

1. Introduction

The service areas of Children and Young People Services, Adult Services, and Resources Management and Safeguarding combine to form the Social Services Directorate. The Directorate has a wide range of statutory duties and responsibilities. Its primary role is to protect, support and meet the social care needs of vulnerable children and adults, helping them to achieve the best quality of life possible.

1.1 About our Service – Children and Young People Services

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

Our broad functions are as follows:

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

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

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

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

Placements and Permanency Team: works to recruit, assess, train and support local carers to provide foster placements for children who can no longer be looked after by their own families, either in the short term or longer. In some cases, children will need and want to stay with their foster family

until they are adults. The team also assess and support a child's extended family members to look after him/ her under kinship foster care arrangements, or find placements for children who need to be placed out of area.

All these teams are based together in the same office and so they are in easy, daily contact with one another, making co-ordination of care and support plans and transitions between teams as smooth as possible. The teams use a common assessment, planning, reviewing and recording system which is being further streamlined and adapted to meet the requirements of the Social Services and Well-being (Wales) Act 2014. We successfully launched the use of the Welsh Community Care Information System (WCCIS) in November 2017, as a replacement to our SWIFT system for the recording of case management and workflow information. The new system will enable us and a range of community health services to more effectively plan and co-ordinate the delivery of services to individuals, families and communities.

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

Additionally, the wider Division includes the following teams:

Families Achieving Change Together is a Families First early intervention and prevention service enabling families to make positive changes, reducing the number of families developing more complex and challenging needs. The ability of the service to work effectively at and before the front door of statutory children's services is central to effective prevention.

Flying Start is Welsh Government funded and provides support to families to give children a better start in life. Its aim is to improve a child's development, health and well-being in preparation for school in a way that promotes a child's ability to fulfil their potential. Flying Start works in partnership with statutory children's services where children involved with Children and Young People Services live in the Flying Start area.

The Youth Offending Service is a statutory multi-agency partnership responsible for preventing offending and further offending in the Vale of Glamorgan. Working closely with teams across Children and People Services and its partners, the service promotes preventative working that seeks to prevent offending where possible.

The Regional Adoption Collaborative, hosted by the Vale of Glamorgan, operates across the Vale of Glamorgan, Cardiff, Rhondda Cynon Taf and Merthyr Tydfil assessing and approving adopters, providing support, and family finding for children whose plan is adoption. The Collaborative is one of five regional adoption Collaboratives across Wales that form part of the National Adoption Service.

These teams report to Welsh Government, the Youth Justice Board and the National Adoption Service respectively, in accordance with their planning and reporting schedules.

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

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council’s vision – ‘**Strong Communities with a Bright Future**’.

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

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

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

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

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

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

1.3 Developing Our Plan

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

- The Directorate’s Annual Self-Assessment for 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);
- The Director of Social Services Annual Report 2016/17 and the associated Head of Service report 2015/16;
- The CSSIW Fostering Service Inspection Report 2016;
- Requirements to meet duties arising from Social Services legislation such as the Social Services and Well-being (Wales) Act at a time of limited public sector resources;

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 four years the Children and Young People 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
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing poverty and social inclusion	IS06	Align relevant activities associated with Families First, Flying Start, Communities First and Supporting People programmes to maximise opportunities across all programmes (2018/19).
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS14	Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH7	Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority work streams of: <ul style="list-style-type: none"> — provision of information, advice and assistance services — eligibility/assessment of need — planning and promotion of preventative services — looked after children — workforce — performance measures — maintaining duties under the All Wales Child Protection Procedures. (2016/17)
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:
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing poverty and social inclusion	IS06	Align relevant activities associated with Families First, Flying Start, Communities First and Supporting People programmes to maximise opportunities across all programmes (2018/19).	Continue to enhance our collaborative approach in relation to Flying Start and Families First by further aligning the activities of Families First, Flying Start and Supporting People Programmes.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS14	Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.	Expanding restorative justice approaches through the implementation of the Policing Looked After Children Protocol, improving our approach to monitoring and information sharing of Looked After Children in the Youth Justice System. We will also focus on working in collaboration with key partners on the enhanced case management project for implementing trauma informed practice. As well as delivering actions in response to the Lord Laming report in relation to 'In Care and Out of Trouble'.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH7	Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority work streams of: — provision of information, advice and assistance services — eligibility/assessment of need	Continue to work with Cardiff Council and Cardiff and Vale University Health Board to increase the transparency of the continuing health care process, as it relates to children and young people and seek local authority membership of the panel.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
			<ul style="list-style-type: none"> — planning and promotion of preventative services — looked after children workforce — performance measures — maintaining duties under the All Wales Child Protection Procedures. (2016/17) 	Utilising the frameworks offered by the Children's Commissioning Consortium Cymru (4Cs) and the National Fostering Framework, address the challenges associated with the shortfall of children's placements.
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)	Improve equality monitoring data to enable more informed decisions about service delivery.
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)	Promote and provide opportunities for staff to access Welsh language courses.

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).	<ul style="list-style-type: none"> • Comply with the Social Services Budget Programme and associated targets. • As part of Tranche 2 continue to support delivery of the Council's Reshaping agenda and its associated projects.
CP2	Align the workforce plan to the Reshaping Services strategy, ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18).	<p>Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.</p> <p>Deliver our key workforce development priorities for the coming year that include:</p> <ul style="list-style-type: none"> • Explore options in terms of succession planning, in relation to the ageing profile of some teams and also in relation to the team manager and operational management tiers. This requires us to ensure that current and future managers are equipped with the skills required to manage modern Social Services through continuing to enhance the Management Development Programme; • Enabling fluidity in staff movement within and across teams, where this supports development, whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop; • To address the vacancies that exist in critical posts to the business and areas by exploring options that target recruitment more effectively and achieve recruitment to vacant positions. • Reviewing our approach to alternative distribution of workloads to assess whether reconfiguring the roles and remits would be beneficial in addressing capacity issues within teams to better manage our approach to rising demand.

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			
209	181.46	7.39	2.85	10.24	27 (12.92%)	95%

During 2017/18, 96% of #itsaboutme staff appraisals were completed for the Service compared to 95% in the previous year. This equates to 172 appraisals completed out of a total 221. Of those that remain outstanding there were 42 exemptions and 7 not completed. For appraisals that have not yet been completed, dates have been set with a commitment to prioritise their completion. Staff continue to be supported in accordance with the Social Services Supervision Policy.

The average number of days sickness absence per full time equivalent has worsened very slightly during quarter 2 2017 in comparison to the same period last year, with the Service reporting a quarter 2 performance of 5.79 days during 2017/18, compared to 5.41 days during the same period last year. It would be important to note, however, that although the average number of days lost has only slightly increased, we still remain well within the Directorate’s annual target of 5.80. The majority of sickness absence continues to be long term, during quarter 2 2017/18 4.05 days/shifts were lost due to long term sickness compared with 1.74 days/shifts due to short term sickness. This is a similar pattern to the same period last year where 4.05 days/shifts were lost due to long term sickness compared to 1.36 days/shifts lost due to short term sickness. 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 quarter 2 2017/18, staff turnover had significantly decreased to 4.24% compared to 6.62% during the same time period in 2016/17. During quarter 2 2017/18, all leavers were voluntary leavers (4.24). The voluntary turnover figure for this service has comfortably remained within the whole Council’s target of 7.5% for 2017/18.

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:

- We have experienced mixed success with recruitment across the Division. For some areas we have had healthy interest in posts advertised, so have been able to successfully recruit to

positions readily. For example, the VVC has seen a high level of candidates apply for Social Work positions. However, in some other areas the recruitment picture has been more problematic. This is particularly the case in relation to frontline Social Work posts, for example in Intake and Family Support where, in keeping with the national trend, recruiting permanently to Social Work posts has presented challenges. There are also vacancies in our Care Management Team where there is a need to recruit experienced staff. To address the challenges we face in recruiting the best possible candidates we have developed a bespoke recruitment campaign utilising national publications such as Community Care and also social media. Despite some recruitment issues, we have good examples of successfully retaining staff through enabling them to progress into other areas of social work within the Division, and we have also successfully recruited to Social Worker vacancies from our student pool post qualification.

- The age profile of the Service has remained relatively static between 2016 and 2017. The proportion of 16-24 year olds continues to remain low within the Division with the continuing trend towards an ageing workforce. Between 2016 and 2017 the proportion of 16-24 year olds employed by the Division dropped from 5% (September 2016) to 3% in September 2017. Equally, 43% of the workforce are aged over 45. We have exhausted the traditional routes of recruitment for attracting new Social Workers. We are therefore thinking more creatively with regard to other options available.
- Succession planning and building resilience within teams continues to be a key area of ongoing development. A pilot for Social Care Officers was developed in line with the Social Services and Well-being (Wales) Act which has successfully focused on the training and development of unqualified staff to support them in undertaking assessments. We need to continue to develop our Business Support Staff to equip them in meeting the changing demands of the Service.
- In response to the rising demand for services, we need to look more resourcefully at how we manage demand for our services within our existing resources. We have already trialled some interim measures with regard to the alternative distribution of workloads, and further work is planned to consider whether this approach is sustainable into the longer term.

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

- Having identified the critical posts to the business and areas where recruitment challenges exist, further explore options that target recruitment more effectively and achieve recruitment to vacant positions.
- Explore options in terms of succession planning, particularly in relation to the ageing profile of some teams and also in relation to the Team Manager and Operational Manager tiers. This requires us to ensure that current and future managers are equipped with the skills required to manage modern Social Services through continuing to enhance the Management Development Programme;
- Enabling fluidity in staff movement within and across teams, where this supports development, whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop;
- Reviewing our approach to alternative distribution of workloads to assess whether reconfiguring the roles and remits would be beneficial in addressing capacity issues within teams to better manage our approach to rising demand.

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:

- ~~Achieve an appropriate ICT solution for the Vale, Valleys and Cardiff Adoption Collaborative.~~

Finance

The base budget for Children and Young People Services for 2018/19 is £15,187M. No further savings have been identified for 2018/19. However the service faces additional cost pressures in 2018/19 totalling £581k.

Children and Young People Services will also be contributing to the delivery of general policy and Council-wide savings. For 2018/19 these are:

- Review of the Procurement (Reshaping Tranche 3) – £1m
- Income and Commercial Opportunities (Reshaping Tranche 3) – £550k
- Digital Strategy (Reshaping Tranche 3) – £250k
- Establishment Review (Reshaping Tranche 3) – £250k
- Minimum Revenue Provision – £1.5m

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).

No asset priorities have been identified for the Service going forward into 2018/19. However, the Division will work closely with corporate colleagues to continue to ensure that all our existing assets remain compliant with all relevant building legislation.

Procurement

In line with corporate guidance, we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate well-being outcomes. Our key areas of focus for 2018/19 are:

- ~~Tendering of our Family Support Services during April 2018.~~
- ~~Reviewing the use of our Service Level Agreements and Letters of Understanding by March 2019.~~
- Tendering for Flying Start provision at the Colcot site during Spring 2018 with the regulated provision to be live from the 1st September 2018. The contract will be for the duration of two years with an option to extend for a further 2 years in 12 month stages (depending on service requirements and grant position).

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on children and young people.

Highlighted below are our planned activities for the coming year.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Continuation of the Qualitative Measures work	Questionnaires to be sent to all young people aged between 7-17 and their parents (where involved with Social Services). Discussions are on-going regarding the methods to engage young people and their parents for the 2018/19 qualitative measures. Regional workshops have commenced to explore

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
	<p>our approach.</p> <p>Where possible, questionnaires will be incorporated into existing consultation methods so that they remain service specific.</p>
<p>Placements and Permanency Fostering Reviews</p>	<p>Review form currently used for Fostering Social Workers to complete with young people has been adapted to SNAP and outcomes pertinent to service development will be identified by the Policy and Quality Assurance Officer and incorporated into a report.</p>
<p>Child Health and Disability Team (CHAD)</p>	<p>Interviews with young people regarding the transition process.</p> <p>Interviews with parents regarding information, support and care planning.</p> <p>Interviews and questionnaires to be sent for the performance measures and relevant outcomes to be incorporated into the QA process.</p>
<p>Flying Start Consultation (termly)</p>	<p>Questionnaires to continue to be sent to all parents with a child who have had contact with Flying Start and whose child had reached the age of two.</p> <p>The questionnaire will then be used for a focus group discussion to ascertain views about the questions.</p>
<p>Leaving Care</p>	<p>Further to events being organised this year and next, the Policy and QA Officer will be attending the drop in centre once a month and meeting young people who use the centre to discuss their involvement and support from the 15 plus team.</p>
<p>Child Sexual Exploitation Strategy</p>	<p>Plans are being developed 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.</p>

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 2018/19	Planned	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Regional Adoption Collaborative (VVC)	Implementation of recommendations from the Best Value Review of the Regional Adoption Collaborative.	Four other local authorities and two health boards working together to deliver a regional collaborative for adopted children and their families, with a target to increase the availability of adopters and improve adoption support.	Vale of Glamorgan, Merthyr, Cardiff and Rhondda Cynon Taff Councils and two Health Boards. Partnership Agreement in place – governance arrangements operate via a Management Board and a Joint Committee.
Integrated Family Support Service (IFSS)	Delivery of training to the wider workforce (partners) on the IFST model of intervention to improve their confidence/competence at using an early intervention/prevention model. Continue to embed the formal review process of IFSS cases.	To improve inter agency working and provide a more integrated services across health and social care and Third Sector agencies.	Integrated Family Support Services Board includes both statutory and non-statutory services including the Vale of Glamorgan Council, Cardiff Council and Cardiff and Vale University Health Board representatives.
National Fostering Framework	An All Wales approach to address the retention and recruitment of foster carers.	Strategic Board in place with regional representatives.	Regional Board.
Reflect	A regional Welsh Government funded project to promote the ability of mothers who have experienced the removal of a child to care for future children.	Regional Board.	

Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In addition to our service specific risks, there are a number of corporate level risks which impact on our service and these are identified below. In identifying these risks we have also shown how we are managing 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>Tranche 3 projects of a corporate nature lessen the impact on front line services.</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	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</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
service models that best meet the diverse needs of the local community.			activities inform project development.	
Reputation: Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	2	2	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.	
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	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.	
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	Effective implementation of the Social Services and Well-being (Wales) Act Action Plan. Continue to support the ongoing development of the DEWIS Information Portal. Implemented new assessment processes to ensure compliance with requirements of the Act. We develop an Annual Consultation Programme that is aligned to the duty within the Act to engage with citizens/service users.	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
Reputation: Reputational damage of failing to effectively 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.	2	3	Comprehensive engagement and consultation undertaken as part of the implementation of the Act with service 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	Management Development Programme and Competency Framework are supporting our managers to up skill and enhance succession planning. 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. Improvements made to workforce planning processes. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council.	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Workforce Planning delivered with a focus on alternative service delivery and workforce implications.	
Service Delivery & Wellbeing: Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future	1	1	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.	
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	2	2	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.			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 Commissioner this would attract.	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.	
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	<p>The All Wales Procedures and associated protocols are embedded in Social Services and are reviewed and updated nationally.</p> <p>Contribute to the ongoing cyclical review of the All Wales Protection procedures.</p> <p>Attend meetings of the All Wales Safeguarding Management Group and contribute to national developments.</p> <p>Build and develop on the Regional Safeguarding Board's model.</p> <p>Work with the Regional Safeguarding Boards, the Council's Corporate Safeguarding Steering Group and Schools to deliver our safeguarding responsibilities.</p>	
Resources: Failure to comply with the corporate safeguarding requirements especially relation to recruitment and staff training.	1	2	<p>Safer Recruitment Policy is in place to ensure checks on staff working with children and young people are carried out.</p> <p>Referral of Safeguarding Concerns procedure in place.</p> <p>Staff Supervision policy in place within the division with regular</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			<p>monitoring of quality and practice of those staff.</p> <p>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.</p> <p>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.</p> <p>Ensure work is prioritised and review systems are in place. For Children and Young People Services, all contacts are received by the Intake and Family Support Team. We have added additional resources to the Duty function within the Intake and Family Support Team to support more timely assessments and more effective signposting.</p>	
<p>Service Delivery & Wellbeing: Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.</p>	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.</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>Reputation: Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its</p>	1	4	<p>Information Sharing protocols are in place and used appropriately.</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
reputation and attract negative criticism from our regulators.				
CR14: Contract Management				
Political & Legislative: Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	1	2	<p>Updates regarding contract monitoring and management are considered by Audit Committee.</p> <p>Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.</p>	
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	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</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
contract impacts on the ability of the Council to continue to provide priority services.			with providers and taking corrective action where required.	
Reputation: Reputational damage due to poor management/lapse of contact arrangement.	1	4	Service performance requirements included in contract documentation.	

Service-level Risks

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
CYP:SR1 - Insufficient funding and staff capacity to meet the growing demand for services.	1	4	A review of demand has been undertaken to inform the allocation of workload priorities. Some short term measures have spread work more equitably across the Division and to explore the merits of a different working model. We continue to explore whether this form of alternative distribution is effective and sustainable.	
CYP:SR2 - Lack of available of specialist residential placements and the associated financial impact of high cost placements on our ability to effectively meet the increasingly complex needs of children and young people.	4	3	We undertook a tendering exercise to achieve more local residential care provision from the independent sector. We have also focused on providing additional support to foster carers who are dealing with more challenging children and young people through our therapeutic fostering scheme pilot.	
CYP:SR3 - Service users cannot access the services swiftly and their needs are not met.	2	2	Robust screening processes/assessments in place for children and young people administered via the Intake and Family Support Team. Maintain appropriate additional routes in to the Service. Increased monitoring of first contact performance measurement. More integration of processes, services, systems with the health board as	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			<p>appropriate.</p> <p>Effective management of service user expectations. Strict and appropriate application of eligibility criteria. Reviewing and remodelling current service provision and developing opportunities for integration and collaboration.</p> <p>Improving support available to carers within the community to enable them to take on further responsibilities.</p>	
CYP:SR4 -Continued reduction and regionalisation of grant funding.	2	3	<p>Risk has been highlighted corporately as a cost pressure and appropriate exit strategies are in place.</p> <p>We have a good track record of ensuring effective use of grant funding and have developed a robust approach ensuring that we appropriately allocate resources where there is greatest need.</p>	
CYP:SR5 -Capacity and capability to meet the needs of our most vulnerable clients at a time when resources are reducing.	1	4	<p>Through maintaining appropriate staffing levels and expertise, alongside prioritisation of work and effective reviews of services.</p> <p>We have put in place robust safeguarding mechanisms, processes and procedures that include the Safer Recruitment Policy, the Referral of Safeguarding Concerns Procedure and the Staff Supervision Policy.</p> <p>We follow the All Wales Child Protection Procedures and associated protocols that are embedded within Social Services. There is mandatory safeguarding training in place for relevant staff.</p> <p>A Corporate Safeguarding Group operates across the Council of which Social Services are a member.</p> <p>The Corporate Safeguarding Policy has been launched and is available</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			<p>on the StaffNet to staff and training has been completed with Elected Members.</p> <p>We also have in place a Regional Safeguarding Children's Board. To support delivery of our statutory responsibilities we have agreed a Corporate Strategy for Children in Need of Care and Support.</p>	
<p>CYP:SR6 - Impact of increasing Looked After Children numbers on placement availability where in-house fostering capacity is exceeded and increases reliance on independent foster agency placements, and the demand on Social Work and Placement Teams.</p>	<p>4</p>	<p>3</p>	<p>We have developed a fostering recruitment strategy to promote the recruitment of more in-house foster carers.</p> <p>We are committed to the All Wales National Fostering Framework which is seeking to support regional and national recruitment and retention of foster carers, and are currently exploring the development of a regional recruitment strategy.</p> <p>We have implemented a pilot scheme to inform the development of a therapeutic fostering service that aims to increase the stability of placements through working closely with our health partners.</p> <p>We work closely with families to support them to remain together and have put in place robust consideration of placement referrals via the multi-agency Placement Panel.</p> <p>We revoke Care Orders for children and young people placed at home where it is safe to do so.</p> <p>Supporting long-term foster carers and kinship carers to seek Residence Orders or Special Guardianship Orders for children and young people who have been in stable placements.</p> <p>Establishing a formal Permanency Panel where all care planning for looked after children can be</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			<p>considered before the second statutory review. We have invested in intensive family support services to prevent children on the edge of care requiring accommodation.</p> <p>Looked After Children and the complexity of need. Our in house placement resources are at maximum capacity. Therefore we are increasingly more reliant on the independent fostering agency placements at higher cost. Efforts to safely reduce the numbers of looked after children, and prevent children becoming looked after, are continuing.</p>	
CYP:SR7 - Insufficient operational staff capacity to ensure timely assessments are completed.	2	2	Ensure work is prioritised and review systems are in place. For Children and Young People Services, all contacts are received the by the Intake and Family Support Team. A dedicated Duty function is in place.	
CYP:SR8 - Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	2	3	Liaison with relevant organisations and sharing of good practice, effective leadership of safeguarding boards for children. Additional resources have been added to the Duty function within the Intake and Family Support Team.	
CYP:SR9 - Increase in numbers and complexity of care proceedings in the context of reduced court timescales impacting on court costs, Social Worker caseloads and ensuring that other cases receive the attention they require.	3	3	<p>Implemented interim measures in response to the increased pressure from care proceedings. This has involved an alternative distribution of workloads across the Division whilst we explore the merits or a revised working model.</p> <p>The Division has implemented a Legal Gateway to enhance decision making with regard to the threshold for care proceedings and to support effective management of risk.</p>	

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

Children & Young People Service Action Plan 2018/19

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 1: Reducing poverty and social exclusion
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Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
IS06	Continue to enhance our collaborative approach in relation to Flying Start and Families First by further aligning the activities of Families First, Flying Start and Supporting People Programmes.	Greater clarity regarding the family support services that are available and effective information sharing and utilisation of resources. Collaborative approach contributes to reducing duplication of effort.	N/A	Amber Condy (via the Poverty Alignment Group)	1/4/2018	31/3/2019	Existing resources

Well-being Outcome 1: An Inclusive and Safe Vale

Objective 2: Providing decent homes and safe communities

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS14	Expand restorative justice approaches through the implementation of the Policing Looked After Children Protocol, and improve our approach to monitoring and information sharing of Looked After Children in the Youth Justice System.	Reduced reoffending and criminalisation of looked after children. Looked after children in the criminal justice system are provided with the most appropriate services to reduce re-offending.	N/A	Paula Barnett	1/3/2018	31/3/2019	Existing resources
IS14	Work in collaboration with key partners on the enhanced case management project for implementing trauma informed practice.	Coordinated approach taken to understanding of the causes and effects of traumatic experiences, along with practices that focus on supporting recovery.	N/A	Paula Barnett	1/3/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS14	Deliver key actions in response to the Lord Laming report in relation to 'In Care and Out of Trouble'.	<p>Reduced reoffending and criminalisation of looked after children.</p> <p>Looked after children in the criminal justice system are provided with the most appropriate services to reduce re-offending.</p>	N/A	Paula Barnett	1/3/2018	31/3/2019	Existing resources

Well-being Outcome 4: An Active and Healthy Vale

Objective 8: Safeguarding those who are vulnerable and promoting independent living

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key Milestones 2018/19	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
AH7	Continue to work with Cardiff Council and Cardiff and Vale University Health Board to increase the transparency of the continuing health care process, as it relates to children and young people and seek local authority membership of the panel.	Transparency in relation to all decisions as to whether or not a child or young person has continuing care needs. Development of a coherent package of care across health, education and social care for children and young people who are eligible for continuing care.	N/A	Rachel Evans	1/3/2018	31/3/2019	Existing resources
AH7	Utilising the frameworks offered by the Children's Commissioning Consortium Cymru (4Cs) and the National Fostering Framework, address the challenges associated with the shortfall of children's placements.	Development of a NFF regional work programme with Cardiff, focusing on the recruitment of foster carers. Consider the development of a Placement Commissioning Strategy in line with the 4Cs common template and guidance.	N/A	Rachel Evans	1/3/2018	31/3/19	Existing resources

Well-being Outcome 3: An Aspirational Vale

Objective 6: Valuing culture and diversity

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	Improve equality monitoring data so enabled more informed decisions about service delivery.	Accurate and timely data to inform proposals and decisions about service delivery.	N/A	Rachel Evans	1/3/2018	31/3/2019	Existing resources
AC12	Continue to promote and provide opportunities for staff to access Welsh language courses.	Increased number of staff accessing Welsh language courses. Council services comply with the Welsh Language Standards requirements	N/A	Rachel Evans	1/3/2018	31/3/2019	Existing resources

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	Comply with the Social Services Budget Programme and associated targets.	Effective use of resources. Savings targets for 2018/19 are achieved.	N/A	Rachel Evans	1/3/2018	31/3/2019	Existing resources
CP1	As part of Tranche 2, continue to support delivery of the Council's Reshaping agenda and its associated projects.	Delivery of cost-effective and sustainable Council services into the longer term.	N/A	Rachel Evans	1/3/2018	31/3/2019	Existing resources
CP2	Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within Children and Young People Services.	Reduction in sickness absence rates in line with 2018/19 targets.	No. days/shifts lost due to sickness absence	Rachel Evans	1/4/2018	31/3/2019	Existing resources
CP2	Explore options for succession planning within Children and Young People Services, in relation to the ageing profile of some teams and also in relation to the team manager and operational management tiers.	Increased service resilience.	N/A	Rachel Evans	1/4/2018	31/3/2019	Existing resources
CP2	Build in fluidity in staff movement within and	Increased service resilience.	N/A	Rachel Evans	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
	across teams within Children and Young People Services, where this supports development, whilst providing a culture that supports staff through change.						
CP2	Address the vacancies that exist in critical posts to the business and areas by exploring options that target recruitment more effectively, develop staff, and recruit to vacant positions.	Effective recruitment to specialist and critical posts. Increased service resilience.	N/A	Rachel Evans	1/4/2018	31/3/2019	Existing resources
CP2	Review our approach to alternative distribution of workloads to assess whether reconfiguring the roles and remits would be beneficial in addressing capacity issues within teams.	Better management of our approach to rising service demand.	N/A	Rachel Evans	1/4/2018	31/3/2019	Existing resources
ICT	Work with partners to achieve an appropriate ICT solution for the Vale, Valleys and Cardiff Adoption Collaborative.	Fit for purpose ICT system that harmonises the business processes for adoption across the collaborative.	N/A	Angela Harris	1/4/2018	31/3/2019	Existing resources
P	Tender for our Family Support Services.	Continuity in maintaining family unity, enhancing carer skills and preventing out of home placement.	N/A	Karen Conway/ Amber Condy	1/4/2018	31/5/2018	Existing resources
P	Review the use of our Service Level	Consistent approach taken in defining required	N/A	Karen Conway/ Amber Condy	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
	Agreements and Letters of Understanding.	services from providers and the standards for those services.					
P	Tender for Flying Start provision at the Colcot site. The contract will be for the duration of two years with an option to extend for a further two years 12 months at a time (depending on service requirements and grant position).	<ul style="list-style-type: none"> Tender commences Spring 2018. Regulated provision goes live from 1st September 2018. 	N/A	Amber Condy	1/4/2018	31/3/2019	Existing resources
E	Consult with young people regarding the transition process, and with parents regarding information, support and care planning in relation to Child Health and Disability Services.	<p>Views of service users inform future service developments.</p> <p>Increased satisfaction with services</p>	N/A	Laura Eddins	1/4/2018	31/3/2019	Existing resources
E	Consult with Flying Start service users to ascertain their satisfaction with services.	<p>Views of service users inform future service developments.</p> <p>Increased satisfaction with services</p>	N/A	Laura Eddins	1/4/2018	31/3/2019	Existing resources
E	Engage with young people who have been involved and supported through the CSE safeguarding process.	Views of service users inform support provided and other service developments.	N/A	Laura Eddins	1/4/2018	31/3/2019	Existing resources
E	Engage with care leavers who use the drop in centre to discuss their involvement and support	Views of service users inform support provided and other service developments.	N/A	Laura Eddins	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
	from the 15 plus team.	Increased satisfaction with services					
C	Implement the recommendations from the Best Value Review of the Regional Adoption Collaborative, where agreed by the Management Board and Joint Committee.	Increased availability of adopters and improved adoption support.	N/A	Angela Harris	1/4/2018	31/3/2019	Existing resources
C	Promote the delivery of training to the wider workforce (partners) on the IFST model of intervention to improve their confidence/competence at using an early intervention/prevention model.	The formal review process of IFSS cases is fully embedded. Improved inter-agency working and more integrated services across health and social care and Third Sector agencies.	N/A	Karen Conway	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

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
Reputation	2	4	8	3	1	3	1	4	4
Average risk score	3	3	9	3	2	6	1	3	3 (Medium/Low)
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)

Service-level Risks

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
CYP:SR1 - Insufficient funding and staff capacity to meet the growing demand for services.	2	4	8	1	4	4 Medium
CYP:SR2 - Lack of available of specialist residential placements and the associated financial impact of high cost placements on our ability to effectively meet the increasingly complex needs of children and young people.	4	3	12	4	3	12 High
CYP:SR3 - Service users cannot access the services swiftly and their needs are not met.	2	2	4	2	2	4 Medium
CYP:SR4 - Continued reduction and regionalisation of grant funding.	2	3	6	2	3	6 Medium
CYP:SR5 - Capacity and capability to meet the needs of our most vulnerable clients at a time when resources are reducing.	2	4	8	1	4	8 Medium
CYP:SR6 - Impact of increasing Looked After Children numbers on	4	3	12	4	3	12 High

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
placement availability where in-house fostering capacity is exceeded and increases reliance on independent foster agency placements, and the demand on Social Work and Placement Teams.						
CYP:SR7 - Insufficient operational staff capacity to ensure timely assessments are completed.	2	2	4	2	2	4 Medium
CYP:SR8 - Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	2	3	6	2	3	6 Medium
CYP:SR9 - Increase in numbers and complexity of care proceedings in the context of reduced court timescales impacting on court costs, Social Worker caseloads and ensuring that other cases receive the attention they require.	4	3	12	3	3	12 High

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 