

Public Document Pack



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Dr Gwynne Jones.
Prif Weithredwr – Chief Executive

CYNGOR SIR YNYS MÔN
ISLE OF ANGLESEY COUNTY COUNCIL
Swyddfeydd y Cyngor - Council Offices
LLANGFNI
Ynys Môn - Anglesey
LL77 7TW

Ffôn / tel (01248) 752500
Ffacs / fax (01248) 750839

RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR GWAITH	THE EXECUTIVE
DYDD LLUN 19 CHWEFROR 2018 1.00 o'r gloch	MONDAY 19 FEBRUARY 2018 1.00 pm
SIAMBR Y CYNGOR SWYDDFEYDD Y CYNGOR LLANGFNI	COUNCIL CHAMBER COUNCIL OFFICES LLANGFNI
Swyddog Pwyllgor	Ann Holmes 01248 752518 Committee Officer

AELODAU/MEMBERS

Plaid Cymru/Party of Wales

John Griffith, Llinos Medi Huws, Carwyn Jones, R Meirion Jones, Alun W Mummery,
Robert G Parry, OBE, FRAGS

Annibynnol/Independent

Richard Dew, Dafydd Rhys Thomas, Ieuan Williams

COPI ER GWYBODAETH / COPY FOR INFORMATION

I Aelodau'r Cyngor Sir / To the Members of the County Council

Bydd aelod sydd ddim ar y Pwyllgor Gwaith yn cael gwahoddiad i'r cyfarfod i siarad (ond nid i bleidleisio) os ydy o/hi wedi gofyn am gael rhoddi eitem ar y rhaglen dan Reolau Gweithdrefn y Pwyllgor Gwaith. Efallai bydd y Pwyllgor Gwaith yn ystyried ceisiadau gan aelodau sydd ddim ar y Pwyllgor Gwaith i siarad ar faterion eraill.

A non-Executive member will be invited to the meeting and may speak (but not vote) during the meeting, if he/she has requested the item to be placed on the agenda under the Executive Procedure Rules. Requests by non-Executive members to speak on other matters may be considered at the discretion of The Executive.

Please note that meetings of the Committee are filmed for live and subsequent broadcast on the Council's website. The Authority is a Data Controller under the Data Protection Act and data collected during this webcast will be retained in accordance with the Authority's published policy.

A G E N D A

1 DECLARATION OF INTEREST

To receive any declaration of interest from a Member or Officer in respect of any item of business.

2 URGENT MATTERS CERTIFIED BY THE CHIEF EXECUTIVE OR HIS APPOINTED OFFICER

No urgent matters at the time of dispatch of this agenda.

3 MINUTES (Pages 1 - 8)

To submit for confirmation, the draft minutes of the meeting of the Executive held on 29th January, 2018.

4 THE EXECUTIVE'S FORWARD WORK PROGRAMME (Pages 9 - 20)

To submit a report by the Head of Democratic Services.

5 NORTH WALES POPULATION ASSESSMENT REGIONAL PLAN (Pages 21 - 142)

To submit a report by the Head of Adults' Services.

6 EXTRA CARE HOUSING, SEIRIOL (Pages 143 - 178)

To submit a report by the Head of Adults' Services.

7 CHILDREN AND FAMILIES SERVICES PROGRESS REPORT (Pages 179 - 304)

To submit a report by the Head of Children's Services.

8 REVISED CORPORATE HEALTH AND SAFETY POLICY (Pages 305 - 320)

To submit a report by the Head of Regulation and Economic Development.

THE EXECUTIVE

Minutes of the meeting held on 29 January, 2018

- PRESENT:** Councillor Llinos Medi Huws (Chair)
Councillor Ieuan Williams (Vice-Chair) (*from item 7 onwards*)
- Councillors Richard Dew, John Griffith, Carwyn Jones, R. Meirion Jones, R.G. Parry, OBE, FRAgS, Dafydd Rhys Thomas
- IN ATTENDANCE:** Chief Executive
Head of Function (Resources) & Section 151 Officer
Head of Function (Council Business)/Monitoring Officer
Head of Service (Highways, Waste and Property)
Head of Service (Adults' Services)
Head of Democratic Services
Committee Officer (ATH)
- APOLOGIES:** Councillor Alun Mummery
- ALSO PRESENT:** Councillor R.Llewelyn Jones
-

1. DECLARATION OF INTEREST

No declaration of interest was received.

2. URGENT MATTERS CERTIFIED BY THE CHIEF EXECUTIVE OR HIS APPOINTED OFFICER

None to report.

3. MINUTES

The minutes of the previous meeting of the Executive held on 18th December, 2017 were presented for confirmation.

It was resolved that the minutes of the previous meeting of the Executive held on 18th December, 2017 be confirmed as correct.

4. MINUTES OF THE CORPORATE PARENTING PANEL

The draft minutes of the meeting of the Corporate Parenting Panel held on 11th December, 2017 were presented for adoption.

It was resolved that the draft minutes of the meeting of the Corporate Parenting Panel held on 11th December, 2017 be adopted.

5. THE EXECUTIVE'S FORWARD WORK PROGRAMME

The report of the Head of Democratic Services incorporating the Executive's Forward Work Programme for the period February, 2018 to September, 2018 was presented for the Executive's approval.

The Head of Democratic Services, reported on changes to the Forward Work Programme since the previous reporting period as follows –

• Items new to the Forward Work Programme

- Item 1 – Integrated Autism Service, the decision on which is delegated to the relevant Portfolio Member.
- Item 2 – Mental Health Strategy: Health Board, the decision on which is delegated to the relevant Portfolio Member.
- Item 14 – Rents 2018/19 to be considered by the Executive at its 19th February, 2018 meeting.
- Item 20 – Health and Safety Plan to be considered by the Executive at its 19th February, 2018 meeting.
- Item 21 – Annual Equality Report 2016/17, the decision on which is delegated to the relevant Portfolio Member.
- Item 26 – Anglesey Further Education Trust: Statement of Accounts 2016/17 to be considered by the Executive at its 26 March, 2018 meeting.
- Item 33- North Wales Regeneration Plan and TRIP Funding to be considered by the Executive at its 26 March, 2018 meeting.
- Item 38 – CSSIW Inspection of Children's Services in Anglesey: Improvement Plan Quarterly Progress Report to be considered by the Executive at its May, 2018 meeting.
- Item 43 - Corporate Scorecard Quarter 1 2018/19 to be considered by the Executive at its September, 2018 meeting
- Item 44 - 2018/19 Revenue and Capital Budget Monitoring Report Quarter 1 to be considered by the Executive at its September, 2018 meeting
- Item 45 - CSSIW Inspection of Children's Services in Anglesey: Improvement Plan Quarterly Progress Report to be considered by the Executive at its September, 2018 meeting.

• Items deferred to a later date on the Work Programme

- Item 19 – Schools Modernisation: Progress Report (to include schools with fewer than 120 pupils) has been re-scheduled for consideration by the Executive from the 29 January, 2018 meeting to the 19 February, 2018 meeting.
- Item 29 – Supporting People Commissioning Plan has been rescheduled for consideration by the Executive from the 19 February, 2018 meeting to the 26 March, 2018 meeting
- Item 30 - 30 Year Housing Revenue Account Business Plan and capital programme 2018/19 has been rescheduled for consideration by the Executive from the 19 February, 2018 meeting to the 26 March, 2018 meeting.

- Item 31 Schools' Modernisation Llangefni Area: Report following re-consultation has been rescheduled for consideration by the Executive from the 29 January, 2018 meeting to the 26 March, 2018 meeting

The Officer said that additionally, since the publication of the Work Programme, two further items have been re-scheduled, namely Item 18 – Tackling Poverty Strategy (approval of draft strategy for consultation) which will now be presented to the Executive on 30 April, 2018 instead of 19 February, 2018 and item 39 – Tackling Poverty Strategy (approval of the document following consultation) which will be presented to the Executive in July, 2018 instead of May, 2018.

The Chair clarified for the information of stakeholders interested in the matter that Item 31 on the work programme in relation to school modernisation in the Llangefni area will be dealing with Y Graig and Talwrn catchment areas.

The Chief Executive said that he understood it was the Head of Learning's intention to review the subject heading of the report under item 19 on the work programme (Schools Modernisation: Progress Report to include schools with fewer than 120 pupils) to reflect the purpose of the report to be presented to the Executive in February, 2018.

It was resolved to confirm the Executive's Forward Work Programme for the period from February to September, 2018 subject to the additional changes outlined at the meeting.

6. ANGLESEY FURTHER EDUCATION TRUST – ACCOUNTS AND UPDATE

The report of the Head of Function (Resources) and Section 151 Officer incorporating the Anglesey Further Education Trust Report and Accounts for 2014/15 and 2015/16 was presented for the Executive's consideration and approval.

The Portfolio Member for Finance reported that the paper presented provides an overview of the background of the Anglesey Further Education Trust including information about the legal status of the Trust and the different elements within it. It also provides a summary of the financial performance of the Trust for 2014/15 and 2015/16. The Trust is comprised of three funds – the David Hughes Endowment (consisting of several plots of smallholding land and cottages and other investments) and the Anglesey Further Education Fund 1/3 and the Anglesey Education Trust Fund 2/3 both of which are restricted funds providing specific educational benefit. The Portfolio Member for Finance said that details of the individual funds within the Trust can be found in section 2.1 of the report; he confirmed that no grants were issued from the two restricted funds in either 2014/15 nor 2015/16 due to the Trust's plans to refurbish the smallholdings which were in significant need of repair and improvements. He commended the report to the Executive.

The Head of Function (Resources) and Section 151 Officer said that the Trust's Final Annual Report and Accounts for 2016/17 are currently being audited and will be presented to the Executive for approval in due course.

It was resolved to approve the Annual Report and Accounts for the Anglesey Further Education Trust for the years 2014/15 and 2015/16.

7. STEM NORTH WALES

The report of the Head of Regulation and Economic Development incorporating information and supporting papers in relation to the STEM Gogledd Cymru project and its purpose was presented for the Executive's consideration. The report sought the Executive's approval for the Isle of Anglesey's participation in and its contribution to the project.

The Chair reported that STEM is a curriculum based on the idea of educating students in the four specific disciplines of Science, Technology, Engineering and Mathematics. STEM Gogledd is a £2,000,000 4 year project that is applying for EU financial support from ESF Priority Axis 3: Employment and Youth Achievement to increase children aged 11 to 19 years' participation and attainment in the STEM subjects. The project will focus on North West Wales, Anglesey, Conwy and Gwynedd through a range of interventions that will complement services. The STEM Gogledd development will be led by Gwynedd Council with its joint beneficiaries being the Isle of Anglesey County Council and Conwy County Borough Council. The report summarises the project's proposed governance arrangements and links the project to the Energy Island context further details of which are provided in Annex C to the report. The attached STEM Business Plan outlines the project's management and delivery objectives whilst Annex B provides an overview of the project's planned outputs.

The Portfolio Member for Major Projects and Economic Development said that investment in the STEM Gogledd project is extremely important in the context of the proposed Energy Island related developments; the project will perhaps help engage those children and young people who might not otherwise be drawn to the STEM subjects thereby coinciding with the Authority's own education objectives. The Energy Island developments are expected to bring with them a multitude of opportunities over the course of the next few years requiring a diverse range of skills and aptitudes. In this context the STEM Gogledd project is therefore critical. In addition, there is interest in the project from the private sector, which if converted into financial support could reduce the level of match funding required of the Council.

The Vice-Chair and Portfolio Member for Service Transformation said that it should be emphasised that the objectives and lessons learnt from the STEM Gogledd project need to be incorporated within the mainstream education system so that they become an integral part of the process whereby pupils' participation in STEM subjects (Science, Technology, Engineering and Mathematics) are encouraged instead of being seen as something that requires additional investment. There have been previous endeavours aimed at promoting the take-up of science and technology related disciplines; the objective this time should be to ensure that the ideas encapsulated by the STEM project become embedded in mainstream education practices.

It was resolved –

- **To support and endorse the Isle of Anglesey County Council's (IoACC) full participation in the EU funded STEM Gogledd Cymru project (to increase STEM participation and attainment amongst young people aged 11 to 19).**
- **That £150,000 be allocated towards the IoACC's contribution (£37,500 p/a for 4 years from 2018 to 2022).**
- **That the Education Service be responsible for the funding, influencing delivery, outputs and reporting.**
- **That the Education Service reports back on progress on a 3 monthly basis to the Education and the Regulation and Economic Development Services Portfolio Holders; on a 6 monthly basis to the Education Transformation Board and on an annual basis to Scrutiny.**

8. A545 MENAI BRIDGE TO BEAUMARIS

The report of the Head of Service (Highways, Waste and Property) seeking the Executive's approval for funding to appoint consulting engineers to design strengthening improvements to the A545 was presented for consideration.

The Portfolio Member for Highways, Waste and Property reported that there is a history of landslides along the A545 between Glyn Garth and Beaumaris the latest of which occurred on 22 November, 2017 which resulted in a blockage to a culvert and subsequent water damage to a retaining wall and garden. Remedial work started immediately so that the road could re-open as soon as possible and it is expected that other necessary work should be completed in early February. The Highways Service is to be commended for its prompt response. Remedial work to stabilise the slope in connection with the Beaumaris Cemetery landslip in 2015 still needs to be carried out. The estimated total cost of this work is £180k. Initial discussions with the Welsh Government's Minister for the Economy and Infrastructure and Welsh Government Officers indicate that funding would be available over the next few years to proceed with a combination of slope stabilisation and road widening to strengthen and improve sections of the A545 from Glyn Garth to Beaumaris. The landowner above and below the A545 has indicated that he is supportive of such improvements and is willing to release the required land. Funding for designs together with a contribution towards the Beaumaris Cemetery works is expected to be in the region of £95k. The alternative to improving and strengthening the A545 is to construct a new road at a cost in the region of £30m.

The Head of Service (Highways, Waste and Property) said that the aim is to proceed with the Beaumaris Cemetery slope stabilisation work in February, 2018 subject to funding being made available by Welsh Government, Beaumaris Town Council and Anglesey Council.

The Portfolio Member for Major Projects and Economic Development and a Local Member for the area also expressed his thanks to the Highways Service for its efforts in the wake of the November landslip. He said that a long term solution needs to be found to the problems on the A545 to make the road safe for the future and also to ensure that the historical town of Beaumaris whose residents have been particularly affected by recent landslip events, remains accessible. The road is an important strategic route and is part of the experience of visiting Beaumaris. However, the community has at times in recent years felt that the area has been cut off due to recurrent landslides on the A545. The feeling locally is that the Beaumaris

Cemetery works should be undertaken as a priority. The Portfolio Member for Major Projects and Economic Development further sought clarification with regard to the following matters –

- The time schedule for commissioning design consultants through to undertaking the improvement works;
- The realistic prospect for a new road;
- The feasibility from a design and engineering perspective of constructing an alternative road on stilts.

The Head of Service (Highways, Waste and Property) said that he thought it unlikely that Welsh Government would support a new road at an estimated cost of £30m. In any case, the A545 would still have to be maintained for the sake of properties and traffic in that area. The cost of constructing a road on stilts would also likely be prohibitive. As regards timescale, the intention funding permitted, is to begin the Cemetery works next month and to proceed thereafter on the basis of having plans at the ready for when any underspending occurs so that schemes can be implemented as and when funding is made available. All options will be considered for improving the existing A545, hence the commissioning of design consultants.

It was resolved that the Highways, Waste and Property Service receive funding of £95k to appoint consulting engineers to design strengthening improvements for the A545 between Glyn Garth and Beaumaris, and also in order to contribute towards the cost of strengthening the slope below Beaumaris Cemetery in conjunction with the Welsh Government and Beaumaris Town Council.

9. ROVACABIN

The report of the Head of Service (Highways, Waste and Property) seeking the Executive's approval for funding to enable the removal of the Rovacabin was presented for consideration.

The Portfolio Member for Highways, Waste and Property reported that as part of the Council's Transformation process, staff from the Rovacabin have re-located to the main Council Offices resulting in a saving of around £17k per annum on utility costs and in the region of £9k on the cost of maintaining what was a deteriorating building. The Rovacabin building has subsequently been marketed for sale but with very little interest having been shown in it. The newest section has been sold for £5k and removed. Given the lack of interest in the older section and given its condition, it will need to be removed and this will cost £28k which sum the Executive is asked to approve. The funding is available from the savings created by the Smarter Working Transformation process.

The Portfolio Member for Highways, Waste and Property highlighted the fact that the original recommendation as set out in the written report to remove the Rovacabin Building and to surface the area on which it is located to provide additional parking has been amended to the removal of the Rovacabin building only hence the reduced cost of £28k for which the Executive's agreement is sought (as opposed to the £48k quoted in the report). The matter of providing additional parking will be re-visited at a later date.

It was resolved to approve the provision of £28k to remove the Rovacabin. The funding should be available from the saving created by the Smarter Working Transformation process.

10. AMENDMENT TO THE COUNCIL'S CONSTITUTION – DELEGATION TO THE HEAD OF SERVICE (HOUSING)

The report of the Head of Function (Council Business)/Monitoring Officer setting out proposed changes to the Council's Constitution in order to facilitate a new housing initiative was presented for the Executive's consideration.

The Portfolio Member for Corporate Services reported that the Executive at its meeting on 18 December, 2017 agreed that the Council should acquire additional social housing by means of design and build packages with developers. At present, the acquisition and disposal of land/real property is delegated to the Head of Service (Highways, Waste and Property) under the Scheme of Delegation and Asset Management Plan. These powers do not extend to social housing and the Housing Revenue Account meaning that similar delegated authority to the Head of Service (Housing) is required to facilitate the initiative adopted by the Executive on 18 December, 2017. Attached at Enclosure B to the report is the current Scheme of Delegation to the Head of Service (Housing) with the proposed amendments highlighted therein. The changes to the wording allow additional powers to the Head of Service (Housing) whilst making it clear that the exercise of these powers will be in accordance with the Council's plans, policies, and budget and procurement rules and will involve consultation. The Executive is asked to consider these changes and to commend them to Full Council.

It was resolved to approve the proposed amendments to the Constitution at Enclosure B to the report, and to commend the changes to the Full Council.

11. EXCLUSION OF PRESS AND PUBLIC

It was considered and resolved under Section 100 (A)(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the discussion on the following item on the grounds that it involved the disclosure of exempt information as defined in Schedule 12A to the said Act and in the Public Interest Test as presented.

12. DEPRIVATION OF LIBERTY SAFEGUARDS (DOLS)

The report of the Head of Service (Adults' Services) setting out proposed arrangements to enable the Council to meet DoLS requirements was presented for the Executive's consideration.

It was resolved to approve the recommendations of the report.

13. EXCLUSION OF PRESS AND PUBLIC

It was considered and resolved under Section 100 (A)(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the discussion on the following item on the grounds that it involved the disclosure of exempt information as defined in Schedule 12A to the said Act and in the Public Interest Test as presented.

14. INDUSTRIAL UNITS

The joint report of the Head of Function (Resources)/Section 151 Officer and the Head of Regulation and Economic Development setting out proposed funding arrangements for the construction of new industrial units at Penrhos, Holyhead was presented for the Executive's consideration.

It was resolved to approve the recommendations of the report.

**Councillor Llinos Medi Huws
Chair**

DRAFT

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	19 February 2018
Subject:	The Executive's Forward Work Programme
Portfolio Holder(s):	Cllr Llinos Medi
Head of Service:	Lynn Ball Head of Function – Council Business / Monitoring Officer
Report Author: Tel: E-mail:	Huw Jones, Head of Democratic Services 01248 752108 JHuwJones@anglesey.gov.uk
Local Members:	Not applicable

A –Recommendation/s and reason/s
<p>In accordance with its Constitution, the Council is required to publish a forward work programme and to update it regularly. The Executive Forward Work Programme is published each month to enable both members of the Council and the public to see what key decisions are likely to be taken over the coming months.</p> <p>The Executive is requested to:</p> <p>confirm the attached updated work programme which covers March – October 2018;</p> <p>identify any matters for specific input and consultation with the Council's Scrutiny Committees and confirm the need for Scrutiny Committees to develop their work programmes further to support the Executive's work programme;</p> <p>note that the forward work programme is updated monthly and submitted as a standing monthly item to the Executive.</p>

* Key:
Strategic – key corporate plans or initiatives
Operational – service delivery
For information

B – What other options did you consider and why did you reject them and/or opt for this option?

-

C – Why is this a decision for the Executive?

The approval of the Executive is sought before each update is published to strengthen accountability and forward planning arrangements.

D – Is this decision consistent with policy approved by the full Council?

Yes.

DD – Is this decision within the budget approved by the Council?

Not applicable.

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The forward work programme is discussed at Heads of Service meetings ('Penaethiaid') on a monthly basis (standing agenda item). It is also circulated regularly to Heads of Services for updates.
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	
5	Human Resources (HR)	
6	Property	
7	Information Communication Technology (ICT)	
8	Scrutiny	
9	Local Members	Not applicable.
10	Any external bodies / other/s	Not applicable.

* Key:

Strategic – key corporate plans or initiatives

Operational – service delivery

For information

2

F – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
FF - Appendices:		
The Executive's Forward Work Programme: March – October 2018.		

G - Background papers (please contact the author of the Report for any further information):

* Key:
 Strategic – key corporate plans or initiatives
 Operational – service delivery
 For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: March – October 2018

Updated 8 February 2018



The Executive's forward work programme enables both Members of the Council and the public to see what key decisions are likely to be taken by the Executive over the coming months.

Executive decisions may be taken by the Executive acting as a collective body or by individual members of the Executive acting under delegated powers. The forward work programme includes information on the decisions sought, who will make the decisions and who the lead Officers and Portfolio Holders are for each item.

Page 12 It should be noted, however, that the work programme is a flexible document as not all items requiring a decision will be known that far in advance and some timescales may need to be altered to reflect new priorities etc. The list of items included is therefore reviewed regularly.

Reports will need to be submitted from time to time regarding specific property transactions, in accordance with the Asset Management Policy and Procedures. Due to the influence of the external market, it is not possible to determine the timing of reports in advance.

The Executive's draft Forward Work Programme for the period **March – October 2018** is outlined on the following pages.

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: March – October 2018

Updated 8 February 2018

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
March 2018						
1	Annual Equality Report 2016/17 Approval of report.	Social Services Portfolio Holder	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		Delegated decision March 2018
2	The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 26 March 2018
3	Well-being Plan – Public Services Board		Chief Executive	Dr Gwynne Jones Chief Executive Cllr Llinos Medi	To be confirmed	The Executive 26 March 2018 To be confirmed
4	Corporate Scorecard – Quarter 3, 2017/18 (S) Quarterly performance monitoring report.	This is a matter for the full Executive as it provides assurance of current performance across the Council.	Corporate Transformation	Scott Rowley Head of Corporate Transformation Cllr Dafydd Rhys Thomas	12 March 2018	The Executive 26 March 2018

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: March – October 2018

Updated 8 February 2018

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
5 Discretionary Housing Payments Policy 2018/19 (O) Report on administration of the policy for 2017/18 and any recommended changes – determine policy.	There is a requirement for a collective decision by the Executive in detailing additional help towards housing costs for some benefit claimants	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr John Griffith		The Executive 26 March 2018	
6 Anglesey Further Education Trust – Statement of Accounts 2016/17		Resources	Marc Jones Head of Function - Resources / Section 151 Officer Cllr John Griffith		The Executive 26 March 2018	
7 Tenants Participation Strategy 2018 – 2021		Housing	Ned Michael Head of Housing Services Cllr Alun W Mummery	To be confirmed	The Executive 26 March 2018	
8 Housing Maintenance Store Approval to sign an agreement with the provider.	The decision is linked to the Housing Revenue Account Business Plan.	Housing	Ned Michael Head of Housing Services Cllr Alun W Mummery		The Executive 26 March 2018 (to be confirmed)	

* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: March – October 2018

Updated 8 February 2018

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
9 Supporting People Programme Commissioning Plan Approval before its submission to the Regional Committee.	Supporting People Plan is a statutory matter.	Housing Services	Ned Michael Head of Housing Services Cllr Alun Mummery		The Executive 26 March 2018	
10 30 year Housing Revenue Account Business Plan and capital programme 2018-2019 Approval before its submission to Welsh Government with a grant claim for Major Repairs Allowance.	Housing Revenue Account is a statutory matter.	Housing Services	Ned Michael Head of Housing Services Cllr Alun Mummery	To be confirmed	The Executive 26 March 2018	
11 Schools' Modernisation – Llangefni Area – Report following the re-consultation (Ysgol y Graig and Ysgol Talwrn)		Learning	Delyth Molyneux Head of Learning Cllr R Meirion Jones	12 March 2018	The Executive 26 March 2018	

Page 15

* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: March – October 2018

Updated 8 February 2018

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
12 Schools' Modernisation – Seiriol Area		Learning	Delyth Molyneux Head of Learning Cllr R Meirion Jones	12 March 2018	The Executive 26 March 2018 (to be confirmed)	
13 Play Sufficiency Assessment Approval.		Learning	Delyth Molyneux Head of Learning Cllr R Meirion Jones	12 March 2018	The Executive 26 March 2018	
14 North Wales Regeneration Plan and TRIP Funding Endorsement of proposals by NWEAB	Approval of Executive Committee required	Regulation and Economic Development	Dewi Lloyd (Regeneration Manager) Cllr. Carwyn Jones		The Executive 26 March 2018	
April 2018						
15 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 30 April 2018	

* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: March – October 2018

Updated 8 February 2018

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
16 Tackling Poverty Strategy Approval of draft strategy for consultation.		Housing	Ned Michael Head of Housing Services Cllr Alun W Mummery		The Executive 30 April 2018	
17 Schools' Modernisation – Llangefni Area – Report following the statutory consultation (Corn Hir, Bodffordd and Henblas)		Learning	Delyth Molyneux Head of Learning Cllr R Meirion Jones	23 April 2018	The Executive 30 April 2018	
May 2018						
18 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi	June 2018	The Executive May 2018	
19 Corporate Scorecard – Quarter 4, 2017/18 (S) Quarterly performance monitoring report.	This is a matter for the full Executive as it provides assurance of current performance across the Council.	Corporate Transformation	Scott Rowley Head of Corporate Transformation Cllr Dafydd Rhys Thomas	June 2018	The Executive May 2018	

* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: March – October 2018

Updated 8 February 2018

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
20 2017/18 Revenue and Capital Budget Monitoring Report – Quarter 4 (S) Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr John Griffith		The Executive May 2018	
21 CSSIW Inspection of Children's Services in Anglesey – Improvement Plan – Quarterly Progress Report		Children's Services	Fôn Roberts Head of Children's Services Cllr Llinos Medi	To be confirmed	The Executive May 2018	
June 2018						
22 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive .. June 2018	
July 2018						
23 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive .. July 2018	

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: March – October 2018

Updated 8 February 2018

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
24	Tackling Poverty Strategy Approval of the document following the consultation period.	Housing	Ned Michael Head of Housing Services Cllr Alun W Mummery	To be confirmed	The Executive July 2018 (To be confirmed)	
September 2018						
25	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive .. September 2018	
26	Corporate Scorecard – Quarter 1, 2018/19 (S) Quarterly performance monitoring report.	Corporate Transformation	Scott Rowley Head of Corporate Transformation Cllr Dafydd Rhys Thomas	3 September 2018	The Executive September 2018	
27	2018/19 Revenue and Capital Budget Monitoring Report – Quarter 1 (S) Quarterly financial monitoring report.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr John Griffith	3 September 2018	The Executive September 2018	

* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: March – October 2018

Updated 8 February 2018

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
28	CSSIW Inspection of Children's Services in Anglesey – Improvement Plan – Quarterly Progress Report	Children's Services	Fôn Roberts Head of Children's Services Cllr Llinos Medi	To be confirmed	The Executive September 2018	
October 2018						
29	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive .. October 2018	

Page 20

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive
Date:	19/02/2018
Subject:	North Wales Population Assessment Regional Plan
Portfolio Holder(s):	Cllr Llinos Medi Huws
Head of Service:	Alwyn Rhys Jones – Head of Service Adults Fon Roberts – Head of Services Children
Report Author: Tel: E-mail:	Dafydd Bulman – Strategic Transformation a Business Manager 01248 752013 Dafyddbulman@ynysmon.gov.uk
Local Members:	All members

A –Recommendation/s and reason/s	
1	Report purpose
1.1	To introduce the North Wales Population Assessment Regional Plan. The plan is the joint area plan required by the Social Services and Well-being (Wales) 2014 Act and the Care and Support (Area Planning) (Wales) Regulations 2017.
2	Recommendation / action required by the Executive
2.1	To approve the draft North Wales Population Assessment Regional Plan.
3	Background information / reasons for recommendations
3.1	Local authorities and the health board in the North Wales region must produce a joint area plan in response to the population assessment by 1 April 2018. It should be a five year plan. In North Wales we have agreed to call the plan the ‘Population Assessment Regional Plan’ to avoid confusion with the three health board areas.
3.2	The statutory guidance states: “Where a combined population assessment report has been produced, local authorities and LHBs should produce a joint area plan. These joint are plans must provide a description of the range and level of services proposed to be provided, or arranged, to

respond to the care and support needs, and the support needs of carers, identified in the combined population assessment reports.

Joint area plans must focus on the integrated services planned in response to each core theme identified in the population assessment. As part of this, joint area plans must include:

- the actions partners will take in relation to the priority areas of integration for the Regional Partnership Boards;
- the instances and details of pooled funds to be established in response to the population assessment;
- how services will be procured or arranged to be delivered, including by alternative delivery models;
- details of the preventative services that will be provided or arranged;
- actions being taken in relation to the provision of information, advice and assistance services; and
- actions required to deliver services through the medium of Welsh”

3.3 Social Care Wales and Welsh Government produced a template for the plan, which we have used as a basis for the North Wales draft regional plan. The first draft of the plan was based on the findings of the population assessment and what we legally must do and was approved at the Regional Leadership Group on 30 June 2017 and the Regional Partnership Board on 21 July 2017.

3.4 The consultation on the draft plan took place between 11 August and 17 November 2017. The purpose of consulting on an early version of the draft plan was to involve as many people as possible in writing and shaping the plan at an early stage in the project. The findings from the consultation have been incorporated into a revised draft of the plan and a full consultation report has been produced.

4 Approval / scrutiny route

4.1 The proposed route for the report is:

- Members Briefing on the 1st of February.
- Approval by the Executive on the 19th of February 2018

5 Resource implications

- 5.1 The North Wales Social Care and Wellbeing Services Improvement Collaborative funds a Regional Project Manager to support the project and associated costs including translation and specialist engagement.
- 5.2 There is a cost to the local authorities, BCUHB and Public Health Wales in staff time to support the project. This includes staff to carry out engagement work with the public, service users, staff and elected members and staff to support the writing of the population assessment and regional plan.
- 5.3 There will be resource implications to deliver the priorities in the regional plan. More information is available in the plan and in detailed scope and delivery plans prepared for each priority.

6 Risks

- 6.1 The risk that the plan will not meet Welsh Government's requirements under the Social Services and Well-being (Wales) Act 2014. To mitigate, the report is based on the template produced by Social Care Wales and we are working closely with Welsh Government through the regional leads group.
- 6.2 The risk that the plan will not meet the needs of the Regional Partnership Board, carers and people who need care and support. To mitigate, we have consulted and engaged with a wide range of stakeholders.
- 6.3 The risk that there will not be capacity in the region to deliver any additional or expanded priorities over and above the current priorities of the Regional Partnership Board.

7 Drivers and implications

- 7.1 An Equality Impact Assessment and consultation report have been completed for the regional plan. Further Equality Impact Assessments will need to be carried out as detailed plans are developed under each of the strategic priorities.
- 7.2 The plan will have an impact on anti-poverty strategies by aiming to improve the way social care and health needs are met. There are strong links between poverty and health

inequalities which this work helps address. There are links with crime and disorder through the chapter on violence against women, domestic abuse and sexual violence.

7.3 The report will also consider the requirements of the Well-being of Future Generations (Wales) Act 2015 including sustainability. We have carried out a well-being impact assessment on this plan.

B – What other options did you consider and why did you reject them and/or opt for this option?

C – Why is this a decision for the Executive?

Each local authority executive must approve the North Wales Population Assessment Regional Plan

CH – Is this decision consistent with policy approved by the full Council?

D – Is this decision within the budget approved by the Council?

Yes

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Presented to SLT on the 22/1/18
2	Finance / Section 151 (mandatory)	Presented to SLT on the 22/1/18
3	Legal / Monitoring Officer (mandatory)	Presented to SLT on the 22/1/18
4	Human Resources (HR)	n/a
5	Property	n/a

6	Information Communication Technology (ICT)	n/a
7	Procurement	n/a
8	Scrutiny	n/a
9	Local Members	n/a
10	Any external bodies / other/s	n/a

E – Risks and any mitigation (if relevant)		
1	Economic	n/a
2	Anti-poverty	n/a
3	Crime and Disorder	n/a
4	Environmental	n/a
5	Equalities	North Wales Regional Plan Well-Being Impact Assessment (includes the equality impact assessment)
6	Outcome Agreements	
7	Other	

F - Appendices:
<p>Appendix 1 - North Wales Population Assessment Regional Plan 2018 – 2023 Appendix 2 – Consultation Report Appendix 3 - Wellbeing Impact Assessment Report</p>

FF - Background papers (please contact the author of the Report for any further information):
No further papers



CYDWEITHREDFA GWELLA GWASANAETHAU
GOFAL A LLESIANT **GOGLEDD CYMRU**

NORTH WALES SOCIAL CARE AND WELL-BEING
SERVICES IMPROVEMENT COLLABORATIVE

North Wales population assessment regional plan 2018 to 2023

Draft version 0.10

Draft



Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board



Iechyd Cyhoeddus
Cymru
Public Health
Wales



This document is the joint area plan required by the Social Services and Well-being (Wales) 2014 Act and the Care and Support (Area Planning) (Wales) Regulations 2017.

Notes on the draft regional plan

This is the final draft produced for discussion and approval by the six North Wales councils and Betsi Cadwaladr University Health Board.

Throughout the report there are sections highlighted in **blue** where links and appendices will need to be added before publication.

The report will be published in Welsh and English on 1 April 2018 at www.northwalescollaborative.wales.

Contact us

North Wales Social Care and Well-being Improvement Collaborative

County Hall, Wynnstay Road, Ruthin, LL15 1YN

Email: sarah.bartlett@denbighshire.gov.uk

Phone: 01824 712432

www.northwalescollaborative.wales

Contents

Introduction	4
Part A: Regional priorities.....	12
Part B: Response to population assessment chapters and core themes	17
Children and young people	18
Older people.....	23
Health, physical disability and sensory impairments	26
Learning disabilities.....	29
Mental health and substance misuse	31
Carers	34
Violence against women, domestic abuse and sexual violence	36
Secure estate	38
Veterans.....	40
Housing and homelessness	41
Autism Spectrum Disorder (ASD).....	42
Part C: Overall findings	43
Part D: For more information.....	48

Introduction

This plan sets out how the Regional Partnership Board (RPB) will respond to the findings of the North Wales population assessment published on 1 April 2017.

The population assessment brings together information about people's care and support needs and the support needs of carers in North Wales. It aims to show how well people's needs are being met and the services we will need to meet them in future. Local authorities in North Wales worked together with Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales to produce the assessment, a requirement of the Social Services and Well-being (Wales) Act 2014.

We used all kinds of evidence to identify what's needed and asked people what they think is important including people who currently use care and support services, the North Wales citizen's panel, and staff who deliver services in the local authorities, health, private and voluntary sectors.

The assessment highlighted an increasing need for care and support, particularly to support complex needs. It showed that public services need to work together, including local community groups and volunteers to support people earlier and prevent needs escalating where possible.

The full assessment is available online at: www.northwalescollaborative.wales

The main focus of this plan is on Regional Partnership Board priorities for integrated working between health and social care at a regional scale. Many of the findings of the population assessment are being addressed by partners as part of their core business or by existing partnerships between agencies across a variety of geographical boundaries. The plan briefly describes where this is taking place and links to further information. The population assessment and plan can be used to support other local and regional planning. When planning services we recommend going back to the relevant population assessment chapter and consultation reports for full details about what care and support is needed.

For information about services in your area please see [Part D: For more information](#).

Reviewing the population assessment

Preparing a single accessible population assessment across six counties and one health board area for the first time was a challenging process. There is plenty that we learnt from the process and more that needs to be done. We have produced a comprehensive feedback report which lists areas where further information is needed ([available on request](#)). These areas were considered when developing this plan and will also be looked at when we carry out the interim review of the population assessment during 2018-19.

We have also produced monthly newsletters about the population assessment. Each newsletter includes a summary of one of the chapters along with updates about the project and any developments or new initiatives related to the chapter. The newsletters are available here:

www.northwalescollaborative.wales/?s=population+assessment+update

How we developed the plan

The plan was developed by the Regional Partnership Board made up of the following members:

Name	Title
Llinos Medi Huws	Lead Member, Isle of Anglesey County Council
Morwena Edwards	Director, Gwynedd Council
Cllr Bobby Feeley	Lead Member, Denbighshire County Council
Caroline Turner	Director, Isle of Anglesey County Council
Cllr Christine Jones	Lead Member, Flintshire County Council
Clare Field	Director, Wrexham County Borough Council
Cllr Liz Roberts	Lead Member, Conwy County Borough Council
David Worrall	Third Sector Rep
Debbie Shaffer	Service User Rep
Jenny Williams	Director, Conwy County Borough Council
Cllr Joan Lowe	Lead Member, Wrexham County Borough Council
Lynda Colwell	Third Sector Rep
Margaret Hanson	BCUHB
Mary Wimbury	Provider Rep
Morag Olsen	Chief Operating Officer, BCUHB
Neil Ayling	Director, Flintshire County Council
Nicola Stubbins	Director, Denbighshire County Council
Richard Weigh	Chief Finance Officer (section 151) (Co-opted)
Vin West	Carer Rep
Wendy Jones	Third Sector Rep
Cllr William Gareth Roberts (Chair)	Lead Member, Gwynedd Council
Assistant Chief Constable Richard Debicki	North Wales Police (Co-opted)
Richard Fairhead	North Wales Fire and Rescue Service (Co-opted)
Andy Long	North Wales Ambulance Service (Co-opted)
Teresa Owen	Executive Director of Public Health, BCUHB (Co-opted)
Bethan Jones Edwards	Head of Regional Collaboration – Business Management Support

The plan is based on the consultation and engagement carried out as part of the population assessment. More information is available in [appendix 1](#) of the population assessment. Consultation and engagement is also being built into the scope and delivery plans prepared for each of the regional priorities.

We published a draft version and summary version of the regional plan on our website for consultation between 11 August and 17 November 2017. We promoted the link through regional networks, the voluntary sector councils, local authorities and health as well as through our monthly newsletters. The engagement group monitored responses and followed up the invite with under-represented groups. We arranged workshops with under-represented groups where possible. We made paper copies of the report and questionnaire available on request.

The purpose of consulting on an early version of the draft plan was to involve as many people as possible in writing and shaping the plan at an early stage in the project. We received 135 response to the consultation and the regional plan webpage was viewed around 1,800 times. We also received feedback from regional groups such as the Learning Disability Partnership and North Wales Armed Forces Forum.

Further consultation also took place during the approval process. The report has been reviewed by the Regional Partnership Board, the appropriate senior executive meetings, scrutiny and/or cabinet meetings in each local authority and the health board. For more information please see the consultation report [\[add link\]](#).

Equality and human rights

The Equality Act 2010 introduced a public sector equality duty which requires all public bodies including the council to tackle discrimination, advance equality of opportunity and promote good relations. An equality impact assessment was undertaken to identify any potential inequalities arising from the development and delivery of this plan. We consulted with people with protected characteristics about the plan and the population assessment that informed it. More information is available in [appendix 1](#) of the population assessment and in the consultation report [\[add link\]](#) produced for this plan.

When developing services in response to the regional plan additional equalities impact assessments **must** be undertaken. Each chapter in the population assessment includes information about the issues that may affect people with protected characteristics and a summary is included in this plan. The summary of issues is far from comprehensive and is there to act as a prompt to consider the full range of issues. Additional information to inform these assessments is available in the consultation reports and the population assessment document library.

The Regional Partnership Board is committed to co-producing services with people who use them and their carers. The board recognises that carers are key partners in providing care throughout this plan.

All public sector partners represented on the Regional Partnership Board are required to publish [strategic equality plans](#) which set out their equality objectives and action plans. The regional plan supports the objectives set out in these plans and many of the actions will contribute to addressing inequalities in health and well-being.

Every effort has been made to use appropriate language to describe people with different needs and protected characteristics within the plan. We acknowledge that preferred terms change over time and that people may have different opinions about the language they prefer to describe themselves. The debate will be welcome and hopefully helps us towards a common understanding about the use of language.

The Human Rights Act 1998 sets out the basic rights we all have because we are human. They help protect people by giving public services, including health and social care services, a legal duty to treat people with fairness, equality, dignity, respect and autonomy. Services developed in response to this plan also need to be based on the UN Convention on the Rights of the Child (UNCRC) and the UN Principles for Older Persons (UNPOP).

What works: using research evidence

We want services to be based on evidence of what works wherever possible. As part of the assessment, Public Health Wales carried out a review of the evidence available for early intervention and prevention services, which is available here: www.publichealthwalesobservatory.wales.nhs.uk

More information about the evidence base for services is available from the UK What Works centres in social policy. Links to the centres and guidance on how to use research evidence in practice are available here: www.alliance4usefulevidence.org

How will we know we've made a difference?

We will monitor and evaluate progress against this plan through the annual Regional Partnership Board report. More information about how we will monitor progress around each integrated priority is available in the [scope and delivery plans](#).

Governance

The Regional Partnership Board have agreed the Delivering Transformation Regional Structure shown in [figure 1](#) below.

Regional Partnership Board

This North Wales Regional Partnership Board was established to meet Part 9 of the Social Services and Well-being (Wales) Act 2014. See membership [above](#).

The guiding principles¹ of the Regional Partnership Board are that we are committed to the delivery of sustainable and improved health and well-being for all people in North Wales. This means:

- 1 Whole system change and reinvestment of resources to a preventative model that promotes good health and well-being and draws effectively on evidence of what works best
- 2 Care is delivered in joined up ways centred around the needs, preferences and social assets of people (service users, carers and communities)
- 3 People are enabled to use their confidence and skills to live independently, supported by a range of high quality, community based options
- 4 Embedding co-production in decision making so that citizens and their communities shape services
- 5 We recognise the broad range of factors that influence health and well-being and the importance of the links to these areas (including education, housing, welfare, reduced homelessness, economic growth, regeneration, leisure and the environment)

The Regional Partnership Board's priorities are based on the principles of the Social Services and Well-being (Wales) Act 2014:

- The act supports people who have care and support needs to achieve well-being.
- People are at the heart of the new system by giving them an equal say in the support they receive
- Partnership and co-operation drives service delivery
- Services will promote the prevention of escalating need and the right help is available at the right time

More information about the act is available at the Social Care Wales [Information and Learning Hub](#) and more information about the board is available on our [website](#).

North Wales Regional Leadership Board

The Regional Partnership Board reports to the Regional Leadership Board which includes:

¹ Principles were developed at the board workshop on 10 November 2016

- The Council Leaders and Chief Executives of the six local authorities
- The Chair and Chief Executive of the Betsi Cadwaladr University Health Board (BCUHB)
- The Chief Constable of the North Wales Police
- The Chair and Chief Fire Officer of the North Wales Fire and Rescue Authority.

The Regional Leadership Board aims to provide strategic leadership by strengthening relationships across public services in North Wales.

Addressing other report findings

Governance will be through each organisation's own structures and Partnership Friday, a series of regional meetings that take place once a month including:

- North Wales Social Services and Well-being Improvement Collaborative (Directors of Social Services)
- Regional Leadership Group (Directors of Social Services and the Area Directors from BCUHB)
- North Wales Heads of Children's Services (NWHoCs)
- North Wales Adults Service Heads (NASH)

In addition the North Wales Safeguarding Board (NWSB) including the North Wales Safeguarding Children's Board (NWSB) and North Wales Safeguarding Adults' Boards (NWSAB) provide governance of some elements of the plan.

Public Services Boards and Well-being Plans

There are four Public Services Boards (PSBs) in North Wales established by the Well-being of Future Generations (Wales) Act 2015. The purpose of the PSBs is to improve the economic, social, environmental and cultural well-being in their area by strengthening joint working across all public services in North Wales. Each PSB prepared a well-being assessment in parallel with the population assessment and is preparing a well-being plan in parallel with this regional plan. More information is available on the PSB websites.

[Gwynedd and Anglesey Public Services Board](#)

[Conwy and Denbighshire Public Services Board](#)

[Flintshire Public Services Board](#)

[Wrexham Public Services Board](#)

The Well-being of Future Generations (Wales) Act 2015 requires us to think about the long-term impact of our decisions, work better with people, communities and

each other and to prevent persistent problems such as poverty, health inequalities and climate change. We have carried out a well-being impact assessment [\[add link\]](#) on this plan as part of this duty.

Links with other regional governance structures

Each of the regional priorities identified in this plan contribute to the outcomes set in the [National Outcomes Framework](#) for people who need care and support, which we will use as a framework for measuring outcomes.

The governance structure needs to consider overlaps with Public Services Board priorities and how these will be managed.

Resources

The plan will be delivered using resources from all partners including core budgets from BCUHB and local authority social services departments and additional grant funding for specific projects. More information about the resources required is included in the scope and delivery plans for each of the regional priorities.

To deliver the broad aims of the plan we will need to make the best use of the resources we have - not just health and social care budgets but local businesses, charities, community organisations, families and friends.

Integrated Care Fund (ICF)

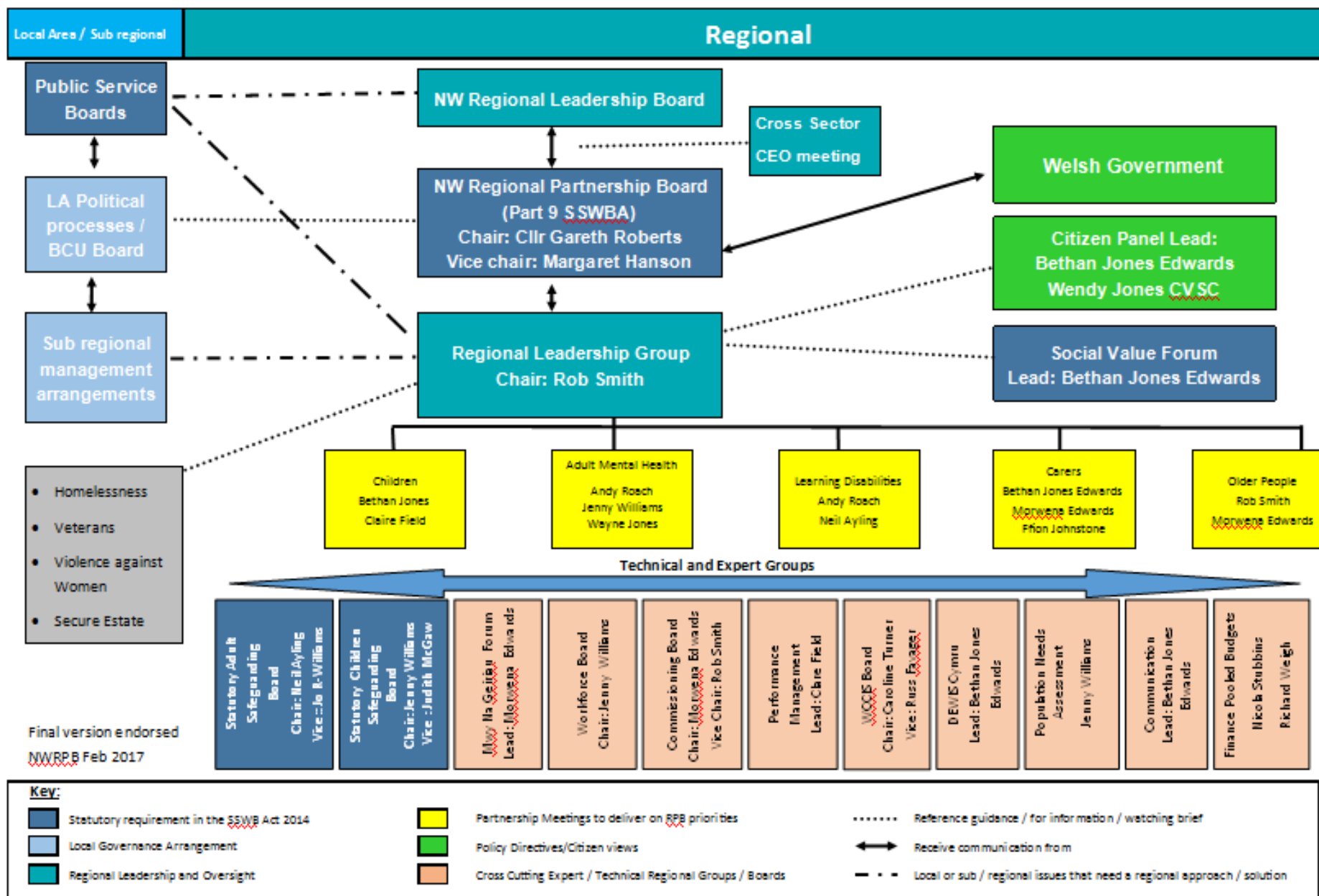
The Regional Partnership Board must use the Integrated Care Fund (ICF) to support schemes and activities that provide an effective, integrated and collaborative approach in relation to the following Regional Partnership Board priorities for integration:

- Older people with complex needs and long term conditions, including dementia and their carers
- People with learning disabilities
- Children with complex needs due to disability or illness
- Carers including young carers

The ICF budget for North Wales is £11,500,000 for 2017-18 for revenue and capital £2,200,000. Part of the ICF funding is also ring-fenced for the Integrated Autism Service and Community Care Information System (WCCIS).

For more information for the specific projects funded by the grant please see the website [\[add link\]](#).

Figure 1: Delivering Transformation Regional Structure



Part A: Regional priorities

The priorities that the Regional Partnership Board have chosen to deliver in partnership are integration of services in relation to:

- Older people with complex needs and long term conditions, including dementia
- People with learning disabilities
- Carers, including young carers
- Children and young people
- Integrated Family Support Services
- Mental health

The first five priorities were chosen as priorities for integration to meet the statutory duties for integration of services in Part 9 of the Social Services and Well-being (Wales) Act 2014. In addition, the board has chosen mental health as a priority. The statutory duty for children and young people is to integrate services for children with complex needs due to disability or illness. The board have agreed to expand this to include additional priorities for children and young people. The Regional Partnership Board agreed to adopt these priorities in November 2016 based on local needs and current capacity. As each project is completed the board will review the lessons learned and the population assessment to choose the next priority area.

Overall 88% of respondents to the consultation agreed with these priorities. A number of people commented that the priority 'older people with complex needs and long term conditions, including dementia' should be expanded to include all adults. Prioritising integrated services for older people is what Regional Partnership Board legally must do, however there is more information in [part B](#) of the plan about support available for all adults with care and support needs, including younger people with dementia. More information about the consultation findings and our response is available in the consultation report [\[add link\]](#).

The table below gives information about the Regional Partnership Board's plans for integrated working in their priority areas. Progress against these plans will be included in the board's annual report available at:

<https://www.northwalescollaborative.wales/regional-partnership-board/>

More information about other activities taking place regionally and locally are available in [part B](#) which summarises the wider response to the issues identified in each population assessment chapter.

Regional partnership board action plan: Integration of services

Regional priority	Action / how will we deliver	Partner agencies and lead partner	Timescales / milestones	Resources (including ICF projects)	IAA	Preventative	Alt. models
Children and young people See also children and young people's chapter .							
Children and young people <ul style="list-style-type: none"> • Children with complex needs • Prevention and mitigation of Adverse Childhood Experiences – delivering trauma informed services • Improving outcomes in the first 1,000 days of life • Improving emotional health, mental well-being and resilience of children and families • Promotion of healthy weight and prevention of childhood obesity • Review of crisis intervention for children and young people who are experiencing an urgent perceived mental health crisis 	Priority areas were agreed by the Children's Transformation Group during a workshop on 7 June 2017. Project teams and leads have been established for each priority along with terms of reference including scope, outcomes, key partners and relationships between the priorities.	<i>RPB Lead/Sponsor</i> : Bethan Jones and Clare Field The Children's Transformation Group is leading on this priority. It is a multiagency meeting with membership from Social Services, Education, CAMHS, Youth Justice, Community Paediatrics/Children's Services, Acute Paediatrics, Voluntary Sector, Adult Mental Health and Police. It is currently chaired by the Area Director (Central) BCU.	Produce communication and engagement plan by 2018. Produce 3 year Children and Young People Plan for North Wales for 2018-21 including project activities, timescales and quarterly milestones.				
Integrated Family Support Services	Services are already configured sub-regionally across North Wales Programme of integration to be defined and agreed by leads by April 2017 (scope and delivery plan)	<i>RPB Lead/Sponsor</i> : Clare Field WCBC <i>Partners</i> : The six local authorities.	Annual report to RPB	Mainstreamed service. Consider pooling budgets where this is not currently the case as pooled budget is stipulated in the act.		✓	
Young carers (see carers section)							

Regional priority	Action / how will we deliver	Partner agencies and lead partner	Timescales / milestones	Resources (including ICF projects)	IAA	Preventative	Alt. models
Older people See also older people's chapter							
Integration of services for older people with complex needs and long term conditions, including dementia	Programme of integration defined and agreed in scope and delivery plan	Rob Smith and Morwena Edwards	Workshop 28 November 2017				
Maintain a sustainable provider market across North Wales	<p>Understand the issues that face the provider sector in North Wales and impact on their business sustainability to include funding, processes and flows, workforce, quality of care and so on.</p> <p>This also links to the work programmes of the Regional Commissioning Board and Regional Workforce Boards</p> <p>5 day partnership workshop to agree areas of work to be taken forward regionally. Share findings in a regional position statement.</p>	<p><i>RPB Lead/Sponsor:</i> Chair of the leadership group</p> <p><i>Partners:</i> The six local authorities and health</p>	<p>Care home market analysis completed.</p> <p>Market Position Statement / Care Home Market Shaping statement. Sign off during 2017.</p> <p>Regional domiciliary care tendering exercise during 2017-18.</p> <p>Pilot projects (pooled budgets). Report to RPB April 2018</p> <ul style="list-style-type: none"> • Community services – Ffordd Gwynedd (Tywyn, Gwynedd). Report to RPB April 2018. • Flintshire care home capacity (south Flintshire). Report to RPB April 2018 • Conwy section 117 care home placements. 				

Regional priority	Action / how will we deliver	Partner agencies and lead partner	Timescales / milestones	Resources (including ICF projects)	IAA	Preventative	Alt. models
Learning disabilities See also learning disability chapter							
Integration of services for people with learning disabilities <i>See scope and delivery plan for details</i>	Understand the partnership approach required to develop an integrated service; explore different models and best practice	<i>RPB Lead/Sponsor:</i> Andy Roach BCUHB / Neil Ayling Flintshire County Council <i>Partners:</i> The six local authorities and BCUHB through the Learning Disability Partnership Group	Report to the RPB January 2018	Will look at resources as part of initial scoping requirements.			
	Planning and working towards developing integrated services in a phased approach. Consider pooled budgets and develop where appropriate	<i>RPB Lead/Sponsor:</i> Andy Roach BCUHB / Neil Ayling Flintshire County Council <i>Partners:</i> The six local authorities and BCUHB Disability Partnership Group	To be agreed				
Mental health See also mental health chapter							
Develop an integrated mental health strategy	Collaborative approach to the developing of the integrated MH Strategy for North Wales Together for mental health partnership board has reconvened and is driving the delivery of this priority.	<i>Lead partner:</i> BCUHB <i>RPB Lead/Sponsor:</i> Andy Roach BCUHB / Jenny Williams Conwy County Borough Council <i>Partners:</i> The six local authorities, BCUHB and the third sector	Strategy completed and signed off. Delivery – annual report to the Regional Partnership Board				

Regional priority	Action / how will we deliver	Partner agencies and lead partner	Timescales / milestones	Resources (including ICF projects)	IAA	Preventative	Alt. models
Carers See also carers chapter							
Integration of services for Carers, including young carers <i>See scope and delivery plan for details</i>	Map current provision and services and assess these against the requirements in the Social Services and Well-Being (Wales) Act 2014 Explore and develop approaches for integrated Carer's services and consider whether a pooled budget can be created to support these services	<i>RPB Lead/Sponsor:</i> Bethan Jones Edwards / Morwena Edwards GC / Ffion Johnstone BCUHB <i>Partners:</i> The six local authorities, BCUHB, providers	Carers stories work completed. Resource mapping December/January 2018) Workshops November/December 2017 Report March 2018	Regional Carers Business Manager to end of March 2018. Carers transitional grant funding			

Part B: Response to population assessment chapters and core themes

The population assessment was structured into chapters based on the core themes listed in the [Part 2 Code of Practice](#). These are listed below. Although the plan is split into chapters there are many overlaps between them and individuals with multiple care and support needs.

Clicking on the links will take you to the equivalent chapter in this plan.

- [children and young people](#)
- [older people](#)
- [health / physical disabilities](#)
- [learning disability / autism](#)
- [mental health](#)
- [sensory impairment](#)
- [carers who need support](#); and
- [violence against women, domestic abuse and sexual violence](#).

We also included additional chapters on:

- [Secure estate](#)
- [Veterans](#)
- [Housing and homelessness](#)

Part A of this plan listed the integrated working that the Regional Partnership Board have planned in response to the population assessment. Parts B and C list other activities planned in response to the population assessment findings from each chapter.

To save space and avoid duplication we have provided links to more information wherever possible. When planning services we recommend going back to the relevant [population assessment chapter](#) and consultation reports for full details about what care and support is needed. Please [contact us](#) for details of feedback received after the population assessment was published.

Children and young people

Population assessment: what we found out

- There are 140,000 children and young people aged 0-17 in North Wales. There has been very little change in the number of children in North Wales over the past five years and a trend towards lower birth rates may mean the number remains similar or reduces slightly over the next 25 years.
- There has been a fall in referrals to children's services, but this may change as eligibility changes. Most referrals are from the police or within the council and half are due to abuse or neglect.
- In the last five years there has been a 9% increase in the number of children on the child protection register.
- There are 1,000 children looked after by councils in North Wales and the number is increasing. Councils have to try to place children with family or friends before other placements which is changing the demands on fostering services.
- There are more disabled children and children with very complex needs.
- Most children are healthy but we still need to promote healthier lifestyles, prevent adverse childhood experiences and improve health in the first 1,000 days of each child's life.
- Sexting and online bullying are an increasing problem.
- The number of young offenders is decreasing but more young people are reporting that they are victims of crime.
- Many people are concerned about children's mental health including a rise in self-harm and eating disorders.
- Services for children and young people must take a child-centered and family-focused approach that takes into account the different needs of people with protected characteristics.

How the report findings will be addressed

Issue	Lead organisation	What's being done	Regional Partnership Board role
<p>Children and young people</p> <ul style="list-style-type: none"> • Children with highly complex needs • Prevention and mitigation of Adverse Childhood Experiences – delivering trauma informed services • Improving outcomes in the first 1,000 days of life • Improving emotional health, mental well-being and resilience of children and families • Promotion of healthy weight and prevention of childhood obesity • Review of crisis intervention for children and young people who are experiencing an urgent perceived mental health crisis 	<p>Regional Partnership Board through Children's Transformation Group</p>	<p>Regional Partnership Board Priority Producing Children and Young People Plan for North Wales for 2018-21 Mental Health Strategy Board</p>	<p>The RPB lead on this priority</p>
<p>Integrated Family Support Services</p>	<p>Regional Partnership Board</p>	<p>Regional Partnership Board Priority</p>	<p>The RPB lead on this priority</p>
<p>Young carers (see carers section)</p>	<p>Regional Partnership Board</p>	<p>Regional Partnership Board Priority</p>	<p>The RPB lead on this priority</p>
<p>Early intervention and prevention including Adverse Childhood Experiences (ACEs) and parenting support</p>	<p>BCUHB and Public Services Boards supported by Public Health Wales North Wales Police North Wales Safeguarding Children's Board (NWSCB) Third sector, voluntary and community organisations</p>	<p>BCUHB Living Healthier, Staying Well Strategy: improving health, reducing health inequalities Families First Flying Start Developing a North Wales referral form covering information about ACEs to be launched January 2017</p>	<p>Links to the Regional Partnership Board's children and young people priority: first 1,000 days.</p>
<p>Promote healthier lifestyles and reducing health inequalities</p>	<p>BCUHB and</p>	<p>Getting North Wales Moving Programme</p>	<p>Links to the Regional Partnership Board's children and young</p>

Issue	Lead organisation	What's being done	Regional Partnership Board role
	Public Services Boards supported by Public Health Wales Third sector, voluntary and community organisations.	BCUHB Living Healthier, Staying Well Strategy: improving health, reducing health inequalities	people priority: healthy weight in childhood
Embed new duties from the act including assessments, IAA and duty to report child at risk, When I'm Ready, widening eligibility criteria for assessment	Local authorities	Regional When I'm Ready policy in place. Work underway to develop assessments	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business. Regional projects monitored by NWHoCs.
Respond to rise in looked-after children and changing demands on fostering services, improve outcomes for looked-after children.	Local authorities NWHoCs	Develop North Wales Fostering Strategy National Fostering Framework Fostering team managers meet quarterly to share best practice. Participate as a region in the Children's Commissioning Consortium Cymru (4Cs) framework for foster care services. Plan regional tender for residential care and residential care with education placements by the end of 2017.	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business. Regional projects monitored by NWHoCs.
Provide support for care leavers	Local authorities Third sector, voluntary and community organisations Housing associations and Registered Social Landlords	Projects to support young people who are not in education, employment or training (NEETs)	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business
Respond to increasing and additional demands on services from looked-after children from outside of the region who are placed in North Wales	Local authorities including housing departments Youth Justice System	Reviewed data in population assessment	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business
Provide efficient and effective adoption services	North Wales Adoption Service	National Adoption Service	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core

Issue	Lead organisation	What's being done	Regional Partnership Board role
			business. Monitored by NWHoCs.
Respond to rise in number of children on the child protection register	Local authority Regional governance provided by NWHoCs NWSCB	Findings shared with local authorities. NWSCB monitor number of children on the register. Present quality assurance report every six months. Audit reasons children remain on the register	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business. Monitoring by NWSCB
Address sexting and online bullying concerns	NWSCB Education	NWSCB strategic priorities NWSCB to support the implementation of the NSPCC Stop IT toolkit	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business. Delivery monitored by NWSCB.
Respond to increase in young people reporting that they are victims of crime	North Wales Police	Share report findings	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Improve resettlement services for young offenders	North Wales Resettlement Broker Co-ordination Project	North Wales Resettlement Broker Co-ordination Project	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Address speech, language and communication needs	Local authorities, BCUHB Third sector, voluntary and community organisations	Collated additional information to include in review Shared findings with Families First and Flying Start (support for parents)	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Provide sufficient childcare	Local authorities Childcare providers	Childcare sufficiency assessments	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Promote play opportunities and children's right to play	Local authorities Third sector, voluntary and community organisations.	Play sufficiency assessments	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Promote Children's Rights and the UNCRC	All partners	Local projects	Aligns with RPB priorities and will be

Issue	Lead organisation	What's being done	Regional Partnership Board role
			taken forward by partner agencies as part of their core business. RPB projects should promote children's rights and the UNCRC
Support children and young people with ASD	National autism service Local authority ASD leads, BCUHB Third sector, voluntary and community organisations.	Implementation of National Autism Service	The RPB are responsible for delivering the IAS in North Wales and receive regular updates on progress.
Support refugees and asylum seeking children	Local authorities Third sector, voluntary and community organisations	Local projects	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Support young people with care and support needs with transition to adult services	Local authorities BCUHB	Local projects	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.

Older people

Population assessment: what we found out

- There are 150,000 people aged 65 and over in North Wales. We expect there will be 210,000 by 2039, which will be 30% of the total population.
- The counties likely to have the highest proportion of people aged 65 and over are Conwy, Anglesey and Denbighshire.
- Around 82,000 people are aged 85 and over in North Wales and we expect there will be more than twice as many by 2039 which is likely to increase the need for care and support.
- Reducing loneliness and isolation is one of the main challenges identified in our consultation and engagement.
- Continuing to live in their own homes is a priority for many older people. The demand for support to live at home is likely to increase as the number of older people increases. More people are needing more complex support and a higher number of hours care each week.
- Around 11,000 people live with dementia in North Wales. This is likely to increase but not by as much as first thought due to improvements in health.
- We are likely to need more nursing home places, particularly supporting people with mental health needs and dementia.
- Research suggests living with a long-term condition can be a stronger predictor of the need for care and support than age.
- Services developed need to take account of the different needs of people with protected characteristics. Issues identified included: higher risks of loneliness for men and disabled people; findings from the Minority Ethnic Elders Advocacy Project; cyber-crime, personal safety and hate crime; and, dementia awareness with a particular focus on older transgender people and support for older LGBT people.
- Services must take into account the United Nations Principles for Older Persons and Welsh Government's Declaration of the Rights of Older People in Wales.

How the report findings will be addressed

Issue	Lead organisation	What's being done	Regional Partnership Board role
Integration of services for older people with complex needs and long term conditions, including dementia	Regional Partnership Board	Regional Partnership Board Priority	The RPB lead on this priority
Maintain a sustainable provider market across North Wales	Regional Partnership Board	Regional Partnership Board Priority	The RPB lead on this priority
<p>Support people affected by dementia</p> <ul style="list-style-type: none"> • Provide more information and support after diagnosis • Additional training for care workers in working with people who have dementia • Develop additional services that meet individual needs, particularly for younger people with dementia and through the medium of Welsh • Make sure there is sufficient mental health nursing provision and residential care for older people • Improve joint working between services 	<p>Local authorities BCUHB</p> <p>Third sector, voluntary and community organisations</p> <p>Housing associations and Registered Social Landlords</p>	<p>Ageing Well Plans Regional Partnership Board priority Dementia RED: a regional project to provide Care Information Centre Points in GP surgeries</p> <p>BCUHB Dementia Strategy</p>	Regional Partnership Board priority
Reduce loneliness and isolation in our communities	<p>Local authorities</p> <p>Third sector, voluntary and community organisations</p> <p>Housing associations and Registered Social Landlords</p>	<p>Ageing Well Plans Well-being Plans</p> <p>Links to social prescribing</p>	<p>The RPB promote Dewis Cymru and monitor quality of 'what matters' assessment implementation</p> <p>Will also be taken forward by partner agencies as part of their core business.</p>
Promote independent living; people's choice and control over their own lives	<p>Local authorities</p> <p>BCUHB</p> <p>Advocacy services</p>		Quality monitoring of 'what matters' assessment implementation

Issue	Lead organisation	What's being done	Regional Partnership Board role
Perspective and needs of older people around delivery of health, health-care and well-being services	BCUHB	Older people delivery framework – outcomes focussed approach in providing health, health care and well-being services	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Promoting healthier lifestyles and reducing health inequalities	Health Board Public Services Boards (both supported by Public Health Wales) Third sector, voluntary and community organisations	Getting North Wales Moving Programme BCUHB Living Healthier, Staying Well Strategy: improving health, reducing health inequalities PSB Well-being Plans	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Care and support at home (domiciliary care)	Local authorities Third sector, voluntary and community organisations Housing associations and Registered Social Landlords	North Wales collaborative commissioning process: North Wales Domiciliary Care Agreement and Framework Management (work starting September 2017, framework in place from April 2018 until March 2025. Social Care Wales care and support at home in Wales: Five year strategic plan 2017-2022	The RPB leads the design and provision of care and support at home through the work of the commissioning board.
Need for quality nursing home and care home places (Strategic commissioning of care homes)	North Wales Commissioning Board Regional workforce board	Developing Market Position Statement. Workforce board to monitor workforce trends in care homes. Track and evaluate homes within escalating concerns process. Joint audit monitoring tool between BCUHB and contract officers is being launched around quality assurance in care homes.	The RPB receives reports from the commissioning board
Developing greater support for good end of life care	BCUHB Hospices	BCUHB Older People's Strategy and Care closer to home group	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.

Health, physical disability and sensory impairments

Population assessment: what we found out

- Around 80% of people in North Wales say they are in good health. This is better than the Welsh average although it varies from place to place.
- People who live in more deprived areas in North Wales tend to have poorer health than people living in less deprived areas.
- Around one third of people in North Wales are living with a chronic condition, such as high blood pressure, asthma or diabetes.
- The number of people who have visual or hearing impairments is expected to increase as people live longer.
- The number of people living with a limiting long-term illness is predicted to increase by around 20% by 2035 due to people living longer.
- Lifestyle issues affecting health include smoking, obesity, physical activity and alcohol.
- Disabled people told us that their local communities, services and public transport need to be more accessible. Public services need to listen more and involve them in developing services.
- BME people can experience additional barriers to accessing health and social care services.
- Around 1 in 4 of the Black and Minority Ethnic (BME) population employed in North Wales work in health and social care.

How the report findings will be addressed

Issue	Lead organisation	What's being done	Regional Partnership Board role
Review specialised services and provide care closer to home	BCUHB	BCUHB Older People's Strategy and Care closer to home group	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Develop primary care and community resources to provide quicker access and more holistic services	BCUHB Care Closer to Home programme Third sector, voluntary and community organisations	BCUHB Community services transformation board, primary care transformation board, Care Closer to Home group	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Promote healthier lifestyles and reducing health inequalities	BCUHB and Public Services Boards supported by Public Health Wales	Getting North Wales Moving Programme BCUHB Living Healthier, Staying Well Strategy: improving health, reducing health inequalities	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business. The RPB receive updates from the health board where appropriate.
Develop social prescribing – strengthen the links between healthcare providers and community, voluntary and local authority services	BCUHB and partner organisations including third sector, voluntary and community organisations	BCUHB Health Improvement, Health Inequalities and Care Closer to Home programmes. North Wales conference held 25 November 2017. Development of navigator roles for social prescribing.	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Provide support for people with physical disabilities and sensory impairments. Build on the social model of disability - develop services that facilitate participation, respect for individual needs and inclusivity.	Local authorities BCUHB Third sector, voluntary and community organisations	Promotion of equality and inclusion. Development of accessible services. See consultation report for responses about services available.	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.

Issue	Lead organisation	What's being done	Regional Partnership Board role
Provide support for people with chronic conditions.	Local authorities BCUHB Third sector, voluntary and community organisations	Support for people with long term conditions will be a significant element of the BCUHB Care Closer to Home programme and the development of support through local cluster teams. See consultation report for responses about services available.	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business. Linked to older people's workstream

Learning disabilities

Population assessment: what we found out

- There are around 2,700 people with learning disabilities on local council registers in North Wales. The actual number of people with learning disabilities may be higher.
- The number of people with learning disabilities needing support is increasing and people with learning disabilities are living longer. These trends are likely to continue.
- People with learning disabilities tend to experience worse health, have greater need of health care and are more at risk of dying early compared to the general population.
- There are likely to be more young people with complex needs needing support.
- People with learning disabilities may have other protected characteristics and experience additional disadvantage because of these. For example, older people with learning disabilities and people with profound and multiple disabilities and the use of the Welsh language.

How the report findings will be addressed

Issue	Lead organisation	What's being done	Regional Partnership Board role
Integration of services for people with learning disabilities	Regional Partnership Board	Regional Partnership Board Priority	The RPB lead on this priority
Support older carers and older people with learning disabilities	Local authorities BCUHB Third sector, voluntary and community organisations Housing associations and Registered Social Landlords	Part of the RPB Learning Disability workstream being delivered by the Learning Disability Partnership	The RPB leads on this priority through the work of the Learning Disability Partnership
Promote good health of older people with learning disabilities and support people with learning disabilities who have dementia	BCUHB Local authorities Third sector, voluntary and community organisations	Part of the RPB Learning Disability workstream being delivered by the Learning Disability Partnership	The RPB leads on this priority through the work of the Learning Disability Partnership

Issue	Lead organisation	What's being done	Regional Partnership Board role
Develop more access in the community to support people with a learning disability, including work and friendships.	Third sector, voluntary and community organisations	Part of the RPB Learning Disability workstream being delivered by the Learning Disability Partnership	The RPB leads on this priority through the work of the Learning Disability Partnership
Safeguarding adults with learning disabilities, including with technology and when out and about	Local authorities NWSAB North Wales Police Safeguarding training and workforce group, Local authority training Third sector, voluntary and community organisations Housing associations and Registered Social Landlords	Part of the RPB Learning Disability workstream being delivered by the Learning Disability Partnership NWSAB to raise awareness of the risk of financial abuse, scams and so on. Ensure the workforce supporting adults with learning disabilities is aware of the risk around financial abuse.	The RPB leads on this priority through the work of the Learning Disability Partnership
Support for young people age 16 to 25 moving between children's and adults services, including young people with very complex needs	Local authorities BCUHB Third sector, voluntary and community organisations	Part of the RPB Learning Disability workstream being delivered by the Learning Disability Partnership	The RPB leads on this priority through the work of the Learning Disability Partnership
See ASD chapter for more information about the gap in support for adults on the autism spectrum.			

Mental health and substance misuse

Population assessment: what we found out

- An estimated 92,000 adults in North Wales are affected by mental health issues, 16% of the population.
- People in North Wales report slightly better mental health than in Wales as a whole.
- The number of people with mental health needs is likely to increase.
- The most common mental illnesses reported are anxiety and depression.
- Research suggests a high number of people with mental health needs are not seeking help.
- There has been an issue with the number of people who are being admitted to mental health facilities outside of the region, which is being addressed as part of the mental health strategy.
- The number of people with more complex needs is increasing.
- People with mental health issues are more likely to have poor physical health.
- The consultation identified that Black, Asian and Minority Ethnic (BAME) groups are facing increasing levels of harassment and those who live outside areas in which minorities cluster are more likely to experience harassment. Harassment damages mental health even among those who do not directly experience it.
- Risk factors for mental health needs disproportionately affect people from marginalized groups. For example, BAME groups, LGBTQ people, people with physical disability, sensory impairments or long term health conditions; refugees and asylum seekers.
- The population assessment linked to the work of the [Area Planning Board for substance misuse](#).

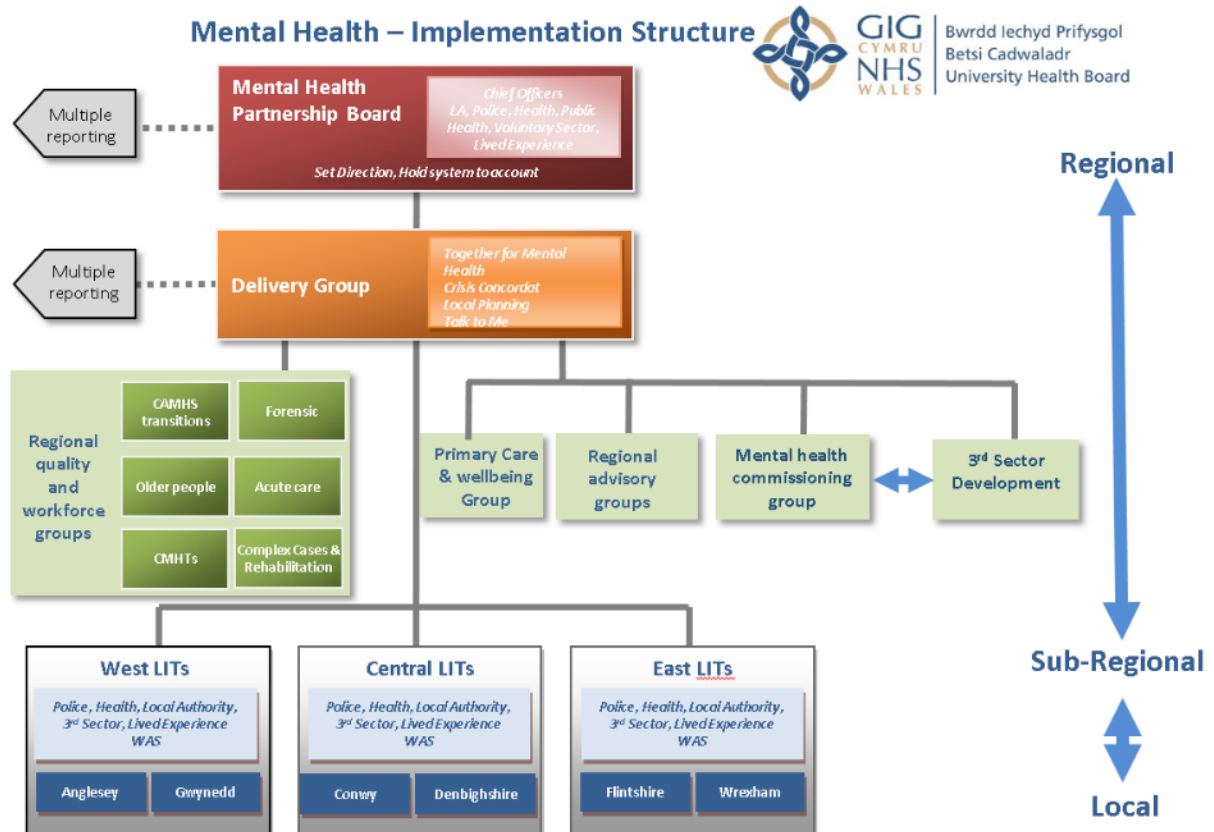
How the report findings will be addressed

Issue	Lead organisation	What's being done	Regional Partnership Board role
Develop an integrated mental health strategy	Regional Partnership Board	Regional Partnership Board Priority	The RPB lead on this priority
<p>Improving mental health services, including:</p> <ul style="list-style-type: none"> Promote health and well-being for everyone, focussing on prevention of mental ill health, and early intervention when required; Treat common mental health conditions in the community as early as possible; Are community-based wherever possible, reducing our reliance on inpatient care Identify and treat serious mental illness as early as possible; Manage acute and serious episodes of mental illness safely, compassionately, and effectively; Support people to recovery, to regain and learn the skills they need after mental illness Assess and treat the full range of mental health problems, working alongside services for people with physical health needs. 	<p>BCUHB Local authorities Third sector, voluntary and community organisations</p>	<p>BCUHB Mental Health Strategy North Wales Together for Mental Health Partnership Board reconvened in July</p>	<p>The work is being led by the Together for Mental Health Partnership Board which reports to the Regional Partnership Board.</p>
<p>Promote mental well-being, including providing befriending opportunities to access existing social activities and employment opportunities Better identification of mental health needs and early intervention</p>	<p>BCUHB, local authorities and PSBs, supported by Public Health Wales Third sector, voluntary and community organisations</p>	<p>BCUHB Mental Health Strategy Well-being assessments and plans</p>	<p>Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business. Together for mental health board reports to the RPB</p>

Issue	Lead organisation	What's being done	Regional Partnership Board role
Reduce suicides and self-harm in the population.	North Wales Suicide and Self Harm Prevention Group and Local Implementation Teams in each council area.	North Wales Suicide and self-harm reduction strategic plan 2018-21 [add link]	The North Wales Suicide and Self Harm Prevention Group reports to the Together for Mental Health Partnership Board which reports to the RPB.
Substance misuse	Area Planning Board for substance misuse	Improvement in outcomes for service users; service user involvement; and engagement with recovery programmes. Harm reduction group monitoring potential increase in drug related deaths across Wales. Core standards due to be reviewed nationally.	Annual report from the area planning board to the RPB

See [ASD chapter](#) for more information about the gap in support for adults on the autism spectrum.

Many of the report findings will be addressed through the Together for Mental Health implementation structure below.



Carers

Population assessment: what we found out

- Carers provide a crucial role in the provision of care and support, providing between 70% and 95% of care, saving £7.72 billion every year in Wales. There is a case for developing and preparing services for carers first.
- The number of carers in North Wales is increasing, particularly in north-west Wales.
- People aged 50 to 64 are the most likely to provide unpaid care.
- Half of all carers in North Wales are in employment: for carers in employment the support of their employer and colleagues is vital to helping them continue in their caring role.
- The increase in need for social care identified in other chapters of the population assessment report is likely to lead to greater numbers of people providing unpaid care and providing care for longer.
- There are over 1,000 young carers identified across North Wales, which is an increase over the past few years.
- People with protected characteristics may experience multiple disadvantages due to their caring role and additional barriers to accessing support.

Service mapping and gathering carers' stories: what we found out

- Early identification of carers is key in order to ensure that they are considered on an equal basis to the person cared for.
- As all carers' situations are unique, they have needs for tailored packages of support, taking into account their personal circumstances and the emotional impact of their caring role.

How the report findings will be addressed

Issue	Lead organisation	What's being done	Regional Partnership Board role
Integration of services for carers, including young carers	Regional Partnership Board	Regional Partnership Board Priority	The RPB lead on this priority
Develop carers assessments and joint assessments that meet the requirements of the act and help achieve good outcomes for carers	Local authorities North Wales Carers' Strategy Group	Implementing 'What matters' assessments Carers Strategy Group considering use of language (carers not seeing themselves as carers) and improving consistency across North Wales	Regional Partnership Board priority Monitor implementation of the act and numbers of assessments completed.
Early identification and support for carers	BCUHB including GPs	Royal college of GPs assessment tool pilot	Regional Partnership Board priority
Provide sufficient, flexible carer break provision	Local authorities North Wales Carers' Strategy Group Third sector, voluntary and community organisations	Regional carers projects Social prescribing Community navigators	Carers Strategic Group report to the North Wales Leadership Group Also taken forward by partner agencies as part of their core business.
Support carers in employment	Employers across North Wales Link to work of PSBs Third sector, voluntary and community organisations	Regional carers projects	
Support carers by better meeting the needs of the cared for person	Local authorities BCUHB Third sector, voluntary and community organisations	See other chapters.	
Young carers	Local authorities, including social services and schools BCUHB Third sector, voluntary and community organisations	Young carers' services in place across the region. Commissioned sub-regionally. Young carers sub-group	

Violence against women, domestic abuse and sexual violence

Population assessment: what we found out

- Domestic and sexual violence and abuse are under-reported but the number of reports is increasing.
- The total number of domestic incidents recorded by the police was around 11,000 and the number of recorded sexual offences was around 1,400 in North Wales during 2015-16.
- Domestic and sexual violence and abuse affects both women and men although women are more likely to experience them. Services should take into account the different needs of women and men and the needs of people in same sex partnerships.
- Cases of coercive control are now being recorded in North Wales since the offence came into effect in December 2015.
- Domestic abuse costs public services estimated £66 million a year in North Wales in health care, criminal justice, social services, housing and refuges, legal costs and lost economic output.

Suggested priorities for future work include:

- Developing stronger strategic and practice links between domestic abuse services and adult safeguarding. Raise awareness with staff about impact of domestic abuse on the people they work with.
- The need for support for children and young people who are witnessing domestic violence and abuse.
- Making sure there are sufficient options for housing victims of domestic violence and abuse who have additional care and support needs that require round the clock staffing.
- Find out more about the need for specialist support, such as floating support, for BAME people in North Wales.

How the report findings will be addressed

Local authorities and local health boards have to prepare strategies by May 2018 under the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015. A North Wales strategy is being prepared which will build on the findings of the population assessment and additional feedback received since publication. The strategy is available at: [\[add link once available\]](#)

Domestic abuse is a priority for the North Wales Safeguarding Children and Adult's Boards. They will continue to monitor domestic abuse trends through the North Wales Quality Assurance Framework. The North Wales Safeguarding Board Workforce and Training sub-group will monitor issues around compliance with training as will training officers in local authorities.

Secure estate

Population assessment: what we found out

- The number of prisoners from North Wales is usually between 760 and 850, of which 40-50 are female, 60-70 are young offenders and 50-60 are high security.
- The number of people held in prison has been increasing.
- The prevalence of mental illness, substance misuse and learning disabilities is higher among the adult prison population than the general population.
- The prison population made up of offenders aged 50 years or over has increased proportionately more than any other age group, which has implications for social care.
- Less than one percent of the total prison population have one or more personal care needs. The proportion increases with age with 13% of people age 65-74 and 23% of people aged over 75 having personal care needs.
- Children with a parent in prison are twice as likely as other children to experience conduct and mental health issues and three times more likely to offend themselves.
- A detailed North Wales Prison Health Needs Assessment and Adult Social Care Prison Strategy were carried out to inform the development of HMP Berwyn in Wrexham.

How the report findings will be addressed

Issue	Lead organisation	What's being done	Regional Partnership Board role
Support adults with care and support needs in the secure estate within their county boundary	Local authorities in partnership with Her Majesty's Prison and Probation Service (HMPPS) and BCUHB Wrexham County Borough Council lead for HMP Berwyn Prison Health, Well-being and Social Care Partnership Board	Adult Social Care Prison Strategy (Wrexham County Borough Council) Welsh Government National Pathway for care and support for those in the secure estate.	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.

Issue	Lead organisation	What's being done	Regional Partnership Board role
Provide continuity of care for offenders coming into their area on release	Local authorities Third sector, voluntary and community organisations Housing associations and Registered Social Landlords	Welsh Government National Pathway for care and support for those in the secure estate.	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Support children with care and support needs in the secure estate	Local authorities		Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Improve resettlement outcomes for young people and adults	Youth Justice Board Local authorities Third sector, voluntary and community organisations Housing associations and Registered Social Landlords	North Wales Resettlement Broker Project. Llamau Report. Resettlement panel group in place for HMP Berwyn – including health and social care	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Offenders held out of the region: particularly women, young offenders and men from other categories (HMP Berwyn is category C)	UK Government	Decisions about where to site prisons and other parts of the secure estate are taken by the UK Government. We will continue to highlight the needs of offenders held out of the region.	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Support children and families of offenders	North Wales Safer Communities Board Local authorities BCUHB Third sector, voluntary and community organisations	Two regional posts funded to develop the programme for North Wales for children and families affected by the imprisonment of a family member North Wales Safeguarding Children's Board includes representation from HMP Berwyn	Links to first 1,000 days project and Adverse Childhood Experiences (ACEs) programmes. Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.

Veterans

Population assessment: what we found out

- A veteran is defined as someone who has served in HM Armed Forces for at least one day. This includes people who have served in the Reserve/Auxiliary Forces.
- There are an estimated 51,000 veterans living in North Wales, around 9% of the population over 16.
- The number of veterans is predicted to decline over future years to around 22,000 by 2030.
- The majority of veterans are aged 65 and over so in future a greater proportion of the veteran population will be made up of younger people with a more diverse background.
- Around one in five veterans have a long-term illness related to military service, such as musculoskeletal problems, hearing problems and mental health needs.
- All local authorities in North Wales have signed an Armed Forces Community Covenant, pledging to support service personnel and veterans in education, skills and employment; housing; health and well-being.

How the report findings will be addressed

Issue	Lead organisation	What's being done	Regional Partnership Board role
Veterans' needs for social care; health and well-being; housing; education, skills and employment	Local authorities BCUHB Third sector, voluntary and community organisations Housing associations and Registered Social Landlords	Detailed needs assessment completed to inform population assessment. Action plan developed by North Wales Armed Forces Forum Health Board Armed Forces Health Sub-Group established	Aligns with RPB priorities and will be taken forward by The North Wales Armed Forces Forum and by partner agencies as part of their core business.
Improving support for veterans, serving military personnel and their families across North Wales.	North Wales Armed Forces Forum Partners: BCUHB, Public Health Wales, local authorities, Armed Forces, North Wales Police, Welsh Government, third sector		

Housing and homelessness

Population assessment: what we found out

- Good quality housing is important for people’s health, education, employment and for creating strong communities.
- Most people want to stay in their own home as long as they can. Inclusive design and adaptations can help make this possible.
- There are unmet needs for specialist housing including extra-care housing, supported housing for people with learning disabilities, ‘move on’ accommodation for people with mental health needs, single person accommodation and emergency night time accommodation. There is a need for support for BME people with housing issues.

How the report findings will be addressed

Issue	Lead organisation	What’s being done	Regional Partnership Board role
Housing assistance for people leaving the secure estate	Local authorities Third sector, voluntary and community organisations Housing associations and Registered Social Landlords	Welsh Government National Pathway. Local housing strategies	Aligns with RPB priorities and will also be taken forward by partner agencies as part of their core business. Work with Supporting People Regional Collaborative Committee.
Need for specialist housing	Local authorities Housing associations and Registered Social Landlords	Local housing strategies Researching support services for people leaving prison in North Wales	
Preventing homelessness	Local authorities Third sector, voluntary and community organisations Housing associations and Registered Social Landlords		
Housing and mental health services collaboration	BCUHB and local authorities	Mental Health Rehab and Accommodation group. Produced commissioning statement Appointed supported housing development post	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.

Autism Spectrum Disorder (ASD)

Population assessment: what we found out

- Around 1% of the UK population are estimated to be on the autistic spectrum with men four times as likely to be on the autistic spectrum as women.
- The number of autistic people has increased and is expected to continue to increase. This may be due to increased awareness and broadening of the concept of ASD.
- By 2035 the number of children on the autistic spectrum in North Wales is predicted to remain around 1,600 and the number of adults aged 18 and over is predicted to rise from 5,500 to 6,000.
- It is likely Autistic adults may not have a diagnosis as the assessment only became available in the early 1990s and has largely focused on children.
- Learning disability and mental health services currently provide some support to people on the autistic spectrum in North Wales. We identified a gap in support for Autistic people who are not eligible for those services.

How the report findings will be addressed

Issue	Lead organisation	What's being done	Regional Partnership Board role
Develop an Integrated Autism Service for people not eligible for learning disability or mental health services	The North Wales Integrated Autism Service (IAS) Strategy Group	Development of the Integrated Autism Service for North Wales.	The RPB are responsible for delivering the IAS in North Wales.
Develop training and awareness raising around ASD	North Wales Integrated Autism Service (IAS) Strategy Group	Plans being developed	Supporting the regional approach through the IAS Strategy Group.
Address the high suicide rate among Autistic people	North Wales Suicide and Self-Harm Prevention Group: Health Board, Public Health Wales, local authorities, Police, National Rail, third sector, voluntary and community organisations	Development of North Wales Suicide and Self-harm prevention strategic plan	The North Wales Suicide and Self Harm Prevention Group reports to the Together for Mental Health Partnership Board which reports to the RPB.

Part C: Overall findings

Population assessment: what we found out

All the chapters identified needs in relation to the following cross-cutting themes:

- Prevention and early intervention
- Information, advice and assistance
- Equality and human rights
- Advocacy
- Transport and access to services
- Availability of services in the Welsh language
- Promote social enterprises, co-operatives, user led services and the third sector
- Encourage informal support from family, friends and community networks
- Provide services based on 'what matters' to individuals
- Citizen voice
- Safeguarding
- Poverty and inequality
- Quality of population and performance data
- Challenges of delivering services in the current financial climate

How the report findings will be addressed

The cross-cutting themes are all being addressed by partners as part of their core business. This work will support the implementation and embedding of the requirements of the Social Services and Well-being (Wales) Act 2014. All these cross-cutting issues need to be considered when developing regional priorities and fully integrated services.

More information can be found in each partner's plans and reports including corporate plans, strategic equality plans and local development plans below.

Organisation	Strategies and plans	Director of Social Services Annual Report
Betsi Cadwaladr University Health Board	http://www.wales.nhs.uk/sitesplus/861/page/87716 Strategic equality plan	
Isle of Anglesey County Council	http://www.anglesey.gov.uk/council-and-democracy/governance-and-performance/corporate-plan-and-performance/ Strategic equality plan	http://www.anglesey.gov.uk/council-and-democracy/council-strategies-and-policies/social-care-housing-and-health/annual-report-of-the-director-of-social-services/114410.article
Gwynedd Council	https://www.gwynedd.llyw.cymru/en/Council/Strategies-and-policies/Corporate-plans-and-strategies/Corporate-plans-and-strategies.aspx Strategic equality plan	https://www.gwynedd.llyw.cymru/en/Council/Performance-and-spending/Audits,-inspections-and-assessments/Annual-assessment-for-Social-Services.aspx
Conwy County Borough Council	www.conwy.gov.uk/en/Council/Strategies-Plans-and-Policies/Strategies-Plans-and-Policies.aspx Strategic equality plan	www.conwysocialservicesannualreport.org.uk
Denbighshire County Council	https://www.denbighshire.gov.uk/en/your-council/strategies-plans-and-policies/strategies-plans-and-policies.aspx Strategic equality plan	https://www.denbighshire.gov.uk/en/your-council/strategies-plans-and-policies/social-care/social-services-annual-report.aspx
Flintshire County Council	http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Council-Plan.aspx Strategic equality plan	http://www.flintshire.gov.uk/en/PDF/Files/Social-Services/Social-Services-Annual-Report-2016-17.pdf
Wrexham County Borough Council	http://www.wrexham.gov.uk/english/council/documents/index.htm Strategic equality plan	http://www.wrexham.gov.uk/english/council/social_services/annual_report.htm

There are also a number of regional and local initiatives led by local authorities and the health board to address these priorities, as shown in the table below.

Issue	Lead organisation	What's being done	Regional Partnership Board role
Prevention and early intervention	<p>BCUHB</p> <p>Local authorities (including Flying Start and Families First programmes)</p> <p>Public Services Boards</p> <p>Third sector, voluntary and community organisations</p> <p>Housing associations and Registered Social Landlords</p>	<p>Improving health and reducing inequalities work-stream (includes ACEs)</p> <p>Findings from the population assessment have been shared with commissioners to inform the Families First programme. Regional commissioning learning set overseeing Families' First commissioning Integrated Care Fund (ICF)</p> <p>A wide variety of projects being delivered by partners – see Dewis for examples.</p>	<p>Lead for ICF: Six-monthly update reporting to the board. Exception reporting as required. Partnership oversight of the operational management of ICF</p>
Information, advice and assistance	<p>Dewis Cymru</p> <p>Third sector, voluntary and community organisations</p> <p>Housing associations and Registered Social Landlords</p>	<p>North Wales Information Network established, meets every two months. Chaired by Bethan Jones-Edwards, Regional Collaboration Team</p> <p>Dewis Cymru has been promoted as part of the population assessment.</p>	<p>The RPB receive information update reports from the network.</p>
	<p>Single Points of Access</p> <p>Family Information Service</p>	<p>In place in each local authority, many are MDTs, care coordination.</p>	<p>Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.</p>
Equality and human rights	<p>All public sector organisations and partners.</p>	<p>All services developed in response to the plan will require an Equalities Impact Assessment (EIA). Issues to consider and links to research evidence and consultation are included in the EIA and consultation report for this plan.</p>	<p>Regional Partnership Board to make sure an EIA is completed whenever appropriate on each of the integrated priorities developed under this plan.</p>

Issue	Lead organisation	What's being done	Regional Partnership Board role
Advocacy	Local authorities BCUHB Third sector, voluntary and community organisations Housing associations and Registered Social Landlords	Link with Golden Thread Advocacy Programme (Age Cymru) Children's advocacy regional contract – Tros Gynnal	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business. NWASH and NWHoCs lead on regional advocacy projects.
Transport and access to services	Local authorities BCUHB Third sector, voluntary and community organisations	BCUHB pilot initiatives with Welsh Ambulance Services Trust and Community Transport Association	Need to discuss and agree with Public Services Boards where this priority should sit.
Welsh language	Mwy Na Geiriau / More than Words Forum and Workforce Board plus local plans (Morwena Edwards) Regional meeting social services and health, chair Meilyr Emrys BCUHB	Findings from the population assessment were shared with the lead agencies. They have been reflected in the workforce strategy .	The RPB receive reports through the workforce work-stream.
Promoting social enterprises, co-operatives, user led services and third sector	Regional collaboration team (social value forum) Social enterprises, third sector, voluntary and community organisations	Promoting social value in social care services and commissioning. Developing a social value forum in each local authority area.	The RPB receive six monthly reports from the social value forum
Citizen voice	CVSC under contract to Regional Partnership Board.	North Wales Citizen Panel	The RPB receive an annual report
Poverty and inequality. Impact of welfare reform including homelessness (particularly for young people) and mental health	Public Services Boards Local authority – housing strategy Third sector, voluntary and community organisations (welfare rights) Housing associations and Registered Social Landlords	PSB Well-being plans Welsh Government Tackling Poverty Action Plan	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.

Issue	Lead organisation	What's being done	Regional Partnership Board role
Safeguarding	Safeguarding Business Unit, Regional collaboration team All partners	Adults and Children Business plan. North Wales Safeguarding Children and Adult Boards	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business. Delivery monitored by the statutory safeguarding board.
Improve quality of population and performance data	Welsh Government Local Government BCUHB Public Health Wales	Shared issues identified by the population assessment with Local Government Data Unit. New performance management framework introduced by Welsh Government	Aligns with RPB priorities and will be taken forward by partner agencies as part of their core business.
Challenges of delivering services in the current financial climate	All partners	Commitment to carrying out Equality Impact Assessments on service changes and mitigating any disproportionate impacts. Supporting the voluntary third sector through improved commissioning practice.	The RPB recognise the additional pressures faced by all services.

Part D: For more information

How to access the services available to support people with care and support needs and their carers in North Wales.

Children and young people

Information, advice and assistance for children and families

For other support for families including childcare, contact Family Information Services.

Isle of Anglesey County Council: <http://www.anglesey.gov.uk/community/children-and-families/family-information-service/>

Gwynedd Council: www.gwynedd-ni.org.uk

Conwy County Borough Council: www.conwy.gov.uk/children

Denbighshire County Council:

<https://www.denbighshire.gov.uk/en/resident/community-and-living/childcare-and-parenting/childcare-and-parenting.aspx>

Flintshire County Council: <http://www.fisflintshire.co.uk/#>

Wrexham County Borough Council:

<http://www.wrexham.gov.uk/english/community/fis/index.htm>

Concerned about a child?

If you know a child who is at risk of abuse or is being abused, it's very important that you let the council or police know.

If the individual is in direct danger, call the Police immediately on 999. If not, phone Social Services as soon as possible to share your concerns.

Phone numbers for Social Services in North Wales are available here:

www.northwalessafeguardingboard.wales

Adults

Information, advice and assistance for adults and carers

For information about services in your area see Dewis Cymru www.dewis.wales

Or contact the Single Point of Access (SPoA) at your local council for information about services available to support people's health and well-being.

Isle of Anglesey County Council: www.anglesey.gov.uk/health-and-care/adult-services/

Gwynedd Council: <https://www.gwynedd.llyw.cymru/en/Residents/Health-and-social-care/Adults-and-older-people/Adultsandolderpeople.aspx>

Conwy County Borough Council: <http://www.conwy.gov.uk/en/Resident/Social-Care-and-Wellbeing/Contact-us/Single-Point-of-Access-SPOA/Conwy-Access-Team.aspx>

Denbighshire County Council: <https://www.denbighshire.gov.uk/en/resident/health-and-social-care/adults-and-older-people/single-point-of-access.aspx>

Flintshire County Council: <http://www.flintshire.gov.uk/en/Resident/Social-Services/Social-Services.aspx>

Wrexham County Borough Council:
http://www.wrexham.gov.uk/english/council/social_services/SocialServices.htm

Concerned about an adult?

If you know of an adult who is at risk of abuse or is being abused, it's very important that you let the council or the police know.

If the individual is in direct danger, call the Police immediately on 999. If not, phone Social Services as soon as possible to share your concerns.

Phone numbers for Social Services in North Wales are available here:
www.northwalessafeguardingboard.wales



CYDWEITHREDFA GWELLA GWASANAETHAU
GOFAL A LLESIANT **GOGLEDD CYMRU**

NORTH WALES SOCIAL CARE AND WELL-BEING
SERVICES IMPROVEMENT COLLABORATIVE

North Wales population assessment regional plan 2018 to 2023

Consultation report

1 April 2018

Draft



Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board



Iechyd Cyhoeddus
Cymru
Public Health
Wales



Draft

Contact us

North Wales Social Care and Well-being Improvement Collaborative

County Hall, Wynnstay Road, Ruthin, LL15 1YN

Email: sarah.bartlett@denbighshire.gov.uk

Phone: 01824 712432

www.northwalescollaborative.wales

Contents

Introduction	4
Background	4
Public sector equality duty	4
Consultation principles.....	5
Consultation and engagement	6
Consultation process	6
Consultation questions.....	7
Consultation methods.....	7
Promotion plan	8
Consultation and engagement review.....	8
Organisations represented in the consultation.....	14
Local authorities and health	14
Service user groups and organisations.....	14
Consultation findings.....	17
Suggested priorities.....	17
Comments on the plan.....	20
References.....	43
Appendix 1: Survey promotion	44
Local authority and health board promotion	44
Citizen’s panel promotion.....	46
Other promotion	46
Organisations on stakeholder map.....	47
Organisations that responded to the population assessment survey	50

Introduction

An Equality Impact Assessment was undertaken to identify potential inequalities arising from the development and delivery of the population assessment regional plan. The information gained through this process has been used to develop the North Wales population assessment regional plan.

This report provides details of the consultation undertaken as part of the Equality Impact Assessment and provides evidence of how we are meeting the requirements of the public sector equality duty. The online Equality Impact Assessment document is available on our website.

Background

The regional plan sets out how the Regional Partnership Board (RPB) will respond to the findings of the North Wales population assessment published on 1 April 2017.

The population assessment brings together information about people’s care and support needs and the support needs of carers in North Wales. It aims to show how well people’s needs are being met and the services we will need to meet them in future. Local authorities in North Wales worked together with Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales to produce the assessment, a requirement of the Social Services and Well-being (Wales) Act (2014).

The regional plan is the joint area plan required by the Social Services and Well-being (Wales) 2014 Act and the Care and Support (Area Planning) (Wales) Regulations 2017.

The regional plan is a strategic document. Actions and plans developed in response by the Regional Partnership Board, the six North Wales local authorities and BCUHB will need an Equality Impact Assessment to assess their potential impact.

Public sector equality duty

The Equality Act 2010 introduced a new public sector duty which requires all public bodies to tackle discrimination, advance equality of opportunity and promote good relations. The table below outlines the duties of public bodies.

Public bodies must have due regard to the need to:	Having due regard for advancing equality means:
Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act.	Removing or minimising discrimination, harassment or victimisation suffered by people due to their protected characteristic.

Advance equality of opportunity between people who share a protected characteristic and those who do not.	Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
Foster good relations between people who share a protected characteristic and those who do not.	Taking steps to build communities where people feel confident that they belong and are comfortable mixing and interacting with others.

Councils in Wales also have specific legal duties set out in the Equality Act 2010 (Wales) regulations 2011 including assessing the impact of relevant policies and plans – the Equality Impact Assessment.

In order to establish a sound basis for the population assessment regional plan we have:

- reviewed the performance measurement and population indicator data recommended in the data catalogue provided by Welsh Government, along with other relevant local, regional and national data
- consulted as widely as possible across the North Wales region including with the general public, colleagues and people with protected characteristics;
- reviewed relevant research and consultation literature including legislation, strategies, commissioning plans, needs assessments and consultation reports.

Details of the local, regional and national data, the literature review and a summary of the consultation findings is provided in the [population assessment report](#).

This report sets out the additional consultation carried out for the regional plan including:

- who we have consulted with;
- how we have consulted; and
- the consultation feedback.

Consultation principles

A key part of the Equality Impact Assessment is consulting with people who may be affected by the population assessment regional plan and in particular people with protected characteristics. The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief

- Sex
- Sexual orientation
- Welsh language

Case law has provided a set of consultation principles which describe the legal expectation on public bodies in the development of strategies, plans and services. These are known as the Gunning Principles:

1. Consultation must take place when the proposal is still at a formative stage.
2. Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response.
3. Adequate time must be given for consideration and response.
4. The product of the consultation must be conscientiously taken into account.

Local councils in North Wales have a regional citizen engagement policy (Isle of Anglesey County Council et al., 2016) This is based on the national principles for public engagement in Wales and principles of co-production which informed our consultation plan.

Consultation and engagement

The aim of the consultation was to involve as many people as possible in writing the plan. We wanted to make sure the plan works for people who need care and support and that we make the best use of the resources we have - not just health and social care budgets but local businesses, charities, community organisations, families and friends.

Consultation process

The Equality Impact Assessment initial screening process was carried out by the population assessment regional plan steering group which includes representatives from each of the six local authorities, BCUHB and Public Health Boards at their meeting on 12 July 2017. A workshop was planned for 10 October to carry out a more detailed impact assessment including broader aspects of well-being in response to the Well-being of Future Generations (Wales) Act 2015. This impact assessment was reviewed at Denbighshire County Council's quality assurance group on 31 October. It was reviewed again at the steering group meeting on 1 December 2017.

The steering group agreed that wide consultation needed to take place to inform the regional plan that includes people with protected characteristics. This included going back to people who took part in the initial consultation for the population assessment.

We put together a draft based on the findings of the population assessment and what we legally must do. The questions we asked were as follows.

Consultation questions

1. Do you think these are the right priorities?
2. What else do you think we need to include or change in the plan?

Please think about:

- what's already happening to support people in North Wales with the issues identified;
- what else needs to happen;
- how the Regional Partnership Board can make the most difference; and,
- anything else you would like to say about the plan

We also produced a summary version of the report designed by Youth Friendly to be easier to read than the full report.

The engagement group who had coordinated the consultation and engagement for the population assessment was re-established to coordinate engagement on the regional plan. This group included representatives from each local authority and BCUHB.

The timetable for the development of the regional plan was as follows.

Month	Actions
April to July 2017	Project plan and initial Equality Impact Assessment screening agreed Write draft regional plan based on population assessment and statutory requirements Produce summary version of the draft regional plan Develop consultation plan and agree consultation questions
August to October 2017	Consultation and engagement including online questionnaire, service user discussion groups and presentations to local authority staff and partner organisations.
November and December 2017	Revise the regional plan in response to feedback from the consultation and engagement.
January to March 2018	Approval process. The report must go to the Regional Partnership Board, each of the six local authorities and to the health board.

The consultation was extended until 17 November following a request by a community group for more time to complete a response.

Consultation methods

The consultation methods we used were:

- Online questionnaire circulated widely to staff, partner organisations, the citizen's panel, service users and other members of the public.

- Discussion groups with service users. We tried to go back to the groups we consulted for the population assessment to check the findings and plans with them.
- Presenting the report at local and regional meetings to engage local authority staff and partner organisations.

Promotion plan

The draft regional plan and online questionnaire were made available on our website www.northwalescollaborative.wales/. We promoted the link through regional networks, the voluntary sector councils, local authorities and health. Initial emails were sent out on 11 August 2017 with a reminder on 19 September. Specific groups were followed up by the engagement group. We made paper copies of the report and questionnaire available on request. For more information about the promotion carried out please see appendix 1.

Further consultation also took place during the approval process. The report has been reviewed by the Regional Partnership Board, the appropriate senior executive meetings, scrutiny and/or cabinet meetings in each local authority and the health board.

The stakeholder map and details of engagement that took place are available in appendix 1. Around half way through the consultation period the engagement group met to review the engagement taken place so far against the stakeholder map and make arrangements to fill any gaps identified. Following this meeting additional workshops were arranged with children and young people including looked after children and care leavers.

Consultation and engagement review

There were 135 responses in total to the consultation and around 1,800 views of the regional plan page on the website. To encourage people to respond the survey was kept [short and simple](#) and we produced a summary consultation version of the plan. Completing the survey did still require time to read and comment on the plan which may explain much of the gap between the numbers viewing the plan and the numbers who responded to the survey.

Table 1 below shows the breakdown by members of the public and representatives of the organisations and table 2 shows the number of people with different protected characteristics who completed the online questionnaire.

Table 2 shows that we were able to reach people in all age groups, people who have a disability or long standing illness/health condition and carers, Welsh and English speakers. We had responses from women and men although there were not as many responses from men. We also had responses from people with different marital statuses, ethnic identity and sexuality. We did not get many responses from

people with protected characteristics of national identity, religion or gender identity. We did make sure the survey and reminders were sent to groups and networks of people with these protected characteristics and held workshops with Flintshire and Conwy’s involvement networks.

Please note, the tables below only reflect the individual responses to the online consultation. Some responses represented larger groups, such as those by youth councils or involvement networks and around 40% of respondents chose not to complete the equality questionnaire. For a full picture of the engagement with people with protected characteristics these figures should be considered alongside the list of [organisations](#) who responded to the regional plan consultation and the [organisations and service user groups](#) who responded to the more in-depth engagement carried out for the population assessment that informed the regional plan.

We used this data to monitor the responses while the consultation was open and encouraged groups representing under-represented groups to share the survey and take part. Members of the engagement group offered to hold workshops for groups as an alternative to the online survey and paper copies were distributed to other groups who did not have online access.

Feedback from the workshops held said that as it is a regional strategic plan it was more difficult for people to engage with and understand the likely impact on their lives than it was for people to engage with the population assessment. We had commissioned a more accessible version of the plan from Youth Friendly to help with this. There are still understandable difficulties, as much of the practical impact of the plan is yet to emerge so additional impact assessments, consultation and engagement will need to be carried out on specific plans arising from the regional plan as they develop.

Table 1: Number of responses by members of the public and organisations

Type of response	Number	% of responses
Member of public	56	41%
Representative of an organisation	79	59%
Total	135	100%

Table 2.1: Age

Age	Number
0-15	1
16-24	1
25-34	7
35-44	17
45-54	28
55-64	20
65-74	5
75 and over	2
Prefer not to say	54
Total	135

Notes

More young people took part in the consultation than is shown in the table above. We held five workshops with groups of children and young people, including groups of children with disabilities and looked after children. Each group submitted one response on behalf of the group.

Table 2.2: Sex

Sex	Number
Female	66
Male	16
Prefer not to say	53
Total	135

Table 2.3: National identity

National identity	Number
Welsh	39
British	25
English	13
Scottish	1
Other European	1
Prefer not to say	56
Total	135

Table 2.4: Ethnic identity

Ethnic identity	Number
White	69
Mixed heritage	2
Black	1
Prefer not to say	63
Total	135

Table 2.5: Preferred language

Preferred language	Number
Spoken English	64
Spoken Welsh	17
Prefer not to say	54
Total	135
Written English	66
Written Welsh	14
Prefer not to say	55
Total	135

Table 2.6: Disability

Disability	Number
Long standing illness/health condition	15
Physical impairment	8
Mental health condition	8
Sensory impairment	3
Learning disability / difficulty	1
Total number of people	24

Notes

The total above does not sum as some people had more than one disability.

Table 2.7: Religion

Religion	Number
Christian	51
None	24
Other (Agnostic)	1
Prefer not to say	59
Total	135

Table 2.8: Sexuality

Religion	Number
Heterosexual / straight	75
Bisexual	2
Gay woman / lesbian	1
Prefer not to say	57
Total	135

Table 2.9: Carers

Carer	Number
Yes	27
1-19 hours	15
20-49 hours	8
50 hours or more	3
No	51
Prefer not to say	57
Total	135

Table 2.8: Marital status

Marital status	Number
Married	51
Single	16
Divorced	4
Widowed	2
In a same sex civil partnership	1
Legally separated	1
Prefer not to say	60
Total	135

Draft

Organisations represented in the consultation

Local authorities and health

- Betsi Cadwaladr University Health Board
- Public Health Wales
- Isle of Anglesey County Council
- Gwynedd Council
- Conwy County Borough Council
- Denbighshire County Council
- Flintshire County Council
- Wrexham County Borough Council

Responses from health staff included representatives from the Public Health Directorate; adult mental health; older people services; the planning department; equalities and human rights; and, occupational therapists.

Responses from local authority staff were mainly from within social services departments, both children's and adults as well as a family information service, environmental protection and homeless prevention services. In addition, we had a response from a Welsh Assembly Member.

Service user groups and organisations

These have been grouped based on the chapters in the plan and some organisations appear twice.

Children and young people

- Conwy Leaving Care Forum: young people who have left care, group discussion
- Conwy Youth Council
- Flintshire Looked After Children Participation Group
- Wrexham Young People's Care Council
- Ysgol y Gogarth: Day and residential Special School (Llandudno), response from a group of teachers and a group of pupils
- GISDA: Work with vulnerable/homeless young people age 16 to 26
- The Learning Centre – Flintshire: An educational provision for pupils not in mainstream education

Older people

- Age Well Hwyllog Mon: Youth club for the over 50s
- Clwb yr Eifl: Over 50s club. We meet once a month with speakers and go on outings
- Royal Voluntary Service: Older people's charity
- South Meirionydd Older People's Forum
- Wimsly Care Home: Residential care for older adults

Health, physical disability and sensory impairments

- Arthritis Care Wales
- Bevan Commission: Provides independent, authoritative advice and guidance in matters relating to health and healthcare
- Epilepsy Action Cymru: Health charity supporting anyone affected by epilepsy
- MS Cymru: Support people with Multiple Sclerosis and their families across Wales
- North Wales Chronic Pain Group
- Stroke Association
- North Wales Community Health Council: patients' voice in the NHS
- Wales Council of the Blind

Learning disabilities

- Prospects for People with Learning Disabilities: Residential, domiciliary and daytime support with all aspects of daily living
- Seren Ffestiniog Cyf: Learning disability third sector charity
- NEWSA: Self advocacy for adults with a learning disability living in Denbighshire
- Learning Disability Partnership

Mental health and substance misuse

- North Wales Housing Mental health schemes: Provide support to people with mental health issues primarily schizophrenia
- Mental health local authority leads meeting

Carers

- Carers Outreach Services
- Carers Trust Wales: National charity working to promote and improve support, services and recognition for unpaid carers

Violence against women, domestic abuse and sexual violence

- Domestic Abuse Safety Unit: Domestic abuse service provider
- FNF Both Parents Matter Cymru
- BAWSO: Voluntary organisation that provide support for women, men and children fleeing domestic abuse

Secure estate

- Children and Families Affected by the Imprisonment of a Family Member: North Wales Programme

Veterans

- North Wales Armed Forces Forum

Housing and homelessness

- North Wales Housing Mental health schemes: Provide support to people with mental health issues primarily schizophrenia

There were also six responses from people who worked for local authority tenancy support or homeless prevention services.

Autism Spectrum Disorder (ASD)

- NAS Cymru: Autism Charity

Other groups

- Aura: sports development unit in leisure, libraries and culture
- Community Transport Association
- Conwy Involvement Network
- Flintshire Involvement Project 'speaking out': client feedback group
- North Wales Regional Equality Network (NWREN)
- North Wales Safeguarding Board
- The Chardon Trust (Llandudno Museum)
- Unison: trade union

Consultation findings

Overall 88% of respondents agreed with the chosen priorities and a number of the comments mentioned the importance of mental health as a priority. The comments received were very diverse and touched on every chapter in the plan. The issues raised most frequently were:

- The importance of integrated working between health, social care and the third sector. Many people mentioned the importance of the third sector in delivering the plan and some raised concerns about the capacity of the sector.
- The need for integrated IT systems to support joint working between health and social care were mentioned by a number of different people.
- The need to raise awareness about issues covered in the plan and the information, advice and assistance available to support people.
- The links between the chapters and support for people with multiple needs.

All comments have been considered by the Regional Partnership Board and categorised as below.

- **Amend:** the plan was amended in response to the comment.
- **Share:** comments that the regional partnership board cannot address directly have been shared with the most appropriate organisation.
- **Note:** comments in support of the plan or providing more detail than can be included in the plan have been noted by the Regional Partnership Board.

Suggested priorities

Additional priorities suggested are listed below along with the response. They are listed in order with those mentioned most often at the top.

Suggested priorities	Response	Status
Young people age 16-18 – transition from children's to adult's services	Transition is included in Part B of the regional plan. The children and young people's priorities in Part A of the plan have been updated by the Children's Transformation Group following a workshop on 7 June. This comment will be shared with the group.	Share

Suggested priorities	Response	Status
Children and young people’s mental health (including 16 to 25 age group). Suggestions included promotion in schools, understanding the reasons behind young people’s mental health needs and helping young people know where to find help, contacts other than parents.	Children and young people’s mental health is a Regional Partnership Board priority being delivered by the Children’s Transformation Group.	Note
All adults with complicated needs and long term conditions, including dementia. Consider definition of ‘older people’	<p>This priority ‘older people with complicated needs and long term conditions, including dementia’ is taken from the Social Services and Well-being Act and is a statutory priority for integrated services. The support available for other adults with complex needs is included in part B of the regional plan.</p> <p>Included a note in the regional plan introduction to explain where to find information about other adults with complex needs.</p>	Amend
Housing – linked to all other health and social care needs. Also impact on services of building additional extra-care housing needs considering by planning departments/Welsh Government	Housing is not currently a priority for the Regional Partnership Board although the Regional Partnership Board recognise the importance of good housing as a vital element of social care and well-being provision. More information about other work taking place is included in the housing chapter of the regional plan.	Note
Children and young people – additional priorities: ADHD, educating parents of children in need/at risk, more support and quicker access to services	Early intervention, prevention and parenting support are priorities in part B of the regional plan in the children and young people’s chapter.	Note
Promoting healthier lifestyles	Promoting healthier lifestyles is a priority in part B of the regional plan in the children and young people’s chapter and the health chapter.	Note
Support for frail vulnerable older people	Support for older people with complex needs is a Regional Partnership Board priority.	Note
Young families because of high levels of debt, unaffordable housing, student debt and worse pension provision than previous generations.	Poverty and inequality are included as a priority in part C of the regional plan.	Note

Suggested priorities	Response	Status
Services for people with physical disabilities	<p>All our services should be responsive to the needs of people with a physical disability. The importance of accessible services is recognised and work is being taken forward in individual organisations.</p> <p>Specialist support services are delivered by partners as part of their core business.</p> <p>Commissioning strategies will consider the provision of more specialist support for people with physical disabilities.</p>	Note
Delayed transfer of care (DToC) from hospital to social/nursing care in communities.	<p>The aim of the regional plan is to improve care and support available for people in North Wales. This should help to reduce delayed transfers of care.</p> <p>There is a national unscheduled care board. The work of the commissioning board and workforce strategy also help address this issue.</p>	Note
Care of veterans and members of public services that face adversity (police, fire service, health care staff and so on).	<p>More information is included in the veterans' chapter of the regional plan.</p> <p>Services for the whole population are included in part B of the regional plan, including front line workers. All public sector organisations have staff well-being initiatives and support in place. There is further information about the challenges faced by front line staff in the Suicide Action Plan.</p>	Note
Chronic long term health conditions	<p>Support for people with long term conditions will be a significant element of the BCUHB Care Closer to Home programme and the development of support through local cluster teams.</p> <p>Link to Older People with complex needs</p>	Note
Support for stroke survivors	<p>Healthcare support for stroke survivors and their carers is being considered through the stroke care services review work in BCU HB. The ongoing needs for social support and continued improvement in independence will be considered as part of broader development of support services within community resources.</p>	Note

Suggested priorities	Response	Status
People who have more than one type of need, particularly overlaps between physical health/disability and mental health. Other examples given were disabled young people who are also carers, people with learning disabilities and mental health needs, mental health services and supported housing for people released from prison or who have undergone drug rehab.	Added note in introduction to part B about the overlaps between the chapters and individuals with multiple care and support needs.	Amend

Comments on the plan

These comments have been summarised and are sorted by chapter and status.

Summary of feedback received	Response	Status
Children and young people		
Support school personnel to spot signs of Child Sexual Exploitation.	Child Sexual Exploitation (CSE) is a priority for the North Wales Safeguarding Children's Board and North Wales Police . A 7 minute briefing for staff is available here: http://www.northwalessafeguardingboard.wales/resources/ More information about the work of the NW Safeguarding Boards (NWSB) has been added to the plan.	Amend
Support children to be resilient.	This is a priority for the Regional Partnership Board being delivered through the Children's Transformation Group. The priority on mental and emotional health has been expanded to 'improving emotional health, mental well-being and resilience in children and families'.	Amend
Mistake in summary plan: should say 124,000 children, not 24,000.	This has been corrected.	Amend
Include needs of 16-18 year olds.	The population assessment summary at the start of the regional plan chapter included the number of children aged 0-15. This was confusing as it looked like the definition of children and young people used in the regional plan. It has now been amended to use the figures for 0-17 year olds. The population assessment includes a fuller definition and information about the needs of young people aged 18-25.	Amend

Summary of feedback received	Response	Status
Consider children's needs in the context of their family. Need to strengthen the link between issues that can affect the same household for example domestic violence, substance misuse, mental health.	Added a bullet point to the 'what we found out' section in the regional plan about the need for a family-focused approach in the children's section. Added a note in the introduction to part B about the overlaps between chapters.	Amend
<p>Safeguarding</p> <ul style="list-style-type: none"> Developing a North Wales referral form covering information about ACEs to be launched Jan 2017. Number of children on child protection registered monitored by NWSCB – present a Quality Assurance report to the board every six months and carry out an audit around reasons children remain on the register. Care leavers – look at NEETS data 16-24, issue across North Wales (support for care leavers). Need supportive personal advisers for care leavers. 	Added to plan.	Amend
More support for BME young people.	Have strengthened the equality sections in the plan. Can look at more closely in the population assessment review - need more detail about specific needs.	Amend
Online bullying and sexting: need advice from trusted people, such as CAMHS workers and PSE lessons in school (more consistency needed). One group of young people said that schools handled this topic well. Another comment said parents/carers of young people with learning disabilities need education around dangers online. North Wales Safeguarding Children's Board – to support the implementation of the NSPCC Stop IT toolkit in North Wales.	<p>Share with NWHoCs and NWSCB.</p> <p>Added information about NWSCB work to support the implementation of the NSPCC Stop IT toolkit to the regional plan.</p>	Amend / Share
<p>Parenting</p> <ul style="list-style-type: none"> Monitor children's rights to stay in contact with both parents and for both parents to share responsibility for bringing up their children. More support for teenage mums. Consider how to support parents who don't want help or 'put an act on'. 	<p>Have strengthened equalities section.</p> <p>There are a range of early interventions available in North Wales to support families including children's centres, Team Around the Family and Flying Start.</p>	Note

Summary of feedback received	Response	Status
Need more help and information for gay and trans-gender children in schools.	There are initiatives underway supported by schools and CAHMS. The Regional Partnership Board is supportive of these initiatives.	Note
More support for children after a bereavement.	This was identified as a need in the population assessment children and young people chapter. Early intervention is a priority in part B.	Note
Education reform.	Changes to education policy are the responsibility of Welsh Government.	Note
Need more services around Adverse Childhood Experiences.	This is a priority in the plan.	Note
Sexual health – education.	<p>More information about sexual health services available in North Wales are available here:</p> <p>http://www.wales.nhs.uk/sitesplus/861/page/51457</p> <p>Welsh Government provide guidance on sex and relationships education in schools in Wales:</p> <p>http://learning.gov.wales/resources/browse-all/sex-and-relationships-education-in-schools/?lang=en</p>	Note
Include more information about children's right to play and a better definition of play (not just playgrounds). Need play opportunities for older teenagers. More accessible play areas for children with a disability.	Promoting play opportunities and children's right to play is included in the plan. More information is available in each local authority's play sufficiency assessment which include definitions of play.	Note
Provide faster access to services or provide better support while waiting for a service.	Early intervention and prevention and improving care and support services are priorities in the plan.	Note
Childcare - 30 hour childcare offer to be rolled out in 2020 and issues with roll out.	Childcare is not a specific responsibility of the Regional Partnership Board but good childcare does contribute to achieving the aims of the plan. Included a link to local authority childcare sufficiency assessments.	Note
Use Cordis Bright vulnerable families mapping.	This was used to inform the population assessment on which the regional plan is based.	Note

Summary of feedback received	Response	Status
<p>Young people's views on social services inspections: should be unannounced and involve speaking to young people.</p>	<p>Share the findings with Care and Social Services Inspectorate Wales (CSSIW).</p>	<p>Share</p>
<p>Reduce exclusions from school.</p>	<p>Needs multi-agency work to address and has an impact on other well-being issues. Not currently a priority for regional working but will share the need with local authorities and partnerships.</p>	<p>Share</p>
<p>Better access and encouragement to attend leisure facilities. More things to do for young people and adults.</p> <p>Re-establish / provide better youth clubs, suggestions included boxing clubs, mentoring service and more intergenerational work.</p> <p>Link between activities for young people and reduction in crime and anti-social behaviour.</p>	<p>Good quality activities for young people can benefit their well-being but providing them is out of the scope of the Regional Partnership Board. Will pass information about the need on to local authorities.</p>	<p>Share</p>
<p>Looked after children</p> <ul style="list-style-type: none"> • Have more of a say in where they live such as a choice of foster carers. • Importance of living near their school. • Better support to see friends and support with transport. • Continue contact with biological family in a way that best supports the child. • Clarity and consistency about going to friend's houses for sleepovers and whether police check is required (took view that the foster carer should have the responsibility to decide suitability). • Support children with the move to independence. • Consistent advocate. • Give looked after children at least 12 months to plan for leaving care and consider housing options. Create a strong moving on path. 	<p>Looked after children and support for care leavers are priorities in the plan. This information will be shared to inform the development of the North Wales Fostering Strategy.</p>	<p>Share</p>
<p>Fostering: Improve provision of specialist foster placements, teenage placements, placements for adults across North Wales, secure accommodation placements.</p>	<p>Responding to changing demands in fostering services is a priority in the plan. This information will be shared to inform the development of the North Wales Fostering Strategy.</p>	<p>Share</p>

Summary of feedback received	Response	Status
<p>Community safety: the police seeing children and young people as a problem rather than a trustworthy source may have an impact on children who report themselves as a victim of a crime. Need to address anti-social behaviour. More education about being aware of paedophiles.</p>	<p>Share with NWSCB.</p>	<p>Share</p>
<p>Children with disabilities and additional learning needs.</p> <ul style="list-style-type: none"> • More speech and language resources including regular appointments • Make sure pupils with dyslexia are identified and supported in schools • Support from the Stroke Association for the children with complex needs due to disability or illness priority, inclusion of speech and language therapy and support for carers. Recommend needs of young stroke survivors considered in these plans e.g. making sure schools can meet the needs of children who may have aphasia as a result of their stroke. 	<p>Speech and language is a priority in the plan. Share the findings about need for support in schools.</p>	<p>Share</p>
<p>More promotion of healthy lifestyles in schools – needs to be fun and be backed up by healthy food options in school. Need to understand the reasons behind unhealthy lifestyles, for example, people who are obese because of their mental health or a traumatic time. A youth council raised the issue of vaping as an increasing problem that needs addressing.</p>	<p>Promoting healthier lifestyles and reducing health inequalities is a priority in the plan. Share the findings with BCUHB and Public Health Wales.</p>	<p>Share</p>
<p>Mental health</p> <ul style="list-style-type: none"> • Support for parents who are supporting children with mental health needs • Promote mental well-being of under 5s • Behaviour support for under 10s • Be pro-active – supporting children’s mental health is vital to avoid problems in future. 	<p>Children’s mental health is a priority for the Regional Partnership Board. This information will be shared with the Together for Mental Health Partnership Board which is leading on mental health and NWHoCs.</p>	<p>Share</p>

Summary of feedback received	Response	Status
Older people		
Improve support at home and joint working between health and local authorities. Strengthen care provision and commission care more flexibly.	We have added into the plan the following information about work underway to improve care at home. North Wales collaborative commissioning process: North Wales Domiciliary Care Agreement and Framework Management (work starting September 2017, framework in place from April 2018 until March 2025.	Amend
End of life care.	This has been included as a priority in the older people's chapter and was highlighted as a gap where we need more information in the population assessment review.	Amend
Change references to BCUHB programmes to better reflect them.	Changes made.	Amend
Safeguarding <ul style="list-style-type: none"> • Make sure workforce trends in care homes are monitored – Regional Workforce Board. • Track and evaluate homes within escalating concerns process – practice development team in health report monthly – has been a recent increase. • Joint audit monitoring tool between BCUHB and contract officers is being launched around quality assurance in care homes. 	Changes made.	Amend
Older people feeling safe in their communities if going out, especially in the evening.	Reducing loneliness and isolation in our communities is a priority in the plan.	Note
Maintenance service for older people to help them retain their independence.	Promoting independent living; people's choice and control over their own lives is a priority in the plan.	Note
Suggestions for supporting people with dementia: <ul style="list-style-type: none"> • Use music and singing • Improve community dementia service using 'buddying' and voluntary support in the community 	Supporting people affected by dementia is a priority in the plan.	Note

Summary of feedback received	Response	Status
Well-being: Support for older people to enjoy old age; exercise programmes to help with isolation and fitness, identify those at higher risk – older people with no family.	Promoting healthier lifestyles and improving well-being are priorities in the plan.	Note
Include 50 to 65 year olds.	<p>The population assessment summary at the start of the regional plan older people chapter included the number of people aged 65 and older and 85 and over.</p> <p>The population assessment includes a wider definition of older people including 50 to 65 year olds. The figures included in the summary were chosen because they have the greatest implications for social care needs over the term of the plan.</p>	Note
<p>Stroke association comments</p> <ul style="list-style-type: none"> • Age is the biggest single risk factor for stroke. • Provided data about numbers affected and future modelling. • Information about Life After Stroke pilot scheme in Cardiff and Vale • The Regional Partnership Board should think about stroke survivors in an acute setting and their ongoing role and consider how to provide support to an increased number of stroke survivors in future years. 	Will share the full Stroke Associate response with the health board.	Share
Health, physical disabilities and sensory impairment		
Change the summary to say the Living Healthier, Staying Well Strategy is a strategy rather than a programme.	Change made	Amend
Include sport and physical activity – either inclusive mainstream provision or disability specific.	<p>Promoting healthier lifestyles and reducing health inequalities is a priority in the plan.</p> <p>Added more information about Getting North Wales Moving programme.</p> <p>Social prescribing and the promotion of physical activity are priority areas for action.</p>	Amend

Summary of feedback received	Response	Status
Include self-care / supported self-management. Self-care office (BCU) provides a range of services across north Wales to support individuals with long term conditions, carers and mental health.	The population assessment referenced the need to support self-care and promote independence. Supporting self-care and self-management are important elements of the Care Closer to Home programme of BCUHB with partner organisations.	Note
Long waiting lists including for chronic pain management, counselling and joint replacements. Suggest self-management and support groups in interim.	The need to reduce waiting times for certain services and the impact of longer waits is recognised within the BCUHB Living Healthier, Staying Well strategy.	Note
Support for people with fibromyalgia	Support for people with long term conditions is an important element in the BCUHB Care Closer to Home programme. As with other specific conditions, the need to promote well-being as well as treat specific symptoms is recognised.	Note
Epilepsy Action Cymru has appointed a bilingual development worker to provide support to people affected by epilepsy in North Wales. Recommend promoting through the health board.	It is interesting to hear of this development. The Health Board would be pleased to learn of the details.	Note
Improve accessibility of the physical environment for people with physical disabilities, including wheelchair users.	Included as a need.	Note
All service users should have full access to their health records.	Service users are entitled to full access to their health records. For more information contact the health board. http://www.wales.nhs.uk/sitesplus/861/page/45101	Note
Availability of GP appointments. Need to give GPs more time to treat people.	Access to primary care is one of the key elements of the BCUHB Care Closer to Home programme	Note
Work closer with Hywel Dda Health Board to support people living in South Gwynedd.	Working relationships have been improved through the work of the Mid Wales Healthcare Collaborative. Specific developments are being explored and taken forward through joint work between BCUHB teams and Hywel Dda and we are committed to partnership working to support the South Gwynedd area.	Note
Lack of dental care in Tywyn.	This has been raised with the dental team in BCUHB.	Share

Summary of feedback received	Response	Status
<p>The Wales Council for the Blind sent a letter to the Regional Partnership Board on 22 December 2017 including recommendations for addressing the needs of people with sight impairment. They included:</p> <ul style="list-style-type: none"> • Meet the Benchmarking Good Practice Guidance around rehabilitation for vision impaired people. • Contact adults newly certified as sight impaired within 14 days. • Adopt the Adult Sight Loss Pathway • Continue the Low Vision Service Wales and link with Rehabilitation Officers • Use the All-Wales Integrated Pathway for Children and Young People with Vision Impairment and their Families as a central ‘spine’ from which other pathways are developed • Include support available from the third sector in the area plan 	<p>Supporting people with sensory impairment is a priority in the plan. Third sector organisations are included as key partners in delivering the priority and links to the services they provide are included in Part D of the regional plan.</p> <p>The full letter received from the Wales Council of the Blind (22/12/17) was shared with the RBP.</p> <p>There is more information about the needs of people with sensory impairments in the population assessment document library (available on request) including:</p> <ul style="list-style-type: none"> • the letter received from the Wales Council for the Blind; • Population Needs Assessments: Rehabilitation and Habilitation for Welsh citizens with Vision Impairment report; • Population Needs Assessments: Sensory Loss – What each Regional Partnership Board needs to know report; • A research study of habilitation service provision for children and young people with a vision impairment in Wales; and, • Blind Children UK Cymru’s habilitation campaign report. 	<p>Share</p>

Summary of feedback received	Response	Status
<p>Stroke association provided a detailed response including:</p> <ul style="list-style-type: none"> • Needs of stroke survivors, families and carers to be a priority for integrated services to follow. • Stroke survivors say they often feel abandoned on leaving the hospital. • The service in North Wales includes coordinators at stroke acute units - introduce the Stroke Recovery Services, carry out a holistic assessment of needs on discharge, support and advice on local services, peer support groups, project and activities. • Stroke is a leading cause of disability and the problems people may experience which may need support from health and social care as well as impacts on carers and family. • Statistics on number of stroke patients leaving hospital with a joint health and social care plan (Ysbyty Gwynedd 100%, Wrexham Maelor 98%, Glan Clwyd 95%). • Better understanding of needs of stroke survivors and training for professionals including communication, aphasia (a communication impairment). • Reduce variation in quality of care. • Recommend centralised Hyper Acute Stroke Units. • Increase use of early supported discharge from hospital to community/home care. 	<p>BCUHB are pleased to receive the response from the Stroke Association and have fed this into the stroke care services review. It is important however that the ongoing needs for social support and independence are recognised within partnership plans.</p>	<p>Share</p>
Learning disabilities		
<p>Support for young adults between 16 and 25. Tends to reduce as they leave school when they need most support to get into work. Need more social opportunities, mental health support and opportunities to be part of the community.</p>	<p>Priority in the plan. Reworded to make it clearer.</p>	<p>Amend</p>

Summary of feedback received	Response	Status
<p>Safeguarding</p> <ul style="list-style-type: none"> Safeguarding adults with learning disabilities including with technology and when out and about. NWSAB to raise awareness of the risk of financial abuse, scams etc. Ensure the workforce supporting adults with learning disabilities is aware of the risks around financial abuse – Safeguarding Training and Workforce Group / LA training. 	Changes made.	Amend
Use psycho-social models rather than medical models to understand people's needs.	The RPB supports a social model of disability and this is something we are working towards achieving.	Note
Support for families where people with learning disabilities are living with older/parents carers. What will you do to solve the problem?	This is a priority in the plan. There is not an easy solution but we are working together across the region in the Learning Disability Partnership to share ideas.	Note
Support pupils with additional needs to maintain their place in mainstream education where possible, for example, with the support of teacher's assistants.	Share with education services.	Share
More health support for people who have a learning disability and more accessible literature and alternatives in doctors' surgeries, such as easy read.	This is a priority in the plan. Will share the comment about accessible literature with the Learning Disability Partnership.	Share
Mental health and substance misuse		
Suicide risk for men.	The issues raised are included in the North Wales Suicide and Self-Harm Prevention Strategic Plan 2018-21. A reference to the plan has been added to the regional plan.	Amend
Adult mental health priority is too broad.	Added more information about the priorities of the mental health strategy.	Amend
Support people in their 20s and 30s with complex needs and mental health needs. Another comments said more is needed for 18-25 year olds who have been well supported up to the age of 18.	Improving mental health services is a priority. Share with BCUHB / local authority leads. Added a priority about transition to the children and young people's chapter	Amend
Support people with mental health needs to find employment that suits their needs.	Added employment to section on mental well-being.	Amend

Summary of feedback received	Response	Status
Reduce stigma around mental health and promote in a more positive manner. Support needs to be 24/7 and non-discriminatory.	Promoting mental well-being is a priority in the plan and included in the health board mental health strategy. Added more information.	Amend
Need information about the powers the Regional Partnership Board has to make sure the health board mental health strategy is robust enough and is implemented by the health board.	A Together for Mental Health Partnership Board has been established and partners are working together to implement the strategy. The RPB can make recommendations but it is not a decision making group (see Part 9 statutory guidance, Social Services and Well-being (Wales) Act 2014. The decision making authority rests with the six local authorities and BCUHB.	Note
More support for people with a dual diagnosis, including people with learning disability and mental health needs.	Improving mental health services is a priority. Dual diagnosis is included in the mental health strategy.	Note
Need plan for identifying undiagnosed mental illness. Support for people without a diagnosis is really important, raise awareness of support available to prevent escalation. Another comment said there is too much emphasis on diagnosis and emphasis should be on personal contact, effective support and intervention by joined up services.	Better identification of mental health needs and early intervention is included as a priority in the plan. The health board and other partners have plans in place to help address these needs.	Note
Workforce: Encourage more people to work in mental health. Put back-up plans in place for managing staff sickness to reduce the impact on service users. Need to reduce use of agency staff.	Improving mental health services is a priority. The mental health strategy includes a section on workforce.	Note
Raise awareness of the risks certain medication can have on mental health.	Improving mental health services is a priority. Share with BCUHB / local authority leads.	Share
Reduce number of out of area placements and improve services in rural areas.	Improving mental health services is a priority. Share with BCUHB / local authority leads.	Share
Complete mental health assessments quicker and reduce waiting lists for services.	Improving mental health services is a priority. Share with BCUHB / local authority leads.	Share

Summary of feedback received	Response	Status
Improve the provision of detox for people with drug and alcohol problems. Increase the number of beds at Hafan Wen (detoxification unit, Wrexham).	Improving mental health services is a priority. Share with BCUHB and area planning board.	Share
<p>Stroke association response:</p> <ul style="list-style-type: none"> Two thirds of stroke survivors surveyed said their emotional needs were not looked after as well as their physical needs. Information about the psychological impact on carers. Importance of accurate, timely and accessible information to help adjust to the emotional impact. Stroke survivors should receive appropriate psychological support, peer support, access to rehabilitation services and speech and language therapy. Provide six-month reviews of patient needs and integrated service to meet needs identified. 	Mental well-being and carers are priorities in the plan. Share with BCUHB and local authority leads.	Share
Carers		
Carers should be recognised as key partners in care throughout the plan.	Added to equality section that carers are key partners in providing care throughout the plan.	Amend
Difficulties of working full-time with a caring role. Lack of understanding in the work place of the stress being a carer can cause.	Supporting carers in employment is a priority in the plan.	Note
Need support for young carers including activities for them.	Supporting young carers is a priority in the plan.	Note
Challenges for carers supporting elderly parents and providing childcare for grandchildren.	Supporting carers is a priority in the plan.	Note
<p>Stroke association response:</p> <ul style="list-style-type: none"> agree with carers priority; effective rehabilitation important; carers should have assessments – this should be a priority in the plan; services they provide including ‘Caring and You’ education programme. 	Developing carers’ assessments is a priority in the plan. Share details with carers work-stream leads.	Note

Summary of feedback received	Response	Status
Need more respite, day and residential centres for those who are being cared for. More respite needed for parents of children with very challenging behaviour / learning disabilities or ASD.	Providing sufficient, flexible, carer break provision is a priority in the plan. Share details with carers work-stream leads.	Share
Violence against women, domestic abuse and sexual violence		
Domestic abuse has an impact on many of the other areas, need to raise awareness for staff. Domestic abuse is a priority for the North Wales Safeguarding Boards. The adults and children's boards will continue to monitor domestic abuse trends, North Wales Quality Assurance Framework. North Wales Safeguarding Board Workforce and Training sub-group will monitor issues around compliance with training, as will training officers in the local authority.	Added to plan.	Amend
Make sure separate services are available that meet men's needs (including pressure not to speak out) and the needs of people in same sex partnerships.	The need for services that meet the different needs of women and men is highlighted in the plan. Provided contact details of the group developing the Violence against women, domestic abuse and sexual violence strategy when requested. Passed detailed comments onto the group. Added section about the needs of people in same sex partnerships.	Amend / share
Asked what is being done about human trafficking.	North Wales Police priority – Operation Scorpion https://www.north-wales.police.uk/advice-and-support/stay-safe/modern-slavery	Note
Support for people to speak out about their experiences, such as confidential councillors in schools. Promote the services available so people know where to go for help.	Shared with group developing the violence against women, domestic abuse and sexual violence strategy.	Share
Secure estate		
Education and employment for ex-offenders. Education of employers around stigmatising those who leave prison.	Improving resettlement outcomes for young people is a priority in the regional plan. Amended to include adults.	Amend

Summary of feedback received	Response	Status
North Wales Safeguarding Board. The children and adults boards now have representation from HMP Berwyn.	Added to plan.	Amend
Positive feedback about HMP Berwyn.	Shared with HMP Berwyn.	Share
Veterans		
Information to help people leaving the services. The services should take responsibility for people leave, make sure they have somewhere to go and are supported to settle, find work and register with services such as dentist and doctors.	Improving support for veterans is a priority in the plan.	Note
Armed Forces Champions should have a forces backgrounds.	Agree champions should have a good understanding of the needs of veterans and people serving in the armed forces.	Note
Housing and homelessness		
Promote services available for people facing homelessness, need emergency accommodation for homeless young people, supported living and employment support. Priority for social housing should be young people on low incomes. The summary doesn't mention homelessness as a priority or support for young people 18-25.	Added preventing homelessness as a priority.	Amend
Housing needs of BME groups.	Added to the plan.	Amend
Increase in homelessness is because of cuts to benefits. Difficult for people under 21 to get a flat. 18 and 19 year olds can't claim housing benefit.	Risks of welfare reform is highlighted as a priority in the plan.	Note
Autism		
Reword the sentence 'They have a new National Autism Service' to say 'There is a new National Autism Service'. Clarify that it is the responsibility of the RPB to develop the National Integrated Autism Service. Add more detail and link with Welsh Government's Autism Strategy.	Change made. Added more information about the development of the integrated autism service.	Amend

Summary of feedback received	Response	Status
Discussion of whether to use the term Autistic people or people with autism.	We acknowledge that people have different preferences in the terms used. We have followed the guidance from the National Autistic Society (Kenny et al., 2015) in the language used and included a section in the introduction about preferred terms.	Amend
Need more ASD diagnosis teams for children and specialist services for after diagnosis. Could use retired GPs or other health professionals.	BCUHB are implementing plans to redevelop services and reduce waiting lists. More information is available in the population assessment .	Note
Important the autism chapter is separate from the learning disability chapter.	Learning disability / autism is one of the themes in the Welsh Government guidance on population assessments but in North Wales we agreed to treat them as two separate chapters due to the different needs and service required.	Note
Support for adults with ASD. The transition from children's services and supporting young people with ASD to live independently 18-25 year olds). Support to manage social interactions in the community, get and maintain work.	Share with the team developing the Integrated Autism Service.	Share
Overall findings		
<p>More funding is needed to meet the needs in the population assessment and deliver the plan.</p> <p>Concerns about capacity of third sector organisations to provide support, including reliance on older volunteers. Concern reduced funding may reduce funding to voluntary groups supporting minorities to access health and other services. Also capacity of community groups to support people with complex needs or increasing numbers of referrals of people with complex needs.</p>	Challenges of delivering services in the current financial climate is included as a priority/overall finding. Added additional information about actions.	Amend
More engagement with the third sector. Request for a list of third sector organisations engaged with.	A list of third sector organisation engaged with has been included in this consultation report.	Amend

Summary of feedback received	Response	Status
<p>More information needed about third sector, voluntary organisations and other partners who can help deliver the plan. Need to strengthen the relationship between third sector and statutory organisations. Recognise the contribution the third sector can make. Make more use of existing informal, community groups – make sure they are inclusive e.g. dementia friendly. Request for information about:</p> <ul style="list-style-type: none"> • what's free and chargeable; • organisations that can provide grants; • contact points for local support in communities. <p>Specific organisations mentioned were:</p> <ul style="list-style-type: none"> • Housing Associations and Registered Social Landlords; • My MS, My Rights, My Choices offering information, advice and advocacy for carers of people with Multiple Sclerosis; • Museums, including suggestions for improving access to them; • Cais; • Citizen's Advice Bureau; • Barnardos; • Welsh Ambulance Service NHS Trust; • Police; • Organisations supporting carers; 	<p>The Regional Partnership Board recognises the role for third sector and other agencies in improving health, social care and well-being and delivering the regional plan.</p> <p>Due to the scale of the plan it is not possible to list all the organisations in North Wales who can contribute to delivering it, particularly in the summary plan. In addition, producing the information in this format would mean it is likely to be out of date as soon as it is published. We have noted some organisations where they are delivering regional programmes that contribute to the plan's aims, such as Age Cymru's Golden Thread Advocacy Programme. We have added the voluntary/third sector, housing associations and Registered Social Landlords as a delivery partner throughout the plan.</p> <p>The Regional Partnership Board is promoting Dewis Cymru as a regularly updated resource about all the support available to people in North Wales. Organisations are encouraged to make sure details of their services are available on the site. Added links to contact information for SPoAs and Family Information Services.</p>	<p>Amend</p>
<p>Better integrated health and social care services.</p> <p>Consider an integrated complaints procedure for health and social care. Currently have different rules about timescales and responses.</p> <p>Share best practice.</p> <p>Better coordination could avoid duplication, competition for the same set of people and make stretched resources go further.</p> <p>More integrated IT systems.</p>	<p>Providing better integrated health and social care services is a key aim of the plan.</p> <p>Added information about the Welsh Community Care Information System (WCCIS)</p>	<p>Amend</p>

Summary of feedback received	Response	Status
<p>Prevention and early intervention:</p> <ul style="list-style-type: none"> • The prevention and early intervention objective in part C is too broad – needs to be more targeted to manage expectations. • Early intervention and prevention are very important for reducing demand on statutory services. • Training and awareness raising to recognise and support people at risk, including support in education, needs of people with autism. • Information and advice for the public about improving their health and well-being. Include more information about information and advice for children. • Provide local information, such as information for Meirionnydd rather than Gwynedd. • Support to access employment, training and volunteering opportunities. 	<p>Amended lead organisation to include a wider range of partners and a link to early intervention and prevention being delivered by all those partners. It's not possible to include all the detail in a plan of this scale.</p> <p>Added links to information, advice and assistance for children and adults.</p>	Amend
<p>It's unrealistic to expect the Regional Partnership Board to be able to deliver all the priorities. Local partnership structures need to be supported to achieve local goals and outcomes. Need to use local information as well as the regional population assessment.</p>	<p>Added information to the introduction (main plan and summary) about the wide range of partners who contribute towards people's well-being – so much broader than social services.</p> <p>Agree local information and partnerships are needed in addition to the regional information available in the population assessment and regional plan.</p>	Amend
<p>Need independent checks on hospitals and homes.</p>	<p>Added information from North Wales Safeguarding Boards. Each local authority and the health board has in-house monitoring teams and independent regulators.</p>	Amend

Summary of feedback received	Response	Status
<p>Welfare reform, benefits and debt advice. Support needs to be available as a preventative service. Specific issues included:</p> <ul style="list-style-type: none"> • Housing benefit no longer paid directly to the landlord, leads to risk of homelessness for young people and vulnerable adults. • Support for carers receiving pensions as no longer eligible for carers allowance. • Universal Credit roll out. • Benefit cap. • Reductions in staff and support hours to help people with finances and budgeting to maintain tenancies • Impact of evictions, shortage of food and poor school attendance. • Rising state pension age and impacts of the way equalisation of state pension age between men and women has been implemented. <p>Support people with services rather than payments to individuals through the benefits system such as Personal Independence Payment (PIP) or Attendance Allowances.</p> <p>“Budgeting, promoting jobs and education is still a huge priority”.</p>	<p>This is as a result of a UK Government policy so cannot be changed by the Regional Partnership Board. It was raised as a risk in the population assessment in a number of chapters. Have combined into a priority/finding in part C about poverty and inequality and the impacts of welfare reform. The impact of welfare reform is also highlighted in the mental health strategy.</p> <p>The relative proportion of funding spent on services and through the benefits system is based on UK Government policy.</p> <p>Added more information to the introduction about the wide range of partners who contribute towards people’s well-being – so much broader than social services.</p>	<p>Amend</p>
<p>More emphasis on co-productive working with these individuals and groups. Everyone needs to work together. More consideration and consultation with service users and their advocates, including family and carers. Services need to listen and to support parents and carers to have their say without fear of losing the services they have. Suggest a parents and carers forum. Make sure groups address problems and don’t just include people who think things are working well.</p>	<p>Added a commitment to co-production.</p>	<p>Amend</p>
<p>Friends, family and community support. Need support for people without family or friends able to support them. Make sure there are place for people to get together in the community.</p>	<p>Added to the introduction more information about the wide range of partners who contribute towards people’s well-being – so much broader than social services.</p>	<p>Amend</p>

Summary of feedback received	Response	Status
<p>Digital inclusion: need services in place for people who cannot access the internet.</p>	<p>The internet is increasingly important as a way to access information about services and provides opportunities for improving the way we deliver services. Added section to the Equality Impact Assessment about unintended negative consequences of online access to services.</p> <p>Producing the regional plan online allows us to simplify the plan by providing links to further information. This reduces duplication and means we can provide links to information that is updated regularly. We will make paper copies available on request.</p> <p>In addition, the Regional Partnership Board supports initiatives to improve digital inclusion. This may also be a priority of the Public Services Boards.</p>	Amend
<p>Feedback on the regional plan approach:</p> <ul style="list-style-type: none"> • Provide more information about what has changed. • Provide more information about current situation rather than future services. • Add links to websites. • Add information about how to follow-up if someone feels the priorities are not being followed. 	<p>There's more information in the population assessment about how services have changed over time and the current situation. The regional plan focuses on what will change and plans for the next 5 years. This is the first time we have produced these reports so more information about changes made will be included when they are repeated in five years' time. Annual updates will be available in the Regional Partnership Board report.</p> <p>More links will be included in the regional plan and on the website.</p> <p>Comments and complaints about services are best raised with the agency responsible.</p> <p>The Regional Partnership Board includes service user, carer third sector and provider representatives. A membership list and minutes from the meetings are available on the website. The population assessment review will provide an opportunity to comment on progress made.</p> <p>https://www.northwalescollaborative.wales/regional-partnership-board/</p>	Amend

Summary of feedback received	Response	Status
<p>Equality and human rights. Include:</p> <ul style="list-style-type: none"> • Equality Act 2010 and Human Rights Act 1998 and approach. • List of protected characteristics and evidence for engagement. • Needs of Black and Ethnic Minorities (BME) and racism, barriers faced to accessing services, language, loneliness and isolation. • Diversity profile of the population groups e.g. carers – age groups, ethnicity, religion, sex, to help identify targeted actions needed. • Services should be accessible for stroke survivors with staff training so issues and needs are understood. <p>Consider challenges in:</p> <ul style="list-style-type: none"> • EHRC Is Wales Fairer? • WG Strategic Equality Objectives and human rights based approach; • Strategic Equality Plans; • Consultations with minority groups undertaken by BCUHB <p>Consider the issues identified by NWREN:</p> <ul style="list-style-type: none"> • 27% of BME population employed in NW work in health and social care. • Gaps in research about the needs of BME people in North Wales due the size of the population – consider regional/all Wales research funding. • Older People’s Commissioner report • Increasing sense of insecurity among minorities – animosity to immigrants, refugees and citizens visibly of ‘minority’ background, increase in racially motivated attacks, hostility of popular press and UK Government challenges to people’s entitlement to be in the UK. • Ethnic minorities who live outside areas in which minorities cluster are <i>more</i> likely to experience harassment. Harassment damages mental health even among those who do not directly experience it. 	<p>Agree the commitment to equality and human rights needs to be made clearer in the plan. The plan is a concise, strategic document so it is not possible to include all the detail provided but we can make the commitment to equality and human rights clearer, set the direction and link to further information for developing more detailed plans in response to the regional plan.</p> <p>Changes made:</p> <ul style="list-style-type: none"> • Added section referencing the Equality Act 2010, Human Rights Act 1998, UNCRC and UN Principles for Older Persons. • Added a link to all strategic equality plans • Added summary of equality and human rights sections from population rights sections from population assessment to the ‘what we found out’ summary at the start of each section and included some of the additional data sent through. • Any additional information not used in the plan has been added to the population assessment document library so it can be included when the population assessment is reviewed and shared on request. 	<p>Amend</p>

Summary of feedback received	Response	Status
<p>Provide more detail about the priorities, specific actions and suggestions for changing the language used to be more specific. Commenting on the plan was difficult because the priorities were vague. Comments about definitions of terms – mental health, keeping people safe. One comment preferred the level of detail in the consultation report and monthly population assessment newsletter.</p>	<p>It has been challenging to produce a plan that provides a strategic, concise summary of the approach to meeting the care and support needs of people in North Wales and the support needs of carers. The plan sets out the main priorities for the Regional Partnership Board and further information can be found in the scope and delivery plans. It also gives a summary of additional findings from the population assessment and links to more information about how they are being addressed.</p> <p>This consultation report will be published alongside the regional plan to provide additional information. Detailed definitions of terms used are included in the population assessment.</p> <p>We will continue to provide regular updates on our website in addition to the published regional plan.</p>	Note
<p>Role of Regional Partnership Board</p> <p>The board should promote partnership work and help make sure there is not duplication between work of public sector, independent sector and voluntary sector groups. Need future planning to keep pace with predicted increase in demands. Focus on what will actually be done. Improve communication from the partnership board to make the plan more effective.</p>	<p>To be noted by the Regional Partnership Board.</p>	Note
<p>Need to expand community based services and provide health services at a more local level. Suggestion of community hospitals or patient hotels on the Scandinavian model.</p>	<p>Included as recommendation in the health chapter</p>	Note
<p>Welsh language: agree with the needs for services in Welsh. People's language needs should be part of the core offer.</p>	<p>This is a priority.</p>	Note
<p>Impact of poor and insecure housing on mental health, particular for families with children.</p>	<p>Housing and homelessness are priorities in the plan.</p>	Note

Summary of feedback received	Response	Status
<p>Transport: all groups need accessible and inclusive transport in order for them to be able to access the services they require, and to prevent isolation and loneliness. The Community Transport Association can help co-ordinate transport solutions but don't have the capacity to undertake the work alone. Promote walking and cycling, improve road safety.</p>	<p>Transport and access to services are highlighted in the plan. Share with Public Services Board.</p>	Share
<p>A lack of adequate and accessible toilet facilities for people away from their homes can prevent people getting out and about, leading to loneliness and isolation.</p>	Share with Public Services Board.	Share
<p>Workforce: recruitment and retention of care workers. Shortage of qualified Occupational Therapists (particularly Welsh speakers) following withdrawal of training in Bangor. Improve availability of training for doctors and nurses in North Wales. Reduce reliance of locums and agency staff. Create expertise in the North so fewer people need to travel to England for treatment. 1 in 4 of the BME community in employment in North Wales work in health and social care.</p>	Share with workforce board.	Share
<p>Dewis Cymru needs more staff support and buy in, need to raise awareness and provide alternatives to online access. Suggestions included schools sending information to families and carers; local businesses putting up posters and leaflets about services available; using social media; better communication between partners about initiatives and ways to get messages out to service users.</p>	Share with Dewis Cymru project team.	Share
<p>Public Services Boards: Need to involve the public more and explain what they do and how to influence their work. Need better feedback to the public when there has been a consultation.</p>	Share with Public Services Boards	Share

References

Isle of Anglesey County Council, Gwynedd Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council and Wrexham Council 2016. North Wales Regional Citizen Engagement Policy. NWASH.

Kenny, L., Hattersley, C., Molins, B., Buckley, C., Povey, C. and Pellicano, E. (2015) 'Which terms should be used to describe autism? Perspectives from the UK autism community', *Autism: The International Journal of Research and Practice*.

Draft

Appendix 1: Survey promotion

The survey was emailed out to [organisations on the stakeholder map](#) produced for the population assessment, [organisations who had responded to the population assessment questionnaire](#) and to the local voluntary councils to circulate to their members. The initial email was sent 11 August 2017 with a reminder on 19 September 2017. The consultation was originally open until 31 October 2017 but was extended to 17 November 2017 following a request by a community group for more time to complete a response.

Where we received bounce-back emails to say someone had left the organisation or the email had been undelivered we forwarded the email on to any contact details provided. If there were no contact details we forwarded the email onto the contact email address on the organisation's website.

The survey was also promoted through the monthly population assessment newsletters, on the [North Wales Social Care and Well-being Improvement Collaborative website](#) and was shared widely by members of the steering group and engagement group.

If you would like to be added to our mailing list or check the contact details we have for your organisation please contact sarah.bartlett@denbighshire.gov.uk.

Local authority and health board promotion

Isle of Anglesey County Council

Sent to all elected members, providers from the residential and nursing room forum, domiciliary care provider, senior managers within children and adults services. It was shared with third sector organisations on the Island, providers from the third and independent sectors and was published on the council social media platforms.

Gwynedd Council

Sent to elected members; provider group; senior managers in adults and children's social services departments; in house provider; learning disability transformation group; Older People's Council; Carers Partnership; all staff in adults, health and well-being; and children's and supporting families departments; and the Council's social media.

Conwy County Borough Council

Consulted with the Youth Council, care leavers forum, the involvement network and Ysgol y Gogarth. Consultation sent to Autism charities, Encompass and Arc Communities. Sent to all Social Services staff. Added a link to the consultation to the What's New section of the council website and social media.

Denbighshire County Council

Sent to all Community Support Services staff (Friday Update); Education and Children's Services staff; Youth Forum coordinator and councillors. Circulated to commissioning steering/strategy groups. Put a link on Facebook page.

Flintshire County Council

Consultation sent to:

- Elected Members
- All staff in Social Services for Children.
- All staff in Social Services for Adults (including Disability Services)
- Social Services Staff Newsletter
- Flintshire Youth Services
- Flintshire Youth Justice Service
- Flying Start
- Action For Children
- Clwyd Alyn Housing association
- Daffodils
- Pencoch School
- Maes Hyfryd Schol
- Family Information Service
- Flintshire Domestic Abuse Co-ordinator
- Autism Initiatives
- AFASIC Cymru
- FLVC
- Home Start
- Local Solutions Flintshire
- NEWCIS
- NYAS (advocacy service)
- Theatr Clwyd
- Urdd
- Arthritis Care
- Viva LGBT Group.

Workshops were also delivered to;

- Flintshire Involvement Project
- Flintshire Looked After Children's Group
- Flintshire and Wrexham, Mental Health Voluntary Sector Network

Wrexham County Borough Council

Sent to all Wrexham CBC staff in Friday Bulletin and all councillors.

Betsi Cadwaladr University Health Board

Circulated to all operational teams and presented to the Strategy, Partnerships & Population Health Committee. Sent to the Carers Operational Group, Carers Strategic Group and Young Carers sub group.

Sent to the North Wales Public Sector Equality network and to the internal Equality Strategic Group.

Citizen's panel promotion

Sent to Citizen's panel members and promoted through Facebook.

Other promotion

Sent to county voluntary councils and asked to circulate to their networks:

- Mantell Gwynedd (Gwynedd)
- Medrwn Mon (Anglesey)
- CVSC (Conwy)
- DVSC (Denbighshire)
- FLVC (Flintshire)
- AVOW (Wrexham)

Sent to members of the:

- Regional Partnership Board
- North Wales Leadership Group,
- North Wales Adult Social Services Heads (NWASH),
- North Wales Heads of Children's Services (NWHoCS)
- Public Services Board Officers Group (also circulated a report for PSB members)

Presentations on the plan were given at the following meetings:

- North Wales Learning Disability Partnership
- North Wales Mental Health Leads
- North Wales Armed Forces Forum
- Conwy Strategic Housing Partnership
- BCUHB Strategy, Partnerships & Population Health Committee

Sent to all North Wales Assembly Members.

Social Care Wales circulated to the regional population assessment leads network (including third sector representatives) and publicised on their website.

Organisations on stakeholder map

This list was put together by the engagement group based on an exercise they undertook in 2016 to map all the different stakeholders affected by the population assessment, including people with protected characteristics. The list below is not fully comprehensive and it is not kept up to date to avoid duplicating other mailing lists. It includes organisations the group were aware of and had email addresses for and was used as a back-up for other methods of promotion.

Children and young people

Action for Children
Advance Brighter Futures
Afasic Cymru parent support groups
Afasic/Tape Backstage Youth Club
Arthritis Care
Barnardos
BCUHB Substance Misuse Services
CAIS
Careers Wales
Children in Wales
Cofis Bach
Conwy and Denbighshire National Autism Society Branch
Epilepsy Wales Support Group
Flintshire Resilience Team
Flintshire Youth Forum Worker
Flying Start – chair of regional coordinators group
FNF – Both Parents Matter
Gorwel (Women's Aid)
Gwynedd Young People's Youth Engagement Manager

Modern Slavery (Haven of Light CIC)
Motiv8 North Wales
North Wales Advocacy Service (Tros Gynnal)
North Wales Deaf Association
North Wales Society for the Blind
North Wales Regional Equality Network (NWREN)
Project Lydia (Sexual Health)
RNIB
SNAP Cymru
Venue Cymru (Arts Development Officer)
VIVA project
Voices from Care: National Looked After Children Forum
WCD Young Carers
West Rhyl Young People's Project
Whizz-kids
Young Arthritis North Wales
Youth Justice Service
Yr Urdd

Older people

Aberconwy Mind
Activity Club for the over 60s
Acton Children and Family Centre
Age Connects Forums
Age Cymru Area Forums
Alzheimers Society
Alzheimers Society Singing for the Brain
CAIS
Care and repair
Carers Outreach
Conwy Connect for Learning Disabilities
Cymryd Rhan – Taking Part – Domiciliary Care
De Meirionydd Older People's Forum
Dewis CIL Advocacy Services
Gwynedd Citizen Panel

Gwynedd Older People's Council
Hafal Family Support Service
Jigsaw (CAIS)
Llay Lunch Club
Make a Mark Community Interest Company
'Ceiriog Creates'
Mantell Gwynedd Health and Well-being Network
Mencap Cymru
'Mature Movers' Canolvan Ceiriog Centre
North East Wales Age Connects
NWREN
Penley Rainbow Centre Support Group
WBCB Community Cohesion Team
Wrexham Carers Services (AVOW)

Health, physical disabilities and sensory impairments

Arthritis Care in Wales
Awyr Las

Blind Veterans UK
Community Health Council

Cymryd-rhan
Diabetes UK Cymru Reference Group
Disability Sport Wales
Disability Wales
Dynamic 19-25 Club
Epilepsy Wales
Flintshire Disability Forum
Hope House Children's Hospices
Hospice of the Good Shepherd
Macmillan
Nightingale House Hospice
North Wales Cancer Network Patient Forum
North Wales Deaf Association
North Wales MS Nurse
North Wales Society for the Blind

Parkinsons UK
Scope
Sense Cymru
St David's Hospice
St Kentigerns Hospice
Stroke Association
Tenovus
The Arthritis and Musculokeletal Alliance (ARMA)
Ty Gobaith
VIEW Visually Impaired Endeavors in Wrexham
Wrexham Visionaries Network 'Walking for Health'

Learning disability and autism

Plus organisations listed in the children and young people and older people section

All Wales People First
Conwy Connect
Learning Disability Wales
Mantell Gwynedd Health and Well-being Network
North East Wales Self Advocacy

Mental health

Plus organisations listed in the children and young people and older people section

Hafal
Home Treatment Team, Heddfan Adult Psychiatric Unit, Wrexham Maelor Hospital
Mencap

Carers

Barnardos Families Matter and Hidden Harm
Carers outreach services
Crossroads care
NEWCIS
Carers strategic group
Carers operational group
Young carers sub-group

Violence against women, domestic abuse and sexual violence

Plus the regional domestic abuse coordinators group to share with their networks.

Amethyst – Sexual Assault Referral Centre (SARC)
Bawso (Black Association of Women Step Out)
Broken Rainbow
CAHA Women's Aid
Choose2Change (Relate Cymru)

Domestic Abuse Safety Unit (DASU) Deeside
Women's Aid
FNF Both Parents Matter
Glyndwr Women's Aid
Gorwel (Anglesey Domestic Abuse Service)
Hafan Cymru
Independent Domestic Violence Advocates
(IDVA) – Hafan Cymru, North Wales Women's
Centre

Men's Advice Line
North Wales RASA (Rape and Sexual Assault
Service)
Respect
Survivors UK
The Survivors Trust Cymru
Victim Support (North Wales)

Substance misuse

AGRO Cymru (Anglesey and Gwynedd Recovery Organisation)
Cais
Nacro Cymru

Other groups

Alabare (Home for Veterans)
ARC Communities
BAWSO
Change Step (CAIS)
Flintshire County Council lead on Gypsy and
Traveller Communities
Flintshire County Council LGBT Network
Flintshire County Council Welsh Language
Network

Flintshire International Social Group
Jigsaw (CAIS)
NWAMI
NWREN
Romani Arts
Stonewall Cymru
Tenant Participation Advisory Service
Unique Transgender Network

Organisations that responded to the population assessment survey

1	Carers Trust North Wales/Crossroads care	34	Gwynedd Council – Department for Adults, Health and Well-being
2	Wow Training	35	Denbighshire Community Support Services (Carers Services)
3	Cruse Bereavement North Wales	36	Wrexham Young People's Care Council
4	Local Solutions	37	Marleyfield House Residential Home
5	Tender Loving Care Ltd	38	Mencap Cymru
6	Denbighshire County Council (on behalf of Education and Children's Services and the Families First Grant)	39	Welsh Women's Aid Wrexham
7	BCUHB Ophthalmology OPD	40	Wrexham County Borough Council Play Development Team
8	Awel Homecare and Support	41	National Probation Service
9	Stepping Stones	42	FCC - Youth Engagement & Progression Framework
10	Abbey Road Centre	43	Alzheimer's Society North Wales
11	Bawso Ltd	44	Activ8-2-16 scheme
12	Backcare - Professional member (Chiropractor)	45	FDF
13	National Probation Service: Plas y Wern Approved Premises	46	British Red Cross
14	North Wales Housing	47	Anglesey Flying Start project
15	Individual response (GP)	48	Flintshire County Council - Llys Jasmine Extra Care
16	Tros Gynnal Plant	49	Domestic Abuse Safety Unit
17	BCUHB: Podiatry and Orthotics	50	NEWCIS
18	BCUHB: Dietetics	51	Unllais
19	Gyda'n Gilydd (Tîm o Amgylch y Teulu Gwynedd)	52	Veterans NHS Wales
20	BCUHB: Physiotherapy	53	Individual response (social care professional)
21	Llys Eleanor	54	Stepping Stones North Wales
22	KeyRing	55	Carers Outreach Service
23	Family Friends for 5's to 11's	56	Gorwellion Newydd Prop Molly Wright. Trading as AWT
24	Haulfryn Care Ltd	57	Flintshire County Council
25	Neuro Therapy Centre (NTC)	58	Barnardo's Flintshire Young Carers
26	RainbowBiz Limited	59	Action for Children (Flintshire)
27	Action for Children, Gwynedd & Ynys Mon Young Carers Projects	60	Flintshire County Council – Early Years and Family Support
28	Community Support Service	61	Llys Gwenffrwd
29	The Rowan Organisation	62	Carers Trust Wales
30	Housing Department, WCBC	63	Wrexham Carers Service
31	Ansa Care Concept Plas Dyffryn	64	Flintshire County Council – Older People's Strategy
32	Welsh Ambulance Services NHS Trust (WAST)	65	Flintshire County Council – Family Information Service
33	Flintshire County Council	66	Age Connects North East Wales

67	Sense Cymru
68	The Stroke Association
69	British Red Cross
70	Flintshire Local Voluntary Council
71	GISDA
72	Down's Syndrome Association
73	Powys carers and Wcd Young Carers
74	Home-Start Conwy
75	Hafal
76	Gofal a Thrsio Gwynedd & Môn
77	RASASC, North Wales
78	CAIS: Accommodation and floating support (Anglesey)
79	Cais: Tenancy support
80	Cais: Supporting People
81	CAIS Ltd: Generic Tenancy Support, Offending Behaviour
82	Bawso Ltd
83	Cais: Tenancy issues
84	CAIS (Anglesey) 1
85	CAIS (Anglesey) 2
86	HAULFRE
87	Health Centre Beaumaris
88	Gwasanaeth Cynnal Ofalwyr
89	Cadwyn Mon, Age Cymru Gwynedd a Mon
90	Gwalchmai Surgery
91	Towyn Capel Residential Home
92	Ynys Mon older persons community mental health team.
93	Occupational therapy team, adult services, community (Anglesey)
94	Canolfan Byron -Gerddi Haulfre
95	BCUHB: Dementia
96	Anglesey county council
97	Anglesey County Council: Community support services
98	Bryngoleu residential home
99	Itaca/Abergele Community Action
100	CVSC Play Development
101	Fair Treatment for the Women of Wales

102	Golygfa Gwydyr
103	Relate Cymru
104	Touchstones12
105	RAF Valley
106	Families Together Project
107	Huntington's Disease Association
108	DYNAMIC centre for children and young people with disabilities
109	The STARS Project
110	Antur Waunfawr
111	RASASC
112	Powys Carers now called Credu Connecting Carers – regional project name -WCD Young Carers
113	Gingerbread
114	Aberconwy Domestic Abuse
115	Caniad (Conwy and Denbighshire)
116	Anheddau Cyf
117	Plas Garnedd Carer Centre
118	Brynmair Care home
119	Anheddau
120	Willow Hall Residential Home
121	Treherne Care and Consultancy Ltd
122	Gofal Bro Cyf Y Deri
123	Plas Madryn Residential Home
124	Urdd Gobaith Cymru
125	WCBC Day and employment opportunities service
126	Plas Meddyg Surgery
127	Flintshire Integrated Youth Provision (Youth Services) and the Traveller Education Service
128	Advocacy Services North East Wales Responses
129	Community Transport Association
130	Glyndwr Women's Aid
131	BCUHB: Mental health
132	Royal British Legion
133	Change Step
134	Help for Heroes



North Wales Population Assessment Regional Plan v5

Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of the region, Wales and the world.

Assessment Number:	302																						
Brief description:	<p>The North Wales Population Assessment and Regional Plan sets out how the Regional Partnership Board (RPB) will respond to the findings of the North Wales population assessment published on 1 April 2017. The aim of the population assessment was to assess the care and support needs of people in North Wales and the support needs of carers.</p> <p>The main focus of the plan is on Regional Partnership Board priorities for integrated working between health and social care at a regional scale.</p> <p>Producing a regional population assessment and plan is a requirement of the Social Services and Well-being (Wales) Act 2014.</p>																						
Date Completed:	Version: 5																						
Completed by:	<table><tr><td>Jenny Williams</td><td>Conwy County Borough Council</td></tr><tr><td>Alan Thompson</td><td>Conwy County Borough Council</td></tr><tr><td>Gerald Witherington</td><td>Conwy County Borough Council</td></tr><tr><td>Mark Bowler</td><td>Conwy County Borough Council</td></tr><tr><td>Gary Major</td><td>Denbighshire County Council</td></tr><tr><td>Emma Horan</td><td>Denbighshire County Council</td></tr><tr><td>Sue Hudson</td><td>Denbighshire County Council</td></tr><tr><td>Natasha Hughes</td><td>Denbighshire County Council</td></tr><tr><td>Cathy Curtis-Nelson</td><td>Denbighshire County Council</td></tr><tr><td>Ann Lloyd</td><td>Denbighshire County Council</td></tr><tr><td>Gareth Jones</td><td>Flintshire County Council</td></tr></table>	Jenny Williams	Conwy County Borough Council	Alan Thompson	Conwy County Borough Council	Gerald Witherington	Conwy County Borough Council	Mark Bowler	Conwy County Borough Council	Gary Major	Denbighshire County Council	Emma Horan	Denbighshire County Council	Sue Hudson	Denbighshire County Council	Natasha Hughes	Denbighshire County Council	Cathy Curtis-Nelson	Denbighshire County Council	Ann Lloyd	Denbighshire County Council	Gareth Jones	Flintshire County Council
Jenny Williams	Conwy County Borough Council																						
Alan Thompson	Conwy County Borough Council																						
Gerald Witherington	Conwy County Borough Council																						
Mark Bowler	Conwy County Borough Council																						
Gary Major	Denbighshire County Council																						
Emma Horan	Denbighshire County Council																						
Sue Hudson	Denbighshire County Council																						
Natasha Hughes	Denbighshire County Council																						
Cathy Curtis-Nelson	Denbighshire County Council																						
Ann Lloyd	Denbighshire County Council																						
Gareth Jones	Flintshire County Council																						

	<p>Fiona Mocko Flintshire County Council</p> <p>Bethan Wyn Evans Gwynedd Council</p> <p>Dafydd Bulman Isle of Anglesey County Council</p> <p>Tricia Jones Wrexham County Borough Council</p> <p>Delyth Pridding Wrexham County Borough Council</p> <p>Sally Baxter Betsi Cadwaladr University Health Board</p> <p>Robert Atenstaedt Public Health Wales</p> <p>Sarah Bartlett Regional Collaboration Team</p>
Key stakeholders and consultation	<p>The plan will affect all protected characteristics; it's a whole population approach to understanding and meeting the care and support needs of people in North Wales.</p> <p>We consulted with people through established groups, face to face interviews, workshops and an online questionnaire.</p> <p>For details see the population assessment consultation report and the regional plan consultation report.</p>
Policies that may affect the proposal	<p>Social Services and Well-being (Wales) Act 2014</p> <p>Well-being of Future Generations (Wales) Act 2015</p> <p>Regulation of Social Care (Wales) Act 2016</p> <p>Children Act 1989</p> <p>Childcare Act (2006)</p> <p>Additional Learning Needs and Education Tribunal Bill 2015</p> <p>United Nations Convention on the Rights of the Child</p> <p>Play Sufficiency Duty</p> <p>Strategy for Older People in Wales 2013-23</p> <p>United Nations Principles for Older Persons</p> <p>Welsh Government Declaration of the Rights of Older People in Wales</p> <p>Mental Health (Wales) Measure 2010</p> <p>Mental Capacity Act 2005</p> <p>Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015</p> <p>Serious Crimes Act</p> <p>Housing (Wales) Act 2014</p>
Responsible Service:	Regional Partnership Board
Localities affected by the proposal:	North Wales

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

Could some small changes in your thinking produce a better result?

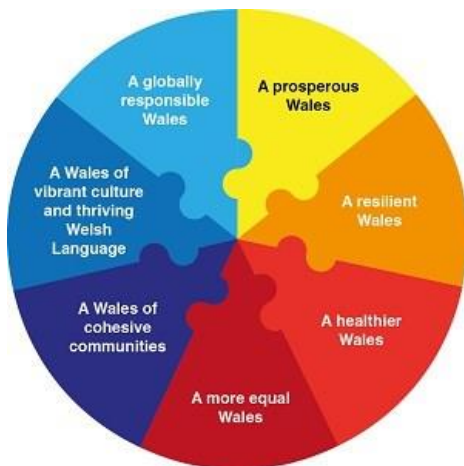


(3 out of 4 stars)

Actual score : 20 / 24.

Summary of impact

Wellbeing Goals



A globally responsible Wales	A prosperous Wales	Positive and negative
A Wales of vibrant culture and thriving Welsh Language	A resilient Wales	Positive
A Wales of cohesive communities	A healthier Wales	Positive and negative
A more equal Wales	A region of cohesive communities	Positive
	A region of vibrant culture and thriving Welsh language	Positive
	A globally responsible region	Positive

Main conclusions

The aim of the plan is to show how we will meet people's care and support needs and the support needs of carers in North Wales. If the plan's aims are achieved it should have a positive impact on people's health, reduce inequalities and support the development of cohesive communities in North Wales.

There are potential negative impacts which may result, particularly from difficult choices about where to prioritise investment which may disadvantage some groups over others. There are also potential positive and negative impacts from the way we will commission, procure and use and develop physical assets in the region to meet care and support needs.

The impact assessment has highlighted some potential impacts of the strategic regional plan and we recommend that the impacts continue to be assessed as further strategic and operational decisions are made about how to implement the plan.

The approach taken to completing the Well-being Impact Assessment was to hold a facilitated session on 10 October 2017, inviting people from each local authority and the health board to take part. The draft produced at the session was reviewed on 1 December 2017 by the project steering group which includes representatives from each local authority, BCUHB and Public Health Wales. The Well-being Impact Assessment was reviewed at Denbighshire County Council's Quality Assurance Group on 31 November 2017.

The intention of the plan is to influence decision making and allocation of resources. How it will work practically will become clearer. We had to consider a number of different scenarios to complete the impact assessment which will need to be reviewed as more information becomes available. We need to ensure we understand the impact of the plan on people with protected characteristics and how we can manage impact/remove negatives, and what impact that will have on finances. Carrying out the impact assessment also identified risks which need to be transferred to the project risk register.

THE LIKELY IMPACT ON THE REGION, WALES AND THE WORLD

A prosperous region

Overall Impact	Positive and negative
Justification for impact	There are potential negative impacts on progress towards a low carbon society as the focus on meeting care and support needs may not lead to the most energy efficient model of service provision. There may also be a negative impact on economic development as there is a risk that integration and new service models will mean fewer jobs available. It's difficult to say overall without knowing the specific models of care and support that will be developed in response to the regional plan. The models chosen may also have positive impacts on progress towards a low carbon society and economic development.

Positive consequences identified:

Providing services closer to home and making the most of support available from friends, family and within local communities can be more efficient and reduce the need to travel. There may be positive impacts from the development of extra care and shared housing which use energy efficiently, for example, for heating.

The social care and health sectors can have a positive impact on the local economy by providing employment and business opportunities for providing care as well as providing products and services to care providers.

Developing the health and social care workforce is a key element of delivering the regional plan which will contribute to quality jobs in the region. The choice of service model and provider could have a positive impact on the number, quality and length of jobs available. See the regional workforce strategy for more information.

Developing the health and social care workforce is a key element of delivering the regional plan which will help develop skills in the region. See the regional workforce strategy for more information.

Will need to consider best use of communications, infrastructure and transport when choosing where to base services.

The plan may affect the workforce's childcare needs and childcare may be needed to make services accessible.

Unintended negative consequences identified:

There may be negative impacts on energy efficiency of service models that support people in their own homes instead of shared housing or care homes. These models may also increase the distances care workers travel. Working regionally to develop the area plan creates more car journeys as people travel to meetings.

Working regionally to use buying power to reduce costs can have negative impacts on the economy if it leads to low paid, insecure employment and reduces the ability of providers to invest in their businesses. Commissioning larger scale contracts can make it more difficult for small, local providers to compete in the market.

Making services more efficient may mean reducing the number of jobs. The choice of service model and provider could have a negative impact on the number, quality and length of jobs available.

Will need to consider best use of communications, infrastructure and transport when choosing where to base services.

The plan may affect the workforce's childcare needs and childcare may be needed to make services accessible.

Mitigating actions:

Considering the impacts when more is known about the specific models will help mitigate the impacts. We can look at ways to reduce the carbon footprint of developing the regional plan by looking at the number of meetings held and the way people travel to them, for example, meeting in places accessible by public transport or encouraging car sharing.

A resilient region

Overall Impact	
Justification for impact	The impact will need to be considered when more is known about building projects which may result from the regional plan.

Positive consequences identified:

Services developed in response to the regional plan will need to consider how they can reduce waste, reuse and recycle. This could be considered as part of the commissioning process.

Services developed in response to the regional plan will need to consider how they can reduce energy/fuel consumption. This could be considered as part of the commissioning process.

People's awareness of the environment and biodiversity may not be affected directly but there may be specific projects, for example, to improve well-being by making the most of the natural environment, which will have a positive impact.

Unintended negative consequences identified:

The regional plan may lead to building projects which could have a negative impact on biodiversity and the natural and built environment.

Developing a regional plan does lead to increased fuel consumption due to travelling to meetings. The regional plan may lead to building projects which could have a negative impact on flood risk management.

Mitigating actions:

The energy/fuel consumption of developing regional projects can be minimised by making use of technology to reduce the number of meetings and encouraging people to use public transport, car share and use fuel efficient vehicles to travel. There may be opportunities to promote awareness of the environment and biodiversity when developing projects to improve well-being, which could be looked at along with the Public Services Boards.

A healthier region

Overall Impact	Positive
Justification for impact	Overall the regional plan aims to improve health and should have a positive impact.

Positive consequences identified:

The aim of the regional plan is to support health and well-being by providing the care and support people need, including support for carers.

Access to good quality, healthy food: services delivered in response to the regional plan do provide food which may have a positive impact. Will need to be considered by each service.

Providing support based around 'what matters' to people should help increase participation in chosen leisure opportunities.

The regional plan includes recommendations for improving mental well-being and developing public mental health.

The regional plan includes recommendations for improving access to health care.

Unintended negative consequences identified:

Access to good quality, healthy food: services delivered in response to the regional plan do provide food which may have a negative impact. Will need to be considered by each service.

Mitigating actions:

To minimise any negative impacts the specific health impacts of services should be considered as they are developed.

A more equal region

Overall Impact	Positive and negative
Justification for impact	<p>We can say the impact on tackling poverty will be positive more confidently than the impact on people with protected characteristics. The plan promotes advocacy which can help to improve the well-being of people with protected characteristics. Some of the regional priorities are more developed than others, and so the exact specification for each priority has not been agreed. The impact assessment will need to be revisited as plans progress. This plan is a collation of regional, sub-regional and local plans.</p> <p>Implementation of integrated services, including a workforce plan, will need to ensure we collectively alleviate poverty. Any issues around workforce pay and conditions will be considered further along in the process. Due to the higher than average proportion of people from ethnic minority groups employed in health and social care employed in North Wales changes to the workforce may have a disproportionate impact on these groups.</p>

The protected characteristics considered are:

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation
- *For Welsh Language, please see [a region of vibrant culture and thriving Welsh language](#)*

Using a screening tool we identified potential positive and negative impacts of the plan on all protected groups (appendix 1). The areas we considered were:

- Does the proposal relate to an area where there are known inequalities?
- To what extent will service users, employees or the wider community be affected?
- How will you know the needs of people with protected characteristics? What about individuals who have multiple protected characteristics? Does it relate to an area where there is a lack of published research or other evidence?
- Does it relate to an area where your organisation has set equality outcomes?
- Is there any evidence of higher or lower take-up or satisfaction by any of the identified groups?

- If there are limitations or barriers to access, do these amount to unlawful discrimination or is there potential for reducing inequalities or improving outcomes?

Positive consequences identified:

Improving the well-being of people with protected characteristics

The plan aims to improve the well-being of people who need care and support based around what matters to them. This should have positive impact on people with protected characteristics. There are specific chapters about improving services for children and young people, older people, people with chronic health conditions, physical disabilities and sensory impairments, learning disabilities, mental health needs, carers, women and men who experience domestic abuse and sexual violence. The plan is based on the population assessment of care and support needs and the support needs of carers in the region.

Because the plan is being produced on a regional basis it's easier for people with protected characteristics to get involved which may have financial benefits, avoid duplication and so on.

Each chapter of the population assessment includes an equalities and human rights section which summarises the evidence available about the needs of people with protected characteristics and any gaps. The evidence used included research reports and consultation. A full consultation report is available.

Addressing/reducing health inequalities

There is a chapter about healthier lifestyles and health inequalities which includes integrated working to prevent health inequalities such as the first 1,000 days project. The plan responds to the population assessment and reflects a lot of work that's going on already or currently being planned such as BCUHB's 'Living Healthier, Staying Well' strategy.

Tackling poverty

Tackling poverty is a priority for PSBs in North Wales. There are many factors that could affect poverty outside the control of the plan.

Unintended negative consequences identified:

Improving the well-being of people with protected characteristics

Raised expectations as a result of consulting.

Raised expectations of the third sector to deliver and meet needs.

The capacity of the public sector to meet the needs identified in the population assessment and included in the regional plan.

The population assessment and plan may not identify cumulative impacts, for example, on people with a number of different protected characteristics, or combined with other needs such as poverty or caring responsibilities.

There is more information in the population assessment reference library and population assessment consultation report about issues facing these groups.

Feedback from the consultation highlighted concerns that the ethnic minority and migrant population in North Wales is exposed to conditions of rising hostility and is

vulnerable to the harassment that has been identified as contributing to mental health problems, especially in rural locations. It also highlighted the need to take account of the different needs of women and men.

One in four people from a BAME background employed in North Wales are employed in the health and social care sector. Any changes from the plan that affect the workforce could have a disproportionate impact on these groups.

Addressing/reducing health inequalities

No clear impact on Gypsy and Traveller groups (known to have worse health outcomes).

Tackling poverty

There could be a negative impact on people who are supporting themselves, for example, funding their own care. Services are increasingly accessed online – a reduction in alternatives could have a disproportionate impact on people who don't have access to the internet due to poverty or protected characteristics.

Mitigating actions:

The population assessment includes information about people with protected characteristics and this should be included in the final plan. We need to be careful not to look at older people, women and so on as a homogenous group, for example, as many people will have more than one protected characteristic. To mitigate we will consider including references to people with protected characteristics within each of the chapters in the plan.

Some groups representing people with protected characteristics responded and engaged but we have less detailed information/engagement with groups/people representing other people with protected characteristics. As services are developed we need to talk to people about the detail, for example, moving some services can positive impact some and negatively impact others. However, a more strategic regional approach has to improve service provision and reduce/remove gaps.

We will share the regional plan, population assessment and consultation reports with the six North Wales local authorities, health board and other partners who are responsible for developing actions based on the findings. Engagement and consultation information from the population assessment can be re-examined. Each regional priority/service will need its own impact assessment. The priorities will be developed over the next five years.

Equality principles to be considered: Equality of opportunity and equality of access, for example, education, housing, access to outdoor space, transport and connectivity between areas, public amenities, access to the natural environment, information technology, health care and leisure, the cost of participation. Equality monitoring and analysis - commitment to on-going engagement each area to refer to its own Strategic Equality Plan and take necessary steps. We need to make an ongoing commitment to co-production. There is a social value forum looking at co-production that can support us.

During the equality impact assessment process the regional plan has been amended to include findings from the consultation about the impact on people with protected characteristics. It has also been amended to include clearer links back to the findings

from the population assessment about the needs of people with protected characteristics and each partner organisation's strategic equality plan.

The progress against the plan and outcomes will be monitored through the Regional Partnership Board's annual report.

Evidence documents

North Wales Regional Plan Consultation Report

North Wales Population Assessment

North Wales Population Assessment Consultation Report

Social Services and Well-being (Wales) Act 2014 Part 2 Code of Practice (General Functions)

Population assessment toolkit (Social Care Wales)

Area plan template (Social Care Wales)

Welsh Government Part 2 Equalities Impact Assessment

Strategic Equality Plans of the six local authorities and BCUHB

Population Assessment reference library (see Endnote database). The library includes:

- research reports, for example, on developing inclusive residential care for older LGBT people;
- findings from other consultations with people with protected characteristics, such as a report on access to statutory services from the perspective of Minority Ethnic Elders in North Wales;
- links to statistics measuring inequality in North Wales.

A region of cohesive communities

Overall Impact	Positive
Justification for impact	If the aims are achieved the regional plan should have a positive impact on community cohesion. The impact will depend on what mitigation we put in place and the links with the other strategies. It may change over time as people are involved and projects develop.

Positive consequences identified:

Links with the VAWDASV strategy and regional group; North Wales Safer Communities Board - project to work with families affected by prison; North Wales Safeguarding Adults and Children's Boards; Area Planning Board for substance misuse

Plan to continue participation as strategies develop, needs to be built into the regional plan. Social value forum, promoting co-production. Aim of the Social Services and Well-being (Wales) Act. New requirements of advocacy. Promoting the role of the third sector and social enterprises. Active offer of services in Welsh.

Care homes development. More appropriate housing for vulnerable groups in safe areas. Links to LDP and housing strategies and transport strategies.

Unintended negative consequences identified:

Supporting some communities at the expense of others can cause problems. Promoting independent living - can be risks around safeguarding, victims of crime, fraud

Focus on people who are engaging or have an advocate means we can miss people who are not. Care homes development. Other groups may see housing for vulnerable people having a negative effect on their area.

Mitigating actions:

Clear communication, bring people along with you, make sure they are included. Engage with hard to reach groups and supporting hard to reach groups to engage with us, including people with one or more protected characteristics. Changing the way we do engagement to make it more accessible, go to places where people are. Challenges around resourcing this. Respond to engagement, make sure it helps shape services. Independent living - consider safeguarding, isolation issues, transport, social groups participation - what matters conversations. If the 'what matters' approach is working, these issues will be mitigated. Think about how we collate the information from 'what matters' conversations to inform services.

A region of vibrant culture and thriving Welsh language

Overall Impact	Positive
Justification for impact	The regional plan aims to improve services available in the Welsh language.

Positive consequences identified:

The population assessment included a Welsh language profile and identified that there is a need for more services in Welsh and the consultation supported this finding.

The regional plan supports the requirement to make an 'active offer' of Welsh language services. This needs to be considered further when developing services.

The consultation identified opportunities to use culture and heritage to support well-being, for example, through social prescribing. Focussing on what matters to people should help access to culture and heritage they choose.

Unintended negative consequences identified:

If we are not able to recruit enough Welsh speaking staff our services could have a negative impact on the number of people using Welsh.

Mitigating actions:

See the regional workforce strategy and 'More than Words' project for more information.

A globally responsible region

Overall Impact	Positive
Justification for impact	There are benefits to working together as a regional to write the plan Need to make sure we recognise the differences between areas and take the differences into account when designing services to meet local needs rather than regional structures.

Positive consequences identified:

Local, national and international supply chains are something to be considered as part of the projects when they reach the purchasing stage. Good commissioning will help providers plan services in future. We need to be clear about what's needed.

Integration of services done well should help. The Social Services and Well-being (Wales) Act 2014 requires us to support social enterprises.

The plan puts a spotlight on specific human rights issues that can affect people in receipt of services, such as prisons, children's and older people's rights, trafficking. Making support available for people who are vulnerable can help uphold people's rights, such as support to stay at home and right to family life.

Coproduction approach - people's right to have a say and advocacy.

Should help to inform other provision and better integrate strategies. It should also make us more aware of what other organisations are doing and help us be more consistent which will help other organisations and service users navigate the systems.

Unintended negative consequences identified:

The more you integrate services, they become larger which makes larger national/international providers more likely to bid for them which can have a negative impact on local organisations. This can affect the market. Larger organisations may be more likely to buy from international suppliers which can have negative impact on local businesses. Need a coordinated approach to community benefits. Make sure local people can access jobs that are being created and we don't exclude accidentally, for example, with training requirements. If we don't get the engagement correct we may miss out picking up on human rights issues affecting hard to reach groups. If we don't get advocacy or coproduction right or people can't access services it will have a negative impact. Decisions around allocation of resources may have negative impacts. Regional working could make it less obvious how to engage. Who's delivering or leading on what, loss of local relationships, learning from other regionalisation projects. Impacts on smaller organisations who don't have capacity to work at local level. Standardising services may mean loss of good practice in some areas.

Mitigating actions:

Support other stakeholders and partners to form consortiums and partnerships so they can work more effectively at a regional level. Support small organisations to expand or increase capacity to work at a regional level.

Appendix 1: Screening tool

	Age	Disability	Gender reassignment	Marriage or civil partnership	Pregnancy and maternity	Race	Religion or belief	Sex	Sexual orientation	Welsh language
Does the proposal relate to an area where there are known inequalities?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Will the proposal have a significant effect on these groups?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
How will you understand people's needs?	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports
Evidence of higher or lower take-up or satisfaction?	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports	See population assessment and consultation reports
Does the proposal discriminate against these groups?	Positive and negative effects	Positive and negative effects	Positive and negative effects	Positive and negative effects	Positive and negative effects	Positive and negative effects	Positive and negative effects	Positive and negative effects	Positive and negative effects	Positive and negative effects
Is there potential for reducing inequalities or improving outcomes?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	19 th February 2018
Subject:	Extra Care Housing Seiriol- to provide a summary of the feedback from the engagement process and final recommendation
Portfolio Holder(s):	Councillor Llinos Medi
Head of Service:	Alwyn Jones
Report Author: Tel: E-mail:	Elin Williams 01248 751813 ElinWilliams@ynysmon.gov.uk
Local Members:	Councillor Carwyn Elias Jones Councillor Alun Roberts Councillor Lewis Wyn Davies

A –Recommendation/s and reason/s
<p>Background</p> <p>A report (<i>Background Paper A</i>) was presented to both the Corporate Scrutiny Committee (2nd October 2017) and to The Executive (30th October 2017) recommending that a period of engagement occurred locally within the Seiriol area regarding the proposed development of an Extra Care facility within the locality.</p> <p>Both the Corporate Scrutiny Committee and The Executive supported holding a period of engagement locally within the Seiriol area during November and December 2017 and the Corporate Scrutiny Committee requested that a summary of the feedback from the engagement process was to be presented to the Committee prior to its consideration by The Executive.</p> <p>The engagement process has since taken place. This paper summarises the feedback received and reflects the views expressed by local people within the Seiriol area and provides a final recommendation for the site for the development of Extra Care Housing in Seiriol.</p> <p>Engagement</p> <p>Different engagement activities have taken place within the Seiriol ward during November and December 2017 regarding the three following matters:</p>

- 1) Developing Extra Care housing provision in the Seiriol Area to provide a minimum of 39 self-contained flats in accordance with nationally approved models of provision.
- 2) That the preferred site for this development is the site of the current Beaumaris Primary School either co-located with an adapted school or as the prime use for this land.
- 3) That the Council pursue options to fund the development through the Housing Revenue Account so that the development becomes additional council housing stock.

As part of the engagement, the Head of Service and Portfolio Lead¹ has met with the local Town and Community Councils of Llandegfan, Llanddona, Menai Bridge, Beaumaris and Llangoed. Drop-in sessions have also been held in Llanddona, Beaumaris x2, Menai Bridge and Llangoed. An on-line survey has also been used as an opportunity to engage and a Public Meeting was held in Llangoed on the 15th January 2018.

Summary of Feedback Received

A total of 81 feedback questionnaires were received. Out of the 81, 16 were completed as part of meeting the Town and Community Councils and as part of the drop-in sessions. The other 65 were completed on-line.

Over half the people responding were supportive of the development of Extra Care locally and agree that provision of this nature would be of value. Responses to the questionnaire indicates that 47 of 81 received supported the concept. In a similar vein members of the community councils were supportive of this type of development. It is important to note that responses of members of the Llangoed Community Council while recognising the role of Extra Care Housing were not supportive of this development.

Views expressed at the Public Meeting indicates people believe that Extra Care would not act as alternative provision to Residential Home provision.

Feedback from the questionnaires, and from the Public Meeting shows a level of disagreement with the site proposed. It is to be noted that there was also the same views expressed in Beaumaris and Llangoed Community Council meetings.

In other areas we visited this was not the case and members of Cwm Cadnant Community Council expressed their support to a site in Beaumaris within the Public Meeting and in their questionnaire feedback and likewise Llanddona Community Council have accepted the need for Extra Care to be in Beaumaris. No objections were made to this proposal by Menai Bridge Community Council.

¹ The Portfolio Leader was only present at the Llandegfan, Beaumaris and Llangoed Town and Community Council meetings.

Problems are indicated with its location on a hill and its geographical location in Beaumaris, and its potential impact on the town and moreover the problems associated with getting around Beaumaris. Of 81 questionnaires received 56 did not agree with the site.

With regards to the funding of the development little comment was made during meetings with regards to this matter, however 58% of those who responded to the questionnaire indicated support to the funding proposal.

A number of specific points were raised during a well-attended Public Meeting on the 15 January 2018 (see *Appendix A*). Many of the points raised reflect the issues noted within the generic feedback. Many present disagreed with the preferred site wishing to see any Extra Care provision built in Haulfre or alternatively that the Council seek to invest in the care home instead. The points are addressed in detail within the appendix.

Financial Case for Location of Extra Care

Detailed consideration of the business case for Extra Care also strongly supports a build in Beaumaris. The Corporate Scrutiny Committee requested that the Haulfre site is reconsidered as a site for the development for Extra Care, however, we believe that information contained in *Appendix B* describes why it is Beaumaris that is supported as the location to build within this area. Extra Care Housing schemes are primarily built within towns so that residents can integrate with their community. Also, there is more need for housing provision in Beaumaris rather than in Llangoed. As Beaumaris has an older population, it indicates there is more need for accommodation for older people in the future and with an Extra Care facility being built in Beaumaris it is likely that family homes will become available during the process that will support younger people to secure housing in the town.

Acknowledging the important points raised during the consultation process and the Public Meeting our recommendation remains consistent with the original proposal for the following reasons:-

- Anglesey County Council has committed to a strategy to modernise facilities available for older people to remain independent within their own homes. Extra Care is central to this.
- A commitment was made in 2015 to develop Extra Care within the Seiriol area, and we remain of the view that of the limited number of sites available and considered within the Seiriol area, the school site is the best and site accessibility will be addressed within any planning application.
- Extra Care developments are designed to support people to remain independent and connected. The Beaumaris site offers a real opportunity to achieve this, not only for older residents of Seiriol but more broadly for the South of the Island.

Haulfre site does not offer this accessibility and local facilities.

- The Extra Care Building will need to meet BREEAM standards. There are five specific criteria for BREEAM – access to public transport; access to facilities such as shops, health centres; walking and biking facilities; parking provision; sustainable transport plan. In this context the first two criteria are the most relevant for the Extra Care development. This to some extent reflects the fact that Extra Care provision is often sited in towns in order to access bus routes and day-to-day facilities such as shops and cafes.

Recommendations

Following completion of the period of engagement it is recommended that:

- The Beaumaris School site is used to develop an Extra Care Housing scheme within the Seiriol area.
- That the development be funded through the Housing Revenue Account.
- Dependent on the results of the consultation regarding the future of Beaumaris School, the development should be built either behind the school as part of an integrated development with the school remaining open, or should be built utilising parts of the school building should a decision be made to close the school.
- The development process for the scheme should consider the points made during the engagement process regarding the site, and ensure these are considered and steps taken to ensure the site is accessible for older people. For example, as the development is on a hill, build in opportunities for additional paths and community transport to the town. Also ensuring that the development acts as a base for community events to ensure good integration with the town and more widely the communities across the South of the Island.

B – What other options did you consider and why did you reject them and/or opt for this option?

Extensive work has previously taken place regarding other possible sites that could be used to develop Extra Care Housing within the Seiriol ward but it is the Beaumaris School site that has been agreed as the favoured site for the development. A Site Selection Report (*see Appendix C*) has been completed which assessed the suitability of other potential sites within the ward, and along with further work that has been completed, the Beaumaris School Site has been deemed the favoured site.

C – Why is this a decision for the Executive?

To provide an Extra Care Housing provision in the south-east of the Island is an objective in the Isle of Anglesey County Council Plan 2017-2022 and as such is of strategic significance.

A report was presented to both the Corporate Scrutiny Committee (2nd October 2017) and to The Executive (30th October 2017) recommending that a period of engagement occurred locally within the Seiriol area regarding the proposed development of an Extra Care facility within the locality.

This report now provides a summary of the feedback from the engagement process and presents the final recommendation. The decision is now for the Executive to make regarding the final recommendation regarding the site for the Extra Care Housing development in the Seiriol ward.

CH – Is this decision consistent with policy approved by the full Council?

Yes.

D – Is this decision within the budget approved by the Council?

Yes.

DD – Who did you consult?**What did they say?**

	DD – Who did you consult?	What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	This was discussed at the Senior Leadership Team Meeting on the 8 th January 2018. They were supportive of the recommendation.
2	Finance / Section 151 (mandatory)	As above.
3	Legal / Monitoring Officer (mandatory)	As above.
4	Human Resources (HR)	N/A
5	Property	N/A
6	Information Communication Technology (ICT)	N/A
7	Procurement	N/A
8	Scrutiny	This matter was considered at a meeting of the Corporate Scrutiny Committee

		<p>convened on 31st January, 2018.</p> <p>The Scrutiny Committee was provided with a summary of feedback from the engagement process and the final recommendations were presented for consideration.</p> <p>Representations were received at the Committee by the 3 Local Members and representatives of the local community & Beaumaris Town Council.</p> <p>In light of its deliberations, the Corporate Scrutiny Committee resolved to recommend as follows to the Executive:</p> <ol style="list-style-type: none"> 1. That due to the strength of feeling among the local community and Local Members, the Council re-considers establishing the Extra Care Housing development in the Seiriol area on the site of Haulfre, Llangoed. 2. That due to the shortage of land for housing for young people in Beaumaris, the Ysgol Beaumaris School is used to develop social housing. 3. That the Extra Care Housing development be funded through the Housing Revenue Account.
9	Local Members	Local Members previously requested that a public meeting would accompany engagement plans. This has since taken place.
10	Any external bodies / other/s	N/A

E – Risks and any mitigation (if relevant)		
1	Economic	N/A
2	Anti-poverty	N/A
3	Crime and Disorder	N/A
4	Environmental	N/A
5	Equalities	N/A
6	Outcome Agreements	N/A

CC-016749-LB/229501

7	Other	N/A
---	-------	-----

F - Appendices:
Appendix A - Public Meeting Comments and Responses & Engagement in Terms of Extra Care Housing in the Seiriol Area Appendix B - Location of Extra Care Housing in Seiriol Area Appendix C - Site Selection Report Appendix D - Questionnaire Feedback

FF - Background papers (please contact the author of the Report for any further information):
Background Paper A- Seiriol Extra Care Housing- Executive- October 2017.

Appendix A- Public Meeting Comments and Responses

Seiriol Extra Care Housing

A Public Meeting was held in Llangoed on the 15th January 2018 and this was the last part of the engagement process. This was well attended and the three local Councillors for the area each provided their views. Many of the views shared during the meeting echoed what was expressed during the drop-in sessions; at the Town and Community Council meetings and also what was expressed via the on-line survey.

The possible closure of the school and the closure of Haulfre were the main topics discussed and there were clear messages that although people were not generally against the concept of Extra Care Housing, they did disagree that the school site was the best location for the development of Extra Care Housing within the Seiriol ward.

A high proportion of those who attended the meeting felt that the Haulfre site should be utilised and believed that a residential home is still needed at Haulfre and that the Extra Care should also be on the Haulfre site. People disagreed with the decision that was made in October 2015 that Haulfre would close following undertaking the necessary changes to the building in the short-term before it would close when the Extra Care Housing facility would open. It was explained that Haulfre had been considered as a possible location but did not score as highly as the school site and that the location was one of the reasons behind this.

It was strongly communicated that the community is against the school closing and the majority of people disagreed that the school site should be the preferred site mainly due to the location as it is on top of a steep hill. There were comments made regarding the difficulty to travel on foot or by mobility scooter from the site to the town due to narrow pavements, parked cars and notice boards on the pavements.

The Council was asked to reconsider the school as the preferred site as there have been changes since 2015 (the Council governance) and that Haulfre should be considered as a possible location.

No	Comment / Question	Response by the Council
1	Issues with the location and accessibility of the Beaumaris School site e.g. the steep hill.	<p>The Council is aware of the challenges that have been identified for the site, but out of the options available, it is the most suitable.</p> <p>Ensuring that accessibility to the site by transport and on-foot (including mobility scooters) will be a priority for any scheme. The Council will be looking at opportunities for additional paths and arranging community transport to the town and making any other necessary arrangements that are needed to ensure appropriate accessibility to the site.</p> <p>The site has scored highly in terms of location due to its proximity to the town of Beaumaris and therefore to local amenities and to public transport.</p>
2	Why has the Beaumaris School site been identified as the preferred option rather than Haulfre?	<p>The Executive made a decision on the 19th October 2015 to invest in Haulfre to keep the home open in the short term and that Haulfre would close when the Proposed Extra Care development was opened.</p> <p>The Site Selection Report provides details regarding what sites were assessed as potential Extra Care sites and the Beaumaris School site scored higher than Haulfre:</p> <ol style="list-style-type: none"> 1. Beaumaris Day Care Centre 2. Beaumaris Primary School 3. Haulfre, Llangoed 4. Former Beaumaris Social Club 5. Bryn Tirion, Beaumaris 6. Seiriol Lairds 7. Beaumaris Gaol Site <p>The factors which have influenced this assessment include:-</p>


		<p>Planning Permission – Consideration of the likelihood of obtaining planning permission.</p> <p>Suitability of site for development – Based on the physical location, known site constraints and conditions.</p> <p>Access – Consideration has been given to the proximity of the sites to the town centre in relation to pedestrian links, the ability to access the land with and without vehicles.</p> <p>Cost – Consideration has also been given to the value of land for development, either the cost of purchase or the loss of asset value income from any potential disposal. Consideration has also been made in relation to the effect of the site clearance costs where existing buildings or structures are present.</p> <p>Availability and Timing – Previously undeveloped greenfield sites are potentially available for development very quickly; however, brownfield, occupied or existing developed sites will take longer to become available.</p> <p>Services – The main consideration of this criterion is the proximity and location of foul and surface water drainage.</p> <p>The Beaumaris School site has scored highly in terms of location due to its proximity to the town of Beaumaris and therefore to local amenities and to public transport which complies with the ethos of Extra Care Housing.</p> <p>The schemes are generally developed within towns or close to local amenities and are very rarely developed in rural locations unless there is a great need for this due to a town being a great distance away. The ethos of Extra Care is to enable older people to remain as independent as possible and by developing them in towns, people can easily access shops, public transport and are able to take part in local social activities.</p>
--	--	--

		<p>Developing an Extra Care in a location in Beaumaris complies with the principles of Extra Care, whereas developing an Extra Care on the Haulfre site would not as it is out of town and does not provide easy access to amenities. The Beaumaris School site is a much more viable location for the whole Seiriol area.</p> <p>The Extra Care Building will need to meet BREEAM standards. There are five specific criteria for BREEAM – access to public transport; access to facilities such as shops, health centres; walking and biking facilities; parking provision; sustainable transport plan. In this context the first two criteria are the most relevant for the Extra Care development. This to some extent reflects the fact that Extra Care provision is often sited in towns in order to access bus routes and day-to-day facilities such as shops and cafes.</p>
3	<p>What are the advantages of having an Extra Care scheme?</p>	<p>Living in an Extra Care scheme has many advantages for older people. Extra Care is an innovative concept where older people can experience independent living with high quality housing support and care services that enable, support and encourage people to live independently for as long as they wish and are able to.</p> <p>Extra Care can be an alternative to a residential home and when compared against “traditional” residential provision, Extra Care not only supports an independent life and higher quality living, but is also generally cheaper for residents and more cost effective for local authorities.</p> <ul style="list-style-type: none"> • It promotes and supports people to stay as independent as possible for as long as possible within their own home; • Care is provided on-site as and when it is needed as well as 24 hour Telecare and other assisted technology to alert staff when support is required; • It is a safe, secure and comfortable environment and everyone has their own front door; • Extra Care can be a home for life; • It can cater, respond and adapt to the changing needs of individuals;

		<ul style="list-style-type: none"> • It promotes family and community support and involvement and can be used as a Community Hub; • It provides people with opportunities to socialise and can eliminate loneliness and isolation as Extra Care schemes are natural communities; • Daily meals are provided in the on-site restaurant; • Potential for couples to live together: • There are multi-purpose communal areas within the scheme; • There are assisted bathrooms; adapted kitchens and mobility scooter storage; • Accessible design for people with mobility requirements; • Guest bedrooms.
4	Concern that Extra Care does not provide respite care.	Extra Care facilities can also provide respite care. In our other Extra Care schemes, we are intending to have flats that the Council will be using for people who require short-term intermediate care beds.
5	Sheltered Housing has changed and there are no longer wardens living on site. What is the difference between Extra Care Housing and Sheltered Housing?	<p>Sheltered housing is based in the community where residents live within their own accommodation and is supported by someone who comes to visit them in their own home. Although similar to the concept of Extra Care, Sheltered Housing is different in that all residents live in separate accommodation and use their own facilities such as kitchen, bathroom and living room. The same care is not provided within Sheltered Housing and the design is not as up-to-date as Extra Care and they do not promote the same level of independence in Sheltered Housing as the Extra Care does.</p> <p>In an Extra Care facility, all though residents have their own accommodation and own front door, they are all within the same complex and have access to shared facilities within the building to communal spaces such as lounges; on-site restaurant; laundry; mobility scooter garage and specialised bathroom.</p> <p>Sheltered Housing remains a viable option for people who have less care needs but Extra Care provides more care and support to those who need it and can cater to any change in the needs of individuals.</p>

6	What will happen to the residents of Haulfre when it will be closed?	<p>As part of the development of Hafan Cefni, Plas Penlan, the Local Authority owned Residential Home will be closing. The Local Authority is following the Welsh Government statutory guidance process of closing the residential home and ensuring that the residents as well as the staff are moved on to other accommodation, including Hafan Cefni, and are supported with their employment opportunities. Residents are assessed to ensure that they move on to suitable and appropriate accommodation that cater to their needs and wishes and the same process would be followed for the closure of Haulfre.</p> <p>The Local Authority would wish to transfer as many residents from Haulfre to the Extra Care Scheme. If this is not an appropriate option for some of the residents due to higher care needs, then other accommodation options would be secured. The Local Authority has other residential care homes such as Plas Penlan in Llanfairpwll which is 9 miles away from Haulfre that residents can move on to. There are other residential care homes locally that are run privately and there are also nursing homes and more specialist homes that could be considered if needed dependent on individual need and choice.</p>
7	How would the Council deal with residents in Extra Care if they would be unable to remain independent all their lives because of a decline in their health that would lead to the requirement of residential or nursing care at some stage.	<p>The Local Authority's aim in Extra Care is to provide a home for life for individuals with the care and facilities within a person's own flat adapting to an individual's needs should they increase.</p> <p>In the event that a person developed significant specialist needs requiring intense nursing or EMI support it is possible that they may need to leave, we believe this will occur only in exceptional cases and are committed to supporting people in Extra Care Housing. Should they need to go to another facility the appropriate one would be sourced in consultation with them and their families.</p> <p>Residential facilities do exist in the South of the Island, but clearly what is sourced for an individual would depend on their individual needs.</p>

8	Why is Haulfre not acceptable as a residential home for the future?	<p>The amount of investment required to bring Haulfre to an acceptable standard was estimated in 2015 to be £1,156,950. This estimate was done in the absence of a full site assessment and excluded any costs associated with the terrain of the land and accessibility, including appropriate parking facilities. This investment is significant to increase a model of care provision that the Council is no longer prioritising for future investment. These factors and the time that has passed are likely to increase the cost of any development at Haulfre.</p> <p>The Council's Strategy for Older People is to increase the options for people to remain as independent as possible for as long as possible i.e. Extra Care.</p>
9	Are there less beds available on the Island now?	<p>No, we can confirm that there are no less beds available on the Island than there were in 2015. In fact, during that period, capacity at Fairways Newydd (formerly St Tysilio) has increased and there are now additional specialist dementia beds in Garreglwyd.</p> <p>In terms of the future priorities of the Local Authority, we are concentrating on the need for options to support individuals with care and support needs to remain living at home as independently as possible and for as long as possible.</p> <p>Hafan Cefni, the Extra Care scheme in Llangefni is currently being built, which will provide 63 apartments from the summer of 2018 onwards for individuals with care needs as oppose to the current 28 residential beds available.</p> <p>Should we receive agreement to build an Extra Care Scheme in the Seiriol area, the Local Authority will be increasing options from 19 beds in Haulfre to 39 self-contained flats in the Extra Care.</p>
10	Engagement process details.	<p>Engagement activities took place during November and December 2017 following both the Corporate Scrutiny Committee and The Executive supporting holding a period of engagement locally within the Seiriol area. The Head of Adult Services met with the local Town and Community Councils and drop-in sessions were also held in the area.</p>

		<p>An on-line survey was also used as an opportunity to engage and a Public Meeting was held in January to finish the process.</p> <p> Engagment re ECH in Seiriol.docx</p> <p>In general positive feedback was received in all Community Councils regarding the development of Extra Care. Concern was primarily expressed regarding the site proposed.</p> <p>Beaumaris Town Council indicated concerns regarding the impact on the town as a whole and that it contributed further to the “ageing” of the town whilst members of Llangoed Community Council objected to the proposed site and the closure of Haulfre as a result of the development, and were clear that they felt the Haulfre site could accommodate the development.</p> <p>Although the majority of the feedback received was against Beaumaris School site being the preferred site for the development of Extra Care, some positive comments were received that supported the site being in Beaumaris e.g. Cwm Cadnant Community Council expressed their support to Extra Care Hosing being developed in Beaumaris.</p>
--	--	--

Engagement in Terms of Extra Care Housing in the Seiriol Area

Engagement with Town and Community Councils

Meeting	Date
Llandegfan	08.11.17
Llanddona	15.11.17
Menai Bridge	20.11.17
Beaumaris	04.12.17
Llangoed	06.12.17

Drop-In Sessions in the Community

Area	Date
Llanddona	22.11.17
Biwmares	27.11.17
Menai Bridge	30.11.17
Llangoed	05.12.17
Beaumaris	07.12.17



Gofal Ychwanegol
Drop Ins.pdf

Public Meeting, 15 January 2018

On-line Survey

The Location of an Extra Care Housing Scheme in the Seiriol Area

The location of an Extra Care Housing Scheme is crucial given that it entails the investment of significant public funds. Consequently it must first be ensured that there is a housing need in the area concerned and, more specifically, that a care need exists for the client group in question.

A request was made at the Scrutiny Committee that further consideration be given to locating an extra care housing scheme in the Seiriol area on the Haulfre site, Llangoed instead of Beaumaris.

When considering sites for extra care housing schemes, the starting point is to look at the most urban locations to ensure that facilities such as shops, a surgery, a post office and access to public transport are available to the residents in order that they can feel like an integrated part of the community and for the community to be part of the scheme.

If we were to look at extra care housing schemes that have been developed or are in the process of being developed in North Wales, we will see that they have been developed in more urban areas such as Holyhead, Llangefni, Bangor, Y Bala, Porthmadog, Llanfairfechan, Llanrwst, Abergele, Rhyl, Denbigh, Ruthin, Flint and Wrexham.

As it is proposed that our extra care housing scheme in the Seiriol area will be funded by the Housing Revenue Account, it must be ensured that our business case is robust.

The first issue to address in the business case of any such development is confirmation of the need.

When considering a site in Llangoed and a site in Beaumaris, housing need is significantly higher in Beaumaris, with 15 on the waiting list for Llangoed and 38 on the waiting list for Beaumaris. This is an important factor in terms of ensuring that there will be no unoccupied units in the scheme and to reduce any void losses in the business case.

According to facts shared at the Scrutiny Committee 40% of Beaumaris's population is over 65 years of age which suggests strongly that the future demand in Beaumaris for such units would increase.

As a scheme of 40 extra care housing units is developed in Beaumaris it is likely that this would increase the availability of family houses in the area as people move to smaller properties. These could take the form of social housing for families or housing that would become available for sale on the open market. There is a real shortage of affordable housing in Beaumaris.

Any extra care housing development would be expected to meet an "Outstanding" BREEAM rating and points are awarded for the factors outlined below which would make Beaumaris more attractive in terms of location:

- Access to public transport (up to 5 points)
 - Points for proximity to the public transport network in order to reduce pollution and congestion
- Proximity to facilities (up to 2 points)
 - Points for proximity to local facilities that are likely to be utilized by users of the building e.g. food shop, surgery, cash machine, newsagents

- Cycling facilities (up to 2 points)
 - Cycle storage points and cycle trails nearby to encourage use of cycles
- Reducing parking spaces (up to 2 points)
 - Points for developments that deliberately reduce the number of parking spaces in order to limit car usage
- Travel plan (1 point)
 - One point awarded if a travel plan is drawn up that sets out sustainable modes of travel

Having contacted two Housing Associations operating here on Anglesey and requesting observations on developing an extra care housing scheme in either Llangoed or Biwmares, the responses were that they would not commit to developing a plan in a village location and that they would consider Beaumaris to be much a more attractive and suitable proposition for such a scheme.

Ned Michael
Head of Housing Services
05.02.2018

Site Selection Report

Seiriol Extra Care Project



Prepared By: Barry. W. Jones BSc (Hons) MRICS
Senior Valuation Officer

Site Selection Report – Seiriol Extra Care Project

Contents

	Page
Purpose	2
Scope	2
Site Analysis	
Site 1 – Beaumaris Primary School	4
Site 2 – Beaumaris Day Care Centre	5
Site 3 – Beaumaris Gaol	6
Site 4 – Bryn Tirion, Beaumaris	7
Site 5 – Haulfre, LLangoed	8
Site 6 – Former Beaumaris Social Club	9
Site 7 – Seiriol Lairds,	10
Space Planning	11
Early Cost Advice	11
Site Selection Matrix	12
Recommendations	13
Appendix 1 - Plan	14

Author: Barry. W. Jones BSc (Hons) MRICS
Senior Valuation Officer
Isle of Anglesey County Council

Signed:

Dated:

Purpose

This report has been prepared on behalf of the Extra Care Project group to explore and recommend a suitable site for the development of a new build extra care housing scheme in the Seiriol ward of Anglesey. The recommendations made have been based on the information provided by the Project Group management team.

Scope

A number of sites have been identified following a careful desk-top study of available land with potential for development within close proximity of key facilities which are within reasonable walking/travel distance as well as easy access to local public transport. As amenities in Llangoed are somewhat limited only the options in Beaumaris can fully satisfy these particular requirements. Each of the sites considered in Beaumaris are located within 600m of the most relevant town centre facilities such as the shop, library, medical surgery and pharmacy. (as shown on the following illustration (Figure 1).

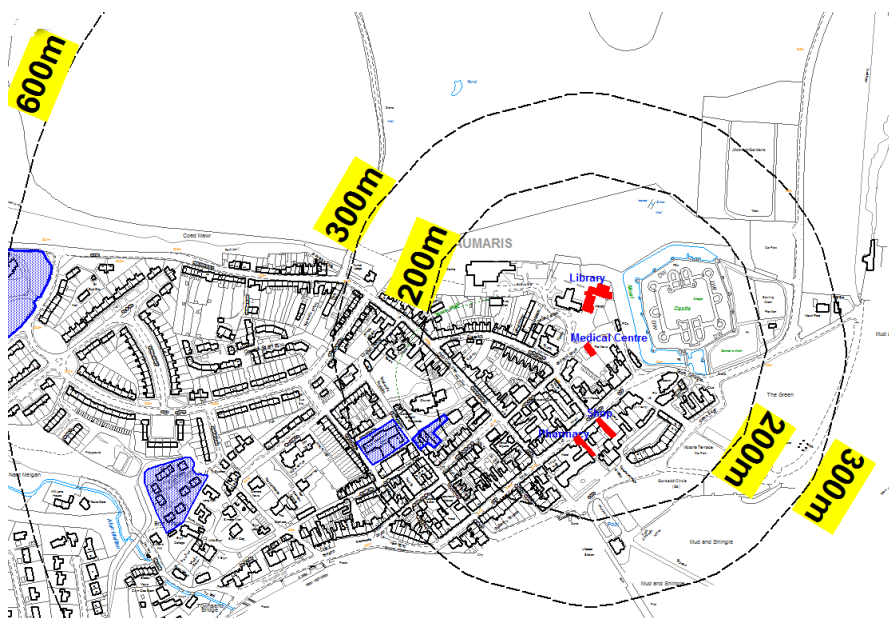


Figure 1 – Beaumaris Town Centre

Six of the identified sites are in the freehold ownership of the Council with 1 being privately owned. The sites considered in this report are listed as follows:-

- Site 1 – The Beaumaris Primary School (Council owned)
- Site 2 – Former Day Care Centre, Beaumaris (Council owned)
- Site 3 – Bryn Tirion, Beaumaris (Council owned)
- Site 4 – Gaol, Beaumaris (Council owned)
- Site 5 – Heulfre, Llangoed (Council owned)
- Site 6 – Former Social Club, Beaumaris (Privately owned)
- Site 7 – Seiriol – Lairds, Beaumaris (Privately owned)

Consultations have been carried out with a number of internal Council Services on the potential of each site to develop a new Extra Care facility. Input has mainly been provided from the Council's Property Service from a land ownership and architectural perspective with additional expertise from Highways and Planning Policy. The Highways Service has provided information on highway access and drainage and written comments have been received from Gwynedd and Anglesey's Joint Planning Policy Unit (JPPU) as well as the Local Planning Authority (LPA).

Officers Consulted:

Gareth W. Thomas – Architectural Services Manager
Huw Percy – Chief Engineer (Highways)
David F. Jones – Development Management (Planning)
Dave Jump – Senior Planning and Conservation Officer
Sean Pritchard – Building Surveyor

The JPPU has provided planning policy comments on each of the sites being considered. The JPPU team are currently working towards a 2016 date for adoption of the JLDP and it is highly likely that the proposed Extra Care development will need to be addressed within that policy.

All of the sites within the town of Beaumaris are located within the defined development boundaries of the Ynys Môn Local Plan and Stopped UDP. None of the option sites are allocated for any specific purpose in either the YMLP or SUDP.

None of the sites would appear to have a high ecological interest, but an appropriate inspection for bats (protected under the Habitats Regulations 2010 etc) would help inform any case involving the demolition of existing buildings. Similarly nesting birds are also protected by law, therefore any buildings to be demolished or any trees or hedges would need to be surveyed or avoided by working outside of the nesting season.

Site 1 – Beaumaris Primary Schools Site

Description – The site extends to approximately 2.07 hectares (5.13 acres) which has been partially developed to provide a two-storey school building extending to approximately 2025m² together with playing fields. The site is already within the ownership of Anglesey County Council and may be available in a reasonable period. The entire site is located within development boundaries however the school building is Grade II listed and cannot be demolished.



Figure 2 – Beaumaris Primary School

Architects – The site is large enough to cater for an extra care facility however the building is Grade II listed therefore there are limitations with how it could be modified. The site is however a great setting with good external spaces and plenty of parking and delivery space but is not within easy walking distance of the town centre and its amenities. Any conversion of the building would have to be sympathetic to its Grade II listed nature and there are numerous steps in floor levels within the existing building which need to be considered.

Highways – This site is acceptable in terms of the highway leading to it. The site is located on a bus route and there are good links down towards the town, however it's a fair distance on foot.

Drainage – The existing developed part of the site is adequately serviced although additional surface water attenuation may be required as part of the scheme design.

Planning — The property is situated within the development boundary in the Ynys Mon Local Plan, Stopped Unitary Development Plan and emerging Joint Local Development Plan. There are however listed building constraints.

Conservation / Listed Building – The school is a grade II listed building but a very sensitive conversion together with high quality modern extension(s) could be considered. This would mean developing a very sensitive more costly approach than one on a brown or green field site. A small section of the grounds to the left of the site could however be developed as part of the development of the neighbouring property the 'Beaumaris Day Care Centre'.

Site 2 – Beaumaris Day Care Centre

Description – Property known as the Beaumaris Day Care centre which adjoins the Beaumaris School playing fields. The site extends to approximately 0.16 hectares (0.41 acres) with the building extending to approximately 215 m². The property adjoins the neighbouring Beaumaris School playing field providing scope to extend the site area to accommodate larger development.



Figure 3 - Beaumaris Day Care Centre

Architects – Site may not be large enough for Extra Care Facility therefore any development may require part of the neighbouring school grounds to form part of it.

Highways – The site is located on a bus route and there are good links down towards the town, although it is a fair distance on foot. The access road is considered suitable up to the Maes Hyfryd junction but is too narrow thereafter and would require widening over a strip of the adjoining Beaumaris Primary School playing field which is already owned by Anglesey County Council (forming part of the school grounds) .

Drainage – The existing site is adequately serviced. Additional development will increase loading, but it is believed that the drainage system will cope given sufficient surface water attenuation as part of the scheme design. Additional surface water attenuation may still be required as part of the scheme design.

Planning – Property is within the development boundary in Ynys Mon Local Plan, Stopped Unitary Development Plan and emerging Joint Local Development Plan.

Conservation / Listed Building - It's not a Listed Building but is in the essential setting of the neighbouring school. This site although being a brown field one would need a sensitive approach due to its close proximity to the LB.

Site 3 – Bryn Tirion, Beaumaris

Description – Bryn Tirion is a small cul-de-sac of local authority sheltered bungalows and extends to some 0.92 hectares (2.27 acres). The site is located in an established residential area however roadways are narrow and parking is at a premium. All of the properties are occupied on secured tenancy agreements therefore the properties are not readily available for development.



Figure 4 - Bryn Tirion, Beaumaris

Architects – Site may not be large enough to accommodate extra care facility and external space is limited for garden and parking. There are also limitations with the setting of any development adjacent to properties due to matters related to overlooking etc.. Delivery of materials / goods may also prove to be problematic due to the nature of the roads.

Highways – Town center site with good walking links. The access road however is too narrow and unsuitable to accommodate any additional traffic caused by a larger development.

Drainage – The existing site is adequately serviced. Additional development will increase loading, but it is believed that the drainage system will cope given sufficient surface water attenuation as part of the scheme design. Additional surface water attenuation may still be required as part of the scheme design.

Planning – The site is situated within an established residential area and is within the development boundary contained within the Ynys Mon Local Plan, Stopped Unitary Development Plan and emerging Joint Local Development Plan. Proximity of dwellings surrounding site may however be problematic to any development proposals.

Conservation / Listed Building – This site is in the Area Of Outstanding Natural Beauty but just outside of the designated special conservation area. The site borders Bryn Cottage which is inside the special designated conservation area. There are some LB in the surrounding area but the potential impact of a proposed development on LB settings would be difficult to assess in the absence of the details at this time.

Site 4 – Gaol, Beaumaris

Description – Historic Grade I listed former prison located close to the centre of Beaumaris. The site extends to approximately 0.17 hectares 0.42 acres and has been fully developed. Roads leading to the property are extremely narrow with a general lack of footways.



Figure 5 - Gaol, Beaumaris

Architects – The site is not considered being large enough and the existing building is Grade I listed.

Highways – Town center site but the roads around it are narrow for vehicles not to mention construction traffic. There is also lack of footways around the site.

Drainage – The existing developed part of the site is adequately serviced however additional development will increase loading which may require improvements to the drainage system.

Planning – The property is within development boundary in Ynys Mon Local Plan, Stopped Unitary Development Plan and emerging Joint Local Development Plan. Any development however would be extremely difficult having regard to the Grade I listed nature of the property, the proximity of nearby properties and the narrow roadways.

Conservation / Listed Building – This building and the site is a Scheduled Ancient Monument (SAM), a Grade I Listed Building, in the special designated Conservation Area, in an Area of Outstanding Natural Beauty, in the setting of numerous Listed Buildings and in the essential setting of Beaumaris Castle designated SAM, Grade I LB and a World Heritage Site (WHS). It's not impossible but Scheduled Monument Consent (SMC Cadw) and Listed Building Consent (LBC Cadw) applications would be extremely complicated and costly to prepare with no guarantee of a successful outcome.

Site 5 – Haulfre, LLangoed

Description – A Local Authority owned care home facility with grounds extending to approximately 8.41 hectares (20.79 acres).



Figure 6 - Haulfre, LLangoed

Architects – Site is large enough to accommodate a development of a large scale however there may be limitations to how it can be modified due to its Grade II listed nature and extensive costs likely for refurbishment or extensive demolition. The site is situated in a great setting with good external spaces and plenty of parking and delivery space however there is no option for residents to walk into a town.

Highways – There are bus services into the village of LLangoed however the subject site is outside the village and there are no walkways linking it back to the village. The road is also narrow for vehicles and construction vehicles.

Drainage – The existing developed part of the site is adequately serviced. Additional development will increase loading, but it is believed that the drainage system will cope given sufficient surface water attenuation as part of the scheme design.

Planning – The property is outside of the development boundary in Ynys Mon Local Plan and Stopped Unitary Development Plan but is classed as a countryside cluster in the emerging Joint Local Development Plan. The land is also currently classed as a countryside location designated as being of Outstanding Natural Beauty. Use has been established on site but there may still be some listed building issues.

Conservation / Listed Building - Haulfre Stables (former) and Outbuildings are Grade II Listed Buildings. However, the other buildings on the site are not listed and there is clearly scope with appropriate planning in such large grounds to give this one serious consideration.

Site 6 – Social Club, Beaumaris

Description – A privately owned former social club located close to the Beaumaris Town Centre. 0.07 Hectares 0.237 acres. The site comprises 2 mid terraced properties together with a former social club building to the rear. Access is problematic due to the nature of the roads and privately owned garages to the rear of the property. Space is also limited and the site is adjacent to the Church.



Figure 7 - Social Club, Beaumaris

Architects – The site is somewhat irregularly shaped and does not seem large enough. There may also be limitations with the setting of any development adjacent to the Church. Demolition costs may also be problematic together with there being major issues for contractor deliveries and compound areas. Additionally there is no external space for garden or parking.

Highways – Town center site but Steeple Lane is narrow and there is no footway alongside it. Difficult access for vehicles and construction traffic

Drainage – The existing developed part of the site is adequately serviced however additional development will increase loading which may require improvements to the drainage system.

Planning – Within development boundary in Ynys Mon Local Plan, Stopped Unitary Development Plan and emerging Joint Local Development Plan. Development of the property must be sympathetic and in keeping with the character and nature of nearby listed buildings.

Conservation / Listed Building –A long standing problem site located inside the special designated CA, in the AONB, in the setting of numerous LB's and in the essential setting of Beaumaris Castle designated SAM, Grade I LB and a World Heritage Site (WHS) site.

Site 7 – Seiriol – Leirds, Llanfaes

Description – A privately owned site extending to approximately 5.96 Hectares (14.73 Acres). There are a number of industrial buildings on site which would require demolition and it is quite likely the ground is contaminated in part.



Figure 8 – Seiriol – Leirds, Llanfaes

Architects – Large site which may be suitable for development subject to statutory consents. Demolition costs likely to be high though and probable that the ground is contaminated. The setting however is great with good external spaces and plenty of parking and delivery space but there is no option for residents to walk to a town.

Highways – Site within reach of bus service but far from the Town of Beaumaris by foot. Road network is acceptable however no pavements alongside it leading to the Town of Beaumaris.

Drainage – Land is unserviced but foul and surface water connections are available below the highway leading into Llanfaes. Additional development will increase loading, but it is believed that the drainage system below the highway will cope given sufficient surface water attenuation as part of the scheme design.

Planning – Not within a development boundary in the Ynys Mon Local Plan allocated in Stopped Unitary Development Plan for ‘Employment’ use. Llanfaes is classed as a countryside cluster in the emerging Joint Local Development Plan but there is no allocation for the subject site. Previously developed land in a countryside location designated as being of Outstanding Natural Beauty.

Conservation / Listed Building - Part of this site is a SAM (Old Priory), its located inside the AONB and it has TPO’s within the site. No LB’s and outside of the CA but never the less constrained to some degree by SAM and TPO’s.

Space Planning

The Council's Architect provided a space planning assessment for a similar proposed facility based in the Amlwch and Llangefni areas..

His conclusions are as follows:-

- A **56** unit development is estimated to require a **6,600 m²** building.
- A **48** unit development is estimated to require a **5,825 m²** building.
- A **40** unit development is estimated to require a **5,055 m²** building.

Early Cost Advice

Building construction cost data has been sourced from the Building Cost Information Service of the Royal Institution of Chartered Surveyors (BCIS). Building cost indices are published on a quarterly basis for various types of property on a square meterage floor area basis. These figures are exclusive of professional fees, external works and contingencies, but are inclusive of overheads, profit and main contractors preliminary costs. There is no specific category within the BCIS's data for 'Extra Care' facilities, mainly because insufficient samples have been analysed. The closest property type is considered to be:-

BCIS – Sheltered Housing with shops, restaurants or the like – The current construction rate is recorded as £1,421/m² (rebased to the region of Wales from national statistics).

To allow for external works and contingency elements of the scheme I would advise increasing this rate to £1,600/m².

A **56** unit development = **£10.56 m**

A **48** unit development = **£9.32 m**

A **40** unit development = **£8.09 m**

An allowance for professional and project fees is estimated at 9% of the building cost.

Site Selection and scoring Matrix

Based on the information collated during the course of the preparation of this report, a matrix has been prepared to score each of the sites being considered on a number of criteria, with a view to narrowing the options. Each criterion has been given equal weighting.

Planning Permission – Consideration of the likelihood of obtaining planning permission based on either existing policies or the emerging Joint Local Development Plan. A score has been applied where 5 is the most likely and 1 is the least likely.

Suitability of site for development – Based on the physical location, known site constraints and conditions. A score has been applied where 5 is the most suitable and 1 is the least suitable.

Access – Consideration has been given to the proximity of the sites to the town centre in relation to pedestrian links, the ability to access the land with and without vehicles. A score has been applied where 5 has the most favourable access and where 1 has the least favourable access.

Cost – Consideration has also been given to the value of land for development, either the cost of purchase or the loss of asset value income from any potential disposal. Consideration has also been made in relation to the effect of the site clearance costs where existing buildings or structures are present. A score has been applied between 5 for the least expensive and 1 for the most expensive.

Availability and Timing – Previously undeveloped greenfield sites are potentially available for development very quickly; however, brownfield, occupied or existing developed sites will take longer to become available. A score has been applied between 5 for the sites that are currently available and 1 for the sites that are least available.

Services – It is considered that the availability of electricity and water supplies will be fairly similar over each option. The main consideration of this criterion is the proximity and location of foul and surface water drainage. A score has been applied between 5 where adequate drainage connections are known to be present and 1 where adequate provisions are not present.

	Site 1 – Beaumaris Primary School	Site 2 – Beaumaris Day Care Centre	Site 3 – Beaumaris Gaol	Site 4 – Bryn Tirion, Beaumaris	Site 5 – Haulfre, LLangoed	Site 6 – Former Beaumaris Social Club	Site 7 – Seiriol Lairds, Club
Likelihood of Planning Permission	4	5	2	3	4	4	3
Site Suitability	3	4	1	3	4	2	3
Access to and from the site	5	3	2	3	4	3	4
Cost or value of land	4	5	2	3	2	3	2
Availability and timing	3	5	2	1	3	4	3
Access to existing services	4	4	4	4	3	3	2
Total	23	26	13	17	20	19	17

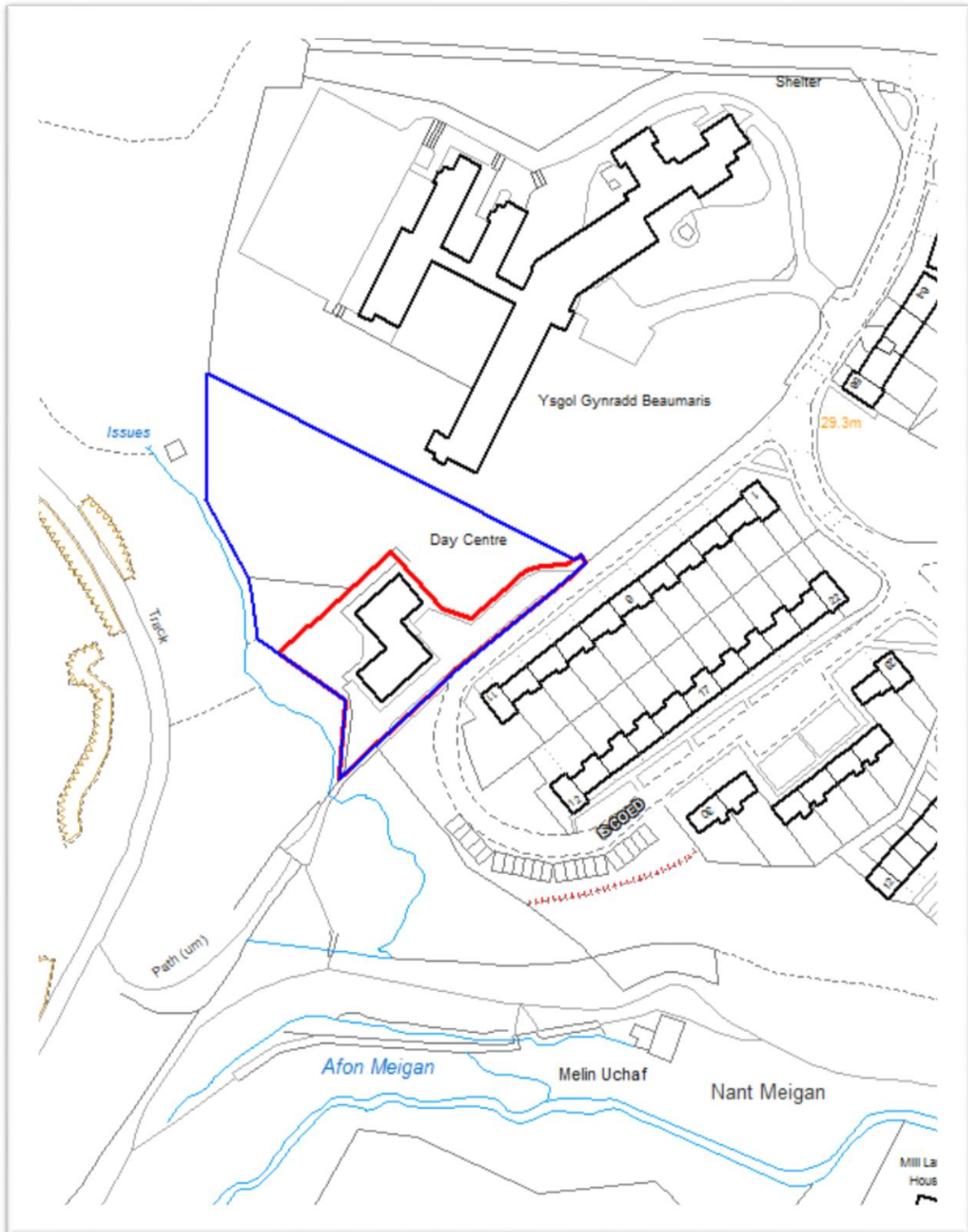
Recommendations

It is my option that, from the considered sites, the preferred option for the development of a new Extra Care facility in Seiriol should be the former Day Care Centre Site together with the part of the land directly behind it which forms part of the neighbouring Primary School playing field. It was also the most favoured site by the officers from Planning, Highways and Architectural Services during my consultations

Options 1, and 2 scored closely in the matrix using the initial criteria; however, I favour the Day Care centre site for the following reasons:

1. The site is readily available and within the ownership of Anglesey County Council and is deemed surplus.
2. It is the most favourable from a Planning, Highways and Architectural perspective.
3. The site can be extended to within the grounds of the neighbouring Council Owned Primary School.
4. There are no operational services on the site which I believe would make the site available for development sooner than the others.
5. There are no restrictions and the building is not situated within a conservation area.
6. There are service provisions to the site.
7. The site is located close to a bus route.

Appendix 1 – Recommendation Former Day Care Centre Site



Beaumaris Day Care centre (Edged Red) together with part of neighbouring school field (Edged Blue)

Total area approximately 0.49 Hectares (1.2 Acres)

Appendix D

Questionnaire Feedback

Do you agree that we should develop a minimum of 39 extra care self-contained flats in the South of the Island?	
Yes	47
No	34

Are you happy with the preferred site for this development	
Yes	24
No	56
No specific answer provided	1

Do you agree that the Council should consider options to fund the development through the Housing Revenue Account	
Yes	47
No	32
No specific answer provided	1
Maybe	1

In conclusion, 58% are supportive of the concept of Extra Care Housing but 69% do not think that the Beaumaris School site is the right site for the development. In relation to the Council considering options to fund the development through the Housing Revenue Account, 58% agreed with this.

The majority of the people who took part in the engagement also provided comments.

Some people did not think that Extra Care is needed within the area as there is already housing provision for older people especially in Beaumaris. Several comments have been received stating that the area needs more housing for younger people and families or make reference to the need to have a balance of different ages and accommodation within the area. Some have concerns that there is no incentive for younger people to live in the area. In response, a commitment was made in October 2015 to give consideration for appropriate site options within the South of Anglesey for the development of Extra Care Housing as there was seen to be a need for a development like this in this part of the Island.

A number of people have raised that the school site is on top of a steep hill and that it is difficult for older people and for people with mobility issues to go back and forwards to the town and to amenities. Some people have also shown concerns regarding the availability of the bus service from the location and the state of the pavements. In response, there are ways to ensure that the residents within the Extra Care Scheme have access to local amenities. An example would be to provide a service of taking people down in a car/mini bus from the Extra Care Scheme.

Many people have said that the school is the wrong location. Some have suggested other sites such as Castle Meadow, Haulfre, the old Social Club, Llangoed School, land in Menai Bridge, Llanfaes and the laird site and the car park area next to the Happy Valley Recreation Park. Some have also suggested that the old day centre is used. In response, the Site Selection Report has already explored some of the sites that have been suggested but they have not scored as highly as the school site for various reasons leading to the school being the preferred option.

Although it was made clear that this engagement exercise was completely separate from the consultation regarding the future of schools on the Island and that the Extra Care Housing development would have no bearing on the result of the school consultation, several people have commented on the future of Beaumaris School. Many people don't want to see the school closing. Some people have concerns regarding the impact on the play area for children if the building was to be on the school site and have noted that the school would need to be closed during the building of the Extra Care development. In response, the Extra Care development can go ahead with the school remaining open or if it were to close.

There are many comments regarding Haulfre. People do not want to see this close and others have suggested that this could be used for developing Extra Care Housing. In response, the decision has already been made to close Haulfre as the building is not fit for purpose and Haulfre has been considered and scored as part of the Site Selection process and it did not score as highly as the school site in terms of suitability to develop and Extra Care Scheme and has therefore not been put forward as the preferred site.

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	19.02.18
Subject:	Children and Families Services Progress Report
Portfolio Holder(s):	Councillor Llinos Medi Huws
Head of Service:	Fon Roberts, Head of Children's Services
Report Author: Tel: E-mail:	Fon Roberts 01248 752708 fonroberts@anglesey.gov.uk
Local Members:	Relevant to all Members

A –Recommendation/s and reason/s
<p>The Committee is requested to</p> <p>1.1 confirm if they are satisfied with the steps taken to progress implementation of the Service Improvement Plan and that the pace of progress</p>

B – What other options did you consider and why did you reject them and/or opt for this option?
<p>Ynys Mon Children's Services were inspected by CCSIW during October and November 2016. The inspection focused on how children and families are empowered to access help and care & support services and on the quality of outcomes achieved for children in need of help, care & support and/or protection, including children who have recently become looked after by the local authority. The inspection also evaluated the quality of leadership, management and governance arrangements in place to develop and support service delivery. The Final CSSIW report was published on 7th March 2017. The report had 14 recommendations, seven recommendations as a priority and seven to be implemented by March 2018.</p> <p>In response to the findings and recommendations, the authority has put the following arrangements in place:</p> <ul style="list-style-type: none"> • A revised Service Improvement Plan (SIP), incorporating all of the Recommendations made in CSSIW's Inspection Report against the 5 themes. • Put new Project Management arrangements in place, with an internal Improvement Group of officials meeting on a monthly basis, and reporting to the Senior Management Team and to the Executive.

- Establish a new Panel of Elected Members following the recent local authority elections, which will report to the Corporate Scrutiny Committee.

Focus of the work:

Restructure

This Service Restructure was implemented on the 4th of October (SIP 4.2) were 8 Practice Leader's took responsibility for their Practice Groups. There is further work to be undertaken to complete the restructuring, including reviewing the arrangements for the Child Placement Team, making the best use of Support Workers to support families, as well as ensuring that administrative support is appropriate for Practice Groups to effectively carry out their statutory responsibilities.

Recruitment and Retention

Being able to recruit and retain staff who are committed to making a difference to the lives of children and young people in Anglesey is crucial if we are to deliver on the obligations placed upon us by legislation. An unstable workforce in recent years, combined with a significant increase in the number of children and young people who are Looked After and who are on the Child Protection Register, has placed significant strain on our services.

As previously mentioned the Service Manager for Early Intervention and Prevention commenced in post in August and all the Practice Leaders started in September 2017. The Interim Head of Service returned to his substantive as a Service Manager Intensive Intervention post in December 2017. The department recruited a permanent Head of Service and he started in his role in December 2017.

During late 2017 and into 2018 we have recruited 8 new Social Worker's and we have continued in our efforts to recruit a further 5 social workers. Agency social work staff currently cover these 5 posts. 1 post is filled and that social worker will start with the authority mid-January 2018. Efforts to recruit continue with adverts being placed in The Guardian (on-line) and Community Care (which is a Social Work journal).

In 2017 and 2018 we appointed 5.5 Engagement officers for Teulu Môn and a further 1. FTE posts through Families First Grant has also been filled. Leave us with 0.5 of a post in the Teulu Môn team. We have also appointed to a further 3 additional posts within the Team Around the Family (TAF) and these staff have now joined the service.

The Resilient Families Team is now fully staffed and currently working with 8 families to prevent family breakdown, to support children living at home. The team are also working with some families on a reunification plan to return children out of care and to live safely with their families. An additional Family Support Worker will be recruited to this team using 'Edge of Care Grant funding.

We were successful in recruiting an additional Personal Advisor post funded with St David's Welsh Government Grant to provide practical and emotional support to young people who leave care when they are aged 15 to 24 years old.

As a Service, we have developed a Social Work Traineeship arrangements internally to enable 2 of our staff to train to become qualified Social Workers (2 year course). As we have seen a significant turnover of staff over the last 18 months the aim of this strategy of 'Grow your own' is to ensure we have qualified Social Workers who will be working for the Service for at least 2 years after the qualify (SIP 1.2).

The Service currently has 5 Social Work posts which are vacant and a proactive drive is in place to actively try and recruit experience Social Workers to these posts. These posts are currently filled by agency Social Workers which has a financial implication on the service.

Policies

The Workforce Strategy, approved over the summer, now focuses on ensuring that staff have the skills, training and support to enable them to do their jobs effectively, and provide the support that children, young people and families in Anglesey need. We will continue to review this document in relation to not only recruitment, but also more importantly, retention.

Supervision - we launched the new Supervision Policy in March 2017, following consultation with staff and is being used to review cases on a monthly basis, and take early action if any change in decision-making is necessary. The frequency of supervision is being monitored and an audit is currently being undertaken so that we are assured that the policy is being implemented fully.

Five Multi Agency Practice Guidance have been developed by Children's Service as a direct response to the CSSIW Inspection with the aim of strengthening multi agency joint working. They focus on providing clear guidance on:

- How to make Referrals to Children's Services
- Child Protection Practice Guidance - Investigation Thresholds
- Child Protection Practice Guidance – Key Workers and Core Groups
- Child Protection Practice Guidance- Registration Thresholds.
- How to manage child protection allegations made against Professional Practice Guidance

Quality Assurance

The Quality Assurance Framework has been approved within the Service. The aim of the framework is to the approach that Children's Services.

The service will use a wide range of evidence sources to underpin the quarterly Practice evaluation report such as:

- Monthly Case file Audits

- Monthly Casefile Audit – Safeguarding & Quality Improvement Unit
- Practice Observation
- Supervision Audits
- Learning from and with our partners
- Learning from people who use our services
- Oversight and Challenge
- Learning from our staff
- Ongoing Independent Reviewing Officer and Child Protection Co-ordinator

Practice Evaluation Report for quarter 2 showed that recording practice remains inconsistent, although there is evidence of improvement in some audits.

A Practice Improvement Plan is being developed in 2018 and this will focus on developing and strengthening Social Work practice and also the practice of other staff within the department.

Despite the inconsistency in practice, we have positive evidence of the workforce working directly with families leading to improved outcomes. Children's Services have adopted the Thornton/Gwynedd Risk Model to continue supporting social workers to work proactively with families to manage risk - spending much more time working alongside them helping them to change so that the family is a safe place for their children.

All staff continue to attend on-going training which includes Brief Solution Therapy, Motivational Interviewing, Risk Assessing to name a few. Practice Leaders will now support staff in putting their learning into practice.

The case loads of Social Workers are now in line with what is perceived as a 'good working' practice.

Partners

The work of strengthening the Local Authority's role as a corporate parent for looked after children has been agreed by the Corporate Parenting Panel with the aim of ensuring that Isle of Anglesey County Council undertakes its duties fully to ensure that young people can achieve their full potential and a successful transition into adulthood.

The Service continued to strengthen its relationship with partner agencies at all levels. In January 2018 an operational multi agency group will meet to talk about issues for practitioners on the 'group level' and also build relationships and have a greater understanding of each other's roles and responsibilities.

Preventative Services is being reviewed, and a new strategy will be developed jointly with partners, to ensure more effective family support services and commissioning of Families First Grant, to reduce the number of children and young people who need to be placed on the Child Protection Register and who need to be Looked After.

The agenda for the Elected Members and Senior Leaders Panel's meeting has continued to focus on monitoring and challenging the implementation of the Service Improvement Plan, holding the Director and Service to account. Five meetings have been held to date.

Laming visits (which are routinely visits completed by elected members and Senior Officers of the Council) continue to take place for and feedback has been collated and has been positive to date with some useful and constructive views being put forward.

C – Why is this a decision for the Executive?

The Committee is requested to
1.1 confirm if they are satisfied with the steps taken to progress implementation of the Service Improvement Plan and that the pace of progress

CH – Is this decision consistent with policy approved by the full Council?

D – Is this decision within the budget approved by the Council?

The number of children and young people who are looked after increased significantly during 2015-16; this put additional pressure on the Services' budgets, and this pressure remains. The Service has put a number of measures in place in recent months to manage and reduce these pressures. The Finance Scrutiny Panel is currently looking at these cost pressures in detail, and will report to the Scrutiny Committee on its findings in due course.

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	Yes
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	

7	Scrutiny	<p>The progress report on improvements in Children's Services over the past three months was submitted to a meeting of the Corporate Scrutiny Committee convened on 31st January, 2018.</p> <p>It was noted that progress continued to be made and that Care Inspectorate Wales (CIW) had very recently reviewed progress in implementing the improvement plan for children's services. CIW summarised that children's services now had good foundations in place and that there had been positive, incremental improvement.</p> <p>In light of its deliberations, the Corporate Scrutiny Committee resolved to note the steps taken thus far to implement the improvement plan in children's services and to recommend to the Executive that the pace of progress was adequate at this time.</p> <p>The progress report was presented to the Business meeting of the Executive on the 5th February 2018.</p> <p>No comments were made.</p>
8	Local Members	
9	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	

F - Appendices:
<p>Annex 1 – CSSIW Recommendations and link to the Service Improvement Plan</p> <p>Annex 2 – Service Improvement Plan</p> <p>Annex 3 – CSSIW – Self Assessment of Ynys Môn, Children and Families Services</p> <p>Annex 4 – Letter from CSSIW – dated 11.01.18</p>

FF - Background papers (please contact the author of the Report for any further information):

--

Annex 1

Argymhellion Adroddiad yr AGGCC – Gwasanaethau Plant [Mawrth, 2017] *CSSIW Report Recommendations – Children’s Services [March, 2017]*

As a priority:

1. The authority should progress its commitment to developing a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support. SIP 4.4
2. Effective, multi-agency quality assurance systems and training arrangements should be established to ensure that thresholds for assessment to statutory children’s services are understood by staff and partners and are consistently applied; this should include the development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance. SIP 3.4
3. Senior leaders in social services and the police should continue to work proactively together to ensure improvements to the quality, consistency and timeliness of child protection enquiries. SIP 2.2
4. The council should continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children’s services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect. SIP 1.5
5. A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers. SIP 1.1
6. Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience. SIP 1.4
7. Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality. SIP 1.3

Over the next 12 months:

8. Strong political and corporate support for children’s services must continue to ensure the service improvements needed are prioritised and the pace of improvement accelerated and sustained. SIP 1.5
9. Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners’ completion of Joint Assessment Frameworks. SIP 2.3
10. The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear. SIP 2.1
11. The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored. SIP 2.1
12. The local authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform

the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services. SIP 4.4

13. Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements.

SIP 3.2

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
1.	A confident and competent workforce with sufficient capacity to provide a consistent and effective service						
1.1	<p>Develop the Workforce Strategy to include:</p> <ul style="list-style-type: none"> Recruitment good practice Retention and support Clear induction arrangements Buddying Coaching and mentoring Shadowing Enhanced post qualification training and development opportunities First year in practice guidance (this is not needed as we are following the First Three Years in Practice Guidance produced by the Care Council for Wales). <p>Links to CSSIW Recommendation 5: A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.</p>	<p>November 2017 – January 2018</p> <ul style="list-style-type: none"> There are examples of Practice Leaders coaching/mentoring newly qualified Social Workers. Enhanced post qualification training and development opportunities – these needs will be identified in Appraisals and Supervision. Two trainee Social Workers have commenced in their roles. Continued to progress work in the Workforce Action Plan. Observation of practice – the Good Practice Group have been discussing how best to implement this. Social Care Ambassadors Denu Talent – we are progressing with this, an email has been issued to the Heads of Services asking for work experience opportunities <p>September & October 2017</p> <ul style="list-style-type: none"> 2 members of staff have successfully gained a 2 year traineeship to train to become qualified Social Workers, the aim of this strategy is that we ‘Grow our Own’ ensuring we have qualified Social Workers who will be working for the Service for at least 2 year after they qualify. Workforce Action plan being progressed to monitor progress against the short-term actions up until December 2017. Meetings held every 6-8weeks to monitor progress. 	<ul style="list-style-type: none"> Corporate Induction session available on a monthly basis for new staff. Ensure progress with the Action plan, Meetings will be held every 6-8weeks to monitor progress plus to monitor other workforce issues. Further work to be undertaken to complete the restructuring, including reviewing the arrangements for the Child Placement Team, making the best use of Support Workers to support families, as well as ensuring that administrative support is appropriate for Practice Groups to effectively carry out their responsibilities. Review the Workforce Strategy late Summer 2018. 	<p>Yet to be done</p> <p>Newly qualified social workers report they have received clear guidance and expectations, support, and constructive feedback regarding their practice and on the quality of their work.</p> <p>Staff report positive satisfaction in the workplace and feel supported in carrying out their responsibilities.</p> <p>Commenced</p> <p>Audit of work providing evidence of a confident and competent workforce.</p> <p>Clear improvement in recruitment and retention rates with more staff recruited to permanent posts and reduction in staff leaving.</p>	Melanie Jones & Margaret Peters	Jan 2017	Ongoing

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> • Service re-structure was implemented on the 4th of October. The 8 Practice Leaders took responsibility for their Practice Groups, managing smaller groups across Early Intervention and Intensive Intervention with each Practice Leader responsible for 3 or 4 Social Workers. This will mean that the Social Workers will have more access to their Practice Leaders, enabling them to have early advice on dealing with individual cases and adequate support and supervision. <p><u>August 2017</u></p> <ul style="list-style-type: none"> • A traineeship plan has been developed jointly with HR offering the opportunity for one member of staff to train to be a Social Worker over two years through the Bangor University with the possibility of securing a permanent post in the service post qualification. • Service Induction programme produced for new staff • Workforce Action plan being progressed to monitor progress against the short-term actions up until December 2017. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • Workforce Strategy completed. • Action Plan in preparation <p><u>May 2017</u></p> <ul style="list-style-type: none"> • Draft Workforce Strategy produced in collaboration with HR that includes relevant sections on recruitment, retention and support, induction arrangements, buddying, coaching and mentoring, shadowing, enhanced post 		<p>Induction - all new staff receive a comprehensive induction and are fully aware of their roles and responsibilities.</p> <p>Evidence that induction meetings are being held and that new staff of the opinion that they are useful in relation to guidance and expectations, support, informing their practice and quality of work.</p>			

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<p>qualification training and development opportunities, first year in practice guidance.</p> <ul style="list-style-type: none"> • Strategy shared with staff for comments. • Induction expectations on Managers highlighted – this linked to advantages of new structure and increased number of practice leads. • HR related issues – weekly meetings established to address all related issues including recruitment. • 4 bilingual, newly qualified Social Workers recruited. • All social worker posts filled with temporary/permanent staff/recruitment in place. • Open advert for experienced social workers. • Session for induction guidance for Managers happened in March. • First year in practice guidance being reviewed by Practice Learning Co-ordinator 					
1.2	<p>Resolve Staffing matters to include:</p> <ul style="list-style-type: none"> • Recruit to permanent posts • Exit strategy for agency staff 	<p>November 2017 – January 2018</p> <ul style="list-style-type: none"> • One permanent Social Worker appointed early January • Fôn Roberts has been in post as Head of Service since early December. • We continue to reduce the number of Agency staff, 7 Agency staff are currently employed on a temporary basis covering 5 empty Social Worker Posts. One Agency Staff if funded through the Edge of Care Grant. • 2 members of staff have started their Traineeship. • A new recruitment initiative was put in place in November to try to attract permanent experienced Social Workers. Rolling adverts are included in the Guardian for a year. • 4 x additional Support Workers recruited within TAF funded from Families First • Additional Personal Advisor recruited funded with St. David's Day Welsh Government Grant 	<ul style="list-style-type: none"> • Reduce the number of Agency staff. 	<p>Yet to be done</p> <p>A stable and permanent workforce which results in:</p> <ul style="list-style-type: none"> • Consistency of practice across the service. • Improved quality of support to children and families. • Better relationships established between families and social workers leading to improved outcomes for children and families. <p>Partners report an improvement in joint working with Children Services due to reduction in staff turnover.</p>	Senior Management Team and HR	Nov 2016	Ongoing

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<p>to provide practical and emotional support to young people who leave care when they are 18years old.</p> <p><u>September & October 2017</u></p> <ul style="list-style-type: none"> • Head of Service has been appointed and will commence in post at the beginning of December. • We have recruited 8 new Social Workers over the last few months, all of whom are local and apart from one social worker are fluent Welsh speakers. This will ensure that we are able to meet the linguistic needs of children and families coming into contact with the service. • 7 Agency staff are currently employed on a temporary basis covering empty Social Work and Team Manager Posts. • We have developed Social Work Traineeship arrangements internally and 2 of our staff will now train to become qualified Social Workers over the next 2 years. • We have failed to appoint to the post of Quality Assurance Manager which has slowed our progress in relation to delivering on the Quality Assurance Framework. <p><u>August 2017</u></p> <ul style="list-style-type: none"> • Meetings are being held every two weeks between HR and Children's Services senior managers to ensure that recruitment and workforce development issues move on at pace. This to include regular updates on 					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<p>staffing levels, staffing chart and caseload.</p> <ul style="list-style-type: none"> • Appointed the Resilient Families Team • Appointed 2.5 Engagement Officer in Teulu Môn • 8 Practice Leaders now appointed commencing on the 4th of September • Discussions to be held around extending Agency Staff contracts to be extended until end of December <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • Agency staff contracts extended until end of September 2017 to ensure workforce of sufficient numbers and experience. Aim to reduce agency social workers during September. • 1 qualified and 3 student social workers appointed to posts. 1 qualified and 1 student commencing in July. 5 vacant posts being advertised on a rolling basis • 7 Practice Leaders appointed. Further vacant post being advertised. • Appointed to vacant IRO post with commencement date of 10th of July. • Service Manager Early Intervention and Prevention appointed. Commencement middle of August. • Service Manager Intensive Intervention appointed. Agency Service Manager covering on a temporary basis. • Retaining permanent and temporary social workers continues to be a challenge for the service. • Providing sufficient support and guidance to staff remains a high priority. 					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<p><u>May 2017</u></p> <ul style="list-style-type: none"> Weekly meetings established between HR and Children’s Services senior managers to ensure that recruitment and workforce development issues move on at pace. This to include regular updates on staffing levels, staffing chart and caseload. We continue to lly for experienced social work posts on a rolling basis HR recruitment briefings have been held for Managers. HR to provide regular updates regarding recruitment and retention rates for the Service. Continued guidance from Finance on cost implications of agency staff. Exit strategy is in place for agency staff where posts have been filled by permanent workers. 					
1.3	<p>Review of Supervision Policy. This will include following:</p> <ul style="list-style-type: none"> Code of Practice Formal and informal or ad-hoc Supervision Purpose of Supervision Benefits of Supervision Roles and Responsibilities Minimum Frequencies and Cancellation Planning for a Supervision Session Recording of Supervision Disputes Confidentiality and Access 	<p><u>November – January 2018</u></p> <ul style="list-style-type: none"> An Audit of supervision arrangements commenced in October 2017 across Children’s Services. This audit has not progressed as planned – as the relevant managers have not completed the work of auditing supervision records across teams. They have been asked to provide the reasons for this. Anecdotal evidence would suggest that this is an issue around recording of the supervision records. A staff survey has been completed: and this shows some positive results. Mentoring for managers on outcome-focused supervision workshops designed to develop reflective practice held in December for Practice Leaders. 		<p>Commenced</p> <p>Staff positively report that the quality of their assessments and plans have improved through regular and quality supervision. The Supervision Survey responses indicate a lack of consensus across the service on this: and the impact of supervision on the quality of practice needs further work. :</p> <p>The response to the impact of the new structure on the capacity to provide professional leadership to support the workforce through regular and quality supervision shows that this is still work in progress.</p>	Melanie Jones	Dec 2016	Ongoing tracking and auditing QA June 2017

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
	<ul style="list-style-type: none"> Links with Other Policies and Procedures <p>Links to CSSIW Recommendation 7:</p> <p>Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.</p>	<ul style="list-style-type: none"> On-going advice and guidance provided to individual social workers on completing assessments, recording and assessing risk. <p>September & October 2017</p> <ul style="list-style-type: none"> A feedback form has been developed by colleagues in Training to ask what staff have learnt from the training they have received, have they put what they've learnt into practice, what would they change about the course if anything. Staff completed these forms during the Staff Conference in October. We are currently analysing the information. A planning workshop was held for Senior Management Team with Rhonwyn Dobbing in preparation for the 3 outcome focused supervision workshops. We have continued to remind staff that supervision is a priority and that all staff need to have regular supervision in line with the Policy. Supervision continues to be tracked by the Head of Service to ensure compliance. Managers/Practice Leaders will be held accountable for non-compliance. Audit of supervision arrangements commenced in October 2017 across Children's Services, including staff perception of supervision through questionnaires and focus groups. Initial feedback from the auditor is that progress with the work is slow as managers are unable to provide all the records of supervision that were to have happened in the nominated period. It is unlikely that this review will provide evidence of systematic and consistent compliance with the policy. Practice Leaders are very new in post and have only been supervising their staff since the beginning of October. We will undertake a repeat audit in February 2018. 		<p>Clear guidance on standards and good practice clearly communicated and available to all through regular Supervision. 67% of responders agreed that supervision helped them better understand what they need to be doing. This needs building on.</p> <p>Managers complying with the Supervision Policy and Risk Model incorporated into Supervision sessions with staff. 83% agreed or strongly agreed that they were able to do this. This will be tested further during an evaluation of the recent coaching/mentoring of the Risk Model</p> <p>Regular audits across Children and Adult Services showing good quality and consistent Supervision. Regular audits are showing that improvement in management oversight and supervision remains inconsistent.</p> <p>Assurance mechanism established centrally to ensure compliance with Supervision policy.</p>			

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> Mentoring by Bruce Thornton has started to work with each practice lead in terms of how they embed the Risk Model in their work including during supervision. <p><u>August 2017</u></p> <ul style="list-style-type: none"> Arrangements made with Rhonwyn Dobbing on undertaking outcome focused supervision training for Practice Leaders. Three workshops will be held and the purpose is to support supervisors in examining their role in outcome-focused supervision and to consider the value of outcome focused supervision for service users, workers, social work practice and for the organisation. It should also strengthen the role of supervisor, consider core skills and challenges for different practice groups. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Training on the Supervision policy held and training on the risk model held in June. On-going tracking and monitoring of supervision arrangements to ensure compliance of the Policy. <p><u>May 2017</u></p> <ul style="list-style-type: none"> Supervision policy revised and shared with staff 		<p>Staff report that they are effectively supported to carry out their duties. – Circa 75% agreed or strongly agreed in the supervision survey that they are effectively supported to carry out their duties. 79% agreed or strongly agreed that they receiving supervision often enough.</p> <p>Managers’ report that they are enabled to support staff to the required standards. – 83% agreed or strongly agreed that they were able to do this.</p>			

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> Tracking arrangements in place to monitor strict compliance with Supervision policy Supervision policy completed Training on the Risk Model and its link with staff Supervision has been provided to all staff in June. Supervision training provided to all staff and Managers. 					
1.4	<p>Provide developmental opportunities for Practice Leaders to support the workforce in carrying out their duties. Areas of focus:-</p> <ul style="list-style-type: none"> Principles for making correct and safe case management decisions (management oversight of decision making) Improving and managing practice and performance including providing constructive challenge and direction to staff Managing difficult conversations Providing regular and quality Supervision Developing Practice leaders in coaching and mentoring skills <p>Links to CSSIW Recommendation 6: Arrangements for team managers and senior practitioners should be</p>	<p>November – January 2018</p> <ul style="list-style-type: none"> The office re-organisation has happened with Practice Leaders located with their Practice Groups. <p>September & October 2017</p> <ul style="list-style-type: none"> The Service Induction Programme is continuing (see below) Practice Leaders took on responsibility of their Practice Groups at the beginning of October. Most had a 3 week induction period with no management responsibility for staff. <p>August 2017</p> <ul style="list-style-type: none"> A repeat audit was undertaken in May/June 2017 confirmed positive progress was being made in relation to referrals that proceeded to Strategy and Conference: Quality of Strategy Discussions/Meetings Quality of Assessment. <p>Key Themes are as follows:</p> <ul style="list-style-type: none"> Attendance and recording at Strategy Meetings has improved Increased use of Risk 2 tool Strategy meetings timely 	<ul style="list-style-type: none"> HR to provide regular updates regarding recruitment and retention rates for the Service. (This could be part of what is discussed in the 6-8 weekly meetings with HR). 	<p>Commenced</p> <p>Managers' report enhanced confidence in their skills in making correct and safe case management decisions. 83% of staff who completed the Staff Questionnaire in November 2017 agreed.</p> <p>Staff report that they feel better supported by their line managers in carrying out their responsibilities leading to a reduction in staff turnover, improve staff retention and providing stability in the workforce. 74% of staff who completed the Staff Questionnaire in November 2017 strongly agreed or agreed.</p> <p>Increased confidence in workforce and organisational reputation in feedback from partners.</p>	Senior Management Team	Jan 2017	March 2018

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
	<p>reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.</p>	<ul style="list-style-type: none"> • Increased use of Chronologies evident • Improved quality of assessments evident. • Consistency of forms still a problem (S.W.report /Core/Risk2/ Care and Support Assessment and Eligibility tool all in use). • Conceptual shift from filtering risk to identifying strengths not fully embedded • An Away Morning was held on the 28th of July for Senior Staff Members to agree arrangements for the restructure of the service and to start discussing arrangements for Practice Leaders. • 8 Practice Leaders successfully appointed • Service induction programme is in place for September to include training sessions on: <ul style="list-style-type: none"> • Vision for the Service, overarching organisation, SIP • Managing sickness absence & Return to Work Interviews • Complaints and Flexi • Collaborative Communication • Supervision Workshops -3 x full days workshops on Outcome focused supervision • PLO and Court work • Time Management & Diary Management, Prioritising Work and Expectations • Delivering ACE Parental Groupwork Sessions • Performance • Capability • Management Style Course • Quality Assurance and Audits • Thresholds & Correct decision making and staff carrying out actions • Care planning & Reviewing C & S, CP & LAC • Case recording • Assessments and Risk Model • Caseload Management – Allocation of cases, Step down to TAF and not closing cases to Children’s Services, reduced caseload for newly qualified – maximum 12 cases 		<p>Regular case file audits showing an improvement in the quality of assessments and care and support plans.</p> <p>Regular audits across the Service showing correct and safe management decisions being made by Managers.</p>			

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> Family Group Conferencing, Participation and Parenting Development Work North Wales Police Public Protection Unit CAFCASS Motivational Interviewing <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July Training held for Managers on Managing difficult conversations 7 Practice Leaders appointed, 4 internal staff and 3 external. Training provided to Managers on Providing regular and quality Supervision 4 Managers currently undertaking accredited Leadership and Development training. Service restructure and establishing smaller operational Teams is proceeding and will ensure increased capacity for Managers to provide consistent guidance, supervision and support to staff. Arrangements have been made for Adults Services Managers to support Children's Services Managers in their professional development. 					
1.5	<p>CSSIW Recommendation 4:</p> <p>Continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services to assure themselves, partners, staff and communities</p>	<p><u>November – January 2018</u></p> <ul style="list-style-type: none"> The Members Panel continues to meet on a monthly basis. Seven meetings have been held to date. 3 Laming visits have happened since October 2017, with visits to the Early Intervention Service, Resilient Families Team and Specialist Children's Services 	<ul style="list-style-type: none"> Continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services. 	<p>Yet to be done</p> <p>Senior leaders' and elected members' report that their involvement in the Social Services panel has developed their understanding of the key underlying issues and risks associated with the service and their ability to scrutinise the effectiveness of the service.</p>	<p>Chief Executive</p> <p>Director of Social Services</p>	<p>January 2017</p>	<p>On-going</p>

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
	<p>that their responsibilities are discharged to maximum effect.</p> <p>CSSIW Recommendation 8: Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritised and the pace of improvement accelerated and sustained.</p>	<p><u>September & October 2017</u></p> <ul style="list-style-type: none"> The Members Panel has continued to focus on monitoring and challenging the implementation of Children's Services Service Improvement Plan, holding the Director of Social Services and Head of Service to account. Four meetings have been held since the Local elections in May. The purpose of Laming visits has been reviewed and the questions asked during visits are and will be linked to relevant outcomes in the SIP. Laming visits for Members have been scheduled until May 2018. A recent Laming visit was undertaken to the Child Placement Team on 27.10.17 by the Assistant Chief Executive, Scrutiny Chair and an elected member of the Panel. The Leader of the Council, is also the Portfolio Holder for Children's Services and she is very supportive and closely involved with the monitoring of the Service Improvement Plan through monthly meetings with the Head of Service to discuss progress and developments. <p><u>August 2017</u></p> <ul style="list-style-type: none"> A schedule of monthly Laming visits between July 2017 and May 2018 has been presented and agreed by the Children Services Improvement Panel on 21/08/17. Laming visits have commenced. Initial discussion held with Andrew Bennett, Public Health Research, Training and Consultancy about the possibility of running a session available for all Members/Senior Leaders around Adverse Childhood Experiences. 		<p>Senior managers within the service report that the support and challenge provided by senior leaders and elected members have continued to improve.</p> <p>Professional partners and communities report that the Council are effectively discharging their responsibilities in line with SS&WB Act.</p> <p>Commenced Senior leaders and elected members report that the Service Improvement Plan is delivered on time and to the required quality.</p>			

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> The Second Members Panel was held on the 21st of August and a tracking document has been produced for the work of the panel. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> The new Council Leader/Director of Social Services the Interim Head of Children’s Services and Interim Scrutiny Manager have reviewed the role of the SS&WB Member panel in the creation of the ToR for the Children’s Panel Elected members and Senior Leaders to continue with regular Laming visits. Children’s Improvement Group held on a monthly basis chaired by the Director of Social Services to drive improvement and changes required. <p><u>May 2017</u></p> <ul style="list-style-type: none"> SS&WB Member panel to continue to monitor the completion of the Service Improvement Plan. Elected members and Senior Leaders to continue with regular Laming visits. Corporate Parenting work to be further developed (see.5.3). Additional resources required to provide more insight regarding the complexities of Children Services 					

2. Quality and timely assessments, interventions and decision making to protect, support and manage the risks for children: good quality chronologies, record keeping & research evidence and tools

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
2.1	<p>Improvement in the quality of practice.</p> <p><u>Areas of focus:</u></p> <ol style="list-style-type: none"> 1. Child protection, child protection and LAC social work visits 2. Risk Model – improve analysis of risk 3. Assessment - What matters, 5 areas of assessment. 4. Outcomes focused plans 5. Complete Care and Support plans under the SS&WB Act 6. Establish and maintain high quality relationships with children, young people and their families. 7. Record keeping 8. Collaborative Communications' 	<p>November – January 2018</p> <ul style="list-style-type: none"> The Q3 analysis of practice quality has not yet been completed. A number of practice evaluations were held during the period – and the learning has been disseminated to the practice leads/managers. A summary conclusion is that practice remains inconsistent in many areas: and some of the basic requirements are not being met e.g. child protection plans, Care and Support Plans. Audits have shown that there are improvements in the standard of recording: however it is to the staffs credit that this is being maintained despite difficulties in familiarising themselves with a new system. There are some examples of Practice Leads seeking to work in a different way – to embed new ways of working: but this is not consistently applied across the service. However practice remains inconsistent: and that the service is yet to realise a number of its improvement objectives in terms of the quality of practice, assessment, analysis, risk 	<ul style="list-style-type: none"> The Q1 2017/18 practice quality report – The Service must concentrate and ensure compliance with the basic requirements to improve performance data. The priority for the next reporting period is to improve assessing practice. Training is provided by Bruce Thornton on using the Risk Model in assessments. We will work with staff to define standards for assessments. Reflective Practice in Social Work <ol style="list-style-type: none"> 1. Child protection 2. How to establish and maintain high quality relationships with children, young people and their families. 3. Record keeping. 4. Guidance to be developed on good practice around record keeping. Bruce Thornton commissioned to establish an operational model within the new system -WCCIS. 	<p>Yet to be done</p> <p>Review the thresholds for a child becoming looked after as a consequence of evaluations that thresholds for CP registration and Part 4 meetings have been identified as poor practice</p> <p>Evidence in 'prevention' and 'supporting' with more children remaining at home.</p> <p>Regular audits undertaken confirming improvements in the quality of practice, assessing risk and record keeping.</p>	<p>Senior Management Team</p> <p>Training</p>	<p>Jan 2017</p>	<p>March 2018</p>

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p>course on strengths based conversations.</p> <p>Recommendation 10: The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.</p>	<p>management and care and support planning</p> <ul style="list-style-type: none"> An Interim Manager has been appointed to help drive practice improvements via coaching/mentoring, development of processes and procedures and establishing practice standards. This work is ongoing. The coaching and mentoring by Bruce Thornton on the Gwynedd/Thornton Risk Model is continuing and an evaluation is underway. Anecdotal evidence is that this is helpful. There has been less complaints to the service in Q3 compared to Q2, - 12 down to 3, and the positive comments increased from 24 to 31. <p>September & October 2017</p> <ul style="list-style-type: none"> Collaborative Communications course held on the 28th and 29th of September and the shift to working under the SSWBA is still ongoing. The summary of quarter 2 performance does evidence a range of evaluation sources – management reviews, complaints, thematic audits, regular casefile audits. Main findings is that the practice remains inconsistent: and that the service is yet to realise a number of its improvement objectives in terms of the quality of practice, assessment, analysis, risk management and care and support planning. There are signs of some improvement in initial decision making and recording. 	<p>5. Practice guidance to be developed around CP and LAC social work visits.</p>	<p>Regular audits showing an improvement in the quality and consistency of record keeping and they are up to date and are systematically stored.</p> <p>Increase in positive feedback from service users on the progress they have achieved with the support of Children’s Services</p> <p>Commenced An improvement in outcomes for children and young people with a reduction in children on CPR and looked after. This has been maintained and an evaluation undertaken of the reasons behind the reduction. This will need careful monitoring over the next period to ensure that the descalation has been maintained for individual families.</p> <p>Completed Regional templates for ‘assessment’ / ‘care and support planning’ which clearly records needs, risks, strengths, outcomes, accountabilities for actions and their associated timescales are available for use within the service</p>			

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> • Targeted interventions continue to be undertaken with individual Social Workers who have not improved the quality of their practice • A Court Action Plan has been developed to focus on improving the quality and analysis of all assessments undertaken to inform our decision making and will support arrangements for ‘front loading’ public law cases. Practice Leader’s now have oversight of the Court timeframe for cases within their Practice Groups and will support and guide Social Worker’s to ensure better preparation for Court and that documents are filed on time. • Children’s Services have adopted the Thornton/Gwynedd Risk Model to continue supporting social workers to work proactively with families to manage risk - spending much more time working alongside them helping them to change so that the family is a safe place for their children. • Bruce Thornton co-author of the model is undertaking a Practice Coach/Mentoring Development role for a period of 7 months to focus on: <ul style="list-style-type: none"> • Providing coaching and mentoring to help develop the skills, knowledge and competence of practitioners and practice leaders. • Support Service Managers to implement, process, systems and procedures to ensure that the Risk Model is implemented within service processes • Support the development of the Risk Model within critical and reflective supervision. • Despite the inconsistency in practice, we have positive evidence of the workforce working directly with 					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<p>families leading to improved outcomes. We have seen a significant reduction in the children on the Child Protection Register from 102 in March 2017 to 56 on the register on 31st of August, 2017 a 55% decrease.</p> <ul style="list-style-type: none"> • The number of Looked After Children has remained consistent during the last 8 months because we are trying to support children to remain living at home when it is safe to do so. • Ongoing discussions regarding the requirements for Performance Monitoring Reports from the new Social Care System – WCCIS which was rolled out in August. We were only able to report on 4 out of the 6 corporate scorecard indicators due to further work being required to establish an accurate picture to current performance. This work has been ongoing and the Service has an action plan in place to improve the position and provide accurate and up to date data for consideration. <p><u>August 2017</u></p> <ul style="list-style-type: none"> • Audits – both case file and thematic – on a service and multi-agency basis - held during the month. Caseloads for frontline team remain higher than the service management team would wish for, evidence from audits suggests that practice remains inconsistent. • Draft Framework for Improving Quality of Practice developed for consultation • SMT considering findings of the Q1 quality report – recommend 					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<p>prioritising improvements in assessment practice</p> <ul style="list-style-type: none"> • Challenged and supported individual workers to improve their practice • Practice evaluation Report Q1 2017/18 doc Case file auditing completed on the following practice areas: LAC step down audit, Report for placement panel, planned monthly case file audits by Team Managers, Responsive auditing (Stage 2 complaints) and Initial decision making, screening, strategy discussions and meetings and simple assessment. Service User views and evaluation of previously conducted management reviews. This report shows that practice remains inconsistent however; there are examples of good practice that have been confirmed by CSSIW as achieving the required outcome for the child/ren and their families. • CSSIW tracked two cases – ‘Case files were read, social workers, managers and families interviewed. The cases provided evidence of good outcomes for families. A good range of services were effectively used. The social workers interviewed were very motivated and committed to providing a high quality service. They achieved a very high level of engagement with the families. The families were motivated and supported to address and change deeply engrained patterns of behaviour related to substance misuse and domestic violence. Social workers were well supported although not always through formal supervision.’ <p>Case 2 provided evidence of : ‘Good use of systems and services. A good range of services - LAC, Domestic Violence, FGC in planning,</p>					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<p>specialist service therapeutic assessment.</p> <p>Children’s and family’s needs have been met. Social worker was skilled able to maintain her relationship with mother and children and do direct work with children. From the discussions and file she had made a significant contribution in moving the mother’s expectations, thanking and behaviour.’</p> <ul style="list-style-type: none"> • A repeat audit was undertaken in May/June 2017 on the referrals that proceeded to Strategy and Conference: Quality of Strategy Discussions/Meetings Quality of Assessment. <p>Key Themes are as follows:</p> <ul style="list-style-type: none"> • Attendance and recording at Strategy Meetings has improved • Increased use of Risk 2 tool • Strategy meetings timely • Increased use of Chronologies evident • Improved quality of assessments evident. • Consistency of forms still a problem (S.W.report /Core/Risk2/ Care and Support Assessment and Eligibility tool all in use). • Conceptual shift from filtering risk to identifying strengths not fully embedded • Teulu Môn practice guidance being developed by the Early Intervention Service Manager • Bruce Thornton has been commissioned to produce Guidance on Record Keeping and Decision Making • The quality of practice continues to be inconsistent. 					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> • Draft Multi Agency practice guidances have been completed to be ratified at the next Local Delivery Safeguarding Group in October, areas covered are <ul style="list-style-type: none"> • Multi Agency Child Protection Practice Guidance Investigation Thresholds • Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups • Multi Agency Child Protection Practice Guidance- Registration Thresholds. • Part 4 AWCPP2008 • Making Referrals • A draft document has been produced setting out the way of working for the service (Collaborative communication, co- production and assessment of risk). In preparing this document the service has considered the need to improve practice in relation to forming good quality assessments and respond to the requirements within the Social Services and Wellbeing Act (Wales) 2014 to work collaboratively with children and families. This document sets out the service’s vision in how we will assess risk, co-produce and conduct collaborative communication with children and families in Anglesey. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July. • Challenged and supported individual workers to improve their practice • The quality of practice continues to be inconsistent. 					

	ACTION TO BE TAKEN AND LINKS TO CCSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> • Staff session held for Social Workers to discuss practice standards and ask staff for ideas on what would help to improve the way of working <u>May 2017</u> • Training Unit have arranged training for all social care staff on: <ul style="list-style-type: none"> • Assessing Carers in the Long-term • Implementing the Induction Framework for Foster Carers • Changing Culture and Measuring Performance in line with Social Services and Well-being Act • Collaborative Communication / Outcome focused conversations • Regional Templates – Including Assessment, What matters, 5 areas of assessment, Care and Support plans which are Outcome focused • Making the Most of Supervision – for Managers • Providing Constructive Feedback and Managing difficult conversations • Making the Most of Supervision – for staff • IFSS Resilient Families training (including Brief Solution Focused Therapy and Motivational Interviewing) • Collaborative Communication - follow-up • General Safeguarding for Social Workers • Risk Model • Child Sexual Exploitation and Return Home Interviews • Motivational Interviewing 					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
2.2	<p>CSSIW recommendation 3: Senior leaders in social services and the police will work together to ensure improvements to the:</p> <ol style="list-style-type: none"> 1. quality, 2. consistency and 3. timeliness <p>of child protection enquiries.</p> <p>Practice Guidance to be developed between Police and Children services around child protection referrals, strategy discussion/meetings and enquiries.</p>	<p>November – January 2018</p> <ul style="list-style-type: none"> • Following analysis of CID 16 referrals work is on-going between the Police and Children’s Services. • Discussion around piloting arrangements in relation range of measures to improve the flow and quality of information shared between both agencies. <p>September & October 2017</p> <ul style="list-style-type: none"> • Regular audits show that there is conflicting evidence in terms of the improvement in the quality, consistency and timeliness of child protection enquiries. A distance travelled audit concluded that attendance and recording at Strategy Meetings had improved and that the strategy meetings were timely. However the Case File Audit (July) and a management review concludes that in several cases auditors expressed concern about strategy discussions or meetings: <ul style="list-style-type: none"> • Not always being held in a timely manner – e.g. one was not till 3 weeks after decision made to hold one • Minutes of discussions are insufficient – i.e. too brief • References are made for need for follow up strategy meetings and then there is no evidence that they have been held. • This is reflected in the Thematic Audit Part 4, and a review of Children subject to Child Protection Plans –decision making, delays, and lack of clear plans and follow through being issues identified. 		<p>Yet to be done Regular audits show an improvement in the quality, consistency and timeliness of child protection enquiries leading to improved outcomes for children and young people.</p> <p>Staff report clearer guidance and improved understanding of roles and responsibilities through the implementation of the Practice Guidance.</p>	Service Mangers	Jan 2017	Ongoing

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> • High level discussions have been held between North Wales Police and Children's Service around piloting a Multi-Agency Information Advice and Assistant hub. This will progress further in November. • The Police are making progress with their analysis of CID 16's, and is suggesting that the next step will be for both teams to meet to compare their conclusions. • Draft Multi Agency practice guidances have been completed including: <ul style="list-style-type: none"> • Multi Agency Child Protection Practice Guidance Investigation Thresholds • Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups • Multi Agency Child Protection Practice Guidance- Registration Thresholds. • Part 4 AWCPP2008 • Making Referrals • The Multi Agency guidance will be ratified by the Corporate Safeguarding Board in December, and will be used by Housing, Education and Partner Agencies in relation to the Safeguarding process. The guidance will also be discussed in the Regional Policies and Procedures Sub Group for them to be used regionally. A training plan will be developed to ensure arrangements are in place for staff to use the Practice Guidance. <p><u>August 2017</u></p>					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> • We have met the IAA hub equivalent in both Conwy and Flintshire County Councils in order to explore options and share their experiences. The visit with both Conwy and Flintshire has assisted us in forming clearer mission for our own IAA. • Developed scope of work with the police on joint audit and improvement in terms of referrals, Strategy meetings and s47 investigations. • An audit was carried out on all 81 referrals which were received by Children's Services from the Public Protection Unit in the form of CID 16's between 1st and 14th of June 2017. 20 of the referrals were deemed to be not clear in the reason for sharing the information. Of the 81 only seven stated what the anticipated outcome for the referral would be. Only 15 referrals contained the voice of the child. <p>The Public Protection Unit must ensure that they are more specific in why they are referring the information and must not refer simply because there are children linked to the adults involved.</p> <ul style="list-style-type: none"> • CSE and Return Home Interviews for looked after children, work is being done to improve performance in these areas taking place with partners - Police and the 6 North Wales Local Authorities. • A repeat audit was undertaken in May/June 2017 on the referrals that proceeded to Strategy and Conference: Quality of Strategy Discussions/Meetings Quality of Assessment. See 2.1 <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • Protocols currently drafted for: 					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> • Multi Agency Child Protection Practice Guidance Investigation Thresholds • Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups • Multi Agency Child Protection Practice Guidance- Registration Thresholds. <p>Set of protocols likely to be ready for October.</p> <ul style="list-style-type: none"> • 2 week analysis started 10/07/17 in relation to all CID16's that are received at Teulu Môn in order to ensure that appropriate referrals are made to the Council and understand the data and to explore information sharing. A meeting was held on the 26th of June. • Monthly meetings arranged between Children Services and NWP to address operational matters and to develop a Practice Guidance around child protection referrals, strategy discussion/meetings and enquiries. • HOS is made aware of any on-going operational difficulties in relation to joint working with the Police to ensure they are urgently addressed and that children are not left in vulnerable positions. • Audit to be undertaken to monitor the quality, consistency and timeliness of child protection enquiries. <p><u>May 2017</u></p> <ul style="list-style-type: none"> • Positive discussion held with the Police regarding cooperation. 					

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
2.3	<p>CSSIW recommendation 9: Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing.</p>	<p>November – January 2018</p> <ul style="list-style-type: none"> We have received permission from Welsh Government to amalgamate the current Joint Assessment Framework (JAF) to the care and support assessment form. Work on including the measures that the JAF collects has commenced. The Care and Support Assessment and Plan will be used instead of the JAF. Multi Agency operational meetings with Police, Health Board, CAMHS, Paediatrician and Education are taking place monthly to discuss joint working arrangements to improve and strengthen current arrangements e.g. the quality of referrals received by Children and Families Services. <p>September & October 2017</p> <ul style="list-style-type: none"> Work progressed on improving the quality and our understanding of the care and support assessments (Part 1,2,3) this includes the core data set, the what matters conversation and care and support assessment. We have been working to improve our understanding of the national eligibility criteria and gain consistency in recording the eligibility criteria in our assessments. We have identified suitable methods of communication, prompts and tools to improve the quality of the what matters conversation, decision making process and recording. 		<p>Yet to be done Improved multi agency safeguarding arrangements leading to improved outcomes and experiences for children and young people.</p> <p>Commenced A multi-agency Practice Guidance clearly defines local roles and responsibilities and safeguarding arrangements.</p>	Early Intervention Service Manager	Jan 2017	Ongoing re multi agency arrangements

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<p><u>August 2017</u></p> <ul style="list-style-type: none"> • Practice guidance completed see 2.2 • Meetings held with CAMHS and CAFCASS <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • Arrangements have been made to hold a multi-agency task and finish group under the local delivery safeguarding group to develop the practice guidance. <p><u>May 2017</u></p> <ul style="list-style-type: none"> • Local Delivery Safeguarding Group agreed on 16.2.17 that a Gwynedd and Ynys Mon multi-agency meeting should be held to discuss current working arrangements and difficulties and to bring them to the attention of the RSCB. • Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing, see. 3.3(4) 					

3. Quality assurance and performance framework that supports the local authority in effectively managing its responsibilities towards children

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
<p>3.1 Review all children who are looked after to ensure outcome based care and support plans are in place in securing permanence.</p> <p>A service and corporate understanding of the profile of looked after children and children on the CPR.</p> <p>Review all cases where the child's name has been on the CPR for 12months + to decide if cases should be discussed in Legal Gatekeeping Panel (care proceedings)</p>	<p>November – January 2018</p> <ul style="list-style-type: none"> A review of residential placements is underway. A monthly meeting is held by a Service Manager to discuss the children on the CPR who have been on the register for at least 10 months with Practice Leaders to decide on any actions required for example discuss case in Legal Gatekeeping. The service is looking at developing local care provision to meet the growing demands of Looked After Children, such as: <ol style="list-style-type: none"> Small Group Homes. Salaried foster Carers and a Overall of the Current fostering offer <p>This is favoured by the elected members not only in relation to cost but more importantly so we can keep Anglesey children within their locality, albeit not living with their birth family.</p> <p>The Services completed the Looked After Self-Assessment for Care Inspectorate Wales on the 26th January 2018. The Challenge Meeting is due to take place on 27th of March 2018.</p>	<ul style="list-style-type: none"> Aim to reduce the number of Children becoming Looked After by: <ul style="list-style-type: none"> Engaging family, friends and community earlier Being creative – additional support/provision Completing in-depth Care & Support Assessments Engaging the child/young person in the Assessment process Listening to children and Young People SMART Care & Support planning Resilient Families intervention Need to move away from thinking the needs of Children and Young People can be best met by bringing them into care. When parents request for their child(ren) to be brought into care they must be told that the steps mentioned above* must be worked through. 	<p>Commenced</p> <p>Intensive work with those looked after children and young people who need 'step down' arrangements are successful leading to improved outcomes.</p> <p>Council is assured that placements are meeting the needs of looked after children and young people. Children rehabilitated safely home through placement with parents/discharge of Care Orders.</p> <p>LAC Review recommendations are prioritised by Social Workers and the pace for completing assessments and outstanding work is accelerated and sustained.</p> <p>Reduction in the number of children in residential placements by the end of March 2018 due to intensive work undertaken to move them to 'step down' arrangements.</p> <p>Costs and expenditure on costly placements have reduced significantly because of 'step down' arrangements for children and young people.</p>		Jan 2017	March 2018

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p>The Service also completed the Adoption Review on 25th January 2018 with Care Inspectorate Wales.</p> <p><u>September & October 2017</u></p> <ul style="list-style-type: none"> We are seeing evidence of the workforce working directly with families leading to improved outcomes – as we have seen a significant reduction in the children on the CP register from 102 in March 2017 to 56 on the register on 31st of August, 2017, 55% decrease. Work has continued in relation to stepping down arrangements from residential care, 3 young people have been identified to either return home or move to alternative care arrangements. Further work has been undertaken by the Resilient Families Team to ensure there is progression in preventing children becoming looked after and progressing with the stepping down arrangements for the 3 young people mentioned above. Recruitment to Social Work post to revoke care orders has commenced. <p><u>August 2017</u></p> <ul style="list-style-type: none"> Review undertaken of Case Conference minutes for 34 children – indicated that in a significant number of cases there was no evidence to justify the judgement of further significant harm. A Practice Leader is now reviewing the same minutes in an attempt to verify the findings. 		<p>Case file audit showing that care planning by Social Workers for looked after children is significantly improved through implementation of the Practice Guidance.</p> <p>Review of looked after children and children on the CPR provides detailed information and understanding of their needs. This will assist with the prevention strategy and the work of the Resilient Families Team.</p>			

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<ul style="list-style-type: none"> • One case referred for management attention as the children had been on the register for 4 years. This was positive and led to clearer decision making, direction and action. • The profile of children on the CP register has been completed, work has progressed to reduce the number of children on the register. The number of children on the register on the 31st of August 2017 was 56 compared to 102 at the end of March 2017, 55% decrease. Practice Leader identified to focus on improvements around the quality of work in relation to CP conferences and reducing the length of time that children remain on the register. • Work started to understand and challenge “notice periods” given by care providers. • Work started to challenge Quality of placements offered. • Resilient Families team appointed and we have started to work under the Resilient Families model with families. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • A review all children who are looked after has happened and children who need to be ‘Stepped Down’ have been identified. • Head of Service chairs a group – Internal review panel for residential placements: • Ensure that care and support plans meet their wellbeing outcomes to ensure that the LAC review recommendations are actioned and to ensure value for money. • Resilient Families Team posts have now closed. • Care planning for looked after children to be strengthened through development of additional Practice Guidance. • Permanency policy currently under review 					

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<ul style="list-style-type: none"> We have started to practice differently and more intensively with a small number of families following a similar model to the work of the Intensive Family Support Services. This is the work the Resilient Families Team will be undertaking to support children living at home: both preventing the need for accommodation and supporting return home plans. <p>May 2017</p> <ul style="list-style-type: none"> Team Managers to confirm by May 2017 which children/young people will have 'step down' care and support plans. Agreement reached by May 2017 over the tasks required to achieve permanence and the intensive work required with looked after children /young people and their families to ensure 'step down' arrangements are successful. Posts within Resilient Families Team and appointments made by May 2017. Care planning for looked after children to be strengthened through development of additional Practice Guidance. 					
<p>3.2 Strengthen and embed the Quality Assurance Framework within the Service, through:</p> <ol style="list-style-type: none"> IRO and CPC to report quarterly on their assessment of the operational performance through conference and review. IRO and CPC to draw out, on a thematic basis, issues regarding quality 	<p>November – January 2018</p> <ul style="list-style-type: none"> There is less compliance by managers and Practice Leads with the requirements to complete audits on a planned way. The Safeguarding Unit have worked together on two thematic reports during this period – which will be fed into the Q3 report. This strengthens the oversight and overview of the independent officers and puts in place another element of the IQ Framework. 	<ul style="list-style-type: none"> Guidance to be developed around caseload management to ensure there is sufficient capacity for workers to engage effectively with children and their families – <p>Next steps</p> <ul style="list-style-type: none"> Recommitment to systemic and planned audits Provide Tools, support and training to staff to implement the framework 	<p>Yet to be done</p> <p>WCCIS is supporting performance management and caseload management through easily accessible 'reporting' features made available to Managers.</p> <p>Workers have sufficient capacity to engage effectively with children and</p>	Safeguarding and Quality assurance Service Manager	Jan 2017	March 2018

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
<p>and learning for the Service.</p> <p>3. Managers to undertake regular audits on focused areas:</p> <ul style="list-style-type: none"> • Supervision • Recording • Assessment • Quality, consistency and timeliness of child protection enquiries <p>Caseloads and reports regarding the quality of workers' performance to be continuously monitored.</p> <p>CSSIW Recommendation 13: Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements.</p> <p>CSSIW Recommendation 14: Caseloads and reports regarding the quality of workers' performance should be continuously monitored to ensure there is sufficient capacity for workers to</p>	<ul style="list-style-type: none"> • An implementation plan for the remaining elements of the IQF has been developed in collaboration with managers and practice leads: and this will need approval by the SMT in its next meeting. • An interim manager has been brought in as additional capacity to continue in the development of the improvement in a planned and systemic way. The substantive Quality Assurance post currently advertised. • All cases that have been judged as inadequate in previous audits will be reviewed by the interim manager. • Guideline to support Practice Observation developed: currently with Practice Leads for consultation. • Continued provision of Risk Model Coaching and Mentoring • Good Practice Group established to take forward the drive improvement and changes to practice across the Service through learning from thematic and qualitative reports/ This needs time to embed and make an impact. <p>September & October 2017</p> <ul style="list-style-type: none"> • Quality Improvement Framework approved by the Service Management Team following a period of development, consultation and collaboration. The aim of the framework is to the approach that Children's Services will take to ensure that it is 	<ul style="list-style-type: none"> • Revise the Audit Plan in line with Q2 Summary Evaluation Report • Continued provision of Risk Model Coaching and Mentoring • Agreeing Practice Standards 	<p>their families through Manager's implementation of the caseload Guidance.</p> <p>Commenced</p> <p>Quality assurance reports and case file audits showing evidence of improvement in the quality of practice and learning and of safe decision making at all levels. See previous comments. practice remains inconsistent: and that the service is yet to realise a number of its improvement objectives in terms of the quality of practice, assessment, analysis, risk management and care and support planning</p> <p>IRO/CPC have an improved quality assurance role leading to learning and improvement in the quality of practice.</p> <p>Managers provide monthly highlight reports to Service Managers and HOS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families.</p>			

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
<p>engage effectively with children and their families.</p>	<ul style="list-style-type: none"> • Providing safe professional practice • Supporting the right children/adults, in the right way, at the right time • Evaluating whether it is making a difference to practice improvement • Providing a professional context that supports learning, reflection, openness and supportive challenge • Taking the improvement agenda beyond compliance with procedure to a commitment to improve the quality of the social work practice delivered to children, their families and carers. <ul style="list-style-type: none"> • A number of the key elements of the framework are in place – <ul style="list-style-type: none"> • Communication and ensuring a shared dialog about quality • Practice improvement group: sharing disseminating: shared dialogue • Coproduce standards • Provide training and development opportunities • Provide practice guidance and procedures • Recruit and retain the right people • Supervision Expectations • Management Overview Expectations • The process of casefile audits & Multi Agency Audits are taking root within the service. 		<p>QA and Safeguarding Unit to drive improvement and changes to practice across the Service through learning from thematic and qualitative reports.</p> <p>Improvement in the quality, consistency and timeliness of child protection enquiries.</p> <p>In Place</p> <p>Regular and timely qualitative reports are submitted without delay to the leadership team, including members.</p> <p>Framework and tools for structured governance and scrutiny arrangements through regular case file audits.</p>			

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<ul style="list-style-type: none"> • The Head of Service has decided to set up a scrutiny panel within the service to maintain an overview in relation to permanency planning. • The Improving Quality Framework recommends setting up an IRO recommendations and challenge log. Audits have shown that in the cases where delay in progressing a child's care and support plan (under part 6) the IRO had been recommending steps to achieve permanency. Those recommendations had not been progressed. • Priority for the next reporting period is Social Work assessments: integrating the risk model into practice and ensuring that the assessment becomes the "currency" within the service. • Bruce Thornton has been commissioned to provide a mentoring/coaching role within the service to ensure that the Risk Model is embedded into practice. • Successful workshop held with staff committing to the vision in the Quality Assurance framework and beginning to work together to provide a different approach. Staff Morale was good and they found the new approach refreshing. The focus is on the officers to report quarterly on their assessment of the operational performance through conference and review, drawing out on a thematic basis, issues regarding quality and learning for the Service. They are currently working on a report on the lack of preparation, reports and plans for reviews and conferences. They will also suggest improvement actions. 					

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p><u>August 2017</u></p> <ul style="list-style-type: none"> • Business Support Officer for Statutory Reviews and Case Conferences appointed • Improving Practice Co-ordinator post advertised previously titled 'Quality Assurance Manager' • Managers have been undertaking regular audits of the focused areas to monitor the quality of workers performance. • Repeat audits on decision making shows improvement in practice. See 2.1 • Audits – both case file and thematic – on a service and multi-agency basis - held during the month • Draft Framework for Improving Quality of Practice developed for consultation • SMT considering findings of the Q1 quality report – recommend prioritising improvements in assessment practice • Challenged and supported individual workers to improve their practice <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • Quality assurance work in Quarter one has included: LAC profile analysis Case file audit Caseload analysis • Recruitment to the business support for Statutory Reviews and Case Conferences to happen by the end of July. • Appointments to vacant IRO post commenced in July. • Further developments have been made with regards to multi agency quality assurance audits with Education and the Health Board to improve on the quality 					

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p>of referrals and information shared with partner agencies.</p> <ul style="list-style-type: none"> • Additional funding was agreed for re-establishing the Quality Assurance Manager, post was advertised however we failed to appoint. • Audit of PLO cases completed <p>May 2017</p> <ul style="list-style-type: none"> • Quality Assurance Framework has been revised and approved by Children Services. • Quality Assurance Action Plan agreed for the next 12 months focusing on regular audits on focused areas: <ul style="list-style-type: none"> • Supervision • Recording • Assessment • Quarterly Assurance reports to be discussed at Children Services Management meeting and a Practice Improvement Group to be established to take forward practice improvements. • Managers to provide monthly highlight reports to Service Managers and HoS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families. 					
<p>3.3 Develop the performance framework for Children and Adult Services to include:</p> <p>1. Outline Performance indicators split into National, Corporate and Service performance.</p>	<p>November – January 2018</p> <ul style="list-style-type: none"> • Action plan continues to be in place as an interim measure to capture information and report on PIs. • We are still writing the scripts to access reports from WCCIS – this is a problem for most of the local authorities that have gone live on the new system, and we're working with Ceredigion Council in particular to enable us to do this. There 	<ul style="list-style-type: none"> • External Project Manager will commence work with the Service to scope what is required from the System and look at the long term goals in terms of best use of technology for example. • A Project Board will be set up. 	<p>Yet to be done</p> <p>Overall, a continuous improvement in performance and outcomes for children/young people.</p> <p>Improvement in staff's level of understanding of performance</p>	Interim Head of Children Services	March 2017	Oct 2017

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
<p>2. Governance arrangements to include reporting, accountability and mechanism in driving improvement.</p> <p>3. Continues improvement embedded within the framework.</p> <p>4. Framework to provide evidence on the quality of practice and experiences of service users</p> <p>5. Improvement required in priority areas of performance that is outside tolerance and targets:</p> <ul style="list-style-type: none"> • Assessment • Lac Reviews • LAC visits • CP visits • Core group meetings • Pathway Plans <p>These will be brought back into target</p>	<p>appears to be a national issue in relation to the consistency of interpretation and reporting for all Local Authorities against the new Performance Indicator's introduced by the Social Services and Well Being Act (Wales) 2014. A letter dated 25th of October was received from Glyn Jones, Chief Statistician, Welsh Government. This letter highlighted the temporary suspension of National Statistics designation for Social Service publications due to concerns about the quality of the data being reported following the introduction of the new Welsh Community Care Information System (WCCIS).</p> <p><u>September & October 2017</u></p> <ul style="list-style-type: none"> • Action Plan in place as an interim measure to report against Performance Indicators until these reports can be extracted from the WCCIS system. We have worked closely with the Corporate Transformation Team on this matter in relation to strengthening the reporting and monitoring arrangements. • We are writing the scripts to access reports from WCCIS – this is a problem for most of the local authorities that have gone live on the new system, and we're working with Ceredigion Council in particular to enable us to do this. • We have looked in detail at one of the indicators, % of looked after children seen within statutory time-scales, and suspect that our data collection and analysis may not have been correct, leading to performance that appear worse than they are in reality. Work is progressing to address these issues. 		<p>indicators and the clear link with the quality and timeliness of practice. This leading to a continuous improvement in performance and outcomes for children/young people – one indicator being a reduction in looked after children.</p> <p>Commenced</p> <p>Strengthening the reporting and monitoring arrangements in relation to Performance information.</p> <p>Performance information showing an improvement in performance and brought back into target:</p> <ul style="list-style-type: none"> • Assessment • Lac Reviews • LAC visits • CP visits • Core group meetings • Pathway Plans 			

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p><u>August 2017</u></p> <ul style="list-style-type: none"> • We continue to challenge and support individual workers to improve their practice • A significant improvement has been made in relation to LAC review visits for August after reviewing how the indicators were being measured. 86% of visits being held within timescale. • We are now prioritising indicators relating to Lac Reviews, LAC visits, CP visits, Core group meetings. We will focus on Timescales, Purpose, Recording and Performance. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • Challenged and supported individual workers to improve their practice • Practice Guidance currently drafted for: <ul style="list-style-type: none"> • Multi Agency Child Protection Practice Guidance Investigation Thresholds • Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups • Multi Agency Child Protection Practice Guidance- Registration Thresholds. • Service standards are being developed to ensure good practice in relation to key performance that is outside tolerance and targets. <p><u>May 2017</u></p> <ul style="list-style-type: none"> • Commissioning external expertise in May 2017/June to develop the 					

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p>performance framework across both Children and Adult Services</p> <ul style="list-style-type: none"> An enhanced tracker system will be developed, based on Best Practice elsewhere; combined with a new structure for Children's Services, this will enable Team Managers/Practice Leaders to ensure visits are completed when staff are absent from work (whether on annual leave or absent due to sickness absences). 					
<p>3.4 CSSIW Recommendation 2: Establish multi-agency quality assurance systems and training arrangements to ensure that thresholds for assessment to statutory children's services are understood by staff and partners and are consistently applied.</p> <p>Development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, assessment threshold, improvement in the quality of referrals, attendance at strategy meetings, core</p>	<p>November – January 2018</p> <ul style="list-style-type: none"> Service Manager has provided a paper to the Local Delivery Group of the North Wales Safeguarding Children's Board (NWSCB) – in terms of how it can develop its arrangements to establish multi-agency quality assurance systems. It is crucial that developments around this action happens within the governance of the board Undertaken 2 MAPF in the period – which has identified useful lessons learnt on a multi-agency basis. These will be presented to the Local Delivery Group of the NWSCB in this Quarter. Practice Guidance has been developed – but not approved by the Local Delivery Group of the NWSCB. They have been approved for use within IOACC. Audit CID 16 with Police – show matters that need to be resolved in terms of the difference between sharing information/safeguarding checks/ making a referral. Report with Police to agree before it is presented to SMT 	<p>Next steps</p> <ul style="list-style-type: none"> Take forward the work of improvement in a planned and systemic way. Linked to the launch of the Practice Guidance Require capacity to maintain the progress of undertaking multi agency evaluations. This needs to be planned into the capacity of the safeguarding and quality unit. 	<p>Yet to be done</p> <p>Agreed multi-agency quality assurance system in place showing an improvement in the quality and timeliness of practice.</p> <p>All staff and key partners have undertaken the identified training and there is evidence of improvement in the level of understanding and application of thresholds for referrals, assessments and child protection. This is as a result of the Practice Guidance being implemented.</p> <p>Information/referrals from Police to Children Services are scrutinised beforehand including a summary providing reason for the referral and the action requested. This will lead to an improvement in the quality of referrals and decision making and significantly reduce the volume of</p>	Safeguarding and Quality assurance Service Manager	Dec 2016	Dec 2017

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
<p>group meetings and information sharing.</p>	<ul style="list-style-type: none"> • Multi Agency Practice Guidance approved by the Corporate Safeguarding Board on the 8th of December, 2017. <p><u>September & October 2017</u></p> <ul style="list-style-type: none"> • Progressing with partners (Police, Health and Education) to implement the multi-agency quality assurance system referred to below. • Summary of Q2 report provided above – shows Regular audits show that there is conflicting evidence in terms of the improvement in the quality, consistency and timeliness of child protection enquiries. A distance travelled audit concluded that attendance and recording at Strategy Meetings had improved and that the strategy meetings were timely. However the Case File Audit (July) and a management review concludes that in several cases auditors expressed concern about strategy discussions or meetings: <ul style="list-style-type: none"> • Not always being held in a timely manner – e.g. one was not till 3 weeks after decision made to hold one • Minutes of discussions are insufficient – i.e. too brief • References are made for need for follow up strategy meetings and then there is no evidence that they have been held. • This is reflected in the Thematic Audit Part 4, and a review of Children subject to Child Protection Plans –decision making, delays, and lack of clear plans and follow through being issues identified. 		<p>referrals received by Children Services at the front door.</p> <p>The quality of referrals received by Children Services is vastly improved due to the improvement in the quality of information provided by partners. This will allow staff to focus on establishing positive relationships with families and provide quality interventions.</p>			

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<ul style="list-style-type: none"> • Work underway with Police and Health - multi agency professional forum regarding two management reviews of cases where review of practice was best done on a multi-agency basis – one completed: one in progress. The completed review shows poor information sharing: lack of focus on risk and missed opportunities to intervene at an earlier stage. • We have undertaken a critical friend review of a case on the CPR register with Gwynedd Council. The completed review shows lack of focus on risk, poor child protection plans and missed opportunities to intervene at an earlier stage to asses risk, engage the family and create change. • A Regional Referral Form has been approved and discussion will occur in the Safeguarding Children’s Board around North Wales Police also completing the referral form. • Practice Guidance referrals developed, there will be Regional Training to ensure that thresholds for assessments to statutory children’s services are understood by staff and partners and are consistently applied. <p><u>August 2017</u></p> <ul style="list-style-type: none"> • Practice evaluation Report Q1 2017/18 doc Case file auditing completed on the following practice areas: LAC step down audit, Report for placement panel, planned monthly case file audits by Team Managers, Responsive auditing (Stage 2 complaints) and Initial decision making, screening, strategy discussions and meetings and simple assessment. 					

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p>Service User views and evaluation of previously conducted management reviews. Quarter 1 results have been analysed see 2.1</p> <ul style="list-style-type: none"> • Progressing with partners (Police, Health and Education) to implement the multi-agency quality assurance system referred to below. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • A multi-agency quality assurance framework has been developed for approval between the Service and the Police, Service and the Health Board and the Service and Education. • The results of the audits undertaken in Quarter 1 will be analysed in quarter 1 and will be presented to the Local Delivery Group for quality assurance. • Guidance currently drafted for: <ul style="list-style-type: none"> • Multi Agency Child Protection Practice Guidance Investigation Thresholds • Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups • Multi Agency Child Protection Practice Guidance- Registration Thresholds. <p>Set of guidance likely to be ready for October.</p>					

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p><u>May 2017</u></p> <p>Agreement provided by partners to develop and support/prioritise:</p> <ul style="list-style-type: none"> • Multi agency quality assurance systems • Training for Children Services staff and partners on thresholds for assessment and partners roles and responsibilities. • Development of a multi-agency child protection threshold • Practice Guidance to be developed between Children Services, Health, Police and Education to cover all the areas were development work is required. 					
<p>3.5 CSSIW Recommendation 11: The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored.</p> <p>Training to be provided to staff on expected standards of record keeping.</p> <p>Record keeping Practice guidance to be developed to</p>	<p><u>November – January 2018</u></p> <ul style="list-style-type: none"> • This work has been redefined into a project to look at development of WCCIS • Record Keeping Standards will be agreed as part of the work of agreeing practice standards. A draft is available in terms of recording. Has been submitted for agenda at SMT <p><u>September & October 2017</u></p> <ul style="list-style-type: none"> • This work has been developed into creating a Operational model within WCCIS (MP Project lead). We do have some useful products – glossary 	<ul style="list-style-type: none"> • Training to be provided for staff around best practice in record keeping and the Practice Guidance. 	<p>Commenced</p> <p>Case file audits by Managers shows an improvement in the quality and consistency of record keeping.</p> <p>Support and guidance is being provided to staff through regular and quality supervision on how to improve the quality of record keeping.</p>	<p>Safeguarding Quality Assurance Manager and Service Managers</p>	<p>January 2017</p>	<p>September 2017</p>

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
<p>ensure consistency and quality.</p>	<p>of terms, jargon free session, draft standards which could be developed</p> <ul style="list-style-type: none"> Recording performance from Q2- The overall evaluation shows that recording practice remains inconsistent although there is evidence of improvements in some audits. <p><u>August 2017</u></p> <ul style="list-style-type: none"> As part of the registration as Social Workers; staff have the responsibility to ensure good quality timely recording. Regular case file audit to be undertaken to monitor the quality and timeliness of record keeping on individual cases. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Record keeping continues to be inconsistent Repeat audit of case files in progress to establish if there is improvement in the quality of recording. 					

4. Social workers working proactively with families to manage risk- spending much more time working alongside families helping them to change so that the family is a safe place for their children.

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
<p>4.1 Ensuring social work intervention is aligned with the different way of working with families under the new Act be focused on what matters, building on people's strengths and enabling their involvement in developing ways to address need and achieving outcomes.</p> <p>Training being provided focusing on:</p> <ol style="list-style-type: none"> 1. Collaborative Communications' course on strengths based conversations. 2. IFSS interventions 3. Culture change 4. Measuring performance 5. Motivational interviewing 	<p>November – January 2018</p> <ul style="list-style-type: none"> • Feedback/learning received on the changes that have happened in Social Work practice following the training staff have had during the year (see 1.4 for a list of training courses held). The feedback received shows that staff are putting what they've learnt into practice in their day to day work. <p>September & October 2017</p> <ul style="list-style-type: none"> • Collaborative Communications mop up course to be held on the 28th and 29th of September. <p>August 2017</p> <ul style="list-style-type: none"> • We have continued to support staff to work with families focusing on their strengths, having a 'What matter conversation', advocacy requirements and co-production. • We are seeing evidence of the workforce working directly with families leading to improved outcomes – as we have seen a significant reduction in the children on the CP register from 102 in March 2017 to 56 on the register on 31st of August, 2017, 55% decrease. <p>June/July 2017</p> <ul style="list-style-type: none"> • The training sessions below have been held. • We continue to focus on Social Work intervention being aligned with the different way of working with families under the new Act such as: What matter 		<p>Yet to be done</p> <p>Staff report that they feel they have the skills and knowledge and are able to undertake more direct interventions with families.</p> <p>Information that more children being supported to continue living at home with their families.</p> <p>Positive feedback from service users regarding the quality of intervention making a difference to their lives.</p> <p>Commenced</p> <p>Evidence that the workforce is skilled in working directly with families leading to improved outcomes - an example being a reduction in the children on the CP register.</p>	Senior Management Team	Ongoing	March 2018

		<p>conversation, advocacy requirements and co-production, all of which continues to be a challenge for children's services as families are reluctant to engage.</p> <p><u>May 2017</u></p> <ul style="list-style-type: none"> • Delivery of Motivational interviewing training and Resilient Families approaches currently happening. • Collaborative communications training being held in March for all Managers. • IFSS interventions training provided on an annual basis. • Culture change measuring performance training for Managers being held in March 					
4.2	<p>Review the current service structure to address the need for improved preventative and intensive interventions.</p> <p>Establishing smaller Teams with Practice Leaders to provide effective support and supervision to staff.</p>	<p><u>November – January 2018</u></p> <ul style="list-style-type: none"> • The new structure is in place with Practice Leaders located with their Practice Groups. • Early indication is that this is working well, staff report that they feel supported in the smaller groups. • Continued development of the support and embedding of this structure will continue. <p><u>September & October 2017</u></p> <ul style="list-style-type: none"> • The new Service structure was implemented on the 4th of October were the 8 new Practice Leader's took responsibility for their Practice Groups. • There is further work to be undertaken to complete the restructure, including reviewing the arrangements for the Child Placement Team, making the best use of Support Workers to support families, as well as ensuring that administrative support is appropriate for Practice Groups to effectively carry out their statutory responsibilities. 	<ul style="list-style-type: none"> • Review of Placement Team will commence in February in consultation with staff. 	<p>Yet to be done</p> <p>The new service structure will support and significantly strengthen the delivery of preventative services and intensive interventions an example being a reduction in children becoming looked after.</p> <p>Manager's report that the new service structure increases their capacity to provide professional leadership to support the workforce through regular and quality supervision.</p> <p>Staff report they are adequately supported and supervised by their Managers in carrying out their responsibilities.</p> <p>Case file audit shows a marked improvement in practice quality as result of clear pathways and systems within the Service and through regular supervision.</p>	Senior Management Team	Jan 2017	May 2017

		<p><u>August 2017</u></p> <ul style="list-style-type: none"> • Two Senior Managers (Early Intervention and Intensive Intervention) in post <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • New service structure implemented. • We continue to appoint to posts to establish smaller teams with practice leads. • We have continued to review our prevention and early intervention services around the Families First programme. <p><u>May 2017</u></p> <ul style="list-style-type: none"> • Staff consultation period comes to an end on 24.2.17. • Analysis of comments and feedback and report provided by IHOS with recommendations. • Final decision and timescales to be agreed and shared in staff Conference on 27.3.17. 					
4.3	Implementation of an Information, Advice and Assistance (IAA) model for Anglesey	<p><u>November – January 2018</u></p> <ul style="list-style-type: none"> • A Full Time Engagement Officer commenced with Teulu Môn in January, which has strengthened its capacity to 3.5 workers FTE in that team. Teulu Môn were visited on 29.01.18 by Jackie Drysdale of Social Care Wales in order to observe the team and consider the need for a Wales wide competency framework. Jackie was impressed by what she saw on commented that “the team was committed”; “showed great resilience against some of the frustrations”. Work will continue to develop that team in terms of skills and IT support. 		<p>Yet to be done</p> <p>Service users report ‘ease of access to services’ and good customer care.</p> <p>Improved coordination of services and strategies for early intervention and prevention is shown in a reduction in children being looked after.</p> <p>There is a reduction in duplication of effort through the current running of multiple ‘front doors’</p>	Service Manager	Dec 2016	April 2017

		<p><u>September & October 2017</u></p> <ul style="list-style-type: none"> • IAA service, known as Teulu Môn, is now managed since the beginning of October, by 3 Practice Leaders and a Service Manager for Early Intervention and Prevention. • Teulu Môn engagement officers are now able to provide an enhanced first point of contact – with the opportunity for a more structured conversation to support families to access solutions within their own circle of resources/community resources. • Funding from Families First will strengthen our IAA services with recruitment for additional 1.5 Engagement Officers post • Continued to support our staff to ensure they consistently have good quality conversations as some officers have more confidence and skills in this approach. • Arrangements for internal workshops for staff to practice the 'What Matters' with Jackie Drysdale, Improvement Development Manager for Social Care Wales. <p><u>August 2017</u></p> <ul style="list-style-type: none"> • Engagement Officers commenced in post • Permanent Early Intervention and Prevention Service Manager in post <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • Interim Engagement Manager in post • Adverts out for the Engagement Officers, closing date of 12/07/17 • Promotional materials signed off • A number of information sharing events have been scheduled such as the 					
--	--	---	--	--	--	--	--

		<p>Eisteddfod, Sioe Môn and a number of other community based fun days/carnivals etc.</p> <ul style="list-style-type: none"> • Multi agency audits (Health, Education and Police) in relation to the quality of referrals received at Teulu Môn • Continued work with partner agencies in relation to information sharing and joint working with Teulu Môn • 2 week analysis started 10/07/17 in relation to all CID16's that are received at Teulu Môn in order to ensure that appropriate referrals are made to the Council and to explore information sharing. • Work will commence to establish an Information Sharing Protocol. <p><u>May 2017</u></p> <ul style="list-style-type: none"> • Creation, sign off and translation of all policies, protocols, thresholds and their associate templates required for service delivery. • Agreement of measures of success • Scoping of ICT needs • Agreement of training requirements. • Team name 'Teulu Mon' Social Media, telephone number agreed. • Training of staff commenced • FIS due to move over to HQ late January • Logo for the new service in design. • Project board meeting monthly • Marketing task and finish group meeting and developing marketing outputs for the service. • New team embarking on a period of 'team building' • Children Services staff and key partners are provided with regular updates on the changes within the Service and through Information Sessions. 					
--	--	--	--	--	--	--	--

		<ul style="list-style-type: none"> • Consultation on revised structure completed. • A single point of access for all child and family related enquiries established and live by 03.04.17 					
4.4	<p>Development of a Corporate Prevention Strategy; the LA must provide a range and level of preventative services across Children and Adult Services.</p> <p>Deliver an integrated service and provide early help and support that effectively delays the need for care and support.</p> <p>The population assessment will assist the local authority to identify preventative services required.</p> <p>Strengthen the commissioning function within Children and Adult Services to support us to deliver this agenda.</p> <p>CSSIW recommendation 1.</p> <p>Develop a framework for the provision of preventive work with children and</p>	<p>November – January 2018</p> <ul style="list-style-type: none"> • The Assistant Chief Executive is responsible for driving work forward in terms of the Corporate Prevention Strategy. • The Resilient Families Team are working with eight families • Following the Population Needs Assessment, the Regional Plans will be available from April 2018 identifying what range of services will need to be provided. <p>September & October 2017</p> <ul style="list-style-type: none"> • Local Authority’s Corporate Prevention Strategy group led by the Director for Social Services meets on a regular basis. The Group presented a paper to the Senior Leadership Team outlining what is required to ensure the successful delivery of a prevention strategy and work is continuing to move this forward. • The Local Authority has prioritized the development of corporate preventative services and support for families as part of its Plan for 2017 – 2022 in <i>“Providing robust early intervention and prevention services to ensure that children are safe and supported in order to minimize harmful childhood experiences.”</i> • A clear vision established for early intervention and prevention services and a draft strategy has been developed and shared with CSSIW. • Consultation with staff and partner agencies has occurred and we have arranged further consultation sessions with community groups and with families, children and young people who will have 	<ul style="list-style-type: none"> • Meaningful engagement and consultation with families, children, young people and service users. • We will consult with service users and citizens about the types of services they require. 	<p>Yet to be done</p> <p>We consulted with service users and citizens about the types of services they require.</p> <p>Re-commissioning of Services in line with WG guidance by using local data, views of service users and the Population Needs / Local Area Plans leads to improving outcomes for children and young people and their families (reduction in looked after children).</p> <p>Reduction in the number of children starting to become looked after and an increase in children being supported to live at home with their families.</p> <p>Commenced</p> <p>The Local Authority has a clear vision for early intervention and prevention services for Anglesey.</p> <p>‘Teulu Mon’ the new IAA service for Anglesey is operational and is a key</p>	<p>Dr Caroline Turner, Director of Social Services</p> <p>Interim Heads of Children Services</p> <p>Alwyn Jones, Head of Adult Services</p> <p>Dafydd Bulman, Strategic Transformation and Business Manager</p> <p>Melanie Jones, Service Manager</p>	Jan 2017	Oct 2017

	<p>families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support.</p> <p>CSSIW Recommendation 12:</p> <p>The local authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services.</p>	<p>insight into what has and what has not worked in the past and what preventative services should be developed in the future.</p> <p>August 2017</p> <ul style="list-style-type: none"> • Draft Service Prevention Strategy in place • Agreement given by WG to fund additional 3 family support staff within TAF and an additional 1.5 Engagement Officers for Teulu Môn. This will strengthen the preventative services to delay the need for care and support. • The Local Authority has a clear vision for early intervention and prevention services for Anglesey. A brief for consultation with the children and families and partner agencies community groups of Anglesey has been drafted. A draft strategy has been formed. This has been formed with the knowledge that we have knowledge around the needs of the families of Anglesey through the Local needs assessment, our own data and previously commissioned research by Cordis Bright. Work is being done on forming links with community groups such as Caru Amlwch. Discussions have taken place with current providers around how they may provide services in a different way in the future. The department's strategy for prevention will feed into the process of the wider prevention strategy for the Local Authority. Identifying ACE's will form a part of our strategy. Links have been made with Andrew Bennet (Public Health Research, Training and Consultancy) who has been commissioned by public health Wales to introduce ACE's aware practice in G.P surgeries on the island. Discussions have been held to include this field within schools in the hope that we can develop 		<p>part of the early intervention / prevention service.</p>	<p>Llyr Ap Rhisiart, IFSS</p>		
--	--	--	--	---	--	--	--

		<p>ACE aware schools in Anglesey. Links have been made with community groups who are interested in using ACE's in their approach.</p> <ul style="list-style-type: none"> • Audit of TAF cases has commenced. This has been done to improve our understanding of the families we are working with. We need to ensure that the correct families are accessing the service. At this early stage of the audit it looks as if cases can be closed in TAF and sign posted for families to access specific targeted services. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • All commissioned services under the Families First programme are being reviewed • Consultation with staff and partner agencies in relation to identifying the gap in service provision. • Application for redistribution of funding for Families First services sent to WG. • Application for additional Families First Parenting Grant submitted by 14/07/17. • Funding approved for a corporate Prevention Manager to ensure the prevention strategy is implemented across the Local Authority. <p><u>May 2017</u></p> <ul style="list-style-type: none"> • A review of current preventative service funded by the Welsh Government will be undertaken in early 2017. • Re-commissioning of Services in line with WG guidance by using local data and Population Needs Assessment leading to quality early intervention outcomes. • Families' First grant, commissioning, coordination and monitoring officer has 				
--	--	---	--	--	--	--

		transferred to Children Services by April 2017. Review and redesign of 'Short Breaks' offered through the Specialist Children's Service to support families					
5 Enhancing family support services targeted towards providing intensive and speedy support at point of family breakdown aimed at keeping the family together.							
	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
5.1	<p>Review Children Support Services to focus on:</p> <ol style="list-style-type: none"> Supervised contact Freeing up capacity to undertake preventative work Role of Parenting Officer 	<p>November – January 2018</p> <ul style="list-style-type: none"> Due to competing demands on Senior managers this review has been put back, however, it is envisaged that this review will be completed by end of March 2018. <p>September & October 2017</p> <ul style="list-style-type: none"> Reviewing Support Services has commenced making the best use of Support Workers to support families. <p>June/July 2017</p> <ul style="list-style-type: none"> As part of the restructuring of the service initial 'Resilient Families' work has started to reduce the need of supervised contact by support workers this does free up capacity to undertake more intense work with children and families to ensure the children are being supported to live at home. <p>May 2017</p> <ul style="list-style-type: none"> Work has commenced on reviewing the cases where contact does not need to be supervised by the local authority. This will enable us to understand the available capacity that could be transferred to the Resilient Families Team. 	<p>We will be reviewing Children Support Services in Feb 2018 to focus on:</p> <ul style="list-style-type: none"> Supervised contact Freeing up capacity to undertake preventative work Role of Parenting Officer Work will start on this 	<p>Yet to be done</p> <p>The service is making better use of its resources and focusing on supporting children to remain living within their families.</p> <p>Provide 1:1 or/and Group parenting support to parents to strengthen the standard of care their children receive.</p> <p>More children being supported to live at home.</p> <p>Reduction in the number of children becoming looked after.</p>	<p>Intensive Intervention</p> <p>Service Manager</p>	<p>Jan 2017</p>	<p>March 2018</p>

5.2	Implement Resilient Families Team	<p>November – January 2018</p> <ul style="list-style-type: none"> The Resilient Families Team is now operational and are currently working with 9 individual children from 8 families. <p>The team are working with parents to support them in able to care for their children and avoid them potentially coming into care; but are also working with young people who are in care and a plan of intensive rehabilitation is in place for those young people. We are hoping to produce a report in May 2018 to highlight some of the work completed by this team.</p> <p>September & October 2017</p> <ul style="list-style-type: none"> The Resilient Families Team is now fully staffed and currently working with 8 families to prevent family breakdown and to support children living at home. Team has three core aims: <ul style="list-style-type: none"> Prevent - preventing children becoming Looked After Reduce - reduction in the nature of care accommodation provided from residential care to foster care Reunify - reunifying looked after children with their families. The Practice Leader for this Team has recently won a national award by the British Association of Social Worker’s (BASW) on her work in developing support for care leavers and arrangements to support foster carers to prevent placement breakdown. 	<ul style="list-style-type: none"> Training and skills development programme to be formulated for the new Team. Work to be done to establish how the Resilient Families grant will be used. 	<p>Yet to be done</p> <p>Performance information shows there is a direct link between the intervention of this team and the number of children and young people successfully re-habilitated back home.</p> <p>Performance information shows a direct link between the work of the team and the reduction of need for costly foster/residential placements.</p> <p>The team can evidence focused intervention based on prevention and de-escalation through quarterly reports.</p> <p>Case file audits shows that the services provided are tailored around the individual family’s needs, leading to positive outcomes for children and young people.</p> <p>Commenced</p> <p>The new team is operational and providing intensive support to children, young people and their</p>	Alex Kaitell, Service Manager	Jan 2017	May 2017
-----	-----------------------------------	---	---	---	--------------------------------------	----------	----------

		<p><u>August 2017</u></p> <ul style="list-style-type: none"> Resilient Families Team appointed and all will be in post by the beginning of September. Additional grant funding of £96,000 by WG has been provided to further support the establishment of the resilient families' team. Further guidance sought from WG in relation to how this grant can be used. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Recruitment to practice leader, Social Work and Support Worker posts have been advertised, interviews will be held by the end of July. As part of the restructuring of the service initial 'Resilient Families' work has started to reduce the need of supervised contact by support workers this does free up capacity to undertake more intense work with children and families to ensure the children are being supported to live at home. <p><u>May 2017</u></p> <ul style="list-style-type: none"> Work has commenced on identifying the children and young people where intensive work can be undertaken to enable them to return home safely. New Job Descriptions have been created, with recruitment to posts starting late March 2017. 		families in order to remain living with their families.			
5.3	<p>Improve the local authority's responsibility as a Corporate Parent for looked after children. Areas of focus:</p> <ul style="list-style-type: none"> Review the leaving care (after care) service Creation of a 'Supported Lodgings Policy' 	<p><u>November – January 2018</u></p> <ul style="list-style-type: none"> One Corporate Parenting Panel meeting on the 11th of December has taken place since the agenda of the panel has been re-structured. This gives panel members the time to scrutinise data provided and have a meaningful discussion in relation to corporate panel issues. 	<ul style="list-style-type: none"> Decision needs to be made regarding additional WG grant funding around work experience and apprenticeships The next Corporate Parenting Panel meeting will be held on the 18th of March. 	<p>Yet to be done</p> <p>Clear Pathway planning does provide goals on the plan into adulthood for the young person.</p> <p>Care leavers reporting that they feel they were listened to and supported</p>	Intensive Intervention Service Manager	Jan 2017	March 2018

	<ul style="list-style-type: none"> • Agreement of a 'Leaving Care Financial Policy' • Work experience and apprentice arrangements within the Council and Health Board • Free/Discounted entry to leisure services and library services • Appoint a Local Member as a Looked after Children Champion 	<ul style="list-style-type: none"> • The Children Looked After and Care Leaver Strategy continues to be work in progress and it is hoped a draft Strategy can be produced to go out to consultation during April 2018. <p>September & October 2017</p> <ul style="list-style-type: none"> • Corporate Parenting Panel in September approved the action plan to develop a "Children Looked After and Care Leavers Strategy" for a three year period 2018 - 2020. This strategy would provide the framework to ensure we fulfil our duties and responsibilities, as corporate parents of Children Looked After. • By March 2018 we aim to re-launch the Isle of Anglesey County Councils vision in relation to Corporate Parenting. • Recruiting for an additional Personal Adviser post for Looked after Children that is funded by the St David's Day fund and the Support for Care Leavers grant. This will strengthen our service to provide timely support for care leavers to help them achieve their ambitions and make a successful transition to adulthood and independent living. • Children's Services will be involved in a new initiative within the Council to offer paid work experience to young people to prepare them for work; up to a 12 week paid period with the Council. Looked after young people will be prioritized with an opportunity for them to attend a formal induction, attend relevant in house courses and work on a specific projects within the service. <p>August 2017</p> <ul style="list-style-type: none"> • Service Manager for Intensive Intervention has prepared a report for the corporate parenting panel with options on 		<p>by the authority in their transition to leaving care.</p> <p>Children who are looked after report they feel they have influence on how services are provided for them.</p> <p>Commenced</p> <p>Clear guidance in place for Children Services staff and key partners through policies, procedures and training in relation to improving outcomes for looked after children.</p>			
--	---	--	--	--	--	--	--

		<p>how to strengthen the role of the corporate parenting panel.</p> <ul style="list-style-type: none"> • WG's St David's Day grant and the Support for Care Leavers grant received for £31,000. Work has progressed with HR colleagues to identify work placements opportunities within the Local Authority. Aftercare project group will drive this work forward. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> • Corporate Parenting Panel met on 10/07/17, the membership, agenda and ToR to be reviewed and to be inclusive of young people. • Corporate Parenting Event for local members and senior officers planned for 20/07/17 • Appointment of a local Member as a Looked After Children Champion. • Work ongoing in preparation for the STARS Awards Ceremony in November for looked after children to celebrate their successes. <p><u>May 2017</u></p> <ul style="list-style-type: none"> • Aftercare project group established with an agreed action plan. • Aftercare and housing protocol approved in February 2017 • Discussions with HR and Leisure have taken place regarding work experience and leisure services. • Early draft of the Aftercare financial policy. • Consideration in having a Corporate Parenting Event for local members and senior officers to agree on strengthening current arrangements. • Consultation group established with looked after children were they are able to provide their views on the development work required. 					
--	--	--	--	--	--	--	--

5.4	Develop and implement the Role of Director of Social Services Protocol reflecting on the Social Services and Well-Being Act 2014 - Part 8 Role of the Director of Social Services.	<p><u>November – January 2018</u></p> <ul style="list-style-type: none"> The protocol has been reviewed and a draft version will be presented to the Director of Social Services mid February. <p><u>September & October 2017</u></p> <ul style="list-style-type: none"> Review of internal protocol in relation to the overarching role of Director hasn't progressed due to capacity issues. <p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Review of internal protocol in relation to the overarching role of Director hasn't progressed due to capacity issues. <p><u>May 2017</u></p> <ul style="list-style-type: none"> Review of internal protocol in relation to the overarching role of Director. Work will commence on strengthening the role of Director of Social Services following the May 2017 local elections. 		<p>Yet to be done</p> <p>Strengthening the role of Director of Social Services within the Local Authority.</p>	<p>Director of Social Services</p> <p>Dafydd Bulman, Strategic Transformation and Business Manager</p>	Oct 2017	Feb 2018

Annex 3**Isle of Anglesey Children's Services****Preface**

Over the period since the inspection we have been significantly involved in putting in place a series of important changes which we consider will better deliver in line with the legislation. In particular we would highlight the following:-

Restructuring the service so that it focusses its energy on the early intervention and prevention, and intensive intervention with service managers leading each of these service areas and holding the resources relevant to that service area i.e. fieldwork and service provision. It has substantially increased the level of supervisory resources, management oversight, case direction, improved care planning with small practice groups led by practice leaders, who are focussed on improving the quality of professional practice. We have been particularly successful in attracting experienced social workers to take on this role. The model also puts the Information Advice and Assistance hub, namely Teulu Môn, at the centre of the Early Intervention and Prevention service. The full complement of practice leaders came into position during September and the focus at this stage is to develop their understanding of their role and to begin the process of implementing new ways of working across all our services. This will require significant cultural change and will take time and energy to bring this about across all our services.

We have developed a prevention strategy focused on deescalating need at all levels, and reducing the need for intensive involvement, we are currently consulting on its content with relevant stakeholders. We are using Families First resources to enhance our Teulu Môn and TAF responses and to ensure other Families First investment is coherent with that objective. The council has invested resources to establish an intensive intervention resilient families' team so that we are able to respond proactively to children with high level/edge of care needs. The resilient families' team is also having an impact in working with the allocated social worker to assist in returning children and young people out of care either to friends or family or closer to home. These initiatives are now all operational and starting to deliver in line with these expectations, we are in the process of increasing the resourcing to further enhance this provision.

We have been paying significant attention to the systems in place to support intensive intervention outside of the professional aspects using intelligence to ensure the right cases are being dealt with at this level, and that our processes are as effective as

possible. We will over coming months be revisiting our strategic approach to looked after children to ensure that it is focused on delivering permanence, enhancing local provision and facilitating children only remaining looked after for the right period of time.

We recognise that the quality and consistency of practice has to be at the centre of what we do and have taken steps to improve the quality assurance/ improvement function. Fresh processes and guidance have been developed and additional resources have been committed to the function. This involves developing a close working relationship between the quality assurance and improvement manager and the three service managers with operational responsibility and direct and regular interaction between them will aim to ensure that there is immediately available information about how services are performing. Additionally, this will enable us to focus on identifying and implementing the improvement in practice that have been identified as necessary. All of these new structural arrangements and will be developed further over coming months.

We recognise that the steps taken are recent in their implementation, most coming to fruition since the inspection report was published in march 2017 and are dependent on the successful implementation of the practice leader role, this will take time to achieve what is expected of it and the benefits of doing so effectively will be seen in good quality of practice which is achieved across all our services.

The recently appointed Head of Service will focus his attention on ensuring that the drive to improve practice remains the top priority for the service

Progress report

- 1.0 In response to the findings and recommendations of the CSSIW Inspection report, Children's Services has put the following arrangements in place:
- A revised Service Improvement Plan (SIP), incorporating all of the Recommendations made in CSSIW's Inspection Report
 - New Project Management arrangements in place, with an internal Improvement Group of officials meeting on a monthly basis, and reporting to the Senior Management Team and to the Executive.
 - Establish a new Panel of Elected Members following the recent Local Authority elections, which reports to the Corporate Scrutiny Committee.
- 1.1 In addition to this, the Chief Executive is holding meetings (initially weekly, currently every two weeks) with the Director of Social Services, the Head of Children's Services and the Head of Human Resources, to oversee the development and implementation of the Workforce Strategy, and to ensure that there is appropriate pace in making key appointments to posts.
- 1.2 When the Inspection was being held, the Head of Service had commenced a period of planned absence from work. The interim arrangement made from October 2016 was for:
- Llyr Bryn Roberts to oversee the day-to-day running of the Service as Head of Operations, and leading on the Service Improvement Plan and
 - Leighton Rees, previously Head of Children's Services at Denbighshire County Council and Merthyr Tydfil County Borough Council, steering the strategic direction of the Service as Head of Strategic Development, and leading on the restructuring of the Service.
- 1.3 When the Head of Service returned from her planned absence she was appointed the post of Service Manager, Safeguarding and Quality Assurance. The above interim arrangements to manage the Service has continued and a process of recruiting a substantive Head of Children and Families Service was undertaken. On 7th November 2017 the Local Authority appointed Fon Roberts to the post of Head of Service and he will be commencing in post on 1st December. He has been working as a Service Manager within the Service over the past six months and has a wealth of experience,

having worked in a variety of Local Authorities across England and Wales. Fon started his career as a Social Worker here in Anglesey nearly 20 years ago.

- 1.4 The Independent Support Team (IST) assisted the Authority during 2011 and 2012 to bring about improvement in the performance of children's social services in response to a Care and Social Services Inspectorate Report published in July 2011. The Team produced a final report at the end of 2012 which confirmed that considerable progress had been made in strengthening the performance of these services. The Team presented its findings to the Scrutiny Committee and to the Care and Social Services Inspectorate. Following receipt of the most recent Inspection Report at the beginning of 2017 and in view of its past experience of Children's Services in the Authority, the Director asked the IST to provide support during the implementation of the Service Improvement Programme.

The three members of the IST are:

Graham Williams who will act as team leader. He began his career in social services in Wales in 1972, was a Director of Social Services from 1990 until 1999 when he became Chief Inspector at the Social Services Inspectorate for Wales (SSIW) at the Welsh Assembly. He retired in 2009 from the post of Policy Director of Social Services at the Welsh Government. Since that time, he has worked with a number of local authorities in Wales to help them to bring about improvement in their Social Services for children.

Rhonwyn Dobbins who has been a member of the team following her retirement from the post of Inspector at the Welsh Government. Prior to her appointment to SSIW, Rhonwyn had extensive experience as a senior manager in Children's Social Services. She is recognised as a highly respected professional in this field, has worked as a fee paid Inspector for CSSIW and has used her expertise within the Team to assist a number of authorities to improve their performance.

John Llewellyn Thomas who was a member of the IST when it worked in Ynys Mon during 2011 and 2012. John has extensive experience of working in the field of Children's Social Services, was an Assistant Director and then became a Director of Social Services. Following retirement, he has been a fee paid member of a number of Inspection Teams within and outside Wales and has been used by authorities to provide a professional input to their work to strengthen their services.

The Team's Contribution

The Director has asked that the Team acts as a "critical friend" to provide assistance in the following ways:

1. To provide the Director with an assessment of progress made with implementing the Service Improvement Plan adopted by the Authority in response to the CSSIW Inspection Report and, importantly, with implementing the requirements of the Social Services and Well-Being (Wales) Act 2014.
2. To provide direct assistance to the process of strengthening performance in Children's Social Services by directly promoting:
 - Work to improve the quality and focus of staff supervision arrangements within the Children's Services;
 - The implementation of a Quality Assurance Framework to ensure it is fully integrated throughout children's services and across adult services and is used to inform and drive the achievement of good practice and quality outcomes for people who need the help of Social Services.

The Work Programme

- 13th – 17th of November – The Team has collected evidence from policy and guidance documents and other relevant written documentation and an Outcome Focused Supervision workshop for Practice Leaders was held on the 16th of November. Rhonwyn observed the Teulu Môn staff.
- 28th of November, Children's Service Improvement Panel – Graham Williams will report on how the Team will conduct that assessment and the projected timetable for that work and observe the Panel meeting
- 4th – 7th of December – The team will be conducting an assessment of progress made with the Service Improvement Plan; interviewing relevant members of staff which will include Panel Members, observing different groups within the Service. They will also carry out a sample audit of case files
- January or February – The team will present the findings of their assessment of progress made with the Service Improvement Plan to the Panel and share with CSSIW.

CSSIW Recommendations	Service Improvement Plan	Update
<p>Recommendation 1: The authority should progress its commitment to developing a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support (SIP 4.4)</p>	<p>SIP 4.4</p>	<p>1 Achievements</p> <p>1.1 In September 2017 the restructuring within Children’s Services was undertaken with the establishment of the Early Intervention and Prevention Service and the Intensive Intervention Service. The new service structure has significantly strengthened the delivery of preventative services as Families’ First program, the Family Information Service and Team Around the Family (TAF) have also transferred to Children Services. This has created an Information, Advice and Assistance Hub that provides a more coordinated approach to the provision of early help for families mitigating the need for statutory services.</p> <p>1.2 The new hub, known as Teulu Môn, is managed since the beginning of October, by 3 Practice Leaders and an experienced Service Manager for Early Intervention and Prevention. The additional permanent management arrangements has significantly strengthened our oversight to make informed and correct decision making when there is indication that children and families require help and support, leading to an assessment prior to deciding how and by whom support could most effectively be provided.</p> <p>1.3 Teulu Môn engagement officers are now able to provide an enhanced first point of contact – with the opportunity for a more structured conversation to support the citizen to access solutions within their own circle of resources/community resources. We continue to support our staff to ensure they consistently have good quality conversations as some officers have more confidence and skills in this approach. There are arrangements for internal workshops for staff to practice the ‘What Matters’ conversations and we have arranged for Jackie Drysdale, Improvement Development Manager for Social Care Wales to observe our practice in this area at the beginning of December.</p>

		<p>Jackie is developing a national training program for the Information Advice and Assistance hubs.</p> <p>1.4 Recording the 'What Matters' conversations can be challenging as some staff prefer to write in the traditional case recording style and others in a more reflective manner. We are aiming to move practice into recording in a more reflective manner as this will serve two purposes:</p> <ul style="list-style-type: none">• Provide a stronger evidence of the engagement of the child and the family members• Provide an opportunity to check the details of the conversation with the family by including it in a reflective letter to the family. <p>1.5 We are aware that the 'What Matters' conversation takes time to complete to a good standard and the Engagement officers can take up to 45 minutes to complete a conversation. Engagement officers report that they have sufficient time resources at their disposal to conduct the conversations effectively.</p> <p>1.6 Over the last few weeks we have been able to respond effectively in preventing the need for care and support by providing prompt advice and assistance. Over a two week period (end of October – beginning of November) we received:</p> <ul style="list-style-type: none">• 37 referrals• 24 of these were dealt with at the 'What Matters' conversation stage.• 10 basic assessments and• 3 complex assessments <p>1.7 Multi agency and our own audits indicate that the quality of the referrals received are generally inconsistent. Some can be very poor, with limited information and requires us to contact the person referring to request they talk to families to obtain consent, conduct a 'What matters' conversation themselves and consider other options and services. We aim to be proactive in the way that we deal with poor referrals, looking for improvement in the outcome rather than simply refusing the referral.</p>
--	--	--

	<p>1.8 We have developed a draft Practice Guidance for Teulu Môn in accordance with the Social Services and Wellbeing (Wales) Act 2014. The intention of Teulu Môn is <i>“to support families in Anglesey in caring for children with an emphasis on helping parents develop their own ability to identify and manage issues and challenges and to keep families together in a safe, supportive and stable environment.”</i></p> <p>Teulu Môn does provide a range of resources and support that will:</p> <ul style="list-style-type: none">• contribute towards preventing or delaying the development of children and young people’s care and support needs that require support from the Local Authority;• change how the needs for care and support of children and young people are met;• promote the upbringing of children by their families, where that is consistent with the well-being of the child(ren);• minimise the effect on disabled children and young people of their disabilities;• contribute towards preventing children and young people from suffering abuse or neglect. <p>1.9 A Multi agency Referral Practice Guidance has been developed with partners and will be ratified in the Corporate Safeguarding Board in December. The regional referral form has been agreed and will be incorporated into the Practice Guidance. We have started to work with partners on explaining the access arrangements to Children’s Services to ensure they are understood by partners and the people engaging with the service. The information sessions will increase over the coming months as we will continue to influence and shape other agencies roles, helping them in building relationships, better understanding of circumstances and vulnerability factors so they can accurately identify and engage rather than seek to refer on in circumstances of uncertainty and doubt.</p>
--	--

		<p>1.10 With funding from Families First we are also strengthening our Information, Advice and Assistance services with enhanced investment in Teulu Môn and Team Around the Family. We are currently recruiting for additional posts (Engagement Officers, 1.5 FTE and TAF Support Workers, 3 FTE) which will further strengthen our capacity to respond effectively to children and families who require support and to prevent the need for care and support.</p> <p>1.11 All commissioned services under the Families First program are currently being reviewed and discussions have taken place with current providers around how they may provide services in a different way in the future.</p> <p>1.12 One option is to commission a locally accessible support service to complement and support the delivery of services for children and families, and provide a destination for step out arrangements for vulnerable families. If approved, the stepping forward service will work with the children and families who have been known to the Children's Services and specifically, but not exhaustively, the service would work with;</p> <ul style="list-style-type: none">• The families of those children who had been identified of suffering significant harm and have now been de registered,• Children who have been identified to have several unmet needs and have been in receipt of a care and support plan,• Children who have shown some early indicators of harmful sexualized behaviour,• Families who may have low level issues with substance misuse.• Families who may have low level mental health problems such as anxiety and low mood.• Assisting children with disabilities to access activities within their communities, assisting in their social inclusion and normalizing their lives.• Families who may need some additional input to fully achieve their goals and sustain change.
--	--	---

		<p>The involvement would be intended to be relatively short term to offer low level assistance to identified vulnerable families to prevent escalation. Initial discussions have taken place with Barnados in relation to this work.</p> <p>1.13 Children's Services has a clear vision for early intervention and prevention services and a draft strategy has been shared with CSSIW. We have consulted with staff and partner agencies and we have arranged further consultation sessions with community groups and with families, children and young people who will have insight into what has and what has not worked in the past and what should be developed in the future. The draft strategy will be presented to the Executive Committee.</p> <p>1.14 The strategy will be formed with the knowledge that we already have information around the needs of the families of Anglesey through the Population Needs Assessment, our own data and previously commissioned research by Cordis Bright.</p> <p>Work is being done on forming links with community groups such as Caru Amlwch which will strengthen children and families connections to their own community and build the resilience not only within the individual but within the family and community.</p> <p>1.15 Overall our aim is to enable vulnerable families to be better able to manage their problems and provide a suitable, safe and secure environment for their children. This would involve:-</p> <ul style="list-style-type: none">• BUILD resilience in children, young people, parents, carers and the community so that they become more self-sustaining.• PREVENT need escalating by the early identification and prioritization of families in need, proactively addressing need with effective intervention.• PROTECT from significant harm by offering intensive and effective intervention
--	--	--

		<p>1.16 Our model of intervention would seek wherever possible and appropriate to deal with matters at the pre-statutory services level. In that context all circumstances that do not involve S47 investigation or removal to care will be dealt with by the Early Intervention and Prevention Service in that way. That may be by staff designated as Team Around the Family or the social worker practice groups. They will use the vulnerability indicators available in Cordis Bright to establish eligibility. The investigation of S47 or removal to care will be led by the Social Work practice groups.</p> <p>1.17 The interventions available at this stage will be:-</p> <ul style="list-style-type: none">• Parenting Programs• Practical Skills development at home• Motivational Interviewing• Solution Focused Brief Intervention• Relationship Mediation and Management• Intervention to deal with challenging behaviour• Access to broader service provision to respond to particular needs-information available via Teulu Môn. <p>1.16 This would create the following objectives:-</p> <ul style="list-style-type: none">• To ensure the TAF provision is suitably resourced• That a skills development program is developed and implemented• Intervention, Supervision and support via Practice Leaders. <p>1.17 The Children's Services prevention strategy will feed into the process of the wider Corporate prevention strategy for the Local Authority.</p>
--	--	---

<p>Recommendation 1: The authority should progress its commitment to developing a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support (SIP 4.4)</p>	<p>SIP 4.4</p>	<p>2 Strengths</p> <ul style="list-style-type: none"> a. We have developed a strong vision to develop services focused on preventative work with children and families. b. The new service structure has enabled us to focus on strengthening the integration of our preventative services by increasing our staffing capacity. c. The establishment of smaller Practice Groups enables the Practice Leaders to provide the required support, guidance and supervision to staff to deliver effective services. d. The Teulu Môn Practice guidance provides a clear working framework for staff with the aim of providing prompt and effective information, advice and assistance to children and families requiring support. e. The Local Authority has placed the objective of developing preventative services and support for families as one of the main objectives for the Council. It is incorporated in the Council Plan for 2017 - 2022 setting out the wider corporate aim of providing <i>“robust early intervention and prevention services to ensure that children are safe and supported in order to minimize harmful childhood experiences.”</i> f. The work on Adverse Childhood Experiences on Anglesey has great potential to raise awareness of the ill effect of childhood trauma and the subsequent consequences into adult life.
<p>Recommendation 1: The authority should progress its commitment to developing a framework for the provision of preventive work with children and</p>	<p>SIP 4.4</p>	<p>3 Continued areas for improvement</p> <ul style="list-style-type: none"> a. Updating the Information available for families on the Family Information Service website. b. Establishing the post of Corporate Preventative Manager focusing on developing a corporate prevention strategy by integrating the Welsh

<p>families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support (SIP 4.4)</p>		<p>Government grants available to the Local Authority which will allow us to be more flexible with our commissioning arrangements to meet the needs of our families and communities.</p> <p>c. Continue to influence and shape other agencies roles in the work being developed by Children’s Services helping them in building relationships with families, better understanding circumstances and vulnerability factors. This will assist them to accurately identify families and engage effectively with them rather than seek to refer on in circumstances of uncertainty and doubt.</p> <p>d. It is acknowledged that this is a significant development journey at all levels within the Local Authority and partner agencies.</p>
<ul style="list-style-type: none"> • Recommendation 2: • Effective, multi-agency quality assurance systems and training arrangements should be established to ensure that thresholds for assessment to statutory children’s services are understood by staff and partners and are consistently applied; this 	<p>SIP 3.4</p>	<p>2.0 Achievements</p> <p>2.1 We have been developing Multi Agency practice guidance as a direct response to the CSSIW Inspection with the aim of strengthening multi agency joint working. The Practice Guidance has been designed to be read and used by the range of practitioners and professionals working across children’s services.</p> <p>They do not replace, provide the detail of or interpret legislation, policy, frameworks and procedures, which are all subject to change, but focuses more on the ‘<i>how to</i>’, offering advice, suggesting ideas and providing signposts to sources of information and further reading.</p> <p>The Practice Guidance focus on:</p> <ul style="list-style-type: none"> • How to make Referrals to Children’s Services • Child Protection Practice Guidance - Investigation Thresholds • Child Protection Practice Guidance – Key Workers and Core Groups • Child Protection Practice Guidance- Registration Thresholds. • How to manage child protection allegations made against Professionals Practice Guidance

<p>should include the development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance.</p>		<p>2.3 The Gwynedd and Anglesey Local Safeguarding Delivery Group did not endorse the guidance at their last meeting in October. The police explained that this needs to be approved regionally and Gwynedd did not want to implement any new guidance as the All Wales Child Protection Procedures were currently being reviewed. The Practice Guidance which has been endorsed by Betsi Cadwaladr University Health Board and Education will now be endorsed at the Corporate Safeguarding Board and training plan for staff will be developed for the period from January to March 2018.</p> <p>2.4 We have already strengthened our arrangements around the threshold arrangements in relation to referrals made to Children’s Services to ensure consistency in decision making. The increase from one Duty Team Manager to three Practice Leaders will have a significant difference in the consistency and capacity for our decision making in the ‘front door’ i.e. Teulu Môn. The record of decision making now contains more analysis of risk and the wishes of the child and the family. The multi-agency Practice Guidance and training arrangements will further progress this work.</p> <p>2.5 We have been discussing with other agencies such as CAMHS, Schools, CAFCASS and Flying Start to explain the work being developed to strengthen referral arrangements and an improved understanding of thresholds for assessments. The regional work around referral processes recently approved will provide additional clarity and guidance.</p> <p>2.6 We have developed and started to embed into practice a Quality Assurance Framework for Children’s Services. Multi agency quality assurance arrangements have also now commenced with our main partners, Health, Education and the Police as we recognize the value of not only understanding for ourselves, but also learning from understanding partner’s perspectives. Our partners share this view that when agencies and individual professionals engage in assuring practice, it helps us understand the effectiveness of front-line practice in protecting children and young people.</p>
---	--	---

		<p>It allows us to identify good practice and ask questions about whether things could be done differently to improve the safeguarding system.</p> <p>2.7 In order that we are able to better understand the information being received by the Service we undertook an audit of all referrals received by Children's Services from North Wales Police in the form of CID6's over a 2 week period (1st-14th June 2017). The audit comprised an analysis of referral information:</p> <ul style="list-style-type: none">• Recording of key information such as date of birth, language, disability etc.;• Whether the reason for the referral was clear;• Whether an anticipated outcome of the referral was stated• Information as to whether children and parents had been spoken to as part of the referral process;• Whether there was an analysis of the risks and needs of the children or family.• Whether there was a relevant chronology.• Whether the child's opinion had been sought.• Finally, it was judged based on the information provided and the managers decision whether the referral was made appropriately. <p>2.8 The audit concluded that:</p> <ul style="list-style-type: none">• Children should only be referred either when the child is already open to Social Services, with the consent of the family or when there is clear safeguarding concerns.• Data protection being breached in a significant number of the referrals audited as consent had not been provided by the family.• Information could be more specific in explaining why they are referring and a referral should not be made simply because there are children linked to the adults involved.• The quality of the information provided and the way in which the CID16 form is completed could be improved.
--	--	--

		<p>2.9 The next step is for the Police to undertake a similar audit and analysis and to meet with Children’s Services to discuss their conclusions and to agree on how the work can be progressed. The aim of this work is that it will support and further strengthen more effective working.</p> <p>2.10 Initial discussion has been held to pilot a range of measures to improve the flow and quality of information shared between North Wales Police and Children’s Services in Anglesey and further discussion will occur in November. One option being considered is establishing a joint Early Intervention and Prevention information process that could be one way of addressing some of the issues identified in our recent audit.</p>
<ul style="list-style-type: none"> • Recommendation 2: • Effective, multi-agency quality assurance systems and training arrangements should be established to ensure that thresholds for assessment to statutory children’s services are understood by staff and partners and are consistently applied; this should include the 	<p>SIP 3.4</p>	<p>Strengths</p> <p>a) Multi agency Practice Guidance being developed to include training arrangements around:</p> <ul style="list-style-type: none"> • How to make Referrals to Children’s Services • Child Protection Practice Guidance - Investigation Thresholds • Child Protection Practice Guidance – Key Workers and Core Groups • Child Protection Practice Guidance- Registration Thresholds. • How to manage child protection allegations made against Professionals Practice Guidance <p>b) Children’s Services have a robust Quality Assurance Framework in place that is now being implemented across the Service.</p> <p>c) Monthly Case file audits and thematic audits are embedding in the service.</p> <p>d) Routine auditing of cases by Practice Leaders now happening across Children’s Services.</p> <p>e) A draft multi agency Quality Assurance Framework has been developed and work around auditing the quality of multi practice has commenced.</p>

<p>development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance</p> <ul style="list-style-type: none"> • 		<p>f) There is a strong willingness by Children’s Services and partner agencies, Health, Education and the Police, to continue to undertake audits and analysis to improve practice and to strengthen arrangements to safeguard children and young people.</p>
<ul style="list-style-type: none"> • Recommendation 2: • Effective, multi-agency quality assurance systems and training arrangements should be established to ensure that thresholds for assessment to statutory children’s services are understood by staff and partners and are consistently applied; this should include the development of a multi-agency child 	<p>SIP 3.4</p>	<p>Continued areas for improvement</p> <ul style="list-style-type: none"> a. Work around improving information shared by the Police with Children’s Services need to be progressed further. b. Multi agency Quality Assurance Group to be established to proceed with the work of understanding the effectiveness of front-line practice.

<p>protection thresholds protocol incorporating recent Welsh Government guidance</p>		
<p>Recommendation 3: Senior leaders in social services and the police should continue to work proactively together to ensure improvements to the quality, consistency and timeliness of child protection enquiries.</p>	<p>SIP 2.2</p>	<p>3 Achievements</p> <p>3.1 The decision making process at the point of referral at Teulu Môn has improved significantly over the last few months due to the increase in management capacity (from one manager to three Practice Leaders). This has made a difference in time allocated to decision making and the Practice Leaders now are able to have reflective conversations. Our aim now is that the consistency of decision making in relation to referral threshold arrangements will also improve.</p> <p>3.2 Decision making at the point of assessment is made in 24 hours and after 10 days when the assessment is reviewed by the Practice Leader and again at the end of the 42 days.</p> <p>If the family are to receive a service from either the Intensive Intervention Service or are stepped down to the TAF or any other services commissioned we have created a transfer document that consider the following three elements:</p> <ul style="list-style-type: none"> • Risk • ACE's identified and • Resilience within the individual, family and within the community. <p>3.3 The quality of CID16 referrals continue to vary in quality. If Teulu Môn are presented with a poor quality referral they make contact with the Police and share with them the difficulties that we may have in processing that particular referral. We aim to be pro-active when receiving referrals rather than closing or refusing referrals immediately.</p>

	<p>3.4 Children's Services have undertaken a repeat case file audit in May and June, with the assistance of commissioned external assistance to revisit an earlier audit to assess distance travelled. The small sample audit focused on:</p> <ul style="list-style-type: none">• Initial Decision making• Screening• Strategy discussions• Strategy meetings and• Simple assessments <p>The auditor formed a view that:</p> <ul style="list-style-type: none">• Attendance and recording at Strategy Meetings had improved• Increased use of Risk 2 tool• Strategy meetings were being held on time• Increased use of Chronologies• Improved quality of assessments• Consistency of documents remaining a problem• Conceptual shift from filtering risk to identifying strengths not fully embedded <p>3.5 A draft Multi Agency practice guidance (Investigation Threshold) has been completed focusing on improving the quality, consistency, efficiency and effectiveness of both the Police and Children's Services in responding to safeguarding issues for children and young people. It is intended to make the best use of the respective skills of both Police officers and Social Workers in:</p> <ul style="list-style-type: none">• The investigation of allegations or suspicions of child abuse;• Information sharing;• Safeguarding Children <p>3.6 The Practice Guidance has been developed to help all agencies involved with the investigation of allegations of abuse of children to work together for the best interests of the child and criminal justice. It offers an agreed way of working which should ensure:</p>
--	---

		<ul style="list-style-type: none"> • the development of strong and effective professional partnerships that will enhance the investigative process for all children and young people • that all investigations are carefully planned to ensure that proper assessment, language needs and welfare issues are met • an opportunity for professionals to make informed assessments whether the child has or is likely to suffer significant harm and plan appropriate action. • that the process of investigation causes minimum distress to the child and allows them to receive the best protection and support through the criminal and civil channels. • that it will build on the safe foundations set down in the All Wales Child Protection Procedure • that mechanisms are available to resolve differences of opinion and, • that the processes can be monitored and recorded. <p>3.7 The Investigations Threshold Practice Guidance will be discussed in the North Wales Policy and Protocol Sub Group on 5th December where it will hopefully be endorsed and implemented across the region with the aim of strengthening our current joint working arrangements.</p>
<p>Recommendation 3: Senior leaders in social services and the police should continue to work proactively together to ensure improvements to the quality, consistency and timeliness of child protection enquiries.</p>	<p>SIP 2.2</p>	<p>3.0 Strengths</p> <p>a. The increase in managerial capacity within the new Service structure does enable Practice Leaders to have greater capacity with smaller Practice Groups to focus on the quality of practice of individual Social Workers in relation to child protection investigations.</p> <p>b. The increase in Practice Leaders has strengthened our capacity to make timely and appropriate decisions on referrals received by Teulu Môn.</p> <p>c. There is a strong willingness from Senior Managers and operation groups across both Children’s Services and the Police to work together to continue to strengthen joint working. Discussion will progress in November on establishing</p>

		<p>an Early Intervention process to improve decision making and the sharing of information.</p> <p>d. We have continued to work closely with the Police and operational discussions occur on a daily basis to jointly respond to safeguarding matters. We can have open and honest discussions with the Police about the quality of referrals if it's required.</p> <p>e. There is a readiness by Children's Services and the Police to address poor practice in relation to the quality, consistency and timeliness of child protection enquiries through daily Management discussions (by Skype or telephone) in relation to the standard of CID16's received.</p>
<p>Recommendation 3: Senior leaders in social services and the police should continue to work proactively together to ensure improvements to the quality, consistency and timeliness of child protection enquiries.</p>	<p>SIP 2.2</p>	<p>3.0 Continued areas for improvement</p> <p>a. Summary of Quarter 2 Evaluation report shows that there is conflicting evidence in terms of the improvement in the quality, consistency and timeliness of child protection enquiries. A distance travelled audit concluded that attendance and recording at Strategy Meetings had improved and that the strategy meetings were timely.</p> <p>However the Case File Audit (July) and a management review concludes that in several cases auditors expressed concern about strategy discussions or meetings:</p> <ul style="list-style-type: none"> • Not always being held in a timely manner • Minutes of discussions are insufficient • References are made for need for follow up strategy meetings and then there is no evidence that they have been held.

		<p>b. This is reflected in the Thematic Audit Part 4, and a review of Children subject to Child Protection Plans – decision making, delays, and lack of clear plans and follow through being issues identified.</p> <p>c. Work is underway with Police and Health - multi agency professional forum regarding two management reviews of cases where review of practice was best done on a multi-agency basis – one completed: one in progress. The completed review shows poor information sharing: lack of focus on risk and missed opportunities to intervene at an earlier stage.</p>
<ul style="list-style-type: none"> • Recommendation 4: • The council should continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children’s services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect. 	<p>SIP 1.8</p>	<p>4.0 Achievements</p> <p>4.1 The Local Authority has established an Elected Members and Senior Leaders Panel, Chaired by the Leader of the Council set up in April 2016, formalized in March 2017 as part of Scrutiny arrangements. The arrangements around the cross-party panel have enabled us to develop a number of important principles that will form a strong foundation going forward as we develop a model for the scrutiny of Children's Services:</p> <p>4.2 The Panel is a sub-group of the Corporate Scrutiny Committee. This will ensure the following benefits:</p> <ul style="list-style-type: none"> • Develop a model of working in Children’s Services which focuses on a smaller group to enable Members to be more involved, to develop a level of subject expertise and to encourage good attendance and teamwork • Strengthen the capacity of Members to challenge performance by improving the quality of information regarding services and experiences of children and families who receive support and/or services • Forum to discuss information regarding Service risks, as a basis to inform the forward work program of the Corporate Scrutiny Committee. • Forum to develop a group of members with the expertise and ownership to lead discussions with regard to children and young people matters in the Corporate Scrutiny Committee. • Offer support to the looked after children Member’s Champion.

		<p>4.3 The main role of the Children's Services Improvement Panel is to:</p> <p>a) Monitor and scrutinize in a meaningful and robust way:</p> <ul style="list-style-type: none">• progress and distance travelled against the service improvement plan published in response to the CSSIW inspection.• quantitative and qualitative performance of the children's services. This to include developing a specific scorecard for children's services <p>b) Ensure that the voices of children and young people are heard when considering the effectiveness and impact of services.</p> <p>c) Provide assurance to the Corporate Scrutiny Committee on the following elements:</p> <ul style="list-style-type: none">• adequate, timely progress in delivering the improvement plan• quantitative and qualitative performance of support and care services available for children and young people. <p>4.4 The Panel has continued to focus on monitoring and challenging the implementation of Children's Services Service Improvement Plan, holding the Director of Social Services and Head of Service to account. Four meetings have been held since the Local elections in May.</p> <p>The following agenda items have been discussed by the Panel:</p> <ul style="list-style-type: none">• Terms of Reference, Project Plan & setting the scene• Service Improvement Plan – high level overview• Overview: Laming Visits – rolling program of visits and reporting back• % of statutory visits to Looked After children due in the year that took place in accordance with regulations [SCC/025]
--	--	--

		<ul style="list-style-type: none"> • Theme 3: Quality Assurance closer look at Recommendations 2, 11, 13 & 14 – CSSIW Report • Presentation: “Day in the life of a children’s services social worker” • Theme 2: <p>4.5 The purpose of Laming visits to front line staff by elected members has been reviewed to ensure that there is a link between their work as Panel members and the Service Improvement Plan. Lord Laming, The Victoria Climbié Inquiry (2003), was absolutely clear that <i>“senior managers and elected members within organisations are accountable for the quality, efficiency and effectiveness of local services”</i> and <i>“must be required to account for any failure to protect vulnerable children from deliberate harm or exploitation.”</i></p> <p>4.6 Laming visits for Members have been scheduled until May 2018. A recent Laming visit was undertaken to the Child Placement Team on 27.10.17 by the Assistant Chief Executive, Scrutiny Chair and the Elected Member which is the Champion for Looked After Children.</p> <p>The report completed after the visit noted:</p> <ul style="list-style-type: none"> • Staff confirmed that they received regular Supervision, which is very effective. The Social Workers noted that Supervision has always taken place regularly within the Placement Team. • All present were experienced in their role and their confidence was clear from the way they engaged in the meeting. • It was noted during the meeting that the staff’s enthusiasm for working with children, families and Foster Carers was clear. • Those present were thanked for their hard work and commitment, which was clear to see and noted. <p>A further Laming visit was also held on the 16th of November with Teulu Môn in the Early Intervention Service.</p>
--	--	--

		4.7 The Leader of the Council, Cllr Llinos Medi is also the Portfolio Holder for Children's Services and she has been very supportive and closely involved with the monitoring of the Service Improvement Plan through monthly meetings with the Head of Service to discuss progress and developments.
5 6	Recommendation 4: The council should continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.	SIP 1.5
		4.0 Strengths a. Elected members and Senior Leaders have shown a real desire and willingness to improve their understanding of the work undertaken by Children's Services staff through the work of the Members Panel. ▪ The regular meetings held with the Chief Executive, Director of Social Services, Head of Human Resources and Head of Children's Services has ensured prompt implementation of the new service structure, recruitment to posts and the development of the Workforce Strategy and Action Plan.
7 8	Recommendation 4: The council should continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's	SIP 1.5
		4.0 Continued areas for improvement a. Further training on topics such as IFSS and ACE's and Intensive Intervention will be provided to members and visits to support senior leaders and members to improve their knowledge and understanding.

<p>services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.</p>		
<p>9 Recommendation 5: 10 A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.</p>	<p>SIP 1.5</p>	<p>5.0 Achievements</p> <p>5.1 The Workforce Strategy, approved over the summer, now focuses on ensuring that staff have the skills, training and support to enable them to do their jobs effectively, and provide the support that children, young people and families in Anglesey need.</p> <p>An Action Plan has been developed with the full support of HR and meetings are being held every 6 – 8 weeks, Chaired by the Head of Service to ensure the effective implementation of the Workforce Strategy Action Plan with the main elements being:</p> <ul style="list-style-type: none"> • Developing a set of marketing materials detailing the benefits of working for the Authority presented on all media platforms. • Develop a recruitment plan for each vacancy immediately on resignation, jointly with Human Resources. • Establish effective methods of selection. • Ensure processes are focused on safe recruitment • Minimise delay in the various stages in the recruitment process. • Development of a consistent and effective induction programme. • Creating a supportive culture, challenging poor performance by providing a clear direction, regular supervision, and developmental support to enable all of our employees to perform effectively.

		<ul style="list-style-type: none">• Developing existing staff, and provide a safe working environment for all, combined with opportunities for developing new skills and progressing. <p>5.2 We have very recently made an appointment to the post of Head of Children's Services. Fon Roberts, will provide the Service with stability. He has nearly 20 years' experience and has been a Service Manager with us for the last 6 months.</p> <p>5.3 Two experienced Service Managers for Early Intervention and Prevention and Intensive Intervention have also been appointed and commenced in post.</p> <p>5.4 The new Service structure was implemented on the 4th of October where the eight new Practice Leaders took responsibility for their Practice Groups. They manage smaller Groups across Early Intervention and Prevention and Intensive Intervention, with each Practice Leader responsible for three or four Social Workers. This will mean that each Social Worker will have more access to their manager, enabling them to have early advice on dealing with individual cases and adequate support and supervision.</p> <p>There is further work to be undertaken to complete the restructuring, including reviewing the arrangements for the Child Placement Team, making the best use of Support Workers to support families, as well as ensuring that administrative support is appropriate for Practice Groups to effectively carry out their statutory responsibilities.</p> <p>5.5 Four of the Practice Leaders were recruited from outside the organization and they bring high level of knowledge and skills in the areas noted in the Service Improvement Plan that require further development. The other four Practice Leaders appointed were experienced practitioners working within Children's Services who were ready for promotion.</p> <p>5.6 We have recruited eight new Social Worker's over the last few months who are all local, and apart from one Social Worker all are fluent Welsh speakers, which will ensure we are able to meet the linguistic needs of children and</p>
--	--	---

		<p>families coming into contact with the Service. We continue to have six experienced temporary agency Social Workers staff covering vacant Social Work posts. Most of these vacancies are due to promotions as a result of the new structure. A new recruitment initiative is in place to attract permanent experienced Social Workers will commence in November, outlining the benefits of working for Anglesey.</p> <p>5.7 We have significantly strengthened the staffing capacity of our Information, Advice and Assistance arrangements with the appointments of 2.5 Engagement officers for Teulu Mon and a further 1.5 additional posts through Families First Grant will be filled over the coming weeks.</p> <p>5.8 The Resilient Families Team is now fully staffed and currently working with 8 families to prevent family breakdown, to support children living at home. The Practice Leader for this Team has recently won a national award by the British Association of Social Worker's (BASW) on her work in developing support for care leavers and arrangements to support foster carers to prevent placement breakdown.</p> <p>5.9 We are currently recruiting for a number of other additional posts within the Service which will continue to strengthen our family support services. They include recruiting:</p> <ul style="list-style-type: none">• 3 x additional Support Workers posts within the TAF funded from Families First Grant• Additional Personal Advisor post funded by the St David's Day Welsh Government Grant to provide practical and emotional support to young people who leave care when they are 18 years old. <p>5.10 As a Service, we have developed a Social Work Traineeship arrangements internally that will enable two of our staff to train to become qualified Social Workers (2 year course). As we have seen a significant turnover of staff over the last 18 months, the aim of this strategy of 'Grow your own' is to ensure we have qualified Social Workers who will be working for the Service for at least 2 years after the qualify.</p>
--	--	--

<p>11 Recommendation 5: 12 A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.</p>	<p>SIP 1.1</p>	<p>5 Strengths</p> <ul style="list-style-type: none"> • We have recruited a significant amount of permanent staff over the last 12 months to ensure we are able to deliver on the improvements required (Head of Service, Service Managers, 8 Practice Leaders and 8 Social Workers). This is one of the main priorities in our Service Improvement Plan. • There has been an increase in the number of staff working in Children’s Services from 85 in 2015/16 to 116 by the end of Quarter 2, 2017/18 (this includes transfer of TAF and the Family Information Service (7 staff members in total) from Lifelong Learning Service. • We have a very committed and skilled workforce focused on providing the best services for children and families on the Island. The new structure, and strengthened policies and procedures, should enable the Service to continue to recruit, develop and retain staff, thereby stabilizing the Service following a difficult few years.
<p>6 Recommendation 5: 7 A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.</p> <p>8</p>	<p>SIP 1.1</p>	<p>5.0 Continued areas for improvement</p> <ol style="list-style-type: none"> a. Appoint permanent staff to the vacant Social Work posts and posts within the Safeguarding and Quality Assurance Unit. b. Being able to retain permanent staff who are committed to making a difference to the lives of children and young people in Anglesey is crucial if we are to deliver on the Service Improvement Plan. c. Through our Workforce Strategy and working with colleagues in HR we will provide all our staff with regular supervision, guidance and support to carry out their duties effectively. We aim to ensure that these arrangements will greatly assist with staff retention.

<p>9 Recommendation 6: 10 Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.</p>	<p>SIP 1.4</p>	<p>6.0 Achievements</p> <p>6.1 The new Service structure was implemented on the 4th of October (SIP 4.2), and has led to an increase in staff (from three to eight) of who have management responsibilities for Social Worker's. The new Practice Leader role has responsibility for smaller Practice Groups of three or four Social Workers. Before we undertook a Service re-structure the three operational Teams – Duty, FIT and LAC – had between eight-ten staff each. Managing smaller Practice Groups will ensure Practice Leaders have greater capacity to provide management oversight, being more accessible to their staff, providing them with early advice on managing individual cases and providing support and supervision to ensure they carry out their responsibilities effectively.</p> <p>6.2 We have provided our Practice Leaders with a comprehensive Service Induction Program over the last few months to ensure they are fully aware of their roles and responsibilities, and to ensure that they are properly introduced by the Local Authority as new employees. The induction program and training sessions have covered the:</p> <ul style="list-style-type: none"> • Vision for the Service • Service Improvement Plan • Managing sickness absence & Return to Work Interviews • Customer care • Mangling complaints effectively • Flexi system • Collaborative Communication training • Performance, Quality Assurance Framework and Case File Audits <p>And will cover:</p> <ul style="list-style-type: none"> • Supervision Workshops -3 x full days workshops on Outcome focused supervision
--	-----------------------	--

		<ul style="list-style-type: none"> • PLO and Court work • Time Management & Diary Management, • Prioritizing Work and Expectations • Capability and disciplinary procedures • Management Style training • Thresholds & Correct decision making • Care planning & Reviewing • Case recording • Assessments and Risk Model • Caseload Management – Allocation of cases • Family Group Conferencing, • North Wales Police Public Protection Unit • CAFCASS
<p>11 Recommendation 6: 12 Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.</p>	<p>SIP 1.4</p>	<p>7 Strengths</p> <p>a. The establishment of the new Resilient Families Team in supporting children to remain at home safely and assisting with rehabilitation plans for Looked After children is showing initial signs of progress. There is evidence of positive involvement from the Team in supporting 2 vulnerable teenagers to live with their families, preventing them from having to reside in out of county residential placements, a support worker has carried out excellent work to support a young person to remain at home with her family.</p> <p>b. The focus of the new structure on early intervention and preventative work with families, and the way the new Practice Leaders are asking their staff to work with families is also showing positive progress. An example being the 55% reduction over the last 6 months in the number of children on the Child Protection Register.</p>

		<p>c. The Local Authority is investing heavily in opportunities for Service Managers and Practice Leaders to develop their leadership and managerial skills. Staff who have received post qualifying awards of the last few years include:</p> <ul style="list-style-type: none"> • Dawn Owen, Placement Team Manager – Team Management Development Programme (TMDP) • Hayley Ennis – Placement Team Manager – TMDP • Ceri Jones – Practice Leader, Teulu Mon – TMDP • Huw Owen – Independent Safeguarding Officer – TMDP • Michelle Evans – Practice Leader - TMDP • Another two Service Managers are currently undertaking the Middle Management Development Program.
<p>13 Recommendation 6: 14 Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to</p>	<p>SIP 1.4</p>	<p>6 Continued areas for improvement</p> <p>Over the last two years, our retention level for Managers/Practice Leaders has been poor, with four permanent Managers leaving the Service. This has had a significant impact on us being able to provide consistent Social Work practice and being able to support our staff to the required level. With the permanent appointments of Head of Service, Service Managers and Practice Leaders and the new Service structure we now have more stability and capacity to support our staff. The Workforce Strategy we have developed and the revised Supervision Policy will ensure we continue to focus on providing the best support possible.</p>

build resilience.		
<p>15 Recommendation 7: 16 Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.</p>	<p>SIP 1.3</p>	<p>7. 0 Achievements</p> <p>7.1 A revised Supervision Policy became operational in March 2017. This policy outlines what staff should expect from supervision and provides guidance to managers on how to deliver effective supervision. The main aim of this policy is to support staff as part of the performance management framework. It is critical for setting standards, fulfilling the Services aims and objectives, staff retention and welfare and ensuring the best quality of service for vulnerable groups. It is also crucial for staff support and development.</p> <p>7.2 Through Staff Conferences held every 6 weeks we have reminded all staff that they all have a responsibility to ensure they are provided with and receive regular supervision. The new Practice Leaders are fully aware of the requirements that supervision should be rigorously carried out within their Practice Groups. The policy provides guidance on the frequency of supervision for all groups of staff. Implications of inadequate or poor supervision can be very serious, impacting upon individual case management, staff development and welfare, and the culture of the organization.</p> <p>7.3 Supervision training for all staff has been provided by Dr Neil Thompson during the Spring, and in addition he provided guidance on the revised Supervision policy.</p> <p>7.4 As most of the Practice Leaders are relatively new in post, arrangements have been made with Rhonwyn Dobbing to provide outcome focused supervision training. Three workshops will be held over the next few weeks with the purpose of supporting supervisors in examining their role in outcome-focused supervision and to consider the value of outcome focused supervision for service users, workers, social work practice and for the organization. It should</p>

		also strengthen the role of supervisor, consider core skills and challenges for different practice groups.
<p>17 Recommendation 7: 18 Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.</p> <p>19</p>	SIP 1.3	<p>7.0 Strengths</p> <p>a. We have seen a significant reduction in the children on the Child Protection Register from 102 in March 2017 to 56 on 31st of August, a decrease of 55%. The names of 60 children were removed from the Register during this period and we have undertaken an analysis of the reasons behind the reduction. Huw Owen, Independent Safeguarding Officer undertook the analysis and formed a view that the new revised Supervision Policy (operational since March 2017) has provided greater clarity and opportunity for Social Workers to discuss risk within supervision whilst reflecting on the quality of the intervention and how the work is progressing with the family.</p> <p>b. We are currently undertaking an evaluation into the quality of supervision. Evidence will be obtained from the Supervision File, observations of supervision, Case Supervision Records, and feedback from staff.</p>
<p>20 Recommendation 7: 21 Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.</p>	SIP 1.3	<p>7 Continued areas for improvement</p> <p>Implement the Protocol of the Risk Model which includes Supervision sessions to ensure that levels of risk are considered for all Care and Support cases.</p>

22		
<p>Recommendation 8: Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritized and the pace of improvement accelerated and sustained.</p>	<p>SIP 1.5</p>	<p>8.0 Achievements</p> <p>8.1 In response to the findings and recommendations of the CSSIW Inspection, the Local Authority's Chief Executive has been holding weekly meetings (currently every two weeks) with the Director of Social Services, the Head of Children's Services and the Head of Human Resources, to oversee the delivery of the new structure, development and implementation of the Workforce Strategy, and to ensure that there is appropriate pace in making key appointments to the posts of Head of Service, Service Managers and Practice Leaders.</p> <p>8.2 An Improvement Group of Senior officers, Chaired by the Director for Social Services, meet on a monthly basis to ensure progress is made on the Service Improvement Plan, and reporting to the Local Authority's Senior Management Team and to the Executive.</p> <p>8.3 A Children's Services Panel of Elected Members, Chaired by the Leader of the Council, has been formalised following the recent Local Authority elections, which reports to the Corporate Scrutiny Committee. The Leader of the Council, Cllr Llinos Medi is also the portfolio holder for Children's Services and she has been very supportive of the progress and developments required by the Service.</p> <p>8.4 Staff Conferences held every 6 weeks have been attended by the Leader of the Council, the Chief Executive and Director for Social Services to ensure that staff have their full support and backing and they always share their gratitude to staff for working in such a challenging work environment.</p>
<p>Recommendation 8:</p>	<p>SIP 1.5</p>	<p>8.0 Strengths</p>

<p>Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritized and the pace of improvement accelerated and sustained.</p>		<p>a. The Local Authority has decided that Children's Services are exempt from having to identify financial savings for 2 years (2017-18 and, 2018-19). This is evidence that the Local Authority is prioritizing Children's Services as all the other Services have to identify savings.</p> <p>b. Additional funding for Children's Services was also approved by the Local Authority following the Inspection to strengthen the capacity of the Service to make the necessary improvements. A post of Quality Assurance Manager has been created to focus on implementing the Quality Assurance Framework. We have, however, failed to appoint to the post which has slowed the progress we had hoped. Temporary arrangements to fund Independent social care consultants to undertake specific pieces of work was also agreed.</p> <p>c. Further funding was approved for Bruce Thornton, co-author of the Risk Model, to undertake a Practice Coaching Development role for a period of 7 months to focus on:</p> <ul style="list-style-type: none"> • Providing coaching and mentoring to help develop the skills, knowledge and competence of practitioners and Practice Leaders. • Support Service Managers to implement, process, systems and procedures to ensure that the Risk Model is implemented within service processes • Support the development of the Risk Model within critical and reflective supervision. • Maintaining current Social Work capacity by employing Agency Staff.
<p>Recommendation 8: Strong political and corporate support for</p>	<p>SIP 1.5</p>	<p>8.0 Continued areas for improvement</p>

<p>children’s services must continue to ensure the service improvements needed are prioritized and the pace of improvement accelerated and sustained.</p>		<p>a. The Members Panel should continue to focus and challenge officers on the improvements required within Children’s Services.</p>
<p>Recommendation 9: Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners’ completion of Joint Assessment Frameworks.</p>	<p>SIP 2.3</p>	<p>9.0 Achievements</p> <p>9.1 We have received permission from Welsh Government to amalgamate the current Joint Assessment Framework (JAF) with the Care and Support assessment form. Work on including the measures that the JAF collects has started and will be implemented later this calendar year. The TAF still use the JAF in the intervening period.</p> <p>9.2 Enquiry or referral into the IAA Hub that requires preventative support requires a proportionate Care and Support assessment and JAFF.</p>
<p>Recommendation 9: Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners’ completion of Joint Assessment Frameworks</p>	<p>SIP 2.3</p>	<p>9.0 Strengths</p> <p>a. We have worked on improving the quality and our understanding of the Care and Support assessments (Part 1,2,3) this includes the core data set, the ‘What Matters’ conversation and care and support assessment. We have been working to improve our understanding of the national eligibility criteria and gain consistency in recording the eligibility criteria in our assessments. We have identified suitable methods of communication, prompts and tools to improve the quality of the ‘What Matters’ conversation, decision making process and recording.</p>
<p>Recommendation 9: Multi-agency arrangements should be</p>	<p>SIP 2.3</p>	<p>Continued areas for improvement</p>

<p>established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks</p>		<p>a. The part 4 Care and Support Plans are beginning to be utilized to record the care and support plans. We have identified how we will complete this care plan to a good standard and what tools are required to complete the care plan collaboratively with the family. This will include the use of the miracle question – a Motivational Interviewing tool used to establish a baseline score (establish what a 10 looks like), goal sheets to measure the distance travelled, crisis card to record the contingency plan and safety plan. These tools are all designed to co-produce work with families and not for them. Training has been arranged for the new year including Motivational Interviewing, Brief Solution Focused Solution Therapy and Collaborative Communication. This will strengthen the progress made thus far and reinforce the new methods of working promoted by the Act.</p>
<p>Recommendation 10: The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.</p>	<p>SIP 2.1</p>	<p>10 Achievements</p> <p>10.1 The new Practice Leaders have been focusing on reducing Social Workers caseloads by stepping up and stepping down and closing cases when this is appropriate. There is early indication that there are less cases moving on to assessment due to the increase in 'What Matters' conversations occurring at Teulu Môn, providing a more prompt and appropriate response for families.</p> <p>10.2 A follow up audit undertaken in May/June 2017 noted the following:-</p> <ul style="list-style-type: none"> • Significant improvement in the quality of Initial/Simple assessments • On the whole assessments were comprehensive and appropriate (proportionate) • Increased use of Case Closure Summaries • Generally much improved recording with only one case found to be below standard • Initial decision within 24 hours made in all cases • Increased involvement of other agencies in the assessment process evident • Assessment formats used remains mixed (Initial Assessment/S47 assessment / Care and Support assessment framework) but there was an increased use of the new Care and Support Assessment Framework

		<ul style="list-style-type: none"> • Limited use of the ‘What Matters’ section of the Care and Support assessment • The ten audited cases had produced 22 previous referrals – only three of the audited cases were “unknown families”. Decisions to close were appropriate in respect of presenting problems. However the decisions were not always based on a holistic and historical view of the family. <p>10.3 A Court Action Plan has been developed to focus on improving the quality and analysis of all assessments undertaken to inform our decision making and will support arrangements for ‘front loading’ public law cases. Practice Leaders now have oversight of the Court timeframe for cases within their Practice Groups and will support and guide Social Workers to ensure better preparation for Court and that documents are filed on time.</p> <p>10.4 Children’s Services has agreed to prioritize improvements in Social Work assessment practice, based on the basis that the Service needs to focus on incremental steps, building sustainability and longevity.</p>
<p>Recommendation 10: The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and</p>	<p>SIP 2.1</p>	<p>Strengths</p> <p>a. The transition from assessments under the Children Act 1989 to the requirement of the Social Services and Wellbeing (Wales) Act 2014 is ongoing. There is some positive work happening in the service to support this conceptual and practical shift in assessment practice:</p> <ul style="list-style-type: none"> • Practitioners have been involved in setting standards for assessment practice: upon which we can measure its quality. Bruce Thornton, Author of the Gwynedd/Thornton Risk Model is currently providing coaching & mentoring to staff on the application of the model to inform assessments. The service has agreed its Protocol for the consistent use of the Risk Model within practice.

<p>accountabilities for actions are clear.</p>		<ul style="list-style-type: none"> • There are examples of good social work practice, including effective use of the Gwynedd/Thornton Risk Model, reflected in the content of some assessments; and some assessments underpinning applications to court providing clear direction. Most of the initial assessments reviewed had been completed in a timely manner. • Some examples of good assessments showed analysis, clarity on risks and family capability and dynamics. One distance travelled audit showed improvement in the quality of Initial/Simple assessments: and that on the whole assessments were comprehensive and appropriate (proportionate). <p>b. A number of the Practice Leaders have attended a Collaborative Communication training course which will underpin assessments under the Social Services and Wellbeing (Wales) Act 2014.</p> <p>c. Bruce Thornton has been commissioned to provide a mentoring/coaching role within the service to ensure that the Risk Model is embedded into practice.</p> <p>d. The establishment of smaller Practice Groups within the new structure will provide greater capacity for Practice Leaders to focus on improving Social Work practice.</p>
<ul style="list-style-type: none"> • Recommendation 10: • The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of 	<p>SIP 2.1</p>	<p>10 Continued areas for improvement</p> <p>a. The analysis of practice for quarter 2 (pre implementation of the new structure) has highlighted the following areas for priority:</p> <ul style="list-style-type: none"> • Managing caseloads • Stepping down/stepping up cases effectively • Regain our professional reputation within the Court • Making sure management oversight is recorded – what decision was made, by whom and the rationale behind the decision – and ensure decisions are followed up

<p>children and families, and that desired outcomes, timescales and accountabilities for actions are clear.</p>		<ul style="list-style-type: none"> • Providing an operational recording model that spans from early intervention through to intensive intervention that provides the minimum templates within a consistent work flow • Ensuring that each open case has an up to date assessment. • Ensure that the assessments are thorough – not focusing simply on the presenting problem, but considering the issues in the family’s history • Social workers need to be more robust and confident in setting out their professional analysis of risk and needs. <p>b. The eligibility criteria within the Care and Support assessments are currently not consistently recorded. We are aiming to gain a greater consistency and have arranged additional training for staff at the end of November coordinated by Vicky Allen, who has been leading on developing the Social Services and Well Being (Wales) Act 2014 regional templates.</p> <p>c. The Risk Model needs to be embedded within practice and we aim to support practitioners and Practice Leaders to further develop their skill in implementing the model to support effective risk decisions.</p>
<ul style="list-style-type: none"> • Recommendation 11: • The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to 	<p>SIP 3.5</p>	<p>11.0 Achievements</p> <p>11.1 We are disappointed that the overall evaluation for Quarter 2 shows that recording practice remains inconsistent, although there is evidence of improvement in some audits.</p> <p>11.2 We are working on providing an operational model for staff that spans from Early Intervention through to Intensive Intervention that provides the minimum recording templates within a consistent work flow. We aim to:</p> <ul style="list-style-type: none"> • Re-affirm the need for and standards expected of good case recording

<p>date and are systematically stored.</p>		<ul style="list-style-type: none"> • Ensure a Recording Framework that “maintains a systemic and family narrative, which describes all the events associated with the interaction between a social worker, other professionals and the child and their family” (Munro) • Ensure that the use of the Risk Model is embedded within Key stages of Recording and Decision Making. • Develop an approach that allows an individual, particularly a child, to look back at their life and recall clearly or where they may not have known all the facts. • Develop an approach that aids reflection enabling staff to be able to reflect back on work undertaken and plan any future intervention • The production of accurate business information for performance management and quality assurance purposes.
<ul style="list-style-type: none"> • Recommendation 11: The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored. 	<p>SIP 3.5</p>	<p>11.0 Strengths</p> <ol style="list-style-type: none"> a. We have continued to constructively challenge and support individual workers to improve their practice in relation to timely recording and assessments. b. Practice Leaders have been focusing on managing staffs caseloads with the aim of stepping up and stepping down cases and closing when this is considered appropriate. This will lead to an increase in staff capacity to ensure their record keeping is up to date and of good quality.
<ul style="list-style-type: none"> • Recommendation 11: The quality and consistency of record keeping 	<p>SIP 3.5</p>	<p>11.0 Continued areas for improvement</p> <ol style="list-style-type: none"> a. The analysis of practice for Quarter 2 has highlighted the following areas for priority:

<ul style="list-style-type: none"> • should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored. 		<ul style="list-style-type: none"> • Providing an operational model that spans from early intervention through to intensive intervention that provides the minimum templates within a consistent work flow. • Ensure that the development of WCCIS within Children Services supports practice. • Recording – accurate, clear language, useful records of meeting, clear reasons for involvement, full names and titles, summary tabs, transfer summaries, good version control. • Parents/carers should always be informed when a case is closed and evidence for this clearly recorded on file.
<ul style="list-style-type: none"> • Recommendation 12: • The Local Authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance 	<p>SIP 4.4</p>	<p>12.0 Achievements</p> <p>12.1 Over the last 12 months we have focused on developing and implementing our Information, Advice and Assistance arrangements to meet the requirements of the Social Services and Wellbeing (Wales) Act 2014.</p> <p>12.2 The Population Needs Assessment for the North Wales region has been published and the Local Action Plan is currently out for consultation. Officers from Anglesey have been part of both projects and have contributed towards forming the Plan. The Local Action Plan will be published in March 2018.</p> <p>12.3 The Local Authority’s Corporate Prevention Strategy group led by the Director for Social Services meets on a regular basis. The Group presented a paper to the Senior Leadership Team outlining what is required to ensure the successful delivery of a prevention strategy and work is continuing to move this forward.</p> <p>12.4 The Group has established links with the work of the Public Services Board which is looking at how partners can work more collaboratively and will be receiving the findings of the consultation held over the summer months with partners, third sector and community groups.</p>

<p>services, the preventive sector and statutory services.</p>		
<ul style="list-style-type: none"> • Recommendation 12: • The Local Authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services. • 	<p>SIP 4.4</p>	<p>12.0 Strengths</p> <p>a. The Local Authority has prioritized the development of Corporate Preventative Services and support for families as part of its Corporate Plan for 2017 – 2022 in “<i>Providing robust early intervention and prevention services to ensure that children are safe and supported in order to minimize harmful childhood experiences.</i>”</p> <p>b. On the 3rd of November, Children’s Services held its second bi-annual STARS Awards Ceremony for our Looked After children in Tre Ysgawen Hall. Many of these children and young people have been through difficult times, but the STARS Awards celebrate that it is possible to achieve with courage, determination and support. These awards demonstrates the Authority’s pride as a Corporate Parent and has facilitated a feeling of being valued for both Looked After Children and their carers, boost young people’s self-esteem and encourage them to continue to achieve and develop in the future.</p> <p>It was a pleasure to welcome the Children’s Commissioner to this event.</p> <p>Six young people worked jointly with workers to plan and organise the event, the young people were the main decision makers on choosing the venue, food and entertainment. The event was split into two parts, one for the younger children of primary school age which involved a Disney/super-heroes themed tea party, while the older children of secondary school aged had a Oscars themed event. This was an extremely successful event where we celebrated the successes of our young people and rewarded them for their hard work. The event enabled us to listen to the wishes and feelings of the children and their families in relation to the support they require from the Local Authority. Feedback from Foster Carers following the event include:</p>

"I would like to congratulate you personally, and everyone else involved in the organization of Fridays Star awards celebrations.

It was a really well organized event, and an undoubted success which I am sure will remain in the memories of the children for many years to come. I think it was a great idea to involve the children in the organization, and also to recognize their involvement in the organization on the night. Well done to everyone."

- c. As part of our response to the **Children's Commissioner's Hidden Ambitions report** we have spoken directly to the young people Looked After and created the following 'Powtoon' animation clip

<https://www.powtoon.com/m/cGN6QoOF4vb/1/m>

The aim of this interactive clip is to explain the support available to them through the pathway planning stage up to when young people leave care. We consulted with 8 young people aged between 16-24 who have given their opinions on the animation. The comments we received was very positive and they included:

- That it is relevant for their age range
- It caught their eye and contains everything – with the correct information
- Good mix of animation and information, Short & Snappy
- The voiceover and music used drew their attention to what information was being shared with them
- Information and examples of support that's available is useful

One young person said "If I'd have seen this animation last year, it would have been a great help to me" and they all thought it would be a good idea to show the clip in schools.

		<p>The animation will now be available on the Council's website, Youtube and Facebook pages and shown on screen in the main Council Office reception in Llangefni.</p> <p>It will also be played during the Looked After Children Reviews for when the young people are nearing their 16th birthday, which will provide them with helpful guidance on the support available to them as they reach adulthood.</p> <p>d. The Anglesey Foster Care Forum continues to meet quarterly, this forum was launched in February 2014, it was established to improve and develop the fostering service on Anglesey with Social Workers, Foster Carers and Senior Management all working together. All approved general and kinship Anglesey Foster Carers are invited to attend. The vision is: <i>“To improve and develop the fostering service on Anglesey by working together as a team, in order to improve the quality of life of Looked After Children on Anglesey.”</i></p> <p>The Placement Team continue to produce quarterly newsletters for Foster Carers including Foster Carers contribution to the content.</p> <p>Coffee and Cake support groups provide an opportunity for foster carers to meet, network and share experiences with peers and staff in a supportive, informal environment. They also provide a learning opportunity in addition to the rolling programme of formal training – our guest speakers have been varied and have covered topics such as advocacy, internet safety, self-care and stress management for foster carers, modern slavery, parenting, and Child Sexual Exploitation. A new group has been set up specifically for Foster Carers who are family/friends.</p> <p>A handbook for Anglesey Foster Carers is about to be shared. Two ‘Incredible Years’ courses have been held this year for our Foster Carers. They will also be offered a place on the ‘Fostering Changes’ 12 week course from January 2018 as part of the National project: Confidence in Care in Wales.</p>
--	--	--

Anglesey are one of four Local Authorities in Wales taking part in the National Fostering Network project 'Recruitment and Retention Project in Wales' 2017/18 to understand local fostering needs and implement findings from the research.

e. **Anglesey Kinship Carer Support Group**

The first Anglesey Kinship Carer Support Group was held in April this year as an opportunity for the carers to mix in an informal environment and have the chance to offer each other emotional and practical support and help alleviate some of the isolation they may feel. The main organisational role for this group has been commissioned from 'Y Bont' educational centre. Social Workers from the Child Placement Team attend the group in a supportive role, in order to provide advice where possible, to gain insight to the issues the kinship carers raise and to help feed back to management when areas for further development are identified.

Attendance at the group has been consistent and verbal feedback has highlighted that the carers value the opportunity for a chat or "something for themselves". Two carers who didn't know each other before attending the group have developed such a rapport that they missed the turnoff for Llangefni on the way to the last meeting because they were so involved in conversation! One of the issues which has been flagged up by group members is that, with hindsight, they wished they had more information at the beginning of the process of becoming kinship carers.

Future plans include looking at group members contributing to an information leaflet for new kinship carers and a "buddying" scheme for newly approved carers.

f. **Forest School 2017**

Forest School is an opportunity for children and young people to experience life and learning in the outdoors. From May to July, this year's group of 16 Looked After children were able to get outside and spend ten Saturdays in the woods at Treborth Botanical Gardens, learning about the local environment and its habitats. Making the most of the natural environment, we were lucky enough to discover the site and explore the area and its surrounding forest through making dens, climbing trees, creating wildlife habitats, carrying out bug surveys and cooking on an open fire. All while learning about the inspirational and eventful life of John Muir, the Scottish-American father of modern day conservation. Many of the group were working towards the John Muir Award at Discovery level, which incorporates four elements - *Discover, Explore, Conserve, Share*.

This year we took a new approach with a small group of young people, who have previously attained the John Muir award returning as 'mentors' for the younger children, with the added leadership and responsibility helping them work towards the next level, Explorer award. Excitingly, this year the group were also able to record and edit their own short film of the experience, with the help and support of TAPE Community Music & Film (tapemusicandfilm.co.uk).

- g. A **Fun Day** for Looked After Children was arranged for the 9th of September in Tyddyn Môn (a smallholding that was founded by parents of adults with learning disabilities who wanted a more constructive and rewarding occupation for their sons and daughters). They provide day care, training and support. But, unfortunately due to adverse weather conditions the day had to be postponed until the new year. The plan was to take a tour around the farm and feed the animals, go to the playgrounds and soft play area. Then they were going to have a barbeque before making the most of the rest of the facilities: woodland trails, Dragon Trailer ride, bouncy castle, games and indoor arts and crafts.

<p>Recommendation 12: The Local Authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services.</p>	<p>SIP 4.4</p>	<p>Continued areas for improvement</p> <p>a. We aim to develop better ways of listening to the collective views of our Looked After Children and care leavers which would assist us further in the development of Family Support Services.</p>
<p>Recommendation 13: Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and</p>	<p>SIP 3.2</p>	<p>13.0 Achievements</p> <p>13.1 Children's Services have approved their revised Quality Assurance Framework which sets out the approach the Service will take to ensure that it is:</p> <ul style="list-style-type: none"> • Providing safe professional practice • Supporting the right children/adults, in the right way, at the right time • Evaluating whether it is making a difference to practice improvement • Providing a professional context that supports learning, reflection, openness and supportive challenge

<p>accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements.</p>		<ul style="list-style-type: none"> • Taking the improvement agenda beyond compliance with procedure to a commitment to improve the quality of the social work practice delivered to children, their families and carers. <p>13.2 It provides a set of planned and systematic assurance processes that can be used to shape learning and improvement. In essence moving along the spectrum from quality control to quality improvement based on an approach of evaluation, learning and improvement.</p> <p>13.3 The service will use a wide range of evidence sources to underpin the quarterly Practice evaluation report such as:</p> <ul style="list-style-type: none"> • Monthly Case file Audits • Monthly Casefile Audit – Safeguarding & Quality Improvement Unit • Practice Observation • Supervision Audits • Learning from and with our partners • Learning from people who use our services • Oversight and Challenge • Learning from our staff • Ongoing Independent Reviewing Officer and Child Protection Co-ordinator <p>A number of the individual elements of the framework are in place.</p> <p>13.4 The service is in the process of setting standards for areas of practice: upon which it will evaluate practice. These are set in collaboration with practitioners – so that they are owned by them. The process of casefile audits & Multi Agency Audits are taking root within the service. Whilst not all managers/practice leads consistently comply with the requirements, there is some excellent analysis by them as part of the audit process.</p>
---	--	--

		<p>13.5 A wide range of planned and systemic evaluations have been undertaken to date. There is a risk that we focus on evaluation at the cost of improving. To mitigate this risk we must appoint to the vacant posts within the Safeguarding and Quality Assurance Unit, and shape the roles of the Practice Leaders in terms of taking forward the improvement actions.</p> <p>13.6 On a monthly basis the service holds a Quality and Performance meeting. The focus of this meeting is to understand the data and evidence from evaluations of practice, to provide an opportunity to analyze and identify solutions to improve performance and quality of practice. This meeting has a role in ensuring a clear oversight of the quality of practice within the service and to develop clear action plans to address improvement requirements. The meeting also has a clear role in recognizing what is working well within the Service and to ensure that learning is shared across the whole system. The meeting will also evaluate the impact of the learning and improvement.</p> <p>13.7 Case file audits undertaken in September has shown a general positive trend of improvement in practice over the last three months. Seven Team Managers / Practice Leaders were tasked with undertaking casefile audits of a range of cases. As this is a time of transition and restructure for the service, this was the first time that several of the Practice Leaders had undertaken these audits. In general this audit consisted of new Practice Leaders auditing cases managed under the previous structure. The same audit tool was used as for the similar audits undertaken earlier in 2017. Completed audit tools were returned by five of the 7 seven Managers – nine cases returned out of a total of 16 allocated. The sample therefore contained a variety of cases at different stages and varying levels of complexity. It should be noted that some Practice Leaders were new to the Service, whilst others continued to have day to day responsibilities as Team Managers or Social Workers during September.</p>
--	--	--

<p>Recommendation 13: Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements.</p>	<p>SIP 3.2</p>	<p>13.0 Strengths</p> <ol style="list-style-type: none"> a. We have developed a detailed Quality Assurance Framework that is being implemented across Children’s Services to highlight good practice and areas requiring improvements. b. The process of casefile audits, thematic audits & Multi Agency Audits are taking root within the service. The Multi Agency Audits have involved working closely with Partner Agencies such as Education, Health and the Police to look at areas such as quality of referrals with the Police. c. Case file audit undertaken in September has shown a general positive trend of improvement over the last 3 months.
<p>Recommendation 13: Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance</p>	<p>SIP 3.2</p>	<p>13.0 Continued areas for improvement</p> <ol style="list-style-type: none"> a. The main areas for practice improvement from an analysis of a recent Case file audit: <ul style="list-style-type: none"> • Management oversight and supervision (and how this is evidenced on file); • Quality of assessment and analysis; • Planning, in particular the need for clear, purposeful periods of intervention during times on the CP Register, and the embedding of the Care and Support Plan as a working document for the Service. b. Case file auditing to continue to be undertaken by all Managers/Practice Leaders to evaluate the quality of practice across the Service.

<p>and quality assurance information to enable them to do their jobs effectively and to deliver improvements.</p>		<ul style="list-style-type: none"> c. Appoint to the vacant posts within the Safeguarding and Quality Assurance Unit, and shape the roles of the Practice Leads in terms of taking forward the improvement actions. d. We are still writing the scripts to access reports from WCCIS – this is a problem for most of the local authorities that have gone live on the new system, and we’re working with Ceredigion Council in particular to enable us to do this. e. We have looked in detail at one of the local indicators, % of Looked After Children seen within statutory time-scales, and suspect that our data collection and analysis may not have been correct, leading to performance that appear worse than they are in reality. Work is progressing to address these issues. f. There appears to be a national issue in relation to the consistency of interpretation and reporting for all Local Authorities against the new Performance Indicator’s introduced by the Social Services and Well Being Act (Wales) 2014. A letter dated 25th of October was received from Glyn Jones, Chief Statistician, Welsh Government. This letter highlighted the temporary suspension of National Statistics designation for Social Service publications due to concerns about the quality of the data being reported following the introduction of the new Welsh Community Care Information System (WCCIS).
<p>Recommendation 14: Caseloads and reports regarding the quality of workers’ performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with</p>	<p>SIP 3.2</p>	<p>14.0 Achievements</p> <p>14.1 There has been a significant reduction in the numbers of children subject of a Child Protection Plan between 1st March 2017 and 30th August 2017. During this period, the names of 60 children were removed from the Child Protection Register. A study of the Child Protection Register during this time identified several matters to be taken forward on a multi-agency basis regarding the understanding of, and the practice within the Case Conference process.</p>

children and their families.		<p>In many cases it concluded that there was a lack of evidence to substantiate that thresholds for significant harm and registration were met: lack of child protection plans and implementation. There seemed to be an approach of monitoring and waiting in a number of cases. In some instances, the goal posts were changed, so having got to one point and issues addressed preconditions for de-registration, other different areas for concern which are not necessarily child protection were identified. A further study to look at the reasons behind the reduction in the numbers of children subject to a child protection plan shows that in 35% of cases (21 children) this was as a consequence of supporting the family to make improvements and in 22% of cases (13 children) this was a consequence of stepping up the case and the children becoming looked after.</p> <p>14.2 Some of the successful interventions were considered to be Parenting Officer support, wider family support, Child Directed Play intervention, motivated parties, and IFSS support, helping parents to identify solutions, family group conferencing, and support from Adult Services to the parent. This would suggest that the service is on track in terms of delivering a different approach to social work practice. The work of the Resilient Families Team and Teulu Môn, have considerable potential to impact positively on this area.</p> <p>14.3 The new social care electronic recording system, WCCIS, was rolled out within Children's Services in August. We have continued to work with our IT colleagues on our requirements for Performance Monitoring reports from the new system. Further work is required to establish an accurate picture of current performance across the Service. This work has been ongoing and the Service has an action plan in place to improve the position and provide accurate and up to date data. Anglesey is in a similar position to most of the other Local Authorities who have gone live with WCCIS in 2017.</p>
-------------------------------------	--	---

		<p>14.4 The Quality Assurance Framework approved within the Service aims to ensure that staff provide safe professional practice. We use a number of evidence source to evaluate Social Workers performance, such as Case file Audits and we hold monthly Quality and Performance meetings to focus on understanding the data and evidence from evaluations of practice, to provide an opportunity to analyze and identify solutions to improve performance and quality of practice. This meeting has a role in ensuring a clear oversight of the quality of practice within the Service and to develop clear action plans to address improvement requirements.</p> <p>14.5 Timely and quality Supervision arrangements for staff also provides Practice Leaders with an opportunity to support and challenge the practice and performance of individual worker’s and to agree on action plans to address issues of concern.</p> <p>14.6 The new Service structure now enables the Practice Leaders to focus on improving the practice within their smaller Practice Groups. They will have oversight of their staffs’ caseloads to ensure they have capacity to establish a positive relationships with families to engage effectively.</p>
<p>Recommendation 14: Caseloads and reports regarding the quality of workers’ performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families.</p>		<p>14.0 Strengths</p> <ul style="list-style-type: none"> a. Staff have continued to access training and development opportunities, taking responsibility for their own development b. All Managers/Practice Leaders are being reminded of their responsibility to support and challenge the practice and performance of individual workers and to agree on action plans to address issues of concern.

<p>Recommendation 14: Caseloads and reports regarding the quality of workers' performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families.</p>	<p>SIP 3.2</p>	<p>14.0 Continued areas for improvement</p> <ul style="list-style-type: none"> a. Continue to develop Performance Managements reports within WCCIS focusing on staff caseloads and local and national performance indicators. b. Case file auditing to continue to be completed by all Managers/Practice Leaders to evaluate the quality of practice across the Service. c. Appoint to the post of Quality Assurance officer within the Safeguarding and Quality Assurance Unit.
--	-----------------------	--

Annex 4



Caroline Turner

Council Offices

Llangefni

Anglesey

LL77 7TW

Dyddiad/Date:11/01/18

Dear Caroline

Re: Review of progress in implementation of Children's Services Improvement Plan

Thank you for meeting with us on December 18 to review the progress made in implementing Isle of Anglesey Council Council's improvement plan for children's services.

Thank you also for the detailed written review you submitted to us.

We have been meeting with you on a regular basis since the inspection in November 2016 to monitor the actions the local authority has been taking to improve outcomes for vulnerable children and families in Anglesey. As you have explained the local authority continues to be on a journey but now has good foundations in place. The pace of change has been slow and but we recognise there has been positive, incremental improvement.

We are pleased to note significant progress has now been achieved in the implementation of a new structure for children's services. This has been to ensure children and families get help and support when they need it and to provide better support for, and oversight of, frontline practitioners. Having recruited to a number of key posts, operationalising the new structure is now at a critical, early stage.

The new structure has been underpinned by the development of policies and practice guidance to provide a clear framework for staff. Continued improvement in practice must remain a priority. Given these have only recently been introduced it is too soon for us to judge whether they are improving practice and in turn outcomes for children and families.

We look forward to reading the results of the review you have commissioned to provide an independent assessment of social work practice.

We also note the focus on working with partners both within the local authority and externally. Further work is required to ensure partners engage meaningfully to deliver improved outcomes for children and their families.

We recognise the continued corporate commitment provided to ensure that children's services improve and the willingness to reach a shared understanding of the challenges being faced. Similarly the increased scrutiny and challenge from elected members has been a positive development.

Given the significant concerns identified during the inspection, there remains substantial work for the local authority to carry out to fully implement the improvement plan and ensure that improvements are sustained. We will continue to monitor progress over the coming months with a more formal review by way of a re-inspection later in 2018.

Yours sincerely

Vicky Poole

Head of Local Authority Inspection

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	9th January 2018
Subject:	Revised Corporate Health and Safety Policy
Portfolio Holder(s):	Councillor Richard Dew
Head of Service:	Dylan J Williams Head of Service Regulation and Economic Development
Report Author:	R K Rowlands
Tel:	2822
E-mail:	rkrpp@ynysmon.gov.uk
Local Members:	

A –Recommendation/s and reason/s
<p>That the Authority adopts the revised Corporate Health and Safety Policy. The revisions to the policy reflect the changes within the Authority’s Health and Safety Management System and changes to the Authority’s Senior Leadership Team.</p> <p><u>Executive Summary</u></p> <p>The Isle of Anglesey County Council has a legal duty, under the Health and Safety at Work etc, Act 1974, to ensure the health, safety and welfare of it’s employees.</p> <p>This policy sets out the organisational arrangements and procedures required to ensure that employee health and safety is given due prominence across the Council.</p>

B – What other options did you consider and why did you reject them and/or opt for this option?
<p>Do nothing – this option was dismissed as the authority would be left with an out of date Corporate Health and Safety Policy that did not reflect the current management systems and leadership within the organisation.</p>

C – Why is this a decision for the Executive?
<p>The adoption of this updated policy will influence the way the authority cares for the health, safety and welfare of its employees.</p>

CH – Is this decision consistent with policy approved by the full Council?
Yes

D – Is this decision within the budget approved by the Council?
Yes

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Revision to the policy has been led by the Chief Executive
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	
4	Human Resources (HR)	Feedback provided on amendments incorporated in the revised version.
5	Property	
6	Information Communication Technology (ICT)	
7	Procurement	
8	Scrutiny	
9	Local Members	
10	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	HSE action against the authority

F - Appendices:
Copy of the Isle of Anglesey Corporate Health and Safety Policy (Version 6 of 13/11/17)

--

FF - Background papers (please contact the author of the Report for any further information):
--

--

The Isle of Anglesey County Council

Corporate Health and Safety Policy

Version 6.0

About this policy

This policy states The Isle of Anglesey County Council 's general aims with regard to employees' health and safety. It also contains our organisation and arrangements for carrying out the policy as required by The Health and Safety at Work etc. Act 1974 and subsequent Regulations.

The Policy is supported by resources on the Council's website.

Revision history

Version	Date	Summary of changes
6.0	12.08.2016	- Policy updated to reflect changes within Authority's Health and Safety Management System and changes to the Authority's Senior Leadership Team

Date of next review	
This policy will be reviewed in:	12 months
The review will be undertaken by:	Corporate Health and Safety Team

Contact Details:

Healthandsafety@anglesey.gov.uk

We are happy to provide this policy in alternative formats on request. Please use the above contact details.

Mae'r ddogfen yma ar gael yn y
Gymraeg.

This document is available in Welsh.

1.0 Statement of Intent

As Chief Executive and Leader of The Isle of Anglesey County Council, we value the health, safety and welfare of its employees and recognise that good health, safety and welfare is integral to our organisational and business performance by reducing injuries and ill health, protecting the environment and reducing unnecessary losses and liabilities.

We recognise that successful implementation of this policy will enhance our overall business performance.

The Isle of Anglesey County Council strives to be a professional and well-run council, innovative and outward looking in our approach, committed to developing our people and partnerships in order to deliver efficient and effective services of good quality, that are highly valued by our citizens.

In order to achieve this, we will need to transform our services and the way the Council works. Transforming our Council will mean that we must listen to what our staff, citizens, service users and businesses say, and allow their views to influence what we do and how we can progress and develop the Council. In doing this we will adopt and promote safe working practices and high health and safety standards.

We will provide, as far as is reasonably practicable, a safe and healthy environment for all our staff and all persons affected by our undertaking. This will be based on providing safe environments for learning, leisure and care work, safe places of work, safe systems of work, safe equipment and materials for use at work and competent individuals and we will ensure that adequate financial and nonfinancial resources are provided to support this policy.

We have a comprehensive wellbeing offer that includes occupational health, employee assistance, health initiatives and a commitment to preventing violence, assaults and threats in the workplace.

The Chief Executive has day to day responsibility for health and safety, including advising on performance and improvement. The Senior Leadership Team, Service Heads, Operational Managers, Head Teachers and Supervisors will make sure health and safety matters are an integral part of all activities and health and safety is given due consideration with other service commitments.

We recognise and will endeavour to meet both common law and statutory health and safety duties. Competent persons will be appointed to assist in fully meeting those statutory duties,

We will maintain an appropriate health and safety management system and organisational structure to ensure adequate health and safety for all people affected by our operations. The Council has adopted, as the model for its health and safety management system HSE's "Managing for Health and Safety (HSG65)" and will measure its health and safety management system against this model (Plan, Do, Act, Check). The Isle of Anglesey County Council is committed to the effective monitoring of health and safety performance through audit, inspection, and statistical review and will monitor and review the effectiveness of this system periodically, in response to significant change, or if monitoring and reporting indicates that acceptable standards are not being achieved.

The most effective approach to preventing occupational ill health, injury and loss is by systematic identification and control of risk. We will continue to strive to improve our performance in reducing and controlling the risks we face in the provision of the services to the community. Details of our health and safety performance will be included in our annual report and will inform our health and safety improvement planning process.

A key resource in our organisation is our workforce and to achieve a successful safety culture we need the active participation of all employees. Employees are encouraged to identify hazards, raise concerns about health and safety issues, give their opinions on suitable solutions to health and safety problems, and contribute to risk assessment and risk control procedures.

Every employee will be given the information, instruction, supervision and training to enable them to safely perform their role and are expected to actively participate.

We recognise that accidents, incidents and occupational ill health result from a variety of circumstances and these are not necessarily the fault of individual employees or the employer.

We will endeavour to consult on significant health and safety issues with the workforce in good time to enable staff to express their views on health and safety issues and consider safety committees to be a vital forum for consultation, joint working and employee engagement.

All staff must actively support the council's efforts by working with due regard for their own safety and the safety of others, by reading and following this Health and Safety Policy, including the specific sections on organisation and arrangements. We expect and encourage similar support from, trainees and volunteers and the co-operation of contractors, clients, parents and other visitors who use our facilities or visit Isle of Anglesey County Council premises. Neglect of health and safety responsibilities will be regarded as seriously as behaviour leading to avoidable damage to plant or equipment, negligent behaviour or any other disciplinary matter.

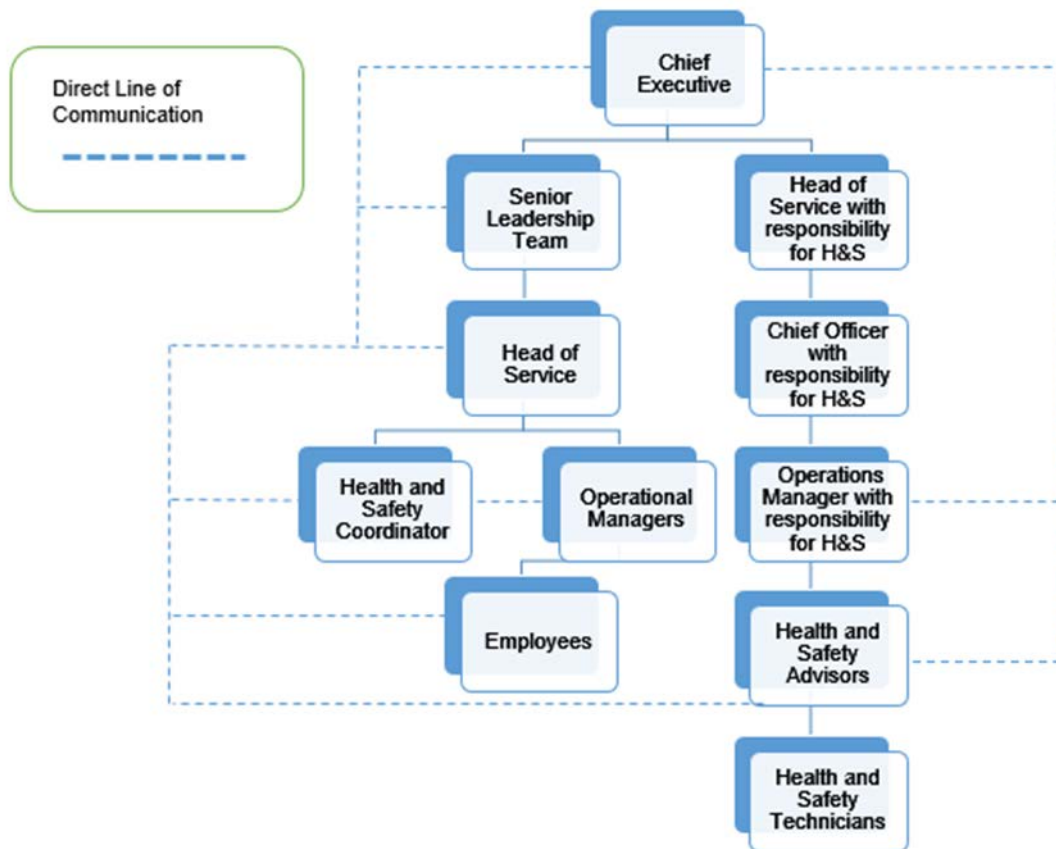
If you have concerns about the policy or your role in helping to achieve high standards of health and safety, you should raise these issues with your Operational Manager/ Head Teacher or Head of Service as a priority

This policy statement will be reviewed at least annually and revised as necessary in light of legislative or organisational changes.

Dr Gwynne Jones
Chief Executive
The Isle of Anglesey County Council
Dated: XXXX

Llinos M Huws
Council Leader
The Isle of Anglesey County Council
Dated: XXXX

2.0 Health and Safety Organisational Chart



2.1 Organisation of People and Responsibilities

The principal responsibilities for health and safety in The Isle of Anglesey County Council are set out below.

Council Leader, Executive and Elected Members shall:

- Take a direct interest in, and support the Chief Executive and wider Senior Leadership Team in fulfilling their roles and responsibilities within the Council's overall health, safety and welfare arrangements
- Develop a reasonable appreciation of health and safety policies relevant to the services and activities for which they hold portfolio responsibilities
- Support the actions of Heads of Service, Managers and Head Teachers in implementing and maintaining programmes for the improvement of health, safety and welfare
- Attend any formal health and safety meeting where an issue relevant to their portfolio has been brought to their attention for action/ assistance
- Promote a positive health and safety culture within The Isle of Anglesey County Council
- Be responsible for routine scrutiny of the Corporate Health and Safety Policy
- Take due regard for their own safety and the safety of those affected by their acts or omissions and will always set a good example

Chief Executive shall:

- Take overall responsibility for health and safety across The Isle of Anglesey County Council and lead in setting corporate policy and direction
- Ensure a member of the Senior Leadership Team (SLT) has responsibility for health and safety strategic leadership; reporting performance and continual improvement
- Approve the General Policy Statement which forms part of The Isle of Anglesey County Council's health and safety policy document and ensure its annual review
- Support the overview, monitoring and review of health and safety performance and produce an annual health and safety report on the Council's performance
- Agree plans for improvement, review the progress of improvement plans, and take responsibility for co-ordinating health and safety arrangements to ensure a **One Council approach**
- Provide adequate resources in time, finance and facilities to ensure, so far as reasonably practicable, the health and safety of the Council's employees and others who may be affected by its endeavours.
- Be responsible for ensuring that each Head of Service complies with the health and safety policy
- Ensure that each Head of Service establishes any additional local policies, and procedures necessary to ensure safe service delivery
- Ensure that effective systems are in place to identify and control workplace hazards, by the implementation of a thorough risk assessment regime
- Ensure that arrangements are in place to involve workforce safety representatives and recognised trade unions in health and safety committees
- Ensure that an effective link is maintained with external organisations such as the Health and Safety Executive, North Wales Fire and Rescue Service etc.
- Always set a good example

Senior Leadership Team (SLT) shall:

- Assist the Chief Executive with his responsibilities as stated above and deputise as required
- Providing advice and assistance to the Chief Executive in conjunction with competent Health and Safety Advisors.
- Inform the Chief Executive of any significant health and safety failures, and of the outcomes of the investigations into their causes
- Ensure that health and safety risk management systems are in place and that they remain effective
- Place relevant health and safety items on the agenda at SLT meetings
- Always set a good example

Head of Service with Specific H&S Responsibility shall:

- Assist the Chief Executive with his responsibilities as stated above and deputise as required
- In addition to the general duties outlined below and service specific health and safety responsibilities, the Head of Service with responsibility for health and safety is responsible for
 - a) Ensuring that adequate resources are provided to ensure competent persons are appointed as Health and Safety Advisors, to advise the Council on health and safety matters. This requirement is met by the Corporate Health and Safety Team
 - b) Keep up to date with changes in health and safety legislation, standards and good practice relevant to The Isle of Anglesey County Council

The Chief Public Protection Officer and Environmental Health Operations Manager (Commercial) shall:

- Maintain The Isle of Anglesey County Council 's Health and Safety Policy and ensure that the Policy and revisions are made available to all staff
- Prepare and publish The Isle of Anglesey County Council 's health and safety policies, procedures and guidance regarding specific health and safety issues with council wide implications.
- Advise on the planning for health and safety including the setting of objectives and deciding priorities
- Ensure that meaningful consultation on strategic health and safety issues takes place with trade union / employee Health and Safety Co-ordinators
- Ensure adequate provision of recording systems for safety management practice and accident recording
- Ensure that competent persons are appointed as Health and Safety Advisors, to advise the Council on health and safety matters
- Ensure that adequate resources are allocated for the Corporate Health and Safety Team
- Take due regard of their own safety and the safety of those affected by their acts or omissions and to always set a good example

Health and Safety Advisor shall:

- Support and challenge the Chief Executive and other officers on all aspects of health and safety and act as the Council's "Competent Person"
- Advise on the content of The Isle of Anglesey County Council's Health and Safety Policy.
- Advise the Chief Executive on the possible health and safety implication of Strategic Leadership Team decisions
- Advise on effective health and safety management systems, including policies, procedures and guidance notes. Particularly in response to new legislation, changes in best practice and the introduction of new methods and systems
- Ensure that the Chief Executive is kept informed of any significant health and safety failures and the outcome of the investigations into their cause
- Suspend activities or service where there is imminent risk of serious injury or ill health to staff or others. (Those activities/ services shall not commence without the written consent of the Health and Safety Advisor)
- Maintain the procedures for recording, reporting, investigation and analysis of accidents, incidents and the cases of ill health
- Work in partnership with the development team to develop, promote and Monitor the delivery of health and safety training and support corporate training programme and advise on adequate provision for the development of health and safety training and skills
- Advise on adequate arrangements for consultation with staff including representatives and unions;
- Liaise with nominated Health and Safety coordinators from Services and Headteachers;
- Represent the Chief Executive regarding health and safety inspections and investigations by enforcement agencies such as the HSE
- Liaise with enforcement agencies and other lead bodies to enable best practice in health and safety management
- Always set a good example

Health and Safety Technician shall:

- Assist the Health and Safety Advisor with their responsibilities as stated above and deputise as required

Health and Safety Co-ordinator shall:

- Support and challenge Service Managers and other officers on behalf of the Head of Service, on all aspects of health and safety and act as Health and Safety Lead Officer for the Service. ”.
- Liaise with managers and Health and Safety Advisor's on all aspects of health and safety Co-ordinate the implementation of corporate and service Health and Safety policies, standards and procedures as applicable in their area of responsibility
- Ensure effective communications across the service on health and safety issues
- Co-ordinate the development of service level policy and procedures as applicable
- Promote a positive health and safety culture to secure the effective implementation of the policy Co-ordinate plans and monitor control measures employing active and reactive techniques
- Ensure periodic feedback to senior management on performance including successes and failures
- Ensure that work related hazards are identified by managers and suitable and sufficient risk assessments are undertaken
- Monitor incidents to promote prevention measures
- Provide escalation route from operational teams to relevant specialists and the Corporate Health and Safety Team, where further assistance is required.
- Escalate evidenced non-compliance/ disregard for health and safety by employees or managers to Head of Service and/ or Health and Safety Advisor for action.

Head of Service shall:

- Implement The Isle of Anglesey County Council 's health and safety policy throughout their service areas
- Appoint competent staff to lead on health and safety matters within their service areas and schools
- Ensure that Managers and Head Teachers provide copies of the corporate health and safety policy to employees and other workers acting on behalf of their service area and ensure that its contents is understood by staff
- Ensure that a competent individual undertakes an annual Service Health and Safety Risk Assessment/ review and produces an annual Health and Safety Service Plan to put into effect the continuous improvement of health and safety standards.
- Address the health and safety implications of Senior Management Team decisions
- Ensure that health and safety is a permanent Management Team agenda item and is discussed purposefully
- Ensure meaningful consultation on health and safety issues takes place with Safety Co-ordinators and employees within Service Level Health and Safety Meetings and generally
- Ensure that health and safety objectives are an integral part of The Isle of Anglesey County Council 's Service Delivery Plan and ensure the participation of employees in the planning process
- Establish management arrangements, risk control systems and workplace precautions together with associated procedures
- Take due regard of their own safety and the safety of those affected by their acts or omissions and to always set a good example

Headteachers, Managers and Supervisors shall:

- Implement corporate and service level health and safety policies, standards and procedures as applicable in their area of responsibility
- Ensure periodic feedback to local Health and Safety Co-ordinator, senior management or governing body on performance including successes and failure
- Ensure that all new starters have undergone appropriate health and safety induction training and emergency procedure training
- Be accountable for arranging for their staff to be given the information, instruction and training they need to undertake work safely and supervise them to ensure they act on it
- Ensure that all work related hazards are identified and suitable and sufficient risk assessments are undertaken and control measures are implemented effectively and regularly reviewed
- Ensure timely feedback to local Health and Safety Co-ordinator, senior management or governing body on deficiencies in plans, standards, procedures and systems
- Ensure that inspections of the workplace are undertaken in order to establish whether appropriate health and safety standards are being met
- Ensure that work equipment and machinery is maintained in good repair and safe working order
- Ensure that appropriate personal protective equipment (PPE) is issued to staff as required and it is correctly worn and used. Adequate storage must be arranged for each employee's PPE
- Ensure good standards of housekeeping are maintained within the workplace, and that it is kept clean and tidy.
- Ensure that all defects in the workplace are promptly reported and, so far as is reasonably practicable, are repaired or replaced.
- Ensure that accidents, incidents, dangerous occurrences and near misses are investigated, recorded and notified to the Corporate Health and Safety Team. Appropriate recommendations for remedial action will be acted upon in a timely manner.
- Ensure that areas where deficiencies/ non-compliance are highlighted by the Health and Safety Co-ordinator/ Advisor are adequately addressed.
- Take due regard of their own safety and the safety of those affected by their acts or omissions and to always set a good example

Employees shall:

- Take reasonable care for the health and safety of themselves, and of others who may be affected by their actions, or failure to act
- Co-operate with their employer or any other person, to enable them to perform and comply with any duties or requirements imposed upon them
- Remedy any unsafe situation within their competence or report such to their Manager or Supervisor in the first instance, who will ensure that appropriate action is taken
- Conform to all health and safety instructions and attend health and safety training as identified by their manager
- Notify their employer of any shortcomings in protective measures, damaged equipment / facilities and health and safety concerns to the service manager or supervisor without delay
- Not misuse or interfere with anything that is provided for health and safety
- Use machinery, equipment, substances and any safety device according to their training or instruction and in compliance with the law

- Wear and use appropriate personal protective equipment (PPE) in the approved manner, when required or instructed to do so
- Report all accidents, incidents, dangerous occurrences and near misses to the Service Manager without delay
- To actively support the service manager in managing health and safety.

3.0 Arrangements for Health and Safety

This Section of the Health and Safety Policy refers to Council wide health and safety management arrangements. This Section does not contain detailed information about the specific health and safety management arrangements in each service area.

Corporate, School and Service Health and Safety Policies will contain additional management arrangements, procedures and the contact details of people responsible for health and safety management.

3.1 Health and Safety Training

It is essential to provide high quality health and safety training for all occupational groups in order to ensure that employees are able to stay safe and free from work related illness and injury whilst at work.

Service managers and Head Teachers must identify the health and safety training needs of employees, to enable them to carry out their work in a safe manner. Information from risk assessments, health and safety audits, inspections and health and safety guidance are all useful in enabling managers to identify training that is suitable and sufficient for the particular workplace and service.

Training should be delivered at induction and on the introduction of new legislation, systems, equipment, substances or processes

Training must be delivered by people who are competent in the relevant discipline and in a manner that is understandable to those receiving the training.

Service managers and Head Teachers must keep accurate records of employee training and ensure that refresher sessions are provided in a timely manner.

Employees must attend training that has been identified as necessary for the purposes of health and safety.

3.2 Monitoring and Auditing

Each service and school should monitor the health and safety performance of their various operations, to ensure that health and safety management systems are working in an effective manner.

To assist in the monitoring of health and safety performance, Heads of Service, Head Teachers, Managers and the Service Health and Safety Co-ordinator should use appropriate management systems.

These include:

- a) **Health and Safety Inspections** – Managers, Headteachers, Governors and supervisors carry out facility/ service health and safety inspections as appropriate
- b) **Health and Safety Inspections and Audits** - The Corporate Health, Safety Team carry out service area health and safety management inspections and audits on a rolling programme
- c) **Monitoring of Accident Reports and Statistics** – Accident reports will be monitored to identify trends and unsafe practices to allow the development of revised and improved procedures. Heads of Service and Headteachers should review these reports at least every quarter. This statistical review will be carried out by the Corporate Health Safety Team. The Chief Executive will review Council wide accident statistics on an annual basis.
- d) **Escalation of Non-compliance or Disregard for Health and Safety Policies and Procedures** - Examples of disregard for Health and Safety Policies, Procedures, Guidelines or the blatant non-compliance of Health and Safety Regulations will be escalated for attention and action through Managers by the Service Health and Safety Co-ordinator or Corporate Health and Safety Advisor in the first instance. If the example persists it will be brought to the attention of the Head of Service or to Corporate Health and Safety Advisor for their attention or action, If the example still persists the Health and Safety Advisor may bring examples of non-compliance/ 'disregard' to the attention of the Chief Executive and/ or Leader of the Council.

3.4 Accident, Incident and Near Miss Reporting and Investigation

All accidents, violent incidents, dangerous occurrences and near miss incidents involving The Isle of Anglesey County Council premises, employees or other people who are affected by the Council's operations, are to be reported without delay

Service Managers and Head Teachers should complete The Isle of Anglesey County Council's accident report form (ADIR1) available on Monitor, or by contacting the Corporate Health and Safety Team, and submit them to the Corporate Health and Safety Team via the team's central email address – healthandsafety@anglesey.gov.uk

Where accidents are reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), the Corporate Health and Safety Team will ensure the necessary report is made to the Health and Safety Executive

Service Managers and Head Teachers are to investigate the circumstances relating to all accidents, violent incidents, dangerous occurrences and near miss incidents. Where necessary, Managers and Head Teachers can rely on the assistance of the Corporate Health and Safety Team.

Where possible, the cause of the accident or incident should be determined and recommendations made regarding methods of preventing a reoccurrence.

3.5 Fire and Emergency Procedures

Each Isle of Anglesey County Council workplace and school will have a written risk assessment and procedure to deal with accidents, fire, bomb threats and other emergencies. Each employees is to be made aware of these procedures and their own role in carrying them out

All Officers responsible for workplaces e.g. Head Teacher in a school or Care Home Manager, must ensure adequate arrangements are in place to ensure the effective operation of emergency evacuation procedures. This will include the identification and training of sufficient Evacuation Marshals and the maintenance of Personal Emergency Evacuation Plans for employees, residential service users or pupils who have difficulty in evacuating the building

All employees are to be made aware of the fire and evacuation procedures for their workplace and are to take part in at least one fire evacuation drill per year.

A Fire Precautions Log Book will be maintained at each workplace building and school It will contain records of inspections, tests, the results of fire drills and remedial action. The use of any fire extinguisher is to be reported to the relevant service manager, supervisor or Headteacher without delay. The service manager is to ensure that the extinguisher is recharged or replaced as quickly as possible.

Detailed fire and emergency arrangements will be displayed in a prominent position at each workplace and school.

3.6 Building Health and Safety

All Isle of Anglesey County Council workplaces and schools have written risk assessments, management plans and procedures to deal with the hazards of asbestos, legionella and fire safety. All employees are to be made aware of these procedures and their own role in carrying them out.

All employees are to be made aware of The Isle of Anglesey County Council's policy for the control of asbestos and legionella. These policies are posted on Monitor, Policy Portal and Addysg Mon.

All Officers responsible for workplaces are responsible for the safety of their designated building including the effective management of hazards such as asbestos, legionella and fire safety etc.

3.7 Communication and Consultation with Employees and Trade Union / Employee Health and Safety Co-ordinators

Effective communication and consultation between management and staff is considered a key factor in ensuring the health, safety and welfare of all employees.

To ensure that meaningful consultation on health and safety issues takes place each Head of service is to establish and maintain a Service Level 'Health, Safety and Emergency Planning Group'. The Group should consist of Operational Managers and Service Health and Safety Representatives. A member of the Health and Safety Team will attend as and when required, as will a member of the North Wales Emergency Planning Team. The Service Health and Safety Group should be chaired by the Head of Service and meetings should take place on a quarterly basis as a minimum. It is expected that sub-groups may be formed and that these may need to meet on a more frequent basis to complete set tasks.

Further to this a Corporate Health and Safety Group will be formed. The purpose of the Corporate Health and Safety Group (CHSG) is to support and inform Services on the development, monitoring and improvement of health and safety standards and to assist with compliance with relevant legislation.

This will be achieved by:

- Monitoring progress of Health and Safety Strategy and Action Plans
- Considering results of Health and Safety monitoring and audits
- Considering accidents and notifiable disease statistics and trends
- Reviewing reports/information provided by internal and external sources
- Reviewing effectiveness of Health and Safety training
- Enabling communication of Health and Safety matters to employees/contractors

Membership of the group shall comprise the following core members:

- Chief Executive Officer (Chair), Assistant Chief Executive Officers to deputise as required
- Service Health and Safety Coordinators
- Corporate Health and Safety Team
- Risk and Insurance Manager
- HR Representation
- Union Representation