

Report

Cabinet Member for Social Services

Part 1

Date: 31 October 2018

Subject **Adult & Community Services - Service Plan 2018-2022**

Purpose To seek a Cabinet Member decision to approve the service plan for 2018-2022

Author Head of Service

Ward All

Summary The service plan sets the scene for how the service area will contribute to the council's corporate plan and the overall vision for the council. The service plan sets short term and longer term actions to align to the same time period as the corporate plan, progress will be reviewed at regular intervals and more detail will be added to the longer term actions as they become more current.

Proposal **To approve the service plan 2018-2022**

Action by Head of Service

Timetable Immediate

This report was prepared after consultation with:

- Heads of Service
- Directors

Signed

Background

The service plan sets the scene for how the service area will contribute to the council's corporate plan and the overall vision for the council. The service plan sets short term and longer term actions to align to the same time period as the corporate plan, progress will be reviewed at regular intervals and more detail will be added to the longer term actions as they become more current. The council's service plans are detailed planning documents that answer the following questions:

- What will we do?
- What impact do we intend this to have?
- How will we know we have done it?
- How will we measure success?
- Do we have the resources to deliver what we have planned?
- What could prevent us from achieving success?

Introduction

The Service Plan has been prepared in accordance with the Council's guidance and is appended to this report.

Financial Summary

The service plan provides information about the resources available to the service area, for example, staff, finances, income, investments etc.

Risks

The risks to the delivery of the service plan are included within the service plan.

Links to Council Policies and Priorities

Service plans provide actions to deliver the objectives and goals that are set out in the corporate plan.

Options Available and considered

Option 1 – to approve the Service Plan

Option 2 – to amend and approve the Service Plan

Preferred Option and Why

The preferred option is 1. The Service Plan provides important direction to the service area and provides the actions that aim to achieve the planned outcomes of the corporate plan.

Comments of Chief Financial Officer

The Service Plan sets out current level of resources in service areas and direction of travel in how services will develop over the medium term. Significant savings will be required over this period and therefore plans on how services develop will need to take that into account, including the delivery of the Administration's key priorities, including those set out in the Corporate Plan

Comments of Monitoring Officer

There are no legal implications. The Service Plans have been prepared in accordance with the Council's performance management framework and reflect both statutory responsibilities and strategic objectives for the relevant services.

Comments of Head of People and Business Change

Any actions arising from the service plans that have additional human resources implications will need to be the subject of a separate report.

The service plans identify the actions that will be taken to achieve the objectives and priorities of the corporate plan and take in to account our legislative duties, including the Well-being of Future Generations Act (Wales) 2015 and the Local Government Measure 2009. The plans form an essential part of the Councils performance management arrangements.

Comments of Cabinet Member

Adult Services across Wales are all experiencing major financial pressures and we are no different. We need to remind National and Regional Governments at every opportune moment that these austere financial cuts cannot continue without serious harm being imposed on our most vulnerable. The service plan clearly demonstrates the pressure points i.e. ageing population and domiciliary care just to name two. Promoting independence is key but we must also be mindful of the high care needs of some of our residents. The service plan clearly identifies the way forward. The relationship we have with Health and our Local Authority partners is beginning to show clear positive results. I would also like to pay tribute to all the staff in Adult Social Services for their commitment and dedication to this service. I commend the service plan.

Local issues

None

Scrutiny Committees

The mid-year and year end reviews of progress against the service plan will be considered by scrutiny committees.

Equalities Impact Assessment and the Equalities Act 2010

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership. The new single duty aims to integrate consideration of equality and good relations into the regular business of public authorities. Compliance with the duty is a legal obligation and is intended to result in better informed decision-making and policy development and services that are more effective for users. In exercising its functions, the Council must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a protected characteristic and those who do not; and foster good relations between persons who share a protected characteristic and those who do not. The Act is not overly prescriptive about the approach a public authority should take to ensure due regard, although it does set out that due regard to advancing equality involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these differ from the need of other people; and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Children and Families (Wales) Measure

Although no targeted consultation takes place specifically aimed at children and young people, consultation on it is open to all of our citizens regardless of their age. People replying to consultations are not required to provide their age or any other personal data, and therefore this data is not held or recorded in any way, and responses are not separated out by age.

Wellbeing of Future Generations (Wales) Act 2015

Service planning supports the achievement of the council's wellbeing objectives as set out in the corporate plan; and ensures that the Council incorporates the five ways of working when developing plans. Further work to integrate the planning and reporting framework of the plans and the Council's legislative duties will continue develop the process so that service plans become live documents that demonstrate the Council's commitment to achieving its wellbeing objectives as included in the corporate plan.

Crime and Disorder Act 1998

Section 17(1) of the Crime and Disorder Act 1998 imposes a duty on the Local Authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

Consultation

Comments received from wider consultation, including comments from elected members, are detailed in each application report in the attached schedule.

Background Papers

'Together for Newport' – Newport City Council Corporate Plan 2017-2022

Cabinet Report: Performance Monitoring: Improvement Plan and Well-being Objectives (18th April 2018)

Dated: 16 October 2018

Adult & Community Services Service Plan 2018/19

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Introduction & Background

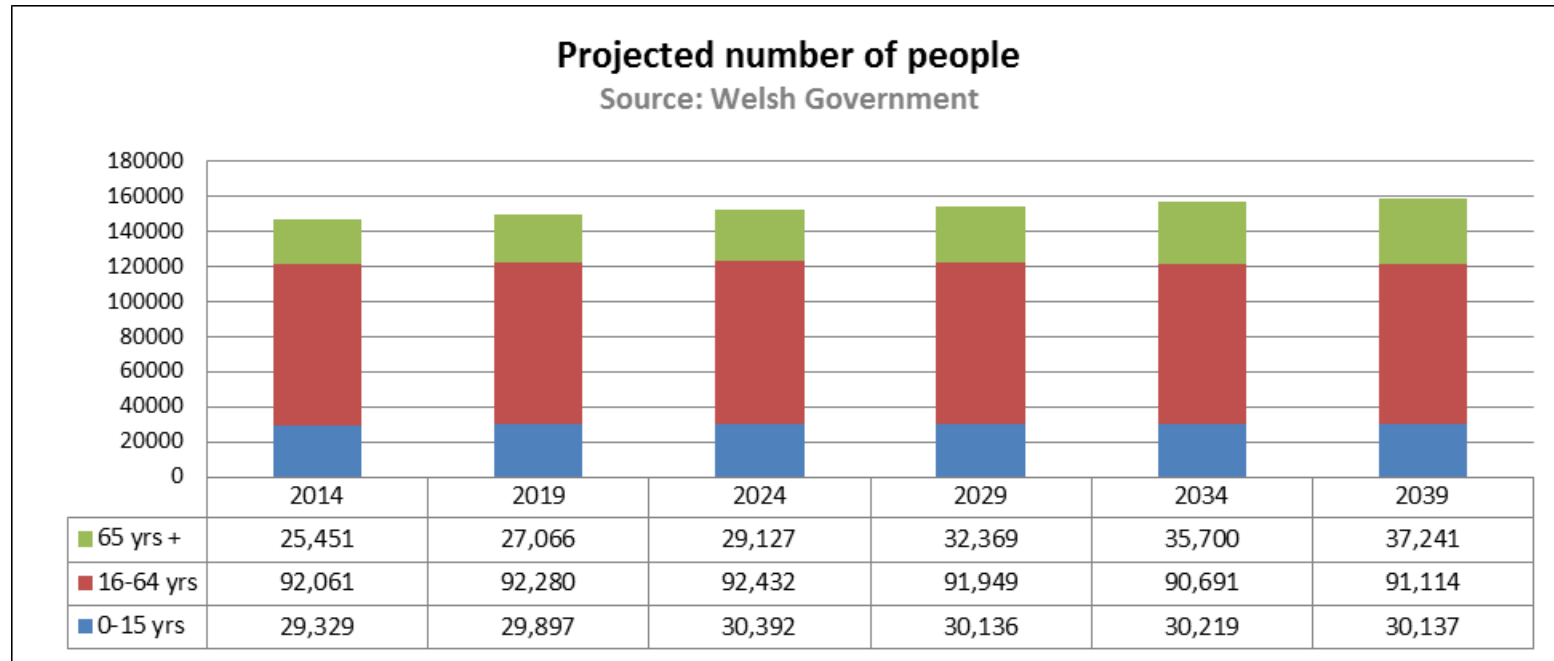
Newport citizens represent a diverse group of people, and their social care needs are determined by a wide range of factors including age, physical and mental health and economic circumstances.

Challenges for adult and community services are that the population is growing and people are living longer. Therefore, we have to find sustainable solutions that will meet new demands in a climate of reducing budgets.

This requires new solutions that focus on early intervention and prevention, working in partnership with health to promote independence and encourage less reliance on statutory services. Third sector and independent providers deliver services on behalf of the Local Authority and we need to ensure all partners are delivering care and support in line with our strategic requirements.

Key Statistics – community well-being profiles

The population of Newport is approximately 145,000 and is expected to increase by 7.9% by 2039.



The population of the City is unevenly distributed with the areas at the eastern and western edges, Marshfield, Castleton, Penhow, and Llandevaud, having geographically large electoral divisions with fewer numbers of people living in them. The north and east of the City is more heavily populated with Bettws, Malpas, Ringland and Alway wards having the highest proportion of the total population of the City.

Demographic trends generally predict increasing numbers of older people and decreasing numbers of younger adults. This is a National trend and has significant consequences for the future demand for health and social care services.

Social Isolation and loneliness are often triggered by the loss of family, friends, mobility or income, to which older people are particularly vulnerable. This can have damaging effects on physical health and mental wellbeing. There was an estimated 11,677 people aged 65 and over living alone in Newport in 2010, and this is projected to rise to 13,160 in 2025.

The figures also show an increase in the over 85 age group of 14% by 2020, steadily rising to 100% in 2035. This, in turn has a direct impact on the number of people providing unpaid care in the City as families support ageing relatives.

Newport - population by age, projected to 2035					
	2015	2020	2025	2030	2035
People aged 18-24	14,910	14,010 (-6%)	13,150 (-12%)	14,410 (-3%)	14,450 (4%)
People aged 25-34	19,960	22,420 (12%)	23,470 (18%)	21,990 (10%)	21,800 (9%)
People aged 35-44	18,110	18,720 (3%)	20,410 (13%)	22,870 (26%)	23,920 e32%)
People aged 45-54	20,940	19,330 (-8%)	17,460 (-17%)	18,080 (-14%)	19,770 (-6%)
People aged 55-64	16,170	18,300 (13%)	19,600 (21%)	18,120 (12%)	16,390 (1%)
People aged 65-69	7,850	6,820 (-13%)	7,800 (-1%)	8,900 (13%)	9,110 (16%)
People aged 70-74	6,070	7,170 (18%)	6,260 (3%)	7,2109 (19%)	8,270 (36%)
People aged 75-79	4,940	5,260 (6%)	6,290 (27%)	5,540 (12%)	6,440 (30%)
People aged 80-84	3,500	3,860 (10%)	4,220 (21%)	5,130 (47%)	4,570 (31%)
People aged 85 and over	3,400	3,860 (14%)	4,590 (35%)	5,470 (61%)	6,800 (100%)

In order to effectively manage increasing future demand Newport City Council will need to offer preventative services that promote independence and self-reliance, working in partnership with Health to maximise opportunities for citizens to access support that will improve and maintain health and well-being. This shift will enable citizens to maintain their independence for longer and reduce reliance on statutory services.

We currently have approximately 1500 people in receipt of a care and support plan and receive care and support across a range of services.

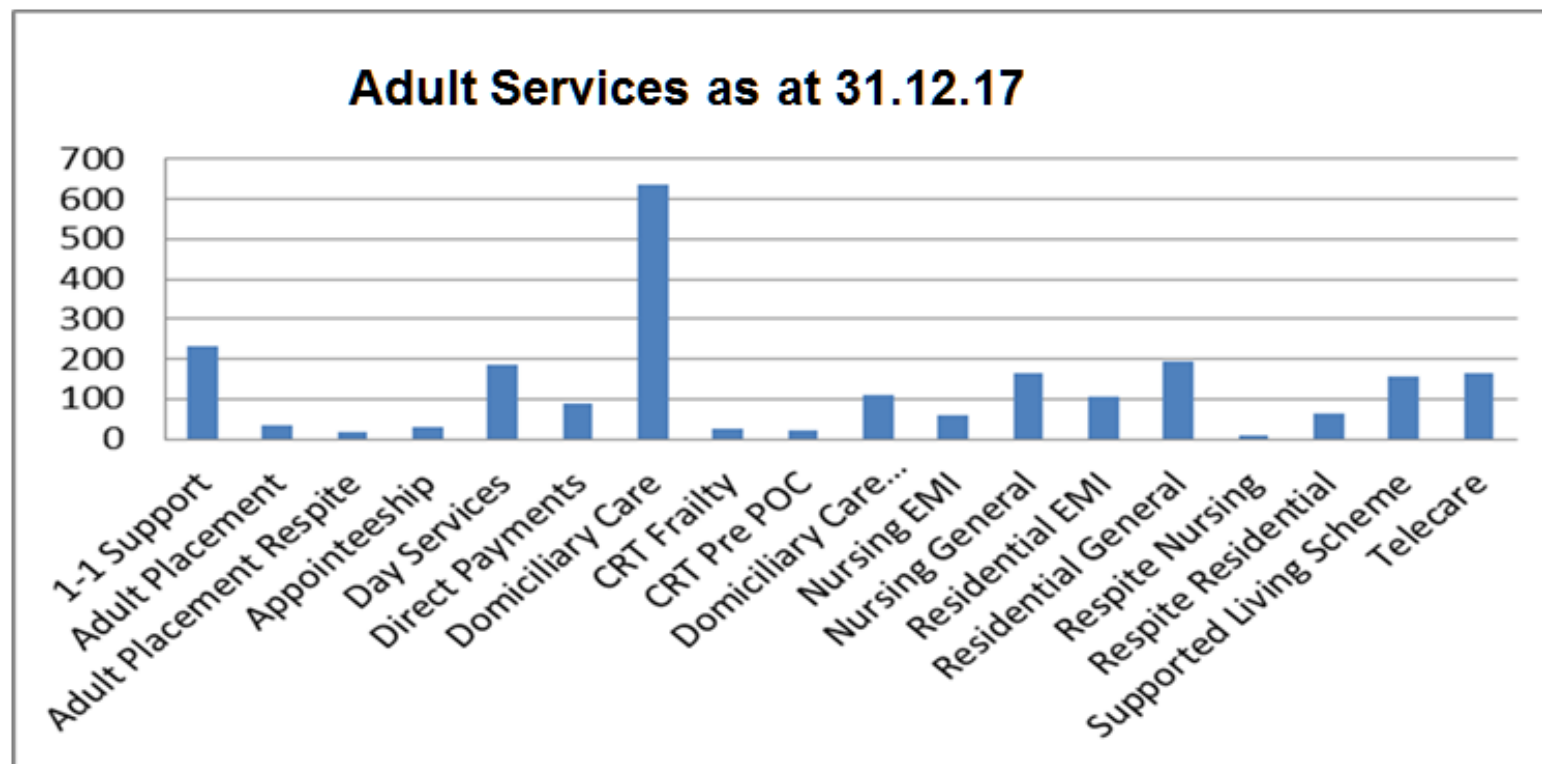
Externally Commissioned Services

Residential Care Homes Older People	4
EMI Residential Care Homes Older People	1
Residential Care Homes for General and EMI needs	2
Nursing Homes Older People	5
EMI Nursing Homes Older People	2
Nursing Homes for General and EMI needs	3
Domiciliary Care Agencies	24
Day Opportunity Services - Learning Disabilities	16
Supported Living Establishments - Learning Disabilities	26
Respite Service (6 beds) Learning Disabilities	1
Telecare Service	1

Services provided by Newport City Council

Residential Care Homes for Older People Blaen-y-Pant Parklands Spring Gardens	12 Residential, 14 Dementia beds 16 Residential, 10 Intermediate beds 32 Residential including up to 4 respite beds
Day Opportunity Services	4
Supported Living Establishments Learning Disabilities	4
Domiciliary Care service in Extra Care	4 extra care schemes
Reablement Service	1

This table demonstrates the pattern of service delivery across the city at 31st December 2017



The table shows that the highest demand is for domiciliary care that keeps people in their own homes. There is a recruitment gap in this area where independent providers are finding it difficult to source and retain staff.

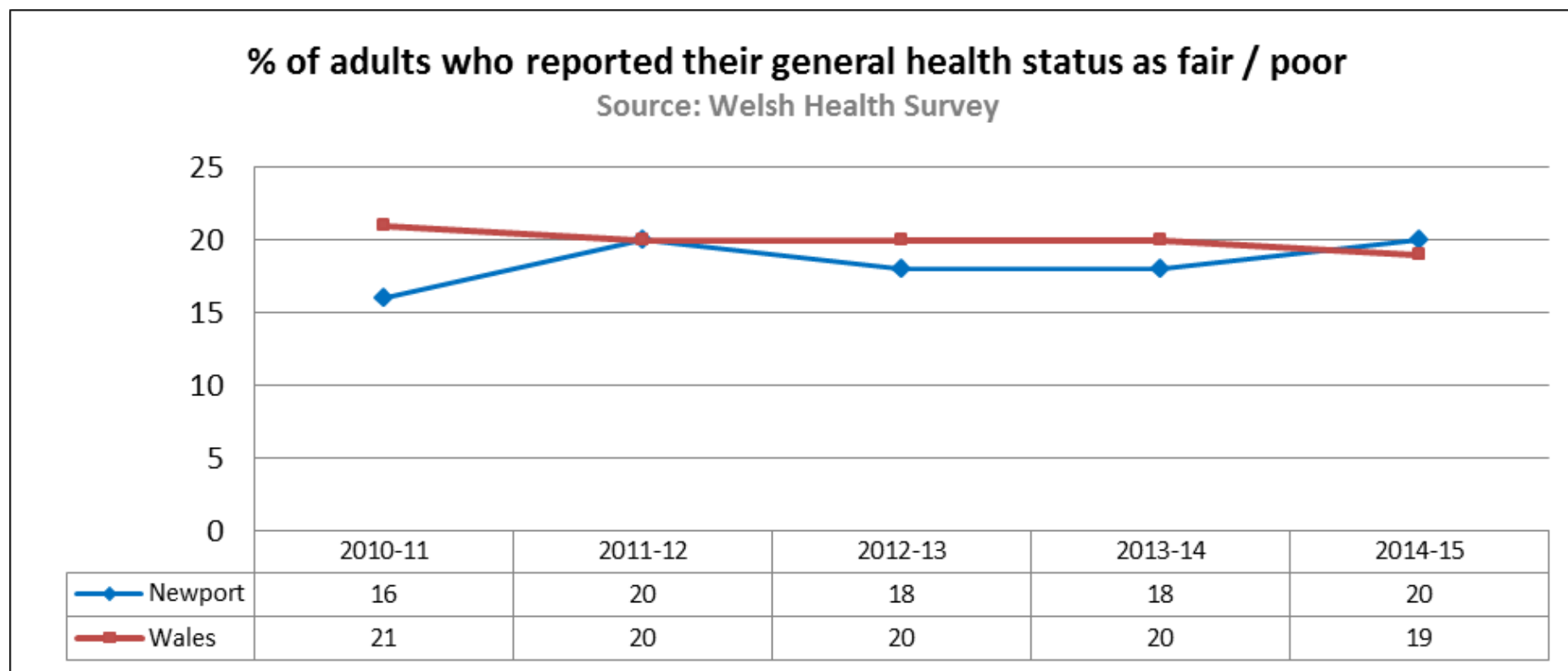
There are relatively low numbers of dementia residential and nursing EMI placements available, demand is high and availability is limited. There is a predicted increase in the amount of people with a dementia diagnosis so an area of future need is the development of more specialist dementia services.

Dementia All People	2015	2020	2025	2030
People aged 30-39 with early onset dementia	2	2	2	2
People aged 40-49 with early onset dementia	4	4	4	4
People aged 50-59 with early onset dementia	18	20	19	17
People aged 60-64 with early onset dementia	12	13	15	15
Total population aged 30-64 with early onset dementia	36	39	40	38
People aged 65-69 with dementia	97	85	97	111
People aged 70-74 with dementia	166	196	172	198
People aged 75-79 with dementia	289	309	369	323
People aged 80-84 with dementia	419	461	504	611
People aged 85 and over with dementia	785	885	1,048	1,247
Total population aged 65 and over with dementia	1,756	1,935	2,189	2,490

There are 6,389 people in Newport claiming disability living allowance and PIP. These figures represent 4% of Newport's population. The Community Wellbeing profile details the Welsh Index of Multiple Deprivation indicates that Newport has higher numbers of people living in deprivation than in the rest of Wales.

	Number of Lower Super Output Areas	% in most deprived 10%	% in most deprived 20%	% in most deprived 30%	% in most deprived 50%
Newport	95	14.7	30.5	38.9	56.8
Wales	1,909	10	20	30	50

The percentage of adults who reported their general health status as fair/poor in Newport in the Welsh Health Survey has increased from 16% in 2010-11 to 20% in 2014-15. This is now above the Wales average which has decreased from 21% to 19% over the same period.



All of these factors impact on the future needs of Newport citizens and the following issues must be considered in our strategic plans

- Reducing budgets
- Increase in population
- Increasing numbers of people over 65 and living alone
- Increase in numbers of people with a diagnosis of dementia
- Lack of supply of specialist dementia services
- Higher than average numbers of people living in circumstances defined as deprived
- Higher than average numbers of people experiencing poor health
- Recruitment and retention issues for social care staff

Our main objectives for the next five years are:

1. Early Intervention and Prevention

- To continue to develop and consolidate a range of early intervention and preventative services to divert or delay the demand for statutory interventions.
- To work closely with statutory partners i.e Welsh Government, ABUHB, Local Authorities to develop a network of support to encourage well-being and promote independence.

2. Health

- To develop integrated working across health and social care

3. Commissioning

- To undertake evidence based commissioning to ensure services reflect community needs and offer sufficient market capacity
- To commission services that enable choice and promote independence.
- To ensure the market is able to respond to citizens needs through the principles of ethical and sustainable commissioning practices that deliver a range of high quality services and a skilled and responsive workforce.
- To develop regional and collaborative commissioning initiatives to deliver consistency and efficiency.

4. Carers

- Support carers to care through flexible respite, access to accurate information, peer to peer support and effective care planning
- Improve the well-being of young carers and young adult carers

5. Safeguarding

- To continue to evaluate and refine the model of adult protection to include consideration to manage the increasing demands of the service and improve practitioner knowledge under the new legislation (Part 7 Social Services & Well Being Act)
- To continue to support and empower citizens through the adult safeguarding process.

Strategic Links

Well-being of Future Generations (Wales) Act 2015

- Work better together
- Look to the long term as well as focusing on now
- Take action to try and stop problems getting worse – or even stop them happening in the first place

Well Being Goals

- A resilient Wales
- A Healthier Wales

Newport Well-being Objective 3 - To enable people to be healthy, independent and resilient

- Support people to remain living independently in their homes and communities
- Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness

Social Services & Well Being Act 2014

- Local Authorities must provide or arrange preventative services and through social enterprises, co-operatives, user-led services and the voluntary sector
- Requirement for Local Authorities and Health to develop pooled budgets and jointly commission residential services for older people
- Carers have an equal right to be assessed for support
- Focus on prevention and early intervention to minimise the escalation of critical need
- Stronger powers to keep people safe from abuse and neglect

Corporate Plan 2017 - 2022

- Resilient Communities
- Improving People's Lives
- Our City Council's key role is a facilitator and enabler with a focus on prevention

Welsh Government's Strategy for Older People in Wales 2013-2023

- To ensure that future generations of older people are well equipped for later life by encouraging recognition of the changes and demands that may be faced and taking action early in preparation

Gwent Area Plan For Health, Social Care & Well Being 18/19

- The plan focuses on adults, to ensure they are able to maintain their independence and physical wellbeing
- Sets out how the principles of working under the Social Services and Well-being (Wales) Act 2014 will be delivered, especially in relation to integration and preventative working and transformational change
- People are identified early if they need care or support and they are prevented from ill health or decline in wellbeing wherever possible
- Sets out the framework for all health and social care partners to work together to a common agenda for the regional planning, design and delivery of integrated services for those with a care and support need
- Sets out the priority of collaborative initiatives by integrating social services, health and third sector provision at a local level

Adults Services Commissioning Strategy 2017

- Outlining commissioning intentions and priorities in order to meet the care needs of Newport citizens

Independent Living Strategy 2017 to 2022

- Outlining future accommodation needs and new models of care and support to offer greater independence to adults with learning disabilities
- Identifying ways to work in partnership with RSL's and care providers to deliver sustainable accommodation options

Regulation and Inspections of social Care (Wales) Act 2016 (RISCA)

- Outlines changes to the regulation and inspection of social care in Wales. It supports the aims of the Social Services and Well-being (Wales) Act putting greater emphasis on the rights of people using care and support services
- Requires the registration of all employed carers

Newport City Council's Carers Strategy 2018

- Setting out NCC's commitment to carers, identifying service gaps, development priorities and collaborative approaches to supporting unpaid carers and preventing crisis

Corporate Safeguarding Plan 2018/19

- Sets out the key priority work plans for both Corporate Safeguarding arrangements and the Safeguarding specific teams (reviewed annually)

To achieve these objectives we will plan and review actions in the short and longer term

Objective 1	Early intervention and prevention:		
Description	We will direct and signpost effectively and when support is required, we intervene early to prevent escalation and dependence.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<p><u>To continue to develop and consolidate a range of early interventions and preventative services to divert or delay the demand for statutory services.</u></p> <ul style="list-style-type: none"> To continue to develop the role of the Community Connectors to ensure the service is fully integrated with Health initiatives, Third Sector provision and the IAA function within First Contact 	<ul style="list-style-type: none"> improved effectiveness of information and advice offered to citizens at the earliest point of contact with adult services better engagement with existing and developing initiatives such as Care Closer to Home and the Older Persons Pathway 	<ul style="list-style-type: none"> Community Connectors Carer Development Officer ABUHB Newport Support Partnership Social Workers 	<ul style="list-style-type: none"> Service Manager Commissioning & Business Development
<ul style="list-style-type: none"> To promote the use of DEWIS and ASK Sara as a way to direct citizens to source information and develop a comprehensive 	<ul style="list-style-type: none"> Improved availability of accurate and up to date information for practitioners and citizens 	<ul style="list-style-type: none"> Community Connectors DEWIS Regional Group Local Authority & Independent partners 	<ul style="list-style-type: none"> Strategy & Partnership Manager

Objective 1	Early intervention and prevention:		
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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
local directory of support.		<ul style="list-style-type: none"> • Welsh Government • Regional Partnership Board 	
<ul style="list-style-type: none"> • To establish a joint health and social care IAA Provider Forum to share information and good practice 	<ul style="list-style-type: none"> • Better integration of IAA services and improved accessibility for citizens 	<ul style="list-style-type: none"> • Providers • Supporting People • ABUHB • Newport Support Partnership • GAVO 	<ul style="list-style-type: none"> • Service Manager Commissioning & Business Development
<ul style="list-style-type: none"> • To continue to develop First Contact as a multi-agency, multi-disciplinary team effectively managing demand and appropriately triaging referrals 	<ul style="list-style-type: none"> • Improved service for citizens and effective next steps identified at the earliest point of contact. • Better targeting of resources to those most in need of support • Encouraging personal resilience • Managing demand & cost control 	<ul style="list-style-type: none"> • First Contact Team 	<ul style="list-style-type: none"> • Service Manager First Contact
<ul style="list-style-type: none"> • The implementation of a revised telecare service 	<ul style="list-style-type: none"> • An addition to the range of services that increase 	<ul style="list-style-type: none"> • Procurement • Commissioning Team 	<ul style="list-style-type: none"> • Service Manager Commissioning &

Objective 1	Early intervention and prevention:		
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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
	<p>independence whilst offering support</p> <ul style="list-style-type: none"> Reduction of costs when effective telecare is used to support an existing care package 	<ul style="list-style-type: none"> NCN's First Contact 	<p>Business Development</p>
<ul style="list-style-type: none"> To continue to work with Third Sector partners to build capacity within services that are focussed on prevention and early intervention 	<ul style="list-style-type: none"> Improved service capacity through the use of volunteers. Improved ability to manage demand for statutory provision by offering intervention at an earlier point 	<ul style="list-style-type: none"> Third Sector Partners Commissioning Team GAVO 	<ul style="list-style-type: none"> Commissioning Team Manager
<ul style="list-style-type: none"> <u>To work closely with statutory partners, i.e Welsh Government, ABUHB, Local Authorities to develop a network of support to encourage well-being and to promote independence.</u> Regional roll out of the My Mates project that offers bespoke low level community based support for adults with learning disabilities 	<ul style="list-style-type: none"> Improved offer of social support for people with Learning Disabilities , focussing on improving well- being and increasing 	<ul style="list-style-type: none"> Local Authority Partners ABUHB Community Connectors NCN Teams 	<ul style="list-style-type: none"> Service Manager Commissioning & Business Development

Objective 1	Early intervention and prevention:		
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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
	independence <ul style="list-style-type: none"> • Reduced reliance on long term statutory provision 		
<ul style="list-style-type: none"> • To collaborate with Health on the development of the Care Closer to Home initiative to establish Community Hubs offering information and advice 	<ul style="list-style-type: none"> • Expansion of the early intervention and preventative support network within the City • Reduced demand on social care and secondary health services • Improved levels of health and well-being 	<ul style="list-style-type: none"> • ABUHB • Community Connectors • Supporting People • Regional Partnership Board 	<ul style="list-style-type: none"> • Strategy & Partnership Manager
<ul style="list-style-type: none"> • To secure sustainable funding from the Integrated Care Fund 	<ul style="list-style-type: none"> • Investment for innovation and re-shaping services 	<ul style="list-style-type: none"> • Welsh Government • ABUHB • Commissioning Team • Finance Team 	<ul style="list-style-type: none"> • Service Manager Commissioning & Business Development

Objective 2	Integrated Working Across Health & Social Care		
Description	The development of an integrated approach to the provision of care and support for people in Newport through the establishment of Neighbourhood Care Networks		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<p><u>To provide integrated care and support for people with health and social care needs</u></p> <ul style="list-style-type: none"> • To establish an intake model of Reablement in Newport • Review and maximise reablement capacity • Increase skills of the Reablement Teams to work in an outcome focussed way and ensure a person's independence is maximised including if they need to move into long term care • Up skill the workforce and create cross functional teams 	<ul style="list-style-type: none"> • The principle of working in an outcome focused approach is established across reablement and commissioned services. • People are still living independently at home 90 days after the reablement intervention. • Greater integration of the Reablement teams and Hospital services team • develop a culture of integration 	<ul style="list-style-type: none"> • The Newport Community Frailty Team • ABUHB • Gwent Adult Strategic Partnership Board • Partners across the voluntary and independent sectors 	<ul style="list-style-type: none"> • Frailty CRT Manager & • Service Manager for First Contact • Service Manager Commissioning and Service development • Service Manager for Occupational Therapy

Objective 2	Integrated Working Across Health & Social Care		
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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<ul style="list-style-type: none"> To implement stage 2 of the In reach project to include the Community Hospital beds, Reablement services To work with teams to ensure discharge pathways are clearly defined and people are supported in a proportionate way to leave hospital as soon as possible 	<ul style="list-style-type: none"> The length of stay in hospitals is reduced and more people return to their previous address. 		<ul style="list-style-type: none"> Service Manager First Contact
<ul style="list-style-type: none"> Review step /up step/ down provision including Community Hospital beds to enhance capacity and ensure people receive support in the right environment 	<ul style="list-style-type: none"> People are discharged in a timely way from hospital into an environment which supports their continued independence 		<ul style="list-style-type: none"> Service Manager Provider Services
<ul style="list-style-type: none"> To work with colleagues in health to support the development of alternatives to acute hospital admission for people with Mental Health problems Explore different service and 	<ul style="list-style-type: none"> A wider range of options for people with mental health needs Reduced demand for acute beds 		<ul style="list-style-type: none"> Service Manager Commissioning

Objective 2	Integrated Working Across Health & Social Care		
Description	The development of an integrated approach to the provision of care and support for people in Newport through the establishment of Neighbourhood Care Networks		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
funding models such as crisis house and sanctuary provision			
<ul style="list-style-type: none"> • To ensure that Newport Citizens receive assessment from the OT who is best-placed to support them through establishment of an integrated response to OT referrals at First Contact. • To continue to support the improved DFG performance through timely OT assessment and intervention. 	<ul style="list-style-type: none"> • Reduced waiting times for OT assessment and intervention 	<ul style="list-style-type: none"> • ABUHB • First Contact • OT Integrated Team 	<ul style="list-style-type: none"> • Service Manager for Occupational Therapy • Service Manager First Contact

Objective 3	Commissioning		
Description	The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<ul style="list-style-type: none"> • <u>To undertake evidence based commissioning to ensure services reflect community needs and offer sufficient market capacity</u> • To publish strategic commissioning plans for adults and children’s services 	<ul style="list-style-type: none"> • Evidence of service needs that inform future commissioning activity to ensure sufficient market supply and quality 	<ul style="list-style-type: none"> • Commissioning Team • Citizens • Performance Team 	<ul style="list-style-type: none"> • Service Manager Commissioning & Business Development
<ul style="list-style-type: none"> • <u>To commission sustainable services that deliver quality, enable choice and promote independence</u> • To continue to develop in house provision where appropriate and cost effective • Develop leadership and management capabilities within Adult & Community Services to help maintain and increase service performance. • To proactively encourage new providers to enter into the 	<ul style="list-style-type: none"> • the development of service specialism/skills • retaining ability to respond to market shortfall • building sustainability into directly provided services • Increase in number & capacity of providers 	<ul style="list-style-type: none"> • Social Workers • Providers • Citizens/families • Care Inspectorate Wales • Ongoing consultation and engagement with existing 	<ul style="list-style-type: none"> • Service Manager Provider Services • Service Manager Commissioning &

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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<p>Newport care market</p> <ul style="list-style-type: none"> To adopt new commissioning approaches towards services that deliver and evidence individual outcomes 	<ul style="list-style-type: none"> Improved opportunities for service development and diversification Greater competition that improves service standards & manages cost Increased flexibility and choice for citizens as services are available in accordance with individual needs. To encourage self-reliance To promote choice by offering a wider variety of care options Facilitating cultural change – dependence to independence Increased take up of Direct Payments 	<p>and prospective providers</p> <ul style="list-style-type: none"> Procurement Commissioning Team Finance <ul style="list-style-type: none"> Finance Providers Procurement Commissioning Team 	<p>Business Development</p> <ul style="list-style-type: none"> Service Manager Commissioning & Business Development
<p><u>To ensure the market is able to respond to citizens needs through the principles of ethical and sustainable commissioning and contract</u></p>			

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Description	The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<p><u>management practices that deliver a range of high quality services and a skilled and responsive workforce.</u></p> <ul style="list-style-type: none"> • Fee setting – to support the market, ensuring service stability and compliance with National Living Wage requirements • Develop a Gwent Care Academy to offer qualifications for care staff and embed the principles of RISCA where all care staff are required to register. 	<ul style="list-style-type: none"> • Productive relationships with providers • Cost control • Sustainable services • Fair and sustainable pay rates for care staff to encourage recruitment and retention. • Stable workforce • Consistency of care for citizens • The professionalization of the caring role • Qualified workforce • The development of a recognised career structure improving the employment status of carers • Portable qualifications that reduce provider and 	<ul style="list-style-type: none"> • Finance • Providers • Commissioning Team • ABUHB • Local Authority Partners • Providers • NCC Training Unit • Care Inspectorate Wales • Workforce Development Group • Local Authority Partners • Care staff • Regional Partnership Board 	<ul style="list-style-type: none"> • Service Manager Commissioning & Business Development • Head of Adult Services

Objective 3	Commissioning		
Description	The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<ul style="list-style-type: none"> Continued engagement with providers through contract monitoring processes to oversee performance and quality, ensure compliance, and encourage service flexibility 	<p>commissioner costs over the long term</p> <ul style="list-style-type: none"> Improved quality standards Lower staff turnover Consistency of carers and service quality for citizens Strengthen Safeguarding processes Potential for loss of experienced carers who are unwilling to commit to formal qualifications <ul style="list-style-type: none"> Facilitating continuous improvement Delivery of services that are safe and represent the needs of citizens Monitoring performance Sharing best practice Strengthening safeguarding processes Maintaining productive relationships with providers Gathering market intelligence 	<ul style="list-style-type: none"> Providers Commissioning Team Safeguarding Team Citizens 	<ul style="list-style-type: none"> Commissioning Team Manager

Objective 3	Commissioning		
Description	The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
	<ul style="list-style-type: none"> Monitoring service effectiveness and informing future commissioning requirements 		
<p><u>To develop Regional and collaborative commissioning initiatives to deliver consistency and efficiencies</u></p> <ul style="list-style-type: none"> To work collaboratively with commissioning partners to capitalise on regional initiatives. Work with ABUHB and Local Authority partners to develop common contracts and monitoring protocols 	<ul style="list-style-type: none"> Greater oversight of commissioning activity that will improve market intelligence and inform innovation Deliver economies of scale Consistency of Regional provision Build market capacity and sustainability Consistent QA procedures through the implementation of joint monitoring protocols 	<ul style="list-style-type: none"> Welsh Government ABUHB Gwent Local Authorities Finance National Commissioning Board ABUHB Local Authority partners Commissioning Team Providers 	<ul style="list-style-type: none"> Head of Adult Services Head of Children's Services Commissioning Team Manager

Objective 3	Commissioning		
Description	The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<ul style="list-style-type: none"> To develop a People Commissioning function that oversees all commissioning and contractual activity within the Directorate 	<ul style="list-style-type: none"> Develop experience and knowledge of collaborative approaches and partnership working. Improve safeguarding process Consistency of approach to commissioning and contract management processes Improved cost control Consistency of quality assurance approaches Skills & knowledge development Improved team capacity 	<ul style="list-style-type: none"> Safeguarding Team Children’s Services Education Procurement Legal Finance Providers 	<ul style="list-style-type: none"> Service Manager Commissioning & Business Development

Objective 4	Carers		
Description	To fulfil NCC's responsibility to carers as required by the Social Services & Well Being Act, providing support and reducing carer breakdown.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<p><u>Support carers to care through flexible respite, access to accurate information, peer to peer support and effective care planning</u></p> <ul style="list-style-type: none"> To continue to develop the Newport Carers Network to facilitate engagement and opportunities to provide specialist information 	<ul style="list-style-type: none"> Increased opportunities for communication and engagement with carers Carers have access to specialised information Carers are better informed and know how to access support Information events are well publicised and responsive to the needs of carers Carers are influential and directly contribute to service development Increased opportunities for carers to support each other via the network 	<ul style="list-style-type: none"> Carers and Carer Groups Carers Development Officer Community Connectors Social Work Teams ABUHB Newport Support Partnership Mental Health Consortium Newport Carers Network Partners and stakeholders 	<ul style="list-style-type: none"> Carers Development Officer
<ul style="list-style-type: none"> Develop Carer Awareness training in partnership with the Gwent Regional Carers Group 	<ul style="list-style-type: none"> Early identification of carers by Social Work teams, providers and Third Sector partners 	<ul style="list-style-type: none"> Carers and Carer groups Newport support partnership Carers development 	<ul style="list-style-type: none"> Carers Development Officer

Objective 4	Carers		
Description	To fulfil NCC's responsibility to carers as required by the Social Services & Well Being Act, providing support and reducing carer breakdown.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
	<ul style="list-style-type: none"> • Better recording of carer information to inform service development • Improved availability of specialist information for carers • Prevention of carer breakdown • Improved carer well-being • Regional service consistency 	<ul style="list-style-type: none"> officer • Regional Gwent Carers Group • Local Authority partners • ABUHB • First Contact Team • NCN Teams • Community Connectors 	
<ul style="list-style-type: none"> • To ensure the availability of accurate information, advice and assistance via First Contact, Preventative and Commissioned Services and Dewis 	<ul style="list-style-type: none"> • Carers receive a proportionate assessment to identify their individual needs and are appropriately advised and signposted • Dewis is a source of reliable information that carers recognise and are able to access on their own terms • Information is available in accessible formats 	<ul style="list-style-type: none"> • Carers and Carer Groups • 50 Plus Forum • Carers Development Officer • Community Connectors • Social Work Teams • Newport Support Partnership • Mental Health Consortium • Newport Carers Network • Commissioned Partners and Stakeholders • Dewis Regional Group 	<ul style="list-style-type: none"> • Carers Development Officer

Objective 4	Carers		
Description	To fulfil NCC's responsibility to carers as required by the Social Services & Well Being Act, providing support and reducing carer breakdown.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
		<ul style="list-style-type: none"> • Gwent Regional Carers Group • ABUHB 	
<ul style="list-style-type: none"> • To engage with the Care Closer to Home Strategy that improves support for carers through the development of community hubs 	<ul style="list-style-type: none"> • Opportunities to further increase the scope of the Newport Carers Network • Increased availability of specialist advice for carers • Development of integrated health and social care services for carers 	<ul style="list-style-type: none"> • Carers development Officer • Community connectors • ABUHB • Strategy & Partnership Manager 	<ul style="list-style-type: none"> • Service Manager Commissioning & Business Development
<ul style="list-style-type: none"> • To ensure respite options are flexible and delivered to a high standard 	<ul style="list-style-type: none"> • Carers are able to plan breaks and feel confident that the person they care for is well looked after • Carer breakdown is prevented • Carers feel supported • The cared for person receives a good quality service that is delivered in accordance with their individual needs. 	<ul style="list-style-type: none"> • Commissioning Team • Social Work Teams • Carer Development Officer • ABUHB 	<ul style="list-style-type: none"> • Carers Development Officer

Objective 4	Carers		
Description	To fulfil NCC's responsibility to carers as required by the Social Services & Well Being Act, providing support and reducing carer breakdown.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<ul style="list-style-type: none"> • Publication of a Carers Strategy 	<ul style="list-style-type: none"> • Clear strategic intention defined within one document publicly available • Carers can hold NCC to account 	<ul style="list-style-type: none"> • Newport Carers Network • Citizens • Carers Development Officer • ABUHB • Independent & Third Sector Partners 	<ul style="list-style-type: none"> • Carers Development Officer
<p><u>Improve well-being of young carers and young adult carers</u></p> <ul style="list-style-type: none"> • To continue to develop services for young carers that offer effective support 	<ul style="list-style-type: none"> • Early identification of young carers • Raising awareness of the issues faced by young carers • To ensure young carers are not socially excluded 	<ul style="list-style-type: none"> • Carers Development Officer • Barnardo's Young Carers • Children's Services • Education • ABUHB 	<ul style="list-style-type: none"> • Carers Development Officer

Objective 5	Safeguarding		
Description	To improve safeguarding arrangements that protect children and adults within all aspects of Council services, functions and duties.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<p><u>Continue to evaluate and refine the model of adult protection to include consideration to manage the increasing demands of the service and improve practitioner knowledge under the new legislation (Part 7 Social Services & Well Being Act)</u></p> <ul style="list-style-type: none"> • Evaluation of the 6 month Safeguarding Hub. The pilot will be compiling data to evidence if the HUB model has improved processes and increased efficiency. • To establish a review/scrutiny process for Deprivation of Liberty Safeguards (DOLS) assessments for Newport citizens 	<ul style="list-style-type: none"> • improved citizen journey • effective demand management • appropriate prioritisation of safeguarding referrals • multi-agency specialism • improved information sharing • to ensure compliance with legislation • to prevent legal challenge 	<ul style="list-style-type: none"> • adult safeguarding • children’s preventative services • Police • IDVA service • Service Managers • DoLs Regional Team • Managing Authorities 	<ul style="list-style-type: none"> • Service Manager Safeguarding • Service Manager Managed Care

Objective 5	Safeguarding		
Description	To improve safeguarding arrangements that protect children and adults within all aspects of Council services, functions and duties.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<ul style="list-style-type: none"> • Establish safeguarding champions within each service area and • Roll out a training schedule for members and council employees • To contribute to the new All Wales Adult Safeguarding Guidance 	<ul style="list-style-type: none"> • each service area will have a single point of contact to address safeguarding issues • Increased general awareness and understanding of safeguarding issues • increased general awareness and understanding of safeguarding issues • a consistent approach to adult safeguarding across Newport and Wales 	<ul style="list-style-type: none"> • Service Manager Safeguarding • Team Manager Safeguarding • Safeguarding champions • All staff • Training Unit • GWASB Regional Training • HoS • Service Manager Safeguarding • Safeguarding Team Manager 	<ul style="list-style-type: none"> • Service Manager Safeguarding • Service Manager Safeguarding • Service Manager Safeguarding
<p><u>To continue to support and empower citizens through the adult safeguarding process.</u></p>			

Objective 5	Safeguarding		
Description	To improve safeguarding arrangements that protect children and adults within all aspects of Council services, functions and duties.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<ul style="list-style-type: none"> • Improve links to information and advocacy to ensure citizens are fully informed and supported throughout the safeguarding process. • Website development 	<ul style="list-style-type: none"> • Citizens views better represented within the safeguarding and DoLs processes • wider availability of information for practitioners and citizens 	<ul style="list-style-type: none"> • Service Manager Safeguarding • Advocacy providers • Regional Safeguarding Board • Commissioning Team • Procurement • Regional Safeguarding Board • Service Manager Safeguarding 	<ul style="list-style-type: none"> • Team Manager Safeguarding • Service Manager Safeguarding

Actions for the medium and longer term

2019/20

Actions	Links
Preventions <ul style="list-style-type: none"> • To further develop and review the integration of health and social care preventative services through the establishment of the Wellbeing Network • To continue to improve information accessibility for citizens • To continue to work with Third sector partners to maximise opportunities for the delivery of services that are focussed on prevention and early intervention 	Corporate Plan 2017 – 2022 <ul style="list-style-type: none"> • Our City Council’s key role is a facilitator and enabler with a focus on prevention Well-being of Future Generations

Actions	Links
<ul style="list-style-type: none"> To recommission the mental health consortium in partnership with ABUHB 	<p>(Wales) Act 2015</p> <p>Well Being Goals</p> <ul style="list-style-type: none"> A resilient Wales A Healthier Wales <p>Newport Well-being Objective 3 –</p> <ul style="list-style-type: none"> To enable people to be healthy, independent and resilient
<p>Health</p> <ul style="list-style-type: none"> To continue to develop an integrated approach to the provision of care and support for people in Newport through Neighbourhood Care Networks To develop an Intake model of Reablement for Newport To extend the In reach model of hospital discharge to St Woolos 	<p>Corporate Plan 2017 – 2022</p> <ul style="list-style-type: none"> Our City Council’s key role is a facilitator and enabler with a focus on prevention <p>Well-being of Future Generations (Wales) Act 2015</p> <p>Well Being Goals</p> <ul style="list-style-type: none"> A resilient Wales A Healthier Wales <p>Newport Well-being Objective 3 –</p> <ul style="list-style-type: none"> To enable people to be healthy, independent and resilient
<p>Commissioning</p> <ul style="list-style-type: none"> To continue to develop specialism and service efficiencies through the Integrated People Commissioning Hub To work with statutory partners to commission services on a Regional footprint To commission specialist dementia services to improve capacity To work with Regional colleagues to progress the proposal for the Gwent Care Academy 	<ul style="list-style-type: none"> Adult Services Commissioning Strategy Children’s Services Commissioning Strategy Independent Living Strategy

Actions	Links
<p>Carers</p> <ul style="list-style-type: none"> • To develop a full range of services for carers based on consultation and engagement through the Newport Carers Network • To ensure early identification of young carers and the provision of appropriate support in partnership with Health and Education 	<ul style="list-style-type: none"> • NCC Carers Strategy
<p>Safeguarding</p> <ul style="list-style-type: none"> • To fundamentally embed safeguarding procedures within all aspects of Council services, functions and duties 	<ul style="list-style-type: none"> • NCC Corporate Safeguarding Plan

2020/21

Actions	Links
<p>Preventions</p> <ul style="list-style-type: none"> • To have in place a well-being network across health & social care in Newport 	<ul style="list-style-type: none"> • As 19/20
<p>Health</p> <ul style="list-style-type: none"> • To further develop integrated working across health & social care on a NCN footprint 	
<p>Commissioning</p> <ul style="list-style-type: none"> • To further develop regional commissioning opportunities with statutory and non-statutory partners to ensure the sustainability of care and support provision 	
<p>Carers</p> <ul style="list-style-type: none"> • Carers are supported through their network and a range of support services are available to prevent carer breakdown. 	
<p>Safeguarding</p> <ul style="list-style-type: none"> • To fundamentally embed safeguarding procedures within all aspects of Council services, functions and duties 	

2021/22

Actions	Links
Preventions <ul style="list-style-type: none">To have in place a well-being network across health & social care in Newport	<ul style="list-style-type: none">As 19/20
Health <ul style="list-style-type: none">To further develop integrated working across health & social care on a NCN footprint	
Commissioning <ul style="list-style-type: none">To further develop regional commissioning opportunities with statutory and non-statutory partners to ensure the sustainability of care and support provision	
Carers <ul style="list-style-type: none">Carers are supported through their established network and a range of support services are available to prevent carer breakdown.	
Safeguarding <ul style="list-style-type: none">To fundamentally embed safeguarding procedures within all aspects of Council services, functions and duties	

Performance Indicators

Measure Name	Reference Number e.g. PAM/001 (if existing measure)	Type e.g. SP, PAM, IP	Performance 17/18 (Mar 2018)	Target 18/19
% of adults satisfied with their care & support	ACS/13 PAM/024	SSPM, PAM	81%	
% of carers that feel supported	ACS/15 PAM/026	SSPM, PAM	58.7%	
% of adult protection enquiries completed within 7 days	ACS/18	SSPM, Well-being	98.9%	Revised Target 95% to be reviewed at mid-year point due to the unknown impact of the Safeguarding Hub
Delayed transfers of care	ACS/19 PAM/025	SSPM, PAM, Well-being	6.02	3.5
The Reablement PI's are currently under review by the Welsh Government. In addition NCC are re-scoping the Reablement service to develop better efficiencies				
Reablement reduced package of care and support	ACS/20a	SSPM	56.5%	50%
Reablement no package of care and support	ACS/20b	SSPM	76%	50%
Length of time (days) adults are in care homes	ACS/21	SSPM, Well-being	868.2	1,100
Average age of adults entering residential care homes	ACS/22	SSPM	79.2	75
Adults who have received advice and assistance no repeat contact	ACS/23a	SSPM	41.9%	40%
Customer complaints answered in timescales	C&I/L/013	Common	100%	80%
% agreed management actions – implemented within 6 months	FIN/L/013	Common		
RTW within 7 calendar days %	NHR/010	Common	82.47%	90%
Employee Sickness	-	Common	17.74	12.5
Employee Sickness Long Term	-	Common	14.07	9.91
Employee Sickness Short Term	-	Common	3.67	2.59

Resources

Workforce Planning Data

Headcount	587
FTE	397.3
Permanent	518

Gender	
Female	512
Male	75

Disability	
No	565
Not Disclosed	3
Not Recorded	7
Yes	12

Age	
16-24	9
25-44	183
45-64	367
65-74	27
75+	1

Ethnicity	
Other Ethnicity	29
Not disclosed	1
Not recorded	1
White	556

Competency	Welsh Language Skills			
	None	Beginner	Intermediate	Advanced
Reading	272	29	3	10
Spoken	265	35	5	9
Understand	263	34	5	10
Written	276	23	3	9

2018/19 Budget																
			£'m													
Adults Services	Employees		14.1													
	Premises		0.2													
	Transport		0.3													
	Supplies & Services		4.8													
	Third Party Payments		50.6													
	Income	-	25.5													
Adults Services Total			44.5													
			£'m													
Adults Services	Care + Support		6.2													
	First Contact		1.6													
	Integrated OT		0.6													
	Managed Care		28.7													
	Mental Health		2.4													
	Other Adult Services		2.5													
	Safeguarding		0.5													
	Service Dev+Commissioning		2.0													
Adults Services Total			44.5													
<p>Analysis of Spend by Subjective Analysis</p> <table border="1"> <caption>Data for Analysis of Spend by Subjective Analysis</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Third Party Payments</td> <td>72%</td> </tr> <tr> <td>Employees</td> <td>20%</td> </tr> <tr> <td>Supplies & Services</td> <td>7%</td> </tr> <tr> <td>Transport</td> <td>1%</td> </tr> <tr> <td>Premises</td> <td>0%</td> </tr> </tbody> </table>					Category	Percentage	Third Party Payments	72%	Employees	20%	Supplies & Services	7%	Transport	1%	Premises	0%
Category	Percentage															
Third Party Payments	72%															
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Transport	1%															
Premises	0%															
				FTEs by service Area												
				Care + Support 237.7												
				First Contact 28.5												
				Frailty 47.5												
				Integrated OT 10.6												
				Managed Care 30.1												
				Mental Health 14.0												
				Other Adult Services 5.0												
				Safeguarding 11.3												
				Service Dev+Commissioning 30.6												
				415.3												
			£'m													
2018/19 approved capital budget (as per Feb Council)			0.4													
£0.2m to be shared with Childrens Services																

Risks Identified	Mitigation	Timescale for mitigation activity	Impact score	Probability score	Risk Rating (Impact x probability)	Responsible Person Within the service area
WCCIS – system infancy will impact on the quality of data available to inform service development	<ul style="list-style-type: none"> • Development of in house specialism • Engagement with regional and national workstreams • Ongoing refinement of business processes 	<ul style="list-style-type: none"> • Ongoing 	3	3	9	Service Manager Commissioning & Business Development
Budget Pressures	<ul style="list-style-type: none"> • Ongoing review and cost management strategies • Identification of service efficiencies through re-design, collaboration and integration • Managing demand • Maximising opportunities for external grant funding 	<ul style="list-style-type: none"> • Ongoing 	5	5	25	Head of Adult Services

Risks Identified	Mitigation	Timescale for mitigation activity	Impact score	Probability score	Risk Rating (Impact x probability)	Responsible Person Within the service area
<ul style="list-style-type: none"> Resources to support delivery of organisational change 	<ul style="list-style-type: none"> Business mapping Clear objective setting Maximising existing resources e.g. ICF Early identification of risk to deliver service objectives 		4	4	16	
Preventions <ul style="list-style-type: none"> Ability of services to meet demands 	<ul style="list-style-type: none"> Continued development and consolidation of IAA at community level to divert demand and encourage self-reliance Further development of First Contact as a multi-agency hub to facilitate early identification of need 	<ul style="list-style-type: none"> Ongoing 	3	4	12	Service Manager Commissioning & Business Development.
Health <ul style="list-style-type: none"> Engagement of 	<ul style="list-style-type: none"> Continued 	<ul style="list-style-type: none"> Ongoing 	4	3	12	Service Manager

Risks Identified	Mitigation	Timescale for mitigation activity	Impact score	Probability score	Risk Rating (Impact x probability)	Responsible Person Within the service area
<p>partner organisation</p> <ul style="list-style-type: none"> Continuation of ICF 	<p>engagement with health and social care workstreams</p> <ul style="list-style-type: none"> Use of grant funding delivers and evidences sustainable change 					Commissioning & Business Development.
<p>Commissioning</p> <ul style="list-style-type: none"> Risk of stability of external suppliers 	<ul style="list-style-type: none"> Market management strategies Strong well organised commissioning function Developing new sustainable models of service and maximising alternative funding Working regionally and collaboratively to build capacity and sustainability into 	<ul style="list-style-type: none"> Ongoing 	5	5	25	Service Manager Commissioning & Business Development.

Risks Identified	Mitigation	Timescale for mitigation activity	Impact score	Probability score	Risk Rating (Impact x probability)	Responsible Person Within the service area
<ul style="list-style-type: none"> Recruitment and retention of care staff 	<p>commissioned services</p> <ul style="list-style-type: none"> To engage with the Gwent workforce development group to establish career pathways for carers Market management strategies to ensure commissioned services are financially sustainable Contract monitoring processes that focus on the terms and conditions offered to social care staff 		4	5	20	
<p>CARERS</p> <ul style="list-style-type: none"> Continued willingness of carers to 	<ul style="list-style-type: none"> Provision of multiple opportunities to 	<ul style="list-style-type: none"> Ongoing 	3	3	9	Service Manager Commissioning & Business

Risks Identified	Mitigation	Timescale for mitigation activity	Impact score	Probability score	Risk Rating (Impact x probability)	Responsible Person Within the service area
engage <ul style="list-style-type: none"> Lack of consistency of information provided from various IAA sources 	engage <ul style="list-style-type: none"> Continued provision of targeted support Continued engagement with partner providers 					Development.
SAFEGUARDING <ul style="list-style-type: none"> Ability to ensure consistent understanding and application of process to ensure adults and children are protected and citizens are fully supported through the process 	<ul style="list-style-type: none"> Development of policies and procedures Provision of training and awareness raising Designation of Safeguarding Champions across the whole Council staff group. 	<ul style="list-style-type: none"> Ongoing 	3	3	9	Service Manager Safeguarding

Risk Scoring

Probability description	Score
Very Low probability	1
Low probability	2
Medium probability	3
High probability	4
Very high probability	5
Impact description	Score
Negligible	1
Low	2
Medium	3
High	4
Very High	5

