

Draft Divisional Delivery Plan 2023-2024

Business Support and Commissioning



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INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Divisional Overview

The Commissioning and Business Support division was formed in February 2021 under the leadership of the Head of Strategic Joint Commissioning for Carmarthenshire and Pembrokeshire. The whole division employs approx. 170 FTE staff and supports all front-line teams throughout the Department as well as undertaking some specific business functions.

Commissioning and Business Support have historically worked closely as many of the functions between the two divisions go hand in hand, i.e. making payments to contracted providers, setting fees, charging and service delivery, etc. The two areas also work together on new initiatives such as cost of care, or setting up new services etc.

The relationship between Commissioning and Business Support has become even more important, particularly in responding to the Covid-19 emergency. This required closer working relationships to enable the care and support sectors to understand Welsh Government guidance and to respond to, and support, the market in relation to Covid pressures.

The Communities department commissions over £90 million pounds worth of social care services for adults. This includes care home provision, domiciliary care provision, community support provision, supported accommodation services, including extra care, day care, third sector preventative service contracts, Housing Support Grant services, Carers and Direct payments.

The Commissioning Division is made up of 39 staff. The Commissioning team are responsible for all aspects of the commissioning activity relating to care and support services. This includes, identifying need and developing new service models, procurement, and brokerage – purchasing of services and, contract management, monitoring quality assurance and provider performance.

The Business Support Division, besides the typical administrative support to operational teams, the service provides a diverse range of functions, such as the provision of transport for service users; emergency planning; income collection and more recently the distribution of Personal Protective Equipment (PPE).

Since the creation of the Section we have been undergoing a review to ensure we are able to meet both operational and commissioning demands, with most service areas having been completed, and it is anticipated that the service area for providing support to operational teams will be finalised in the first half of 2023/24.

The Sections within Business Support and Commissioning are structured into the following service areas:

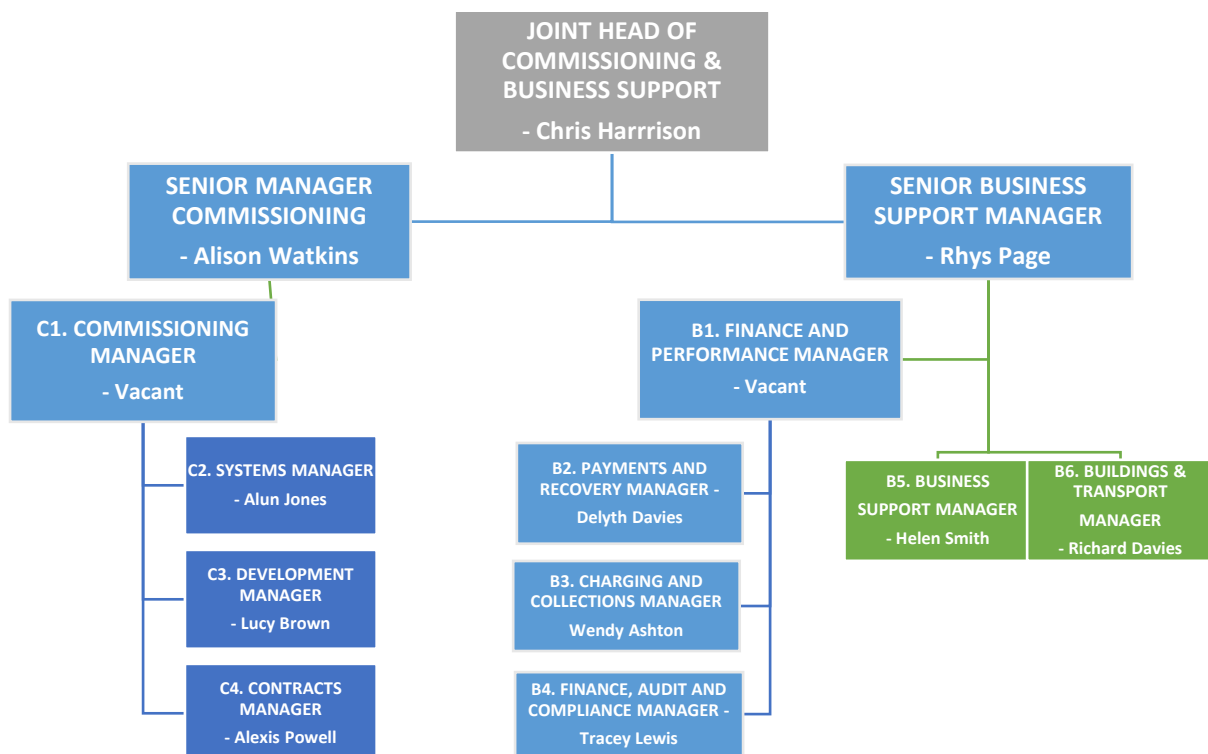
Business Support:

- Finance, Audit & Compliance
- Collections & Charging
- Payments & Recovery
- PPE and Transport
- Divisional Business Support

Commissioning:

- Commissioning & Development
- Commissioning & Contracting
- Commissioning & Systems

High Level Structure



Business Support

Finance, Audit and Compliance Team

Within the Finance, Audit and Compliance Team, the Manager and Lead Officer oversee the Audit and Compliance, Direct Payment Payroll and Blue Badge Teams.

Audit and Compliance Team

The Team consists of 6 FTE and they are responsible for Direct Payments, Audit and service users' monies. The Direct Payments of service users are audited along with the income and expenditure of the accounts and are checked to ensure that the money is used in accordance with procedures, the team having recovered £442,000.00 during 2021/22 in unspent monies. It also has responsibility for arranging contracts with service users and for making payments for up to 672 service users with the current spend of approximately £9.4 million per annum.

The Audit function is responsible for undertaking financial reviews of Local Authority and private establishments ensuring that financial records and practices are in line with financial regulations. It is also responsible for auditing claims for payment from the Independent Sector and auditing service users' monies to ensure accuracy and compliance with contract requirements.

This function administers personal monies for approximately 100 service users living in the community. These individuals have disabilities or mental health issues and therefore need assistance with this function. This section also accounts for the personal monies of the residents in local authority care homes. This work is undertaken by 1 FTE.

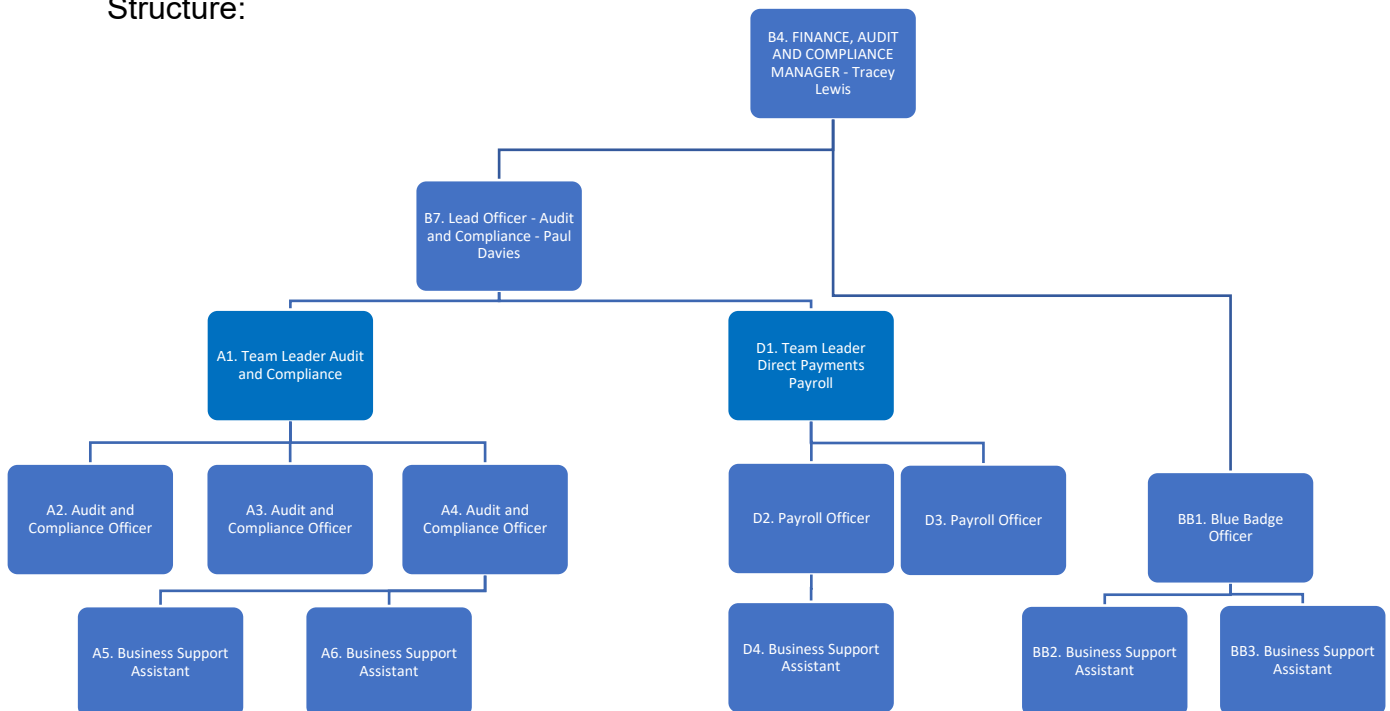
Direct Payroll Team

The Direct Payment Payroll Team of 4 FTE process payroll functions for the Direct Payment Support Service which has been brought inhouse in April 2021. Working closely with the Commissioning Team, processing the payroll function for approximately 972 personal assistants, the Team ensures the 4 weekly Payroll is processed accurately adhering to strict procedures in line with Payroll legislation. Processing timely monthly RTI (Real Time Information) submissions, pension payments, HMRC payments along with year-end processes and submissions.

Blue Badge

The Blue Badge Scheme provides a lifeline allowing people to park close to the facilities and services they need and wish to use. The Blue Badge Team consists of 2 FTE processing approximately 5,500 Blue Badge applications per annum in line with the guidelines set out by the Welsh Government.

Structure:



Collections and Charging Teams.

Collections

The Collections team is made up of 8.8 FTE members of staff, including a Team Leader and is responsible for collecting the assessed charge from all residential and non-residential service users. The function involves dealing with service users, their representatives, and professionals, and liaising with the DWP to ensure that the maximum benefit entitlement is claimed for service users. Income is collected in various ways: directly from the Department for Works and Pension (DWP), Occupational Pension companies and by invoice. The Director acts as an appointee for approximately 400 residents in Care Homes and the section continually liaise with the DWP and complete the relevant forms to ensure that the residents are in receipt of their full benefit entitlement.

The team also finalises the estates of deceased residents which involves liaising with next of kin, executors and professionals. Where there are no known next of kin, the section will refer cases to the Treasury Solicitors where appropriate and decide when cases need to be referred to our Legal division to apply for a Creditors Grant to recover the outstanding debt.

There is close working with the Debt Recovery Team, the Collections Team makes initial contact with service users/their representatives in respect of unpaid charges and a referral to the Debt Recovery Team is made to pursue unresolved, outstanding payments.

The Collections, Charging and Debt Recovery Teams work closely together to ensure that the correct charge is applied and collected for all service users.

Currently the section manages on a weekly basis approximately 1,000 service user accounts in residential care, 3,000 service user accounts in non-residential care services, and collects income to the value of approximately £15 million per annum in residential care and £3.25 million per annum for non-residential services (which includes Telecare).

Charging (Financial Assessment) Team

The Financial Assessment Team is made up of 8.5 FTE, including a Team Leader. It is responsible for collecting financial information and calculating a financial assessment in accordance with charging legislation and guidelines set by Welsh Government to ensure that the Local Authority calculates the correct charge for all clients in residential and nursing care and for all clients in receipt of non-residential services. The function also includes a welfare benefit check in accordance with the legislation, this ensures that the people of Carmarthenshire who receive care and support are supported to help them understand the benefits which may be available to them.

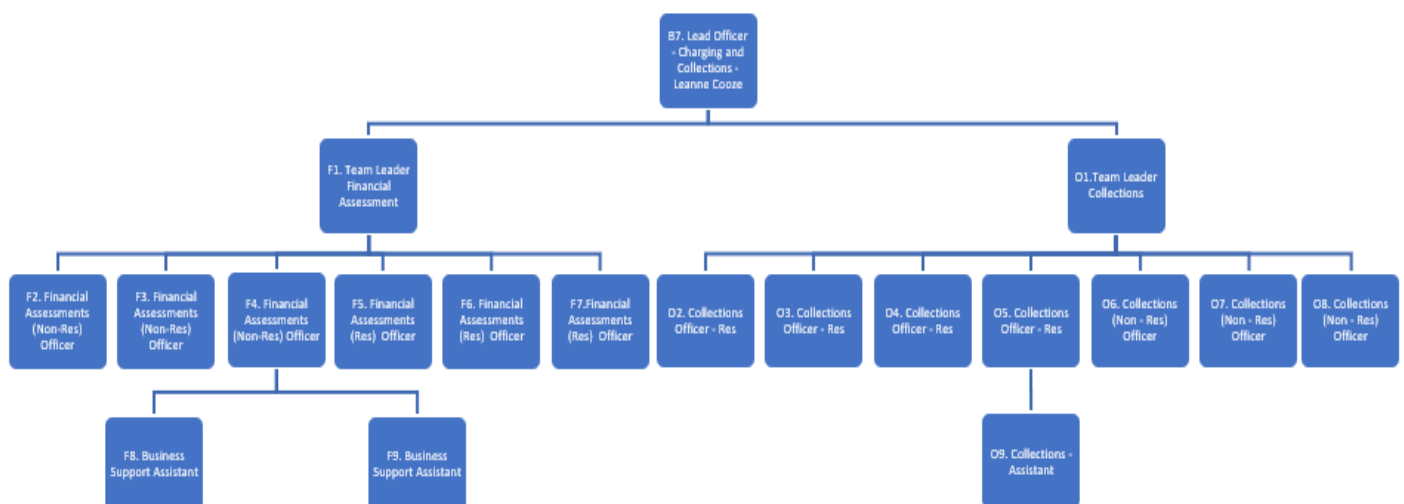
A key part of the function is identifying ownership of assets to ensure a fair and accurate charge. This involves close working with service users, their representatives, professionals, care management staff and the legal department. The team is also responsible for protecting the property/land and valuables of clients and this is a statutory function where there is no one else to undertake the work.

Currently the section manages the financial assessment process for approximately 1,000 service user accounts in residential care, 3,000 service user accounts in non-residential care services, this generates income to the value of approximately £15 million per annum in residential care and £3.25 million per annum for non-residential services (which includes Telecare).

The team undertook 6200 assessments during 2021/22.

The Collections, Charging and Debt Recovery Team work closely together to ensure that the correct charge is applied and collected for all service users.

Structure:



Payments & Recovery

Payments

The Payments section is made up of 3 FTE members of staff and 3 FTE Service Support members of staff. They process all payments for residential and non-residential care services that are procured from the Independent Sector. It also processes Shared Lives payments for Carmarthenshire, Ceredigion and Pembrokeshire and the Supporting People subsidy on behalf of the Housing Division.

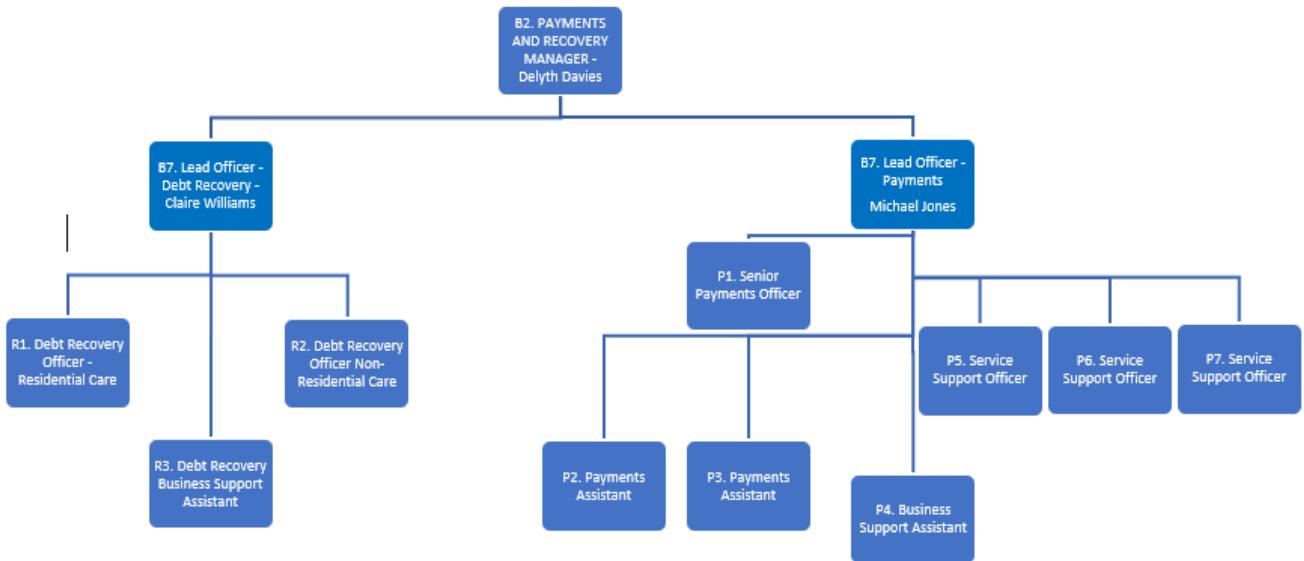
In addition, the team administers and arranges payments as an agent on behalf of the Local Health Board of all Continuing Health Care joint funded contracts and Free Nursing Care. This amounts to approximately £8.5 million income annually for the placements in residential/nursing homes and £2 million income for those receiving non-residential care services.

The team currently makes payment for services for approximately 880 service users funded by the Authority in Private Residential/Nursing Homes and 1,400 service users receiving non-residential services in the Independent Sector, on any one week. This equates to payments to the value of approximately £45 million per annum for residential care and £23.5 million per annum for non-residential care services procured from the Independent Sector.

Debt Recovery

The Debt Recovery team is a newly formed team following the recent re-structure and is made up of 4 FTE members of staff with one of these posts being funded for 2 years by Corporate Resources following a review by the TIC team of the whole of the Authority's Debt. This team will concentrate fully on debt recovery where previously it was part of the work of the Collections team. We are still in the process of recruiting staff to this team and formalising processes; however, debt recovery work is ongoing with the Manager and Lead Officer of the team working closely with the Legal Section to secure debt and recover outstanding debt through various methods including proposed Court action where appropriate. Regular meetings are held with the designated solicitors of the Legal section to discuss cases and agree actions to be taken to ensure recovery of the outstanding debt and/or to secure the debt (e.g. by Judgement in Court or placing a Legal Charge on the property etc.). During the financial year 2021/22, the debt recovered through the Legal process was in the region of £1,200,000 and £300,000 debt secured. By reducing the debt outstanding to the Authority, it ensures that the Department can continue to invest in other key areas, particularly, to promote the Health and Wellbeing agenda.

Structure:



PPE and Transport

Transport Section

The transport service is a specialist service conveying vulnerable service users for all client groups who have been assessed as needing transport to and from their homes to their respective centres where they receive services. The service also subcontracts to the Welsh Ambulance Service Trust (WAST) and Hywel Dda Health Board and provides a timely service in conveying outpatients to appointments at the main hospital sites within the county and to neighbouring authority health settings. It also conveys discharged patients from these hospital sites to their homes.

The service also conveys patients to and from the Dialysis Unit at West Wales General Hospital, Carmarthen.

In addition, the service also undertakes work for the Education and Children's Services in conveying social joint youth pupils to and from educational establishments within the county.

As a result of lockdown in March 2020, the fleet was reduced by six vehicles as they were scheduled to be replaced during 2020/21 and the current fleet consists of 20 vehicles which are specially adapted for conveying disabled people. The unit is currently staffed by 12 permanent drivers who are supported by a team of casual drivers to cover periods of absence due to annual leave, training or sickness which is equivalent to 10 permanent FTE drivers. Pre covid the service was conveying approximately 450 service users per week which equates to approximately 1,700 passenger journeys per week. Since services have recommenced, we have seen a reduction in the numbers of service users being conveyed but as services will gradually increase, we will utilise some casual drivers to cover routes in parts of the county to ensure that assessed service users attend their respective centres. All drivers are fully trained in the six key elements to ensure that their passengers are always transported in safety.

As part of their duties, drivers are normally one of the frontline services and the first point of contact between users and the department and they also act as a link between the individual and their respective centres.

Emergency Planning

The division also has responsibility for coordinating the Emergency Planning arrangements for the authority in developing policies and protocols to safeguard communities should an emergency arise, and the residents need to be evacuated from their homes to a place of safety into one of the designated rest centres within the county. This function is linked to the corporate emergency planning role as several council departments are likely to be involved depending on the emergency.

The function also includes the training of senior departmental staff who could be involved and managing and coordinating the incident together with support staff from various sections within the department who could be contacted to form part of the operational team to respond to an emergency.

Divisional Business Support

Within this area of Divisional Business Support, we have over 50 FTE staff who provide a wide range of business support services to operational teams across the Directorate in Ammanford, Carmarthen and Llanelli. There are 10 teams that provide support in the following service areas:

Central Support - support to Heads of Service and Commissioning. We also have peripatetic business support team members who can provide flexible support wherever it may be needed.

Housing & Public Protection (3 teams based in Carmarthen, Ammanford and Llanelli) – support for a wide range of functions (animal health, trading standards, licensing, etc).

Care & Support – support for home and residential care services.

Adult Social Care – support for social care and health services delivered through Integrated Services (3 Community Resource Teams based at Carmarthen, Ammanford and Llanelli); the Safeguarding & Deprivation of Liberty Safeguards Team; and specialist teams for mental health, learning disabilities and substance misuse. We also provide support to the Carmarthenshire Integrated Community Equipment Stores and Delta Wellbeing.

Leisure – support with the processing of orders and invoices for all Leisure facilities, ensuring the supply of goods and services for these public services.

In 2023/24, we will be reviewing the structure in this service area as the next stage in the divisional restructure. A key part of this will be to consult with managers and the staff within the Team to reflect on how we adapt to the different ways of working that have emerged in recent years and how the business support offer needs to change.

We indirectly contribute to the delivery of the Council's Well-being Objectives through supporting operational teams, e.g. by providing back-office support to the

staff working to increase the availability of rented and affordable homes. This support is essential for the delivery of these key objectives.

Our remit covers a wide range of business support functions, which underpin the provision of frontline services to the public. An example of this is the co-ordination of supplies and services to domiciliary carers, ensuring that essential Personal Protective Equipment is supplied to these key workers.

As well as the provision of general administrative support, we are flexible and adapt to emerging demands from the operational services. Very often, the ten teams work as one team to ensure that we can deliver a responsive business support service to a wide range of internal and external stakeholders in the right place at the right time.

We have an important role in the updating of management information systems on a day-to-day basis. This not only supports the performance management agenda within the department but also ensures that accurate and timely information is available to decision-makers at strategic and operational levels.

We are also actively involved in digital transformation to support more efficient and different ways of working:

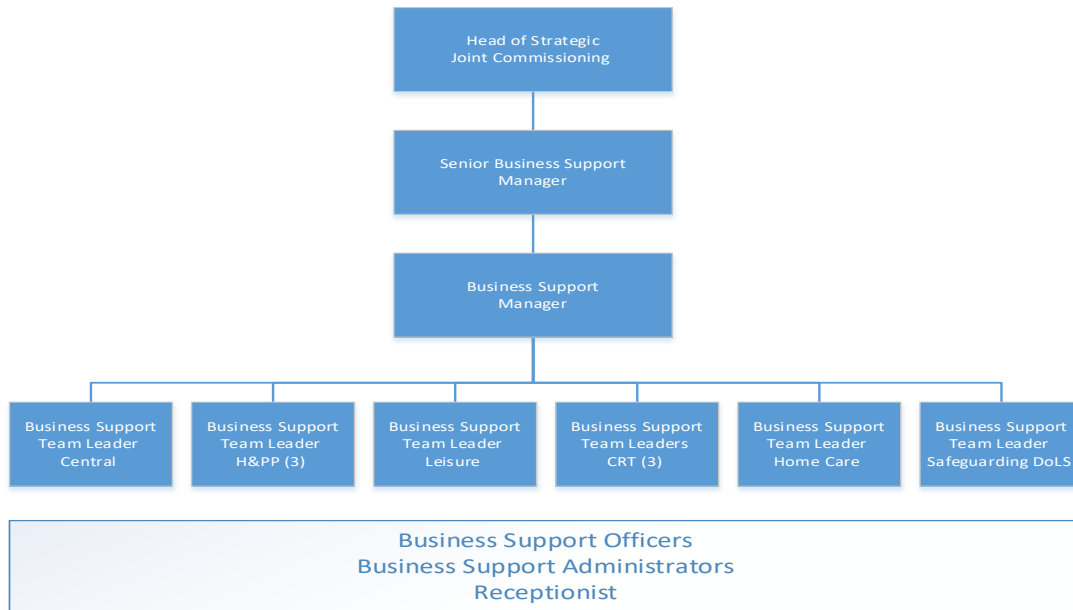
- Digitisation of paper records, which will not only result in greater accessibility but will free up valuable office space.
- Expanding the use of digital mail solutions, which are faster and more cost-effective. This facilitates the mailing of large mailshots and enables staff working remotely to send mail from their desktop or laptop, without the need to physically print or post.
- Rolling out the use of electronic signature solutions, which streamline the process of sharing agreements digitally and reduce the need for paper.
- In 2023, we will also be actively involved in the implementation of the new Recruitment System (OLEEO) across the Communities Department, which will improve the effectiveness and efficiency of recruiting staff.

There is a high degree of co-operation between individual teams in managing the Directorate's needs and improving the way that we deliver our service.

Our Integrated Service Teams include staff employed by partner agencies such as Hywel Dda University Health Board. Whilst most Teams consist of a Team Leader working at the same base with a group of Business Support Administrators, we have team members who work with Health partners in Mental Health and Learning Disabilities Teams at other locations. These team members are managed by our Business Support Team Leaders and are included in wider team meetings.

Divisional Business Support is an integral part of the Directorate; we support all staff from the highest level (Director and Heads of Service) down to individual frontline staff, supporting the delivery of services to the public and contributing to the delivery of the Council's Well-being Objectives.

Structure:



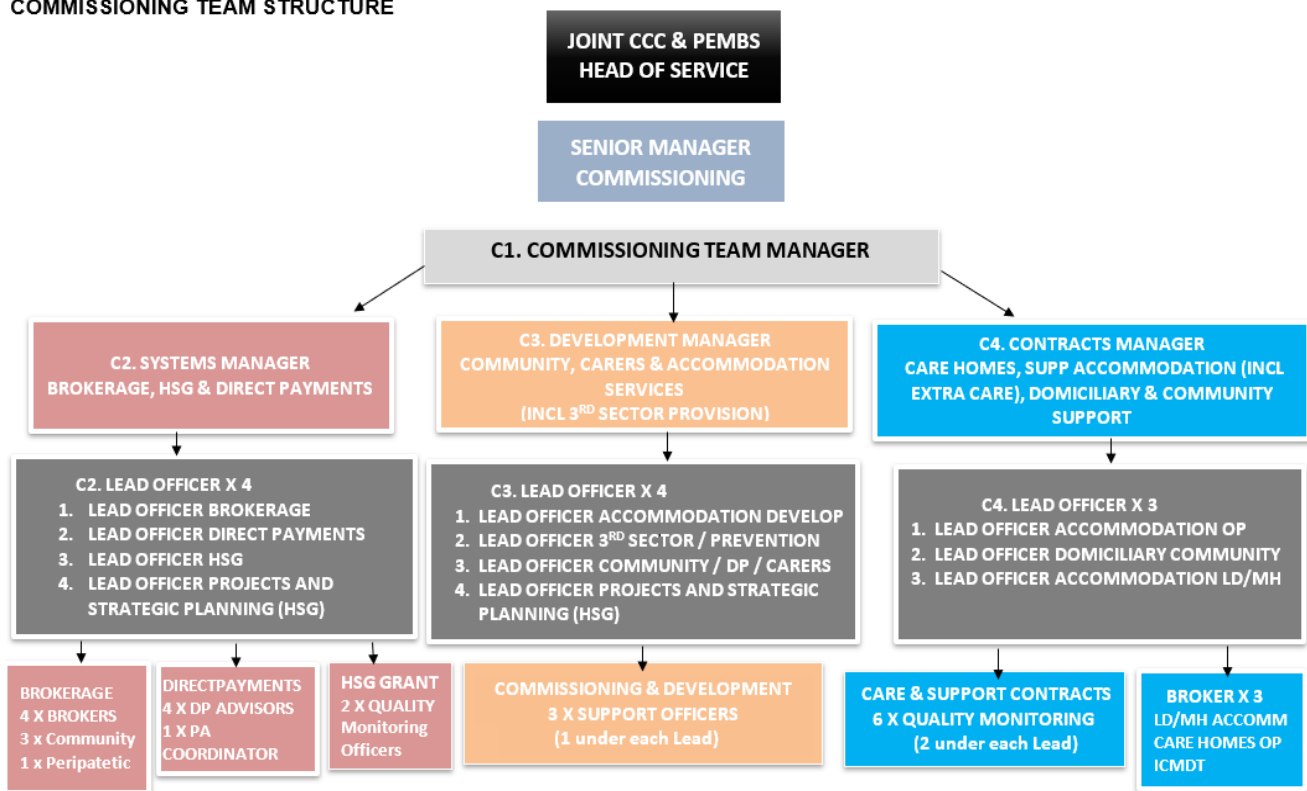
H&PP – Housing & Public Protection
CRT – Community Resource Team
DoLS – Deprivation of Liberty Safeguards

Commissioning

The department commissions over 90 million pounds worth of social care services for adults. This includes care home provision, domiciliary care provision, community support provision, supported accommodation services, including extra care, day care and a range of third sector preventative service. Services provided under the Housing Support Grant, Carers and Personalisation (Direct Payments) agendas also fall under the responsibility of the Commissioning team.

The number of staff working within this section is 37. The Commissioning Team are responsible for all aspects of the commissioning activity relating to care and support service.

COMMISSIONING TEAM STRUCTURE



There are 3 main functions, Commissioning (mapping needs and finding innovative solutions), Contract Management (quality and performance of services) and Procurement (purchasing services (Brokerage) and finance monitoring)

Commissioning & Development

- Undertaking needs mapping, identifying gaps in provision and developing new service models.
- Undertake service planning and redesign of commissioned services, including decommissioning where necessary to ensure the best use of resources
- Develop contract documentation and service specifications, MoU, Service level agreement for commissioned services.
- Lead on procurement and tendering for external social care services
- Manage and lead on the implementation of new developments and services within different sectors working across adult social care

Commissioning & Contract Management

- Responsible for ensuring that services are operating in accordance with legal requirements, Council policies and procedures, and Government guidance relevant to care and support services
- Ensure that commissioned services are monitored appropriately against contractual and service specification requirements. This is done through data

collection, quality audit, monitoring visits, feedback from Service Users, Staff and Professionals.

- Responsible for ensuring that provider performance processes are applied, and that risk is evaluated and responded to in a timely manner. This includes escalating concerns, contract termination and home closure process.
- Manage and respond to emergency complex issues and contentious matters affecting care providers (pandemic, epidemic, outbreaks) to prevent escalation of risk which could compromise the safety and wellbeing of Service Users.
- Monitoring market stability and working with different sector to develop sustainable services.

Commissioning and Systems

- Monitoring financial agreements to ensure that providers are complying with the contract agreement / grant conditions and are delivering value for money services.
- Designing systems and processes that reflect efficiency and accuracy in relation to financial transactional agreements between the Council and Contracted providers.
- Allocation and Monitoring of spend for the Housing Support Grant ensuring compliance with Welsh Government requirements.
- Responsible for brokerage service that place individuals with a commissioned service and completes the Individual Service Agreement which acts as the payment agreement between the Council and Provider.
- Responsible for the Direct Payments Service that offers support to individuals who wish to purchase their own care and support.

Cabinet Member for Business Support and Commissioning



Cllr Jane Tremlett
Cabinet Member for Social
Care and Health

Divisional Specific Strategy and Policy

Sustainable Social Services for Wales: A Framework for Action 2015
 A Healthier Wales (2019)
 Social Services National Outcomes Framework (2019)
 West Wales Carer's Strategy (2020 – 2025)
 West Wales Area Plan 2018 – 2023
 Dementia Action Plan Wales (2018 – 2022)
 Together for Mental Health (2019 – 2022)
 Learning Disabilities Strategic Action Plan (2022– 2026) - Improving lives programme
 The Autistic Spectrum Disorder (ASD) Strategic Action Plan for Wales 2016 and Delivery Plan (2018-2022)
 Statement on Policy and Practice for Adults with a Learning Disability 2011
 Fulfilled Lives, Supportive Communities 2007
 WLGA - Commissioning Accommodation & Support for a good life for people with a learning disability (2019)
 Charging Policy for Social Care Services 2019
 Strategy for preventing and ending homelessness 2019
 Financial Procedure Rules 2020

Divisional Specific Acts and Legislation

The Well-being of Future Generations (Wales) Act 2015
 Social Services and Well-being (Wales) Act 2014
 Regulation and Inspection for Social Care (Wales) Act 2016
 Housing (Wales) Act 2014
 Renting Homes (Wales) Act 2016
 Mental Health (Wales) Measure 2010
 The Care Standards Act 2011
 Public Contract Regulations 2015

The financial profile is as follows:

Commissioning & Support	2022-2023	2023-2024	2024-2025	2025-2026
	Budget			
	£'000	£'000	£'000	£'000
Employee	4,481	4,601	4,543	4,592
Premises	-40	-42	-44	-45
Transport	920	931	902	866
Supplies & Services	1,983	1,882	1,938	1,977
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	794	795	795	796
Capital Charges	0	0	0	0
Grant	-2,790	-2,790	-2,790	-2,790
Fees & Charges	-2,207	-2,219	-2,279	-2,320
	3,141	3,159	3,066	3,077
Summary of Efficiency Proposals				

	2023-2024	2024-2025	2025-2026
	£'000	£'000	£'000
Business Support	40	40	40
Transport	125	45	45
Business Support and Commissioning	165	85	85

Actions and Measures

The following Actions and Measures set out the direction of travel for the Business Support and Commissioning Division in the 2023/24 year.

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
Action/Measure	Not applicable			
b	Service Priority - Early years			
	Not applicable			
c	Service Priority - Education			
	Not applicable			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	Not applicable			
b	Service Priority - Housing			
Action				
A1	We will continue to work with housing and other partners to develop our accommodation offer, to support people to live well, with models of provision of care and support which has progression and outcomes at its core.	March 2024	Chris Harrison/ Alison Watkins	
Measure				
M1a	Increase the number of units of accommodation developed.	March 2024	Alison Watkins / Lucy Brown	
M1b	Recommission community support to align to the accommodation plan.	January 2024	Alison Watkins / Alexis Powell	
M1c	Develop Housing Support services to ensure that homelessness is rare, brief and unrepeatd	March 2024	Alison Watkins / Alun Jones	
c	Service Priority – Social Care			
Action				
A2	Develop preventative services to meet the demands of an ageing population	March 2024	Chris Harrison/ Alison Watkins	
Measure				

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
M2a	Commissioned third sector preventative model to be established	Sept 2023	Alison Watkins / Lucy Brown	
M2b	Increased number of community support groups/ initiatives.	March 2024	Alison Watkins / Lucy Brown	
Action				
A3	To further develop and diversify the market to ensure people have a range of options to meet their care & support needs.	March 2024	Chris Harrison/ Alison Watkins	
Measure				
M3a	Increase the number of micro enterprises and social enterprise developments.	March 2024	Alison Watkins / Lucy Brown	
M3b	Further develop the flexible use of Direct Payments	March 2024	Alison Watkins / Alexis Powell	
Action				
A4	Continue to improve the support available to carers across the county.	March 2024	Chris Harrison	
Measure				
M4a	Develop a new model of support for Carers which provides a more flexible offer for short breaks/respite	March 2024	Alison Watkins / Lucy Brown	
Action				
A5	Invest in local efficient council run services to rebalance the market across all elements of adult and children social care	March 2024	Chris Harrison	
Measure				
M5a	We will develop a plan to deliver the key actions from the market stability report to rebalance the market for care and support	March 2024	Chris Harrison / Alison Watkins	
Action	Build commissioning capacity within Children's social care to support WG policy to eliminate profit within the sector	March 2024	Chris Harrison	
A6	Work with Welsh Government to create and define a National Care Service that delivers national standards of care with local delivery of services to meet our community's needs.	March 2024	Chris Harrison	
Measure				
M6	We will continue to contribute to the development of a National Commissioning Framework and future opportunities relating to Care and Support Services	March 2024	Chris Harrison / Alison Watkins	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
Action				
A7	<p>We will review our current departmental business processes, with a focus on digitalisation to meet the future demands of the services. This will include:</p> <ul style="list-style-type: none"> • The planning and implementation of the new ECLIPSE Finance. • Direct Payments Management system 	March 2024	Rhys Page	
Measure				
M7a	Implementation of ECLIPSE Finance	March 2024	Rhys Page	
M7b	Implementation of Direct Payments Payroll system	June 2023	Rhys Page	
Action				
A8	Digitalisation on the Financial Assessment Process	March 2024	Rhys Page / Wendy Ashton	
Measure				
M8	Implementation of new online process	March 2024	Rhys Page / Wendy Ashton	
Action				
A9	To review how clients' money is managed and explore which different forms of cashless technology could be used by service users.	September 2023	Rhys Page / Tracey Lewis	
Measure				
M9	Explore options, tender for news system, and implement	September 2023	Rhys Page / Tracey Lewis	
Action				
A10	To support the implementation of the new Recruitment software system (OLEEO) in the Department and enable Recruiting Managers through training and support to be self-sufficient in managing their own recruitment processes on the system.	March 2024	Rhys Page / Helen Smith	
Measure				
M10	Implementation of new system	March 2024	Rhys Page / Helen Smith	
Action				
A11	We will ensure we continue to maximise income recovery within the department and reduce the levels of debt.	March 2024	Rhys Page / Delyth Davies	
Measure				
M11	Reduce levels of debt	March 2024	Rhys Page / Delyth Davies	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
Action/Measure	Not applicable			
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Not applicable			
a(iii)	Theme: Welsh Language & Culture			
	Not applicable			
a(iv)	Theme: Community Safety and Cohesion			
	Not applicable			
b	Service Priority – Leisure & Tourism			
	Not applicable			
c	Service Priority - Waste			
	Not applicable			
d	Service Priority – Highways & Transport			
	Not applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
Action/Measure	Not applicable			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
Action/Measure				
a	ICT			
	Not applicable			
b	Marketing & Media including Customer Services			
	Not applicable			
c	Legal			
	Not applicable			
d	Planning			
	Not applicable			
f	Procurement			
Action				
A12	We will work with Procurement colleagues to ensure that our programme for commissioning/recommissioning services is aligned to the dates agreed in the commissioning plan for 2023 – 2024.	March 2024	Chris Harrison/ Alison Watkins	
Measure				
M12	Meeting deadlines for contract termination and or renewal.	March 2024	Chris Harrison/ Alison Watkins	
g	Internal Audit			
h	People Management (HR, L&D, Occ Health)			
Action				
A13	We will continue to develop the teams to ensure we have the right people with the right skills and that staff feel supported in their role.	March 2024	Chris Harrison/ Alison Watkins	
Measure				
M13	Measure staff satisfaction through regular feedback to minimise staff turnover and sickness absence	March 2024	Chris Harrison/ Alison Watkins	
i	Democratic Services			
	Not Applicable			
j	Policy & Performance			
	Not Applicable			
k	Business Support			
	Not Applicable			
l	Estates			
	Not Applicable			
J	Risk Management			
	Not applicable			
K	Business Support			
	Not applicable			
L	Electoral Services and Civil Registration			
	Not applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
SS700022	Medium 6	Ensuring robust systems remain in place to identify early warning signs of market failure in order to avoid or reduce serious risks to service provision and the impact on service users. This will have an even greater importance as the care sector recovers from the impact from Covid 19	
SS700024	Medium 6	Ensure a more robust commissioning and contracting arrangement is in place for supported accommodation in order to deliver efficiencies in the PAN disability service areas as part of the authority's budget management.	
CRR 190010	Medium 8	Deliver Effective Safeguarding Arrangements – Vulnerable Adults	
CRR190066	Significant 20	Insufficient numbers of social work and care staff to provide sufficient assessment and care capacity which provides a risk to vulnerable people in not having needs assessed and being unsupported and potentially unsafe in the community.	
CRR190067	Significant 20	Lack of availability of domiciliary care to support vulnerable adults which leads to the risk of people being unsupported and potentially unsafe in the community, as well as people being delayed leaving hospital preventing others being able to access urgent medical treatment.	
CRR190030	High 12	Risk to social care delivery/business continuity in relation to in-house and externally commissioned domiciliary care, residential care and day services due to market instability and fluctuating instances of Covid-19 transmission across the workforce and associated staff absence	