

ISLE OF ANGLESEY COUNTY COUNCIL

Report to:	Executive Committee
Date:	20 July, 2015
Subject:	Annual Director's Report 2014/15
Portfolio Holder(s):	Councillor Aled M Jones
Head of Service:	Gwen Carrington, Director of Community
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Local Members:	

A – Recommendation/s and reason/s

Opportunity for the Executive Committee to comment on the final draft document as presented by the Director of Community and to contribute to the final document.

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

Not Applicable.

C – Why is this a decision for the Executive?

Not Applicable.

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

Not Applicable.

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)	Not Applicable.
2	Finance / Section 151 (mandatory)	Not Applicable.
3	Legal / Monitoring Officer (mandatory)	Not Applicable.
5	Human Resources (HR)	Not Applicable.
6	Property	Not Applicable.
7	Information Communication Technology (ICT)	Not Applicable.
8	Scrutiny	Not Applicable.
9	Local Members	Not Applicable.
10	Any external bodies / other/s	Not Applicable.

F – Risks and any mitigation (if relevant)		
1	Economic	Not Applicable.
2	Anti-poverty	Not Applicable.
3	Crime and Disorder	Not Applicable.
4	Environmental	Not Applicable.
5	Equalities	Not Applicable.
6	Outcome Agreements	Not Applicable.
7	Other	Not Applicable.

FF - Appendices:

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

Ynys Môn

THE ISLE OF

Anglesey



**Adroddiad Blynyddol y
Cyfarwyddwr ar Effeithiolrwydd
Gwasanaethau Gofal
Cymdeithasol 2014-15**

**Annual Director's Report on the
Effectiveness of**

Social Care Services 2014-15



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



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Director's Introduction

This year's Annual Report will provide information and consideration of how the Isle of Anglesey County Council met its statutory requirements with reference to the performance of Social Services. It also focus on our readiness to introduce the Social Services and Wellbeing (Wales) Act which will be implemented on the 1st April 2016. Readiness for the Act will be a theme throughout the report. We will review our progress and performance over a slightly longer time period ensuring we have a firm understanding of the cultural context which underpins behaviour and practice. Performance trends are presented for the last three years allowing us to collectively identify where good performance has been embedded and where further attention is required. Our improvement journey has progressed rapidly since 2012. We have been very clear of the need to prioritise given there was a great deal to be achieved and recognition that resources to facilitate change were finite. It is appropriate that we identify whether we are now better placed and in a position to tackle remaining challenges.

The successful implementation of the Social Services and Wellbeing (Wales) Act is a stated priority for the Welsh Government as it lays a foundation for how social care and wellbeing is to be planned and delivered in the future. It changes what the public can and should expect from social care and how such provision is to be made available. The Act places greater responsibility on the individual to take control and an increased expectation that services are responsive and better aligned. Whilst the Act is titled "Social Services and Wellbeing" its remit must include the Authority as a whole, and all agencies who collectively form part of the planning and delivery patchwork for social care. The Act emphasises the importance of strengthening preventive practice and by so doing avert the need for more costly and intrusive provision. However, where services are needed, provision should be directed by the individual and properly aligned across all public services.

The Act is being introduced when public and private resources are under pressure and the period of austerity likely to continue. This means that introducing the required changes brings additional risks and responsibilities. Our challenge is to introduce change without exposing vulnerable adults and children to greater and unnecessary risks and making best use of available resources, be they financial or people's time and expertise.

I believe that this year's Annual Report will illustrate how the work programme we have adopted, as incorporated within the Corporate Plan, has assisted with the effective implementation programme for the Act. The Social Services priorities are very evident within the Corporate Plan and we are confident that the Council is on track to deliver within the time frame identified (2013 – 17).

During the year we have evidenced increased stability within staffing arrangements following Corporate restructuring in 2013/14. Alwyn Jones took up his post as Head of Adult Services during June 2014, bringing together both adult social care and the provider unit. The changes introduced have facilitated further alignment of approach between adult and children's services with a shared commitment to provision of services based on the needs of individuals, families and communities. This themed approach has served to strengthen practice, reducing an approach

previously illustrated by single issue responses based on presenting need, allowing staff to work across team boundaries and respond more holistically to individual and family need.

Anwen Huws, as Head of Children's Services, has taken a lead role within the Corporate and Social Services Structure on safeguarding. The changes, which have been introduced during the year, allow for greater service resilience for both adult and children's safeguarding and increased opportunities for shared learning within Social Services and more importantly on a corporate and partnership basis.

Pleasingly, after a period of significant disruption, the authority has been successful in appointing workforce development workers supported by the SCWDP (Social Care Workforce Development Partnership) grant funding. This complements the investment made towards its staff by the Local Authority. This too contributes to a strengthened infrastructure which will sustain and contribute to continued improvement.

We have also been enthused by further developments in community approaches across both adult and children's services. Involving communities is well embedded in adult social care and similar approaches are also being introduced within children's services. Based on the positive feedback received from communities, the "Community Voice" programme, established in conjunction with the Third Sector, has now been adopted as a whole Council approach. Having the "What matters" discussion with community representatives will help shape provision for communities incorporating all available resources based on shared knowledge.

Both of the approaches described show how the service, and authority, is taking a responsible approach to meeting the cultural and organisational changes required to ensure a meaningful platform for successful implementation of the Act.

Progress has been maintained and consolidated with the key priorities identified within the Council's Corporate Plan. The Adult Transformation Programme has successfully delivered on key targets. Children's Services has evidenced significant progress within placement choice, the stability of the fostering service, and has again maintained performance.

During the year the Council has successfully progressed major programmes of work which will collectively impact upon Social Care provision and stability of the workforce. The "Customer Service Excellence Charter" was launched as a corporate programme during December. Additionally the Council has approved implementation of the Smarter Working programme (March) and initiated the implementation of the agreed option for "Single Status".

It is on this positive platform that I present this year's annual report.

**Gwen Carrington,
Director of Community.**



Adult Services - Introduction



Alwyn Rhys Jones, Head of Adults' Services

This summary is underpinned by the adult social care evidence grid and performance report, copies of which can be accessed electronically at the end of this report.

The overarching aims of our service are to:

- Support our citizens to be independent and as self-sufficient as possible;
- Enable our citizens to develop solutions to their social care needs as far as possible within our community resources;
- Work effectively with key stakeholders and partners to develop enabling and creative solutions for our citizens within our community;
- Provide a safe community for our citizens and ensure that vulnerable adults are safely supported;
- Support our workforce to deliver sustainable social care services for our citizens in line with the requirements of the Social Care and Well-being Act (Wales) 2014 and the More than Just Words Welsh Language Strategy.

We continue to believe that our service vision needs to be ambitious and creative to:

- Support our citizens who need care and support to remain in their own homes within our community;
- Develop and sustain a wide range of high quality community based services;
- Promote respectful conversations with our citizens in the language of their choice to provide them with a voice and control over their own wellbeing;
- Promote a social and economic inclusive community for our citizens;
- Support adults to 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;
- Recognise that healthy mental wellbeing is equally as important as physical wellbeing;
- Continue to maintain a proactive focus on prevention and early intervention services internally within our social care teams and externally with our health and social care partners;
- Within an era of austerity, sustaining the most efficient and effective use of health and social care services.

Adults' Services - Areas of achievement and progress 2014/15

Over this year fundamental changes have been implemented across our service provision. In June 2014, we were pleased to appoint our new Head of Adult Social Care, to maintain the momentum of our transformation programme, and further shape our strategic vision.

We are proud of the achievements of our experienced workforce during 2014/15 in assisting the Senior Management Team to operationalise our key priorities.

This year we have focused our efforts on engaging with citizens who have an interest in our service transformation programme. To assist this process, we have completed the review of our bilingual information leaflets, website and advocacy provision to ensure that our citizens are aware of the care and support available locally. We are particularly proud of our updated "engagement with older people" section of our website. The services commitment to engagement will also be re-enforced by the creation of a new role focusing on engagement and consultation. We will also prioritise information advice and assistance pathways in line with the requirements of the Social Care and Wellbeing Act (Wales) 2014. Our preparation for the change in legislation can be evidenced as follows:-

Function	Progress and examples
<p>Promote the well-being of people who need care and support, and carers who need support.</p>	<p>Since the 1st October 2014, referrals are completed by staff on the Integrated Assessment Framework (IAF) documents. The '<i>What Matters</i>' conversation is a new way of gathering information and this template is in use across North Wales. The aim is to ensure a person-centred approach and participation in the assessment process. We have promoted the proactive offer of services through the medium of Welsh in line with 'More Than Just Words'.</p> <p>Another example is our good progress and development with extra care housing, and our efforts to gather the views of our citizens. Over 750 consultation responses were received for one consultation exercise. This reflects commitment to gather the perspective of our community, and a willingness and the wish for our citizens to participate. We have also established key task groups to drive forward actions for key themes identified e.g. Seiriol task groups. Some of the work streams from the carers' project has provided excellent outcomes for carers and have identified more hidden carers. These projects will continue in 2015/16</p>
<p>Provide or arrange for the provision of preventative services.</p>	<p>The development of Reablement services is a major part of improving outcomes for individuals who need support to maintain their independence. These services have a vital contribution in building models of sustainable services and are underpinned by the Social Services and Wellbeing (Wales) Act 2014. Developing community hubs and embedding the notion of wellbeing, choice and voice throughout our community is at the heart of our thinking. We</p>

	<p>strive to develop support services to improve prevention throughout and at all stages of our service delivery.</p>
<p>Promote social enterprises, co-operatives, user led services and the third sector in the provision in their areas of care and support and support for carers.</p>	<p>As part of the main SPOA (Single Point of Access), Medrwn Môn is developing the 'Third Sector' element of the SPOA to address low and medium level Third Sector sign-posting enquiries. This promotes independence and the principle of identifying solutions within communities. This is a central point for all Third Sector enquiries and supports the identification of service demand.</p> <p>We are driving forward the direct payments action plan and have seen our number of direct payments recipients double from 30 to 60 this year, reflecting a 100% increase.</p> <p>A social enterprise has been established to manage Beaumaris Leisure Centre. This social enterprise is an innovative response to ensuring that the Centre remains open for the benefit of local people. 'Outsourcing' the management of the Centre demonstrates genuine collaboration between the County Council, the third sector and the community.</p>
<p>Provision of support and advice.</p>	<p>The service completed a review of current published bilingual information leaflets. The Service continues to work with the central Web Development Team to publish all bilingual leaflets on the council website. The service has reviewed the Service web pages and updated information in line with the adult service transformation e.g. revised SPOA arrangements.</p>
<p>Adult Safeguarding</p>	<p>We have established a Joint Adult Safeguarding Board with Gwynedd Council. We have also established a safeguarding unit to drive forward our adult social care. This will enhance our safeguarding arrangements and quality assurance arrangements and implementation of our strategy in moving forward. The percentage of POVA referrals completed where the risk has been managed has improved from a figure of 88.90% last year to over 90%.</p> <p>We have ensured that Mental capacity and DOLS training sessions have been provided to staff across the Social care workforce. As part of this ongoing training and development programme, four Social Workers have been trained as approved practitioners to undertake DOLS assessments. This improved capacity to respond to increased demand as we received over 172 DOLS referrals, with a 100 of these allocated for assessment and 41 assessments to date completed.</p>
<p>Partnership arrangements</p>	<p>Three workshops have been held with key health, social care staff, third sector and independent sector stakeholders. These workshops assisted us to develop priorities and a Work Programme for integrating health and social care services.</p> <p>We have commissioned an external consultant to evaluate the establishment of 'joint working and pooled budgets' opportunities with health. This builds on our newly established governance arrangements with health where a Memorandum of Understanding will define future working in</p>

	Mental Health.
Complaints and Advocacy services	From April 2015 we will re-commission advocacy services across adult social care in line with the advocacy specification and the key principles of this legislation. We have implemented a new complaints procedure in line with the revised Welsh regulation, with monitoring reports presented to quarterly Management meetings.

- We have sustained positive progress in transforming services. The projects completed to date are Re-ablement, Brokerage and Schedule of Rates, realising savings of over £1m to date.

An innovative social enterprise has been established to manage Beaumaris Leisure Centre. 'Outsourcing' the management of the Centre demonstrates genuine collaboration between the County Council, the third sector and the community. This close partnership working has resulted in over £140,000 funding to sustain the Centre over the coming years, with an annual saving of £85,000 over the 3 years. The key benefit to our community is the increasing number of participants accessing this service and a varied programme of activities for our older people.

- As part of our Dementia Services Project and the Citizen Directed Support workstreams we have established a multi-agency Planning Group under the Ageing Well in Wales programme and have worked to establish new Dementia Services.
- A project manager has been appointed to facilitate the development of the adult services SPOA, including a 'pause and review' self-assessment this was conducted in partnership with key stakeholders to evaluate progress. We have also made positive development in mainstreaming our SPOA arrangements across adult social care. The development of 'Third Sector' element of the SPOA to address low and medium level Third Sector sign-posting queries is a particular success.
- We have worked collaboratively with the North Wales authorities and BCUHB to develop the new Integrated Assessment Framework.
- We have worked in partnership with BCUHB to formalise our working arrangements by establishing an Integrated Delivery Board (IDB) and a Memorandum of Understanding for the mental health service. A key aim of the IDB will be to evaluate pooled budget frameworks to ensure the best use of resources. Therefore, the impact of the IDB to date has illustrated positive joint working arrangements.
- The evaluation of the implementation of the Reablement service confirms that it is delivering on its key objectives of promoting independence and delivering financial gains with a reduction in commissioned homecare hours. In an age of austerity, this transformation plan has identified projected annual savings of £231,318.
- We have continued to increase choice and market sustainability by further externalization of our in-house domiciliary care provision. Considerable work has been undertaken to shape the homecare market on the Island. This change in service provision is outlined below:-

Date	Internal	External
2009/10	81%	18.6%
March 2012	65%	35%
March 2013	60%	40%
March 2014	47%	53%
December 2014	41.9%	58.1%

- As at December 2014, the in-house home care service delivered 41.9% of all council funded domiciliary care hours, whilst the independent sector delivered 58.1%. The in-house service has moved to provide short term/reablement care, but is still delivering some long term care to around 75.8% of its service users. In total the in-house service delivers 2,858 hours per week whilst the independent sector delivers approximately 3,963 hours commissioned by the Local Authority.
- The service has continued to re-model support available to older people. More community based resource to support improvement in wellbeing, preventative services and reduce avoidable admissions to hospital have been provided. As a result, Delayed Transfer of Care (DTC) levels have remained low and below the Welsh average.
- Whilst the number of Older People supported in the community has remained similar, the number of Older People supported in care homes has continued to steadily reduce.
- We will focus our learning disability work programme on developing creative and innovative enterprises jointly with our third sector and private providers. As part of our needs assessment, we commissioned Wales Co-operative to evaluate potential opportunities to establish social enterprises for Canolfan Byron, Haulfre Gardens and Direct payments. We are also pleased to have appointed a 'Transitional co-ordinator' to facilitate positive and seamless joint working arrangements between children and adult services. With project arrangements now in place we are confident of our ability to successfully drive forward this agenda as a key priority for 2015/16.
- We commissioned an external appraisal of the Direct Payment delivery options available for our community, with specific key recommendations agreed and implemented. We are pleased to report that during 2014/15 we have seen **direct payment recipients double**. Our strategic vision is to have Citizens Directed Support (CDS) at the heart of our community and we intend to operationalise this principle across our local communities and hubs.
- We have strived to build community based services and are pleased to report that the model and eligibility criteria for extra care housing has been agreed. We have listened to the preference of our citizens to develop 'Extra Care' accommodation as a viable alternative to residential care. We are also in the process of developing a targeted service approach within the Seiriol / Menai Area available to our citizens who present with medium to high level housing and support needs. This year, consultation, engagement and co-production has been a theme throughout our transitional work to inform our vision of community wellbeing.
- Following a local consultation and initial options appraisal in July, 2014, the Council's Executive agreed to sell Garreglwyd Residential Home. 65.7% of those consulted agreed that Garreglwyd should be sold with a preferred use for dementia services. We anticipate that the running of the home will have been successfully transferred by August 2015.

- We have agreed a final version of the Carers Strategy and commenced work on implementing our 3-year Action Plan. The percentage of carers of adults offered an assessment or review of their careplan has increased to over the targeted rate of 92%, well above the National average of 85%. The percentage of carers of adults who were assessed or re-assessed and who were provided with a service in their own right has also substantially increased from 63.80% to over 96%.
- We have continued to respond effectively to allegations of abuse and negligence. A new management post focusing on safeguarding and audits across children and adult services has been established to drive our efforts forwards and to raise awareness of protecting vulnerable adults. The work of the Gwynedd and Ynys Môn Safeguarding Board continues to progress in a positive manner, placing us in a strong position to respond to the expectations of the Social Services and Wellbeing (Wales) Act 2014.
- We have facilitated 'smarter working' by purchasing laptops for our social workers providing increased on-line access to services for low level assessments, initial referrals, early stage advice and guidance.
- We have maintained good performance locally across the suite of national Key Performance Indicators and within our local performance management framework. This has been achieved within a reduced budget allocation and continued achievement of the council's challenging efficiency strategy.
- We have sustained and developed our positive relationship with our elected members.

What did we say we would do?	Did we do it?
Responding to Need	
Complete the review of current published information leaflets and review current information arrangements including the range of information points and development of our web pages.	✓ Completed / Achieved
Mainstream our Single Point of Access arrangements with the Health Board	✓ Completed / Achieved
Implement new Integrated Assessment Framework arrangements jointly with Health and provide multi-disciplinary training for health and social care staff	✓ In progress/On track
Complete the review we have commenced of our commissioning intentions in relation to advocacy services.	✓ Completed / Achieved
Continue to evaluate the effectiveness of the Intake model of Re-ablement.	✓ Completed / Achieved
Develop an action plan in response to the information, advice and support needs of Direct Payments service users following the 'Your Life Your Choice' workshop held in December 2013.	✓ Completed / Achieved
Agree a model of care and eligibility for Extra Care Housing	✓ Completed / Achieved
Secure formal Council endorsement to progress 3 extra care housing facilities in Amlwch, Llangefni and the south of the Island.	✓ In progress/On track
Undertake local engagement on accommodation and care needs across the Island.	✓ Completed / Achieved
Implement the Action Plan in response to the recommendations contained in the Supporting People Review of the contract to provide a warden Service in sheltered housing.	✓ In progress/On track
Commence a substantive review of learning disabilities services jointly with partner organisations;	✗ Behind Schedule
Commence work on the Dementia Services Project and the Citizen directed Support priority workstreams under the Transformation Programme.	✓ In progress/On track
Safeguarding	
Conduct regular case file audits of safeguarding practice within our evolving Service quality assurance framework.	✓ In progress/On track
Review and strengthen our arrangements for responding to requests for Deprivation of Liberty Safeguards authorisations, particularly for those vulnerable people who lack capacity and lack family support in care homes and supported living facilities.	✓ In progress/On track

Resource Management	
Develop effective working relationships with the Workforce development Unit that is now line managed within the Corporate Human Resources and training section.	✓ Completed / Achieved
Continue to ensure meaningful training and development opportunities across the social care workforce, users and carers in accordance with the priorities in our Transformation Plans.	✓ In progress/On track
Continue to work with partners in providing Qualification & Credit Framework (QCF) training opportunities to further strengthen a qualified social care workforce.	✓ In progress/On track
Fully implement the newly launched Consolidation Programme for newly qualified Social Workers under the auspices of the Care Council CPEL framework.	✓ Completed / Achieved
Continue to work collaboratively and maintain our existing formal partnerships in relation to Social Care Workforce Development.	✓ In progress/On track
Continue to modernise ensuring best possible use of resources and contributing to the Council's efficiencies programme (a Service financial savings target of £1,360,660 during 2014/15).	✓ In progress/On track
Commissioning and Partnerships	
Continue to develop service intentions under the Enhanced Accommodation and Care Project under the Transformation Programme for Older People.	✓ In progress/On track
Confirm commissioning intentions in relation to Garreglwyd Residential Home	✓ Completed / Achieved
Commence work on a comprehensive review of learning disabilities services	✗ Behind Schedule
Establish formal Project Management arrangements in support of the development of Dementia Support services under the Transformation Programme.	✓ Completed / Achieved
Develop formal Project Management arrangements in support of the development of the Citizen Directed Support work	✓ Completed / Achieved
Agree final version of the Carers Strategy and commence implementation of the 3-year Action Plan	✓ Completed / Achieved
Implement the North Wales Residential Pre-placement Framework Agreement with residential and nursing care providers on Ynys Môn and revive the local Residential and Nursing care Provider forum.	✓ In progress/On track

Implement the Action Plan in response to the recommendations contained in the Supporting People review of warden services in sheltered housing schemes.	✓ Completed / Achieved
Develop a programme of priorities for the delivery of more integrated services with Health under the auspices of the Integrated Delivery Board for Health and Social Care.	✓ Completed / Achieved
Performance and Business Management	
Develop a Quality Assurance and Performance Management Framework across the Department to improve the focus on monitoring the quality of services.	✓ In progress/On track
Strengthen arrangements in Business Support to mitigate the risk associated with our ability to respond to information compliance requests within statutory timescales	✓ In progress/On track
Continue to monitor the effectiveness of our arrangements in responding to and resolving complaints and learning the lessons to continuously improve the quality of our services	✓ In progress/On track
Implement the Improvement Plan drawn up in response to the recommendations contained in the external review of our information systems.	✓ Completed /Achieved
Provide frontline Social Workers with laptops to complete forms and input information on to RAISE whilst out in the field.	✓ Completed /Achieved
Continue to work with the ICT Section in prioritising and progressing work on ICT systems development, replacement and implementation.	✓ In progress/On track
Corporate and Political Leadership and Support	
Develop effective links between the new Head of Adults' Services and key portfolio holders and Corporate scrutiny.	✓ Completed /Achieved
Continue to develop engagement with elected members through the arrangement of information sessions on key topics.	✓ In progress/On track
Further clarify levels and limits of delegated responsibility in tandem with the full implementation of the Council's new financial ledger system.	✓ Completed /Achieved
Further strengthen corporate and political scrutiny of adult social care within a scrutiny/performance framework.	✓ Completed /Achieved



Adults' Services - Areas of Priority for 2015/16

In the following table, we outline other key areas for achievement of progress for this year:

Responding to Need
Prepare and review our state of readiness to implement and operationalise the Social Care and Well-being Act (Wales) 2014.
Continue to develop our strategy to remodel the range and choice of accommodation and support services for Older People and secure formal Council endorsement to progress 2 extra care housing facilities in Amlwch and the south of the Island.
Continue to progress with our positive engagement, consultation and co-production work across our community.
Drive forward our review of learning disabilities services jointly with partner organisations.
Realise and review the Dementia PID and work programme.
Safeguarding
Conduct regular case file audits of safeguarding practice within our evolving Service quality assurance framework.
Further develop our quality assurance framework and establish quality assurance arrangements for adult services
Progress with the implementation of the DOLS action plan.
Establish a safeguarding unit to incorporate all workstreams relating to quality of services, risk and safeguarding.
Promoting Wellbeing, Independence and Stability
We will learn from the community based model of support established in the Seiriol Ward and develop Community Hubs across our communities, which will support the integration between Health & Social Care and community groups.
Continue to implement the commissioning intentions for the future of Older People Housing Related Support Services set out in the Supporting People Commissioning Strategy.

Commissioning and Partnerships

Drive forward our review of learning disabilities services jointly with partner organisations.

Formulate our future commissioning intentions in relation to securing appropriate independent advocacy services to meet the needs across adults' services

Resource Management

Prepare our workforce for the implementation of the new social care legislative framework in Wales.

Continue to work collaboratively and maintain our existing formal partnerships in relation to Social Care Workforce Development.

Continue to modernise and drive forward our savings plan to ensure the delivery of sustainable adult social care provision for the future.

Performance and Business Management

Develop a Quality Assurance and Performance Management Framework across the Department to improve the focus on monitoring the quality of services.

Continue to collaborate with partners in the Welsh Systems Collaborative in securing a replacement for the DRAIG/RAISE information system.

Realising the contracts monitoring programme with our external providers across the private and 3rd sector.

Corporate and Political Leadership and support

Continue to build on our effective links with the key portfolio holders and Corporate scrutiny.



Adults Services – Performance Trends / Themes for the last three years 2012 – 2015

Over the past three years we have established a new vision for our service with the overarching aim of enabling and supporting adults on the Island to lead independent lives. However, our aim was not to simply establish this vision, but to realise and operationalise our intention by transforming adult social care on the Island. The Council has endeavoured to provide robust corporate oversight and leadership for our service. The election of a new council for our community not only assisted us in driving forward our transformation plan, but also crucially improved our relationship with our elected members. This can be seen throughout our service with key areas championed by our elected members for the benefit of our citizens.

We have seen a shift from a dependence on residential care to the use of community based provision with the establishment of community support/hubs and models of extra care housing. We are proud of this achievement, in particular the manner in which the voice and choice of our citizens have been facilitated via a range of dynamic engagement activities. This has also assisted us in ensuring that we develop targeted and proportionate community prevention services based on the views, needs and wishes of our citizens e.g. Agewell. To complement this shift in service provision, we have achieved positive results in the outsourcing of our residential and homecare provision. We have worked closely with private providers and the third sector to develop alternative provision within our community and to foster new partnerships on the Island. In line with these changes, we have bolstered our multi-disciplinary health and social care provision and benefitted from the positive and incremental development of the enhanced care services and SPOA with the health service. However, we have ensured that our focus on safeguarding has remained central to our 'everyday' work evidenced by the continual improvements in our ability to successfully manage the risk in POVA cases and the significant increase in DOLs referral received.

Our Council continues to drive forward the positive changes across our service provision and functions by sustaining progress on our transformation agenda. As part of this journey of change, we have engaged with our citizens co-productively to allow their voices to shape our community services. We have achieved successes by listening to the voice of our citizens, implementing the action plan for our carers and making positive progress in our joint working arrangement with key stakeholders. However, during 2015-16 we are focused on driving forward the action plan of embedding quality assurance arrangements across adult social care and developing our service to meet the needs of our younger adult citizens. As a result of our planning and evaluation this year, we are now well placed and eager to move forward with these plans in a collaborative manner. In summary, we have achieved key aims this year and are well placed to implement the new legislative framework in April 2016.

Adult Services – Electronic Links

Click [HERE](#) to access 2014/15
Adults' Services
Performance Information

Click [HERE](#) to access 2014/15
Adults' Services
Evidence Grids

Children Services - Introduction



Anwen Huws, Head of Children's Services

This summary is underpinned by the Children social care evidence grid and performance report, copies of which can be accessed electronically at the end of this report.

We believe in making a positive difference to the lives of children 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. As a result of our interventions, children and young people can expect to be:-



Children Services - Areas of achievement and progress 2014/15

There is a real desire in Anglesey to do the best we can for the children and families that we work with. Whilst we had intended to move at pace with our transformation plan this year we were mindful of the need to do in a way that was safe and sustainable. This view was further strengthened by the results of the CSSIW Inspection of 'Safeguarding and Care Planning of Looked After Children and Care Leavers who exhibit vulnerable and risky behaviour'. Whilst this report identified a number of areas of good practice it also stated that the Local Authority needed to consolidate the progress it has made. Therefore the focus of the year has been on that consolidation and building on the improvements achieved. The following is an overview of our developments and key achievements in the last 12 months:



We have undertaken

- Further embed our Quality Assurance Framework, which evidences improving professional confidence and practice.
- First point of contact arrangements have stabilised with significant improvements in the provision of a timely response.
- Maintained and consolidated our performance achievements. Performance Indicators [PI's] generally in line with or exceed those of other Councils.
- Maintained reasonable levels of social work case loads.
- Developed our Support Services, with two Parenting Officers recruited to support parenting capacity and skills within families.
- Permanent and new appointment of Service Manager -Corporate Parenting and Partnership secured, leading a comprehensive programme of improvements in our fostering service.
- Permanent and new appointment of Team Managers secured.
- Fostering Recruitment Officer appointed. Fostering recruitment targets achieved.
- 10 new foster carers recruited by December 2014 as part of our ambitious recruitment campaign to ensure we have local placement choice and matching availability.

- Knowledge and specialism in Adoption, Private Fostering, Special Guardianship Orders and planning for Permanence enhanced through the appointment of Social Work Consultant.
- Reviewed in partnership with foster carers, our Payment for Skills framework and been successful in securing additional funding to increase payment skills for foster carers.
- In response to legislative changes Family Court work completed [Public Law Outline] within 26 week timescales thereby avoiding delay in safeguarding the long term welfare of children.
- Delivered, with Betsi Cadwaladr Local Health Board, an integrated service for Children with disabilities and their families.
- Support Services for Disabled Children re modelled to focus on securing positive outcomes for children.
- Social Worker and Transition Coordinator to be based at Ysgol Y Bont to provide improved support for disabled children and families at key transition stages in their lives .
- Worked with Gwynedd Council and partners to deliver an effective Gwynedd/Môn Integrated Family Support service.
- Managed services within budget - even though expenditure on children per head of population on Anglesey remains below the Welsh average. We met our savings target in full (14/15)
- Remained actively involved in the All Wales agenda to improve the delivery of social services through a collaborative approach.
- Worked in collaboration with our partners in North Wales to deliver a Regional Children's Safeguarding board.
- Worked with our partners to deliver an improved emphasis upon protecting from sexual exploitation, child trafficking and children missing from care or home.



Reduction
of 32% in
disruption
of
children's
placements

The task of improving the performance of children's services is being pursued energetically within the authority served by an enthusiastic and committed workforce. The first stage of our improvement journey was to take all necessary steps to improve performance in key areas, of assessment and care management whilst maintaining good performance across the board.

Whilst this has resulted in improvements in many areas of practice, these changes have not fully addressed some of the fundamental issues that relate to a wholesale transformation of delivery of Children's Services in Anglesey.

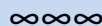
Future services need to be sustainable and this is mirrored in the Welsh Government Social Services and Wellbeing Act. We need to develop a different approach, which will have at its heart:-


- 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.
- For families where this is not possible, timely action will be taken to protect Children and provide stability.
- Enhancing family support services (both practical and therapeutic) thus producing a virtuous circle of improved services to children and families. In particular, investment will be targeted towards providing intensive and speedy support at point of family breakdown aimed at keeping the family together. We aim to have a service of trained workers able to implement intervention methodologies with families which can change behaviour and help manage varying levels of risk. The objective will be to safely reduce the numbers of children in care and more effectively support families at times of crisis.
- Restructuring and redesign work systems so that they are relevant, intelligent, flexible and useful to practitioners.









Based on this demonstrable progress, and the effort and commitment of staff across the service it is clear that we can continue to adapt and transform.





“I fully endorse the children services management team’s desire and intention to continue to build on our strengths and ensure quality across every part of the child or young person’s journey through the service.”

Gwen Carrington – Director of Community



What did we say we would do 2014-15 ?	Did we do it?
Responding to Need	
Reconfigure our first point of contact team	 In progress/On track
Maintain and consolidate performance achieved during 2013/14 in relation to key areas of practice that ensure that where children may be eligible, they will receive a good and timely response to their needs	 Completed /Achieved
Improve quality and timeliness of core assessments	 In progress/On track
Implement our revised Family Support Service	 In progress/On track
Feasibility Study- Edge of care services	 Behind Schedule
Safeguarding	
Maintain and consolidate performance achieved during 2013/14 in relation to Key Performance Indicators that ensure children will have up to date good child protection plans that ensure their needs are met	 Completed /Achieved
Have systems in place to ensure that children who are subject of private fostering arrangements are protected from harm and abuse wherever possible and offered timely support and protection in compliance with National Policy, Statutory Guidance and Regulations	 In progress/On track
Implement the Safeguarding People Service- encompassing both adult and child protection work	 In progress/On track
Co-ordinate the implementation of the Corporate Safeguarding Action Plan	 In progress/On track
Make a decision on whether we adopt the Multi Agency Safeguarding Hub [MASH] in Anglesey- as a precursor to a single point of access for all Child in Need and Children At Risk referrals	 Completed /Achieved

Promoting Wellbeing, Independence and Stability	
Anglesey's Looked After Children will be supported to live within or as close to Anglesey community	 In progress/On track
Anglesey's Looked After Children will be supported to live within a family at some stage in their childhood wherever and whenever possible	 Completed /Achieved
Approve our Corporate Parenting Strategy and provide training for members on their Corporate Parenting responsibilities	 In progress/On track
Increase the number of in house fostering placements by a net gain of 10 households by December 2014, and an additional 10 by December 2015, therefore reducing our spend on third party foster placements	 Completed /Achieved
Commissioning and Partnerships	
Continue to influence the development of key components of effective support to families across the continuum of need- from prevention to high risk – include: establishing an articulated and coherent child wellbeing model which sets out responsibilities for respective intensive, targeted and prevention services; and which is owned and understood by all staff and other partners	 Behind Schedule
Develop intensive family support arrangements so that the chances of ensuring long term good outcomes for children and families in crisis, where the children's safety is a concern and permanence is in doubt, is improved	 Behind Schedule
Remodel services for disabled children and young people 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	 In progress/On track
Work with Gwynedd Council & partners to deliver the Integrated Families Support Service (IFSS) service on a collaborative basis	 Completed /Achieved

Resource Management	
Maintain staffing stability	 In progress/On track
Improve rates of staff sickness	 In progress/On track
Manage within in budget – reducing dependency on third party placements	 Completed /Achieved
Performance and Business Management	
Continue to fully Implement the Quality Assurance Framework (QAF)	 Completed /Achieved

Children Services - Areas of Priority for 2015/16

We are committed to work towards completing the following this year:

Responding to Need

Transformation Programme Board established and projects mandated to improve delivery of statutory children services by March 2017.

Maintain and consolidate performance achieved during 2014/15 in relation to key areas of practice that ensure that where children may be eligible, they will receive a good and timely response to their needs. We will focus on improvements to the quality and timeliness of core assessments.

Make the argument to secure resources to undertake Strategic Analysis of the impact of major economic developments such as Wylfa Newydd and Land and Lakes on safeguarding, workforce and demands upon social care services.

Work with the Project Board to plan for the implementation of the Social Services and Wellbeing Act -- and will contribute on a local, regional and national basis to the preparation.

Safeguarding

Maintain and consolidate performance achieved during 2014-15 in relation to Key Performance Indicators that ensure children will have up to date good child protection plans that ensure their needs are met.

Work with our partners to protect children from sexual exploitation, trafficking and being missing from care or home.

Embed the Safeguarding People Unit – bringing together Adult and Children Safeguarding Officers and coordinate implementation of the Corporate Safeguarding Action plan..

Promoting Wellbeing, Independence and Stability

Anglesey's Looked After Children will be supported to live within or as close to Anglesey community. To do this we will continue to increase the number of in- house fostering placements by a net gain of 10 households by December 2015 and by a further 10 by December 2016.

Approve our Corporate Parenting Strategy and provide training for members on their Corporate Parenting responsibilities. Includes review and implementation of a revised 'Placement Strategy'.

Provide appropriate support to enable improved life choices for young people leaving care or young people with disabilities approaching adulthood to develop life skills, including access to universal and community based services, training and employment opportunities.

Work with other agencies to develop a coordinated early response service to those children with disabilities under 5 years of age in the Holyhead area.

Each Looked After Child will have an automatic offer of advocacy.

Commissioning and Partnerships

Continue to influence the development of key components of effective support to families across the continuum of need - from prevention to high risk.

Strengthen our approaches to service user involvement and engagement in the way we plan and deliver services.

Remodel short breaks for children and young people with disabilities in terms of service delivery, and efficient procurement.

Improve our commissioning and business support arrangements and will have completed the restructure of the central support services within 'Social Services'.

Resource Management

Making best use of our staff. Keep staff turnover and sickness levels at a reasonable level.

Prepare for information system replacement. Action Plan to support the replacement of current RAISE IT system in 2016.

Performance and Business Management

Continue to fully Implement the Quality Assurance Framework (QAF) – developing within this the Performance and Quality Assurance Framework for the Fostering Service.



Children Services – Performance Trends/Themes for the last three years. 2012--2015

- Consistent improvement in referral and assessment functions. Performance Indicators indicate year on year progress in responding to enquiries/referrals within 24hrs, reducing re-referrals and time taken to complete Initial Assessments. Performance is now equal to and better than most other Local Authorities in Wales.
- Much attention has been given to improving assessment and care management through improved response rates, better care planning and reviews. This has been the result of increased management attention, improved processes, social work training, and resources including increasing the number of staff within the front line team.
- Improved use of evidence based practice and performance management arrangements to embed the improvements and strive for excellence. The Quality Assurance Framework continues to inform organisational practice and learning.
- Investment in the Social Care Workforce to ensure we have the skills and capacity for the future.
- Services to children and young people with disabilities developed and providing a better focussed service that manages child protection concerns and that is both deliverable within existing resources and acknowledged by children and young people, parents and carers as meeting needs.
- Improvement in provision of placement stability and reduction in placement disruptions. 10 additional foster carers have been approved during 2014-15. 40% of the looked after children population continue to be placed with Independent Fostering Agencies. However we did achieve a reduction in the service purchased from the external agencies and the related costs.
- Increasing demands over the last few years – Contacts, Referrals, Children on the Child Protection Register and Looked after Children. Despite increases in demand and expectations we have managed to keep within the budget allocated to us whilst meeting our savings targets.



Children's Services – Electronic Links

Click [HERE](#) to access 2014/15
Children's Services
Performance Information

Click [HERE](#) to access 2014/15
Children's Services
Evidence Grids

Performance Review

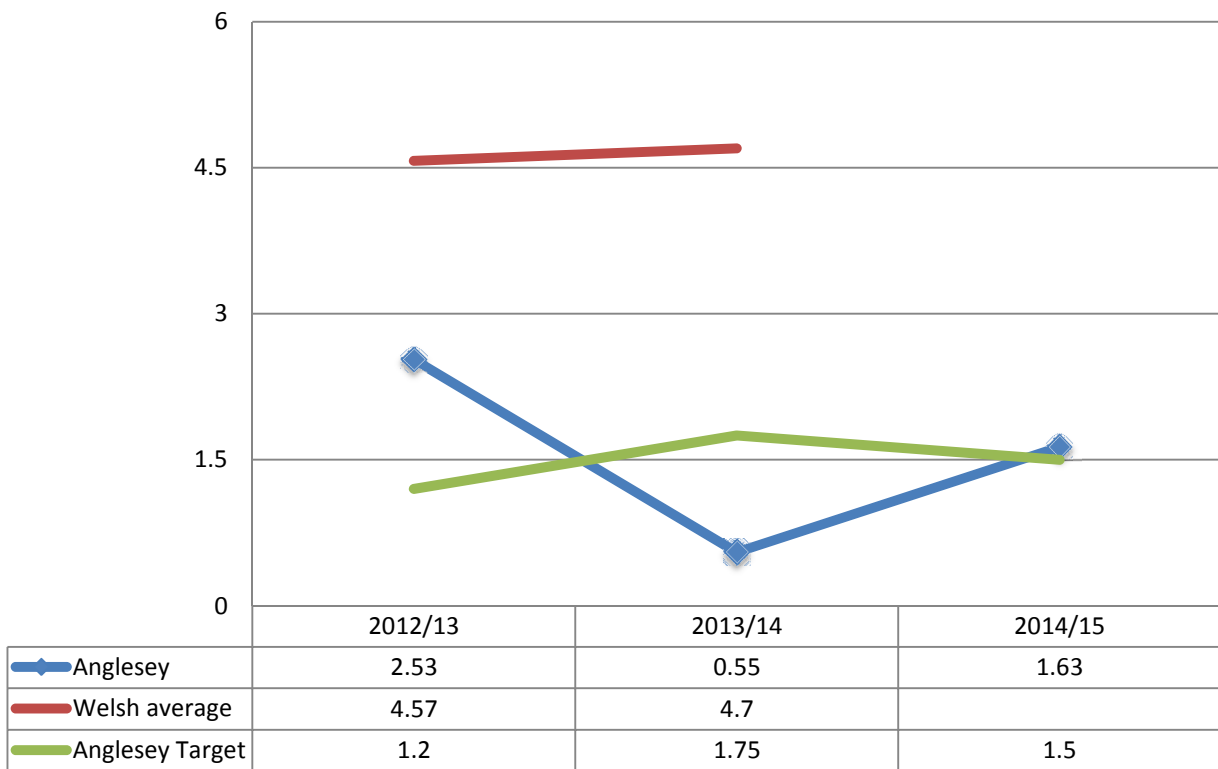
Included below are some of the key performance trends over the last three years, outlining where good performance has now been embedded, and where further efforts are now required. Challenges remain around resources available to support ongoing change and improvement; however we are now in a position whereby we are clear where we need to prioritise our efforts.

2015/16 will provide us with additional new challenges as a result of proposed changes in the collection of data sets, however these will allow us the opportunity to be more outcome focused in line with the requirements of the Social Services and Wellbeing (Wales) Act.

We are proud that we have been able to retain reasonable performance levels whilst also embarking on an ambitious Transformational agenda within our adults services.

Sample of Adults' Services' Performance for last 3 years

**SCA/001 (NS1): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over
Pi target - Low number**



Welsh quartile

Median

Upper

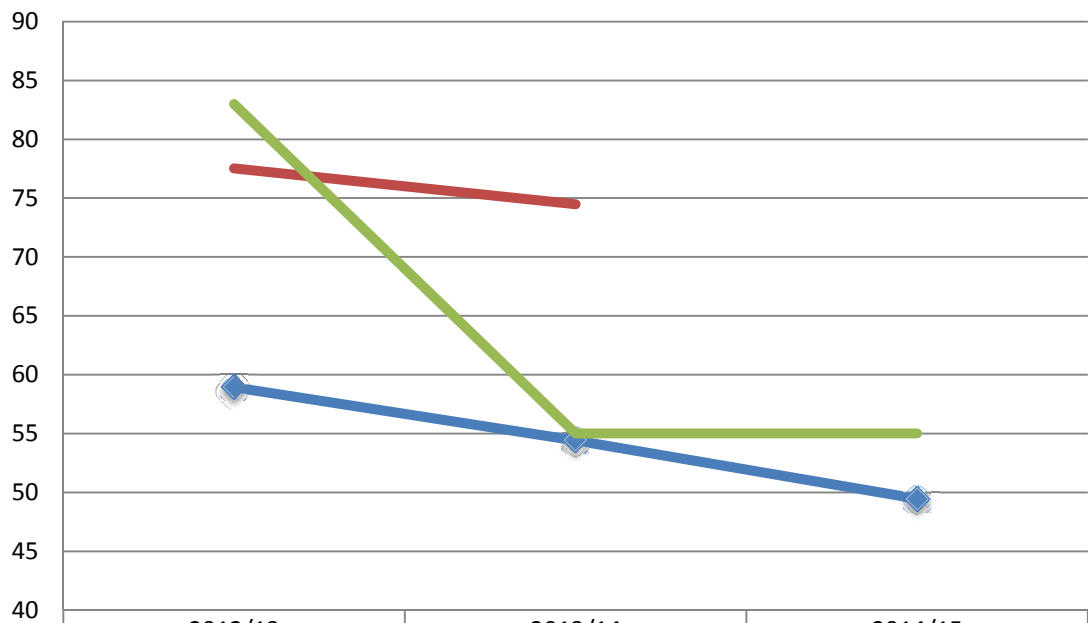
Upper

The story behind the performance:

We provide assessment and social work capacity within the acute hospital for adults as they prepare for discharge via a partnership with Gwynedd Council. The team at the hospital includes a complement of both social work and care assessor practitioners.

Between April 2014 and the end of March 2015 there has been 12 cases where there has been a delayed transfer due to social care reasons. This results in the performance indicator scoring at 1.63 which is slightly above our target of 1.50. This however is still significantly better than the 13/14 Welsh average of 4.70.

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
Pi target - Low number (Nationally - High number)



	2012/13	2013/14	2014/15
Angleseey	58.94	54.41	49.46
Welsh average	77.53	74.48	
Angleseey Target	83	55	55

Welsh quartile	Median	Lower	Lower
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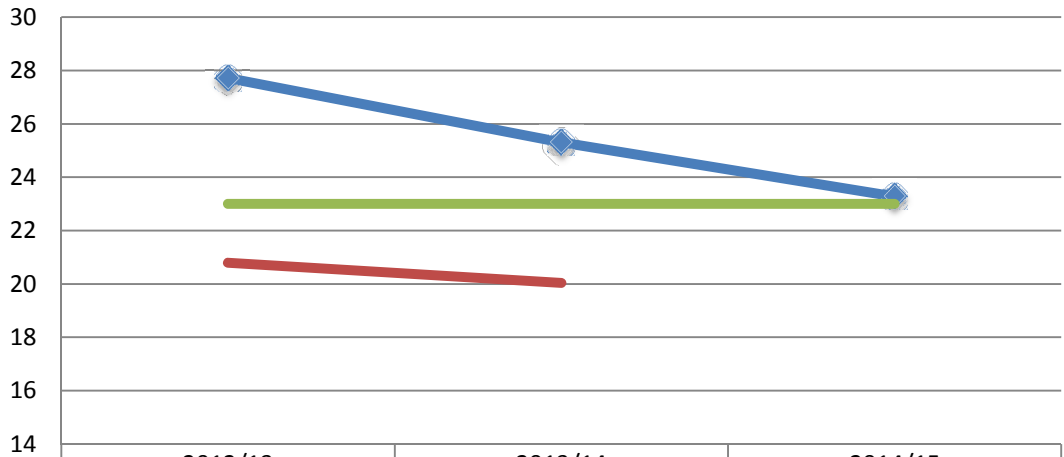
The story behind the performance:

Our local performance around the rate of older people we support in the community on the census day (31st of March) has dropped significantly against an increasing older population. Our local direction of travel mirrors national policy and direction but is at an accelerated rate. Benchmarking with other North Wales Authorities paints a similar picture.

Contributing factors are:

- Introduction of an intake Re-ablement model has continued to have a positive impact – enabling individuals to remain outside of the care system for longer;
- Our strategy of information giving, signposting and empowerment at our access points (rather than drawing people into the system) is having a direct impact on the numbers of adults receiving a service from us.
- The prioritised work programme of reviewing our interventions with older people at critical and substantial levels (which is in accord with our published eligibility criteria) has resulted in fewer people with lower level needs meeting the eligibility criteria.

SCC/002b (NS2): 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
Pi target - Low number



	2012/13	2013/14	2014/15
Anglesey	27.72	25.3	23.28
Welsh average	20.79	20.04	
Anglesey Target	23	23	23

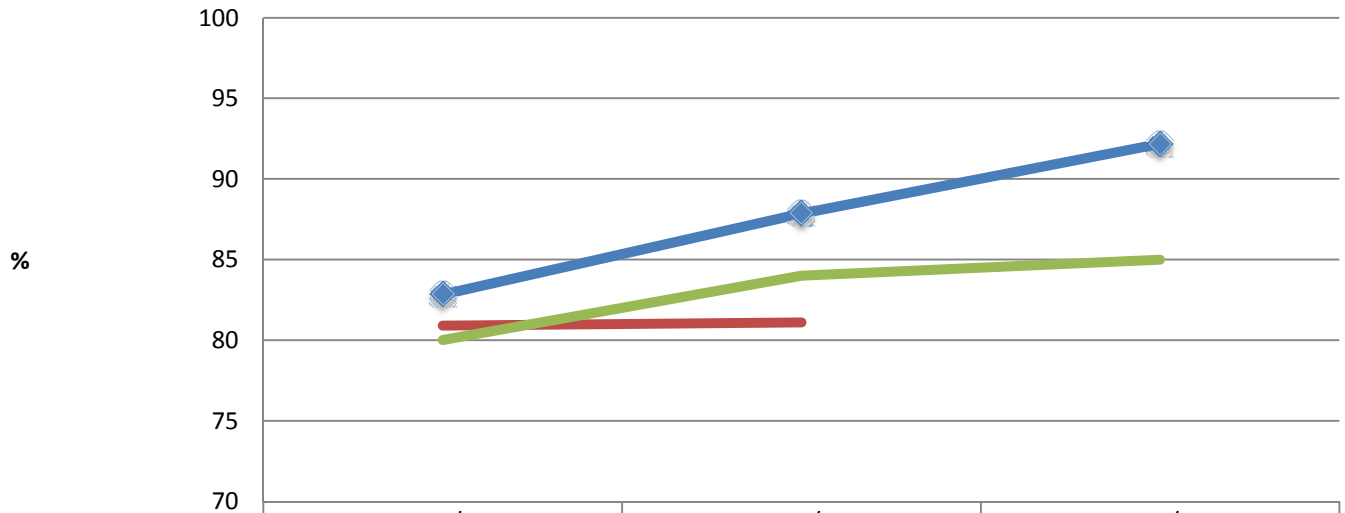
Welsh quartile	Lower	Lower	Lower
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The story behind the performance:

Our Intermediate Care strategy of utilizing designated intermediate care beds in a residential care setting supports a reablement model of transferring individuals back home into the community and avoids over dependency on long term care admissions. The Introduction of the intake reablement model is also having a positive impact on maintaining people's independence and preventing inappropriate admissions into long term residential care.

Over the past year there has been an encouraging improvement in our local performance. As of 31/03/2015 there was a total of 386 users aged 65 and above supported in Care homes - this was a reduction of 25 users to total receiving service as of 31/03/2014.

**SCA/007: The percentage of clients with a care plan at
31 March whose care plans should have been reviewed
that were reviewed during the year
Pi target - High number**



	2012/13	2013/14	2014/15
Angleseley	82.82	87.86	92.17
Welsh average	80.9	81.1	
Angleseley Target	80	84	85

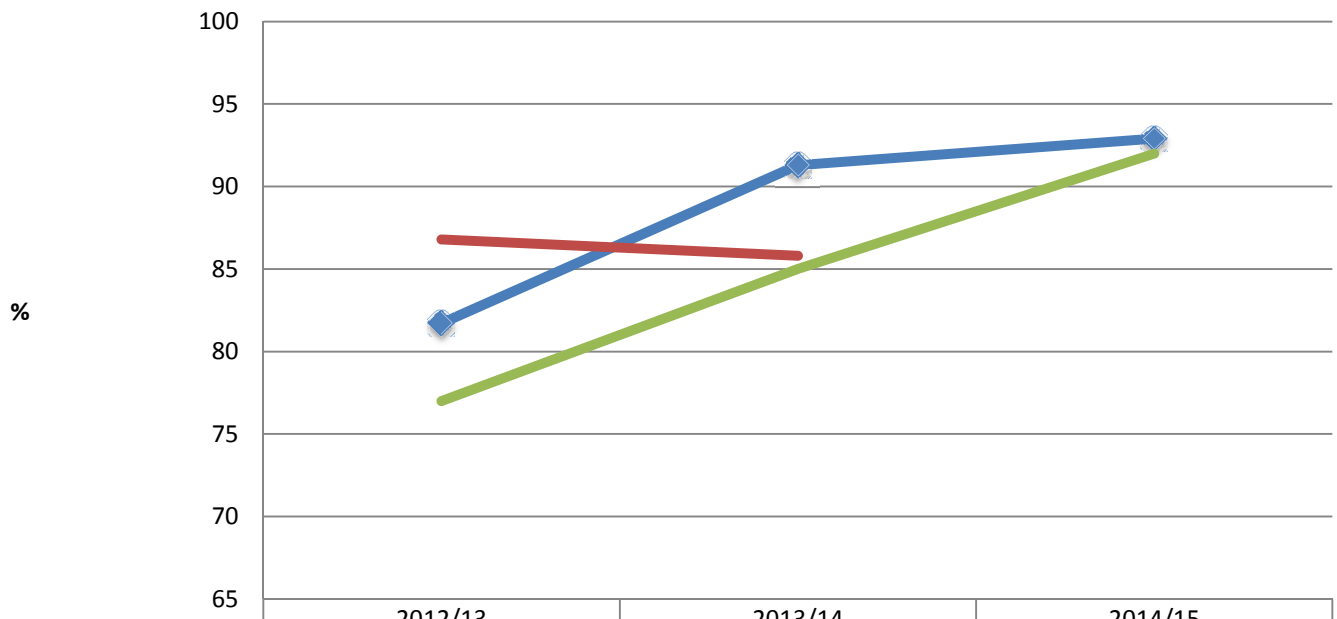
Welsh quartile	Median	Upper	Upper
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The story behind the performance:

During the past year 895 of 971 reviews due were completed (92.17%). This is an improvement on the past two year's performance and is likely to place us in a strong position nationally as it is significantly above the Welsh average performance in 13/14.

A list of outstanding reviews has been passed to the team leaders for attention and action.

**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
Pi target - High number**



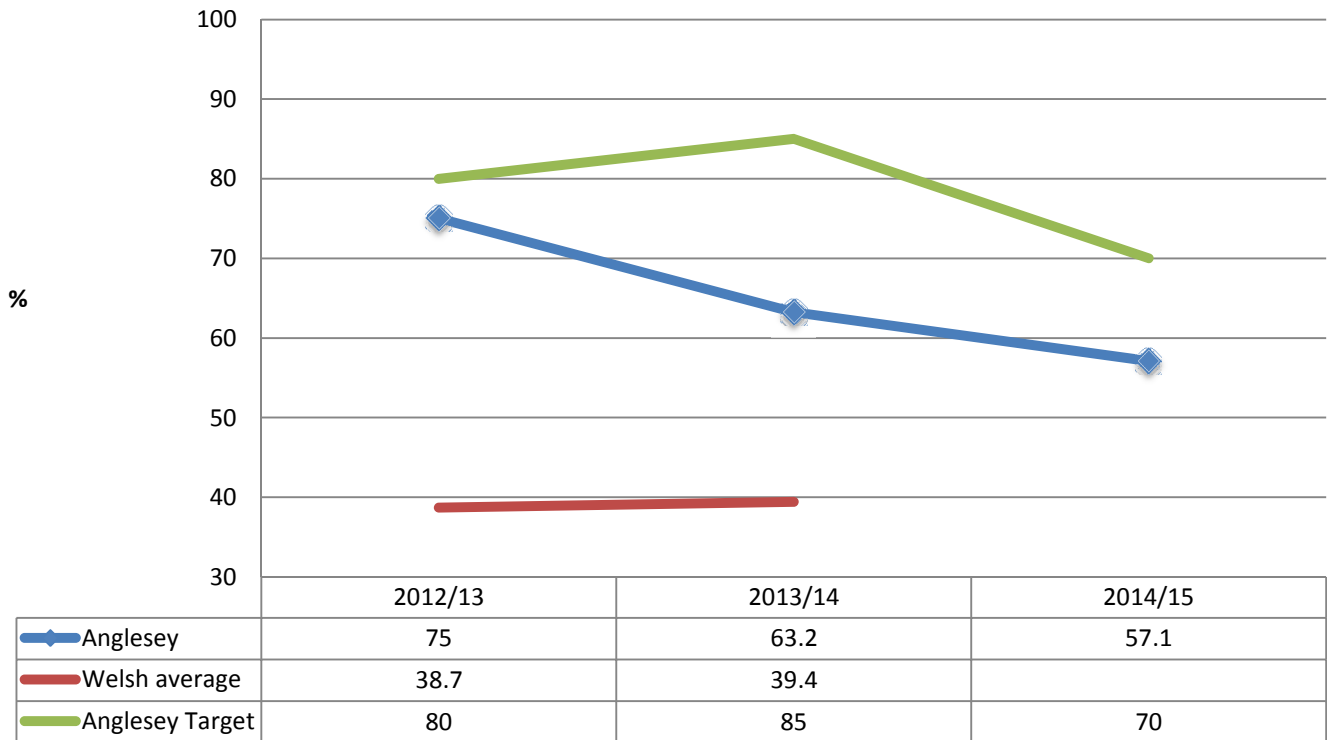
	2012/13	2013/14	2014/15
Anglesey	81.7	91.3	92.9
Welsh average	86.8	85.8	
Anglesey Target	77	85	92

Welsh quartile	Lower	Median	Median
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The story behind the performance:

During the past year 92.9% of informal carers of adults were offered an assessment or review of their needs in their own right. This is slightly above our 13/14 performance of 91.3% and the 13/14 Welsh average of 85.8%.

**SCA/018b: The percentage of carers of adults who had an assessment or review of their needs in their own right during the year
Pi target - High number**



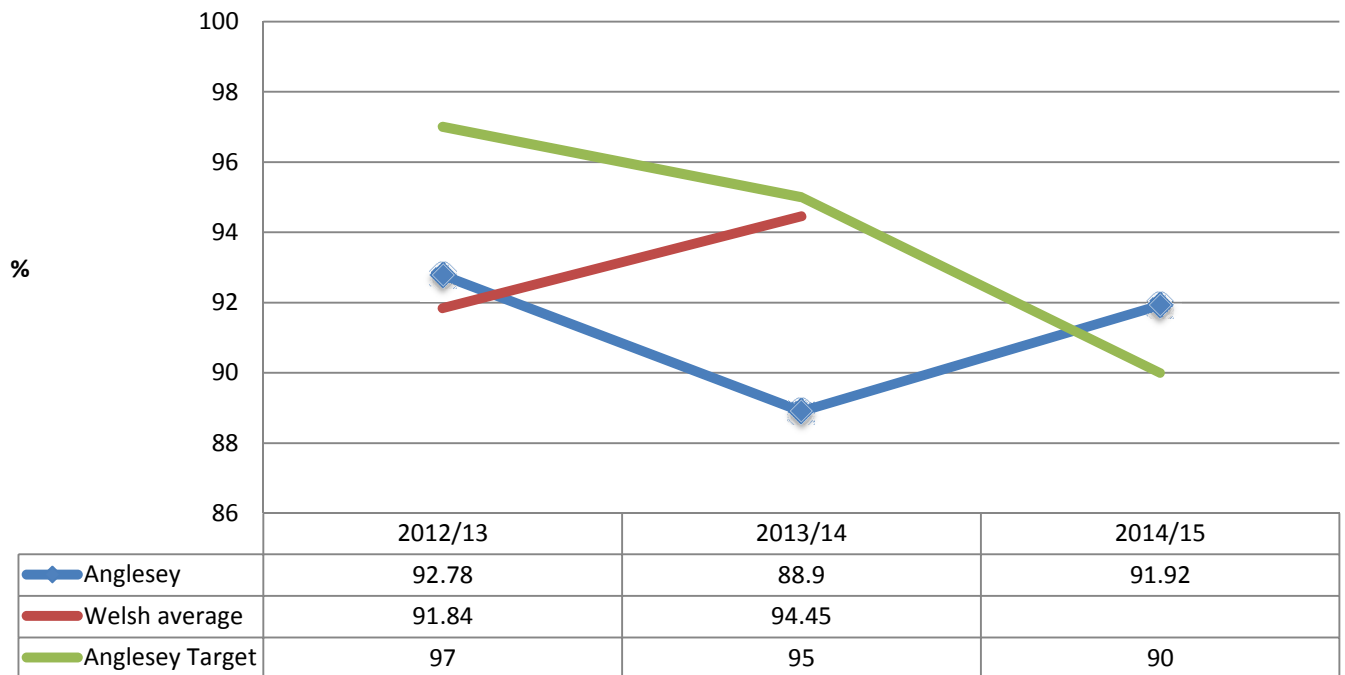
Welsh quartile	Upper	Upper	Upper
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The story behind the performance:

During the past year 57.1% of carers offered an assessment received an assessment. This is below our 13/14 performance of 63.2% but significantly above the 13/14 Welsh average of 39.4% which is likely to once again place us in the upper Welsh quartile.

A total of 564 requested an assessment or review and 92% (521) of these were assessed. 43 are awaiting assessment or review. In addition to these an additional 348 clients who declined assessment must be calculated within this performance indicator. These additional clients give the false impression of low performance within this KPI when the department do not have control as to how many carers decline assessment.

**SCA/019: The percentage of adult protection referrals completed where the risk has been managed
Pi target - High number**



Welsh quartile	Median	Lower	Lower
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The story behind the performance:

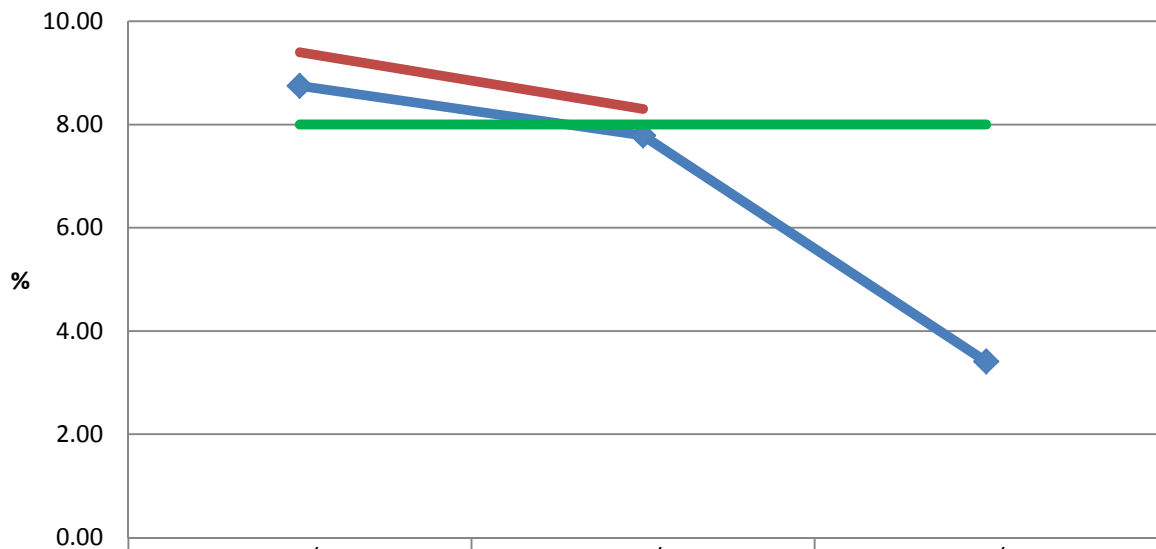
We have a duty to work with partners and others to protect our most vulnerable individuals. Protecting our most vulnerable individuals is the core business of Social Services. It is paramount that we have effective structures and systems in place to protect the most vulnerable. We are committed to ensuring that these structures and systems are sustainable and place safeguarding at the heart of a partnership approach across the public sector and indeed the care sector in general.

During the year 91.92% of all completed adult protection referrals we received had evidenced that the risk has been managed. This is slightly above the previous year's performance of 88.9%

Analysis of the figures behind the performance shows a small number of vulnerable people choosing not to pursue their situation along a legal framework.

Sample of Children's Services' Performance for last 3 years

SCC/004: The percentage of children looked after at 31 March, who have had three or more placements during the year - Low is better



	2012/13	2013/14	2014/15
◆ Môn	8.75	7.79	3.41
— Wales	9.40	8.30	
— Môn's Target	8.00	8.00	8.00

Welsh quartile

Median

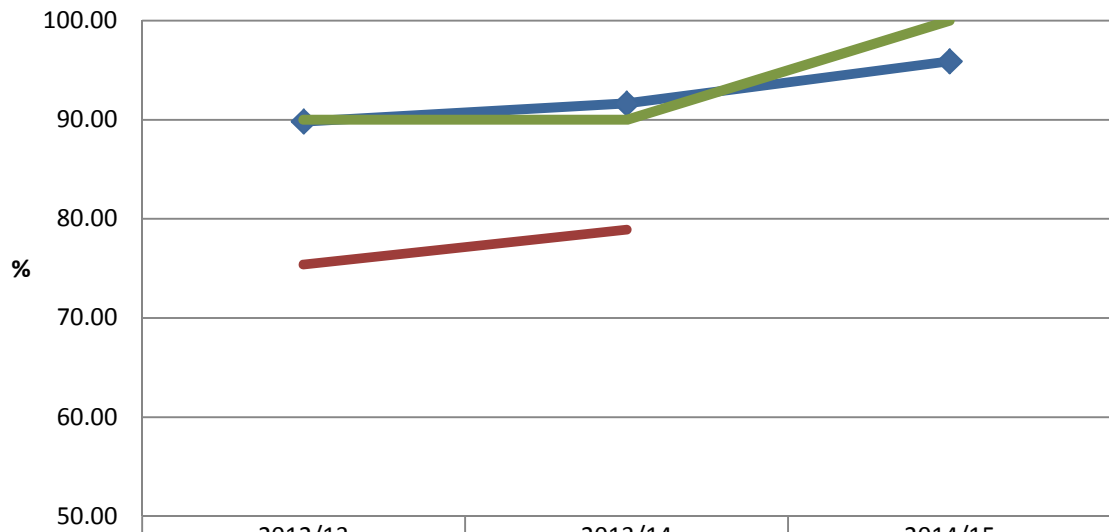
Upper

Upper

The story behind the performance:

Stability of placements is a key issue if we are to achieve positive outcomes for our looked after children. Despite the challenges of a limited pool of foster carers we are pleased with the improvements in respect of this indicator for both 2013-14 and 2014-15; this year achieving a 55% improvement.

SCC/011a: Percentage of initial assessments that were completed during the year where the child has been seen by the social worker



	2012/13	2013/14	2014/15
◆ Môn	89.81	91.63	95.89
■ Wales	75.40	78.90	
■ Môn's Target	90.00	90.00	100.00

Welsh quartile

Upper

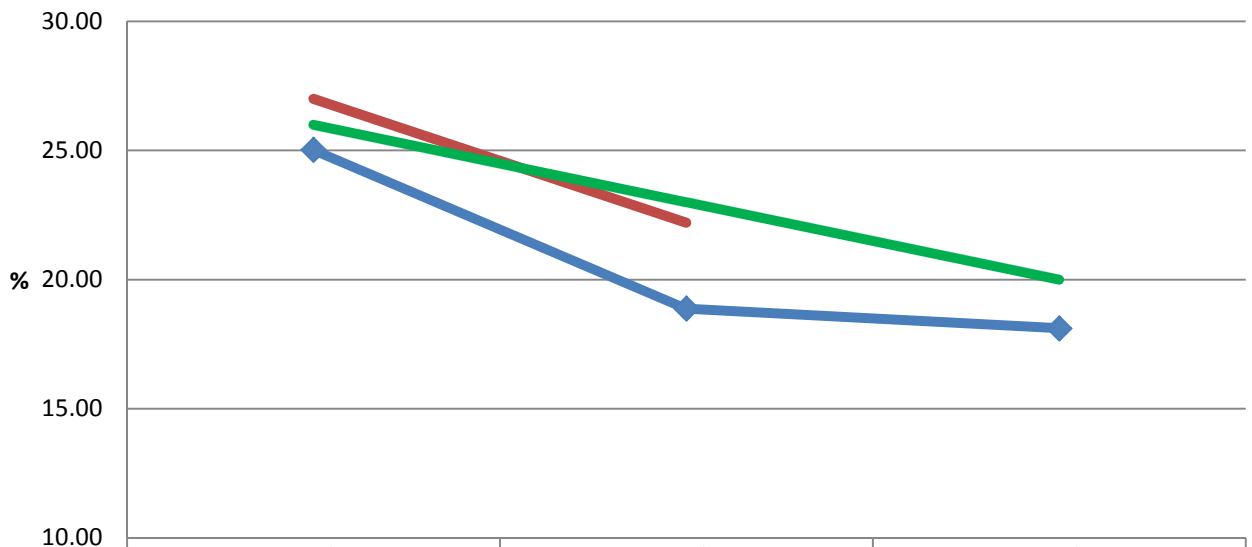
Best

Upper

The story behind the performance:

Seeing each child during the initial assessment is, of paramount importance to our service. We have continually led the field in this respect, and for 2013-14 we showed the best performance in Wales. We have yet again, improved result for 2014-15

SCC/010: The percentage of referrals that are re-referrals within 12 months
 - Low is better



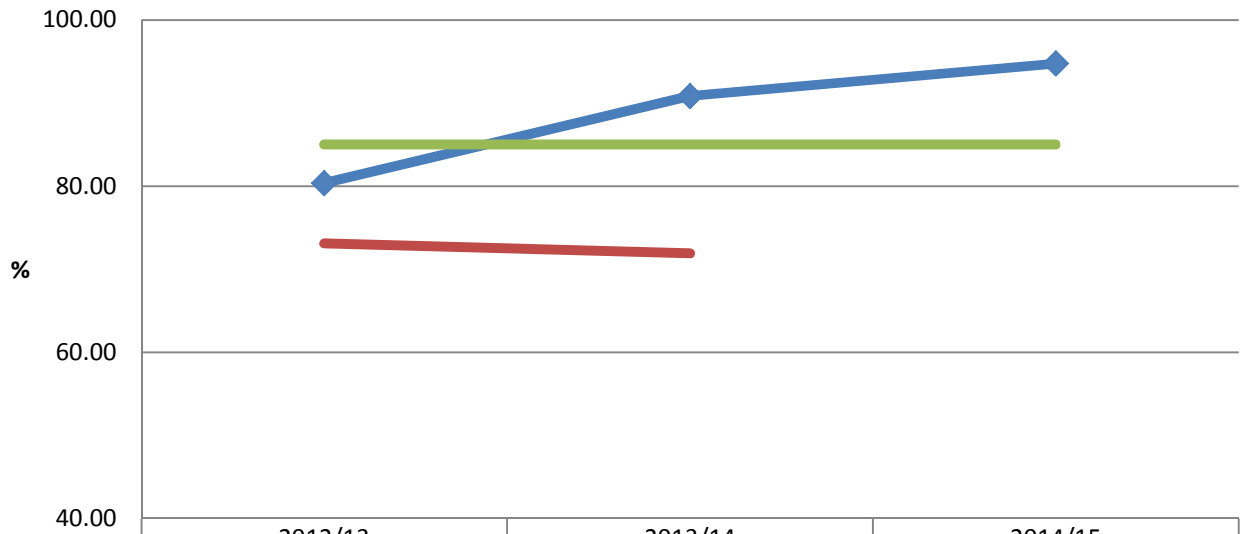
	2012/13	2013/14	2014/15
Môn	25.02	18.87	18.11
Wales	27.00	22.20	
Môn's Target	26.00	23.00	20.00

Welsh quartile Median Upper Upper

The story behind the performance:

Despite an increase of over 35% in the number of referrals, referred to our service, our re-referral rate has consistently seen improvements year on year, with 2013-14's performance seeing us achieving upper quartile status. With our 2014-15 performance seeing further improvements, we aim to maintain this upper quartile status. This is evidencing improved decision making and interventions with families.

SCC/042a: Percentage of initial assessments completed within 7 working days



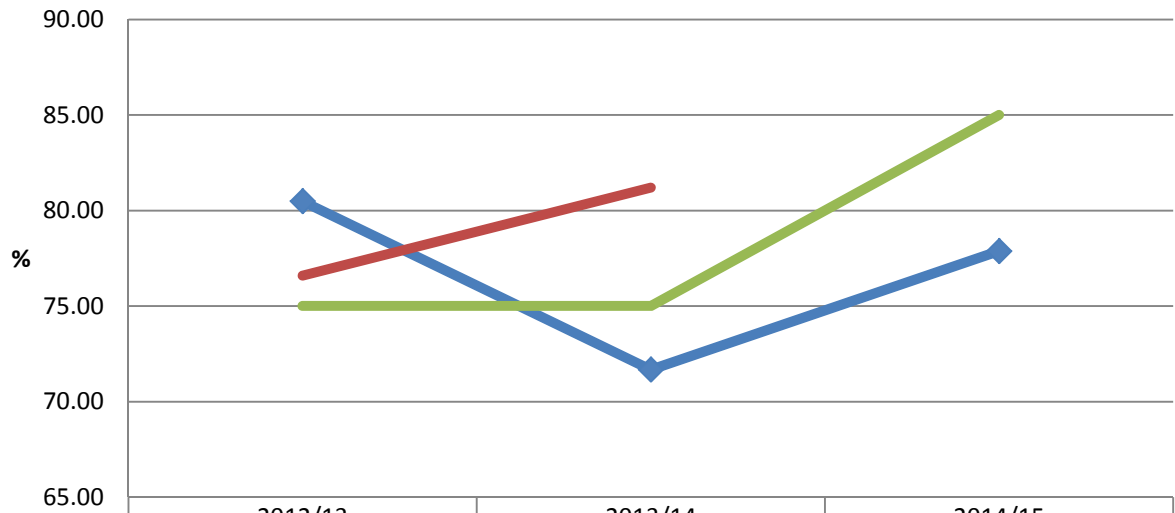
	2012/13	2013/14	2014/15
Môn	80.37	90.86	94.77
Wales	73.10	71.90	
Môn's Target	85.00	85.00	85.00

Welsh quartile Median Best Upper

The story behind the performance:

In 2014-15, our performance for completion of Initial Assessments within 7 working days of receiving the referral, has improved by over 17% since 2012-13. Our result in 2013-14 saw us amongst the best performing authorities in Wales, and with this further improvement in 2014-15, we are looking to maintain this position. The improvement shows our ability to make timely decision in relation to children in need and to ensure the least delay possible in ensuring that their needs are met. When coupled with other indicators such as the re referral rate and the decision making rates it shows a significant improvement in **our intial response service**

SCC/043a: The percentage of required core assessments completed within 35 working days during the year



	2012/13	2013/14	2014/15
Môn	80.49	71.68	77.88
Wales	76.60	81.20	
Môn's Target	75.00	75.00	85.00

Welsh quartile Median Lower Lower

The story behind the performance:

Historically Ynys Môn performance in relation to core assessment within timescale has been below the Welsh average. Prior to 2012-13 we were amongst the worst in Wales 2012-13 saw us achieving median quartile, but this level of performance has proved hard to maintain. We are pleased that 2014-15 saw an 8% improvement on 2013-14 position, and are fully committed to achieving further improvements in 2015-16. For those Core Assessments which have been completed outside the timescale in 2014-15, we have seen a 30% improvement since 2012-13. We also recognise that as our numbers are small, as a result a small downturn in performance will have a greater impact on the overall position compared to larger authorities.

Financial Information

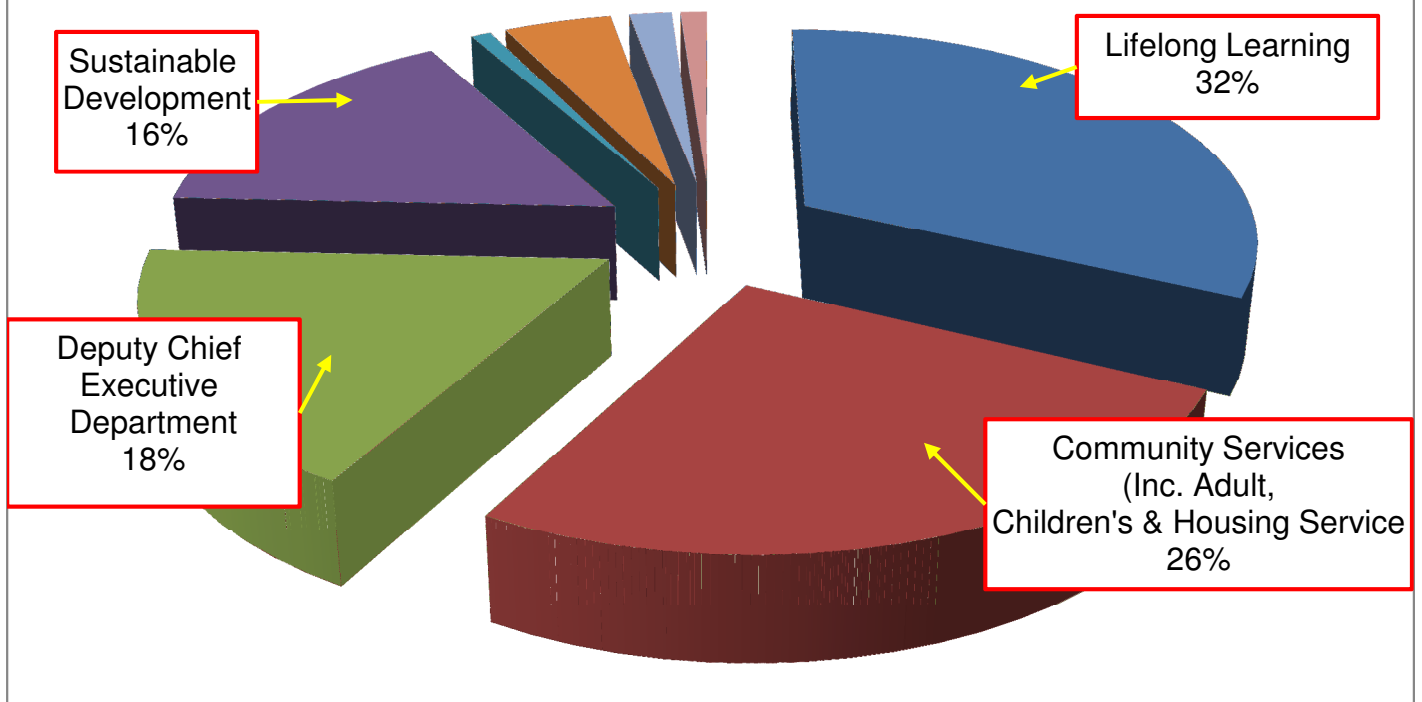
Overall Social Services has been within budget for the financial year. It is recognised that 2015/16 will present even greater challenges with the identified savings coming from continued delivery of agreed plans presented 2014/15.

The past twelve months have continued to challenge service delivery due to ongoing significant budget pressures. Future challenges will be faced, due to the prolonged financial pressures, demographic pressures and increased expectations

Service Description	Budget 2014/15 £'000	Actual 2014/15 £'000
Children's Services	6,508	6,240
Adults' Services		
- Older People	6,204	6,130
- Physical Disabilities	1,557	1,393
- Learning Disability	4,978	5,241
- Mental Health	1,713	1,834
Support Services	647	630
Provider Unit (Mon Care / Other Services / Supp Emp)	7,418	7,200
Other Services (SSR)	145	133
TOTAL	29,171	28,801

£126m Net Council Budget (by Service 2014/15)

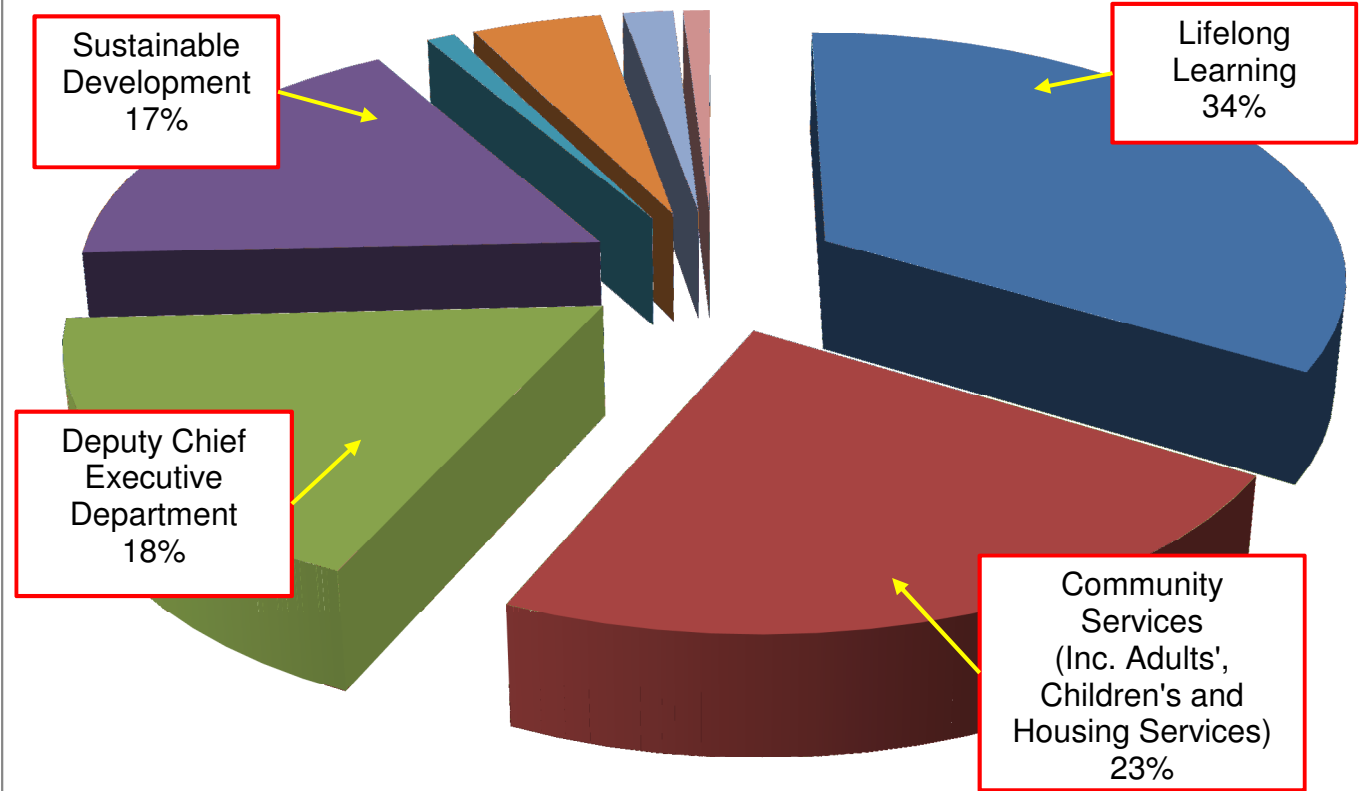
£179m Council Budget, (£126m net) by Service 2014-15



- £126m budget, 25% of the budget is spent on Social Care (6% Children's & 19% Adult Services)
- 2014/15 Savings for Social Care were £1,613,000 which represents a reduction of 5.34% against the prior year (2013/14) budget of £30,205,000, which was met by the service in full.
- 2015/16 Savings have been identified for Social Care at £591,000 which represents a reduction of 2.07% against the prior year (2014/15) budget of £28,617,000.

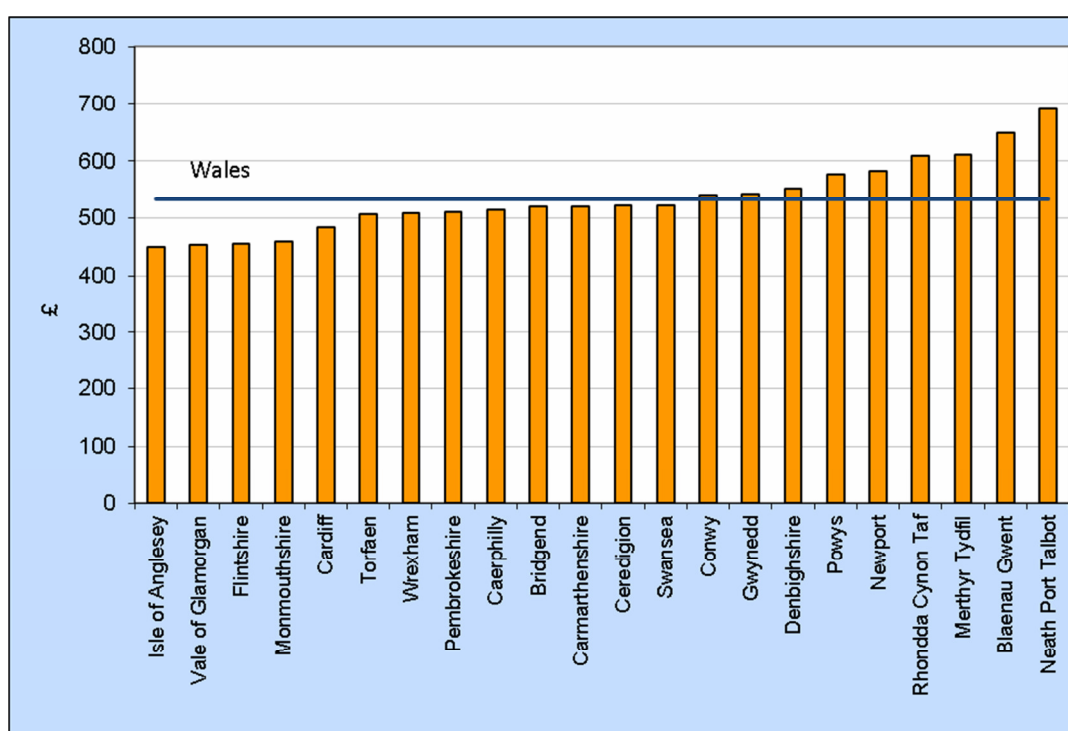
£124m Net Council Budget (by Service 2015/16)

£177m Council Budget, (£124m net) by Service 2015-16



Revenue Outturn Expenditure per head of population on Social Services, 2013-14

The below table, as published by the Welsh Government, confirms that the Isle of Anglesey County Council has the lowest revenue outturn expenditure per head of population on Social Services, across Wales in 2013-14.



Source: Local Authority Services Performance 2013–14,

Welsh Government, February 2015

Staff Awards 2014



Clockwise from Top left:

Innovative, Ambitious and Outward Looking Award - Winner - Llinos Parry, Recruitment and Marketing Officer - Child Placement Team; Lis Williams, Information Management Officer (Shortlisted); Single Point of Access Team, Adult Services (Shortlisted).

Professional and Well Run Award - Vicky Jones, PA to the Director of Community (Shortlisted).

Valuing and Developing our People Award - Isle of Anglesey County Council Welsh Learners Group (Shortlisted).

Customer, Citizen and Community Focused Award - Janice Burnell, Children's Services Co-ordinator (Shortlisted).

Glossary & Contact Information

Glossary

To access the glossary
please click [here](#)

Contact Information

If you would like further information on any aspect of this report please contact:

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