

**AGENDA ITEM 2****RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL****CABINET****16<sup>TH</sup> APRIL 2015****SOCIAL SERVICES AND WELLBEING ACT: IMPLEMENTATION PROGRAMME****REPORT OF GROUP DIRECTOR, COMMUNITY & CHILDREN'S SERVICES**

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**1. PURPOSE OF REPORT**

- 1.1. To update members on progress towards the implementation of the Social Services and Wellbeing Act
- 1.2. To present the first draft of the Cwm Taf regional implementation plan

**2. RECOMMENDATION**

It is recommended that Members:

- 2.1. Consider the approach proposed for the implementation of the Social Services and Wellbeing Act in the Cwm Taf region.
- 2.2. Note the first draft of the Cwm Taf Implementation plan.

**3. BACKGROUND**

- 3.1. The implications of the Social Services and Wellbeing Act (2014) were set out in my report to Cabinet in December 2014
- 3.2. Since that report was considered significant progress has been made in the Cwm Taf region to meet the Welsh Government requirements for Governance, self assessment and planning
- 3.3. Much of the Welsh Government requirements are set out as part of the Grant conditions for the Delivering Transformation Grant 2014/15 and include expectations to:
  - Secure leadership capacity at head of service level to lead a team on each public services footprint to create and deliver the implementation plan, drive the programme of change across partners and work in partnership with Welsh Government on the Wales wide priorities for transformation.

- Undertake and publish by 31<sup>st</sup> January 2015 a rigorous self assessment against all the requirements within the Social Services and Wellbeing Act (2014).
- Create and deliver by 31<sup>st</sup> of March 2015 a regional implementation plan agreed by NHS and third/private sector partners reflecting key priorities and responsibilities for delivery.
- Secure the infrastructure and cross sector political and officer level leadership and governance arrangements at the footprint level to sustain a programme of change through to 2016 including specific partnership, leadership and engagement structures.
- Provide capacity to contribute on request to the development of key Regulations, Codes of Practice and Guidance that will underpin the Social Services and Wellbeing Act.

#### **4. LEADERSHIP CAPACITY**

- 4.1 I am the appointed lead Director of Social Services for the region and Sian Nowell who is primarily employed by RCT was appointed as Head of Transformation in October 2014.
- 4.2 The self assessment identified the strategic priorities required across the region to prepare for the Act and a network of lead officers from across the partner organisations are identified to drive their delivery.

#### **5. SELF ASSESSMENT**

- 5.1 Cwm Taf completed its self assessment in January 2015 as required and this helped determine our position in relation to the requirements of the Act that will come into force on the 1<sup>st</sup> April 2016.
- 5.2 The self assessment is intended to be an iterative process as the Regulations and Codes of practice that underpin the Act will not be formally available until Autumn of 2015. The first iteration of the Cwm Taf self assessment that was submitted to Welsh Government on the 30<sup>th</sup> January, therefore, only considered the duties in the Act itself as laid before the Welsh Assembly in May 2014 and as set out in the self assessment tool.
- 5.3 Cwm Taf took a bottom up approach to the self assessment and the heads of service for both adult and the children's services in each Local Authority, through workshops with their senior management teams and their Local Health Board colleagues, considered their position with regards to the listed requirements.
- 5.4 The outcomes from the 4 workshops were tested by an independent critical friend to ensure the approach taken and subsequent judgements were consistent and fair.

- 5.5 The assessment process identified differences across both Local Authorities and between children and adult services. However, whilst there were differences across the region in terms of the detail in the self assessment tool the debate and discussion within the workshops identified common themes and priorities that formed the basis for the implementation plan.

## **6. IMPLEMENTATION PLAN**

- 6.1 The purpose of the regional implementation plan is to provide an overview of the work streams, key decisions and milestones that are required for the implementation of the Social Services and Well-being (Wales) Act 2014.
- 6.2 Each region in Wales is required to follow the same format for their plan as devised by ADSS (Wales) and the NHS confederation to ensure a national overview of activity.
- 6.3 The first Draft of the Cwm Taf regional implementation plan (attached as Appendix 1) has been prepared for submission to Welsh Government to meet its deadline of 31<sup>st</sup> March 2015. In light of challenging timescales whilst the strategic priorities are understood and agreed the plan itself remains subject to the formal agreement of both the Cwm Taf Social Services and Wellbeing Partnership Board and authorisation from the Cabinet/Boards of its Member organisations.

## **7. CWM TAF SOCIAL SERVICE AND WELLBEING BOARD**

- 7.1 The Cwm Taf social services and wellbeing partnership board has been convened to bring together public service leaders across the Cwm Taf region to drive forward the transformation of Health and Social Care services needed to meet the requirements and vision for the Social Services and Wellbeing Act (Wales). Membership of the Board includes RCT Cabinet Members Councillor Mike Forey (the appointed Chair of the Board), Councillor Geraint Hopkins, Councillor Keiron Montague and Merthyr Tydfil Cabinet Member Councillor Brent Carter.
- 7.2 The key aim of the Board is to deliver efficient and effective citizen centered services across the Cwm Taf region that will help support good health and wellbeing outcomes for people in their communities
- 7.3 The key objectives of the Board will be:
- To develop an effective regional leadership structure to prepare for the implementation of the Social Services and Wellbeing Act (2014) when it comes into force on 1<sup>st</sup> April 2016.
  - To provide a co-ordinated response to the strategic priorities within the Cwm Taf Social Services and Wellbeing Implementation Plan and work in partnership to achieve the areas of common endeavour.

- To support and promote collaboration and joint working between partners across the region to deliver health and social care services in the most effective and efficient way.
- To seek the formal views of the Public, Service Users and Carers in the region to ensure their perspective informs service re-design and development.
- To scrutinise the Cwm Taf Implementation plan and to provide assurance to the National Partnership Forum about progress and readiness for implementation of the Social Services and Well-being Act.

7.4 A separate Cwm Taf Social Services and Wellbeing Executive Group will support the business of the Cwm Taf Social Services and Wellbeing Board. RCT is represented on this group by myself as Lead Director for Social Services in the region and the Head of Transformation, Sian Nowell.

7.5 Key responsibilities for the Executive include:

- Facilitating the Transformation and change management process for services across the region.
- Prioritising and resourcing the content of the Regional Implementation Plan (including the Training and Development plan and associated commissioning strategies).
- Advising and making recommendations to the Cwm Taf Social Services and Wellbeing Partnership Board.
- Liaising with Welsh Government officials regarding the Regional Implementation Plan and its progress.

## **8. REGULATIONS, CODES OF PRACTICE AND GUIDANCE**

8.1 The first tranche of draft Regulations, Codes of practice and statutory guidance were published by Welsh Government in November 2014 for consultation providing the detailed requirements for Parts 2, 3, 4, 7. A regional response to these documents was co-ordinated and submitted on 2<sup>nd</sup> February 2015.

8.2 Currently the Welsh Government are consulting on the National Outcomes Framework and the technical requirements for the proposed performance measurement framework. Each local authority is preparing a response to this working document which is due with Welsh government on the 17<sup>th</sup> April 2015.

- 8.3 The second Tranche of draft Regulations, Codes of Practice and statutory Guidance is expected to be published in May providing further detail of requirements in the remaining Parts of the Act.



**Appendix 1****Cwm Taf Social Services and Wellbeing Partnership Board****SOCIAL SERVICES AND WELL-BEING (WALES) ACT 2014****1<sup>st</sup> Draft of the Cwm Taf Regional Implementation Plan****1. Introduction:**

- 1.1 The purpose of this regional plan is to provide an overview of the work streams, key decisions and milestones that are required for the implementation of the Social Services and Well-being (Wales) Act 2014.
- 1.2 Each region in Wales will follow the same format for their plan as devised by ADSS (Wales) and the NHS confederation to ensure a national overview of activity
- 1.3 This first Draft of the Cwm Taf regional implementation plan is submitted to Welsh Government but remains subject to the formal authorisation of the Cwm Taf Social Services and Wellbeing Partnership Board

**2. Current status**

*Provide a brief narrative on the regional context and the findings from the self-assessment.*

- 2.1 Within the Cwm Taf region there are areas of deprivation particularly in the post industrial Rhondda, Cynon and Merthyr Valleys. 73 (39%) out of the 188 lower super output areas in the Cwm Taf region are among the most deprived in Wales
- 2.2 There is a history of effective collaboration between partners in the region and there is a strong commitment to work together to prepare for the Social Services and Wellbeing Act (Wales) 2014. However the pace and nature of the transformation required is vast and we are mindful that for Cwm Taf this agenda is set within the context of
  - A population that is adversely affected by wider welfare reforms which has a significant impact on the capacity and resilience of our communities
  - Challenging financial pressures for the Local Authorities and the University Health Board
  - Increasing demands on services both in terms of numbers and complexity
  - Uncertainty with regards to Local Government reorganisation

**Appendix 1**

- 2.3 Cwm Taf carried out its self assessment in January 2015. This helped determine our position in relation to the requirements of the Social Services and Wellbeing Act that will come into force on the 1<sup>st</sup> of April 2016
- 2.4 The self assessment is intended to be an iterative process as the Regulations and Codes of practice that underpin the Act will not be formally available until Autumn of 2015. The first iteration of the Cwm Taf self assessment that was submitted to Welsh Government on the 30<sup>th</sup> of January therefore only considered the duties in the Act itself as laid before the Welsh Assembly in May 2014 and as set out in the self assessment tool.
- 2.6 Cwm Taf took a bottom up approach to the self assessment and the heads of service for both adult and the children's services in each Local Authority, through workshops with their senior management teams and their Local Health Board colleagues, considered their position with regards to the listed requirements.
- 2.7 The outcomes from the 4 workshops were tested by an independent critical friend to ensure the approach taken and subsequent judgements were consistent and fair.
- 2.8 The assessment process identified differences across both Local Authorities and between children and adult services and to retain the integrity of the assessment outcome the submission to Welsh Government illustrated this difference.
- 2.9 However, whilst there were differences across the region in terms of the detail in the self assessment tool the debate and discussion within the workshops identified common themes and priorities that form the basis for this implementation plan
- 2.10 In general the self assessment identified that there was sufficient evidence across the following cross-cutting themes to consider that the region is well placed to deliver the requirements of the Act.
- Quality and constancy of leadership
  - Maturity and developments of partnerships
  - Relevance and quality of systems and procedures and processes
  - Quality, availability and development of the workforce
  - Range and availability of physical and financial resources
  - Existence of plans and strategies which have a results and outcomes focus
  - Performance to date and potential to continuously improve
  - Robustness and relevance of governance arrangements including engagement of citizens / service users based Leadership
- 2.11 There was a less consistent picture across the two Local Authorities when consideration was given to the strategic intentions implicit within the Social Services and Wellbeing Act. Of note was that both found insufficient evidence that they were able to mobilise a wide spectrum of proportionate community support for people to access and this strategic imperative is recognised to be the most significant challenge for the Partnership as a whole
- 2.12 Whilst the outcome of the self assessment identified the current differences across the region it is anticipated that the commitment across regional partners to work



**Appendix 1**

together on this joint implementation plan will ensure that over time our position will become more closely aligned

**3. Who has been involved in developing the regional plan?**

*This plan has been developed with input/agreement from xxxxxxxxxxxxxxxx*

- 3.1 The remedial work required to identify the key themes and priorities for this implementation plan was undertaken during the self assessment workshops identified in 2.6 above
- 3.2 An early draft of the emerging priorities was circulated to members of the Cwm Taf social services and wellbeing partnership board on the 27<sup>th</sup> of January and to the Cwm Taf social services and wellbeing executive group on the 30<sup>th</sup> of January for wider circulation throughout the partner organisations
- 3.3 Following the circulation of the initial draft strategic priorities refinement was made for presentation to the to the Cwm Taf social services and wellbeing partnership board on the 17<sup>th</sup> of March
- 3.4 Responsibility for each strategic priority in this plan will be co-ordinated across the region by an appointed lead officer. The lead officer will work with colleagues from all the relevant partner organisations to develop, co-ordinate and implement the actions needed to deliver the required outcome across the region
- 3.5 A key part of the lead officer role is to ensure that engagement with the public and people who use services is embedded within their plans so that the active involvement of the citizen is maintained throughout this work programme

**4. Governance arrangements for the plan**

*Outline the existing or yet to be established governance arrangements for implementing and reviewing the plan. How will the plan be scrutinised? Set out the next review date for the plan.*

- 4.1 It is the role of the Cwm Taf social services and wellbeing partnership board to bring together public service leaders across the Cwm Taf region to drive forward the transformation of Health and Social Care services needed to meet the requirements and vision for the Social Services and Wellbeing Act (Wales).
- 4.2 The key aim of the Board is to deliver efficient and effective citizen centered services across the Cwm Taf region that will help support good health and wellbeing outcomes for people in their communities
- 4.3 The key objectives of the Board will be:
  - 4.3.1 To develop an effective regional leadership structure to prepare for the implementation of the Social Services and Wellbeing Act (2014) when it comes into force on April 1<sup>st</sup> 2016
  - 4.3.2 To provide a co-ordinated response to the strategic priorities within the Cwm Taf Social Services and Wellbeing Implementation Plan and work in partnership to achieve the areas of common endeavor

**Appendix 1**

- 4.3.3 To support and promote collaboration and joint working between partners across the region to deliver health and social care services in the most effective and efficient way
  - 4.3.4 To seek the formal views of the Public, Service Users and Carers in the region to ensure their perspective informs service re-design and development
  - 4.3.5 To scrutinise the Cwm Taf Implementation plan and to provide assurance to the National Partnership Forum about progress and readiness for implementation of the Social Services and Well-being Act
- 4.4 A separate Cwm Taf Social Services and Wellbeing Executive Group will support the business of the Cwm Taf Social Services and Wellbeing Board. The key responsibilities for the Executive includes:
- 4.4.1 Facilitating the Transformation and change management process for services across the region
  - 4.4.2 Prioritising and resourcing the content of the Regional Implementation Plan (including the Training and Development plan and associated commissioning strategies)
  - 4.4.3 Advising and making recommendations to the Cwm Taf Social Services and Wellbeing Partnership Board
  - 4.4.4 Liaising with Welsh Government officials regarding the Regional Implementation Plan and its progress
  - 4.4.5 Facilitating the support and scrutiny of their own organisation for the work of the Partnership and the Implementation of the plan
- 4.5 Supporting both the Partnership Board and the Executive Group will be an operational group of Lead Officers, The key responsibilities of the lead officer group will be to :
- 4.5.1 Prepare the detailed plans required to implement each of the agreed strategic priorities
  - 4.5.2 Co-ordinate the actions required by each organisation across the region to deliver the strategic priority successfully
  - 4.5.3 Monitor and report progress against their detailed plan and alert the Executive to any barriers to progress
  - 4.5.4 Co-ordinate information across all lead officer working groups particularly where actions are interdependent
  - 4.5.5 Plan, co-ordinate and report engagement and consultation with the public and people who use our services
- 4.6 This Implementation plan will be reviewed on a bi-monthly basis during the course of 2015/16 in order to respond to new and amended Regulations and Codes of Practice anticipated from Welsh Government.
- 4.7 A formal review and analysis of preparedness for the Social Services and Wellbeing Act will be undertaken in December 2015

**5. Strategic Intentions**

*In completing the following sections, set out your current position/s and what you want the position/s to be in the future, when all aspects are functioning well. Identify where the decisions will be made for taking the change forward and any key milestones that are needed.*

**5.1 Access to information, advice and assistance**

Current position	Future position
<ul style="list-style-type: none"> <li>• The Self assessment identified that there is a wide range of information advice and assistance (IAA) activity across the region,</li> <li>• Currently there is no regional strategy for the provision of IAA. However there are some IAA regional initiatives in place such as the Cwm Taf Safeguarding website.</li> <li>• Eligibility is not applied to IAA services and it is organised across the region in the following stages:                         <ul style="list-style-type: none"> <li>○ The proactive promotion of information linked to wellbeing,</li> <li>○ In response to simple requests for information/signposting,</li> <li>○ Provision of information with a level of assistance or discussion,</li> <li>○ Provision of information and assessment.</li> </ul> </li> <li>• The majority of IAA activity is in response to simple requests and no consistent record is maintained</li> <li>• IAA is provided in a number of accessible formats. The majority of IAA requests for Social Services and Wellbeing across the region are responded to via telephone, walk in and the internet. Additionally there are examples of digital media options including the use of 'apps'</li> <li>• IAA in the Local Authorities was the focus of work undertaken by the Social Services Improvement Agency (SSIA) in 2014. The outcome of this work will be used as the baseline for improvement</li> </ul>	<ul style="list-style-type: none"> <li>• The Cwm Taf partner agencies will deliver effective IAA services across the region and will develop a IAA strategy to ensure                         <ul style="list-style-type: none"> <li>• That all agencies work to the required standards for IAA as set out in the Social Services and Wellbeing Act</li> <li>• That the people in Cwm Taf are able to influence how the IAA service is accessed and delivered locally</li> <li>• That all IAA provision is up to date relevant, accurate and integrated</li> <li>• That all IAA provision is accessible both in terms of location and format in format</li> <li>• That the IAA provision is widely publicised and easily recognised by people living in the region</li> <li>• That the IAA service be located at our "front door's" to maximise opportunities to signpost people to community based solutions that can assist them meet their wellbeing needs</li> <li>• That the workforce is equipped with the right mix of people and skills to deliver an excellent IAA service and that they are proactive in sharing their skills and resources with the wider workforce.</li> </ul> </li> </ul>
<p>Rhondda Cynon Taf CBC is the appointed lead agency to co-ordinate the work required across the region to ensure that :</p> <p><i>People in Cwm Taf are able to access information, advice and assistance to the standards required by the SS&amp;W Act and we will work across the region to agree a service operating model</i></p>	

**Appendix 1**

*and implement the arrangements by April 2016*

**Decisions and Milestones**

- All partner agencies agree to commit resources towards a comprehensive Cwm Taf IAA strategy
- Completion of a baseline assessment of all IAA service across Cwm Taf
- IAA strategy developed based on the requirements within the Social Services and Wellbeing Act (2014) and current good practice to include
  - Defined outcomes
  - Needs analysis
  - Operating model and delivery mechanisms
  - Areas for integration
  - Workforce development programme
  - Quality assurance
- Regional IAA strategy agreed
- Implementation April 2016

**5.2 Mobilise a wide spectrum of proportionate community support to maximise independence and well-being without need for complicated assessment**

Current position	Future position
<ul style="list-style-type: none"> <li>• The self assessment identified that the provision and resourcing of universal community led services across the region is inconsistent, and that the value of these services has been overlooked and under-valued.</li> <li>• There are significant numbers of informal and formal community organisations working across the region but the ability to track who does what and where and the connectivity between the groups is problematic.</li> <li>• There is no clear focus for nurturing community based services around particular health and wellbeing needs in the population e.g. befriending services for house bound older people :</li> <li>• Whilst progress has been made in the past year, collaborative working arrangements within the third sector and between the statutory and third sector organisations is patchy at best and we will need to improve these working arrangements in order to facilitate effective community-led preventative</li> </ul>	<ul style="list-style-type: none"> <li>• All the Cwm Taf partners will work together to nurture thriving communities that are able to support themselves more effectively particularly those communities that are most disadvantaged</li> <li>• We will have a clearer understanding through the population needs assessment about peoples wellbeing and their needs for care and support and will therefore be able to target support for communities, and people more effectively</li> <li>• We will map the resources and facilities available in the communities across our region so that we can ensure our staff and public are well informed and also so that we are able to identify the gaps in provision</li> <li>• The County voluntary councils (CVC's) will take a lead role across the region to increase community and third sector resilience through providing advice, support, training, and funding. This is in acknowledgement that the CVC's are best placed to involve people and organisations using strengths based community development and co-productive approaches</li> </ul>

## Appendix 1

<p>services that the public will consider to be realistic alternatives to the status quo</p> <ul style="list-style-type: none"> <li>• Some organisations struggle to recruit and maintain volunteers in particular areas (such as the Rhondda and Cynon Valleys) and this will impair the sustainability of informal projects and work is needed to consider how successful projects are able to combine successful wellbeing outcomes for both users and volunteers</li> <li>• The self assessment identified that there are numerous preventative services operating across the region for children (MIA, TAF, IFST, Flying Start, etc.)</li> <li>• Third sector and universal services commissioned by the local authorities for adults is less consistent with significantly more provision in RCT (e.g. MOW, community day centres)</li> <li>• Support for Social Enterprise in the region is embryonic, however, whilst the situation has not been considered of strategic importance previously there is evidence that both local authorities are actively working to nurture social enterprise (e.g. The RCT challenge event)</li> </ul>	<p>that address the specific needs of different individuals, groups and communities providing greater control, independence and choice.</p>
<p>The two County Voluntary Council's Interlink and Voluntary Action Merthyr Tydfil are jointly appointed as lead agencies to co-ordinate the work required across the region to ensure that</p> <p><i>'We increase our local community capacity and resilience and help people meet their wellbeing needs through less formal service arrangements we will develop a strategy, linked to the population needs analysis, to nurture and support an effective network of third sector and social enterprise activity</i></p> <p><b>Decision and milestones</b></p> <ul style="list-style-type: none"> <li>• Agreement secured to review to the current commissioning arrangements with the CVC's across the region to secure the focus, capacity and funding to       <ul style="list-style-type: none"> <li>○ Map the assets, strengths and activity available in the communities of Cwm Taf</li> <li>○ Market those strengths, activities, and assets both to the public, other community organisations and the staff working in statutory sectors across the region</li> <li>○ Develop the resilience of communities and their capacity to support the wellbeing of the people who live there through community development and co-production</li> <li>○ Identify resources to create support and administer community fund on behalf of the statutory sector to assist with the above and meet identified needs from the population analysis</li> <li>○ Seek match funding from alternative sources to enhance the community fund</li> </ul> </li> </ul>	



**5.3 Meaningful engagement with the local population**

<b>Current position</b>	<b>Future position</b>
<ul style="list-style-type: none"> <li>• The self assessment identified an inconsistent approach to public engagement although there were some examples of good practice (e.g. the 5 ways to wellbeing project, Ageing well in Wales and LAC )</li> <li>• Generally staff engage effectively with their service users and carers around assessment, care planning and service delivery. However aggregating information to evidence this is underdeveloped and information is generally limited to customer satisfaction activity, or complaints</li> <li>• Engagement is identified as primarily based on communicating and consulting on pre-determined options, rather than engaging people at the design stage or supported to lead design</li> <li>• There are well established interest groups and networks in the region that offer access to people living in the area likely to either use or be concerned with our services - e.g. the older people's forums</li> </ul>	<ul style="list-style-type: none"> <li>○ We will meaningfully engage with the public, our service users their carers, children and their parents so that they are able to influence the design, change and improvements to our services and support us to transform the wellbeing of people living in the region</li> <li>○ people will be given a consistent platform in decision making.</li> <li>○ the outcomes of engagement will form an integral part of the decision-making process.</li> <li>○ when people are asked to to take part, we will be clear about; why we are asking their views; how their views will be used and the 'actual impact' their views will have on the decisions being taken.</li> <li>○ We will actively recruit and seek the views of 'hard to reach' groups.</li> <li>○ We will communicate information about our engagement activity widely and in a range of formats, supporting those who wish to participate through the medium of welsh, and other languages.</li> </ul>

Rhondda Cynon Taf CBC is the appointed lead agency to co-ordinate the work required across the region to ensure that :

*Our services are accessible and relevant to the people living in the Cwm Taf region we will actively seek to engage and consult with local people, service users, carers, children and parents about our service design and delivery through the development of a regional public engagement and consultation strategy*

**Decisions and Milestones**

- Secure agreement from all partner agencies to commit resources to a regional public engagement and consultation strategy
- Develop a regional public engagement and consultation strategy to ensure include

**Appendix 1**

- Shared aims, objectives and principles for engagement across all levels (strategic, change implementation, individual service monitoring)
- Map out and support effective networks for engagement t(e.g. older peoples forum, citizens panel etc)
- The Governance arrangements for engagement activity
- The standards for engagement across service areas and organisations
- A good practice toolkit for practitioners
- The monitoring and evaluation arrangements

**5.4 Providing care and support for the most vulnerable people**

<b>Current position</b>	<b>Future position</b>
<ul style="list-style-type: none"> <li>• The self assessment demonstrated that both Local Authorities are confident that they have a workforce that is experienced and skilled</li> <li>• Some concerns are expressed however regarding the ability to retain staff within the children's assessment and care planning function</li> <li>• Safeguarding processes are reported to be effective for adults and children in the region and governance generally is identified as robust and effective (e.g. corporate parenting, scrutiny, safeguarding boards for both children and adults etc.)</li> <li>• There are numerous examples of good quality services throughout the region including for example the commissioning of the Butterfly project for people with dementia in residential care to pioneering the 'When I'm ready ' approach for children leaving care and the range of services is reported to be as good particularly for children in the looked after system</li> </ul>	<ul style="list-style-type: none"> <li>• We will maintain the robust Governance arrangements for safeguarding both children and adults through the Regional Safeguarding Boards.</li> <li>• We will have the necessary arrangements in place and our staff will be working to the revised adult protection requirements from April 2016</li> <li>• Our staff will be working with updated eligibility criteria and where people can only meet their needs for care and support with our help we will have services to help them achieve the outcomes that are important to them</li> </ul>

Rhondda Cynon Taf CBC is the appointed lead agency to co-ordinate the work required across the region to ensure that :

*our approach and practice with regards to eligibility, assessment and care planning focuses on personal wellbeing outcomes and meets the requirements set out in the Regulations and Codes of Practice (parts 3 and 4 of the SS&W Act) - by April 2016.*

**Decisions and Milestones**

- Each individual organisation Merthyr, RCT and where appropriate the UHB to agree eligibility criteria that apply to adults and children,
- For each organisation, including the UHB, and service area (children's and adults') to have agreed form sets that support the above and will include;
  - Assessment (including core data set, integrated assessment\simple assessments, specialist and professional including mental capacity, risk,
  - care and support plans (including care and treatment plans, support plans)

**Appendix 1**

<p>-review documentation</p> <ul style="list-style-type: none"> <li>o To develop and agree clear guidance for staff to include interpretation of the principles, process and eligibility</li> <li>o To facilitate suitable training and development opportunities to develop understanding, skills and confidence</li> </ul> <p>Rhondda Cynon Taf CBC is the appointed lead agency to co-ordinate the work required across the region to ensure that :</p> <p><i>Our Governance arrangements for safeguarding both children and adults continue to be robust through the Regional Safeguarding Boards. We will also ensure arrangements are in place to implement the revised adult protection requirements under Part 7 of the SS&amp;W Act from April 2016</i></p> <p><b>Decisions and Milestones</b></p> <ul style="list-style-type: none"> <li>• We will continue to deliver on the agreed work program for both the adult and children's safeguarding boards</li> <li>• We will develop and agree clear guidance for staff working in adult services to support the implementation of new adult protection powers</li> <li>• We will arrange training for adult services staff to develop their understanding and skills to implement the revised adult protection requirements</li> </ul>
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**5.5 Integration to achieve better outcomes for people**

<b>Current position</b>	<b>Future position</b>
<ul style="list-style-type: none"> <li>o The self assessment illustrated that the region is making significant progress by working together to provide more efficient and effective services for the public - for example:                         <ul style="list-style-type: none"> <li>o The multi-agency safeguarding hub</li> <li>o IFST</li> <li>o Joint reablement services</li> <li>o The joint equipment store</li> <li>o YOS</li> <li>o The regional adoption service</li> <li>o TAF/MIA</li> <li>o Together for Mental Health</li> <li>o The Safeguarding Boards</li> </ul> </li> <li>o The Intermediate Care Fund in 2014/15 helped staff to explore an integrated @home service for adults. Work is now required for the partners to formally agree the operating model for this</li> </ul>	<ul style="list-style-type: none"> <li>• We will continue to explore opportunities to work together, join services integrate those services where a seamless service can bring clear benefit to the public</li> <li>• We will progress the integrated @home service project and implement an operating model that will deliver the best outcome for the people living in the region</li> <li>• We will develop a skilled and confident workforce across the region supported by a flexible labour market able to respond effectively to the changing needs of the population</li> <li>• We will have a regional training service for the social care workforce</li> </ul>



## Appendix 1

<p>service and the operational arrangements required to make it a reality</p> <ul style="list-style-type: none"> <li>○ Changing service models across all services will inevitably change the nature of the health and social care workforce and it is acknowledged that a comprehensive workforce strategy is required across the region to both anticipate the changing requirements and to address the current concerns e.g. the difficulties in retaining social workers in the children's assessment and care planning service</li> <li>○ A review of the social care workforce development arrangements across the region is in progress to support a regional operating model from 2016</li> </ul>	
<p>Rhondda Cynon Taf CBC and Cwm Taf UHB are the jointly appointed lead agencies that will co-ordinate the work required across the region to ensure that :</p> <p><i>People who need assistance in the community can access health and social care services through a single point and that they experience a seamless approach that meets their needs effectively through an integrated @ home service</i></p> <p><b>Decisions</b></p> <ul style="list-style-type: none"> <li>• We will need to secure agreement regarding the outcomes for the @home service</li> <li>• We will need to secure agreement regarding the operating model for the service including the service response and staff profile</li> <li>• We will need to agree the operating structure and the organisational/legal/financial arrangements that will be required</li> </ul> <p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>• Revised arrangements are communicated to staff including those in the aligned services</li> <li>• A comprehensive project plan to deliver the model for implementation is agreed and implemented from 2016</li> </ul> <p>Rhondda Cynon Taf CBC is the appointed lead agency to co-ordinate the work required across the region to ensure that</p> <p><i>People in the Cwm Taf region receive sustainable services delivered by a capable, confident and skilled workforce and that we ensure the service changes that we propose through our commissioning arrangements are supported by a comprehensive workforce strategy.</i></p> <p><b>Decisions and milestones</b></p> <ul style="list-style-type: none"> <li>• Establish the future workforce requirements (size, type, skills and knowledge) and in conjunction with an analysis of our current staff profile agree a sequenced plan to transform the workforce configuration where identified as necessary</li> <li>• Review the social care training arrangements in the two local authorities by June 2015 and implement a revised regional service from January 2016</li> </ul>	

**Appendix 1**

**5.6 Primacy of well-being and its connection with prevention, assessment, eligibility and information**

<i>Current position</i>	<i>Future position</i>
<ul style="list-style-type: none"> <li>• There is no single regional strategic needs assessment in place but a range of needs assessments exist to fulfill different requirements e.g.                             <ul style="list-style-type: none"> <li>• Community 1st profiles</li> <li>• GP cluster profiles</li> <li>• The Single Integrated Plan - Merthyr Tydfil</li> <li>• The Single Integrated Plan RCT</li> <li>• UHB disease specific needs assessments</li> <li>• Statutory assessment such as for play, nursery provision, childcare etc.</li> </ul> </li> <li>• There is no regional structure in place to carry out the needs assessment</li> <li>• There is a significant amount of data available and collected but the capacity to analyse and use this data as 'intelligence' to inform planning is underdeveloped</li> <li>• Quality assurance is identified as an area for development across the self assessment as emphasis is placed on the quantitative performance indicators reported at a national level</li> </ul>	<ul style="list-style-type: none"> <li>• The Cwm Taf region will have a clear and specific evidence base in relation to the care and support needs of needs of its population that informs the development of various strategic plans, commissioning and operational decisions</li> <li>• The region has a single partnership arrangement for the purposes of undertaking and reviewing the population assessment</li> <li>• The first Cwm Taf population assessment report is produced by April 2017, published and reviewed as required by the Code of Practice</li> <li>• Cwm Taf will manage services against the Welsh government performance outcomes framework and will be in a position to use both the qualitative and quantitative measurements outlined in the Code of Practice to measure success</li> </ul>
<p>Cwm Taf UHB is the appointed lead agency to co-ordinate the work required across the region to ensure that</p> <p><i>To understand the Care and Support needs of the Cwm Taf population we will complete a comprehensive population needs assessment by April 2017.</i></p> <p><b>Decisions and Milestones</b></p> <ul style="list-style-type: none"> <li>• A working group is established (partnership arrangement) in April 2015 to lead the work and produce assessment report by April 2017</li> <li>• a workshop In May 2015 informs/scopes the detailed tasks and timescales required</li> <li>• arrangements are confirmed for a joint committee required to take responsibility for the management of the partnership arrangement (as per Regulations)</li> <li>• Clarity is received from WG to align the requirements linked to and Future Generations Bill</li> <li>• An engagement plan is devised to demonstrate how stakeholders will be involved in the process</li> <li>• A baseline audit of existing needs analysis is undertaken</li> </ul>	

**Appendix 1**

- A detailed action plan is devised and implemented to ensure the population needs analysis is published as required by April 2017

Merthyr Tydfil CBC is the appointed lead agency to co-ordinate the work required across the region to ensure that

*The work required to measure our performance using the National Outcomes Framework and incorporate the underpinning structure of performance measurements and Quality standards for reporting from April 2017*

**Decisions and Milestones**

- A working group is convened across the two local authorities to scope out the requirements of the National Outcomes framework and associated technical
- Agreement is reached on what we will need to measure (for reporting nationally and locally) to understand our performance against the national outcomes
- The technical and operational systems and processes required to collect the data (qualitative and quantitative) for the above are identified, developed and implemented -priority being the establishment of the national requirements for 2016/17
- Performance Management arrangements (e.g. ACRF) to incorporate the new QA standards are revised agreed and introduces
- Guidance, training and support for staff with regards to their work, management and recording practices are agreed and introduced

**5.7 Early intervention to maintain people's independence**

<b>Current position</b>	<b>Future position</b>
<ul style="list-style-type: none"> <li>○ The self assessment identified that early intervention initiatives in adult services are well embedded across both Local Authorities and are successfully reducing demand for long term services. These early intervention services include:                             <ul style="list-style-type: none"> <li>• The single point of access (SPA) to triage/signpost people who contact or who are referred to adult services</li> <li>• Reablement including a service for people with dementia</li> <li>• Short term care management teams</li> <li>• Intermediate care including residential step down</li> <li>• Telecare</li> <li>• The provision of equipment</li> <li>• Sensory services</li> <li>• NHS Community Initial Assessment Service (CIAS)</li> </ul> </li> <li>○ Investment in the short term preventative</li> </ul>	<ul style="list-style-type: none"> <li>○ We will actively invest in universal and preventative services for adults and children and reduce our reliance on the more intrusive and intensive interventions</li> <li>• We will ensure that barriers to the effective transfer of data between health and social care are tackled to make the integrated assessment process more effective</li> <li>▪ We will ensure that children and young people are safe and healthy and that they are able to reach their full potential now and in the future. We want them to be happy, valued and loved, and supported into independence in the community.</li> <li>▪ We will reduce the LAC population to (or close to) the Wales rate per 10,000 under 18 population of 90</li> </ul>

**Appendix 1**

<p>services increased in 2014/15 across the region through the Intermediate Care Fund ensuring that more people were supported to regain their independence following initial illness, accident or event</p> <ul style="list-style-type: none"> <li>○ The regional plan to introduce a fully integrated assessment across health and social care continues and the agreed template that includes the core data set and initial common assessment is operational at the hospital discharge interface</li> <li>○ For children's services whilst there is evidence of investment into preventative services (Flying start, families first, IFST, Miskin project etc.) They are not making a significant impact on the numbers of children and families whose situations are escalating into more intrusive and intensive interventions</li> <li>○ Rates of LAC in Cwm Taf are the highest in Wales and whilst this poses significant financial risk to both Council's the legacy of this situation for the children affected and their families is of most concern</li> </ul>	
<p><i>From the outset the Partnership Board will set out the required rebalancing of our financial profile and the milestones for achievement which will provide a clear financial strategy to guide investment and improve the balance between preventative and intensive services</i></p> <p><b>Decisions and Milestones</b></p> <ul style="list-style-type: none"> <li>● Completion of a map to identify current investment across health and social care</li> <li>● the Partnership to agree the optimum % shift across the service models and the targets or achievement</li> <li>● Updated Commissioning plans</li> <li>● Monitoring of success</li> </ul> <p>Cwm Taf UHB is the appointed lead agency to co-ordinate the work required across the region to ensure that</p> <p><i>Arrangements are in place so that adults who transfer between health and social care services receive an integrated assessment and only have to tell their story once</i></p> <p><b>Decisions and Milestones</b></p> <ul style="list-style-type: none"> <li>● A shared ICT system is purchased and operational in the next 2-3 years</li> <li>● Agreement across the region is secured to fund hospital based arrangements to improve the co-ordination of people admitted and discharged from hospital through amongst other</li> </ul>	

**Appendix 1**

things - limited access to the information held in the social care databases

Merthyr Tydfil CBC is the appointed lead agency to co-ordinate the work required across the region to ensure that

*Children and families have access to effective support in the community to meet their wellbeing needs and avoid the risk of those needs escalating into situations that require more intensive and invasive interventions. We will therefore work in partnership across the Cwm Taf region to implement a children's strategy that will continue to emphasise preventative interventions*

**Decisions and Milestones**

- Agreement is secured for the region to develop a LAC Reduction Strategy which delivers:
  - more effective Universal services to support vulnerable families and children
  - greater targeting of Prevention and Early Intervention services
  - Rigorous threshold of care process
  - Effective risk management arrangements throughout the whole operating model
  - Proportionate information, advice and assessment
  - Shared understanding and vision to reduce LAC population across Partners; health, police and social services have
  - Organisational structures and services developed to support the child (and family) to maintaining independence
  - More effective Interrogation of information and intelligence
- Stretched targets to reduce the LAC population in each Local Authority by 10 children each year over the next 5 years are agreed and met.

**5.8 New models of delivering care and support**

<b>Current position</b>	<b>Future position</b>
<ul style="list-style-type: none"> <li>○ The self assessment identified that there was a wide range of services across the region to meet people's needs for care and support</li> <li>○ Whilst the preventative services are effective in ensuring most adults are able to regain their independence following initial illness or accident there remains a significant demand for more intensive and long term service interventions. The reported rates for care home admission in the region for instance are amongst the highest in Wales</li> <li>○ The Intermediate Care Fund has led to the development of a joint commissioning strategy for older people and their carers that will be implemented from 2015. This</li> </ul>	<ul style="list-style-type: none"> <li>● Older people will have access to a wider range of universal and preventative services so that they and their carers are able to manage their care and support needs for as long as possible without intrusive interventions</li> <li>● Services will focus on the person and their carer regaining their independence and avoiding further complications, deterioration and long term dependence on statutory services</li> <li>● People with a learning disability and their carers will have access to good quality services that support them to live independently in the community and to</li> </ul>

**Appendix 1**

<p>strategy introduces a direction of travel to increase investment into universal and preventative services and introduces new service models as alternatives to institutional care (e.g. extra care housing)</p> <ul style="list-style-type: none"> <li>○ Work to develop a regional commissioning strategy for people with Learning Disabilities and their carers is planned to begin during 2015</li> </ul>	<p>access mainstream learning and work opportunities</p>
<p>Merthyr Tydfil CBC is the appointed lead agency to co-ordinate the work required across the region to ensure that</p> <p><i>Older people are able to access modern services that promote their independence, reduce reliance on long term services and emphasise choice and control by implementing a joint commissioning strategy for older people across the region</i></p> <p><b>DECISIONS AND MILESTONES</b></p> <ul style="list-style-type: none"> <li>○ Agreement to the Commissioning strategy is secured across all regional partners</li> <li>○ The public, service users and carers are consulted on the strategy and are engaged in the development of the new service models</li> <li>○ Implementation of the strategy and the revised commissioning arrangements proceeds</li> </ul> <p>Rhondda Cynon Taf CBC is the appointed lead agency to co-ordinate the work required across the region to ensure that</p> <p><i>People with a learning disability are able to access modern services that promote their independence, reduce reliance on long term services and emphasise choice and control by implementing a joint commissioning strategy for people with learning disabilities across the region</i></p> <p><b>DECISIONS AND MILESTONES</b></p> <ul style="list-style-type: none"> <li>○ Completion of a comprehensive needs analysis across the region to include service user and carer consultation and engagement</li> <li>○ Completion of a market analysis to include the identification of best practice service models</li> <li>○ Completion of a financial and workforce analysis</li> <li>○ Agreement secured for the commissioning strategy across all regional partners</li> <li>○ Implementation of the strategy and revised commissioning arrangements from April 2016</li> </ul>	



**Appendix 1**

**5.9 Giving people more control over their lives**

<i>Current position</i>	<i>Future position</i>
<ul style="list-style-type: none"> <li>• The Together for Mental Health' Partnership Board is established in the region and the majority of key actions within the 2012-15 delivery plan have been completed</li> <li>• Each Council and the UHB have established carers strategies, planning and monitoring arrangements</li> <li>• Carer support projects operate within both Local Authorities</li> <li>• The work in the region to implement the Carers Measure has encouraged a common approach to supporting carers across the region (for example the introduction of an e learning toolkit, carer awareness training, Carers Champions in health, social care, education, Third Sector, Job centre plus etc., the carers A-Z Guide, training for the University 2<sup>nd</sup> year nurse degree and social worker student).</li> <li>• The intermediate Care Fund assisted the development of AGORED accredited training units to implement GP Carers Protocols into GP practices across Cwm Taf</li> <li>• Both Local Authorities reported success with Direct Payments and both have clear policies and procedures for staff to follow</li> <li>• Dewis CIL is the Direct Payment support provider across the region with the only difference being the provision of a managed account facility for people living in RCT</li> <li>○ The self assessment identified that arrangements for managing and learning from complaints are robust and well resourced</li> <li>• Both Local Authorities have effective arrangements in place to support young people during transition</li> <li>• There are no formal ordinary residence policies in place in either local authority and this is currently managed on a case by case basis</li> </ul>	<ul style="list-style-type: none"> <li>• We will achieve all the key actions required in the 2012/15 'Together for mental health delivery plan and in consultation with local people we will progress towards the new requirements for 2016/19</li> <li>• Carers will be supported across the region to achieve their wellbeing needs through the implementation of more effective approach to eligibility in social and also through a joint carers strategy that maintains the momentum achieved through the carers measure; informed through effective engagement with carers</li> <li>• Staff and volunteers across the region will be more carer aware and able to recognise, advise and support carers appropriately</li> <li>○ We will ensure our policies and procedures address the requirements of the regulations, codes of practice and guidance associated with the Social Service and Wellbeing Act - particularly for             <ul style="list-style-type: none"> <li>○ Transition,</li> <li>○ Ordinary residence</li> <li>○ Fairer Charging</li> <li>○ Case transfer/portability/to include adults and children in secure settings</li> <li>○ Direct Payments</li> <li>○ Complaints</li> </ul> </li> <li>○ We will have advocacy arrangements in place to provide effective assistance to vulnerable people to ensure they are able to secure their rights and entitlements and maintain control over their care and support needs In line with the requirements of the Social Service and Wellbeing Act</li> </ul>

## Appendix 1

<ul style="list-style-type: none"> <li>• Fairer Charging arrangements in both Local Authorities are reported as clear and effective</li> <li>• Advocacy services are inconsistent across both the region and across service areas. Advocacy for older people with complex needs is particularly underdeveloped as are services for children and young people</li> </ul>	
<p>Cwm Taf UHB is the appointed lead agency to co-ordinate the work required across the region to ensure that</p> <p><i>We improve the lives of people using mental health services, their carers and their families by working in partnership in Cwm Taf to implement the Welsh Government 'Together for Mental Health' Strategy across the region</i></p> <p><b>Decisions and Milestones</b></p> <ul style="list-style-type: none"> <li>• The 'Together for Mental Health' Partnership Board community wide engagement plan is in place</li> <li>• The key actions within the 'Together for Mental Health' (2012-15) delivery plan are completed</li> <li>• The Local priorities for 2015/6 are agreed by the 'Together for Mental Health' Partnership Board and the Cwm Taf Social Service and Well Being Partnership Board</li> </ul> <p>Cwm Taf UHB is the appointed lead agency to co-ordinate the work required across the region to ensure that</p> <p><i>We improve the wellbeing of carers in the region through the implementation of a revised regional carers strategy</i></p> <p><b>Decisions and Milestones</b></p> <ul style="list-style-type: none"> <li>○ Agreement is secured to work with one common Carers Plan for the Cwm Taf region</li> <li>○ The strategic priorities for the carers plan are agreed</li> <li>○ Resources are secured to manage the carers plan following the end of the WG carers measure funding in 2016</li> </ul> <p><i>Rhondda Cynon Taf and Merthyr Tydfil CBC's will work together to ensure that their Social Care policies and procedures are reviewed and updated to address the new requirements in the Social Service and Wellbeing Act. In particular we will ensure the following Policies are updated and that we implement the revised arrangements from April 2016</i></p> <ul style="list-style-type: none"> <li>○ Direct Payments,</li> <li>○ Transition,</li> <li>○ Ordinary residence</li> <li>○ Fairer Charging</li> <li>○ Case transfer/portability/to include adults and children in secure settings</li> </ul> <p><i>In addition we will consider the commissioning implications for advocacy once the detailed guidance from Welsh government is made available</i></p>	



**Appendix 1****6. Key determinants for successful implementation**

*Identify the most significant tasks/actions that need to be in place by April 1st 2016 to contribute towards successful implementation in your region*

- 6.1 We will ensure that people in Cwm Taf are able to access information, advice and assistance to the standards required by the Social Services and Wellbeing Act by working across the region to agree the service model and implement the arrangements by April 2016
- 6.2 We will ensure our approach and practice with regards to eligibility, assessment and care planning focuses on personal wellbeing outcomes and meets the requirements set out in the Regulations and Codes of Practice (parts 3 and 4 of the Social Services and Wellbeing Act) - by April 2016
- 6.3 We will ensure arrangements are in place to implement the revised adult protection requirements under Part 7 of the Social Services and Wellbeing Act from April 2016
- 6.4 We will ensure our policies and procedures reflect the changing requirements for Direct Payments, Transition, Ordinary residence, Fairer Charging, Case transfer and portability by April 2016
- 6.5 We will have advocacy arrangements in place to provide effective assistance to vulnerable people to ensure they are able to secure their rights and entitlements and maintain control over their care and support needs as required in guidance issued under the Social Services and Wellbeing Act
- 6.6 In line with the requirements of the Social Services and Wellbeing Act we will ensure arrangements are in place to report on and measure our performance using the National Outcomes Framework incorporating the underpinning structure of performance measurements as by April 2016
- 6.7 To understand the Care and Support needs of the Cwm Taf population we will complete a comprehensive population needs assessment by April 2017.
- 6.8 Children and families will have access to effective support in the community to meet their wellbeing needs and avoid the risk of those needs escalating into situations that require more intensive and invasive interventions. We will therefore begin work to implement a children's strategy across the region to emphasise preventative interventions and reduce the LAC population as a matter of priority in 2015/16
- 6.9 Work to ensure older people can access modern services that promote their independence, reduce reliance on long term services and emphasise choice and control through the joint commissioning strategy for older people across the region will also be given priority for implementation in 2015/16

**7. Key risks and mitigation**

*Identify the key risks that could temporarily stall or impact on the successful implementation of the Act in your region and the action that you are taking in mitigation*

**7.1 Risk 1 - The amount and pace of change required across all the partners could impair overall progress**

- 7.1.1 The probability of strategic drift is high as there are limited resources available to lead and co-ordinate the priorities for action within the plan.

**Appendix 1**

- 7.1.2 The impact of a delay for the Partnership is also considered to be high as it is likely to result in
- A failure to fulfill our statutory duties from April 2016
  - Failure to tackle the growing LAC population
  - Failure to tackle the growing demand on services for older people
- 7.1.3 To reduce the risk the partnership will target the resources available from the Transformation Grant, Intermediate Care Fund, Primary Care Grant and the Technologies fund to enhance project management capacity and facilitate change - particularly for the projects listed in section 6 during 2015/16
- 7.2 Risk 2 - The formal Regulations, Codes of Practice, and Statutory Guidance are not yet known or fully understood. Delays in publication could impair project development and delivery**
- 7.2.1 The probability of the Regulations, Codes and Guidance emerging late in the year is high as the outcome of consultation on Tranche 1 is not yet understood and consultation for Tranche 2 is not expected until the summer
- 7.2.2 The impact of a delay for the partnership is high and likely to result in a failure to fulfill its statutory duties from April 2016
- 7.2.3 To reduce the risks the Partnerships will progress actions to meet the requirements currently reported in draft for the Regulations, Codes and Guidance for Tranche 1 and the reports from the original technical working groups for Tranche 2 - adjusting the plans if required when confirmation is published.
- 7.3 Risk 3 - The financial pressures within the Local Authorities could impair the overall progress of the transformation agenda, delaying the introduction of new service models**
- 7.3.1 The probability of the financial pressures impacting on any one of the partners is high as both local Authorities predict a significant budget deficit up to 2017
- 7.3.2 The impact of the financial pressures on the local authorities is considered to be high as it is likely to result in
- Destabilising the Partnership
  - Failure to sustain a transitional period whilst new service models take effect
- 7.3.3 To reduce the risk the partnership will
- Target the resources available from the Transformation Grant, Intermediate Care Fund, Primary Care Grant and the Technologies fund to support transitional arrangements.
  - Consider and pursue all options for collaboration, joint working and integration to enhance opportunities for mutual efficiencies
- 7.4 Risk 4 - Welsh Government plans to pursue Local Government reorganisation in Wales could distract Political and senior management attention away from the transformation agenda**

**Appendix 1**

- 7.4.1 The probability of LGR creating a distraction is a medium risk at this point as no definite announcement has been made from Welsh Government ministers.
- 7.4.2 The impact of LGR however is considered to be high as it is likely to result in destabilising both the plan and the partnership whilst each Local Authority acts to manage the consequences
- 7.4.3 To reduce the risk the partnership will continue to pursue all options for collaboration, joint working and integration to enhance opportunities for mutual efficiencies until further information is made available.

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