

## **Social Services Change Plan 2011 / 2014**

On the 13<sup>th</sup> April 2011, Cabinet endorsed the new Change Plan for Social Services 2011-2014. The Plan is based on the improvement priorities for social services set out in the Director's Annual Report 2009 / 2010 and details the actions to be taken to address these priorities.

The evidence in the Director's Annual Report demonstrated that the Vale has good foundations upon which to build in responding to the challenges identified. Additionally, in common with other local authorities, there has been sustained progress in areas such as achieving a better qualified workforce with skills that enable them to work across organisational boundaries, a more responsive range of services available, more systematic matching of resources to needs, increased service user satisfaction, improved leadership and greater innovation. The new Change Plan will help to ensure that, building upon these strengths, there is in place a coherent direction for social services in the Vale and an overarching framework for sustained improvement and service redesign.

The new Change Plan sets out formally (as a Council strategy) the long-term strategic plan for social services with key actions, responsible officers for delivering those actions and timescales for completion. The Plan deals primarily with those issues where a corporate approach, across Council directorates, is required to deliver appropriate action. Those issues which can be addressed by social services alone, are detailed in the service plans for each of the Divisions.

There are seven priority areas in the Plan:

- Integrating Health and Social Care Services (IHSC);
- Commissioning (C)
- Integrating social care for Children and Young People Services (CYP)
- Human Resources (HR)
- Information: use of different channels and media to improve access to information and services (IN)
- Resource Management (RM); and
- Co-production and equality impact (CPE).

It is anticipated that the implementation of the plan will help to achieve the following overall aims:

- Making best use of the fact that social services is an integral part of local government (able to call upon all the resources available within the local authority to meet statutory obligations; including the community leadership role, the expertise available in other parts of the Council, performance management and improvement frameworks, etc.);
- Providing sustainable, flexible and innovative services (which can adjust to new circumstances and needs);

- Increasing user and carer satisfaction with the range of services (with the emphasis on recovery, restoration and reablement);
- Providing services users and carers with a strong voice and real control over their services;
- Developing further a competent and confident workforce (which is skilled, responsive and professional, able to operate with a reduced volume of prescriptive government guidance about processes);
- Facilitating more collaborative working (to deliver better service integration); and
- Securing better value in the use of scarce resources (through efficient and effective delivery of services, promoting independence and reducing demand for intensive support services by a focus on prevention).

Implementation of the new plan will be monitored at different levels within the Council: by the Cabinet, by the Social Care and Health Scrutiny Committee and by the Corporate Management Team. There will be a Change Co-ordination Group, which includes external regulators, meeting twice yearly to discuss and review the progress made with implementing the plan and the implications for the regulatory programme for social services.

The Corporate Project Group responsible for devising the plan comprised officers from across the Council and a representative from the Cardiff and Vale University Health Board and the Vale Centre for Voluntary Services. Following further consideration to membership issues, this group will become the Change Plan Implementation and Monitoring Group.