

Adult & Community Services, Service Plan 2018-22 (2020/21)

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Introduction & Background

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. The Act also requires that the Council delivers in a sustainable way and considers its principles the '5 Ways of Working'. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of Wales' Well-being Goals:

1. To improve skills, educational outcomes and employment opportunities;
2. To promote economic growth and regeneration whilst protecting the environment;
3. To enable people to be healthy, independent and resilient; and
4. To build cohesive and sustainable communities.

Newport Strategic Recovery Aims

At the start of 2020, Wales faced a Covid 19 pandemic which has impacted on the way which Newport Council and Adult Services delivers its services to communities. The Council's initial response was to protect frontline services, support the vulnerable in the community and ensure continuity of services. On the Council's road to recovery and reinstatement of services, Newport Council has established [Strategic Recovery Aims](#) that will enable the Council to learn from the impacts that Covid 19 caused, the new and emerging challenges that services face and the opportunities that have emerged from new ways of working. These Aims will support the Council's Corporate Plan and this Service Plan will support the delivery of these aims.

Adult and Community Services

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

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

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

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

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

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

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

We currently have approximately 1500 people in receipt of a care and support plan and receive care and support across a range of services. We also have a responsibility to ensure that those in our care are protected. Under Social Services and Wellbeing (Wales) Act 2014 we have a duty to ensure that all adults are protected from harm or abuse. Our Safeguarding measures in the Council places a duty on all officers and supporting services to report incidents where they believe an individual or group are at risk.

The pressures faced by the service area include:

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

Finance

The Council's budget for 2020/21 was agreed at [Council](#) on 27th February 2020. In 2020/21 Adult Services base revenue budget has been set as £49,261,000. For the financial year 2019/20 the budget for Adult Services was set as £46,744,000.

Adult Services Programmes and Projects 2020-22

To support the delivery of the Council's Strategic Recovery Aims, Corporate Plan 2017-22 objectives, Adult and Community Services is delivering the following projects:

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Strategic Recovery Aim(s) supported	Wellbeing (WB) Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
Home First	<p>The objective of this project is to further align patient flow processes within hospital discharge. Through collaboration with our health and social care partners the outcomes will be to:</p> <ul style="list-style-type: none"> • Prevent future admissions into hospital by ensuring tailored care packages are in place. • Implement early planning for discharge to prevent avoidable delays for patients returning home or to appropriate accommodation. 		<p>Wellbeing Objective 3 To enable people to be healthy, independent and resilient. Step 2 - Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness.</p>	Resilient Communities	1 st April 2020	31 st March 2021

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Strategic Recovery Aim(s) supported	Wellbeing (WB) Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
	<ul style="list-style-type: none"> During the COVID 19 crisis, Home First has continued to provide in line with regional arrangements a critical frontline service to support hospital discharge. 					
Integration of Frailty team into First Contact	<p>The objective of this project is to integrate the Frailty team into the First Contact team. The outcomes of this work will:</p> <ul style="list-style-type: none"> Reduce the number of entry points for Newport citizens to contact and engage with the Council. Improve the efficiency and consistency of the First Contact service to signpost Newport citizens to the correct team(s) and ensure that they receive necessary information and support for their needs. 	Not Applicable	<p>Wellbeing Objective 3 To enable people to be healthy, independent and resilient. Step 1 – Support people to remain living independently in their homes and communities Step 2 - Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness.</p>	Resilient Communities	1 st April 2020	31 st March 2021
Direct Payments Regional Service	<p>To develop a regional approach for service users to access and use the Direct Payments service that will ensure:</p> <ul style="list-style-type: none"> Consistent service model adopted across the region; Improve the future resilience of the service model for Newport citizens Ensure individuals are able to have greater independence and tailored support that meets their needs. 	Not Applicable	<p>Wellbeing Objective 3 To enable people to be healthy, independent and resilient. Step 1 - Support people to remain living independently in their homes and communities.</p>	Resilient Communities	1 st April 2020	31 st March 2022
Appointeeship Regional Service	<p>To develop a regional approach for Newport citizens to access the Appointeeship service. The outcome(s) of this project will ensure:</p>	Not Applicable	<p>Wellbeing Objective 3 To enable people to be healthy, independent and resilient.</p>	Resilient Communities	1 st April 2020	31 st March 2022

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Strategic Recovery Aim(s) supported	Wellbeing (WB) Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
	<ul style="list-style-type: none"> Consistent service model is adopted across the region for all citizens. Improve the access and efficiency of the Appointeeship service for Newport citizens. 		Step 1 - Support people to remain living independently in their homes and communities			
Independent Living Strategy	<p>To work with Registered Social Landlords (RSL's) & providers to develop cost effective and sustainable accommodation options for people with learning disabilities that supports their independence and wellbeing.</p> <p>This project will also facilitate the move of 5 people with learning disabilities to a new development in Herbert Road.</p>	<p>Strategic Recovery Aim 3</p> <p>Assess the impact and the long term sustainability of the social care sector in Newport informing future service requirements.</p> <p>Strategic Recovery Aim 4</p> <p>Developing opportunities for people to access suitable and affordable housing.</p>	<p>Wellbeing Objective 3</p> <p>To enable people to be healthy, independent and resilient.</p> <p>Step 1 - Support people to remain living independently in their homes and communities</p>	Resilient Communities	1 st April 2020	31 st March 2022
Transitions into Adult Services	<p>The objective of the project is to improve the support available for young people with learning disabilities transitioning from Children Services into Adult Services. The outcomes of this project will:</p> <ul style="list-style-type: none"> Ensure young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood. Enable integration of key Council, health and partners to support young people through the transition process. Enable early planning and involvement with young people, their families and/or 	Not Applicable	<p>Wellbeing Objective 3</p> <p>To enable people to be healthy, independent and resilient.</p> <p>Step 1 – Support people to remain living independently in their homes and communities</p> <p>Step 2 - Work with partners to promote healthy lifestyles and support the prevention, early intervention and</p>	Resilient Communities Aspirational People	1 st April 2020	31 st March 2022

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Strategic Recovery Aim(s) supported	Wellbeing (WB) Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
	carers to support them throughout the transition process.		self-management of illness. Wellbeing Objective 1 – To improve skills, education and employment opportunities.			
Development of the Carers Offer to Newport Citizens	The objective of this project is to improve the advice and assistance available to adult and young carers in Newport. The outcome(s) of this project will: <ul style="list-style-type: none"> • Ensure all carers are able to be signposted and access the service(s) they need. • Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout, • Enable integrated support for all carers by the Council, health, third sector and charities. 	Not Applicable	Wellbeing Objective 3 To enable people to be healthy, independent and resilient. Step 1 – Support people to remain living independently in their homes and communities Step 2 - Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness.	Resilient Communities	1 st April 2020	31 st March 2022

Service Plan Objectives and Actions 2020/21

Adult & Community Services has set 5 Objectives to deliver in 2020/21:

Objective 1 – Early Intervention and Prevention

Objective 2 – Integrated working across health and social care

Objective 3 – Commissioning

Objective 4 – Carers

Objective 5 - Safeguarding

Objective 1		Early Intervention and Prevention				
Objective Outcome(s)		We will direct and signpost effectively and when support is required we intervene early to prevent escalation and dependence.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support?		Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	To continue to develop First Contact as a multi-agency, multi-disciplinary team effectively managing demand. This includes the integration of the Frailty service into the First Contact Team.	Integration of the Frailty service into the First Contact Team will improve the signposting and access to services by Newport citizens. This will also reduce the number of single points of access and improve the efficiency of the service. The service will also improve its resilience to service demand pressures and ensure an integrated approach is provided to citizens.	Not Applicable	Service Manager (DP)	1 st April 2019	31 st March 2022
2	Implementation of the revised Telecare Service - To further develop the availability of assistive technology as a means of preventing or supporting a care and support plan.	The delivery of this action will help support service users to live independently, stay in control of their health and wellbeing in the long term. This service also provides assurance to service user's family and carers as a means of preventing and/or supporting a care plan.	Not Applicable	Service Manager (DP)	1 st April 2020	31 st March 2021
3	Development of a regional approach for service users to access and use the Direct Payments service.	This supports the delivery of the Direct Payments project and will deliver: • Consistent service model adopted across the region;	Not Applicable	Service Manager (DP)	1 st April 2020	31 st March 2022

Objective 1		Early Intervention and Prevention				
Objective Outcome(s)		We will direct and signpost effectively and when support is required we intervene early to prevent escalation and dependence.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support?		Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		<ul style="list-style-type: none"> • Improve the future resilience of the service model for Newport citizens; and • Ensure individuals are able to have greater independence and tailored support that meets their needs. 				

Objective 2		Integrated working across Health and Social Care				
Objective Outcome(s)		The development of an integrated approach to the provision of care and support for people in Newport through the establishment of Neighbourhood Care Networks.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support?		Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	To provide integrated health and social care support to Newport citizens.	Adult Services is able to offer Newport citizens the provision of care and support that enables them to be healthy, independent and resilient.	Not Applicable	Head of Service (CH)	1 st April 2019	31 st March 2022
2	To develop and effectively integrate the Regional Home First initiative into the hospital pathway and to further align patient flow processes within hospital discharge.	Through collaboration with the Health Board and partners we will be able to: <ul style="list-style-type: none"> • Prevent admission • To build further on early planning for discharge to prevent avoidable delays 	Not Applicable	Service Manager (JA)	1 st April 2019	31 st March 2022
3	To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services.	<ul style="list-style-type: none"> • Ensure young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood. • Enable integration of key Council, health and partners to support young people through the transition process. • Enable early planning and involvement with young people, their families and/or carers to support them throughout the transition process. 	Not Applicable	Service Manager (HL)	1 st April 2020	31 st March 2022

Objective 3		Commissioning				
Objective Outcome(s)		The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support?		Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	This will provide an understanding of the impact that Covid 19 has had on the social care sector and service users in Newport. The outcomes of this work will determine the future market offer to ensure service users receive high quality and sustainable care and support packages that enables healthy, independent living.	<u>Strategic Aim 3</u> Assess the impact and the long term sustainability of the social care sector in Newport informing future service requirements.	Service Manager (JJ)	1 st April 2019	31 st March 2022
2	To monitor the quality of services to ensure they deliver against agreed outcomes and offer value for money.	Service providers are able to provide sustainable services that are meeting the necessary quality standards and requirements stipulated in their agreements.	Not Applicable	Service Manager (JJ)	1 st April 2019	31 st March 2022
3	Work with Aneurin Bevan University Health Board and Local Authority partners to develop common contracts and monitoring protocols.	The delivery of this action will ensure that there is a consistent approach in setting up and monitoring contractual arrangements in Newport.	Not Applicable	Service Manager (JJ)	1 st April 2019	31 st March 2022
4	To further develop the People Commissioning function to oversee all commissioning and contractual activity within the Directorate.	The delivery of this action will seek to ensure value for money is provided across Adult and Children's social services ensuring that service users, families and	Not Applicable	Service Manager (JJ)	1 st April 2019	31 st March 2022

Objective 3		Commissioning				
Objective Outcome(s)		The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support?		Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	To monitor the People Commissioning Function to maximise opportunities to add value across the whole service area.	carers receive the necessary care support packages to live healthy, independent and resilient.				
5	Develop a regional Appointeeship service through collaboration with other local authorities and partners.	The outcome(s) of this action will ensure: <ul style="list-style-type: none"> • Consistent service model is adopted across the region for all citizens. • Improve the access and efficiency of the Appointeeship service for Newport citizens. 	Not Applicable	Service Manager (JJ)	1 st April 2020	31 st March 2022
6	Independent Living Strategy – To facilitate the move on of 5 people with learning disabilities to a new development in Herbert Road.	This action will enable service users with learning disabilities to live healthy, independent lives within the community.	Not Applicable	Service Manager (HL)	1 st April 2020	31 st March 2021
7	Continue to provide and develop in house provision	To continue to provide and develop in house provision where appropriate and cost effective.	Not Applicable	Service Manager (GC)	1 st April 2019	31 st March 2022

Objective 4		Carers				
Objective Outcome(s)		To fulfil NCC's responsibility to carers as required by the Social Services & well-being Act providing support and reducing carer breakdown.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support		Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	To continue to develop the Newport Carers Network to facilitate engagement and opportunities to provide specialist information	The delivery of this action will enable Adult Services to support carers and provide integrated support that will prevent carer breakdown.	Not Applicable	Service Manager (DP)	1 st April 2019	31 st March 2022
2	To develop a revised service offer for adult carers	<ul style="list-style-type: none"> • Ensure adult carers are able to be signposted and access the service(s) they need. • Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout, • Enable integrated support for all carers by the Council, health, third sector and charities. 	Not Applicable	Service Manager (DP)	1 st April 2019	31 st March 2021
3	To develop a revised service offer for young carers in partnership with Barnardo's	<ul style="list-style-type: none"> • Ensure young carers are able to be signposted and access the service(s) they need. • Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout, Enable integrated support for all carers by the Council, health, third sector and charities. 	Not Applicable	Service Manager (DP)	1 st April 2020	31 st March 2021

Objective 5		Safeguarding				
Objective Outcome(s)		To improve safeguarding arrangements that protect children and adults within all aspects of Council services functions and duties.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support?		Resilient Communities				
Action No.	Actions Description	Action Outcome(s)	Does the Action Support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	To implement new processes for Liberty Protection Safeguards which will be introduced in October 2020.	The Mental Capacity Act requires the Council to implement the deprivation and Liberty Protection Safeguards for Newport citizens. The delivery of this action will ensure the Council's processes meet these new legislative requirements.	Not Applicable	Head of Corporate Safeguarding (MR)	1 st April 2020	31 st December 2020
2	To continue to support and empower citizens through the adult safeguarding process.	The delivery of this action will ensure all Newport Citizens, Partners, Council Members and Officers are able to raise safeguarding concerns and issues and have confidence that these are investigated in accordance with the Social Services and Wellbeing Act,	Not Applicable	Head of Corporate Safeguarding (MR)	1 st April 2019	31 st March 2021
2.1	To provide training and raise awareness of the new Liberty Protection Safeguards for all practitioners and officers.	The delivery of this action will ensure practitioners and officers are aware of their role and responsibilities under the new LPS legislation. This will also prevent non-compliance with the new legislation.	Not Applicable	Head of Corporate Safeguarding (MR)	1 st April 2020	31 st November 2020
2.2	To provide training and Practitioner access to Welsh Government Safeguarding App through council mobile phones and computers.	The delivery of this action will ensure practitioners are aware of their safeguarding role and responsibilities. The new app will improve the accessibility for staff and to locate the necessary information that they require whilst undertaking their duties.	Not Applicable	Head of Corporate Safeguarding (MR)	1 st April 2020	31 st March 2021

Objective 5		Safeguarding				
Objective Outcome(s)		To improve safeguarding arrangements that protect children and adults within all aspects of Council services functions and duties.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support?		Resilient Communities				
Action No.	Actions Description	Action Outcome(s)	Does the Action Support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
3	Contribute towards the All Wales Adult Safeguarding Guidance	To contribute towards the new All Wales Adult / children Safeguarding Guidance.	Not Applicable	Head of Corporate Safeguarding (MR)	1 st April 2019	31 st December 2020
4	Website Development	To further develop website information and access to service users.	Not Applicable	Head of Corporate Safeguarding (MR)	1 st April 2019	31 st December 2020

Adults & Community Service Performance Measures 2020/21

In 2020/21, Welsh Government has introduced a new Social Services Performance Framework. Not all performance measures will be available from 1st April and targets set as the Council implements new measures / benchmarks the data.

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Actual	2020/21 Target
AD/002 – The number where advice and assistance was provided	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	To be Confirmed
AD/004 – The number of new assessments completed for adults during the year	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	New Measure
AD/006b – The active offer of Welsh was accepted	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	New Measure
AD/010 – The total number of packages of reablement completed during the year	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	New Measure

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Actual	2020/21 Target
AD/011a – The number of packages of reablement completed during the year that reduced the need for support	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	New Measure
AD/011b – The number of packages of reablement completed during the year that maintained the need for the same level of support.	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	New Measure
AD/011c – The number of packages of reablement completed during the year that mitigated the need for support.	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	New Measure
AD/012 – The number of adults with a care and support plan as at 31 st March.	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	New Measure
AD/013 – The total number of adults with eligible needs for care and support maintained by Direct Payments at 31 st March	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	New Measure

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Actual	2020/21 Target
National (Social Services Performance Measures, SSPM) - The Percentage of adult protection enquiries completed within 7 days.	National	Objective 5	98.9%	90%	95%	90%

Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA etc for benchmarking / comparison

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

Current Service Area Risks 2020/21

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
Liberty Protection Safeguards Legislation	In 2020 new Liberty Protection Safeguards (LPS) legislation will be passed replacing the current Deprivation of Liberty Safeguards (DOLS).	Service Manager (HL)	Service Risk	Well-being Objective 3	Resilient Communities (Social Care)	Safeguarding	12	4
Pressure on Adult & Community Services	There is increased pressure on Adult Services to deliver services to adults with complex and long lasting needs. With an increase in demand / volume of referrals and care packages the Council has seen an increase in costs whilst in the context of tightening budgets. There are also additional statutory requirements to safeguard adults in our care and prevent risk of harm, injury or a loss of life.	Service Manager (JJ)	Corporate Risk	Well-being Objective 3	Resilient Communities (Social Care)	Not applicable	20	10
Safeguarding Risk	To ensure the Council safeguards adults, children and carers as part of its statutory duty.	Head of Corporate Safeguarding	Corporate Risk	Well-being Objective 3	Resilient Communities (Social Care)	Not applicable	20	4
Stability of Social	The Council requires support from external providers to deliver	Service Manager (JJ)	Corporate Risk	Well-being Objective 3	Resilient Communities (Social Care)	Not applicable	20	6

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
Services Providers	care packages for adults (residential / Non Residential). The current marketplace for external providers is volatile due to the increasing costs to provide care, maintain homes, staffing meeting legislative and regulatory requirements.							