Council's Reshaping Services agenda and its associated projects; • Continue to manage the budget programme rigorously and identify actions required to meet the budget target for the year.
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).	• Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. • Deliver our key workforce development priorities for the coming year which includes: • Implement a restructure within Business Management and Innovation Service. • Explore options for utilising existing apprenticeship frameworks and work with local colleges to identify and attract trainees. • Review job descriptions for posts where staff recruitment and retention is an issue. • Continue to improve succession planning and support the Social Worker Progression Framework • Engage in the development of a Regional Workforce Development and Training Unit for the social care workforce

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 2 (2017/18) priorities for the Corporate Plan.

Appendix B outlines the 'enabling' actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

3.2. Managing Our Resources to Deliver Our Priorities
The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service.

Integrated Planning

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meet people's needs. For 2017-18, we have identified a series of 'enabling actions' that will support us to deliver our priorities for Year 2 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

This section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement

Workforce Development

Key Service Statistics 2015/16						
Average headcount 2015/16	FTE 2015/16	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
61.5	58.34	8.33	3.50	11.83	8 (13.01%)	98

As at December 2016, 77% of #itsaboutme appraisals have been completed for the service. Appraisals were not completed legitimately for 5 members of staff due to retirement, long term sickness or because the staff were new starters or subject to a pending reorganisation. Additionally, as the division is awaiting a restructure exercise key posts are currently held through interim managers or agency staff who did not have the awareness of the longer term corporate objectives that permanent staff are firmly engaged with.

The average days sickness absence per full time equivalent has remained relatively static when compared with the previous year. During quarter 3 of 2015/16 the number of days/shifts lost per FTE was 7.58 which has reduced slightly to 7.52 during quarter 3 for 2016/17. In line with corporate direction we will review and strengthen the performance management and support arrangements in relation to sickness absence within the service.

The service has seen a small increase in the number of leavers from 9.60% at quarter 3 last year (2015/16) to 12.2% of its staff for the same period this year (2016/17) and performance for 2016/17 is more than that of the whole Council at 6.41%. The leavers figures for quarter 3 2016/17 can be further broken down as 8.7% leaving voluntarily and 3.5% leaving involuntary which is a similar break down to last year (6.40% voluntarily, 3.20% involuntary Q3 2015/16).Given the low staff numbers within the Division, the percentages equate to a small number of individuals.

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.

The key issues currently impacting on the service are:
- There are issues around stability and permanence, as a direct result of interim appointments due to senior officers/managers leaving the authority or promotions within the Council. Due to the implementation of the Social Services Wellbeing (Wales) Act legislation and the impact this will have on how we deliver and structure future service delivery, we haven't been in a position

to back fill these positions. A Cabinet Report was presented on the 6th February that sought approval for a restructure to be undertaken that is sustainable into the longer term and is more closely aligned to the requirements of the new legislation. Restructuring the service will give us a renewed sense of direction and create an environment of certainty whilst enable us to identify the complement of posts required by the service to deliver the requirements of the SSWA.

- Resilience across all levels remains an issue for the service, particularly in relation to not having sufficient capacity and escalation levels for allocating and undertaking work. This becomes particularly critical when trying to balance the demands of the day job versus the bespoke work that arises due to changing landscape of the service due to policy/legislative change.

- Succession planning across the division needs to continue to be a priority, as the age profile of our service indicates that we predominately have a workforce of over 45 with several staff approaching retirement. In light of a restructure to the service this is also likely to influence some staff to re-consider their options as to whether to retire. There is the need for us to focus on increasing the number 16-24 year olds represented in our workforce to better reflect our demographic , so this will require us to look at introducing entry point positions that have career progression as part of any succession planning. Through improving our connections with further education providers, this could be a route through which we could attract a younger demographic.

- We recognise that in light of the Reshaping Services agenda the working environment has changed and as a result there needs to be a focus more on developing a broader skillset amongst our workforce rather than focusing on the specialist skills of a small number of individuals.

- We continue to struggle to recruit to positions across the service at both the entry level points and at the more skilled higher grades. We have experienced some difficulty with identifying suitable candidates from Agencies for temporary/grant funding based posts. For more generalist roles, we have struggled to shortlist candidates with the broad range of skills we are after and in terms of more specialist Social Workers such as Reviewing Officers we are unable to compete with other local authorities are offering a more competitive salary. Further work is required explore the issues around recruitment to identify the posts affected and better understand the barriers to recruitment.

Therefore, based on these issues, our key workforce development priorities for the coming year are:

- Improving the stability and resilience of the service through implementing a restructure that is fit for purpose and reflects our duties as part of the SSWA whilst optimising the skill set of our work force.
- 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 and ensuring that we nurture a broader skill mix amongst the workforce to build in greater levels of resilience within teams;
- 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;
- Continuing to support the 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;
- Exploring the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment. We will also be focusing on improving our engagement with local colleges to identify and attract the next generation of trainees.

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:

- Implementation of the Welsh Community Care Information Solution (WCCIS) to replace the SWIFT system due to 'go live' in November 2017. This will be a large scale project so the focus for 2017 will be on engaging with practitioners to successfully implement this integrated system, which in turn with enable us to better support citizens.
- Continued focus on agile/ mobile working options.
- Undertake further development work with the DEWIS information portal to expand the information available and increase its use for sharing information on preventive service for children and adults.
- Continue to work with the Local Government Data Unit to further explore the options for developing a bespoke Family Information Service database and record management system.

Finance

The estimated base budget for our service area for 2017/18 is £361,000 and the planned improvement activities for 2017/18 focus on delivering the in-year savings identified for the service. It must be noted that the community care commitments budget is directly influenced by the work of the Division and how services are commissioned. Although no further savings have been identified for 2017/18, the service does contribute to achieving the overall savings for Adult Services which amount to £335,000.

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 2017/18.

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 a Children's Advocacy service on a regional basis and lead the work on this project nationally. In relation to Adults Advocacy the 'Golden Thread' project with the third sector will help to inform commissioning arrangements of an Adults Advocacy service.
- Commissioning Care Assurance and Performance System (CCAPS) – working on a national basis across Health and social care to procure high cost, low volume placements for service users with mental health needs or learning difficulties who require specialist placement at best value and quality.
- 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.
- Extra Care- we will be reviewing the contract for Extra Care provision during October 2017.

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 SSWB 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 for 2017/18	Brief description of the purpose of the consultation
Adults at Risk Consultation	Individuals who are referred as part of the Protection of Vulnerable Adults (POVA) process and their carers/relatives will be consulted to ascertain their views of the POVA process. This includes information provision, involvement with the process and general support from the service.
Child Protection	Consultation will be carried out to obtain information about the support received from the Protection and Policy team. The questionnaire will be sent to professionals, parents and young persons to provide their views. The questionnaire will relate to the last conference that was attended.
Commissioning Consultation	Consultation will be carried out to ascertain satisfaction with providers commissioned by our team. This will include residential and domiciliary care providers and incorporate support, punctuality and general care.

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 2017/18	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.	To work with the Assistant Director for Integration on joint commissioning of residential and domiciliary care, including the development of pooled budgets. To work with independent providers to ensure ongoing sustainability of the domiciliary care sector through effective commissioning.	Fast track integration monitored by Regional Partnership Board and Strategic Leadership team Partners include Health and Cardiff Council.
Ongoing implementation of the Social Services and Wellbeing (Wales) Act 2014 across the region.	Monitor the progress of the task and finish groups established during the initial implementation phase of the Act	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.
Strengthening the Connections	Supporting the implementation of the Social Services and Well-being (Wales) Act. Developing a business case for a Training Academy which will support staff across the social sector in the region.	Cardiff Council

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	Through maintaining appropriate staffing levels and, alongside prioritisation of work and effective reviews of services and efficiencies achieved by public services working together more closely. 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. Implement processes and procedures to enable individuals to make referrals to appropriate agencies to discuss concerns – poster/information leaflet/use of website. Increase awareness of 'duty to report' in line with the requirements of the Social Services and Wellbeing (Wales) Act 2014. Liaison with relevant organisations and sharing of good practice, Effective leadership of Safeguarding Boards for children and adults.
Our Corporate Safeguarding procedures are insufficient, not followed or are ineffective.	1	4	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 Safeguarding

Risk	Likelihood score	Impact score	Mitigating Controls
			Children's Board and Adult Safeguarding Board.
Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	1	4	Liaison with relevant organisations and sharing of good practice, Effective leadership of Safeguarding Boards for children and adults.
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. Robust negotiations with providers around new fee structures.
Reduction in service availability because of increasing demand, higher expectations and changes to eligibility criteria.	2	4	Effective management of service user/carer expectations in line with the Act. Strict and proper application of eligibility criteria as stipulated by the Act. Reviewing and remodelling current service provision in favour of wellbeing and preventative support wherever possible and developing opportunities for integration and collaboration.
Compliance with the requirements of the Social Services and Wellbeing (Wales) Act 2014.	1	4	The reshaping services agenda will take into account the requirements of the Social Services Wellbeing Act. Continued liaison with Welsh Government through the consultation process for new Regulations and Codes of Practice to demonstrate the resource implications and to ameliorate the potential impact. An Implementation Plan has been produced. We have made best use of the Delivering Transformation Grant from Welsh Government to provide additional capacity to enable us to drive forward change and meet the new requirements of the Act. A Regional Steering Group has been established that involves the University Health Board and Cardiff Council that oversees the delivery of priorities in relation to implementing the Act. There were nine original work streams associated with implementing the requirements of the

Risk	Likelihood score	Impact score	Mitigating Controls
			Act that are each led by a senior officer. These are reviewed on a monthly basis and the work plan identifies priorities which may involve the establishment of new Task and Finish Groups and cessation of others, or changes in frequency of meetings. Front line staff have accessed the national training programme. Continued use of the transformational grant available from Welsh Government for delivery of the Act.
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. 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. Cabinet report has been agreed for the formation of a Joint Regional Workforce Development Unit.
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. Timely and accurate financial

Risk	Likelihood score	Impact score	Mitigating Controls
		20	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.	2	3	Identify and support partners through close collaboration. 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. Making connections with other Directorates regarding similar duties and projects – e.g. Poverty Alignment Group and sharing governance arrangements

Scoring service risks	
Likelihood score	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.
Impact score	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.

Business Management & Innovation Action Plan 2017/18

Well-being Outcome 4: An Active and Healthy Vale	Objective 7: Encouraging and promoting active and healthy lifestyles

Well-being Goals	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 2017/18	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AH4/IT BM/A020	Further explore options for developing a bespoke Family Information Service database and record management system.	A cost-effective FIS database/record management system is operational.		Suzanne Clifton	April 2017	March 2018	Existing resources
AH5 BM/A021	Work with Public Health Wales to identify how the Council can contribute to the development and delivery of the Cardiff and Vale Local Public Health Plan including work relevant priorities such as: tobacco cessation, obesity, falls prevention, health care/public health (including dementia support).	Vale of Glamorgan Council makes a valuable contribution to tackling key issues as outlined in the Vale's Local Public Health Plan.		Suzanne Clifton	April 2017	March 2018	Support from Public Health Wales and other partners

Well-being Outcome 4: An Active and Healthy Vale		Objective 8: Safeguarding those who are vulnerable and promoting independent living.

Well-being Goals	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 2017/18	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AH7 BM/A005	Further develop relationships with our partners to implement alternative service delivery models that support the needs of at risk adults and children	Identify gaps in service provision and increase number of social enterprises or similar who will seek to meet this gap.		Suzanne Clifton	April 2017	March 2018	Business Improvement capacity
AH7 BM/A022	Work with partners on the Regional Partnership Board to plan services in response to the Population Needs Assessment.	Delivery of the Regional Partnership Board Action Plan.		Suzanne Clifton	April 2017	March 2018	Information from Public Health Wales
AH7/IT BM/A023	Develop a more joined up corporate approach to developing preventative services that are aligned to the Social Services Wellbeing Act requirements to promote independent living.	Increased usage and entries onto DEWIS portal for preventative services from Third Sector as well as statutory sector. Increase number of preventative services recognised and developed.		Suzanne Clifton	April 2017	March 2018	Delivering Transformation Grant

Ref	Action	Outcome & Key Milestones 2017/18	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AH7 BM/A009	Ensuring staff and potential referrers are aware of the requirements under the statutory guidance relating to their duty to report safeguarding concerns.	Increased awareness amongst staff/referrers regarding how to raise safeguarding concerns. Referrals regarding safeguarding are appropriate and in line with statutory guidelines.		Suzanne Clifton	April 2017	March 2018	Funding to further develop the Business Support Unit for the LSAB and LSCB.
AH7/IT BM/A024	Undertake further development of the DEWIS Cymru portal to expand and extend its use.	Increase usage of the portal as a source of information provision, advice and assistance for preventative services		Suzanne Clifton	April 2017	March 2018	Existing resources
AH7 BM/A025	Review accommodation with care options for older people and develop our commissioning strategy for future years.	A commissioning strategy is in place to ensure we have appropriate care options in place that effectively meets older people's needs.		Suzanne Clifton	April 2017	March 2018	Existing resources
AH7 BM/A026	Identify opportunities for joint commissioning in line with Part 9 (Collaboration and Partnerships) duties of the Social Services Wellbeing Act	Joint commissioning opportunities with our partners are realised under our duties for Part 9 (Collaboration and Partnerships) of the SSWA.		Suzanne Clifton	April 2017	March 2018	Existing resources
AH10/IT BM/A027	Support the implementation of Welsh Community Care Information System (WCCIS) for the directorate and the Regional Partnership	Effective implementation and transition from Swift to WCCIS		Suzanne Clifton	April 2017	March 2018	Programme Management Support

Ref	Action	Outcome & Key Milestones 2017/18	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AH10 BM/A011	Work with the Assistant Director for integration to identify opportunities to pool budgets or develop joint commissioning intentions.	Clear plan to determine priorities and actions to achieve joint commissioning aims.		Suzanne Clifton	April 2017	March 2018	Programme Management Support
AH11 BM/A012	Monitor implementation of the Corporate Safeguarding policy across the Council through effective audit	Audit findings identify effective compliance with Corporate Safeguarding policy and responsibilities		Suzanne Clifton	April 2017	March 2018	Existing resources
AH11 BM/A013	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 Social Services Wellbeing Act.	Toolkit is developed and implemented and staff feel more confident to refer.		Suzanne Clifton	April 2017	September 2017	Existing resources
AH13 BM/A014	Continue to work on developing an effective commissioning strategy for accommodation with care to meet the increasing demand or older people to remain independent for as long as practical.	Market position statement for the Region is completed and will inform the Commissioning Strategy for Older Person's services, accommodation with care developed and ratified		Suzanne Clifton	April 2017	March 2018	Project/programme management support and business improvement capacity

Ref	Action	Outcome & Key Milestones 2017/18	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AH14 BM/A028	Implement a Child Sexual Exploitation Strategy across all partners through effective engagement with other organisations	Effective implementation of the Child Exploitation Strategy where its delivery is supported by key partners.		Suzanne Clifton	April 2017	March 2018	Existing resources and partner agency support.
AH14 BM/A029	Establish a monitoring process for the Child Sexual Exploitation Strategy	Monitoring effectively tracks our progress made against the strategy.		Suzanne Clifton	April 2017	March 2018	Existing resources
AH15 BM/A030	Implementation of the actions within the Operation Jasmine Action Plan	Effective delivery of the Action Plan alongside a review of policies and joint policy development with Cardiff Council		Suzanne Clifton	April 2017	March 2018	Existing resources

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale | **Objective 6: Valuing Culture and diversity**

Well-being Goals	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 2017/18	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AC12 BM/A031	Ensure compliance with 'More than just words' policy (in relation to Welsh Language)	We effectively strengthen the use of Welsh Language services for those accessing social care services.		Suzanne Clifton	April 2017	March 2018	Existing resources
AC12 BM/A032	Continue to support staff to access Welsh language courses.	We increase the number of Welsh learners within the service and encourage them to utilise the Welsh language in the work place.		Suzanne Clifton	April 2017	March 2018	Existing resources
AC10 BM/A033	Deliver further Equality Impact Assessment training as appropriate	Officers are aware of their responsibilities for conducting EIAs. EIAs undertaken are appropriate and of a high quality.		Suzanne Clifton	April 2017	March 2018	Existing resources
AC10/E BM/A034	Pilot a Citizen's Engagement Panel for people with care and support needs under the Social Services Wellbeing Act.	We develop an effective vehicle for engaging with our service users to better understand their needs.		Suzanne Clifton	April 2017	March 2018	Existing resources

Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key Milestones 2017/18	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
BM/F001	Work with independent providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens.	Commissioning Strategy in place that sets out a clear fee structure for commissioned services to support the market. Arrangements regarding pooled budgets and joint commissioning of placements as per Part 9 of the SSWB Act		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/W002	Review and strengthen the performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with the 2017/18 targets.		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/W019	Implement a restructure within Business Management and Innovation	The new proposed structure is fit for purpose to best meet our statutory requirements and challenges we face within social care.		Suzanne Clifton	April 2017	January 2018?	Existing resources
BM/W020	Explore options for utilising existing apprenticeship frameworks and work with local colleges to identify and attract trainees.	We appoint more trainee entry point positions and increase the number of 16-24 year olds represented in our workforce		Suzanne Clifton	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key Milestones 2017/18	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
BM/W021	Review of job descriptions for posts where staff recruitment and retention is an issue.	We successfully appoint to 'hard to recruit' posts.		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/W022	Continue to improve succession planning and support the Social Work Career Progression Framework.	We build effective resilience within teams		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/W023	Engage in the development of a Regional Workforce Development and Training Unit for the Social Care workforce.	We build greater resilience within teams to support succession planning		Suzanne Clifton	April 2017	March 2018	Existing resources.
BM/F024	Continue to support the Council's Reshaping Services agenda and its associated projects;	We effectively support delivery of the programme and achieve our savings targets for the service.		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/F025	Continue to manage the budget programme rigorously and identify the actions required to meet the budget target for the year.	We meet our budget target for 2017/18		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/F026	Further develop an outcome-based commissioning pilot scheme for domiciliary care	Improved outcomes and wellbeing for domiciliary care clients.		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/F027	Implement the new Performance Measurement Framework arrangements in line with the new	New Performance Framework in line with requirements of the Social Services Wellbeing Act is		Suzanne Clifton	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key Milestones 2017/18	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
	statutory requirements.	implemented.					
BM/F028	Procure a National Children's Advocacy Service.	A national advocacy service is in place and operational.		Suzanne Clifton	June 2017	March 2018	Existing resources
BM/F029	Undertake work with advocacy providers to establish how Advocacy will be provided in the future for Adults	Cost effective commissioning of advocacy Services that meets the needs of service users		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/F030	Work with NHS Shared Services Partnership on a regional basis to procure high cost, low volume placements via the Commissioning Care Assurance Performance System (CCAPS)	Through working in collaboration we are able to procure cost-effective placements for high cost low volume placements for service users with learning disabilities and with mental health needs.		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/F031	Review existing contract arrangements in relation to Supported Living Accommodation.	There is effective scoping of requirements undertaken with the sector that will support the preparation for a tendering exercise.		Suzanne Clifton	April 2017	March 2018	Existing resources
BM/F032	Review existing contract arrangements in relation to Extra Care.	Effective scoping of requirements undertaken for Extra Care services to support the preparation of a tendering exercise.		Suzanne Clifton	April 2017	March 2018	Existing resources