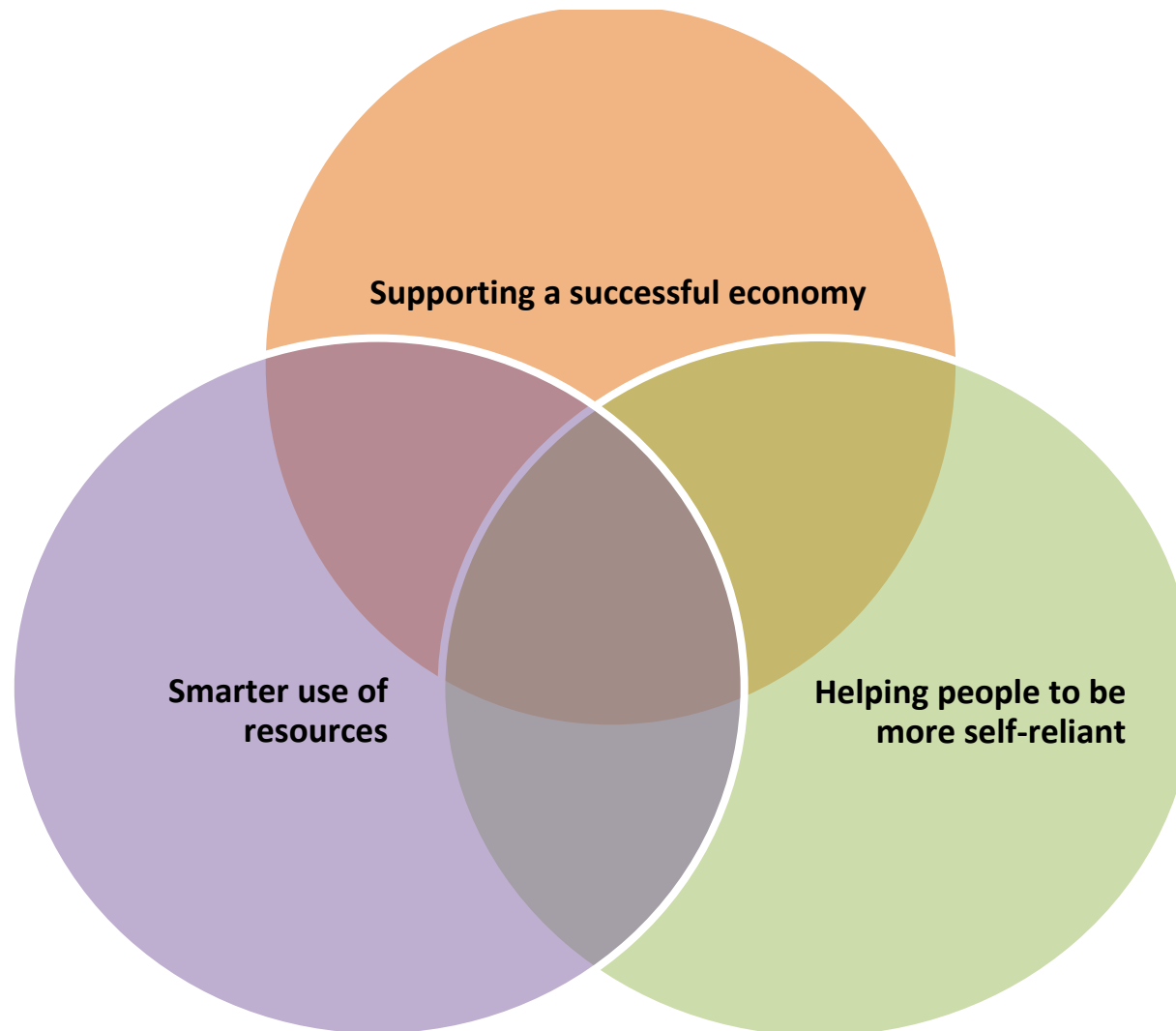


Social Services and Wellbeing Directorate Business Plan 2016-2017



**Bridgend County Borough Council
Working Together to Improve Lives**

Foreword

Social Services in Bridgend aims to provide a range of support and services that are responsive and proportionate to need whilst also ensuring that children young people and adults are safeguarded and protected from harm. During 2015/16, the safeguarding and family support teams worked with over 2000 children and their families. This includes children in need, looked after children, children on the child protection register, care leavers.

In adult social care, over 4500 people were supported in the community. Over 300 people received a reablement service (including Bryn y Cae); over 2200 people received a telecare package whilst over 650 people were supported in long term care (residential) and over 1700 referrals were received for Primary Mental Health Services.

Our vision is to actively promote independence, wellbeing and choice that will support individuals in achieving their full potential. The Social Services and Wellbeing Directorate is responsible for the planning, commissioning, assessment and, where appropriate, the direct provision of Social Services. The sport, play and active wellbeing team is also part of this directorate and this service has been able to focus on developing the wellbeing and preventative agenda to ensure that children, young people and adults are given every opportunity to improve their wellbeing and keep active regardless of their skills and abilities. We will particularly aim to promote sport play and active wellbeing into new early intervention and preventative models of commissioning service delivery.

The Social Services and Wellbeing Directorate has a combined net budget of £61m and going forward we must ensure that the directorate is able to contribute to the Council's overall priorities and Medium Term Financial Strategy.

The case for new ways of working has been laid down by the Social Services and Wellbeing (Wales) Act, 2014 and the directorate has been working towards the implementation of the Act for some time. Whilst the formal implementation date is April 2016 it will take a significant period of time to bed in due to the introduction of new ways of working and the inevitable impact this will have on the present culture, custom and practice. The Business Plan 2016 -2017 focuses on new ways of working and our future priority will be on developing the best sustainable solutions that meet service users' needs flexibly and efficiently. We want support and services that:

- ensure that children, young people and adults who need support are safeguarded and protected;
- are responsive to service users' needs and support / help people earlier to prevent problems getting worse;
- are co-produced with the people who use them, we want to share ideas and decisions;
- offer greater control and choice for citizens;
- respond quicker to people's needs, with good information from the start;
- mean less care away from home – in hospitals or care homes or out of county placements;
- are shared between the NHS and Bridgend County Borough Council, seamless working to meet needs; and
- give children and adults every chance to take part in activities regardless of their skills and abilities while also promoting healthy lifestyles through successful sport.

Cllr Phil White
Cabinet Member

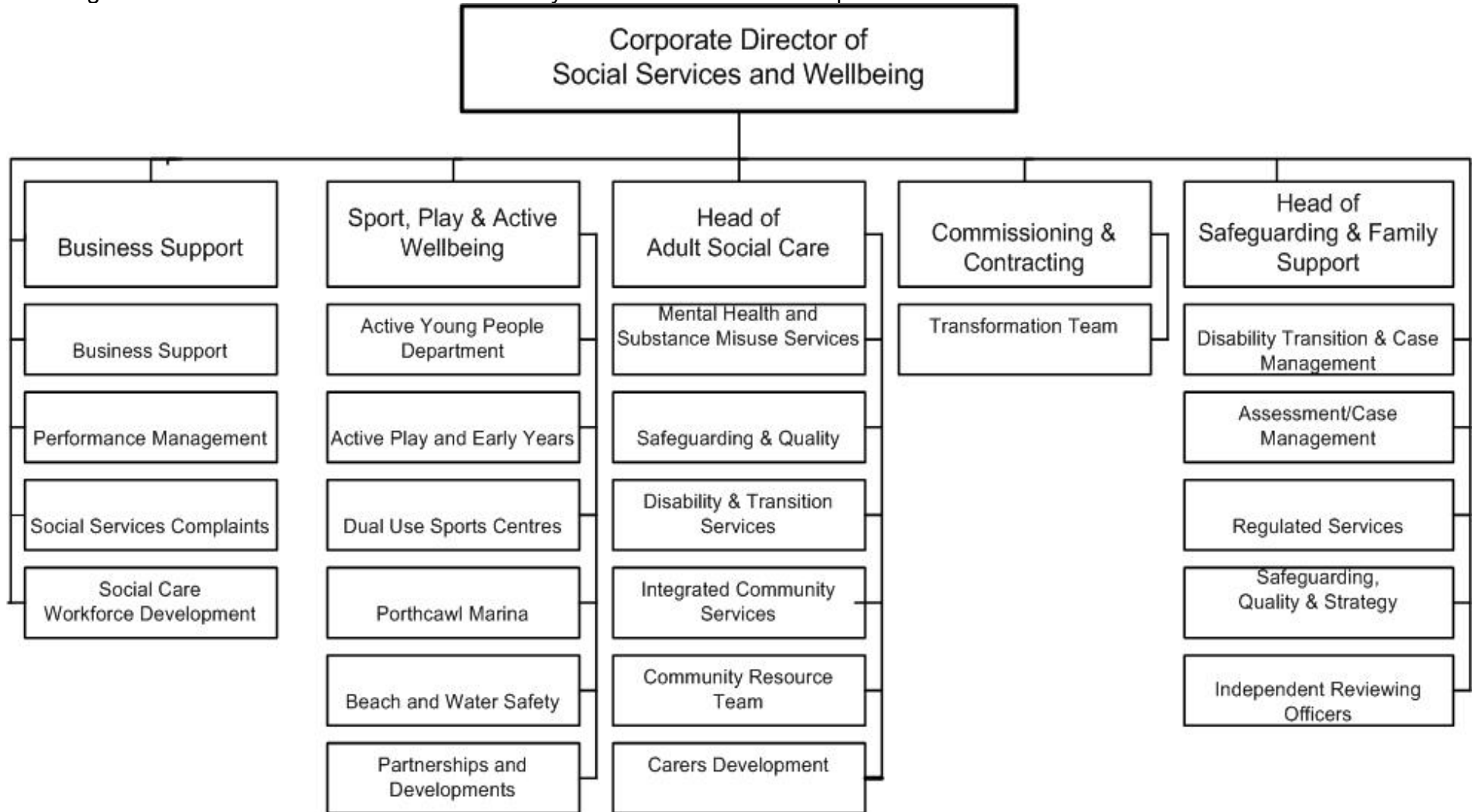
Cllr Hailey Townsend
Cabinet Member

Susan Cooper
Corporate Director

1. Directorate Assessment

1.1 Organisational Functional Structure (This will be subject to review during 2016 -17)

The diagram below shows the main areas of activity that the directorate is responsible for:



2.2 Achievements 2015 - 16

- The implementation of the Welsh Community Care Information System was implemented on target in April 2016
- We completed a procurement exercise for the recommissioning of the externally provided learning disability supported living schemes.
- After completing a self-assessment questionnaire about the effectiveness of learning disability services, the service was subject to a full 'Care and Social Services inspectorate for Wales' inspection in December 2015. The feedback from the inspection is positive and reflects the progress and achievements across the service.
- Agreement has been reached about a regional structure, commissioning plan and governance arrangements for substance misuse services.
- Three Local Community Co-ordinator posts have been recruited as part of the development of the prevention and wellbeing aspect of the Social Services and Wellbeing (Wales) Act 2014.
- A number of community groups have been established including the 'Stars' work place training project which was opened by The First Minister in December 2015.
- The Disabled Children's team has been co-located with the adult Learning Disability team which has provided a strong foundation for the development of a joint transition team.
- The first phase of the Western Bay Collaborative intermediate care model, and in particular the development of the acute clinical team, has been completed
- We have completed the SSIA outcomes framework pilot; and this learning has been shared across the directorate. As part of this work Bridgend contributed to a national conference
- The number of placements in long term residential settings has decreased and when placed, placements were for a shorter period of time, reducing our overall placements by 13.5% (this figure to be confirmed at the outturn at the end of March)
- A young carers identification card has been developed which is for young carers to use in schools , 70 cards have been issued during 15/16
- A dementia strategy and delivery plan has been developed jointly with partners
- Development of, and consultation on, a mental health strategy
- The first phase of a Single Point of Access for GP referrals into secondary mental health services has been successfully piloted during 15/16
- Implementation of the revised structure/establishment of community based safeguarding hubs which are co-located with early help teams
- Continued to safely reduce the number of Looked after Children during the year from 390 and 368 as at 31st January 2016
- Through close working across Western Bay, more timely matches and local placements for children placed for adoption
- More children and young people secured permanence through legal orders to their family instead of long term fostering with relative foster carers.
- Bridgend was one of only 2 local authorities to secure In Sport silver accreditation for inclusive activities and the only local authority in Wales to secure Calls for Action investment for Disability Sport.
- Participation in Over 60,s Free Swimming programme was the highest in Wales and a scheme for Armed Forces veterans was also supported.
- The leadership programme supported 10 looked after children and 10 disabled young people to complete training and support community activities.
- Bridgend commenced a programme of Later Life training to develop a team of physical activity instructors for day and residential care settings.
- The Active Young People department was awarded International Partner of the Year via the Create Development Awards for its work with young people.

- The Family Active Zone programme promoting healthier lives was recognised as excellent in Estyn inspections.
- The regional quality framework for all care homes, which takes into account the Older Persons Commissioner's recommendations, has been piloted in Bridgend.
- Suitable land options have been identified for the development of two Extracare schemes and an RSL identified to take forward the development of these schemes.
- Commissioning plan for independent domiciliary care developed and tender process completed for the establishment of a framework for the provision of domiciliary care. New framework to commence April 2016.

2.3 Operational Environment 2016-17

<p>Current strengths:</p> <ul style="list-style-type: none"> • Good multi-agency working and continued progress with delivering integrated and collaborative services • Community facilities supporting our model of locally based support • Preventative models of support in collaboration with the Third Sector • Increased profile of carers within Bridgend • Strong partnership arrangements for the delivery of Sport, Play and Active Wellbeing services • Culture of new ways of working and innovation amongst workforce • Good links with community groups and organisations • Established transformation programme overseeing changes in service delivery • Robust mechanisms for effective performance management 	<p>Current weaknesses:</p> <ul style="list-style-type: none"> • Limited financial resources e.g. capital programme • Under developed community capacity to support people to stay connected to their communities • Quality and age of some facilities • IT systems not integrated with NHS • Reducing capacity in key development areas • Impact of change on workforce • High staff turnover in some areas of the service
<p>Opportunities in 2016-17 for:</p> <ul style="list-style-type: none"> • National importance of the preventative health and wellbeing agenda • Social Services and Wellbeing (Wales) Act 2014 • New Welsh Community Care Information System • Voluntary, not-for-profit and commercial sector partnerships • Western Bay Collaborative Programme enabling more innovative approaches across the region • Mental Health Measure • Develop new relationship with the public in terms of prevention and wellbeing • Work with new partners and community • Working with partner agencies to develop new facilities and streamlined shared services supported by the realignment of resources 	<p>Threats in 2016-17 from:</p> <ul style="list-style-type: none"> • Financial position of public services • Changing focus of local government and the impact on local delivery • Decrease in and the end of some grant funding • Changes to Supporting People funding • Increased and competing demand for services • Resources for transition of young people into adult social care • Demographics and prevalence of dementia • Social Services and Wellbeing (Wales) Act 2014 which may raise public expectations • Change to the Welfare Benefits System • Uncertainty about future shape of local government and impact of Health Board restructure • Impact of Continuing Healthcare • Capacity issues in the face of increasing demands in some service areas • Potential for continued increase in the number of Looked After Children and other safeguarding areas such as Child Sexual Exploitation and Missing Children

3 Resources

3.1 Staff

Service	2014/15 (01.04.14)		2015/16 (01.04.15)		2016/17 (01.05.16)	
	FTE	Headcount	FTE	Headcount	FTE	Headcount
Adult Social Care	722.64	1047	691.48	975	645.81	929
Safeguarding and Family Support	227.79	273	162.33	183	158.11	200
Sport, Play and Active Wellbeing (exc. Culture in 14-15)	23.74	102	21.07	25	15.51	20
Business Support	30.91	34	49.06	53*	59.79	66
SOCIAL SERVICES AND WELLBEING DIRECTORATE	1005.08	1,456	923.94	1,236	880.23	1,216

*increase due to merging of service areas

Budget	2015-16	2016-17	2017-18	2018-19	2019-20
	(Actual) £'000	(Actual) £'000	(Indicative) £'000	(Indicative) £'000	(Indicative) £'000
Adult Social Care					
Older People	19,183	19,183	18,609	17,774	17,774
Adult Phys Dis/Sens Impairment	3,548	3,599	3,599	3,599	3,599
Adults Learning Disabilities	12,775	11,897	11,727	11,727	11,727
Adults Mental Health Needs	2,692	2,604	2,531	2,531	2,531
Other Adult Services	211	215	215	215	215
Adult Services Mgt & Admin	1,765	1,909	1,909	1,909	1,909
Other ASC Budget Reductions Identified (cumulative)			-150	-250	-350
Safeguarding and Family Support					
Children Looked After	10,923	10,423	9,903	9,903	9,903
Family Support Services	978	976	976	976	976
Other child & Family Services	1,017	730	730	730	730
Commissioning & Social Work	4,364	4,491	4,491	4,491	4,491

Administration	1,079	1,066	1,066	1,066	1,066
Sport, Play and Active Wellbeing					
Culture Trust	1,703	3,132	3,031	3,031	3,031
Recreation and Sport	2,587	2,328	2,140	2,000	2,000
Budget Reduction Balance (Most Likely):					
2017-18			-668	-668	-668
2018-19				-1,507	-1,507
2019-20					-2,337
NET BUDGET TOTAL	62,823	62,552	60,108	57,526	55,089

The difference between the 2016-17 budget and the 2015-16 budget is a combination of increases for budget pressures, increases for pay and price inflation, and inter-directorate transfers, offset by budget reductions. For 2017-18 budgets onwards, the year on year difference relates to budget reductions only.

3.3 Future property needs

- Develop two new Extra Care Housing schemes;
- Review local day service bases due to an increase in demand for support and services for people with autism and to support the wellbeing agenda;
- Bakers Way – review of service.

4 Action Plan and Performance Measures

Improvement Priority Two – Helping people to be more self-reliant

2.1 Aim - To reduce demand by investing in targeted early help and intervention programmes

4.1.1	Further develop local community coordination to enable communities to be more self-reliant.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.1.1.1	Progress community development opportunities by increasing the number of Local Community Coordinators from three to five and developing a social enterprise framework	Remodelling Adult Social Care Board (RASC)	Mark Wilkinson				March 2017
2.1.1.2	Support the development of community opportunities to increase physical activity including the promotion of the “Getting Bridgend Moving” programme linked to National campaigns.	Healthy Living Partnership Board	Andrew Thomas				December 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 1	Number of people who have been diverted from mainstream services, enabling them to remain independent for as long as possible	Local O	Mark Wilkinson	N/A	12	24	40
Data Item 12	Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year	National Data Item CP V	Mark Wilkinson	New Indicator for 2016/17			Estimate 50-60 but establish baseline in 16/17
LCS002b	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity	NSI O	Andrew Thomas	9588	9528	9450	9450

2.1.2 Develop appropriate mechanisms to enable the Council to provide good information, advice and assistance to the public.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.1.2.1	Develop the ability to more effectively provide information, advice and assistance to the public including the development of the Council website	RASC	Mark Wilkinson				July 2016
2.1.2.2	In collaboration with the third sector, increase the number of individuals who access drop in facilities at Assisted Recovery in the Community (ARC)	RASC	Mark Wilkinson				March 2017
2.1.2.3	Implement phase 2 of the intermediate care community services model as part of the Western Bay Collaborative	RASC	Michelle Chilcott/ Carmel Donovan				March 2017
2.1.2.4	Develop the common access point (CAP) across all adult integrated services through the implementation of the Social Services and Wellbeing Act	RASC	Michelle Chilcott				Nov 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
Data item 1a	The number of adults who received advice and assistance from the information, advice and assistance service during the year	National Data Item CP O	Carmel Donovan	New Indicator for 2016/17			Estimate 4500 but establish baseline in 16/17
PM 23	The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service again during the year	National Performance Measure	Carmel Donovan / Mark Wilkinson	New Indicator for 2016/17			Estimate 25% of above but establish baseline in 16/17

PM 20a	The percentage of adults who completed a period of reablement and 6 months later have: a) a reduced package of care and support; or b) no package of care and support	National Performance Measure CP	Michelle Chilcott	New Indicator for 2016/17			Establish baseline
PM 20b		O					
PM 18	The percentage of adult protection enquiries completed within 7 days	National Performance Measure O	Terri Warrilow	New Indicator for 2016/17			Establish baseline
PM 19	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	National Performance Measure O	Carmel Donovan	0.88	1.03	< 2.5	<2.25
National survey	The percentage of people reporting that they felt involved in any decisions made about their care and support	National (Survey) CP O	Jackie Davies	N/A	N/A	N/A	70%
National survey	The number of people reporting that they have received the right information and advice when they needed it	CP O	Jackie Davies/Laura Kinsey	New indicator for 2016-17			Establish baseline
National survey	The number of people who are satisfied with the care and support they received	CP O	Jackie Davies/Laura Kinsey	New indicator for 2016-17			Estimate 300 but establish baseline in 16/17

2.1.3 Involve service users, carers and communities in developing and commissioning services.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.1.3.1	Develop and implement a new domiciliary care quality framework to monitor and improve the quality of care	RASC	Commissioning Manager				November 2016
2.1.3.2	Develop and implement new model for short break services for older people through engagement and consultation with people and their carers	RASC	Commissioning manager Carmel Donovan				Develop - October 2016 Implement – April 2017
2.1.3.3	Implement the Extra care communication plan in order to develop the service model for Extra Care	RASC	Jackie Davies/ Angie Bowen				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 2	The percentage of domiciliary care contracts reviewed	Local V	Commissioning Manager	New Local Measure for 2016/17			100%
SSWB 3	The percentage of our providers receiving a quality payment	Local V	Commissioning Manager	N/A	N/A	90%	90%
SSWB 4	The percentage of Adult Social Care Third Sector Contracts reviewed	Local V	Commissioning Manager	N/A	100%	100%	100%
SSWB 5	Number of service users (of Independent Domiciliary Care) who provide feedback as part of the contract monitoring arrangements	Local O	Commissioning Manager	N/A	72	54	54

Improvement Priority Two – Helping people to be more self-reliant

2.2 Aim - To give people more choice and control over what support they receive by providing early access to advice and information

2.2.2 Develop a multi-agency safeguarding hub to provide effective multi-agency response to safeguarding issues.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.2.1	Implement arrangements to provide Information, advice and assistance in line with the requirements of Part 3 of the SSWB (Wales) Act 2014.	Remodelling Children's Social Care Board	Jane Cullen				April 2016
2.2.2.2	Finalise a project plan for the development of a Multi-Agency Safeguarding Hub (MASH)	Remodelling Children's Social Care Board	Jane Cullen				July 2016
2.2.2.3	Establish a co-located team which will deliver the functions of a MASH, our existing assessment team and early help screening/ allocation functions.	Remodelling Children's Social Care Board	Jane Cullen				March 2017
2.2.2.4	Develop and implement a joint action plan with early help services to safely reduce the number of looked after children.	Remodelling Children's Social Care Bd	Elizabeth Walton James				April 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
Data Item 1b	Number of children who received advice or assistance from the Information, Advice and Assistance Service during the year	Nat Data item CP O	Jane Cullen	New Indicator for 2016/17			Establish baseline
PM 24	The percentage of assessments completed for children within statutory timescales	National Performance Measure O	Jane Cullen	New Indicator for 2016/17			80%

PM 25	The percentage of children supported to remain living within their family at 31 st March	National Performance Measure CP O	Wendy Wilcox / Jane Cullen	New Indicator for 2016/17			65%
PM 26	The percentage of looked after children returned home from care during the year	National Performance Measure O	Wendy Wilcox	13.3%	16.7%	N/A	18%
PM 30	The percentage of children seen by a registered dentist within 3 months of becoming looked after.	National Performance Measure O	Wendy Wilcox	New Indicator for 2016/17			Estimate 70-80% but establish baseline in 16/17
PM 31	The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement.	National Performance Measure O	Wendy Wilcox	78%	97.5%	100%	100%
SSWB 6	Number of appropriate contacts to MASH	Local CP O	Jane Cullen	New local indicator for 2016/17			Establish baseline

2.2.3 Review and consider new models of service delivery for respite and residential care to ensure a flexible support and service to people when they need it.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.3.1	Establish a range of alternative delivery models for short breaks services for children and young people with disabilities.	Remodelling Children's Social Care Board	Natalie Silcox/Wendy Wilcox				September 2016
2.2.3.2	Undertake a review of residential provision to safely reduce reliance on out of county placements and specialist therapeutic services.	Remodelling Children's Social Care Board	Natalie Silcox				October 2016
2.2.3.3	Establish in house parent and child fostering placements.	Remodelling Children's Social Care Board	Natalie Silcox				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
PM 29a PM 29b	Percentage of children achieving the core subject indicator (children known to SS – CP/CIN/LAC) a) At Key Stage 2. b) At Key Stage 4	National Performance Measure O	Susan Roberts / Jane Cullen	New Indicator for 2016/17			Establish baseline
PM 32	The percentage of looked after children who have experienced one or more changes of school during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March.	National Performance Measure O	Wendy Wilcox / Jane Cullen	12.5%	8.8%	<14%	< 14%
PM 33	The percentage of looked after children on 31 March who have had three or more placements during the year.	National Performance Measure CPO	Natalie Silcox	9%	11.8%	12%	12%

PM 21	The average length of time older people (aged 65 or over) are supported in residential care homes	National Performance Measure CP O	Carmel Donovan	New Indicator for 2016/17	1055 days
PM 22	Average age of adults entering residential care homes	National Performance Measure CP O	Carmel Donovan	New Indicator for 2016/17	84yrs

2.2.4	Develop an appropriate service model for children in transition from childhood to adulthood, including children with disabilities and children leaving care.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.4.1	In conjunction with the supporting people team, develop a range of move on and accommodation support services for children leaving care	Remodelling Children's Social Care Board	Natalie Silcox /Wendy Wilcox				June 2016
2.2.4.2	Finalise and consult on a new operating model for a Transition Team across adult and children social care.	Remodelling Children's Social Care Board / RASC	Mark Wilkinson/ Wendy Wilcox				Sept 2016
2.2.4.3	Implement new arrangements for Transition Team	Remodelling Children's Social Care Board /RASC	Mark Wilkinson/ Wendy Wilcox				Jan 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 7	Percentage of individuals discussed at Transition Panel that have a transition plan in place by aged 17	Local O	Mark Wilkinson/ Wendy Wilcox	New local indicator for 2016/17			100%

PM 34a PM 34b	The percentage of all care leavers who are in education, training or employment at: a) 12 months after leaving care. b) 24 months after leaving care	National Performance Measure O	Wendy Wilcox	New Indicator for 2016/17	70%
PM 35	The percentage of care leavers who have experienced homelessness during the year	National Performance Measure O	Wendy Wilcox/ Angie Bowen	New Indicator for 2016/17	Establish baseline

2.2.5 Ensure appropriate services are available to children at risk from child sexual exploitation (CSE).							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.5.1	Embed arrangements to monitor the effectiveness of timely information sharing which leads to adherence to protocols in respect of individual cases and risks being managed / addressed efficiently.	Remodelling Children's Social Care Board	Elizabeth Walton-James				July 2016
2.2.5.2	Undertake a CSE training needs analysis across the council and formulate a plan to address any gaps.	Remodelling Children's Social Care Board	Elizabeth Walton-James				July 2016
2.2.5.3	Contribute to the development of a regional CSE strategy to identify children at risk as early as possible.	Remodelling Children's Social Care Board	Elizabeth Walton-James				October 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 8	The percentage of children and young people subject to the CSE protocol with an up to date SERAF assessment (Sexual Exploitation Risk Assessment Framework)	Local O	Elizabeth Walton-James	New Local indicator for 2016/17			100%

SSWB 9	The percentage of cases subject to an initial CSE strategy meeting where the plan was reviewed within three months	Local O	Elizabeth Walton-James	New Local indicator for 2016/17	100%
PM 27	The percentage of re-registrations of children on the Child Protection Register.	National Performance Measure O	Elizabeth Walton-James	New Indicator for 2016/17	6.5%
PM 28	The average length of time on the Child Protection Register.	National Performance Measure O	Elizabeth Walton-James	New Indicator for 2016/17	265 days

Improvement Priority Two – Helping people to be more self-reliant

2.3 Aim - To support carers in maintaining their role

2.3.1	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.3.1.1	In partnership with the carers' centre, increase the number of carers who receive information, advice and assistance	RASC	Wendy Wilcox				December 2016
2.3.1.2	Increase the number of staff who complete the carers and young carers e-learning modules	RASC	Claire Holt				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 10	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	Local O	Carmel Donovan / Mark Wilkinson	96.9%	94.7%	93%	94%

Data Item 3	Number of assessments of need for support for carers undertaken during the year i) Of those, the number that lead to a support plan	National Data Item CP O	Jackie Davies	New indicator 2016/17	35
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2.4 Aim – Support the third sector, town and community councils and community groups to meet local needs

2.4.1	Enable community groups and the third sector to have more voice and control over community assets.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.4.1.1	Support the development of community opportunities to increase physical activity for children, young people and adults thereby contributing to their overall health and wellbeing.	Healthy Living Partnership Board	Andrew Thomas				March 2017
2.4.1.2	Work closely with BAVO and Third Sector groups to develop the prevention and well-being strategy for the use of volunteers.	Third Sector Board	Andrew Thomas				Jan 2017
2.4.1.3	Working with partners, produce a Third Sector Strategy and Action Plan	Third Sector Board	Andrew Thomas				March 2017
2.4.1.4	Work with partners to implement actions identified within the Ageing Well Plan for Bridgend, and develop a performance framework to measure the outcomes of the programme.	RASC	Andrew Thomas				March 2017
2.4.1.5	Produce an action plan for play sufficiency and report to Welsh Government annually	TBC	Andrew Thomas				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 11	Schools engaged in the national sports programme - Primary - Secondary	Local O	Andrew Thomas	N/A	95% 100%	95% 100%	95% 100%

3. Aim - To achieve the budget reductions identified in the Medium Term Financial Strategy

3.1 Implement the planned budget reductions identified in the 2016-17 budget							
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 12	Budget reductions achieved	Local/CP V	Susan Cooper	£1.128m	£4.162m	£3.534m	£2.690m

3.2 Develop the culture and skills required to meet the needs of a changing organisation							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.1	Work with Corporate Health and Safety colleagues to ensure all appropriate staff are registered on i-call, or alternative, lone working management system	Local	Jackie Davies/ Laura Kinsey				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 13	The number of working days/shifts per Full Time Equivalent (FTE) local authority employee lost due to sickness absence	Local/CP C	Susan Cooper	15.05	18.46 (incl S&FS at qtr 4)	11.3	11.3
SSWB 14	Number of working days lost per FTE due to industrial injury	Local C	Jackie Davies /Laura Kinsey	-	-	-	0.014 (120 days)
SSWB 15	Number of individual injury incidences	Local C	Jackie Davies /Laura Kinsey	-	-	-	13 per year
SSWB 16	% of targeted staff who have attended manual handling training	Local C	Jackie Davies/Laura Kinsey	-	82%	88%	90%
SSWB 17	Increase number of apprenticeships in the directorate		Susan Cooper	-	-	-	4

Other Directorate Priorities

Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Monitor and evaluate the ongoing implementation of the Social Services and Wellbeing (Wales) Act 2014 and the Welsh Community Care Information System	Social Services and Wellbeing Management Meetings	Susan Cooper				March 2017

Other National Performance Indicators

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
LCL/001(b)	The number of visits to Public Libraries during the year, per 1,000 population	NSI	Andrew Thomas (from Sept / Oct)	4182	4460	4500	<i>Communities setting target</i>

Appendix 1 – Glossary

Adult Safeguarding – Protection of vulnerable adults which can involve action taken to prevent or minimise the risk of harm and also includes intervention to investigate situations where harm and/or abuse has been experienced by a vulnerable person. Adult Safeguarding encompasses six key concepts:- empowerment, protection, prevention, proportionate responses, partnership and accountability.

Ageing Well - action plan to help make Bridgend an Age Friendly County linked to older persons strategy.

Assisted Recovery in the Community (ARC) - is a joint integrated service between Bridgend County Borough Council and Abertawe Bro Morgannwg University NHS Trust. ARC provides day time opportunities for individuals with mental health issues. It offers assessment and support to enable people experiencing mental health problems to access mainstream community facilities and activities as well as specialist services.

Bridgend Association for Voluntary Organisations – BAVO

Bridgend County Care and Repair - Care & Repair Cymru are a national charitable body and actively work to ensure that all older people have homes that are safe, secure and appropriate to their needs. They enable older people and people with disabilities to remain within their own homes and within their local communities through the improvement of their housing conditions and their levels of comfort, independence and wellbeing. The type of work-undertaken ranges from home safety checks, and small repairs and adaptations such as the installation of a handrail or new door locks to a large-scale work involving major repairs or a specially adapted bathroom for a disabled person.

Bridgestart - is the short term enabling home care service. People who are assessed as needing support at home are supported for up to 6 week by the Bridgestart team, under the guidance and supervision of an Occupational Therapist. This in turn promotes independence and encourages individuals to do as much as possible for themselves.

Bridgeway – A specialist enabling home care service for people with dementia, focusing on maintaining people's independence are living with dementia to enable people's carers to continue to support someone to live at home

Carers' Emergency Card - A card for carers which will be carried at all times in the event of an emergency. The card has a unique identification number and will trigger a response plan to ensure the safety and welfare of the person they care for.

Carers' Forum – provides an opportunity for carers in the county borough to come together to receive offers advice, information and support for carers and meets four times a year. During the meetings carers have the opportunity to raise carer issues, give feedback on service changes and developments, share experiences and give mutual support and participate in any consultation opportunities.

Community Networks – The model describes a system of empowered localities in the form of Locality Networks which will be developed around natural communities as a key platform for local service planning and delivery. They will be built around Primary Care, Community and Social Care teams, working together across agreed populations to plan and deliver integrated core out-of-hospital services.

Community Resource Team Services (CRT) – A joint ABMUL HB and BCBC resource team serving the Bridgend community networks. The Community Resource Service is a multi-disciplinary, multi-agency team established to respond to the individual needs of people who are frail or have physical disabilities or long term chronic conditions to avoid inappropriate hospital admissions and facilitate earlier hospital discharge. It consists of the following elements: Acute Clinical Response Team, Telecare and Mobile Response Service, Better@Home service; BridgeStart – enabling and re-abling interventions as well as a Reablement Unit at Bryn y Cae; The Community Independence & Wellbeing Team; community occupational therapy and the Integrated Community Equipment, Assessment & Demonstration Service. The team provides community support ranging from just a few days to up to six weeks. The focus is on short term interventions to support people to remain at home outside long-term hospital settings.

Corporate Risk – Risk score calculation = Impact x likelihood (e.g., likelihood (4) x impact (3) = risk score of 12)

Description and definitions of LIKELIHOOD of the risk occurring

Score	Description
6	Almost certain - More than a 90% chance
5	Highly likely – 70% to 90% chance
4	More likely than not – 50% to 70% chance
3	Might happen, but probably not – 30% to 50% chance
2	Unlikely to happen - A 10% to 30% chance
1	Very unlikely - Less than a 10% chance

Description and definitions of IMPACT of the risk

Severity	Example Detail Description
4	Medium term loss of service capability Adverse UK wide publicity Litigation almost certain and difficult to defend Corporate budget realignment Breaches of law punishable by imprisonment
3	Short term loss of service capability Adverse Wales wide publicity Litigation to be expected

	Budget adjusted across service areas Breaches of law punishable by fines only
2	Short term disruption to service capability Adverse local publicity High potential for complaint, litigation possible Financial implications contained within the Directorate Breaches of regulations/standards
1	No significant disruption to service capability Unlikely to cause any adverse publicity Unlikely to cause complaint or litigation Financial implications contained within service area Breaches of local procedures or standards.

Direct Payments - Social Services can provide a cash payment directly to people whose needs have been assessed by Social Services as being eligible to receive services, so they can arrange and purchase their own support. They might use the money to:

- employ someone directly to help with their care (a Personal Assistant)
- buy care from a private registered care agency
- make their own arrangements instead of using Social Services day care or respite care

Deprivation of Liberty (DoLs)– The Deprivation of Liberty Safeguards were introduced in April 2009 to meet the requirements of the Mental Capacity Act , 2005. They provide protection for individuals who lack capacity and are therefore unable to consent to necessary care or treatment regimes, which may necessitate depriving them of their liberty to protect them from harm.

Extracare Housing - is one of a number of options for an older person who needs personal care or other type of support, but who wants to retain a degree of independence and is able to live safely on their own. An Extra Care Housing Scheme is usually a group of flats built on the same site (some providers offer bungalows), providing specialised accommodation and support services 24 hours a day. The accommodation can be rented or bought, both by an individual and by a couple. Older people living in them enjoy the freedom of having their own front door and the peace of mind from knowing staff are available if they are needed.

Forensic Mental Health Service - Forensic mental health services are for people who have a mental illness and are, or have been at risk to other people. This risk is usually linked to their mental illness. These workers can be psychiatrists, psychologists, licensed counsellors or social workers. The work in forensic mental health is varied, including several different types of work.

Getting Bridgend Moving- Developing a programme that will link with national initiatives to make local people more active with improved

wellbeing.

Healthy Living Partnership Project – the Local Authority working in partnership with Halo Leisure to deliver the sport and physical activity agenda in leisure centres and swimming pools within Bridgend County Borough as part of a 15 year contract.

Independent Mental Capacity Advocate (IMCA) - The Mental Capacity Act 2005 created the IMCA service to help support and protect the rights of vulnerable people who lack capacity in making major decisions. An IMCA is only involved when a person who lacks capacity has no family or friends to consult.

Information Advice and Assistance service – As part of the Social Services and Well-being (Wales) Act 2014, which provides the legislative basis for social services in Wales from 6th April 2016, there is a requirement for the provision of information, advice and assistance - local authorities, with the assistance of Local Health Board partners, must secure the provision of a service for providing people with information and advice relating to well-being, care and support in their area, and (where appropriate) assistance in accessing these.

Integrating Health and Social Care Programme – developing and implementing proposals and projects to reshape the way in which health and social care services work together to deliver *integrated services* for older people, and people with physical disability or sensory loss, in Bridgend County Borough. There are a series of projects that will deliver an integrated approach to the delivery of services for frail people and people with complex conditions, with an aim of improving outcomes and the quality and timeliness of services, by working across traditional boundaries and in different ways. The aim of this programme is to transform services so that our citizens experience a well-coordinated and planned approach to community health and social care services.

Just @sk + A universal advice and signposting service with specialist, targeted support for more vulnerable young people, including care leavers.

Local Authority Partnership Agreement (LAPA)- annual development plan supported by sport wales and targeting community development and reducing inequalities.

Local Community Coordinators (LCC) – The LCC operational model is based on a nationally recognised design by which LCCs are allocated on a geographical population basis. The model states that an LCC should work with a manageable population (maximum of 10,000) who live in a defined geographical area. This allows the LCC to work with people in a locality which enables networks of support to be developed. The LCC project is based on the idea that providing people with services does not necessarily increase resilience or resolve issues of loneliness and isolation. The LCC approach is about connecting people to their local community and each other to support the development of networks and relationships which can help people remain independent. This can prevent or delay the need for formal services such as Social Services or secondary Health Care.

Looked After Children (LAC)

Looked After Children in education (LACE)

Mental Health Wales Measure (2010) – The measure has four main parts:-

Part 1 will ensure that more mental health services are available within primary care such as G.Ps.

Part 2 makes sure that all patients in secondary services have a care and treatment plan

Part 3 enables all adults discharged from secondary services to refer themselves back to those services

Part 4 supports every patient to have help from an independent mental health advocate if wanted.

National Exercise Referral Programme - Welsh government programme whereby doctors prescribe exercise to people whose health would benefit from physical activity.

National Strategic Indicators (NSIs) – Used to measure the performance of Local Authority's at a national level.

Not in Education, Employment or Training (NEET)

Occupational Therapist - An occupational therapist (OT) is a therapist who is trained in the practice of occupational therapy. The role of an occupational therapist is to work with a service user to help them achieve a fulfilled and satisfied state in life through the use of equipment and adaptations that could meet the service users particular needs which promote health, prevent injury or disability and improve, sustain or restore the highest possible level of independence. The Community Occupational Therapists work with service users to resolve the practical, everyday problems caused by their disability. The service is primarily targeted at those service users whose disability is permanent and may have achieved their optimum level of function through rehabilitation but still face environmental barriers to their independence at home. The service provides advice and teaches compensatory techniques and has links with a wide variety of statutory and third sector organisations in order to provide a comprehensive range of community equipment and adaptations

Performance Indicators - A performance indicator is a measure of performance. They are commonly used to help the Authority define and evaluate how successful it is, typically in terms of making progress towards its long-term organisational goals.

Physical and Sensory Impairment - Physical and sensory impairment is the term used to describe somebody with either a physical or sensory disability. A physical impairment relates to the capacity to move, coordinate actions, or perform physical activities. Whilst Sensory impairment is when one of your senses; sight, hearing, smell, touch, taste and spatial awareness, is no longer normal. The impairment may be caused by aging and other physiological changes, accident or injuries etc.

Play Sufficiency - a statutory duty to assess the quality and quantity of play against established measures and create an action plan.

Protection of Vulnerable Adults (POVA) – POVA is a multi-agency framework in place to safeguard vulnerable adults from abuse. A vulnerable adult is someone aged 18 or over who is, or may be, in need of community care services because of mental or other disability, age or illness and be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation. Bridgend adheres to the Wales Interim Policy and Procedures for the Protection of Vulnerable Adults from Abuse. This policy is signed up to by all statutory agencies. This means that the Authority has a firm agreement where all organisations work closely together to protect the person who may be being abused or be at risk of significant harm. Adult Services lead and co-ordinate the actions taken alongside our partner agencies, amongst which are ABM Health Board and South Wales Police.

Residential Re-ablement Unit (Bryn y Cae) – a new 6 bed community re-ablement unit based in a residential home, part of the community Resource Team, that will meet the needs of our citizens in a more holistic, timely and integrated way. The service offers 24 hour support and a multi-disciplinary assessment and re-ablement programme over an agreed period to enable people to regain sufficient physical functioning and confidence to return safely to their own home or to decide if residential care is appropriate

Registered Social Landlord (RSL) – are government funded not for profit organisations that provide affordable housing. They include Housing Associations, trusts and co-operatives. They work with Local authorities and develop land, build homes and operate as a landlord function.

Sexual Exploitation Risk Assessment Framework – SERAF

Specialist Dementia Services – These are services provided to people with a formal diagnosis of a wide range of dementias. These may include inpatient, Mental Health Teams and other specialist support.

STRATA Survey – Lifestyle survey of children and young people conducted at schools bi annually for pupils in year 6 and year 9.

Supported Housing – This is a plan to develop a range of supported housing options for people with a Learning Disability offering different levels of support for 24/7 to one hour a week. The project is also developing ways of maximising the use of assistive technology and Telecare.

Telecare – Our vision for Telecare services in Bridgend County Borough: *‘A person is able to access and use Telecare as the part of a care plan or a preventative measure which enables them to continue to live in and perform daily tasks within their home irrespective of the limitations imposed by their frailty or disability’*. Equipment is provided to support the individual in their home and tailored to meet their needs. It can be as simple as the basic community alarm service, able to respond in an emergency and provide regular contact by telephone. As well as responding to an immediate need, Telecare can work in a preventative mode, with services programmed to monitor an individual’s health or well-being. Often known as lifestyle monitoring, this can provide early warning of deterioration, prompting a

response from family or professionals. The same technology can be used to provide safety and security through bogus caller and burglar alarms.

Transition – Definition “Transition may be defined as the life changes, adjustments, and cumulative experiences that occur in the lives of young adults as they move from school environments to independent and living environments” (Wehman, 2006)

The National Service Framework for Children, Young People and Maternity Services in Wales 2005 states “Young people who require continuing services, such as those who are disabled or chronically ill, young people with persistent mental illness or disorders, vulnerable young people and their families and carers, and care leavers, are offered a range of coordinated multi agency services, according to assessed need, in order to make effective transition from childhood to adulthood”

Western Bay Health and Social Care Programme Board – This is a collaborative project between Bridgend, Swansea, and Neath/Port Talbot Local Authorities together with the Health Board, and aims to develop an integrated Learning Disability service across the Western Bay area.

Western Bay Adult Safeguarding Board – This Board has been developed through a collaborative project between Bridgend, Swansea and Neath/Port Talbot Local Authorities together with ABMU Health Board. This Board holds the governance role for all Adult Protection and Safeguarding work across the three local authority areas within the Health Board footprint. This joint board will take the place of the three Area Adult Protection Committees currently in place although Bridgend has established its own Local Safeguarding Board.

On an annual basis, the council assesses the major risks that will affect its ability to achieve its corporate improvement priorities, provide services as planned and fulfil its statutory duties. The assessment provides a score based on the potential impact and likelihood of the risk occurring, which ranges between 1 and 24 where a score of 15 and above is classed as a “high risk”. (See Glossary for further details on scoring)

The following high risks are owned by this directorate and are shown under each improvement priority. There are other cross cutting risks that are contained in the council’s risk register.

Priority Theme	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
<p>Helping people to be more self-reliant</p> <p>Smarter use of resources</p>	<p>Supporting vulnerable people:</p> <p>If the Council in partnership with Western Bay and other partners do not transform how services are delivered, they will not be able to meet the challenges brought about by high public expectations, a significantly worsening budget and a population that is both older and has more complex physical and mental health needs.</p> <p>Transformation is very significant and includes:</p> <ul style="list-style-type: none"> Responding to the Social Services and 	<p>The population is aging. Between 2014 and 2020, the number of people aged 65 and over is estimated to increase by 12.1% whilst the number of people over 85 is projected to increase by 24.4%. This changing demographic means that there will be more people with Dementia, It is estimated that need will double between 2001 and 2030.</p> <p>At the same time there are more young people with complex health needs living into</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>Transformation is being driven forward as the Council works with a range of partners to deliver a broad range of support and services, across adult social care. The Remodelling Adult Social Care (RASC) Board continues to be the foundation of the transformation journey as the Council continues to change the emphasis from a model of “caring” to a more preventative approach of working with partners such as the NHS and third sector organisations to assist and support adults as they live independently in their own communities. The Council is exploring ways to include service users and communities within aspects of commissioning especially in the development of new service models for the future. There is an earmarked reserve that has been created to support the remodelling of adult social care that the service can draw on as appropriate.</p>	<p>Corporate Director Social Services & Wellbeing</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

	<p>Wellbeing Act 2014 including duties to prisoners</p> <ul style="list-style-type: none"> • Commencing use of the Community Care Information System (CCIS) which allows professionals across health and social care to share information • Caring for increased numbers of persons with Dementia • Encouraging greater use of direct payments • Managing risks associated with the use of independent providers • The transfer of more homecare to the independent sector. <p>Demand for services is increasing and at the same time resources are decreasing. This makes the MTFS challenging. There is currently a shortfall in the savings identified. It is imperative that the Council continues to identify further savings to meet the MTFS.</p>	<p>adulthood. Whilst this is good, it means that more citizens are living with long term health problems that lead to an increasing need for support. This increasing demand will place additional cost pressure on the service.</p> <p>Failure to remodel services will:</p> <ul style="list-style-type: none"> • Restrict the Council's ability to respond to assessed needs as set out in the Social Services and Wellbeing Act (Wales) 2014. • Mean that the Council will be unable to meet its essential obligations and deliver the MTFS. • Result in longer lengths of stay in acute hospital services. 		<p>The RASC is aligned to corporate priorities and work is also ongoing to develop a corporate approach to Prevention and Wellbeing. Most of the projects under the Board have progressed to implementation stage and require specific focus and monitoring, Eg the tenders for Extracare and Homecare are due in December 2015.</p> <p>The Social Services and Wellbeing (Wales) Act 2014 and WCCIS will be implemented in April 2016. A competent and skilled workforce is required in order to deliver this significant change agenda. The Social Care Workforce Development Programme will provide an extensive programme of training for staff to ensure that all are trained to deliver the Act and at the same time operate the new WCCIS.</p> <p>The Council has worked with ABMU to develop a joint Dementia Strategy which provides an overarching context in respect of the current service provision, gaps in services, the challenges ahead and priorities. Beneath this is a Dementia Delivery Plan showing milestones, target dates and responsible officers.</p> <p>In appropriate cases the Council is seeking to increase the number of service users receiving direct payments. In the future these may</p>		
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		<ul style="list-style-type: none"> • Result in a greater need for expensive hospital treatment. • Mean that vulnerable people lead less fulfilled lives. • Mean that the Council does not meet the public's expectations and consequently the reputation of the organisation will suffer. 		<p>be used to purchase services from the Council as well as external providers.</p> <p>The remodelling homecare implementation plan is ongoing. At this stage, fewer hours have been transferred to the independent sector than was anticipated. The implementation plan is being reviewed and corrective actions have been identified to bring hours back in line with the original target. In addition to this a formal contingency plan is being drawn up with planned actions to take if an external provider goes into administration.</p> <p>The project to change the residential care model will be subject to market conditions. Buildings are old and not future proof. It will become increasingly difficult to keep them at an acceptable standard. The Council is planning to develop two Extracare homes to replace three care homes although the timetable has slipped due to the need to ensure that legal rules are adhered to.</p> <p>Independent residential care providers have been helped by the production of a Regional Quality Framework for their sector. It gives providers knowledge of the level of care expected.</p>		
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				Robust monitoring of absence levels continues including scrutiny on a case by case basis.		
<p>Helping people to be more self-reliant</p> <p>Smarter use of resources</p>	<p>Supporting vulnerable children, young people and their families:</p> <p>If the Council in conjunction with partner organisations does not transform services it will not be able to meet the challenges of:</p> <ul style="list-style-type: none"> • providing high quality care to vulnerable children and their families, • the implementation of the Social Services and Wellbeing (Wales) Act • the implementation of CCIS <p>at a time when budgets are stretched.</p>	<p>Between 2007-08 and 2012-13 the number of Looked After Children increased by 40%, from 292 to 412. As at December 2015 the number has now safely reduced to 370 and is on a downward trend. Likewise the number of Children In Need is also reducing.</p> <p>If services are not transformed the wellbeing and safety of children might be compromised. They may be unable to:</p> <ul style="list-style-type: none"> • Thrive and make the best use of their talents • Live healthy and safe lives • Be confident and caring throughout their lives 	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>Part 6 of the Social Services and Wellbeing Act concerns children who are looked after by the Council. The Act will be implemented on 6 April 2016 and stipulates that:</p> <ul style="list-style-type: none"> • The child should have a care and support plan • The Council should make it easy for the child to stay in touch with parents, family and friends where it is safe to do so • Each child should have an independent reviewing officer • The Council should provide support and advice for young people coming out of care <p>Significant training is being put in place to ensure that the Council meets its duties under the Act.</p> <p>The Council is taking a lead role in the development of a national approach to statutory advocacy for Looked After Children and Children In Need.</p> <p>There is an earmarked reserve for Looked After Children that will support the service area and help</p>	<p>Corporate Director Social Services and Wellbeing</p> <p>Corporate Director of Education and Transformation</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

		<ul style="list-style-type: none"> • Know and receive their rights <p>Patterns of behaviour, such as poor parenting will be repeated in subsequent generations.</p> <p>A potential increase in the proportion of young people identified as not in education, employment or training (NEET).</p> <p>A less skilled and flexible workforce.</p> <p>Increased social and economic costs.</p> <p>A loss of reputation to the Council.</p> <p>An increase in the need to commission expensive placements with independent fostering and adoption providers.</p> <p>Increased demands on social work teams, reviewing</p>		<p>cushion any sudden increases in Looked After Children numbers,</p> <p>The WCCIS will allow professionals across different organisations to access and share information. Training is being undertaken to ensure that staff are able to use this system.</p> <p>Childrens Safeguarding and Early Help and Prevention teams will work closely together to deliver both the Early Help and Intervention Strategy and the Placement and Permanency Strategy to vulnerable groups. The re-structure of Family Intervention Services which was completed in March 2015 is working well. Three Early Help locality hubs (North, East and West) have been created to work with families in a more joined-up way. Family Support Workers, Education Welfare Officers, Family Engagement Officers, Counsellors and Youth Workers have been co-located in each of the hubs as well as Safeguarding Social Work Teams to support a whole system approach to ensuring that the needs of all our children and young people will be met at the earliest opportunity. In addition, the Council has created a central hub of specialist Family Support Services (e.g. Connecting Families) who provide a range of services across the whole County Borough.</p>		
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		<p>officers and support teams.</p>		<p>These initiatives will help the Council to continue to safely reduce both the numbers of Looked After Children and children on the Child Protection Register.</p> <p>The Council will strive for stability and permanence for Looked After Children. This will include using increased numbers of adoptions, special guardianship orders, residence orders and other long term arrangements with Foster Carers or extended family. The Western Bay Regional Adoption Service has been established and will help make the best use of resources so that improvements can be made to ensure that children requiring adoptive placements are speedily and appropriately matched with adopters who can meet their needs for their entire childhood. The development of a new local parent and child fostering service will also improve use of resources.</p> <p>The Council is ensuring that robust mechanisms are in place to identify and provide appropriate services to children at risk from child sexual exploitation (CSE). Practitioners have either received CSE training or are part of an ongoing programme to enhance their knowledge. The Council is part of a focused multi-agency "CSE Task Force" including Police and ABMU Health.</p>		
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				The current respite arrangements for disabled children will be reviewed. An options appraisal is being undertaken.		
Helping people to be more self-reliant	<p>Healthy Lifestyles:</p> <p>There are significant health inequalities within the County Borough and national statistics show that some parts are amongst the least healthy in Wales. Many people in the County Borough live unhealthy lifestyles and this might deteriorate as welfare reform continues and some people become poorer.</p> <p>The Council must continue to find innovative ways of working to maximise the impact of reduced resources. This includes Community Asset Transfer (CAT) of assets including parks pavilions, playgrounds and playing fields. If the Council does not find ways to promote healthy living the emotional and physical wellbeing of citizens will suffer.</p>	<p>Unhealthy lifestyles have many affects. These include:</p> <ul style="list-style-type: none"> • Shortened life expectancy. Life expectancy in the County Borough is below the Welsh average. • Shortened healthy life expectancy. Some areas of the County Borough have a healthy life expectancy which is 20 years longer than others. • Higher rates of obesity. Over half the County Borough population is overweight or obese. This results in significant costs to the economy and health and social services. 	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>The Council aims to support a wide range of people, at all stages of life, to achieve health gains by encouraging them to be more active, more often.</p> <p>The Welsh NHS confederation identifies that the all-cause mortality risk is reduced by 30% amongst those who are physically active and that physically active people will spend on average 38% fewer days in hospital. The Sport, Play and Active Wellbeing service targets collaborative working to increase physical activity rates. In addition the service has responded to the challenge of the Social Services and Wellbeing (Wales) Act by focussing on prevention and wellbeing based interventions that can reduce the need for higher cost provision or support in the future.</p> <p>The Council develops services and opportunities that encourage and promote life-long physical activity particularly amongst underrepresented groups by working in partnership with HALO Leisure and a range of community partners. This includes delivering the National Exercise Referral Programme in partnership with HALO Leisure to</p>	<p>Corporate Director Social Services & Wellbeing</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

		<ul style="list-style-type: none"> • Worse emotional health. • Less fulfilled lives as people lose their independence due to ill health. <p>These result in greater demand on expensive medical and care services provided by ABMU and the Council.</p>		<p>help reduce obesity levels and encourage better weight management across the County Borough.</p> <p>The number of physical activity visits to Council operated leisure facilities have increased by 92,508 over a two year period. Visits to HALO facilities have also increased. The total for 2014-15 of 1,148,616 is 5.6% higher than in 2011-12.</p> <p>Children and young people are encouraged to be physically active. The Sport, Play and Active Wellbeing Service have formal partnerships with many schools. In addition the National School Sport programme is being implemented as is the "Every Child a Swimmer" initiative. The wellbeing of Looked After Children is promoted because they receive additional support through free access to local facilities.</p> <p>The secondary schools programme achieved 71,352 participants and supported 5,448 physical activity sessions.</p> <p>Other examples of how the community is being encouraged to exercise are:</p> <ul style="list-style-type: none"> • Developing community based sporting opportunities with Disability Sport Wales for children and adults with 	<p>Corporate Director Communities</p>	
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				<p>disabilities. There are 923 junior and 623 senior participants.</p> <ul style="list-style-type: none"> • Increasing the activity levels of women and girls through initiatives such as “Us Girls”. • The “Move More Often” programme is being developed to support users of day care and residential services. <p>The Council is pursuing CAT with priority given to assets that are linked to proposals within the MTFS. Up to £200k had been set aside in the Change Management earmarked reserve to fund a fixed term dedicated CAT Officer post for 3 years and to meet additional legal and property requirements. Priority 1 proposals include parks pavilions and priority 2 playgrounds and playing fields. The success of the proposals depends on the proactive participation of Town and Community Councils and community organisations, together with their ability to manage the asset. Different assets will generate different levels of interest. There is a £100,000 per annum ring fenced for capital investment as well as potentially £1m prudential borrowing for pavilions to ensure that they are in a good condition, to encourage take up of assets.</p>		
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				<p>The Council works with LSB partners and other parties to further develop targeted projects that tackle health issues such as weight management, harmful drinking and smoking.</p> <p>There are ongoing Responsible Authority meetings to review any emerging issues around the licence trade and the sale of alcohol.</p> <p>There is support for initiatives via Neighbourhood Networks and local partnership working that target evidence of alcohol related anti-social behaviour, with a review of data and evidence.</p> <p>The Council is seeking to reduce levels of tobacco consumption within the County Borough. The multi-agency Tobacco Control Steering Group developed an action plan for partnership working across the County Borough. There are various awareness raising initiatives across the County Borough and Trading Standards, as part of the newly formed regulatory service, inspects premises and enforces legislation concerning sales to those who are underage.</p>		
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