



Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2019-2020

Service Area	Resources Management, Safeguarding and Performance
Head of Service	Amanda Phillips
Director	Lance Carver
Cabinet Member	Cllr. Gordon Kemp Cabinet Member for Social Care, Health and Leisure
Scrutiny Committee	Healthy Living and Social Care

1. Introduction

The service areas of Resources Management, Safeguarding and Performance, 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. The key aspect of the Division's role is in relation to protecting adults and children who are 'at risk' through ensuring that there are appropriate protection measures and safeguards in place for these individuals. Another fundamental aspect of the Division's work focuses on supporting the performance management functions of the Directorate as well as undertaking the commissioning of services for both Children and Adult Services. The division is also responsible for ensuring that the assessed social care and support needs of adults and children are being met to help individuals to be able to achieve their outcomes in line with the Social Services and Well-being (Wales) Act 2014.

1.1 What we do – Resources Management and Safeguarding

The Resource Management and Safeguarding 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, policy development and complaints management, safeguarding children and adults 'at risk', and supporting carers to meet the needs of those they care for.

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, this includes the role of the Independent Reviewing Officers who are responsible for the oversight of review functions associated with Children Looked After and Children on the Child Protection Register.
- **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, and hosts the co-ordination function for Social Services Complaints.
- **Supporting our social care workforce** through training and development opportunities, both internally and externally.
- **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 against the contract.
- **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.
- Oversight of the ongoing implementation and compliance of our services in relation to **Social Services and Well-being (Wales) Act 2014** and the associated partnerships.
- **Complaints**-The Vale of Glamorgan has a dedicated Social Services Complaints Officer and its own Complaints procedure. Effectively handling of complaints shows members of the public how important customer care is to us. The focus of our Complaints procedure is taking a proactive approach to local resolution whereby the Complaints Officer will work closely with the complainant to prevent issues escalating into formal complaints.
- **Deprivation of Liberty Safeguards**- The DoLS service is managed by the Vale of Glamorgan Council via a tripartite management board made up of the Vale of the Glamorgan Council, Cardiff Council and the Cardiff and Vale University Health Board. The team based in the Vale of Glamorgan are responsible for co-ordinating the DoLS assessments on behalf of these parties as requested by the managing authorities (care homes/hospital settings).The Best Interest Assessors are responsible for carrying out the assessment and authorisation process for confirming a Deprivation of Liberty.
- **Residential Care Homes**-The Vale of Glamorgan’s own residential care homes provide care to over 100 residents across four local authority owned homes; Southway (Cowbridge), Cartref Porthceri (Barry), Ty Dewi Sant (Penarth) and Ty Dyfan (Barry) which also hosts our six bed reablement unit to support people to regain their independence following recent event for up to six weeks.

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 coming year and how we will manage our resources to deliver them. 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 service.
- **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 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	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 that 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 Service Plan 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 Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial ,ICT, assets etc;
- Director of Social Services Annual Report 2017/18;
- Our Social Services Budget Programme that includes planned service savings and efficiencies associated with the implementation of the Council's Reshaping Services Programme;
- Requirements associated with meeting our duties under the Social Services and Well-being (Wales) Act 2014.
- Priorities identified through the establishment of pooled budgets and any joint commissioning intentions in line with Part 9 of the Social Services and Well-being (Wales) Act;
- Priorities identified through the Integrated Care Fund and the Transformation Fund associated with the Welsh Government's Healthier Wales Agenda;
- Emerging priorities and developments arising from collaborative arrangements at a regional level such as Regional Safeguarding Board, the Regional Steering Group and its associated work streams;
- Our contribution in relation to further enhancing and integrating health and social care across Cardiff and the Vale;
- Priorities identified in the Welsh Government's Healthier Wales- Plan for Health and Social Care and the associated quadruple aims (four main aspects) of the Parliamentary Review of Health and Social Care;
- Requirements of the new Well-being of Future Generations Act and more specifically how we design and deliver services in line with the 'Five Ways of Working'.
- Compliance with duties and responsibilities outlined in the Regulation and Inspection Social Care (Wales) Act 2016; and

- Our response to findings from the Care Inspectorate Wales’ National Inspection of Prevention and Promotion of Independence for Older Adults Living in the Community.

1.3 How We Work - Sustainable Development

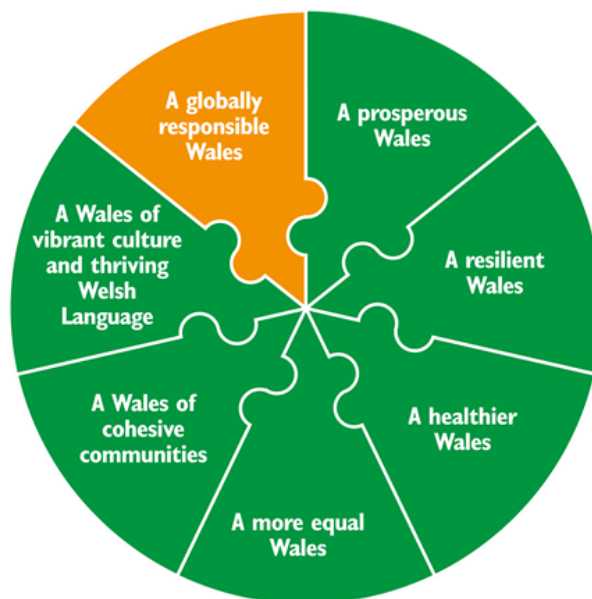
The Well-being of Future Generations (Wales) Act puts in place a ‘sustainable development principle’ which tells organisations how to go about meeting their duty under the Act:

“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. The chart below shows how this service area contributes to the Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

The Resource Management & Safeguarding Service continues to face unprecedented pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- Capacity to deliver the level of transformational change required as part of the Social Services Budget Programme and Reshaping Services Agenda and ensuring appropriate resourcing for Reshaping Services projects in order to achieve the required change. (CP1)
- In light of the Parliamentary Review of Health and Social Care, there is an increased emphasis on developing and operating pooled arrangements to enable us to undertake more joint commissioning of services to improve outcomes for citizens. However, there are challenges associated with developing more streamlined approaches to developing/commissioning preventative services that are more joined up across organisational boundaries. For example, implementing across the whole of domiciliary care an outcome-based commissioning approach will be challenging. (AH10)
- Equally, despite our progressive approach to working with partners, **collaboration in relation to developing alternative models of service delivery remains an ongoing challenge in how we respond to the changing climate of diminishing resources**. Linked to this is the availability of grant funding streams e.g. Integrated Care Fund impacting on our ability to continue to develop and commission services that focus on innovation and creating capacity whilst still meeting our statutory requirements to deliver core services. Reduction in grant funding streams and issues and delays at the regional level can also impact on our ability to further progress the integration of adult health and social care services and transform them in a timely way. A significant amount of investment will be required to facilitate further integration of services. (AH9)
- The Social Services and Well-being (Wales) Act 2014, places a significant amount of duties and requirements on local authorities. Despite having these robust mechanisms in place challenges continue to exist in relation to our **capacity to fully meet requirements of the Act in a climate where budgets are reducing and demand for Social Services is increasing**. (AH7)
- **We need to reinforce how we work with our partners to effectively implement the strategy for Accommodation with Care that can effectively respond to the needs of our citizens through the provision of appropriate accommodation with care and support**. (AH13)
- **Further embedding the good practice associated with the Child Sexual Exploitation Strategy**. There are also challenges in how we respond the changing policy landscape in relation to Child Sexual Exploitation (CSE) driven by a Welsh Government and at the regional level in terms of how we deliver the future models. (AH14)
- Pressure on resources is increasing challenging, this puts pressure on our **capacity to ensure that safeguarding procedures remain robust, are regularly reviewed and updated and applied consistently**. (AH11)
- **Sustaining and improving levels of service delivery and performance whilst managing expectations is increasingly more challenging**. This is particularly relevant in the context of our capacity and capability to meet the growing demand for services that is being experienced across the board (and in particular within Social Services). Demographic changes are having a significant

impact, as increasing numbers of children and young people and their families and adults are presenting with more complex needs which is affecting our ability to meet those needs in the current financial climate. (AH8)

- In light of the **demand on services** and the need to make further efficiency savings there is an **increasing focus on identifying income generation opportunities**. (CP1)
- **Timescales of adhering to the Deprivation of Liberty Safeguards (DoLS)** continues to place significant pressure on the division in terms of officer work load/capacity and budgetary constraints. DoLS has been identified as both a Corporate Risk and a cost pressure to the Council. There is the need to review and monitor this service and where possible identify additional resources to enhance capacity.
- **Impact on Adult Community Care budget due to the National Living Wage (NLW)**—We will continue to work with providers to ensure they meet their obligations and provide stability in the market. We have made additional funding available to providers within our Supported Living Contract to ensure the NLW is paid to their staff until the end of contract in October 2019.
- Ensuring that our Third Party (commissioned) providers are engaged in managing building compliance issues, so that the Council can be satisfied that its corporate buildings' compliance risks are being effectively managed. (CP1)
- **Business Continuity and resilience issues** continue affect the implementation of the Welsh Community Care Information System. There is vulnerability in relation to system administration that is likely to impact on the development of WCCIS locally and limit our ability to resolve issues and develop forms within the system. Another ongoing challenge is the readiness of our partners to adopt and implement the system. At the national level, the challenge is how we achieve a full roll out of the system on a regional footprint when the functionality of the system has also been problematic with local authorities.
- A lack of capacity and resilience within the local markets to fulfil requirements of Residential, Nursing and Domiciliary Care, and the availability of placements for Children, and specifically the quadruple aims of the Parliamentary Review exposes our vulnerability and highlights how volatile this sector is. Recruitment and retention of qualified nursing staff and domiciliary care staff continues to be problematic. This issue could be further compounded post-Brexit. The outcome of Brexit has the potential to have a significant impact on our staffing numbers and our ability to recruit and retain staff.
- Monitoring the quality assurance of our externally commissioned service providers is increasingly more challenging due to insufficient capacity and resources to undertake this work which is further compounded by the volatility of the external markets. This creates a situation where the quality of provision becomes difficult to monitor and manage to ensure that service can operate sustainably and continue to meet the needs of our citizens.

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

The Resource Management and Safeguarding 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	Corporate Plan Action	Planned 2019/20 Activities
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles.	AH4	<p>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.</p> <p>Our focus during 2019/20 will be on continuing to embed and consolidate our early years' information and support services that include Families First, Information, Advice and Assistance Service and the Family Information Service. .</p>	<p>Support the pilot roll out of the Welsh Government's Child Care Offer.</p> <p>Review the effectiveness of the Information, Advice and Assistance Service and its associated pathways in relation to the provision of Family Information and Support.</p> <p>Review and extend the age criteria in relation to the Index.</p>
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles.	AH5	<p>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.</p> <p>Going forward in 2019/20 we will be focusing on supporting our health partners in delivery of key public health messages in relation to healthy lifestyles.</p>	<p>Contribute to the local Public Health Wales agenda by promoting and encouraging healthy eating and healthier lifestyles within our services.</p>

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Corporate Plan Action	Planned 2019/20 Activities
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH7	<p>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:)</p> <ul style="list-style-type: none"> - provision of information - advice and assistance services - eligibility/assessment of need - planning and promotion of preventative services - workforce - performance measures (2016/17) <p><i>During 2019/20 and onwards the focus is on the ongoing implementation of the new ways of working under the SSWB Act via the Regional Steering Group.</i></p>	<p>Develop a regional pool of policies for children and adults in line with requirements of the Act.</p> <p>Develop a website that is accessible to both practitioners and the public to be informed policies, procedures and practice.</p> <p>Contribute to the ongoing review of the Social Services Performance Management Framework and its implementation.</p> <p>Implement an outcome-based Residential Care Home/Nursing contract that is jointly developed with Health and Cardiff Council.</p> <p>Contribute to the development and implementation of the Regional Partnership Board Annual Plan.</p> <p>Establish and pilot an effective challenge mechanism for the Annual Council Reporting Framework ACRF process for Social Services to further enhance our approach to citizen engagement.</p> <p>Continue to identify opportunities for joint commissioning where it can be evidenced to be of benefit and in line with duties set out in Part 9 of the Social Services and Well-being (Wales) Act.</p> <p>Continue the work of the Regional Steering Group (priorities set out in the Action Plan) and progress work as part of the Healthier Wales agenda.</p> <p>Establish a monitoring process for the implementation of the</p>

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Corporate Plan Action	Planned 2019/20 Activities
				<p>Social Services and Well-being (Wales) Act via the Steering Group. (See also risk section)</p> <p>Delivery of the Regional Commissioning Work Programme priorities for 2019/20.</p>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH9	<p>Work with partners to progress the integration of adult social care and community health services.</p> <p>During 2019/20 our focus will be on how we can develop and pilot new collaborative opportunities that will enhance well-being outcomes of older people in our residential care settings.</p>	<p>Progress inter-generational project work involving local schools and residential care settings.</p> <p>Complete project work associated with creating a 'Dementia Friendly' environment at Ty Dewi Sant.</p>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH10	<p>Explore options for single integrated ICT systems and integrated budgets across the Cardiff and Vale region for social care.</p> <p><i>During 2019/20 the focus will be embedding WCCIS and further consideration of pooled arrangements across the region and development of joint contracts where this is beneficial.</i></p>	<p>Undertake a formal review of existing pooled arrangements and where necessary put in place formal agreements.</p> <p>Implement Joint Contracts in relation to Nursing and Residential Care homes to ensure consistency across the partners in how services are contracted and delivered by providers.</p> <p>Continue to embed the Welsh Community Care Information System (WCCIS) for the Directorate with a focus on developing modules that are appropriate to business need.</p>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting	AH11	Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of	Enable the Corporate Safeguarding group to continue to focus on delivery of the Corporate Safeguarding Work Plan 2019/20 and put in place

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Corporate Plan Action	Planned 2019/20 Activities
	independent living		<p>accountability across the Council.</p> <p><i>Focus during 2019/20 is on enabling the Corporate Safeguarding Group to deliver the Corporate Safeguarding Action Plan and put in place appropriate mechanisms to monitor compliance of the Policy across the Council for all relevant staff, contractors and volunteers.</i></p>	<p>appropriate mechanisms to monitor compliance of the policy.</p> <p>Lead the review and update the All Wales Safeguarding Procedures in line with Welsh Government Guidance with the Regional Safeguarding Business Unit. (See also collaboration and risk section)</p> <p>Review compliance of all Directorates with completion of Safeguarding e-module.</p>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH13	<p>Review accommodation with care options for older people and develop our commissioning strategy for future years.</p> <p>The focus going forward into 2019/20 is on defining and embedding our approach to accommodation with care.</p>	Work with partners to implement our 'Accommodation with Care' approach to support and enhance independent living.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH14	<p>Work with partners through the Cardiff and Vale Local Safeguarding Children's Board to develop a child sexual exploitation strategy. (2016/17)</p> <p><i>Focus during 2019/20 will be on a strategy on a regional footprint</i></p>	<p>Contribute to the development of a Regional Exploitation Strategy that encompasses all aspects of exploitation including Child Sexual Exploitation.</p> <p>Implement a dashboard of data in relation to exploitation.</p>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH15	<p>Improve procedures with providers of nursing, residential and domiciliary care providers to enable early intervention and prevent</p>	Work with our partners to deliver a consistent regional foot print for the management of escalating concerns.

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Corporate Plan Action	Planned 2019/20 Activities
			the escalation of incidents. Focus during 2019/20 on consolidating our approach to 'escalating concerns' policy on a regional footprint.	Review our quality assurance approach in relation to residential care to standardise how we report on well-being, performance and risk in terms of demonstrating compliance.
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.	Continue to implement and embed the 'More than Just Words' Framework across the Social Service Directorate.

[Appendix A](#) contains the detailed activity plan which outlines the actions we will undertake in the coming year to deliver our 2019/20 priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2. 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 priority 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus will be:

Ref	Integrated Action	Planned activities 2019/20
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.	As part of Tranche 4 continue to support delivery of the Council's reshaping agenda and associated projects in the Social Services Budget Programme. Identify and implement income generation opportunities for the Division such as the implementation of discretionary charging for social care. Work with the Care Package Commitments Task and Finish group to implement a new dashboard application for the monitoring of care packages.

Ref	Integrated Action	Planned activities 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.	<p>Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.</p> <p>Review the effectiveness of the new structure and embed a refreshed restructure of Resource Management and Safeguarding Division, with permanent recruitment to vacancies. (action also included in risk section)</p> <p>Deliver a programme of training to staff on utilising WCCIS.</p> <p>Deliver a programme of training to staff in relation to meeting the requirements of the Social Service and Well-being (Wales) Act.</p> <p>Undertake Skills Audit of staff to support our approach to succession planning and nurture a broader skill mix of staff.</p>

[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.

3.3. 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.

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.

[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.

Workforce Development

Key Service Statistics 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
56	51.56	10.31	3.89	14.20	8 (14.29%)	92

Note: The figures presented above exclude residential care staff that transferred over to the division during 2018. Therefore residential care workforce figures for 2017/18 will still be reflected in the Adult Services Plan.

During 2017/18, 92% of #itsaboutme staff appraisals were completed for Resource Management and Safeguarding, which is slightly less than our performance in the previous year (100%). As at September 2018/19, 95.12% of staff appraisals have been completed for the year.

Going forward the key workforce issues impacting on the service are:

- Managing sickness absence rates. This continues to be an area of development across the division. The average days lost due to sickness absence per full time equivalent during 2017/18 (14.20 days per FTE) has deteriorated when compared with 2016/17's reported performance of 10.34 days per FTE. Long term sickness continues to be more of the dominate issue in the division, as during 2017/18, 10.31 days per FTE were lost due to long term sickness compared to 3.89 days per FTE in terms of short term sickness absence. Equally, long term sickness rates continue to worsen, increasing from 5.60 days per FTE during 2016/17 to 10.31 days per FTE during 2017/18. In terms of our half year performance (quarter 2), the average number of days sickness absence per full time equivalent has also significantly improved during quarter 2 (2018/19) in comparison to the same period last year (2017/18). The service reported a quarter 2 performance of 2.52 days per FTE during 2018/19, compared to 10.19 days per FTE during the same period last year (2017/18). There has also been a noticeable decline in the long term sickness rates during quarter 2 (2018/19) when compared to the same period last year (2017/18) where long term sickness absence has decreased from 9.12 days per FTE in September 2017/18 to 1.58 days per FTE as at September 2018/19. As a consequence, long term sickness rates are more in line with short term sickness rates for September 2018/19. This positive shift in performance reflects the proactive work that the division continues to undertake in relation to providing more stress awareness training for staff and signposting to the Employee Assistance programme, and automatic referral of stress cases to occupational health. This absence is putting additional pressure on remaining staff who have to cover these absences as well as their own areas of work and if this trend continues it is likely to have a significant impact on capacity within the service overall. 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.
- During 2017/18, the Resource Management and Safeguarding Service had an establishment of 51.56 FTEs compared to 53.37 FTEs during the same period in 2016/17, indicating a small reduction in the workforce for the division. During 2017/18, the service reported an overall turnover rate of 14.29% which is slightly lower than the turnover for 2016/17 which was 15.65%. In relation to our half year performance for 2018/19 (quarter 2), the turnover rate was 8.93%, which is slightly higher than the same period in the previous year (2017/18) where reported turnover was 7.77%. We will continue our focus on flexibility within roles and increased emphasis on learning and development, innovation, improved performance and staff engagement which is anticipated will help build resilience within teams and the service as a whole.
- The age profile of staff whilst not a cause of concern in the short term, but remains a key area of development for the service, as 68% of employees are between the ages of 45 and 65+. As at September 2018, the age profile of the service is as follows: [3.8% (65+); 30% (55-64); 34% (45-54); 15% (35-44); 13% (25-34); 3.8% (16-24)]. To ensure continued resilience within teams for the long term, there is a need increase the number of staff within the 16-24 and 25-34 categories especially as staff are approaching retirement. We will continue developing initiatives with a focus on building capacity within specialist areas in order to increase resilience within the service.
- 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 that requires experienced staff to be able to respond to the changing policy/legislative landscape of the service. As a result this can seriously impede the motivation of staff and teams within the service. Succession planning across the division needs to continue to be a priority, particularly in light of the age profile of our service as indicated above. 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 and 25-34 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. For more generalist roles, we have struggled to shortlist candidates with the broad range of skills. Further work is required explore the issues around recruitment to identify the posts affected and better understand the barriers to recruitment.
- The skills and experience of our staff is our greatest asset. The recruitment of experienced staff continues to be a challenge, which has led to a reliance on agency staff in order to meet workload demands. Recruitment to business critical posts continues to be an issue for the division. This impacts both on our budgets and the sustainability of the service (CP2).
- Supporting and developing staff with the right skill sets in order to respond effectively to the new ways of working associated with Reshaping Services agenda and the Social Services and Well-being (Wales) Act and 'Healthier Wales' agenda will remain an ongoing challenge. This requires a shift change in how teams work to fluidity and flexibility within roles in response to a changing policy landscape. (CP2)

It is important for that we continue to maintain and develop the workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. It remains a priority for the Resource Management & Safeguarding Service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. Our key workforce development priorities for the coming year are:

- Embedding a refreshed restructure of the Resource Management and Safeguarding Division, with permanent recruitment to vacancies
- Supporting staff through appropriate training to deliver the integrated ICT system – Welsh Community Care Information System (WCCIS) and move towards a position where partners are ready to adopt the system on a regional footprint.
- Continuing 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;
- 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 through undertaking a Skills Audit and reducing our reliance of agency staff; and
- Maintaining our focus on strengthening the performance management and support arrangements in relation to sickness absence within the service.

ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly through exploring new ways of working digitally and investing in new technologies. Our ICT priorities for 2019/20 are outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

The key ICT issues impacting on the service are:

- Although the implementation of the new social care system has progressed, it has not been without its challenges. Progress with implementing the new system has been hampered by compatibility issues, low levels of in-house capacity and that the system is not currently being utilised by all partners on a regional level. These factors continue to hinder our ability to use the system to its full potential. The focus during 2019/20 will on resolving any outstanding teething problems associated with the system and to ensure that it can be fully embedded across the Directorate. We will also be concentrating on to building the capacity and expertise of staff so that the system has greater resilience.

- Maximising the use of our ICT resources in light of reducing budgets remains an ongoing issue. This is particularly relevant given the age of some of our IT equipment means it is no longer supported by IT. There also needs to be a greater focus on utilising technology to support 'agile working' within teams to enhance our efficiency and effectiveness.
- The requirements of GDPR have a potentially significant impact on how we deliver our services (both interally and commissioned out). We need to have assurance that all staff are compliant with the GDPR requirements are applying the appropriate processes and protocols in relation to their roles and responsibilities.

Our key areas of focus for 2019/20 are:

- Further develop and embed WCCIS system to enable us to use it to its full potential with a particular focus on developing various modules of the system enabling us to use the system to its full potential.
- Trialling tech solutions within teams such as Independent Reviewing Officers and piloting agile working with Financial Assessment and Benefits Advice Officers.
- Strengthening our data governance arrangements by raising awareness amongst staff and our key partners of GDPR requirements by working with the Directorate to support compliance with GDPR practice.

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.

Key issues impacting on the service are:

- Inability to effectively engage partners to meet their commitments associated with delivering our key collaborative arrangements.
- Expectations of partners are at odds with the Council's priorities and transformation agenda.
- Inability to deliver key collaborative projects due to a lack of agreement on the consensual way forward.
- Dilution of localised service development as a result of regionalised service delivery.

Highlighted below are our planned activities for the coming year:

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
Review of the All Wales Child Protection and Adult Protection procedures. Working with the National Independent Safeguarding Board (NISB) and the Welsh Government.	We will continue to lead the review of the All Wales Child Protection and Adult Protection Procedures with the view of combining these together for both Adults and Children nationally. This will promote greater consistency in the application of procedures across the whole of Wales.	Lead the review and update the All Wales Safeguarding Procedures in line with Welsh Government Guidance with the Regional Safeguarding Business Unit. (AH11)
Participation in the Carers Social Services and Well-being Task and Finish Group. Ongoing implementation of requirements of the Social Services Well-being (Wales) Act regionally with our key partners.	To establish and implement consistent and coherent policies and practice in terms of how professionals work with and support carers (including young carers).	Develop a Regional Carers Strategy in line with requirements of the Social Services and Well-being Act 2014. Review local authority funded service provision for carers.

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
<p>Delivering Transformation Grant</p> <p>Regional Steering Group.</p> <p>Carers collaborative Cardiff Council.</p>		
<p>Establishment and embedding of a Joint Board.</p> <p>Regional Safeguarding Boards for Adults and Children</p>	<p>To identify commonality across the work of the two Regional Boards and to help streamline discussions associated with key aspects of the work streams for both boards with joint sub-groups where relevant.</p>	<p>Delivery of the Regional Safeguarding Board's work priorities for 2019/20. (AH11)</p>
<p>Integrated Health and Social Care Partnership and the Regional Steering Group for Sustainable Social Services.</p> <p>Partners- Cardiff Council, Cardiff and Vale University Health Board and GCS/C3SC.</p>	<p>Ensure that social services process and practice across the region reflect the Act, the regulations, and the codes of practice, to support us to work within the law. Ensured that staff at all levels have an appropriate understanding of the relevant parts of the legislation and are informed about their duties and responsibilities required to enable compliance with the Act.</p>	<p>Delivery of the Regional Commissioning Work Programme priorities for 2019/20. (AH7)</p> <p>Continue the work of the Regional Steering Group (priorities set out in the Action Plan) and progress work as part of the Healthier Wales agenda. (AH7)</p>
<p>Continued delivery of work streams associated with Integrated Care Fund.</p> <p>Social Services Collaborative Working Board involving partners from the Third Sector, Independent Sector, University Health Board and Cardiff Council.</p> <p>Regional Partnership Board - Integrated Care Fund (ICF) / Transformation Grant as part of the Healthier Wales Agenda.</p> <p>Reported via the ICF Programme Board and Strategic Leadership Group.</p>	<p>To maximise the use of ICF monies to further enhance and improve services to support older people to maintain their independence and in relation to the Integrated Autism Service and Complex Needs service within Learning Disability Services.</p>	<p>Initiate delivery of phase 1 of the redevelopment of Care Homes within the Vale as part of any successful ICF capital bids.</p>

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; this forms a work stream with Cardiff Council which is monitored by the Regional Steering Group.

Our annual programme of consultation for 2019/20 is outlined below. Further details on the consultations including the key findings and outcomes will be available in the Engagement Hub.

Consultation Activity Planned 2019/20
Welsh Government Qualitative Measures Consultation
The All Wales Adult and Child Protection Procedures.
Carers Strategy Consultation

Finance

The estimated base budget for our service area for 2019/20 is £272k and the planned improvement activities for 2019/20 focus on delivering the in-year savings identified for the service. This is £18k for 2019/20.

No additional cost pressures have been allocated directly to the Resource Management and Safeguarding division.







- **Deprivation of Liberty Safeguards** - Despite investments in the previous year the demand for DoLS assessments continues to rise. The budget has overspent during the financial year 2018/19 due to the number of Doctor and Best Interest Assessments. There is also an increased cost pressure in relation to securing additional legal capacity in order to process applications to court and to mitigate the risk of legal challenge to the Council.
- The Division is also impacted by the other service area's cost pressures. Where there are fee uplifts in relation to Adult Service in relation to **Domiciliary and or Residential Care** this has an impact on the Resource Management and Safeguarding budget. For example, increases in provider costs of 2.5% creates a cost pressure of around £1M - Numerous historical pressures continue to impact the committed spend for commissioned services, including National Living Wage, Sleep-Ins, HMRC regulations re travel time, auto-enrolment of pensions and now the increased burden of registration costs for domiciliary care workers under Regulation and Inspection of Social Care (RISC) (Wales) Act 2016. These ongoing issues are placing increased budgetary pressures on the Councils to meet the increased fee rates for service to bring them in line with their direct costs. The roll-out of the 'Your Choice' programme will further inform this pressure figure, but this figure is based on previous uplifts current commitments and the increased fees advised by providers to deliver Your Choice. Therefore, the division works across Adult Services and Children and Young People Service to better mitigate the effects of any budgetary pressures that arise.





Risk Evaluation




Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Outlined below is a summary of our key risks that pose a threat to our service. Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.




Risk description	Link to Corporate Risk	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the Budget Programme and Reshaping Programme and meet savings targets.	CR1: Reshaping Services	2	3	6		Working with the Care Package Commitments Task and Finish Group to implement a new dashboard application for the monitoring of care packages. (CP1)
Failure to deliver requirements of the Social Services Well-being (Wales) Act and our duty to safeguard the well-being of our citizens.	CR2: Legislative Change & Local Government Reform	2	2	4		Establish monitoring of implementation of the Social Services Well-being Act via the Steering Group. (AH7)
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	CR5: Workforce	2	3	6		Review the effectiveness of the new structure and embed a refreshed restructure of Resource Management and Safeguarding Division, with permanent recruitment to vacancies. (CP2)
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	CR6: Information Security	2	2	4		No further mitigating actions identified.
Failure to put in place adequate quality assurance mechanisms to safeguard our citizens and assure that we are managing building compliance issues in relation to both our Council owned assets and those of our Third Party providers.	CR9: Public Buildings Compliance.	2	3	6		Review effectiveness of corporate buildings compliance that sits within the Social Services Directorate.
Failure to put in place appropriate safeguards for children and young	CR10: Safeguarding	1	3	3		Lead the review and update the All Wales Safeguarding Procedures in line with Welsh Government

Risk description	Link to Corporate Risk	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
people and adults and meet our responsibilities for responding to situations effectively where people are 'at risk' of neglect or abuse.	(Identified Risk Owner)					<p>Guidance with the Regional Safeguarding Business Unit. (AH11 & Collaboration)</p> <p>Delivery of Regional Safeguarding Board's work priorities for 2019/20.</p> <p>Contribute to the implementation of recommendations arising from the findings of the Child Practice Reviews and Adult Practice Reviews.</p> <p>Progress strategic development of Adult Safeguarding Practice.</p>
Failure to effectively agree pooled arrangements in line with legal frameworks and the impact on delivering new integrated health and social care models.	CR11: Integrated Health & Social Care	2	2	4		Undertake a formal review of existing pooled arrangements and where necessary put in place formal agreements. (AH10)
Failure to adhere to the Deprivation of Liberty Safeguards (DoLS) for relevant care home residents or for those living in their own homes	CR12: Unauthorised Deprivation of Liberty Safeguards (DoLS) (Identified Risk Owner)	4	3	12		Delivery of the Deprivation of Liberty Safeguards Action Plan associated with the findings of the review.
Closure/failure of our commissioned providers.	CR13: Contract Management	2	3	6		<p>Work with our partners to deliver a consistent regional foot print for the management of escalating concerns. (AH15)</p> <p>Implement Joint Contracts in relation to Nursing and Residential Care homes to ensure consistency across the partners in how services are contracted and delivered by providers. (AH10)</p> <p>Embed a new quality assurance approach to contract management with our partners at the regional level.</p>
Failure to fully implement WCCIS across the Directorate within required timescales.	CR14: WCCIS (Identified Risk owner)	2	4	8		<p>Implementing/piloting the use of the financial module. (AH10 & IT)</p> <p>Develop a suite of core performance reports to meet the statutory reporting requirements (AH10 & IT)</p>

Risk description	Link to Corporate Risk	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
						Deliver refresher training to staff to meet their specific WCCIS needs. (AH10 & CP2)
RM/SR001 Insufficient funds to meet the rising demand for services.	N/A	3	3	9		No further mitigating actions identified.
RM/SR002 Insufficient capacity within care settings market and the impact that the National Living Wage has on the ability of our providers to operate services sustainably and meet the care and support needs of service users.	N/A	3	3	9		Scope and evaluate the feasibility of implementing a national toolkit for commissioners and providers of residential nursing care.
RM/SR003 Impact of Brexit on our capacity and ability to deliver services that meet citizen's needs.	N/A	3	3	9		Establish a process for monitoring the costs of supplies post-Brexit. Investigate impact of access to agency staff post-Brexit.

The mitigating actions aligned to our risks identified above are included in our action plan at [Appendix A](#) and [Appendix B](#) to ensure the on-going monitoring of corporate and service level risks.

Risk Key

Scoring 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.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing  Risk is decreasing  Risk remaining static 

Risk Matrix

Possible Impact or Magnitude of Risk	Catastrophic	4 <i>MEDIUM</i>	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 <i>MEDIUM/LOW</i>	6 <i>MEDIUM</i>	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 <i>MEDIUM</i>	6 <i>MEDIUM</i>	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 <i>MEDIUM/LOW</i>	4 <i>MEDIUM</i>
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16	Very Unlikely	Possible	Probable	Almost Certain	
	Likelihood/Probability of Risk Occurring				

Resource Management, Safeguarding Action Plan 2019/20

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

Well-being Goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
------------------	------------------------	------------------------	-------------------------	--------------------------------------	-----------------------------------------------------------	-------------------------	-----------------------------------

Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
---------------------	----------------	----------------	----------------	-------------------	----------------

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH004 RM/A027	Support the pilot roll out of the Welsh Government's Child Care Offer.	Working families have access to good quality early education and childcare provision.	HW EW CW PW	LT I IV C P	April 2019- March 2020	Gaynor Jones
AH004 RM/A028	Review the effectiveness of the Information, Advice and Assistance Service and its associated pathways in relation to the provision of Family Information and Support.	Pathways are embedded and families have access to seamless Family Support Services.	HW EW CW VW PW	LT I IV P	April 2019- March 2020	Gaynor Jones
AH004 RM/A029	Review and extend the age criteria in relation to the Index.	Enables more young people up to the age of 25 years to access support and activities.	HW EW CW VW PW	LT I IV C P	April 2019- March 2020	Gaynor Jones

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH005 RM/A002	Contribute to the local Public Health Wales Agenda by promoting and encouraging healthy eating and healthier lifestyles within our services.	Vale of Glamorgan Council Services contribute to the local Public Health Wales Agenda.	HW EW CW VW RW	LT I IV C P	April 2019- March 2020	Amanda Phillips

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 6: Valuing Culture and Diversity.
--------------------------------------------------------------------------	----------------------------------------------------

Well-being Goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
-------------------------	------------------------	------------------------	-------------------------	--------------------------------------	-----------------------------------------------------------	-------------------------	-----------------------------------

Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
---------------------	----------------	----------------	----------------	-------------------	----------------

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AC012 RM/A017	Continue to implement and embed the 'More than Just Words' Framework across the Social Service Directorate.	We effectively strengthen the use of the Welsh Language services for those accessing Social Services.	EW VW CW	LT IV	April 2019- March 2020	Gaynor Jones

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 (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
----------------------------	-----------------------	-----------------------	-----------------------	--------------------------	-----------------------

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH007 RM/A030	Develop a regional pool of policies for children and adults in line with the requirements of the Social Services and Well-being (Wales) Act.	Our pool of policies are consistent across both children and adult services and comply with the requirements of the Act.	RW HW EW CW	LT I IV C P	April 2019- March 2020	Natasha James/Sharon Miller
AH007 RM/A031	Develop a website that is accessible to both practitioners and the public to be kept informed of policies, procedures and practice.	Both practitioners and the public are able to easily access up to date information about our policies, procedures and practice.	RW HW EW CW	LT I IV C P	April 2019- March 2020	Sharon Miller
AH007 RM/A032	Contribute to the ongoing review of the Social Services Performance Management Framework and its implementation.	A new outcome focused Performance Management Framework that is in line with requirements of the Act is fully implemented.	HW EW	LT I	April 2019- March 2020	Sharon Miller
AH007 RM/A033	Implement an outcome-based Residential Care Home/Nursing contract that is jointly developed with the University Health Board and Cardiff Council.	We maximise opportunities to meet our duties under Part 9 of the Act (Collaboration and Partnerships) and further enhance quality and consistency of service provision on a more regional footprint.	RW HW EW CW	LT I IV C P	April 2019- March 2020	Gaynor Jones

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH007 RM/A034	Contribute to the development and implementation of the Regional Partnership Board Annual Report.	Enables us to evidence our planning and delivery of services in response to the needs of citizens across the region.	HW RW	LT I IV	April 2019- March 2020	Amanda Phillips/Sharon Miller
AH007 RM/A035	Establish and pilot an effective challenge mechanism for the Annual Council Reporting Framework (ACRF) process for Social Services.	Enhances our approach to citizen engagement by involving them in the scrutiny of our services.	HW RW	LT I IV	April 2019- March 2020	Amanda Phillips/Sharon Miller
AH007 RM/A026	Continue to identify opportunities for joint commissioning where it can be evidenced to be of benefit and in line with the duties set out in Part 9 of the Social Services and Well-being (Wales) Act.	Joint commissioning opportunities with our partners are realised under Part 9 of the Act (Collaboration and Partnerships).	RW HW CW EW	LT I IV C P	April 2019- March 2020	Amanda Phillips/Gaynor Jones
AH007 (CR2) RM/A036	Establish a monitoring process for the implementation of the Social Services and Well-being (Wales) Act via the Steering Group.	Steering Group effectively monitors delivery and the outcomes associated with the Act.	RW HW CW EW	LT I IV	April 2019- March 2020	Sharon Miller
AH007 (C) RM/A037	Continue the work of the Regional Steering Group (priorities set out in the Action Plan) and progress work as part of the Healthier Wales agenda.	Delivery of key priorities associated with the Act and the objectives associated with the Healthier Wales Agenda for deliver more seamless social care.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Amanda Phillips/Sharon Miller

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH007 (C) RM/A038	Delivery of the Regional Commissioning Work Programme priorities for 2019/20.	Maximise opportunities deliver regional commissioning priorities to deliver more cost-effective and efficient service at a regional level.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Amanda Phillips/Sharon Miller
AH009 RM/A039	Progress inter-generational project work involving schools and residential care settings.	Project provides an opportunity to bring children and older people together to share experiences and enhance their well-being and quality of life.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Marijke Jenkins
AH009 RM/A040	Complete the project work associated with creating a 'Dementia Friendly' environment at Ty Dewi Sant.	Improved quality of life and experiences of older people living with dementia.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Marijke Jenkins
AH010 RM/A041	Undertake a formal review of existing pooled arrangements and where necessary put in place formal agreements.	Maximise opportunities to formalise pooled arrangements to deliver cost effective services over a regional footprint.	RW HW CW EW	LT I IV C	April 2019- March 2020	Amanda Phillips/Gaynor Jones
AH10 RM/A042	Implement joint contracts in relation to Nursing and Residential Care homes.	Joint contract ensure consistency and quality across the partners in how services are contracted and delivered by providers.	RW HW CW EW	LT I IV C	April 2019- March 2020	Amanda Phillips/Gaynor Jones
AH010 RM/A043	Implement/pilot the use of the financial module in relation to WCCIS.	Optimise the use of the system to contribute to improved planning and co-ordination of care across health and social care and improved service user experience overall.	RW HW CW EW	LT I IV	April 2019- March 2020	Amanda Phillips/Gaynor Jones
AH010 RM/A044	Develop a suite of core performance reports in	Optimise the use of the system to contribute to improved planning and co-ordination of care across health	RW HW CW	LT I IV	April 2019- March 2020	Amanda Phillips/Gaynor Jones

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	WCCIS to meet the statutory reporting requirements.	and social care and improved service user experience overall.	EW			
AH011 RM/A010	Enable the Corporate Safeguarding Group to continue to focus on delivery of the Corporate Safeguarding Action Plan and put in place appropriate mechanisms to monitor compliance of the policy.	Effective compliance of the Corporate Safeguarding Policy and its associated responsibilities.	RW HW CW EW	LT I IV P	April 2019- March 2020	Natasha James
AH11 (CR10) (C) RM/A045	Lead the review and update the All Wales Safeguarding Procedures in line with the Welsh Government Guidance with the Regional Safeguarding Business Unit.	Implementation of revised safeguarding procedures in line with Welsh Government guidance. Staff are confident in following and using procedural guidance.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Amanda Phillips/Natasha James
AH11 CR10 RM/A046	Review compliance of all Directorates with completion of the Safeguarding e-module.	Staff are aware and can apply their duties and responsibilities in relation to safeguarding.	RW HW CW EW	LT I IV P	April 2019- March 2020	Natasha James
AH013 RM/A047	Work with partners (Housing) to implement our 'Accommodation with Care' approach to support and enhance independent living.	Implementation of sustainable arrangements for better meeting the demand to support independent living.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Amanda Phillips/Mike Ingram
AH014 RM/A048	Contribute to the development of a Regional Exploitation Strategy that encompasses all aspects of exploitation including Child Sexual Exploitation.	Strategy is developed on a regional footprint that has a wider focus on addressing all aspects of exploitation involving a range of partners.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Natasha James

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH014 RM/A049	Implement a Data Dashboard in relation to exploitation.	Improved quality of data intelligence to support the analysis of to inform policy and practice.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Natasha James
AH015 RM/A050	Work with partners to deliver a consistent regional footprint for the management of escalating concerns.	Consolidate and enhance consistency of quality assurance mechanisms to prevent 'provider failure' at the regional level.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Amanda Phillips
AH015 RM/A051	Review our quality assurance approach in relation to residential care.	To standardise how we report on well-being, performance and risk in terms of demonstrating our compliance with the Regulation and Inspection of Social Care Act.	RW HW CW EW	LT I IV C P	April 2019- March 2020	Marijke Jenkins

Integrated Planning

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
---------------------	----------------	----------------	----------------	-------------------	----------------

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 (CR1) RM/F023	As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda and any other associated projects with the Social Services Budget programme.	We effectively support delivery of the Reshaping Services programme and achieve our savings targets for the service.	LT I IV C P	April 2019- March 2020	Amanda Phillips
CP1 (CR1) RM/F024	Identify and implement income generation opportunities for the Division such as the implementation of discretionary charging for social care.	We effectively generate additional income for the service.	LT I IV C P	April 2019- March 2020	Amanda Phillips
CP1 (CR1) RM/IT025	Work with the Care Package Commitments Task and Finish Group to implement a new dashboard application for the monitoring of Care Packages.	More effective management of the use and cost of care packages across Adult Social Services to ensure that the care packages we provide are appropriate to the needs of the individual to provide cost effective care packages that best meet the needs of our citizens.	LT I IV C	April 2019- March 2020	Gaynor Jones
CP2 (CR5/W) RM/W003	Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	Reduction in sickness absence rates in line with 2019/20 targets.	LT I IV P	April 2019- March 2020	Amanda Phillips
CP2 (CR8) RM/W026	Review the effectiveness of the new structure and embed a refreshed restructure of the Resource	Refreshed structure is fit for purpose to best meet the business needs of the division both now and in the future.	LT I IV P	April 2019- March 2020	Amanda Phillips

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	Management and Safeguarding Division.				
CP2 (CR2) RM/W027	Deliver a programme of training to staff in relation to meeting the requirements of the Social Services and Well-being (Wales) Act.	Staff feel competent and confident in their roles in meeting the requirements associated with the Act.	LT I IV	April 2019- March 2020	Sharon Miller
CP2 AH10 (CR14) RM/W028	Deliver a programme of refresher training to staff on WCCIS.	Staff are competent and confident in using WCCIS to record their case notes/work on the system. Improved accuracy of information and performance information.	LT I IV	April 2019- March 2020	Gaynor Jones
CP2 (CR8) RM/W029	Undertake an Audit of Staff to support our approach to succession planning and nurture a broader skill mix of staff.	Increased resilience within teams by ensuring we maximise the use of our skill mix of staff to operate our services at the appropriate scale.	LT I IV P	April 2019- March 2020	Amanda Phillips
RM/IT030	Trial new technology solutions with Independent Reviewing Officers and pilot 'agile working' with Financial Assessment and Benefits Officer teams.	Increased agile working improves efficiency within teams to deliver a more response and effective service. New technology enable us enhancing business processes.	LT I IV P	April 2019- March 2020	Amanda Phillips
RM/IT031	Work with the other Social Services divisions to support compliance with GDPR practice.	Enhance and strengthen our data governance arrangements in relation to GDPR.	LT I IV P	April 2019- March 2020	Amanda Phillips
RM/C032	Develop a Regional Carers Strategy in line with requirements of the Social Services and Well-being Act 2014.	Delivery of consistent and coherent strategy in relation to Carers in terms of policies and practice followed by professionals.	LT I IV C P	April 2019- March 2020	Gaynor Jones

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
RM/C033	Review local authority funded service provision for carers.	Service provision is 'fit for purpose' and is able to meet the needs of carers both now and in the future.	LT I IV P	April 2019- March 2020	Gaynor Jones
CR10 RM/A052	Delivery of Regional Safeguarding Board's work priorities for 2019/20.	Contribute to delivery of the Regional Safeguarding Board's priorities during 2019/20.	LT I IV C P	April 2019- March 2020	Amanda Phillips/Natasha James
CR10 RM/A053	Contribute to the implementation of recommendations arising from the findings of the Child Practice Reviews and Adult Practice Reviews.	Ensure we are compliant with the requirements associated with Safeguarding practice.	LT I IV C P	April 2019- March 2020	Amanda Phillips/Natasha James
CR10 RM/A054	Progress strategic development of Adult Safeguarding Practice.	Ensure we are compliant with the requirements associated with Safeguarding practice.	LT I IV P	April 2019- March 2020	Amanda Phillips/Natasha James
CR12 RM/A055	Delivery of the Deprivation of Liberty Safeguards (DoLS) Action Plan associated with the findings of the review.	Business process improvements better manage the demand for DoLS assessments. Assessments are undertaken within the designated timescales.	LT I IV C P	April 2019- March 2020	Amanda Phillips/ Natasha James
CR13 RM/A056	Embed a new quality assurance approach to contract management with our partners in relation to the Resource Management and Safeguarding Division at the regional level.	Reduced risk of provider failure. Improved quality and consistency of service delivery across the region.	LT I IV P	April 2019- March 2020	Amanda Phillips/ Gaynor Jones
RM/C034	Initiate delivery of Phase 1 of the redevelopment of Care Homes within the Vale of Glamorgan as	Improvements in care home environment enhance the health and well-being of residents.	LT I IV	April 2019- March 2020	Amanda Phillips

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	part of any successful ICF Capital Bids.		P		
RM/R035	Scope and evaluate the feasibility of implementing a national toolkit for commissioners and providers of residential and nursing care.	Improved quality and consistency of service delivery across the region.	LT I IV C P	April 2019- March 2020	Amanda Phillips/ Gaynor Jones
RM/R036	Review effectiveness of corporate buildings compliance that sits within the Social Services Directorate.	We are compliant with health and safety and building regulations/legislation to safeguard our citizens.	LT I IV C P	April 2019- March 2020	Amanda Phillips/ Marijke Jenkins
RM/R037	Establish a process for monitoring the costs/procurement of goods post-Brexit.	We put in place effective mechanisms to mitigate the effects of Brexit on the cost of procuring supplies.	LT I IV P	April 2019- March 2020	Amanda Phillips/ Marijke Jenkins
RM/R038	Investigate impact of access to agency staff post-Brexit.	We put in place effective mechanisms to mitigate the effects of Brexit on our temporary/agency workforce.	LT I IV P	April 2019- March 2020	Amanda Phillips/ Marijke Jenkins
RM/A057	Implement recommendations arising from the CIW review of prevention and promotion of independence for older adults living in the community.	Citizens are supported to living independently.	LT I IV P	April 2019- March 2020	Amanda Phillips