



## 1. Introduction

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The service areas of Children and Young People Services, Adult Services, and Business Management and Innovation combine to form the Social Services Directorate. The Directorate has a wide range of statutory duties and responsibilities. Its primary role is to protect, support and meet the social care needs of vulnerable 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 the teams are based together in the same office and so they are in easy, daily contact with one another, making co-ordination of care and support plans and transitions between teams as smooth as possible. The teams use a common assessment, planning, reviewing and recording system which is being further streamlined and adapted to meet the requirements of the Social Services and Well-being (Wales) Act 2014.

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

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

## 1.2 The Purpose of Our Service Plan

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

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

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

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

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

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

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

### 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 2015/16 which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- The Director of Social Services Annual Report 2015/16 and the associated Head of Service report 2015/16;
- The CSSIW Fostering Service Inspection Report 2016;
- The need to meet new service requirements with limited public sector resources available to implement the changes, including those arising from preparations for meeting the statutory obligations arising from by the Social Services and Well-being (Wales) Act;

### 1.4 How We Work - Sustainable Development

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

*"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".*

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.
- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.

- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

In response, our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities.

## 2. Our Corporate Plan Priorities for 2017-21

### 2.1 Corporate Plan Priorities

Over the next four years 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	IS03	Provide information and support to residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the changes (2017/18).
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"> <li>- provision of information, advice and assistance services</li> <li>- eligibility/assessment of need</li> <li>- planning and promotion of preventative services</li> <li>- looked after children</li> <li>- workforce</li> <li>- performance measures</li> <li>- maintaining duties under the All Wales Child Protection Procedures. (2016/17)</li> </ul>
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)

## 2.2. Integrated Planning Priorities

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

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

## 3. The Year Ahead (2017-18)

### 3.1. Our Annual Service Priorities for 2017-18

During 2017-18 our service will undertake the actions outlined below to contribute to Year 2 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
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).	<ul style="list-style-type: none"> <li>Map services provided by our Families First, Flying Start, Communities First and Supporting People programmes in terms of service type, customer group, geographical area and partners to maximise opportunities for joint working.</li> <li>Implement a more joined up approach to engagement and information provision across the Families First, Flying Start, Communities First and Supporting People programmes.</li> </ul>

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
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.	<ul style="list-style-type: none"> <li>• Deliver asset plus assessment training and introduce practice changes associated with the new assessment model.</li> <li>• Revise Youth Offending Service policies and procedures.</li> </ul>
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 of:</p> <ul style="list-style-type: none"> <li>- provision of information, advice and assistance services</li> <li>- eligibility/assessment of need</li> <li>- planning and promotion of preventative services</li> <li>- looked after children</li> <li>- workforce</li> <li>- performance measures</li> <li>- maintaining duties under the All Wales Child Protection Procedures. (2016/17)</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver training as appropriate to staff to ensure compliance with the Social Services and Well-being (Wales) Act.</li> <li>• Conclude the pilot of our Therapeutic Fostering Scheme and undertake a cost/benefit analysis.</li> <li>• Extend the pilot for Direct Family Support Plus and undertake a cost/benefit analysis.</li> <li>• Increase transparency of the continuing health care process and seek local authority membership of the panel.</li> <li>• Monitor implementation of the revised Transition Policy via the multi-agency Transition Improvement Group.</li> </ul>
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)	<ul style="list-style-type: none"> <li>• Promote and provide opportunities for staff to access Welsh language courses.</li> </ul>

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
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 so enabled more informed decisions about service delivery.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH10	Explore options for single integrated ICT systems and integrated budgets across the Cardiff and Vale region for social care. (2018/19)	<ul style="list-style-type: none"> <li>Support the implementation of WCCIS for the Directorate.</li> </ul>

Ref	Action	During 2017/18 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20).	Comply with the Social Services Budget Programme and associated targets. Work with Education on their programme of work to agree a model of service and commissioning priorities for Ty Deri.
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"> <li>Complete the process to review reporting lines within Children and Young People Services at OM and HoS level.</li> <li>Continue to offer opportunities for relevant staff to complete the Team Management Development programme.</li> <li>Explore options for succession planning in relation particularly to the 55-64 age bracket.</li> <li>Maximise opportunities to utilise staff at lower grades to undertake routine work, by continuing to enhance the up skilling of staff to build resilience within teams.</li> <li>Identify the critical posts to the business and where recruitment deficits exist to explore options to target recruitment more effectively.</li> <li>Work with Corporate Training and Development to enhance the skills of business support staff.</li> </ul>



**Appendix A** contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 2 (2017/18) priorities for the Corporate Plan.

**Appendix B** outlines the ‘enabling’ actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

### 3.2. Managing Our Resources to Deliver Our Priorities

The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service.

#### Integrated Planning

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meet people’s needs. For 2017-18, we have identified a series of ‘enabling actions’ that will support us to deliver our priorities for Year 2 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

This section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement.

#### Workforce Development

Key Service Statistics 2015/16						
Average headcount 2015/16	FTE 2015/16	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
207.5	180.42	6.03	3.33	9.36	18 (8.67%)	93

As at December 2016, 91% of #itsaboutme’s were completed for the Service. This equates to 166 appraisals completed out of a total 217. Of those that remain outstanding there were 34 exemptions and 17 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 slightly in comparison to last year, with the Service reporting a quarter 3 performance of 8.28 days during 2016/17, compared to 6.58 days during the same period the last year. It would be important to note, however, that although the average number of days lost due to sickness absence has increased during 2016/17, we still remain well within the Directorate’s annual target of 8.70. 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 3 2016/17, staff turnover had increased to 9.50% compared to 6.78% during the same time period in 2015/16. This turnover figure has slightly exceeded the Directorate’s target of 8.85% for 2016/17 and the whole Council target of 8.13%. During quarter 3 2016/17, voluntary leavers accounted for 7.13% of leavers with the remaining 2.38% being involuntary, compared to performance reported at the same period last year of 6.30% and 0.48% respectively. This demonstrates that the increase has been greater within the involuntary cohort which includes staff in

relation to whom the Service has implemented, where appropriate, the Management of Attendance and Disciplinary Policies.

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 had 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 launch of the Regional Adoption Collaborative saw 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 the Intake and Family Support Team where, in keeping with the national trend, recruiting permanently to Social Work posts has presented challenges. . There are currently vacancies in the Care Management Team due to promotion to Practitioner Manager posts resulting in Social Work vacancies. To address the challenges we face in recruiting the best possible candidates we have started to explore using national adverts in publications such as Community Care and are considering opportunities via 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 also have been able to generate interest from Social Work students in applying for posts once they have qualified.
- The age profile of the Service has remained relatively static between 2015 and 2016, however in relation to the age profile of our workforce 53% are aged over 45. In order to appreciate the implications this may have on the Service, we firstly need to have a better understanding of the detail behind the data and any associated issues. We have exhausted the traditional routes of recruitment for attracting new Social Workers. Therefore in future we will need to think 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 has been developed in line with the Social Services and Well-being (Wales) Act which has focused on the training and development of unqualified staff to support them in undertaking assessments. Going forward we have recognised the need to develop our Business Support Staff to equip them in meeting the changing demands of the Service. We have implemented the Social Work Career Progression Framework as a positive means and recruiting and retaining Social Work staff.

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

- Maintaining the stability and resilience of the Service by supporting a structure that is fit for purpose and reflects our duties as part of the Social Services and Well-being (Wales) Act whilst optimising the skill set of our work force;
- To support staff to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services and Well-being (Wales) Act;
- To 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;
- 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. This will include reducing the amount of routine work done by our most professionally qualified staff and taking advantage of increased qualification levels at lower grades;
- To support implementation of the Social Work Career Progression Framework to ensure that we retain staff and reward them appropriately for their skills and experience;
- To identify the critical posts to the business and areas where recruitment challenges exist in order to explore options that target recruitment more effectively and achieve recruitment to vacant positions.

## **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:

- Focus on the development of agile/ mobile working options and utilise pilot opportunities to inform investment decisions in new technology;
- Complete the replacement of our SWIFT system by transferring to the new Welsh Community Care Information Solution (WCCIS). This will be a large scale project so the focus for 2017 will be on preparing for data cleansing, migration, integration and transfer of data as well as putting in place appropriate mechanisms for archiving historical data/information.

## **Finance**

The base budget for our Service for 2017/18 is £15,080M. No further savings have been identified for 2017/18.

## **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 2017/18 except for ensuring that there is a smooth transition of the Western Vale Integrated Children's Centre, in line with the Cabinet agreement, from the Children and Young People Services asset portfolio to the Learning and Skill directorate's portfolio.

## **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 2017/18 are:

- In collaboration with Cardiff procure an Advocacy Service for children and young people in line with the National Approach.

## 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 2017/18	Brief description of the purpose of the consultation
<b>Looked After Children consultation</b>	To ascertain satisfaction with the information and support provided by Foster Carers and their own social worker.
<b>Fostering consultation</b>	To explore areas of improvement and development in the recruitment, assessment, matching and support of foster carers. Also to speak to young people regarding their placement.
<b>Flying Start consultation (quality of services)</b>	To obtain views about the support provided for the child and the family in the transition from home to Flying Start playgroup and Nursery School.
<b>Young Persons consultation</b>	To ascertain satisfaction with the information and support provided by their social worker and any support service they may have involvement with.
<b>Adoption consultation</b>	To ascertain satisfaction with the information and support in relation to the assessment, panel process, matching and support from the consortium.
<b>Child Health and Disability (respite)</b>	To explore areas of improvement and development in the provision of respite services. Also to speak to young people regarding their placement.

## Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

Activity Planned 2017/18	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Implementation of the Social Services and Well-being (Wales) Act regionally with our key partners.	To continue to work together collaboratively to further implement the Act.	<p>Governance is provided through the Regional Steering Group for Sustainable Social Services, providing exception reports to the Strategic Leadership Group and the Regional Partnership Board.</p> <p>Partners are Cardiff Council, the Cardiff and Vale University Health Board, Glamorgan Voluntary Services (GVS) and the Cardiff Third Sector Council.</p>

<b>Activity Planned 2017/18</b>	<b>Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity</b>	<b>Governance Arrangements and Details of Partners</b>
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.
Regional Advocacy Service for Children	Working in collaboration with Cardiff to commission an advocacy service in line with the National Approach.	Vale of Glamorgan Council acts as the identified lead Regular monitoring meetings regarding contract arrangements/compliance.

### Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In identifying these risks we have also shown how we plan to manage them.

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

Risk	Likelihood Score	Impact Score	Mitigating controls
			include the safer recruitment policy, referral of safeguarding concerns procedure and staff supervision policy.. We follow the All Wales procedures and associated protocols that are embedded within social services. There is mandatory safeguarding training in place for relevant staff. We have developed a corporate safeguarding group and have in place a regional local safeguarding children's board. Liaison with relevant organisations and sharing of good practice, effective leadership of safeguarding boards for children. The Corporate Safeguarding Policy has been launched and is available on the Staff Net to staff and training has been completed with Elected Members.
Insufficient operational staff capacity to ensure timely assessments are completed.	2	2	Ensure work is prioritised and review systems are in place. For Children and Young People Services, all contacts are received the by intake and assessment team. A dedicated duty function is in place.
Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	2	3	Liaison with relevant organisations and sharing of good practice, effective leadership of safeguarding boards for children. Additional resources have been added to the Duty function within the Intake and Family Support Team with an additional Social Care Officer and Social Worker who sits within the team to signpost and undertake timely assessment.
Continued reduction and regionalisation of grant funding.	2	3	Risk highlighted corporately as a cost pressure. Exit strategies are in place. We have a good track record in making effective use of grant funding and a robust approach to ensuring that the Vale receives a proper allocation of the resources available.
Inability to implement requirements of the Social Services and Well-being (Wales) Act 2014	2	3	The reshaping services agenda will take into account the requirements of the Act.  Ongoing delivery of the implementation plan to address any assessed shortfalls in relation to the legislation. Implementation during the first year has been supported by the secondment of a Team Manager to role of Change Champion in Children and Young People Services. Their role has concentrated on compliance with the Act and focussed on the development of practice guidance, tools and templates. We will use

Risk	Likelihood Score	Impact Score	Mitigating controls
			our audit processes to confirm levels of compliance and identify further areas requiring improvement/development. We have delivered core module training to staff within Children and Young People Services.
Impact of increasing Looked After Children numbers on housing placements where in-house fostering capacity is exceeded and increases reliance on IFA and on Social Work and Placement Teams.	3	3	We have invested in intensive family support services to prevent children on the edge of care requiring accommodation. We work closely with families to support them to remain together and have put in place robust consideration of placement referrals via the Placement Panel.
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	We have introduced a Legal Gateway as a means of enhancing our decision making processes, reviewed functions within the relevant team and piloted allocation of additional resources to inform our response to increased demands. We have also introduced an ICT pilot to inform potential investment in agile working equipment and commissioned bespoke Court training for Social Workers.

Scoring service risks	
<b>Likelihood score</b>	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.
<b>Impact score</b>	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.

## Children & Young People Service Action Plan 2017/18

<b>Well-being Outcome 1: An Inclusive and Safe Vale</b>	<b>Objective 1: Reducing poverty and social exclusion</b>
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<b>Well-being Goals</b>	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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<b>Our Ways of Working</b>	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & key Milestones 2017/18	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
IS06 CS/A002	Map services provided by Families First, Flying Start, Communities First and Supporting People programmes in terms of service type, customer group, geographical area and partners to maximise opportunities.	Potential areas of duplication or gaps in service delivery are identified across the four programmes.		Rachel Evans (via the Poverty Alignment Group)	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources
IS06 CS/A003	Implement a more joined up approach to engagement and information provision across the Families First, Flying Start, Communities First and Supporting People programmes.	Greater clarity regarding the family support services that are available and effective information sharing and utilisation of resources.		Rachel Evans (via the Poverty Alignment Group)	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources



**Well-being Outcome 1: An Inclusive and Safe Vale**
**Objective 2: Providing decent homes and safe communities**

<b>Well-being Goals</b>	A Resilient Wales	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	A Wales of Vibrant Culture & Thriving Welsh Language	<b>A Prosperous Wales</b>	A Globally Responsible Wales
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<b>Our Ways of Working</b>	<b>Long Term</b>	<b>Integrated</b>	<b>Involving</b>	<b>Collaborative</b>	<b>Preventing</b>
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<b>Ref</b>	<b>Action</b>	<b>Outcome &amp;Key milestone 2017/18</b>	<b>KPI (where relevant)</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
IS14 CS/A011	Deliver Asset Plus assessment training and introduce relevant practice changes associated with the new assessment model.	Successful implementation of new assessment model used by all relevant staff that has a focus on reducing reoffending and promoting the safety and wellbeing of children and young people.	Reoffending rates	Paula Barnett	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources
IS14 CS/A012	Revise Youth Offending Service Policies and Procedures	Revised policies and procedures focus on reducing reoffending rates and promoting the safety and wellbeing of children and young people.	Reoffending rates	Paula Barnett	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources

**Well-being Outcome 4: An Active and Healthy Vale**
**Objective 8: Safeguarding those who are vulnerable and promoting independent living**

<b>Well-being Goals</b>	A Resilient Wales	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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<b>Our Ways of Working</b>	<b>Long Term</b>	<b>Integrated</b>	<b>Involving</b>	<b>Collaborative</b>	<b>Preventing</b>
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Ref	Action	Outcome & key Milestones 2017/18	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
AH7 CS/A013	Deliver training as appropriate to staff to ensure compliance with the Social Services and Well-being (Wales) Act.	All staff are trained in the four core modules of the new Act.		Rachel Evans	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources and allocation from SCDWP
AH7 CS/A014	Conclude the pilot of our Therapeutic Fostering Scheme and undertake a cost/benefit analysis	Successful completion of the pilot and cost/benefit analysis identifies a viable way forward.		Karen Conway	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources
AH7 CS/A015	Extend the pilot for Direct Family Support Plus and undertake a cost/benefit analysis	Successful completion of the pilot and cost/benefit analysis identifies a viable way forward.		Karen Conway	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources

Ref	Action	Outcome & key Milestones 2017/18	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
AH7 CS/A016	Increase transparency of the continuing health care process and seek local authority membership of the panel.	Improved levels of transparency in the health care process and the local authority achieves panel membership.		Rachel Evans	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources
AH7 CS/A017	Monitor implementation of the revised Transition Policy via the multi-agency Transition Improvement Group.	Effective implementation of the Transition Policy enabling a smooth transition from Children to Adult Services.		Debbie Davies	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources

<b>Well-being Outcome 3: An Aspirational Vale</b>	<b>Objective 6: Valuing culture and diversity</b>
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<b>Well-being Goals</b>	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & key Milestones 2017/18	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
AC12 CS/A018	Promote and provide opportunities for staff to access Welsh language courses.	Increased number of staff accessing Welsh language courses.		Rachel Evans	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources
AC10 CS/A010	Improve equality monitoring data to enable more informed decisions about service delivery.	Accurate and timely data to inform proposals and decisions about service delivery.		Rachel Evans	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources

<b>Well-being Goals</b>	A Resilient Wales	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture &amp; Thriving Welsh Language</b>	A Prosperous Wales	A Globally Responsible Wales
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<b>Our Ways of Working</b>	<b>Long Term</b>	<b>Integrated</b>	<b>Involving</b>	<b>Collaborative</b>	<b>Preventing</b>
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<b>Ref</b>	<b>Action</b>	<b>Outcome &amp;Key milestone 2017/18</b>	<b>KPI (where relevant)</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
AH10 CS/A019	Support the implementation of the Welsh Community Care Information Solution (WCCIS)	Enhanced information sharing between the Health Boards and Social Services departments to deliver improved care and support for health and social care clients as a result of effective planning, co-ordination and delivery of support services.		Rachel Evans	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources

## Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
CP1 CS/F001	Comply with the Social Services Budget Programme and its associated targets	Effective use of resources and savings targets for 217/18 are met.		Rachel Evans	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources
CP1 CS/F008	Work with Education to support their programme of work to agree a model of service and commissioning priorities for Ty Deri	A new model for service commissioning priorities for Ty Deri is agreed.		Rachel Evans	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources
CP2 CS/W002	Review and strengthen our performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with 2016/17 targets	Number days/shifts lost due to sickness absence (RS/M009)	Rachel Evans	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources
CP2 CS/W009	Complete the process to review reporting lines within Children and Young People Services at OM and HoS level.	The division's structure is fit for purpose to best meet our statutory requirements and challenges we face within social care.		Rachel Evans	1 <sup>st</sup> April 2017	31 <sup>st</sup> March 2018	Existing resources

Ref	Action	Outcome & key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
CP2 CS/W010	Continue to offer opportunities for relevant staff to complete the Team Management Development programme.	Our current and future managers are equipped with the right skills to effectively manage in a time of change.		Rachel Evans	1st April 2017	31st March 2018	Existing resources
CP2 CS/W011	Explore options for succession planning in relation particularly to the 55-64 age bracket.	Appropriate succession plans are in place to build a more resilient workforce.		Rachel Evans	1st April 2017	???	Existing resources
CP2 CS/W012	Maximise opportunities to utilise staff at lower grades to undertake routine work.	Effective up skilling of staff and greater resilience within teams.		Rachel Evans	1st April 2017	31st March 2018	Existing resources
CP2 CS/W013	Identify the critical posts within the business where recruitment deficits exist.	Business critical posts are identified to enable more effective and targeted recruitment.		Rachel Evans	1st April 2017	31st March 2018	Existing resources
CP2 CS/W014	Work with Corporate Training and Development to enhance the skills of Business Support Staff.	Business Support Staff roles evolve and adapt to the changing needs of the business.		Rachel Evans	1st April 2017	31st March 2018	Existing resources
CS/F015	Work with Cardiff to procure an advocacy service for children and young people in accordance with the National Approach.	An advocacy service is in place that supports the National Approach.		Rachel Evans	1st April 2017	31st March 2018	Existing resources

