

ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE :	Corporate Scrutiny Committee
DATE :	28 th October, 2013
TITLE OF THE REPORT	Improvement Plan 2012/13
REPORT BY :	Head of Service - Policy
CONTACT OFFICER:	Business Planning and Programme Manager
PURPOSE OF REPORT:	To present plan for adoption
ACTION :	To consider the nature of the plan and the improvement priorities outlined within.
<p>Nature and reason for reporting: In accordance with the Wales Programme for Improvement Council needs to publish its annual improvement objectives through the improvement plan as soon as practicable after the beginning of April each year.</p>	

A – Introduction / Background / Issues
<p>1.1.1 In accordance with guidance on the Wales Programme for Improvement the Council is required to publish its annual improvement objectives (Improvement Plan) as soon as practicable after the beginning of April each year. The Executive Committee will be aware that we have as an Authority delayed the adoption of these following the 2013 election. This followed the example of other North Wales authorities last year.</p>

B – Considerations
<p>The main considerations are as follows:-</p> <p>1.1.2 The Council has in 2012, and will again later this year, support the adoption of a medium term Corporate Plan (13-17) which will as part of the policy framework set out the parameters within which the Council will operate.</p> <p>1.1.3 Consultation with Stakeholders on the initial draft Corporate Business Plan 2012/15 between January – March 2012. The findings of which were reported to the Board of Commissioners at the time where it was recommended that the corporate</p>

business plan should be adopted dependent on a few minor changes.

1.1.4 Further to this initial stakeholder engagement and consultation exercise, the Council's 2011/12 Improvement Report identified areas for improvement into the future. This report was supported and adopted by the Council in October 2012.

1.1.5 Following the decision not to adopt the corporate and improvement plan until a time when the new Council had established its working arrangements, the Council undertook further stakeholder engagement work as it asked the citizens of Anglesey for their priorities ('Making a Deifference').

1.1.6 The main areas of priority identified through 'Making a Diference' – which reinforces the priorities idfentified in a similar 2012 Survey – were:

- Supporting the most vulnerable
- Developing the Economy
- Raising the standards of and modernising our schools

1.1.7 As a result, further changes were made to the Improvement Plan following this engagement exercise between August – Sept 2013 so that the organization is in a position to adopt the Improvement Plan attached.

D – Recommendation

The Corporate Scrutiny Committee is requested to:

Consider and comment on the content of the Improvement Plan in identifying the main priorities of the Council to be adopted within the framework of the corporate business plan which will be operational up to 31st March, 2014.

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Date: October 2013



**CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL**

Isle of Anglesey County Council

IMPROVEMENT PLAN 2013/14

September 2013

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Introduction and context

Our Transformation Plan states that by 2016, Anglesey County Council will be ...

... “a professional and well run Council innovative and outward looking in our approach, committed to developing people and partnerships in order to deliver efficient and effective services of good quality, that are highly valued by our citizens”

On 1st October 2012, the Minister for Local Government and Communities restored democratic control to the Council and brought the recovery phase of the intervention process to a ‘broadly successful’ conclusion whereby the Commissioners primary role evolved into a monitoring and assessing role. Since then we have been able to demonstrate that as a Council we are capable of managing our own affairs independently of external intervention, through leading on and developing the essential components expected of a mature public sector organisation. As a result, on the 31st May, 2013 the Welsh Government’s intervention on Anglesey was brought to a completion and the newly formed Council was attributed with overall responsibility for local government on the Island.

This Improvement Plan is an important part of maintaining that momentum as well as moving the overall transformation agenda forward as this identifies what our main priorities in terms of service delivery and corporate improvement will be over the next 12 months. This is an on-going annual and statutory process which enables the Authority to encapsulate and ingrain the ‘continual improvement’ mantra throughout the organisation and as such discharges our general duty under the Local Government Measure (2009) to improve year on year.

The Improvement Objectives contained in this document were identified through an evaluative process which was assisted and shaped by –

- the Executive and former Commissioners’ key areas for improvement
- areas of improvement identified by external regulators
- areas of improvement identified in the Council’s 2012 Annual (backward looking) report
- areas of improvement identified as part of the annual cycle of service performance reviews
- areas of improvement identified through engagement and consultation with citizens

Within a wider and more recent context the Improvement Objectives were also influenced and informed by analysis of the outcomes and weaknesses of backward looking Improvement Plan 2011/12 and our first ever self-assessment, carried out in April 2013, which identified the 6 key themes that will underpin the way in which we will work in the future, namely:-

Theme 1 – Professional and Well Run

Theme 2 – Innovative, Ambitious and Outward Looking

Theme 3 – Customer, Citizen and Community Focused

Theme 4 – Valuing and Developing Our People

Theme 5 – Committed to Partnership

Theme 6 – Achieving

The Improvement Objectives outlined present a number of significant challenges which the Council must face and deal with effectively over the current financial year and beyond so as to demonstrate our capacity and determination to improve. These challenges include the recovery of our Education provision as a result of the recent regulatory inspection, sustaining our improvements and modernising children services and modernising and transforming our adult services and our model of delivery. The formation of a new Council together with the Enterprise Island developments will also be a challenge in positioning the council both regionally and nationally. All of these challenges will need to be met whilst operating in a very tight financial climate with significant implications resulting from the welfare reform.

These are substantial areas of work and will drive significant transformation within the council and in Anglesey. They are therefore central to the Transformation Plan, and the specific areas which make up the outcome focussed Improvement Objectives for the next current year are as follows:-

Sustaining improvements and modernising Children's Services to ensure that children are protected from harm & abuse and that their wellbeing, independence and stability are promoted

A CSSIW report published in 2011 around arrangements for assessment and care management of children in need in the Isle of Anglesey indicated that there were serious failings regarding the safeguarding of children, that warranted further inspection. A follow up inspection in October 2011 found that the council needed to increase the pace and depth of improvement although a programme of improvement had already been put in place. In response, we undertook the establishment of the Children's Service Improvement Board; whose work was supported by the social services independent support team, who provided an on-going and independent challenge; restructured Children's Services, appointed a new Head of Children's Services as well as the appointment of a new Director of Communities (which includes the Social Care remit).

These actions are contributing to a cultural change programme to empower the workforce and address performance. Progress has been maintained and prospects for continued improvement have been further strengthened by the successful recruitment process for front line social work staff. Children's Services also now perform well when benchmarked against performance data in Wales (2011/12). The recruitment of middle / senior managers has also now been progressed. For 2013/14 we want to consolidate the improvements in performance whilst also improving the quality of provision and looking to review how many of the parts of the service are delivered. This is a time of change in social care provision and Children Services has to be modern, skilled and adaptable to meet the needs of Anglesey children and families.

Children Services made up part of the Council's Improvement Objectives for 2012/13, this will therefore be a continuation of work already started.

Improve our Education provision to enable the Island's children, wherever they are, irrespective of background and circumstance to achieve their full potential

An Estyn Inspection and Report in 2012 concluded that our education services for children and young people were 'unsatisfactory' and that prospects for improvement were also 'unsatisfactory'. A Recovery Board was established and a Post Inspection Action Plan (PIAP) developed and adopted to address the seven Estyn recommendations under the leadership of a newly appointed Director of Lifelong Learning. The Improvement Objectives for Education will therefore continue and build upon progress on delivering the PIAP, and during the next 12 months the Education agenda will be a focal challenge for us in achieving improvement across all recommendations, with particular emphasis placed on demonstrating track record improvements on –

- raising standards at all key stages
- Improved attendance rates

- school modernisation

Transforming our Adults provision to empower older people on Anglesey by giving them as much independence, choice and control as possible in their future care

We acknowledge that Adult social care needs to transform over the next few years to encompass a much broader agenda than it has to date – moving beyond traditional delivery of social care and towards delivering a citizen centred, holistic and joined up vision for adults on the Isle of Anglesey. Progress has already been made in strengthening the infrastructure for the required transformation in Adult Services by jointly reviewing the required financial and business systems to inform the required changes. The initial public consultation relating to the transformation of adult social care has been completed with good public and member engagement.

This has informed the next implementation stage developed and agreed by the Service Excellence Programme Board. The main thrust of those improvement objectives will be:

- re-develop our re-ablement service to support and help people who have had a short-term illness to retain their independence
- improve the range and availability of community based services for older people which will reduce the need for residential care homes
- undertake preparatory work to guide and inform decisions regarding new service delivery models which will be sustainable into the future

Whilst it is acknowledged that these objectives are our utmost priority for 2013/14 the Council is mindful of the need to progress outstanding areas of work emanating from the Corporate Business Plan 2012-15, together with recommendations by regulators as outlined in our Improvement Report 2012/13. These areas of work will be undertaken and reported on regularly through the revised performance management framework adopted by the Council during 2012/13.

Sustain and Maintain improvements to Children's Service to ensure that children are protected from harm & abuse and that their wellbeing, independence and stability are promoted

Background and importance

We believe in making a positive difference to the lives of children and young people in Anglesey for whom we are providing a service. By this, we believe that we will be judged, not only by what we do, but also by the impact we have on outcomes for children. This means that, as a result of our interventions, children can be expected to be:-

- Safe
- Healthy
- Enjoying stability in their lives.
- Achieving their potential.
- Listened to and taking part in key decisions about their lives.

We have established a multi-agency children services improvement board. The Local Authority has increased the number of social workers, and invested in developing the skills and competence of staff to deliver their statutory roles, The Case management and assessment processes within the service were improved, and the leadership and management scrutiny of the service was increased. In summary, the approach was to take all necessary steps to improve performance in key areas of assessment and care management whilst maintaining good performance across the board. This meant that we focused on:

- Ensuring that children and their families received a good and timely response to their needs.
- Ensuring that children and their families were supported by the right people, in the right jobs, with the right training, competency and qualifications to do the job.
- Managing within budget and recruiting and retaining suitably skilled and experienced foster carers.

Performance has improved across the Service in almost all areas without exception and in almost 100% for our Key Performance Indicators.

What will we have in Place?

For 2013/14 we have a comprehensive Business Plan in place that includes both developmental and "day-to day" delivery objectives that will be delivered by a workforce that is both expanded from its position a year ago, and new in its time at Anglesey and in overall experience. This

provides us with both opportunities that arise from a young and energised new workforce but also risks in ensuring that we can manage the inexperience. We are however developing improved support for the staff in terms of both training and in management development.

For 2013/14 we want to consolidate the improvements in performance whilst also improving the quality of provision and looking to review how many of the parts of the service are delivered. This is a time of change in social care provision and Children Services has to be modern, skilled and adaptable to meet the needs of Anglesey children and families.

What do our Citizens tell us?

We do listen to, and seek out, the views of the children, young people and families with whom we work, but it is an area that we are (in 2013/14) looking to improve to make sure that we get more feedback and engagement . We currently gather comment and feedback through a variety of mechanism, both formal and informal; feedback forms from conferences and reviews; young people's focus groups; feedback from, and discussion with, delivery partners; informal discussions with parents, carers and through reviews children; Foster parent groups; formal complaint and compliment processes. From these we have learnt that although we are improving in what we do and how we do it, we still need to improve in; listening to our service users; responding better to concerns raised; working to prevent issues escalating; working in greater partnership; and making ourselves more accessible

Proposed Improvement Objectives 2013/14

<i>Development Priority</i>	<i>Improvement Objectives</i>
We will maintain and consolidate performance achieved during 2012/13 in relation to Key Pis that ensure that where children may be eligible, they will receive a good and timely response to their needs	Decisions within 24 hours on all referrals
	Children & families will receive an initial assessment within 7 working days of referral
	Service users will, if eligible, receive a Core assessment, within 35 working days
	Children will be seen by a social worker during the initial assessment process
	Reduction in re referrals
We will maintain and consolidate performance achieved during 2012/13 in relation to Key Pis that ensure children will have up to	Review Child Protection Conferences will be held within timescale

date good child protection plans that ensure their needs are met	
We will maintain and consolidate performance achieved during 2012/13 in relation to Key PIs that children will have up to date good quality sustainable care plans that ensure their needs are met,	All LAC Children will receive a statutory review as set out in guidance and statute
	Statutory visits are carried out in accordance with legislation
We will maintain and consolidate performance achieved during 2012/13 in relation to Key PIs that children will be supported in the local community or in a family setting rather than in institutional care, wherever possible	Children will not change placement unless this is planned in response to their needs
	We will remodel placement strategy including the recruitment of 20 new and additional foster carers over the year and maintain sufficient foster carers to meet the local needs
Implement Restructuring of the Service to improve service delivery	Plan for Restructuring finalised and implemented
Improve stability within the workforce	Staff turnover will reduce by 15% over the year
	Absence to sickness reduce by 15% over year
Develop the skills and capacity within the workforce	Implement the Workforce Development Strategy, inc the associated Training Plan.
evaluate the effectiveness of the current model of service provision	<p>Influence the development of more early intervention and prevention services through the Children and Young People's Partnership including supporting the implementation of the Families First Programme.</p> <p>Develop intensive family support arrangements so that the chances of ensuring long term good outcomes for children in families in crisis, where the children's safety is a concern and permanence is in doubt, is improved.</p> <p>Remodel the services to children and young people with disabilities to create a better focused service that is both deliverable within existing resources and acknowledged by children, young people, parents and carers as meeting needs.</p>

	Work with Gwynedd Council & partners to deliver the IFSS service on a collaborative basis
Implement and embed the Quality Assurance Framework	Establish and implement a comprehensive Audit programme, Reports and Improvement Plans
We will strengthen the development and understanding of members/senior managers with corporate responsibilities to understand the role and function of the Children services and how well they are meeting needs locally and give them appropriate priority	Implement the Laming Protocol and reporting process

Measuring our Success

Reference	Title	12/13 Out-turn	13/14 Target
006	Decisions made within 24 hours on all referrals Referrals in which case decision is made within 24 hours	98.47%	100%
O42a O42b	Children & families receiving an initial assessment within 7 working days of referral Initial Assessments within 7 days Average time taken to complete Initial Assessments that took longer than 7 days	80.37% 13.83	85% 13
O43a O43b	Service users receiving a Core assessment, within 35 working days Core Assessments within 35 days Average time to complete those Core Assessments that took longer than 35 days	89.43% 50.54	75% 45
O11a	Children seen by a social worker during the initial assessment process The % of Initial Assessments completed during the year where there is evidence that the child has been seen by qualified Social Worker	89.81%	90%
010	Reduction in re referrals The percentage of referrals that are re-referrals within 12 months	25.02%	26%

014	Number Child Protection Conferences held within timescale The percentage of initial child protection conferences due in year which were held within 15 working days of the strategy discussion	95.51%	100%
021	LAC Children receiving a statutory review as set out in guidance and statute The percentage of looked after child reviews carried out within statutory timescales	97.21%	100%
025	Statutory visits carried out in accordance with legislation The percentage of statutory visits to looked after child	90.54%	95%
004	Children unplanned change to placement 3 or more placements and remain Looked After	8.75%	8%
	Recruitment of new and additional foster carers over the year		10

Improve our Education provision to enable the Island's children, wherever they are, irrespective of background and circumstance to achieve their full potential

Background and Introduction

In its response to the Estyn report, Anglesey Council stated our intention to work with all stakeholders to build on the current areas of good practice and address, in full, the shortcomings noted in order to improve education services. The Estyn Post Inspection Action Plan (PIAP) subsequently agreed by Council accepted, without reservation, the need for a robust and effective action plan aimed at addressing all of the Estyn recommendations in the shortest possible but sustainable timeframe.

The New Anglesey wants every child, every young person, every learner, wherever they are, irrespective of background and circumstance, to achieve their full potential and be prepared to play an active role as future responsible citizens and community champions. In order to realise this, we accept the need to raise the standard of education in Anglesey by challenging current thinking, encouraging innovation and developing a school infrastructure that will:-

- drive up standards of teaching and attainment,
- improve educational outcomes for children and young people and break the link between deprivation and low educational attainment, and
- be responsive to our socio-economic and community improvement programme.

The PIAP is structured into five sections - recommendations and shortcomings, outline of actions to be taken, detailed action plan, performance matrix and a Project Management Plan all of which address the seven recommendations made in the final Estyn Inspection Report. In addressing these shortfalls and weaknesses the New Anglesey wants to ensure sector leading schools and sector leading standards for every community. This will be achieved through having effective and reflective schools in the correct location, led by inspired Head teachers, with sufficient leadership capacity at all levels. These, fit for purpose, 21 Century schools will be driven by the modernisation agenda will be underpinned by the Council's desire to establish, in the longer term, community based social enterprise initiatives with a view to developing vibrant and sustainable communities.

What do our citizens tell us?

The results of our Residents Survey of 2012 which was re-iterated by our engagement activity during 2013 indicated that respondents felt that the most important factors in making somewhere a good place to live were health services, low levels of crime, **education facilities**, and support for older people and job prospects. In fact 91% stated that good education/ educational facilities were important within this consideration. However, and although the majority of focus group participants also thought that the schools and general education service on Anglesey were excellent, the council is committed to addressing the weaknesses identified in the ESTYN inspection report.

As indicated earlier, this modernisation agenda will be underpinned by our desire to establish, in the longer term, community based social enterprise initiatives with a view to developing vibrant and sustainable communities. Schools, and school leaders, are seen to be central to realising this longer term vision.

Our Improvement Objectives 2013/14

Development Priority	Improvement Objectives -
At all key stages increase the number of schools that are in the top 25% of similar schools and lessen the 25% of Y7 pupils with a reading age below the level of functional literacy in Welsh or English.	Authority performance in key indicators at all key stages at or above the FSM rank expectation .
	Performance in the CSI at KS3 and TL2+ and capped points score at KS4 at or above WG statistical model
	More than half the schools in the upper half of the FSM distribution in the key indicators at all key stages and an increase in the number in the top quarter
	No school in significant improvement or special measures and a reduction in the number noted as requiring Estyn monitoring
	Reduction in the number of pupils not achieving functional literacy at the end of KS2
Improve attendance levels in secondary schools and reverse the downward trend in the primary sector	Comprehensive attendance and inclusion strategy developed, supported and implemented by schools, the Authority and its partners. .
	Authority attendance in primary and secondary sectors at or above the FSM rank expectation in comparison with other LAs
	Attendance in all the secondary schools at or above the FSM regression line expectation

	More than half the secondary schools in the upper half of the FSM distribution in relation to attendance
Reduce Anglesey's expenditure per pupil with ALN better manage the schools' integration budget	A comprehensive and ambitious Schools' Modernisation Strategy consulted upon and adopted.
	Primary integration expenditure to remain within budget in 2012/13, and clear plans in place to ensure similar successes in relation to the secondary integration budget
	All schools with deficit budgets with robust recovery plans showing how deficits will be addressed over a specific period of time
	Quality Assurance procedures for non-maintained settings refined and managers informed in advance that this will inform allocation of funding in 2013/14.
	Revised criteria for additional SEN funding developed in partnership with schools and integrated into formula for delegation of resources.
Reduce percentage of empty places in the county's primary and secondary schools	Reduction in schools' footprint and associated reduction in number and % of surplus places by September 2014 [4% primary, 5% secondary].
	Agreement amongst key stakeholders on the key principles of the school modernisation programme.
	Agreement on the contents of the school modernisation strategy and associated funding.

Measuring our Success

Reference	Title	12/13 Out-turn	13/14 Target
KS2	% Pupils achieving CSI and/or Reduction in the number of pupils not achieving functional literacy at the end of KS2 In English In Welsh	84.7% TBC	84.2% TBC 19% 22%
KS3 KS4	% pupils achieving CSI % 15 year olds achieving L2+ % 15 year olds achieving L2 % 15 year olds achieving L1 % 15 year olds achieving CSI	77.9% 52.2% 73.9% 92.6% 50.7%	75.8% 59.8% 76.1% 98.4% 58.6%
	% half day sessions missed in primary % half day sessions missed in secondary Absence Secondary Schools	5.7% 7.8% 7.8%	4.9% 7.5% ?
	schools in significant improvement or special measures	?	Nil
	Permanent Exclusions, Temporary Exclusions	* 41.7	5 45
	Reduction in number and % of surplus places by September 2014 and/or % of total capacity not filled primary % of total capacity not filled secondary	 ? ?	4% primary 5% secondary 23.5% 27%

*data item is disclosed

Transforming our Adults provision to empower older people on Anglesey by giving them as much independence, choice and control as possible in their future care

Background and Introduction

Adult social care needs to transform over the next few years to encompass a broader agenda than it has hitherto – moving beyond traditional delivery of social care and towards delivering a citizen centred, holistic and joined up vision for adults on the Isle of Anglesey. This vision needs to be ambitious and include the following components:

- People on the Isle of Anglesey will be supported to remain in their own homes – with availability of a range of high quality community based services;
- Independent, healthy adults whom are both socially and economically included in the community of the Island;
- Recognition that a healthy mental state and wellbeing is equally as important as physical wellbeing;
- Adults who know and maximise the benefits of employment;
- A recognition that adults have different and complex roles to fulfil (worker, parent, volunteer, carer, role model to others) with different social responsibilities – which all impact upon their lifestyles and health choices;
- Early intervention and preventative services will feature prominently with our health and social care partners;
- Ensuring the most efficient and effective use of health and social care services.

These principles and interventions will continue to shape the transformation and remodelling of both commissioning and service models for Adult Services into 2013/14 and beyond.

What do our citizens tell us?

Following extensive public consultation during the latter part of 2012, Adult Services continues to engage widely on our revised Vision with the Island's citizens, users, carers, key partner organisations and other stakeholders. Some of the key messages emerging from that engagement and consultation, include:-

- Need for choice to underpin all interventions and as such people are enabled to make informed and timely decisions
- That people want to remain at home and be able to access services in the community to support them

- The need to ensure the availability of adequate support services to relieve informal carers of their caring responsibilities (e.g. respite and day services to meet complex care needs)
- Ensure quality services and people wanting to know how services will look in the future
- There will always be the need for 24 hour care for some people with complex needs (in the community and long term residential/nursing home services).

Central to the transformational agenda will need to be a proactive approach to building strong and independent communities knitting together the different strategies & initiatives already in existence (eg Telecare / Safe Keys/ Raising Awareness) in order to support more and more people within their own homes / communities.

Our Improvement Objectives 2013/14

<i>Development Priority</i>	<i>Improvement Objectives</i>
<i>Every adult who receives support, whether provided by statutory services or funded by themselves, will have choice and control over the shape of that support in all settings where they live</i>	<i>Transformation of adult social care - older people's services - by progressing our Transformation Programme for older people – giving particular priority to strengthening community based services where there is an increased choice and availability of accommodation for Older People available on Anglesey (March 2016)</i>
	<i>Enhancing Accommodation Option - To reduce reliance on long term residential care and increasing accommodation options available for Older People on Anglesey.</i>
<i>Adults and their carers will be able to access care and support services in both the short and medium term, the availability of which are right in terms of time, place and price.</i>	<i>There is readily available and easily understood information and advice about Older People services and we've ensure we have effective information points across the island (June 2014)</i>
	<i>Reablement - review the current reablement service to support people who have had a short-term illness to retain their independence</i>
	<i>We will complete the review of current advocacy services</i>

	<p><i>Establish a Procurement/Brokerage Service with the ability to purchase Older People services as required and demonstrates value for money (March 2014)</i></p> <p><i>Supporting People with Dementia - To meet increased demand, Adult Services will further develop its community based Dementia services to include specialist day care and 24 hour outreach support December 2014).</i></p> <p><i>Undertake a review of learning disabilities services jointly with partner organisations (user/carer interests, Health Board and Housing Services) inclusive of reviewing the current schedule of rate for Learning Disability Domiciliary Care with our providers</i></p> <p><i>Clarify the commissioning intentions and priorities across the spectrum of adults' services ensuring commissioning strategies that are contemporary and enable the Service to be well placed to respond to the requirements of the Social Services and Wellbeing (Wales) Bill 2013</i></p>
<p><i>Have systems in place to ensure that adults are safeguarded from harm and abuse wherever possible and offered timely support and protection which is compliant with National Policy and Guidance</i></p>	<p><i>We will work within the newly established North West Wales Adult Safeguarding Shadow Board to further develop a sub-regional safeguarding framework compliant with the requirements of the Social Services and Wellbeing (Wales) Bill 2013.</i></p>
<p><i>We will ensure that early intervention, enablement and prevention are central to our Vision and we will ensure citizens have access to universal community services and resources.</i></p>	<p><i>Undertake a further engagement on our evolving Service vision – with users/carers, citizens, partner organisations and other stakeholders</i></p>
<p><i>By working in partnership with Health and Third Sector, we will aim to improve public services through increased efficiency and</i></p>	<p><i>BCUHB is our partner organisation. In line with Welsh Government intentions we will be working towards establishing the foundations for Integrated Health and Social Care Service. The Programme will affect how services are delivered, where services are delivered and this will</i></p>

<i>collaboration</i>	<i>have an impact upon BCUHB services. It is imperative to maximise upon opportunities for collaborative working.</i>
	<i>Negotiate a revised S33 Agreement with the Health Board underpinning our Integrated Community Equipment Store (ICES) (Gwynedd, Mon, Conwy and Health Board joint venture) - By September, 2013</i>
	<i>Jointly review with the Health Board governance and accountabilities framework underpinning mental health services within an ethos of continuous improvement. This to include exploring the propriety of developing a formal S33 partnership agreement</i>
	<i>Contribute to a North Wales evaluation of Enhanced Care arrangements thus far – giving particular focus to the Health Board’s service locally and how we will support the further development of Môn Enhanced Care (MEC) in avoiding hospital admission – ongoing</i>
	<i>Work towards mainstreaming our local joint Single Point of Entry arrangements with the Health Board (SPOA)</i>
	<i>In partnership with Gwynedd Council and the Health Board, appraise our current hospital social work arrangements</i>
	<i>We will promote engagement and consultation with the Third Sector through the Voluntary Sector Liaison Group which meets on a quarterly basis and includes representation from the Council, BCUHB and Medrwn Môn. We will develop commissioning and procurement forums with providers to promote engagement, consultation and co-production</i>

Measuring our Success

Reference	Title	12/13 Out-turn	13/14 Target
SCA/002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	58.94	55.00
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	21.93	20.00
SCA/003	The % of clients, in the following age groups, who are supported in the community during the year: a) Aged 18-64; b) Aged 65+	93.91 80.83	94.0 81.0
SCA/020	The % of adult clients who are supported in the Community through the year.	84.22	85.0
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	92.78	95.0
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.53	1.75
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	81.73	85.0
SCA/018b	The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	75.00	85.0
SCA/018c	The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	72.00	75.0