



Vale of Glamorgan Council

Service Plan 2016-2020

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

Service Area	Children and Young People Services
Head of Service	Rachel Evans Head of Children and Young People Services
Director	Phil Evans Director of Social Services
Cabinet Member	Cllr. Chris Elmore Cabinet Member for Children's Services and Schools
Date signed off	28 th April 2016

1. Introduction

The service areas of Children and Young People Services, Adult Services, and Business Management and Innovation combine to form the Social Services Directorate. The Directorate 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 – Children and Young People Services

Children and Young People Services provide help to children and young people who are eligible for care and support. These include children requiring support, who are looked after by the Council, who have left care, who have additional needs and /or disabilities or who need to be safeguarded.

Our broad functions are as follows:

The Intake and Family Support Team: receive referrals and provide information about services available to support children and their families across all sectors. They will signpost and refer children and families to other appropriate services and support if, following further enquiries, there is no eligibility for statutory social services involvement. However, if families do need help from social services, they will be offered further assessment to identify needs and risks. This is the basis of work to develop a plan for care and support along with the child and family and all other agencies involved.

Care Management Team: the team work with children and families in the longer-term to develop and deliver the plan of care and support to meet the child's and family's needs. This includes ongoing family support, safeguarding children in need of protection from harm, and the legal planning for looking after those children who can no longer be safely cared for within their birth families.

Child Health and Disability Team: work with children and families when the child has a significant learning and/or physical and/ or sensory disability that means they need particular help, care and support and families have to meet additional caring responsibilities. The team covers the whole range of functions described above, signposting to appropriate support and preventative services, assessment of need and planning, family support, and statutory child protection and looked after children duties in partnership with all other agencies involved with the family. The team also help young people who need ongoing care and support into adulthood through the transition from children's to adult services.

Fifteen Plus Team: apart from children with disabilities, all looked after children's cases transfer to this team when the young person reaches 15 years of age where they are allocated a social worker and young person's adviser. The team has a particular role in helping young people who are leaving care move on to more independent living settings. They work very closely with health services, schools, colleges, training and employment agencies and housing to help the young person gain new life skills and confidence in preparation for adult life. The team also have a duty to assess the needs and plan services and support for young people aged 16 and over who present as homeless.

Placements and Permanency Team: works to recruit, assess, train and support local carers to provide foster placements for children who can no longer be looked after by their own families, either in the short term or longer. In some cases, children will need and want to stay with their foster family until they are adults. The team also assess and support a child's extended family members to look

after him/ her under kinship foster care arrangements, or find placements for children who need to be placed out of area.

All the teams are based together in the same office and so they are in easy, daily contact with one another, making co-ordination of care and support plans and transitions between teams as smooth as possible. The teams use a common assessment, planning, reviewing and recording system which is being further streamlined and adapted to meet the requirements of the Social Services and Well-being (Wales) Act 2014.

The workforce is relatively stable and benefits from highly experienced team and practitioner managers who offer regular supervision and mentoring to the social care workforce, supporting good practice on a daily basis. The teams are very aware of the statutory performance indicators which measure the effectiveness and timeliness of the service provided to children and families. They engage actively in the remodelling and reshaping of services programmes to improve outcomes for children and to achieve efficiencies and savings.

All teams work in close partnership with police, schools, health, housing, probation and third sector to provide coordinated support.

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.

Developing Our Plan

Our planned actions are set for one financial year and 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);
- The Director of Social Services Annual Report 2014/15;
- The need to meet new service requirements with limited public sector resources available to implement the changes, including those arising from preparations for meeting the statutory obligations arising from by the Social Services and Well-being (Wales) Act;
- The CSSIW Annual Performance Evaluation Report 2014/15;
- The CSSIW Annual Fostering Inspection 2016;
- The CSSIW Adoption Inspection Arrangements;
- The National Approach for Looked After Children.

2. Our Priorities for 2016-20

Our service will take the actions outlined below to contribute to the Well-being outcomes and objectives during 2016/17.

Well-being Outcome	Well-being Objective	Ref	Action	During 2016/17 we will:
WO1: An Inclusive and Safe Vale	O1: Reducing poverty and social inclusion	IS03	Provide information and support to residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the changes (2017/18).	<ul style="list-style-type: none"> Ensure care leavers entitlement to benefits is considered in the development and review of pathway plans.
WO1: An Inclusive and Safe Vale	O1: Reducing poverty and social inclusion	IS06	Align relevant activities associated with Families First, Flying Start, Communities First and Supporting People programmes to maximise opportunities across all programmes (2018/19).	<ul style="list-style-type: none"> Map services provided by our Families First, Flying Start, Communities First and Supporting People programmes in terms of service type, customer group, geographical area and partners to maximise opportunities for joint working. Implement a more joined up approach to engagement and information provision across the Families First, Flying Start, Communities First and Supporting People programmes.
WO4: An Active and Healthy Vale	O7: Encouraging and promoting active and health 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).	<ul style="list-style-type: none"> Evaluate options available to provide a bespoke Family Information Service database and record management system.
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"> provision of information, advice and assistance services eligibility/assessment of 	<ul style="list-style-type: none"> Continue to promote training for staff. Implement Dewis Cymru (the national and local resource directory) Further develop the Information, Advice and Assistance (IAA) Service.

			<p>need</p> <ul style="list-style-type: none"> - planning and promotion of preventative services - looked after children - workforce - performance measures - maintaining duties under the All Wales Child Protection Procedures. <p>(2016/17)</p>	<ul style="list-style-type: none"> • Implement a framework for the assessment of eligibility for care and support in compliance with the Social Services and Well-being Act (2014) • Implement the 'When I Am Ready' strategy.
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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:

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).	Comply with the Social Services Budget Programme and associated targets.
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).	<p>Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.</p> <p>Deliver our key workforce development priorities for the coming year as outlined in Appendix B (WCYP1-WCYP4).</p>

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

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			
178.5	159.55	6.75	3.89	10.64	16	100%

As at 9th March 2016, 93% of PDRs were completed for the service. The average days sickness absence per full time equivalent has improved with the service reporting a performance of 7.51 days compared to 10.64 in the previous year. In line with corporate direction, we will continue to 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:

- 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, to increase resilience and effectiveness/efficiency in a time of austerity, opportunities to integrate with neighbouring authorities are 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 (particularly at the team manager tiers). This requires us to ensure that current and future managers are equipped with the skills required to manage modern social services through the implementation of a team manager development programme;
- 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. This will include reducing the amount of routine work done by our most professionally qualified staff and taking advantage of increased qualification levels at lower grades;
- Increased regional working requires the appropriate structures to be in place, with links with police and health. This means more disparate geographical locations of staff which can make management and communication more difficult to support, particularly when it involves cross-over with other organisations;
- Progressing the implementation of the proposed social work career progression framework to ensure that we retain staff and reward them appropriately for their skills and experience;
- Helping staff to understand the requirements of major legislative changes, to identify implications this may have for our workforce particularly in terms of the necessary cultural change, different conversations with service users and ratios of professionally qualified and unqualified staff; and
- Continuing to focus on reducing our reliance on agency staff, particularly where this relates to single teams such as intake and assessment, where recruitment of permanent staff continues to present challenges.

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:

- Implementation of the Regional Adoption Collaborative IT system introduced by the Swift Consortium.

- Implementation of paperless panels in the Regional Adoption Collaborative.
- 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 with representation from the three organisations.
- Continued focus on agile/mobile working options.

Finance

The budget for our service area is £15,554,000.

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

Scheme	2016/17 (£000)	2017/18 (£000)	2018/19 (£000)	Total (£000)
Reducing mainstream out of area residential placements	150	0	0	150
Staffing review: Reconfiguration of staffing based on highest priority services	100	0	0	100
Car mileage	40	0	0	40
Car mileage YOS	5	0	0	5
Total	295	0	0	295

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). Our key areas of focus for 2016/17 are:

- Continuing to support staff in fieldwork teams to work from a single location.
- Reaching a conclusion with regard to the future of the Western Vale Integrated Children's Centre (WVICC) that supports its continued relevance for the community.

Procurement

In line with corporate guidance, we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate well-being outcomes. We have no significant projects planned for the coming year.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on children and young people. Highlighted below are our planned activities for the coming year.

Consultation Activity Planned 2016/17	Brief Description of the Purpose of the Consultation
LAC consultation	To receive feedback from young people regarding their experiences of being looked after in order to improve service outcomes.
Fostering consultation	To receive feedback from foster carers regarding their experiences of recruitment, panel, training and support in order to improve service delivery.
Regional Adoption Collaboration consultation	To receive feedback from adopters regarding their experiences of recruitment, panel, training and support in order to improve service delivery.

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
Implementation of the Social Services Well-being (Wales) Act regionally with our key partners.	To work together collaboratively to plan for the implementation of the Act when it comes into force in April 2016.	Governance is provided through the Regional Steering Group for Sustainable Social Services, providing exception reports to the Strategic Leadership Group and the Regional Partnership Board. Partners are Cardiff Council, the Cardiff and Vale University Health Board, Glamorgan Voluntary Services (GVS) and the Cardiff Third Sector Council.
Regional Adoption Collaborative	Four other local authorities and two health boards working together to develop a regional collaborative for adopted children and their families, with a target to increase the availability of adopters and improve adoption support.	Vale of Glamorgan, Merthyr, Cardiff and Rhondda Cynon Taff Councils and two Health Boards. Partnership Agreement in place – governance arrangements operate via a Management Board and a Joint Committee.

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
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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
Service users cannot access the services swiftly and their needs are not met.	2	2	<p>Robust screening processes/assessments in place for children and young people administered via the intake and assessment team.</p> <p>Maintain appropriate additional routes in to the service. Increased monitoring of first contact performance measurement. More integration of processes, services, systems with the health board as appropriate.</p> <p>Effective management of service user expectations. Strict and appropriate application of eligibility criteria. Reviewing and remodelling current service provision and develop opportunities for integration and collaboration. Improve support available to carers within the community to enable them to take on further responsibilities.</p>
Capacity and capability to meet the needs of our most vulnerable clients at a time when resources are reducing.	1	4	<p>Through maintaining appropriate staffing levels and expertise, alongside prioritisation of work and effective reviews of services.</p> <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</p>

			and have in place a regional local safeguarding children's board. Liaison with relevant organisations and sharing of good practice, effective leadership of safeguarding boards for children.
Insufficient operational staff capacity to ensure timely assessments are completed.	2	2	Ensure work is prioritised and review systems are in place. For Children and Young People Services, all contacts are received the by intake and assessment team. A dedicated duty function is in place.
Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	2	3	Liaison with relevant organisations and sharing of good practice, effective leadership of safeguarding boards for children.
Continued reduction and regionalisation of grant funding.	2	3	Risk highlighted corporately as a cost pressure. Exit strategies are in place. We have a good track record in making effective use of grant funding and a robust approach to ensuring that the Vale receives a proper allocation of the resources available.
Inability to implement requirements of the Social Services and Well-being (Wales) Act 2014	2	3	The reshaping services agenda will take into account the requirements of the Act. Staggered implementation of the requirements that allows for effective monitoring of the implications and considers the resource impact. Production of an implementation plan to address any assessed shortfalls.

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.

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.

Appendix A

Children & Young People Service Action Plan 2016/17

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 1: Reducing poverty and social exclusion
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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
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
IS03	Ensure care leavers entitlement to benefits is considered in the development and review of all pathway plans.	<p>Outcome: Young people are supported to access the benefits to which they are entitled.</p> <p>Milestone: Complete a sample audit of pathway plans developed and reviewed within the first 6 months of the financial year to ensure 100% consideration.</p>		Karen Conway	1 st April 2016	31 st September 2017	Existing resources
IS06	Map services provided by Families First, Flying Start, Communities First and Supporting People programmes in terms of service type, customer group, geographical area and partners to maximise opportunities	<p>Outcome: Potential areas of duplication or gaps in service delivery are identified across the four programmes.</p> <p>Milestone: A mapping exercise with regard to parenting services is</p>		Rachel Evans (via the Poverty Alignment Group)	1st April 2016	31st March 2017	Existing Resources

	for joint working.	undertaken. Review previous mapping exercises regarding NEETS and low birth weight babies.					
IS06	Implement a more joined up approach to engagement and information provision across the Families First, Flying Start, Communities First and Supporting People programmes.	Outcome: Clarity for staff and customers regarding services and support. Milestones: An information-sharing event across the four programmes to ensure a better understanding of projects and potential for referrals. Explore the potential for sharing resources regarding the provision of information, including website development and databases.		Rachel Evans (via the Poverty Alignment Group)	1st April 2016	31st March 2017	Existing Resources

Children & Young People Service Action Plan 2016/17

Well-being Outcome 4: Active and Healthy Vale	Objective 7: Encouraging and promoting active and healthy lifestyles
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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
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
AH4	Evaluate options available to provide a bespoke Family Information Service database and record management system.	Outcome: Vale FIS maintains appropriate and effective operational systems and processes for information management in line with national guidance Milestone: Preferred provider identified.		Rachel Evans/ Nicola Hale	1 st April 2016	30 th September 2016	Within existing budget

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
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
AH7/RCYP1	Continue to promote training for staff.	Outcome: All staff are trained in the four core modules of the Social Services Well-being Act. Milestone: Half of all staff to be trained in first 6 months of financial year.		Rachel Evans	1 st April 2016	31 st September 2017	Existing resources and allocation from SCDWP.
AH7/RCYP2	Implement Dewis Cymru (the national and local resource directory).	Outcome: Members of the public and professionals can access information and advice. Milestone: Contribute to the Dewis Cymru “go live” date of April 2016.		Rachel Evans	1 st April 2016	31 st March 2017	Within existing resources.
AH7/RCYP3	Further develop the Information, Advice and Assistance (IAA) Service.	Outcome: Right information and right support provided to citizens at the right time.		Rachel Evans			Existing resources supported by the Delivering Transformation Grant.

		<p>Milestones:</p> <ul style="list-style-type: none"> Integrate FIS and Families First advice line into IAA. Implement the assessment tool in Children's Services. 			<p>April 2016</p> <p>April 2016</p>	<p>December 2016</p> <p>June 2016</p>	
AH7	Implement a framework for the assessment of eligibility for care and support in compliance with the Social Services and Well-being Act (2014).	<p>Outcome: Right information and right support provided to citizens at the right time and resources are allocated according to eligibility.</p> <p>Milestone:</p> <ul style="list-style-type: none"> Implement the assessment tool in Children's Services. 		Rachel Evans	April 2016	June 2016	Existing resources supported by the Delivering Transformation Grant.
AH7	Implement the 'When I Am Ready' strategy.	<p>Outcome: Stability for care leavers.</p> <p>Milestone: Ratification of the "When I am Ready" strategy by the SS Management Team.</p>		Rachel Evans	April 2016	June 2016	Within existing resources.
AC10	Improve equality monitoring data so that services can make more informed decisions about service delivery	<p>Accurate and timely data which informs proposals and decisions about service delivery.</p> <p>Key milestones:</p> <ul style="list-style-type: none"> - Service collects and analyses data for use in EIAs and service improvements. - More data included in EIAs to inform decisions. 		Rachel Evans	01/04/16	31/03/17	Officer time/ within existing service resources

Appendix B

Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
CP1	Comply with the Social Services Budget Programme and associated targets.	Outcome: Best use of resources achieved. Milestone: Achievement of savings targets.		Rachel Evans Karen Conway Alison McDonald	April 2016	March 2017	Officer time/ within existing service resources.
CP2	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)	Rachel Evans Karen Conway Alison McDonald	April 2016	March 2017	Officer time/ within existing service resources.
WCY P1	Recruitment to key frontline posts.	Outcome: Stability in workforce, reduced reliance on agency staff. Milestone: Recruitment of permanent staff.		Rachel Evans Karen Conway Alison McDonald	April 2016	March 2017	Corporate support to streamline recruitment process.
WCY P2/ RCYP 4	Improve succession planning.	Outcome: Directorate is confident that there are internal candidates for any vacancies as they arise.		Rachel Evans Karen Conway Alison McDonald	April 2016	March 2017	Corporate guidelines for succession planning.

		Milestone: Training programme to support staff in acquiring new skills.					
WCY P3	Implement the new career pathway for social workers.	Outcome: Equitable pathway enables recognition of skills and experience and supports recruitment and retention of staff. Milestone: Internal support via CMT.		Rachel Evans Karen Conway Alison McDonald	April 2016	March 2017	Engagement with HR.
WCY P4/R CYP5	Support staff in implementing the Social Services and Well-being Act.	Outcome: Staff are prepared for the transition and structures are fit for purpose. Milestone: Develop an effective implementation plan.		Rachel Evans Karen Conway Alison McDonald	April 2016	March 2017	Implementation Lead Officer plus existing staff resources.
ITCY P1	Implementation of paperless panels within the Regional Adoption Collaboration.	Outcome: Implementation of a secure, digital workspace to enable Adoption Panels to share case information with relevant agencies. Milestone: Implementation of Digital Working for all Adoption Panels by second quarter of financial year.		Rachel Evans Angela Harris	1st April 2016	1st Sept 2016	Within existing resources supported by the Delivery of Transformation Grant.