



Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2017-2021

Service Area	Adult Services
Head of Service	Lance Carver
Director	Phil Evans
Cabinet Member	Cllr: Bronwen Brooks Cabinet Member for Housing & Social Care & Health
Scrutiny Committee	Healthy Living and Social Care

1. Introduction

The service areas of Adult Services, Children and Young People Services and Business Management and Innovation 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 – Adult Services

The Division provides services for people with a learning disability, autism, mental health problems, frailty because of aging, a physical disability or sensory impairment and adults who need protecting from abuse.

Our broad functions are as follows.

Adult Locality Services are focused in five areas: Intake and Assessment; Reablement Services: Integrated Discharge Service; Longer Term Care Service and Day Services (Older People and People with a Physical Disability). This reflects the current stage of the social care and health integration journey where elements of Cardiff Council and the Cardiff and Vale University Health Board work jointly with the Vale of Glamorgan Council.

Learning Disability services are delivered through a joint team with Abertawe Bro Morgannwg University Health Board. It provides a specialist, multi-disciplinary service for learning disabled individuals. This includes Assessment and Care Management, an Autism advice service, Adult Placement and Day Opportunities.

The Vale of Glamorgan Community Mental Health Teams (CMHTs) are jointly operated by Cardiff and Vale University Health Board (UHB) and the Vale of Glamorgan Council. They offer a specialist, multi-disciplinary service for individuals living with mental ill health. CMHTs form part of an integrated 'network of care' that is delivered in conjunction with inpatient, crisis and specialist mental health services, the Primary Care Mental Health Support Services, a range of third sector support providers and community and housing support provided by Vale of Glamorgan Housing Services.

The Vale of Glamorgan Substance Misuse Services are delivered in partnership with the Cardiff and Vale University Health Board to provide rehabilitative interventions for people whose substance misuse is affecting their wellbeing or safety. The Vale Substance Misuse Social Work Service forms part of an integrated care pathway through safe usage, treatment and recovery.

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

Our service plan is set for one financial year. It is informed by and reflects 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 2015/16 and the associated 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 the statutory obligations required by the Social Services and Well-being (Wales) Act.
- Service wide themes emerging from individual team and service CSSIW inspections.
- Cardiff and Vale University Health Board's Integrated Medium Term Plan
- Cardiff and Vale's Population Needs Assessment
- Cardiff and Vale UHB's Vale Locality Business Plan priorities.

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 Adult Services 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)	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: provision of information, advice and assistance services - eligibility/assessment of need - planning and promotion of preventative services - workforce - performance measures.(2016/17)
WO4: Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH8	Improve access to health and social care services by improving the speed, simplicity and the choice of how to access services (2018/19).
WO4: Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH9	Work with partners to progress the integration of adult social care and community health services (2018/19).
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: Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH 12	Minimise delays in transfers of care and discharge from hospital through improved co-ordination of services and the delivery of the Accommodations Solutions Service (2017/18).
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 that 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)	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: provision of information, advice and assistance services <ul style="list-style-type: none"> - eligibility/assessment of need - planning and promotion of preventative services - workforce - performance measures. (2016/17)	<ul style="list-style-type: none"> • Review and amend processes at the Customer Contact Centre to support provision of information and advice in line with requirements of the Act. • Pilot delivery of an outcome focused case management and measurement system within the Long Term Care Service. • Develop a Long Term Care Review Team to ensure that every service user has an annual review of services • Continue to develop the IT Infrastructure to ensure that we can remain compliant with the Social Services Wellbeing Act.
WO4: Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH8	Improve access to health and social care services by improving the speed, simplicity and the choice of how to access services (2018/19).	<ul style="list-style-type: none"> • Continue to develop the Customer Contact Centre as the single point of access for community health and social care services through expanding the range of services which it coordinates and enables. • Increase the range of activities available via New Horizons. • Undertake further expansion of the Adult Placement Service. • Review our Learning Disability Strategy.
WO4: Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH9	Work with partners to progress the integration of adult social care and community health services (2018/19).	<ul style="list-style-type: none"> • Maximise the use of Intermediate Care and Primary Care funding to support the development of further integrated services. • Develop robust processes to improve information sharing to enable a smooth transition for young people into Adult Mental

Well-being outcome/ Scrutiny Committee	Well-being objective	Ref	Action	During 2017/18 we will:
				Health Services. <ul style="list-style-type: none"> • Work in partnership with the WLGA to implement a new integrated Autism Service.
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)	<ul style="list-style-type: none"> • Support the implementation of WCCIS in Adult Services • Reviewing processes across UHB and Adult Services to support pooled budgets
WO4: Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH 12	Minimise delays in transfers of care and discharge from hospital through improved co-ordination of services and the delivery of the Accommodations Solutions Service (2017/18).	<ul style="list-style-type: none"> • Develop a joined up Care Package Approval Process to further enhance the integrated Discharge Service
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)	<ul style="list-style-type: none"> • Ensure compliance with 'More than just words' policy (in relation to Welsh Language)
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)	<ul style="list-style-type: none"> • Improve equality monitoring data so enabled more informed decisions about service delivery.

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).	<ul style="list-style-type: none"> • Undertake reshaping exercises of learning disability respite care arrangements, our in-house residential care and Meals on Wheels service. • Further develop the use of Direct Payments with a particular emphasis on learning disability. • Increase the use of reablement care to help people to achieve their potential for independence and reduce the need for council-arranged care. • Develop an improved case review function to improve performance and ensure that people receive appropriate levels of care.
CP2	Align the workforce plan to the Reshaping Services strategy ensuring that 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 below:</p> <ul style="list-style-type: none"> • Implement a restructure within Adult Services. • Improve Succession Planning for all tiers of management • Explore options for addressing the recruitment deficit for critical posts. • Continue to explore and utilise more creative recruitment methods for frontline posts • Work with the Corporate Projects Officer for Recruitment and Retention to improve our engagement and networking with higher education providers.

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			
383	295.66	12.88	3.62	16.49	48 (12.53%)	92

As at December 2016, 95% of (#itsaboutme) staff appraisals were completed for the service.

The average days sickness absence per full time equivalent has improved with the service reporting a quarter 3 performance of 8.59 days during 2016/17 compared to 13.12 days during the same period the last 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.

At quarter 3, staff turnover has decreased to 8.01% compared to 8.60% during the same time period in 2015/16. This performance is similar to that of the whole Council at 8.13%. Within the service, voluntary leavers accounted for 6.72% of leavers with the remaining 1.29% being involuntary. This compares to reported performance at the same period last year of 6.78% and 1.83% respectively.

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:

- Our service has had some issues with stability of the management arrangements due to a number of temporary promotions in place and the utilisation of temporary grant funding. The implementation of the Social Services Wellbeing (Wales) Act legislation and its impact upon future service delivery has also contributed to this position. A Cabinet Report was presented on the 6th February that sought the 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 type of posts required by the service to deliver the requirements of the Act.
- We continue to sponsor Social Care Officers to obtain a Social Work qualification via University, however the posts we fund are limited by the financial resources we have available in any given year. 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 aged over 45 with several staff approaching retirement. In light of a restructure to the service this is also likely to influence some staff re-consider their options as to whether to retire.
- We continue to struggle to recruit to positions across the service particularly in relation to residential care posts (care workers). This is partly due to some people having a negative perception of the nature of the role. However a primary barrier to recruitment appears to be the salary as comparable salaries are available elsewhere in less demanding roles. We need to build greater flexibility and progression into the system to make care work more attractive as a

profession as well as explore more creative forms of recruitment by further embracing the use of Social Media and Open Days.

Our key workforce development priorities for 2017/18 are as follows.

- To support staff to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services Wellbeing (Wales) Act;
- 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 Social Services Wellbeing (Wales) Act whilst optimising the skill set of our work force;
- Explore options in terms of succession planning, in relation to the ageing profile of some teams as well particularly at the more skilled social worker and 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 continuing to enhance the Management Development Programme;
- Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment more effectively and recruit to vacant positions.
- Continuing to focus on reducing our reliance on agency staff, 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 as follows. We will:

- Continue to focus on the development of agile/ mobile working options;
- Continue to develop IT Infrastructure to ensure that we can remain compliant with the Social Services Wellbeing Act;
- Undertake further development work in relation to the DEWIS information portal to expand and extend its use for sharing information on preventative services for children and adults;
- Complete the replacement of our SWIFT system by transferring to the new Welsh Community Care Information Solution (WCCIS). This will be a large scale project so the focus for 2017 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.
- Procure and implement a new rescheduling system for the Vale Community Resource Service.

Finance

The estimated base budget for our service area for 2017/18 is £41,727,000 and the planned improvement activities for 2017/18 focus on delivering the in-year savings identified for the service. However, over the following three years, we are also required to deliver further savings which are outlined below.

Scheme	2017/18 (£000)	2018/19 (£000)	Total (£000)
Review of provision of services	320	320	640
Reduction in number of vehicles	15	0	15
Total	335	320	655

Assets

In line with the Corporate Strategy, we are focusing 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 2017/18 are:

- Ensure that our Residential Care Homes are maintained to a high standard.
- Develop Ty Jenner as a Health and Social Care Hub.
- Contribute to the planning and transfer of Older People's Mental Health Services to Llandough Hospital.

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. Our significant projects for the coming year are:

- Procurement of a regional advocacy service for adults
- Procure and implement a new rescheduling system for the Vale Community Resource Service.

Consultation and Engagement

We engage with our key stakeholders with a particular focus on Adult services. Highlighted below are our planned activities for the coming year.

Our planned consultation activities for 2017/18 are:

Consultation activity planned for 2017/18	Brief description of the purpose of the consultation
POVA	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.
Adult Placement Service	Service users, their families/carers, Hosts, and case managers will be contacted to ascertain their views about the support they receive from the Adult Placement Service (Shared Lives). This incorporates assessment and training of hosts. The service 'matches' hosts and service users and monitors placements so this will be included in the consultation process.
Residential consultation	Views of service users and their next of kin will be obtained to ascertain satisfaction with the support provided by the Vale of Glamorgan Residential homes. Service users with varying needs will be contacted with regard to all aspects of their lifestyle and whether their health needs are met appropriately.
Respite services	Views of service users and their next of kin will be obtained to ascertain satisfaction with the support provided by the Respite service.

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 involved.
Complex Care Packages	To develop a joined up process for complex care packages associated with the Integrated Discharge Service.	Cardiff and Vale UHB Primary and Intermediate Care Clinical Board and oversight through the Integrated Management Team.
Continued delivery of an enhanced fully integrated Reablement Service	Continue to work with Cardiff and Vale University Health Board to deliver an integrated reablement service for older people. To enable service users and their carers to maximise their independence as well as make savings on the cost of the packages of care.	Cardiff and Vale UHB Primary and Intermediate Care Clinical Board and oversight through the Integrated Management Team
Ongoing implementation of requirements of the Social Services Well-being (Wales) Act regionally with our key partners.	To continue to work together cohesively to implement the remaining requirements of the Act.	Regional Partnership Board.
Regional Advocacy Service for adults	Working in collaboration with other partners to develop an advocacy contract that complies with regional commissioning approach with the Vale of Glamorgan acting as the lead.	Vale of Glamorgan Council acts as the identified lead Regular monitoring meetings regarding contract arrangements/compliance

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 or increase.	1	4	Maintain or streamline appropriate additional routes in to the service through reviewing our processes at the Customer Contact Centre. Increased monitoring of first contact performance. More integration of processes, services and systems with the Local Health Board as appropriate.

Risk	Likelihood score	Impact score	Mitigating controls
Insufficient operational staff capacity to ensure timely assessments.	1	4	Ensure work is prioritised and review systems are in place. Effective screening of assessments for Adult Services is undertaken increasingly by the Contact Centre for both health and social care calls via an integrated assessment process.
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 expertise, alongside prioritisation of work and effective reviews of services and efficiencies achieved by public services working together more closely.
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 Adult Safeguarding Board.
Unauthorised deprivation of liberty.	4	3	The Deprivation of Liberty Action Plan will be implemented in full. The Council has trained 20 Best Interest Assessors whose role it is to undertake best interest assessments on behalf of the council.
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. Other organisations also have access to our training programmes.
Inability to implement requirements of the Social Services and Wellbeing (Wales) Act 2014	2	3	The reshaping services agenda will take into account the requirements of the Act. Continued liaison with Welsh Government through the consultation process for new Regulations and Codes of Practice, to demonstrate the resources implications and to ameliorate the potential impact. Production of an implementation plan to address any assessed shortfalls.
Integrated Health and Social Care.	2	3	Adult Services are becoming increasingly integrated with health services in order to provide service users and patients with seamless care arrangements. This has the potential to disrupt existing staffing

Risk	Likelihood score	Impact score	Mitigating controls
			<p>arrangements as new integrated structures and processes are developed. Financial scrutiny will be required to ensure that any risks associated with potential pooled funding are properly considered.</p> <p>Existing HR and IT arrangements may need to be reviewed as organisations work more closely together. Maintaining separate arrangements in these areas are likely to be unworkable as integration becomes stronger.</p> <p>The extent and success of the integrated arrangements remain dependent upon partner organisations. The Vale of Glamorgan works predominantly with one health board (C&V UHB) but many service users from the Western Vale receive hospital services outside of the county provided by ABMU. Integration with C&V UHB will be influenced by the extent to which integration is also achieved with Cardiff social care services.</p>
Standard of buildings of residential care homes	2	2	Liaise closely with Property services to ensure compliance with building legislation and to plan upgrades and refurbishments as required. Contributed to the recent corporate property compliance survey.
Risk of judicial review as a result of insufficient capacity in care settings to deliver services that effectively meet the identified care as support needs of service users.	3	3	Ongoing liaison with providers to effectively negotiate fees and ensure services meet the expected standards for care and support services.
Implications arising from the Court of Protection associated with Deprivation of Liberty of people living in domestic settings.	4	4	Legal department pursues cases via the Court of Protection. Effective case management to ensure that care arrangements are proportionate, necessary and in the best interests of the individual.

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.

Adult Services Action Plan 2017/18

Well-being Outcome 4: An Active and Healthy Vale	Objective 8: Safeguarding those who are vulnerable and promoting independent living
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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 milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AH7 AS/A009	Work with C1V to review and amend processes at the Customer Contact Centre (C1V) to support the provision of advice and assistance in line with requirements of the Social Services Wellbeing Act.	Processes used by C1V comply with the requirements of the Act and enable services users to access information/advice in a timely way that enables effective signposting.		Lance Carver	April 2017	March 2018	Existing resources
AH7 AS/A010	Pilot delivery of an outcome focused case management and measurement system within the Long Term Care Service	Effective implementation of an outcome focused approach to case management. Pilot is able to demonstrate the measurement of outcomes for service users.		Andrew Cole	April 2017	March 2018	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AH7 AS/A011	Develop a Long Term Care Review Team to ensure that every service user has an annual review of their services.	All adults receiving Adult Social Services has an annual review of their services to ensure that services best meet their identified needs to enable them to achieve positive outcomes. All service users have a named contact for rapid resolution of problems.		Andrew Cole	April 2017	March 2018	Existing resources
AH7/IT AS/A012	Continue to develop the IT Infrastructure to ensure that we can remain compliant with the Social Services Wellbeing Act.	Our IT infrastructure complies with the requirements of the Act.		Lance Carver	April 2017	March 2018	Existing resources
AH8 AS/A005	Continue to develop C1V (Customer Contact Centre as a single point of access for community health and social care services through expanding the range of services.	C1V effectively triages calls and is able to respond to queries at first point of contact.	Calls answered at first point via C1V (Response time to calls.)	Lance Carver	April 2017	March 2018	Existing resources/ICF
AH8 AS/A013	Increase the range of activities available via New Horizons	Day services clients have access to a wider range of activities in a more tailored way.		Andrew Cole	April 2017	March 2018	ICF

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AH8 AS/A014	Undertake further expansion of the Adult Placement service	Effective expansion of the Adult Placement service that is cost effective but able to meet the growing and diverse needs of service users		Linda Woodley	April 2017	March 2018	Existing resources
AH8 AS/A015	Review of our Learning Disability Strategy.	Delivery of a sustainable Learning Disability Strategy that is able to meet the needs of services users both now and in the future.		Linda Woodley	April 2017	March 2018	Existing resources
AH9/F AS/A006	Maximise the use of Intermediate Care (ICF) and Primary Care (PCF) funding to support the development of further integrated services.	Increased numbers of older people are supported to live more independently.	Rates of older people supported to live independently following reablement support.	Lance Carver	April 2017	March 2018	ICF/PCF
AH9 AS/A016	Develop robust processes to improve information sharing between key partners to enable a smoother transition between Children and Young People Services and Adult Mental Health Service	Streamlined transition arrangements in place for young people making the transition to Adult Mental Health Services.		Linda Woodley	April 2017	March 2018	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AH9 AS/A017	Implement a new Autism Service	An integrated Autism Service is launched that is effectively tailored to the needs of service users.		Keith Ingram	April 2017	March 2018	Existing resources
AH10/IT AS/A018	Support the implementation of Welsh Community Care Information Solution (WCCIS) for Adult Services	Effective implementation and transition from Swift to WCCIS		Lance Carver	April 2017	March 2018	Existing resources
AH10/F AS/A019	Review processes across UHB and Adult Services to support pooled budgets	Joined up processes in place to support care package funding decisions		Lance Carver	April 2017	March 2018	Existing resources
AH12 AS/A020	Develop a Care Package Approval Process to further enhance the Integrated Discharge Service.	Reduced numbers of delayed transfers of care due to social care reasons.	Rate of Delayed Transfers of Care	Andrew Cole	April 2017	March 2018	ICF/PCF

Well-being Outcome 3: An aspirational and Culturally Vibrant Vale	Objective 6: Valuing Culture and diversity
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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 2017/18	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
AC10 AS/A0 08	Improve equality monitoring data to enable more informed decisions about service delivery.	Accurate and timely data to inform proposals and decisions about service delivery.	N/A	Lance Carver	April 2017	March 2018	Existing resources
AC12 AS/A0 21	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.	N/A	Lance Carver	April 2017	March 2018	Existing resources

Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AS/F013	Undertake reshaping exercises of Learning Disability Respite Care arrangements, our in-house residential care and Meals on Wheels Service.	New models of care are developed, consulted on and approved. A more self-sufficient Meals on Wheels service is operational.	N/A	Lance Carver	April 2017	March 2018	Existing resources
AS/F014	Further develop the use of direct payments with a particular emphasis on learning disability.	Increased numbers of services users are utilising direct payments.	Number of direct payments	Linda Woodley	April 2017	March 2018	Existing resources
AS/F015	Increase the use of reablement care to help people to achieve their potential for independence and reduce the need for council arranged care.	Increased numbers of service users are utilising the Vale Community Resource Service to improve their independence.	Number of VCRS users Percentage service users who have become independent after using the service	Lance Carver	April 2017	March 2018	Existing resources/ICF
AS/W007	Develop an improved case review function to improve performance and ensure that people receive appropriate levels of care	Increased numbers of service users who have their care packages reviewed	Percentage of care package reviews completed	Andrew Cole	April 2017	March 2018	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AS/W016	Review and strengthen the performance management and support arrangements	Reduction in sickness absence rates in line with 2017/18 targets.	No. days/shifts lost due to sickness absence	Lance Carver	April 2017	March 2018	Existing resources
AS/W017	Implement a restructure within Adult Services	The new structure is fit for purpose to best meet our statutory requirements and challenges we face within social care.	N/A	Lance Carver	April 2017	September 2017	Existing resources
AS/W018	Improve succession planning for all tiers of management	Appropriate plans are in place to support progression of staff from first tier of management	N/A	Lance Carver	April 2017	March 2018	Existing resources
AS/W019	Explore options for addressing the recruitment deficit for critical posts	Effective recruitment to specialist critical posts.	N/A	Lance Carver	April 2017	March 2018	Existing resources
AS/W009	Continue to explore and utilise more creative recruitment methods for frontline posts.	Build a more resilient and stable workforce and appoint staff to 'hard to recruit' posts.	N/A	Lance Carver	April 2017	March 2018	Existing resources
AS/W020	Work with the Corporate Projects Officer to address Recruitment and Retention issues.	Improved engagement and networking with higher education providers. We are able to appoint to more entry point positions and increase the number of 16-24 year olds represented in our workforce.	N/A	Lance Carver	April 2017	March 2018	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AS/AM021	Ensure refurbishment/upgrades to Residential Care are undertaken	Our care settings are maintained high standards and effectively meet the needs of clients.	N/A	Lance Carver	April 2017	March 2018	Capital Investment required
AS/AM022	Contribute to the planning and transfer of Older People's Mental Health Services to Llandough Hospital	Smooth transition of Older People's Mental Health Services to Llandough Hospital.	N/A	Andrew Cole	April 2017	March 2018	Existing Resources/ ICF
AS/AM023	Develop of Ty Jenner as a Health and Social Care Hub	Ty Jenner is an integrated Health and Social Care Hub for older people.	N/A	Lance Carver	April 2017	March 2018	Existing Resources
AS/IT024	Procure and implement a rescheduling system for the Vale Community Resource Service.	New rescheduling system implemented that is used by Adult Services and our key partners	N/A	Lance Carver	April 2017	March 2018	Existing Resources
AS/F025	Procure an advocacy service for adults in accordance with the national approach.	A national advocacy service is in place and operational.	N/A	Andrew Cole	April 2017	March 2018	Existing resources