

Please note that struck-through text indicates areas that do not form remit of the committee



Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2018-2022

Service Area	Resources Management, Safeguarding and Performance
Head of Service	Suzanne Clifton
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. Its primary role is to ensure the assessed social care and support needs of adults and children are met, helping them to achieve their outcomes in line with the Social Services and Well-being (Wales) Act 2014. This Division also supports adults and children 'at risk' to ensure that protection measures are in place and individuals are safeguarded.

1.1 About our Service – Resources Management, Safeguarding and Performance

The service provides support to the Directorate in the key areas of leadership and culture, financial stability and resources, planning and partnerships, commissioning and contracting, workforce development, performance management, 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.**

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council's vision – '**Strong Communities with a bright future**'.

Our service plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council's core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

1.3 Developing Our Plan

Set for one year, our planned actions are informed by and reflect the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Directorate's Annual Self-Assessment 2017 which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Director of Social Services Annual Report 2016/17;

- The need to meet new service requirements with limited public sector resources available to implement the changes, including those arising from meeting the statutory obligations required by the Social Services and Well-being (Wales) Act and the upcoming implementation of the Regulation and Inspection of Social Care Act, 2016.

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 2016-20

2.1 Corporate Plan Priorities

Over the next few years the Resources Management, Safeguarding and Performance Service will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles.	AH4	Provide and promote a range of early years services including information and support for parents, access to childcare and learning opportunities to recognise the benefits of early

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action
			development in achieving better outcomes for young people and their families.
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles.	AH5	Work with the Cardiff and Vale Health and Well-being Board to undertake a range of actions to prevent and tackle obesity and encourage healthy eating and healthier lifestyles.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH7	<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 2018/19 and onwards the focus is on the ongoing implementation of the new ways of working under the SSWB Act as outlined in the Sustainable Social Services Regional Implementation Plan monitored via the Regional Steering Group.</i></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. (2018/19)</p> <p><i>During 2018/19 the focus will be on consolidating the implementation of the All Wales integrated ICT system and consideration of pooled budgets across the region where these are required and beneficial.</i></p>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH11	<p>Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council. (2016/17)</p> <p><i>Focus during 2018/19 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>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and	AH13	Review accommodation with care options for older people and develop our commissioning strategy for future years. (2018/19)

Comment [JA1]: Awaiting a decision on who the owner of this action will be going forward in 2018/19. Next meeting of CMT is 28th February so any changes to draft plan can be updated post agenda conference.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action
	promoting independent living		
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH14	Work with partners through the Cardiff and Vale Local Safeguarding Children's Board to develop a child sexual exploitation strategy. (2016/17) <i>Focus during 2018/19 will be on collating data to analyse safeguarding activity and outcomes.</i>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH15	Improve procedures with providers of nursing, residential and domiciliary care providers to enable early intervention and prevent the escalation of incidents. (2017/18)
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)
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)

2.2. Integrated Planning Priorities

Our service is committed to maximising the use of resources so that we can deliver sustainable and cost effective services that best meet people's needs. In order to achieve this, we have identified a series of priorities 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service over the next four years will be:

Ref	Action
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20).
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18).

3. The Year Ahead (2018-19)

3.1. Our Annual Service Priorities for 2018-19

During 2018-19 our service will undertake the actions outlined below to contribute to Year 3 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
WO4: An Active and	O7:	AH4	Provide and promote a	Implement a bespoke Family

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
Healthy Vale (HL&SC)	Encouraging and promoting active and healthy lifestyles.		range of early years services including information and support for parents, access to childcare and learning opportunities to recognise the benefits of early development in achieving better outcomes for young people and their families (2019/20)	Information Service database and record management system.
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles.	AH5	Work with the Cardiff and Vale Health and Well-being Board to undertake a range of actions to prevent and tackle obesity and encourage healthy eating and healthier lifestyles. (2019/20)	Work in partnership with Public Health Wales to develop an Obesity Strategy for Cardiff and the Vale of Glamorgan.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH7	Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority work-streams as outlined in the Sustainable Social Services Collaboration Regional Implementation Plan of: provision of information advice and assistance services eligibility/ assessment of need planning and promotion of preventative services workforce performance measures (2016/17)	<p>Ongoing development monitoring of the implementation of the Regional Steering Group work plan.</p> <p>Ensure our processes for Adults at Risk remain compliant with the Social Services and Well-being (Wales) Act and contribute to the development of new All Wales policies and processes.</p> <p>Support the Assistant Director for Integration to develop a more joined up approach to developing preventative services that are aligned to the Social Services and Well-being (Wales) Act and Well-being of Future Generations Act to better promote independent living in relation to Adults.</p> <p>Delivery of the Citizen's Panel Work Stream and the ensuring we have an effective mechanism to ascertain the views of</p>

Comment [JA2]: Awaiting a decision on who the owner of this action will be going forward in 2018/19. Next meeting of CMT is 28th February so any changes to the draft plan will be updated post agenda conference.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
				<p>citizens that complies with requirements of the Social Services and Well-being (Wales) Act.</p> <p>Continue to identify opportunities for joint commissioning where it can be evidenced to be of benefit in line with duties set out in Part 9 of the Social Services and Well-being (Wales) Act (Collaboration and Partnerships).</p> <p>Further enhance and roll out the outcome-based commissioning by fully implementing across all Domiciliary Care agencies that we contract with.</p> <p>Continue to co-ordinate and support the work of the Regional Steering Group including the long term commitment of the previous Delivering Transformation Grant (now in the Revenue Support Grant) associated with delivery of new Social Services legislation.</p> <p>Support the Welsh Government review and further implementation of the National Performance Measurement Framework in line with the new requirements of the Social Services and Well-being (Wales) Act going forward.</p>
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)	Continue full implementation of the Welsh Community Care Information System (WCCIS) for the Directorate with a focus on developing the financial aspects of the system.
WO4: An Active and Healthy Vale	O8: Safeguarding	AH11	Develop and implement a corporate policy on	Enable the Corporate Safeguarding Group to

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
(HL&SC)	those who are vulnerable and promoting independent living		safeguarding to provide a clear strategic direction and lines of accountability across the Council. (2016/17)	<p>continue to focus on delivery of 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.</p> <p>Develop and implement training workshops for staff in respect of safeguarding enquiries relating to Adults at Risk.</p> <p>Support the completion of the review/development of the All Wales Child and Adult Protection Procedures. We will also be focusing on any associated preparatory work for the implementation of the revised safeguarding procedures.</p> <p>Implement agreed recommendations arising from the 2017/18 Safeguarding internal audit work.</p>
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH13	Review accommodation with care options for older people and develop our commissioning strategy for future years. (2018/19)	Work with our partners regionally to develop an Accommodation with Care Strategy to promote independent living.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH14	Work with partners through the Cardiff and Vale Regional Safeguarding Children's Board to develop a child sexual exploitation strategy. (2016/17)	Collate and review a data set linked to Child Sexual Exploitation, to enable the authority to analyse the safeguarding activity and outcomes in this area.
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	Deliver further Equality Impact Assessment training to staff as appropriate.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	services. (2019/20) Implementing the Welsh Language Standards to improve access to services and information. (2019/20)	Ensuring compliance with the 'More than Just Words' policy; engage in the national Board to co-ordinate the ongoing implementation of this policy. Continue to support staff as adults welsch learners and encourage them to utilise this skill in the work environment

Ref	Action	During 2018/19 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).	Continue to support the Council's Reshaping Services agenda and its associated projects; Continue to manage the budget programme rigorously and identify the actions required to meet the budget target for the year.
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18).	Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. Deliver our key workforce development priorities for the coming year which includes: <ul style="list-style-type: none"> • Encouraging staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support; • Further emphasis on putting succession plans in place and ensuring that we nurture a broader skill mix amongst the workforce to build in greater levels of resilience within teams; • Ensuring fluidity in staff movement within and across teams whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop; • Increasing resilience within teams to ensure that changes in the skill mix enable us to use our diverse workforce appropriately and to operate services at the appropriate scale through collaboration with partners;

Ref	Action	During 2018/19 we will:
		<ul style="list-style-type: none"> Exploring the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment. We will also be focusing on improving our engagement with local colleges to identify and attract the next generation of trainees. Progressing the implementation of the Regional Workforce Unit

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 3 (2018/19) 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 2018-19, we have identified a series of ‘enabling actions’ that will support us to deliver our priorities for Year 3 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 2016/17						
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			
57.5	53.37	5.60	4.74	10.34	9 (15.56%)	77%

During 2017/18, 92% of #itsaboutme staff appraisals have been completed for the service compared to 77% in the previous year.

Managing sickness absence rates continues to be an area of development across the division, especially within the Resources and Planning and Social Services Training and Development teams. The average days lost to sickness absence per full time equivalent has improved when compared with the previous year’s reported performance of 11.83 days per FTE. However based on current data at Q2 (8.85 days per FTE), the service is on track to achieve a performance of just over 17 days per FTE for 2017/18 which will fall well short of our annual target of 11.6 days.

The top four most common reasons for sickness absence within the service during 2016/17 and at Q2 related to stress, operations and recovery, viral infections and musculoskeletal disorders. The service continues to be proactive in implementing risk assessment approaches, providing 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.

As at September 2017, the Resource Management and Safeguarding Service has an establishment of 42.57 FTEs compared to 47.4 FTEs at the same time period in 2016 and the workforce has remained relatively static. During the same time period, the service reported an overall turnover rate of 7.77% (of which 5.83% was voluntary) compared to just over 3.31% (of which 1.65% was voluntary) in 2016 and we currently remain on track to see a reduction on last year's overall performance of 15.56%. Going forward, the service is anticipating a continued decrease in turnover levels as it continues embed its new structure and ways of working whilst continuing to review how it delivers services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme and the requirements of the SSWB Act. 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, remains a major area of development for the service, as over 70% of employees are between the ages of 45 and 65+. As at September 2017, the age profile of the service is as follows: [6% (65+); 36% (55-64); 29% (45-54); 15% (35-44); 8% (25-34); 6% (16-24)]. Since last year there has been an increase in the 65+ age category by 2%, 55-64 category by 6% and the 16-24 by 2%. There has been a 5% reduction in the 25-34 age category. 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 several 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.

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:

- Resilience across all levels remains an issue for the service, particularly in relation to not having sufficient capacity and escalation levels for allocating and undertaking work. This becomes particularly critical when trying to balance the demands of the day job versus the bespoke work that arises due to changing landscape of the service due to policy/legislative change. As the restructure embeds and vacancies are filled this will resolve in the coming months.
- 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 we are after and in terms of more specialist Social Workers such as Reviewing Officers we are unable to compete with other local authorities who are offering a more competitive salary. Further work is required explore the issues around recruitment to identify the posts affected and better understand the barriers to recruitment.

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

- Ensure that the restructure of the former Business Management and Innovation division to Resources Management, Safeguarding and Performance beds in, with permanent recruitment to vacancies and thorough induction and training programmes;
- Encouraging staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support;
- Further emphasis on putting succession plans in place and ensuring that we nurture a broader skill mix amongst the workforce to build in greater levels of resilience within teams;
- Ensuring fluidity in staff movement within and across teams whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop;
- Increasing resilience within teams to ensure that changes in the skill mix enable us to use our diverse workforce appropriately and to operate services at the appropriate scale through collaboration with partners;
- Exploring the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment. We will also be focusing on improving our engagement with local colleges to identify and attract the next generation of trainees.
- Progressing the implementation of the Regional Workforce Development and Training Unit which is due to be operational from April, 2018.

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:

- Support full implementation of the WCCIS for the Division.
- Implementation of a bespoke Family Information Service Database and Record Management System.

Finance

The estimated base budget for our service area for 2018/19 is £333,000. In addition cost pressures of £238k have been identified by the service attributed to the increase in DoLs Assessments, increase in consultation and engagement activity in response to the requirements of the SS&WB Act, and the significant increase in the demand for subject access requests and freedom of information requests.

It must be noted that the community care commitments budget is directly influenced by the work of the Division and how services are commissioned. Although no further savings have been identified for 2018/19, the service does contribute to achieving the overall savings for Adult Services which amount to £320k for 2018/19 and £330k for 2019/20.

Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). However, we have no key projects identified for 2018/19. The Division will work closely with corporate colleagues to ensure that all our commissioned providers are compliant with all relevant building legislation and regulations.

Procurement

In line with corporate guidance we are committed to promoting effective procurement by using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate well-being outcomes. Our significant procurement projects for the coming year are as follows:

- Support and respite services for children, young people and their families/carers (April 2018).
- Extra Care domiciliary provision (September 2018).
- Support to people with sight impairment (December 2018).
- Joint service with Cardiff for adult advocacy provision (September 2018).
- Support to people receiving Direct Payments (February 2019).
- Joint contract documentation with Cardiff Council and Cardiff and Vale University Health Board in respect of nursing and residential placements to reflect an expectation regarding standards (June 2018).

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 workstream with Cardiff Council which is monitored by the Regional Steering Group.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Safeguarding Adults	Interviews to be carried out with adults who have been through the safeguarding process to ascertain their satisfaction with the level of support they have received.
Safeguarding Young People	Interviews to be carried out with young people who have been involved with the safeguarding process to see what they have found most supportive and helpful, and what could be done to improve the support they have received.
Child Sexual Exploitation (CSE) Strategy	Plans are being made to engage young people who have been involved and supported through the CSE safeguarding process. Schools have been visited to ascertain welfare provision and plans have been discussed to have one to one discussions with young people who attend breakfast clubs, nurture groups and other support provisions.
Continuation of the Qualitative Measures work.	Questionnaires will be sent out key stakeholders including adults, young people, parents and carers (who are

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
	involved with Social Services). We will focus on increasing the cohort of stakeholders that the questionnaires are sent out to, in order to improve response rates.





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 2018/19	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Contributing to the review of the All Wales Child Protection and Adult Protection procedures.	We will be contributing 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.	Working partnership with the National Independent (NISB) Safeguarding Board and Welsh Government.
Carers Collaborative with Cardiff Council.	To provide a forum for professionals to identify and develop the awareness and support for carers (including young carers) and be a resource to facilitate a carers perspective for a range of other working groups and services as required	Reporting to the Cardiff and Vale Integrated Health and Social Care Partnership, and the Regional Steering Group for Sustainable Social Services Partners - Cardiff Council Cardiff and Vale UHB and GVS/C3SC
Participation in the Carers Social Services and Well-being Task and Finish Group	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.	Reporting to the Regional Steering Group for Sustainable Social Services
Establishment and embedding of a Joint Board.	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.	Regional Safeguarding Boards for Adults and Children

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 Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
CR1: Reshaping Services				
Political & Legislative- Failure to continue to provide priority services.	2	2	<p>Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved.</p> <p>Risk management processes are embedded into project management to identify and mitigate the impacts on service users.</p>	
Resources: Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	1	2	<p>Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme.</p> <p>Programme Board and Manager in places with project team resources considered for each project.</p> <p>Business cases developed for all projects and guidance in place.</p> <p>Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.</p>	
Service Delivery & Wellbeing: Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	2	2	<p>Business cases consider non-financial implications of any proposed changes.</p> <p>Equality Impact Assessments embedded within the overall programme's management approach.</p> <p>Communications and engagement activities inform project development.</p>	
Reputation: Reputational damage as a result of failing to deliver the Reshaping	2	2	<p>Risk management contained within project documentation.</p> <p>Regular updates to Cabinet and</p>	





Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.			<p>Programme Board on status of the programme.</p> <p>Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services.</p> <p>Programme Board includes representatives of partners.</p>	
CR2: Response to Legislative Change				
Political and legislative: Political and Legislative repercussions of failing to implement requirements of the Social Services and Well-being (Wales) Act.	2	2	<p>We have considered the requirements of the Social Services and Well-being (Wales) Act as it relates to Children and Young People Services. We have also reaffirmed our compliance with the All Wales Child Protection Procedures to ensure we continue to meet our safeguarding responsibilities for children and young people.</p> <p>Task and Finish groups for the ongoing implementation and monitoring of compliance in relation to the Act are operational.</p>	
Resources: Insufficient resources to implement the requirements of the Social Services and Well-being (Wales) Act.	2	3	Budget setting process includes considerations of cost pressures arising from legislative change.	
Service Delivery & Wellbeing: Failure to deliver requirements of the Social Services Well-being (Wales) Act and our duty to safeguard the well-being of our residents.	2	3	<p>Effective implementation of the Social Services and Well-being (Wales) Act Action Plan.</p> <p>Continue to support the ongoing development of the DEWIS Information Portal, and ensuring sustainable models.</p> <p>Implemented new assessment processes to ensure compliance with requirements of the Act across Adults and Children's service areas.</p> <p>We develop an Annual Consultation Programme that is aligned to the duty within the Act to engage with citizens/service users.</p>	
Reputation: Reputational damage of failing to effectively	2	3	Comprehensive engagement and consultation undertaken as part of the implementation of the Act with service	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
communicate with service users and staff changes to service delivery and new ways of working associated with the implementation of the Social Services Well-being (Wales) Act.			users and staff.	
CR6: Workforce				
Political & Legislative: Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	2	2	CMT/Cabinet receives regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.	
Resources: Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	2	2	<p>Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning.</p> <p>Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers.</p> <p>Improvements made to workforce planning processes.</p> <p>Improvements made to workforce planning processes.</p> <p>Leadership Café established to support succession planning and leadership development across the Council.</p> <p>Workforce Planning delivered with a focus on alternative service delivery and workforce implications.</p>	
Service Delivery & Wellbeing: Inability to anticipate and plan for workforce needs and manage and support	1	1	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.	





Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
organisational change in order to deliver sustainable services both now and in the future				
Reputation: Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	2	2	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.	↔
CR7: Information Security				
Political & Legislative: Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	2	2	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities.	↔
Resources: Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	2	2	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.	↔
Service Delivery & Wellbeing: Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	2	2	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.	↔
Reputation: Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information	2	2	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.	↔




Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
Commissioner this would attract.				
CR11: Safeguarding				
Political & Legislative: Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective.	1	2	The All Wales Procedures and associated protocols are embedded in Social Services and are reviewed and updated nationally. Contribute to the ongoing cyclical review of the All Wales Protection Procedures. Attend meetings of the All Wales Safeguarding Management Group and contribute to national developments. Build and develop on the Regional Safeguarding Board's model. Work with the Regional Safeguarding Boards, the Council's Corporate Safeguarding Steering Group to deliver our safeguarding responsibilities.	
Resources: Failure to comply with the corporate safeguarding requirements especially relation to recruitment and staff training.	1	2	Safer Recruitment Policy is in place to ensure checks on staff working with children and young people are carried out. Referral of Safeguarding Concerns procedure in place. Duty to report. Staff Supervision policy in place within the division with regular monitoring of quality and practice of those staff. Mandatory safeguarding, child protection, Regional Safeguarding Board and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy. We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements. Launched a new Safeguarding hotline to support staff to have a single point of	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			contact to report any concerns they have regarding the well-being of an adult or a child. There is also good awareness amongst staff of safeguarding as it relates to their roles and what their duty is to share/raise those concerns.	
Service Delivery & Wellbeing: Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	1	2	<p>Provider Performance Protocol Procedures in place and embedded in relation to commissioned services.</p> <p>Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action, and that the monthly Quality Assurance meetings to share information happens consistently.</p> <p>Child Exploitation Strategy is in place alongside a Sexual Exploitation Risk Assessment Framework referral process.</p> <p>Information Sharing protocols are in place and used appropriately.</p> <p>Ongoing implementation of the actions arising from Operation Jasmine now encompassed within the Work Programme of the Regional Adults Safeguarding Board (RSAB) with a particular emphasis on regional policies and processes where appropriate for example the ongoing implementation of the joint escalating concerns protocols.</p>	↔
Reputation: Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	1	4	<p>Information Sharing protocols are in place and used appropriately.</p> <p>Robust safeguarding policies and procedures in place, with experienced staff supporting this area of work, ensuring that confidence in how the Division responds to safeguarding concerns is high.</p>	↔
CR12: Integrated Health and Social Care				
Political & Legislative- Inability and capacity of key partners to work effectively together and failure to put in place	1	1	<p>Information Sharing Protocols developed and operational.</p> <p>Integration of Health and Social Care is considered at all levels of the</p>	↔



Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
governance structures to deliver integrated health and social care services across the region.			<p>organisation through the strategic leadership group (SLG) and the Regional Steering Group.</p> <p>Arrangements are reviewed through regular reports to the relevant Scrutiny Committee.</p> <p>Significant changes to the structure and staff are considered by Cabinet and Trade Unions.</p>	
Resource- Failure to effectively agree pooled funding in line with legal frameworks and deliver fully integrated IT systems and the inability of staff to work across the organisational boundaries.	3	3	<p>Financial authorisation and management of disputes processes are in place with Cardiff and Vale University Health Board for joint funding arrangements.</p> <p>Developed the ability or integrated teams to access information across health and social care systems.</p> <p>IT issues are escalated to Operational Manager for IT and Contact Centre issues are escalated to Head of Performance and Development.</p> <p>Joint Commissioning Board meets regularly to progress work for pooled budgets and consider plans for joint commissioning of other services in line with Part 9 of the SSWB Act</p>	
Service Delivery & Well-being - Impact of poor communication, disproportionate funding and the failure of new service delivery models to deliver health and social care services that meet the diverse needs of the community.	1	2	<p>Launched the Dewis Cymru Portal that has enabled more effective signposting to services.</p> <p>Reviewed and put in place new assessment processes and IT infrastructure to ensure compliance with the Social Services and Well-being (Wales) Act.</p>	
Reputation- Failure to manage expectations of service delivery as part of the new delivery models, hence impacting on the Council's reputation.	2	3	<p>Launched the Dewis Cymru Portal that has enabled more effective signposting to services.</p>	
CR13: Unauthorised Deprivation of Liberty Safeguards				
Political & Legislative- Risk of legal challenge	4	3	Regular scrutiny and CMT reports to highlight key issues affecting DOL	




Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
and political repercussions as a result of failure to adhere to the Deprivation of Liberty (DOL) Safeguards for relevant care home residents and those living in their own homes (where authorisation from the Court of Protection has not been sought).			Safeguards. The DOL Safeguards Management Board oversees development.	
Resources- Impact of budgetary pressures and a failure to maximise our existing resources in terms of the capacity of both staff and our key partners to effectively safeguard adults at risk of Deprivation of Liberty.	4	3	Additional Best Interest Assessors have been recruited to meet the increased demand for additional assessments. Efficient use and co-ordination of resources on a regional basis via a collaborative arrangement with Cardiff Council and Cardiff and Vale University Health Board. Light touch review of systems and processes undertaken to put in place more robust processes to support the timely completion of assessments.	↔
Service Delivery & Well-being- Failure to identify individuals living in domestic settings at risk of DOLs and the inability to undertake timely assessments resulting in unauthorised DOL impacts on the health and well-being of individuals.	4	3	Effective case management processes in place.	↔
Reputation- Reputational impact of failure to adhere to DOL Safeguards and could draw criticism from our regulators	3	3	Developed good relationships with the Welsh Government, our regulators and key partners and feed into the Association of Directors of Social Services (ADSS).	↔
CR14: Contract Management				
Political & Legislative: Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts	1	2	Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice	↔





Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
the service/Council at risk of challenge.			and support on contract management.	
Resources Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	1	2	<p>Situation with regard to the finalisation of contracts reported to CMT on monthly basis.</p> <p>Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.</p> <p>Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.</p> <p>Revised Procurement Code of Practice published on StaffNet.</p> <p>Procurement pages on the Staffnet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity.</p> <p>Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed via Insight Board and CMT.</p>	
Service Delivery & Wellbeing: Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	1	2	<p>Service performance requirements included in contract documentation.</p> <p>Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.</p>	
Reputation: Reputational damage due to poor management/lapse of contact arrangement.	1	4	Service performance requirements included in contract documentation.	
CR15: Transition to Welsh Community Care Information System (WCCIS)				
Political & Legislative- Political repercussions of failing to fully implement the new WCCIS within	2	3	Initial launch/Go Live has been successful. Delivery of other developmental phases of the system is monitored via operational meetings.	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
the designated timescales.			Regular reporting of progress/updates via Insight, CMT and Cabinet.	
Resource -Failure to maximise and mobilise our existing resources to ensure full implementation/development of WCCIS across the Directorate.	2	2	Extension of SWIFT contract has been negotiated to support the transition between the two systems. Identified Super Users for the system. Successfully trained all staff on using WCCIS which is now operational.	
Service Delivery & Well-being - Failure to effectively make the transition to WCCIS and safeguard client information could impact the ability of services users to access services readily.	2	3	Regional operational meetings. Super Users have been identified that maintain links with the national and regional team.	
Reputation - Reputational impact of not being able to retrieve performance information from the new system (WCCIS) and the archive system (SWIFT) part way through a financial year.	2	3	Put in place mechanisms to record our performance data in the interim until we can develop new reporting scripts to extract performance information from WCCIS. We have managed expectations and raised awareness amongst CIW and Welsh Government officials of the limitations of data reporting during the transitional period.	

Service-level Risks

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
RMS:SR1 - Reduction in service availability because of increasing demand, higher expectations and changes to eligibility criteria.	2	4	Reviewing and remodelling current service provision in favour of well-being and preventative support wherever possible and developing opportunities for integration and collaboration. Improve support available to carers within the community to ensure our compliance with the Social Services and Well-being (Wales) Act. A new RSG Work stream focusing specifically on Carers has been established to facilitate this.	
RMS:SR2 - The Council is unable to meet the statutory responsibilities for responding	1	4	Through maintaining appropriate staffing levels and expertise, alongside prioritisation of work and effective reviews of services and efficiencies	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
effectively to situations where people are at risk of neglect or abuse.			<p>achieved by public services working together more closely. Ensuring adequate levels of staff to safeguard adults and children at risk.</p> <p>Complete training and awareness-raising with other professionals and organisations to increase the sharing of information and support to identify risk factors. Liaison with relevant organisations and sharing of good practice, Effective leadership of Safeguarding Boards for children and adults. All newly issued contracts contain a clause outlining that Safeguarding is a provider's responsibility.</p>	
RMS: SR3 - Closure/failure of our commissioned providers.	2	4	<p>Provide support to promote social enterprises and co-operatives. Independent sector providers will have access to additional support and advice. Close monitoring of commissioned services is undertaken via effective quality assurance. The Provider Performance Protocol sets out performance standards/expectations and enables us to deal with any poor performance issues in a timely manner. The Quality Assurance Group is responsible for monitoring and identifying any areas of concern/issues among providers as they emerge.</p>	
RMS:SR4 - Social Services Well-being Act impacting the ability to secure income (through charging) putting the authority at potential financial risk.	2	3	<p>Development of a clear charging policy with accompanying information leaflets to ensure citizens are able to understand the implications of charging for services. Timely and accurate financial assessments to ensure application is completed in an effective manner and consequences for individuals and the Council are well understood.</p>	
RMS:SR5 - Insufficient funds to meet the rising demand for services.	2	4	<p>Expenditure is closely managed through the directorate's budget programme board. We are generating better and more timely monitoring information and forecasting. Service delivery models are being reshaped as part of the wider change programme. Robust negotiations with providers around new fee structures. Utilising the</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Joint Commissioning Board to support regional negotiations.	
RMS:SR6 - Inability to implement requirements of the Social Services and Well-being (Wales) Act.	1	4	<p>The reshaping services agenda will take into account the requirements of the Social Services and Well-being (Wales) Act.</p> <p>The Regional Steering Group oversees the requirements to deliver successfully the components of the SSWB Act. There are workstreams led by a Head of Service/Assistant Director that continue to operate and ensure that we remain complaint and ensure we are aware of risks.</p>	
RMS:SR7 - Inability to provide levels of training for staff or independent sector to ensure quality of care for citizens.	2	4	<p>Some training provision is provided regionally. For example in partnership with other local authorities/ organisations regionally/ nationally where possible. We have a Workforce Development Group that includes representatives from the Third Sector, Private Providers, College and other council departments. We collaborate with Health, Social Care Wales and Social Services Improvement Agency to develop appropriate training programmes in response to Welsh Government policy/initiatives.</p> <p>Cabinet agreed for the formation of a Regional Workforce Development and Training Unit which will become operational from April, 2018.</p>	
RMS:SR8 - Availability of other partners to support the preventative services agenda	2	3	Identify and support partners through close collaboration. Identify areas of need where preventative services can be provided to ensure that citizens are re-abled wherever possible and retain independence for as long as practicable, without creating dependency on statutory services. Assistant Director for Integration post is in place who is responsible for taking the lead on progressing the preventative services agenda across the region.	
RMS:SR9 - Insufficient capacity in care settings to deliver services to meet the care and	2	3	Ongoing liaison with providers to effectively negotiate fees and ensure services meet the expected standards for care and support services.	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
support needs of service users.			Standard toolkit to be considered when Welsh Government have developed it.	

Appendix C details the risk evaluation scores for our service specific risks and those corporate level risks which impact on the service

Resources Management, Safeguarding and Performance Action Plan 2018/19

Well-being Outcome 4: An Active and Healthy Vale	Objective 7: Encouraging and promoting active and healthy lifestyles
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Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AH4	Implement a bespoke Family Information Service database and record management system.	A cost-effective FIS database/record management system is operational.	N/A	Nicola Hale	1/4/2018	31/3/2019	Existing resources
AH5	Work in partnership with Public Health Wales to develop an Obesity Strategy for Cardiff and the Vale of Glamorgan.	Vale of Glamorgan Council makes a valuable contribution in the development and delivery of the Cardiff & Vale Obesity Strategy.	N/A	XXX	1/4/2018	31/3/2019	Existing resources and Support from Public Health W and other partne

Comment [JA3]: Plan will be amended once decision made on who owner is.

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 Milestones 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AH7	Contribute to the development and implementation of the Regional Partnership Board Annual Plan.	Contribute to the planning of services in response to identified need across the region. Delivery of the Regional Partnership Board Annual Plan.	N/A	All Heads of Service	1/4/2018	31/3/2019	Existing resources
AH7	Review and amend our processes for Adults at Risk to ensure we remain compliant with the Social Services and Well-being (Wales) Act.	Revised processes implemented and widely communicated to all staff. Staff feel more confident in using procedures. Effective compliance with our Safeguarding responsibilities under the SSWB Act.	N/A	Natasha James	1/4/2018	31/3/2019	Existing resources
AH7	Support the Assistant Director for Integration to develop a more joined up approach to developing preventative services that are aligned to the Social Services and Well-being (Wales) Act and Well-being of Future Generations Act to better promote independent living in relation to Adults.	Increased usage and entries onto DEWIS portal for preventative services from Third Sector as well as statutory sector. Increase number of preventative services recognised and developed.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AH7	Deliver the Citizens' Panel work stream and establish a Citizens' Panel that complies with requirements of the Social Services and Well-being (Wales) Act.	Effective arrangements that ensure citizen and provider views are obtained.	N/A	Natasha James	1/4/2018	31/3/2019	Existing resources
AH7	Continue to identify opportunities for joint commissioning where it can be evidenced to be of benefit in line with duties set out in Part 9 of the Social Services and Well-being (Wales) Act (Collaboration and Partnerships).	Joint commissioning opportunities with our partners are realised under our duties for Part 9 (Collaboration and Partnerships) of the SSWA.	N/A	Gaynor Jones	1/4/2018	31/3/2019	Existing resources
AH7	Continue the work of the Regional Steering Group and the long term commitment of the previous Delivering Transformation Grant associated with delivery of new Social Services legislation.	Continued progress in delivery of the key priorities in relation to implementing the SSWB Act.	N/A	All HoS	1/4/2018	31/3/2019	Existing resources
AH7	Support the Welsh Government review and further implementation of the National Performance Measurement Framework in line with the new requirements of the Social Services and Well-being (Wales) Act going forward.	An outcome based approach which focuses on measuring what matters. New Performance Framework in line with requirements of the SSWB Act is fully implemented.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
AH10	Continue full implementation of the Welsh Community Care Information System (WCCIS) for the Directorate with a focus on developing the financial aspects of the system.	Optimum use made of all aspects of the system contributing to improved planning and coordination of care across health and social care and improved service user experience overall.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AH11	Enable the Corporate Safeguarding Group to continue to focus on delivery of 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.	Effective compliance with Corporate Safeguarding policy and responsibilities.	N/A	Natasha James All Council Directorates	1/4/2018	31/3/2019	Existing resources
AH11	Develop and implement training workshops for staff in respect of safeguarding enquiries relating to Adults at Risk.	Staff feel more confident in using procedures. Effective compliance with Corporate Safeguarding policy and responsibilities.	N/A	Natasha James	1/4/2018	31/3/2019	Existing resources
AH11	Support the completion of the review of the All Wales Child and Adult Protection Procedures.	Completion of associated preparatory work for the implementation of the revised safeguarding procedures. Staff feel more confident in using procedures.	N/A	Natasha James	1/4/2018	31/3/2019	Existing resources
AH11	Implement agreed recommendations arising from the 2017/18 Safeguarding Internal audit work.	Effective compliance with Corporate Safeguarding policy and responsibilities.	N/A	Natasha James	1/4/2018	31/3/2019	Existing resources
AH13	Work with our partners regionally to develop an Accommodation with Care Strategy to promote independent living.	Sustainable arrangements established which will contribute to meeting the increasing demand for older people to remain independent for as long as practical.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
AH14	Collate and review a data set linked to Child Sexual Exploitation, to enable the authority to analyse the safeguarding activity and	Monitoring effectively tracks our progress and proactively informs future developments in safeguarding arrangements.	N/A	Natasha James	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
	outcomes in this area.						

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 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
AC10	Deliver further Equality Impact Assessment training to staff as appropriate.	Officers are aware of their responsibilities for conducting EIAs. EIAs undertaken are appropriate and of a high quality.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
AC12	Ensuring continued compliance with the 'More than Just Words' policy.	We effectively strengthen the use of Welsh Language services for those accessing social care services.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
AC12	Continue to support staff as adults Welsh learners and encourage them to utilise this skill in the work environment.	Increase in the number of Welsh learners within the service. Staff are encouraged to utilise Welsh language in the work place.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources

Appendix B

Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
CP1	Continue to support the Council's Reshaping Services agenda and its associated projects.	We effectively support delivery of the programme and achieve our savings targets for the service.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP1	Continue to manage the budget programme rigorously and identify the actions required to meet the budget target for the year.	We meet our budget target for 2018/19.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP2	Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the RMS Service.	Reduction in sickness absence rates in line with 2018/19 targets.	No. days/shifts lost due to sickness absence	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP2 W	Ensure that the restructure of the former Business Management and Innovation division to Resources Management, Safeguarding and Performance beds in, with permanent recruitment to vacancies and thorough induction and training programmes.	Increased service resilience.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP2 W	Encourage staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support.	Increased staff mobility and flexibility contributes to a more responsive and effective service. Reduction in work space required and associated	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
		costs.					
CP2 W	Continue to focus on establishing succession plans to nurture a broader skill mix amongst the workforce to build in greater levels of resilience within RMS teams.	Increased service resilience.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP2 W	Focus on ensuring fluidity in staff movement within and across RMS teams whilst providing a culture that supports staff through change.	Increased service resilience.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP2 W	Increase resilience within RMS teams to ensure that changes in skill mix enable us to use our diverse workforce appropriately and to operate optimum services in collaboration with partners.	Appropriate plans are in place to maximise use of the skill mix within RMS teams in order to operate optimum services.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP2 W	Explore the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment.	Effective recruitment to vacant posts, including 'hard to fill' and specialist posts. Increased service resilience.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP2 W	Continue to engage with local colleges to attract the next generation of trainees.	More appointments at trainee entry point positions and increase in the number of 16-24 year olds represented in the workforce.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP2 W	Explore options for utilising existing apprenticeship frameworks to identify and attract trainees.	More appointments at trainee entry point positions and increase in the number of 16-24 year olds represented in the workforce.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
CP2	Continue progressing the	Increased resilience within	N/A	Head of	1/4/2018	31/3/2019	Existing

Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
W	implementation of the Regional Workforce Unit	teams to support succession planning.		Resources Management and Safeguarding			resources
ICT	Support full implementation of the WCCIS for the Division.	Optimum use made of all aspects of the system contributing to improved planning and coordination of care across health and social care and improved service user experience overall.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
P	Procure support and respite services for children, young people and their families/ carers.	Appropriate range of services to support young people and their families/ carers.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/5/2018	Existing resources
P	Procure Extra Care domiciliary provision	Improved outcomes for the residents in relation to their health and general well-being	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/10/2018	Existing resources
P	Procure support services for people with visual impairment.	Services continue to support the needs of service users to help them retain their independence for longer	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/1/2019	Existing resources
P	Implement a joint service with Cardiff for adult advocacy provision.	Provision is in accordance with the national approach. Continued independent assistance enables clients/ service users ultimately to achieve their goals and/or to access the services they need.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/10/2018	Existing resources
P	Procure a Direct payments/ management and Support Service.	Direct payment users are provided with the information, advice and support they need to manage a direct payment and help to fulfil their obligations as an employer where Personal Assistants are directly employed.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer responsible	Start Date	Finish Date	Resources Required
P	Implement joint contract documentation with Cardiff Council and Cardiff and Vale University Health Board in respect of nursing and residential provisions placements to reflect an expectation regarding standards	Service users continue to be appropriately supported to maintain their independence, and well-being.	N/A	Head of Resources Management and Safeguarding	1/4/2018	31/3/2019	Existing resources
E	Consult with young people and adults who have been through the safeguarding process to ascertain their satisfaction with the level of support they have received.	Views of service users inform future service developments. Increased satisfaction with services.	N/A	Natasha James Laura Eddins	1/4/2018	31/3/2019	Existing resources
E	Engage with young people who have been involved and supported through the Child Sexual Exploitation safeguarding process.	Views of service users inform support provided and other service developments.	N/A	Natasha James Laura Eddins	1/4/2018	31/3/2019	Existing resources
E	Undertake consultation with key stakeholders including adults, young people, parents and carers (who are involved with Social Services). (Qualitative Social Services Measures)	Views of service users inform future service developments. Increased satisfaction with services.	N/A	Natasha James Laura Eddins	1/4/2018	31/3/2019	Existing resources

Risk Evaluation Scoring

Corporate Risks

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
CR1: Reshaping Services									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4
Reputation	3	3	9	2	2	4	2	2	4
Average risk score	3	3	9	2	2	4	2	2	4 (Medium)
CR2: Legislative Change									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	4	3	12	2	1	2	2	3	6
Service Delivery & Well-being	3	3	9	2	1	2	2	3	6
Reputation	4	3	12	2	1	2	2	3	6
Average risk score	4	3	12	2	1	2	2	3	6 (Medium)
CR6: Workforce									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	2	2	4	2	2	4
Service Delivery & Well-being	2	2	4	2	2	4	1	1	1
Reputation	3	3	9	2	2	4	2	2	4
Average risk score	3	3	9	2	2	4	2	2	4 (Medium)
CR7: Information Security									
Political & Legislative	4	3	12	2	2	4	2	2	4
Resources	4	3	12	2	2	4	2	2	4
Service Delivery & Well-being	4	4	16	2	2	4	2	2	4
Reputation	4	3	12	2	2	4	2	2	4
Average risk score	4	3	12	2	2	4	2	2	4 (Medium)
CR11: Safeguarding									
Political & Legislative	2	3	6	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	3	2	6	1	2	2
Reputation	2	4	8	3	1	3	1	4	4
Average risk score	3	3	9	3	2	6	1	3	3




Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
									(Medium/Low)
CR12: Integrated Health and Social Care									
Political & Legislative	2	3	6	3	3	9	1	1	1
Resources	3	3	9	1	1	1	3	3	9
Service Delivery & Well-being	2	3	6	2	2	4	1	2	2
Reputation	2	3	6	1	1	1	2	3	6
Average risk score	2	3	6	2	2	4	2	2	4 (Medium)
CR13: Unauthorised Deprivation of Liberty Safeguards									
Political & Legislative	4	3	12	1	1	1	4	3	12
Resources	4	3	12	1	1	1	4	3	12
Service Delivery & Well-being	4	3	12	1	1	1	4	3	12
Reputation	3	3	9	1	1	1	3	3	9
Average risk score	4	3	12	1	1	1	4	3	12 (High)
CR14: Contract Management									
Political & Legislative	3	3	9	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	2	3	6	2	2	4	1	2	2
Reputation	3	4	12	3	1	3	1	4	4
Average risk score	3	3	9	2	2	4	1	3	3 (Medium/Low)
CR15: Transition to Welsh Community Care Information System (WCCIS)									
Political & Legislative	4	3	12	2	1	2	2	3	6
Resources	4	3	12	2	2	4	2	2	4
Service Delivery & Well-being	4	3	12	2	1	2	2	3	6
Reputation	4	3	12	2	1	2	2	3	6
Average risk score	4	3	12	2	1	2	2	3	6 (Medium)

Service-level Risks

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
RMS:SR1 - Reduction in service availability because of increasing demand, higher expectations and changes to eligibility criteria.	2	4	8	2	4	8 (Medium/High)

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
RMS:SR2 - The Council is unable to meet the statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	1	4	4	1	4	4 (Medium)
RMS: SR3 - Closure/ failure of our commissioned providers.	2	4	8	2	4	8 (Medium/High)
RMS:SR4 - Social Services Well-being Act impacting the ability to secure income (through charging) putting the authority at potential financial risk.	3	3	9	2	3	6 (Medium)
RMS:SR5 - Insufficient funds to meet the rising demand for services.	2	4	8	2	4	8 (Medium/High)
RMS:SR6 - Inability to implement requirements of the Social Services and Well-being (Wales) Act.	1	4	4	1	4	4 (Medium)
RMS:SR7 - Inability to provide levels of training for staff or independent sector to ensure quality of care for citizens.	2	4	8	2	4	8 (Medium/High)
RMS:SR8 - Availability of other partners to support the preventative services agenda	2	3	6	2	3	6 (Medium)
RMS:SR9 - Insufficient capacity in care settings to deliver services to meet the care and support needs of service users.	3	4	12	2	3	6 (Medium)

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.

Scoring risks	
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				

Effectiveness of Controls Score

Score	Effectiveness of Control
0	Very Low control of the risk
1	Low control of the risk
2	Medium control of the risk
3	High control of the risk
4	Very high control of the risk