

Sustainable Social Services for Wales

Local Government Implementation Plan



October 2012



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Introduction

Core vision and values

Local Government in Wales welcomes the opportunity to set out our contribution to the delivery of Sustainable Social Services for Wales. In our response to the White Paper and in the first iteration of our Implementation Plan (March 2012), we made clear our continued political and professional commitment to reform. The final iteration of our plan reflects this commitment. It also takes into account the Social Services Bill and other developments.

This plan is underpinned by a strong vision for Social Services in Wales, building on strong foundations and based on shared values. It aims to ensure that our services:

- Make a positive difference to people's lives
- Give citizens real control and a stronger voice
- Help users and carers to maintain their independence by focusing on preventative services which provide recovery and restoration and reduce the need for ongoing care
- Build on people's strengths and the strengths of those around them particularly in relation to safeguarding and personal responsibility

Supported by strong political and professional leadership from within Local Government which will help ensure we see tangible and transformational change on the ground, the plan:

- Sets out clear and measurable actions, aligned with each of the core objectives of Sustainable Social Services and supporting themes identified by the Welsh Government
- Reflects a joined-up approach and shared responsibility across the whole of Local Government and with other strategic partners such as the NHS, third and private sectors – all of whom have been actively engaged in the development of the plan
- Puts in place robust governance arrangements to ensure clear accountability and sustained leadership of change
- Guarantees robust political and professional leadership and accountability for delivery

We recognise that sharing innovative and best practice is critical, ensuring successful approaches are actively promoted and replicated as far as possible in other parts of Wales. Much work is already underway in this regard, led particularly by the Social Services Improvement Agency (SSIA), and we have included a selection of notable practice examples under the specific themes within the plan to demonstrate the pace of change and scope of improvement already in hand.

Delivery of our plan will be core business. Whilst targeted improvement support will continue to be provided through the SSIA, ADSS Cymru and the Regional Improvement Collaboratives are also working to ensure that their forward work programmes are shaped around the commitments in the plan.

Our plan is shaped around a number of core principles or 'game changers' identified as key to driving transformational change. These are:

- Putting the citizen at the centre of service design and delivery and ensuring that from the outset users and carers are engaged in identifying their needs and working out how best to address them
- Identifying strategic outcomes for social care and wellbeing services, against which delivery can be monitored and which reflect strategic objectives
- Placing an emphasis on prevention services which assist recovery and restoration and reduce the need for ongoing care
- Developing integrated service models across Councils, with the NHS and other partners, which deliver improved outcomes and efficiency and reflect geographical boundaries that make financial and business sense
- Ensuring we achieve continuous renewal across our services and act to avoid retrenchment
- Developing a consistent and compelling narrative about the need for change, ensuring that political and professional leaders communicate this and use it as a basis for explaining specific changes to service provision

All our individual actions and workstreams are founded on these principles, and we will ensure they are built into service models and solutions.



The challenges of change

As with all major change programmes, a number of important challenges remain in turning the Sustainable Social Services vision into reality. Unless these are addressed collectively delivery will be put at significant risk. We believe therefore that these challenges must be approached in partnership, with strong national leadership from Welsh Government, to enable stakeholders to move forward in a constructive and timely way.

The challenges include:

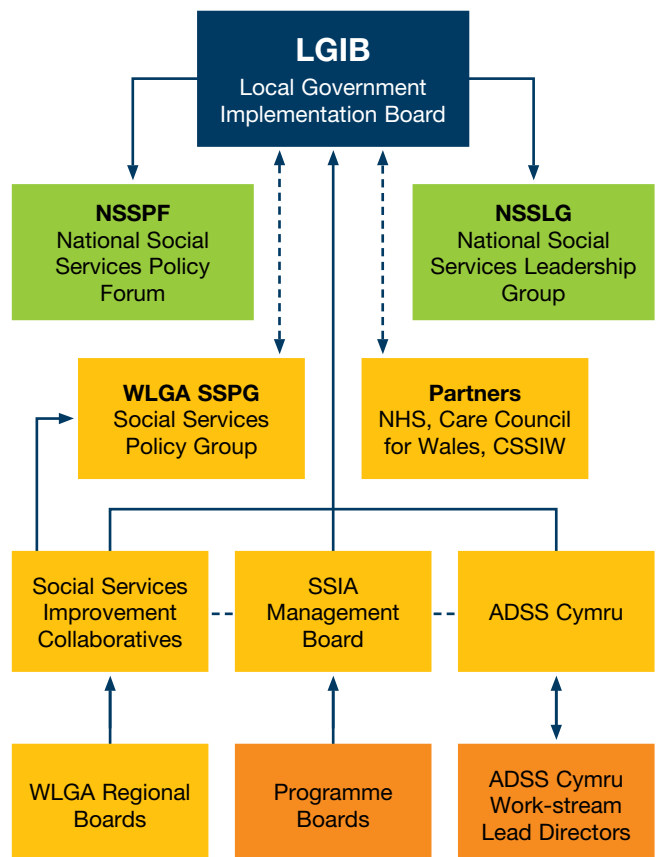
- Meeting the costs of transformation:** The current financial climate presents obvious challenges, and we are aware that pressures on budgets will continue, and indeed increase, into the future. We will strive to continue to meet the costs of current social care activity whilst prioritising the transformational agenda. We are mindful of the very real challenges to current assumptions on the resource base required for social care services into the future highlighted for example in the recent report commissioned by WLGA from the Institute of Fiscal Studies. The findings of the report make clear the need for careful prioritisation and targeting of transformational activity
- Ensuring concentration on process does not stifle innovation in areas such as assessment and eligibility**
- Jointly agreeing a proportionate approach to inspection and legislation** that empowers and enables Councils to assess their own performance and identify their improvement priorities
- Mitigating the impact of welfare reform which will have a hugely significant impact on demand for social care and other services**
- Aligning the delivery plans** required by the Deputy Minister from Local Government, Welsh Government and the third sector at a strategic level, to avoid blockages, optimise available resources and ensure timely delivery of the actions we have identified

We will be adopting a risk-based approach when monitoring delivery of the plan, informed by the above challenges. Where appropriate the Local Government Implementation Board will escalate issues to the Strategic Leadership Group and National Social Services Partnership Forum as a way of engaging all stakeholders in assessing risks and developing effective ways of mitigating them.

Leading change

We have established a Local Government Implementation Board (LGIB) to provide strategic governance for the delivery of our plan. Chaired by the WLGA Spokesperson for Health and Social Care, the Board comprises senior representatives from ADSS Cymru, WLGA and the Chief Executives' body SOLACE Cymru and is also attended by an NHS Chief Executive, the Chief Inspector for Care and Social Services in Wales and the Chief Executive of The Care Council for Wales (CCW). The Board will seek to develop strategic links with the wider leadership of Sustainable Social Services via the National Social Services Partnership Forum and Strategic Leadership Group. Alongside the national Board, SSIA and ADSS Cymru will implement governance arrangements for individual workstreams.

Governance arrangements for Local Government Implementation of Sustainable Social Services



Our commitments

This section sets out our broad vision for Sustainable Social Services under each of the themes identified by Welsh Government. Against each theme we outline the agreed contribution that will be made by Local Government, alongside the contributions to which Welsh Government has committed in those areas where they will be leading change.

A strong voice and real control for citizens

Local Government is rooted in the principles of democratic engagement which means that a strong voice for citizens and empowerment is at the heart of planning and delivering services. For us, enhancing this approach requires:

- Putting in place mechanisms to encourage and support people to engage with us to ensure that our services meet the needs of the communities we serve
- Actively seeking out the views of those who receive our services to ensure individual needs are met

Real control means that the design, delivery and evaluation of services places the citizen in a unique position of influence where we recognise that their involvement is critical to meeting the objective of enhanced well being and independence. The wider benefit of engagement is the potential for a greater public understanding about how and when to access the most appropriate support.

We accept that meaningful public engagement is challenging. The Wales Audit Office report *Public Engagement in Local Government* (June 2012) pointed to the need for clear and agreed outcomes, supported by performance measures as the means of assessing meaningfully the effectiveness of public engagement.

We welcome the fact that Sustainable Social Services places the citizen at the heart of service design and delivery. We are committed to working to shared principles of what Citizen Directed Support means in practice. Local Government will continue to work with members of the public and across sectors, to better understand the needs of users and their carers and to ensure we develop services that are responsive to their needs.

The City and County of Swansea, in partnership with a range of local organisations, uses a number of initiatives to capture the views of children and young people on existing and proposed services. Planned developments in Advocacy Services are drawing on such information. As well as helping to ensure the Council's approach to Corporate Parenting reflects the needs and aspirations of young people, this helps front line staff in their interaction with service users and informs the development of relevant and accessible web-based information on services for local residents.

This will mean:

- Improving how we engage with citizens to ensure they are at the heart of what we do
- Providing timely access to information and advice
- Using a wider range of methods to better communicate with service users
- Ensuring that citizens can make informed choices about which services meet their needs
- Helping people to retain or regain independence, reflecting individual circumstances and outcomes
- Exploring new delivery options which shift control to service users and carers such as Social Enterprises.

Local Government activity will focus on:

- Supporting the development and implementation of a model for Citizen Directed Support in Wales
- Developing a Joint Outcomes Framework with the NHS to support implementation of the Carers' Measure
- Developing and testing of a social care citizen portal which provides opportunities for considering and assessing options for support (nationally, regionally and locally)
- Trial engagement with users of adults' and children's services, and their carers, to assess their experiences and the effectiveness of existing service models
- Exploring the requirements of the Welsh Language Strategy on Local Government and planning our response

An innovative scheme run in partnership by **Gwynedd Social Services, Betsi Cadwaladr University Health Board** and the local **Carers' Outreach Service** in the Third Sector, uses Continuing Health Care funding to employ a full time Carers' Support Officer. This person works on hospital wards to identify carers and the support they require. Around 250 carers have been supported over the past 12 months as a result of the scheme.



Welsh Government has given a commitment to lead on:

- A new approach to advocacy and complaints for service users
- Strengthening approaches to social enterprise sector through innovative approaches such as social bonds and time-banking
- A child's right to be heard
- Delivery of the Welsh Language Strategy
- Delivery and review of the Carers' Strategy

Broad outcomes from this activity will include:

- A framework for a Welsh approach to Citizen Directed Services
- A partnership approach to carers' services between Local Government and the NHS
- An increased voice from service users and carers in the design, delivery and evaluation of services
- Improved data about the experience of service users which can be used to inform service delivery and modelling, as well as policy development
- A Welsh specification for citizen portals which aligns with initiatives such as the All Wales Social Care System and the vision for the 111 service.

The following Lead Officers from within Local Government will oversee delivery of our commitments related to this theme:

Martyn Palfreman, WLGA
 Cathryn Thomas, SSIA
 Gwen Carrington, Isle of Anglesey County Council
 Sue Evans, Torfaen County Borough Council

Governance for this part of the plan will be provided by the All Wales Heads of Service Groups for Adults and Children, which will report via Director Leads into the Local Government Implementation Board. We will also provide updates on delivery to the Welsh Government's Stakeholder Working Group on a Strong Voice and Real Control For Citizens.

Wrexham County Borough Council introduced Self Directed Support into its Learning Disability Service in 2007. The model has been constantly reviewed and refined, leading to improvements in the allocation tool used to identify levels of service for individuals which mean it takes account not only of the person's disability but also their 'natural' unpaid support and the community links and networks from which they receive support. Reablement is also provided before assessment ensuring that people's needs are identified when optimum independence has been reached. Evidence shows tangible improvements in the quality of life of individuals who have participated in the scheme, as well as an overall reduction in the levels of support received.

An innovative scheme in **Flintshire** brings together the County Council and 'Involve' in a project run by third sector organisation 'Unllais' in engaging with service users and carers in planning and delivering mental health services and in training social care and other staff. This has mutual benefits to users and carers in terms of knowledge, skills and experience, and to providers, who gain a unique understanding of the issues and needs of those using the service.

The Young Carers project in **Rhondda Cynon Taf** promotes the needs of carers and provides them with direct support within local communities, at the same time as capturing information on needs and aspirations to help inform the ongoing development of services. The project, run jointly by Rhondda Cynon Taf County Borough Council and Action for Children, uses formal and informal networks to engage a wide range of statutory and voluntary agencies to help ensure the range of services available continues to meet the needs of young carers.

Our commitments

A new accord for Social Services

As noted in the introduction, we will put in place strong political and professional oversight of our programme and its delivery, and robust governance in relation to each of our work streams. Our governance arrangements will link directly with those established by Welsh Government, including the National Social Services Partnership Forum, the Strategic Leadership Group and various stakeholder groups overseeing work under each of the themes.



In setting out our vision for social services, we recognise that a “new accord” must be about a new way of working, demonstrating flexibility and innovation in planning, and high standards of delivery. Welsh Government has set out an ambitious strategy to ensure the delivery of more community-based services where people will be able to access the support they need and reducing the need of admission to hospital or long term care. We welcome the opportunity to work more closely with the NHS in the design and delivery of those services aimed at keeping people well and as close to their home as possible, recognising that services will need to change to reflect the needs of the citizen. This will require leadership and cooperation between local government, the NHS and Welsh Government. The Partnership Forum and the Leadership Group will need to be the driving force behind structural and service change.

Alongside strong political and professional leadership, effective commissioning is fundamental to the delivery of Sustainable Social Services. Essentially, commissioning is about assessing the current and future need for services and working with key stakeholders to develop and implement service models that will meet that need within available resources. As such, commissioning is not a peripheral activity for specialists but sits at the core of strategic management and service delivery, involving a continuous cycle of reviewing services on the ground. Commissioning has an essential role to play in service transformation. Therefore, our ambitious commitments aim to engage leaders, managers, practitioners, users, carers and provider organisations in a new programme to improve understanding and skills. Through this programme, we will facilitate meaningful dialogue with commissioners and providers to build a clear picture of current markets, and determine where these need to be reshaped to achieve the best outcomes for users and carers. We are also conscious of the need to ensure that the procurement of services for which a need has been identified is as cost-efficient, consistent and streamlined as possible. Regional procurement arrangements which have been established for both children’s and adults’ services will be consolidated and their remits extended to ensure that this is achieved.



Local Government activity will focus on:

- Developing an accurate picture of need and markets
- Improving practice in relation to collaboration and commissioning
- Up-skilling the workforce
- Developing relationships between commissioners and providers

Welsh Government has given a commitment to lead on:

- The development of the National Partnership Forum and the National Leadership Groups, which are now up and running with agreed terms of reference and membership and provide a crucial means of engaging with all partners at a strategic level

Broad outcomes from this activity will include:

- Clear outcomes for citizens, service users and carers embedded into service design and service specifications
- New models of service that deliver agreed outcomes
- The development of preventative models that promote independence and reduce the need for higher level services wherever possible
- A new and sustainable infrastructure for wide-ranging regional commissioning and delivery of specific services, ensuring that opportunities for collaboration are acted upon and that agreed boundaries make functional and financial sense in the context of the services involved
- Commissioners having the skills to provide market intelligence and work with providers and other key stakeholders to ensure there is sufficient and appropriate provision now and in the future

- Improved intelligence about need demand, supply and Local Government commissioning intentions for providers to inform strategic and business plans
- New mechanisms at regional and local levels to promote constructive dialogue between commissioners and providers

The following Lead Officers from within Local Government will oversee delivery of our commitments related to this theme:

Martyn Palfreman, WLGA
 Sue Lloyd Selby/ Steve Vaughan, SSIA
 Giovanni Isingrini, Merthyr Tydfil County Borough Council
 Sally Ellis, Denbighshire County Council
 Tony Clements, Neath-Port Talbot County Borough Council

Governance for this part of the plan will be provided by the Commissioning Board and Provider Forum, who will oversee the delivery of our commitments. The Board will report regularly to the Local Government Implementation Board.

Our commitments

Improvement

Continuous improvement in services lies at the heart of this plan, helping ensure that services can deliver our vision for citizen centred support. To achieve this, our priority must be about the outcomes that lead to a real improvement in people's lives. We welcome the Welsh Government's commitment to a National Outcomes Framework across social care and see this as an important step in ensuring that all change and development remains focused on supporting people to remain independent and reach their full potential. In order for the National Outcomes Framework to have the required impact, it must be a joint endeavour that goes beyond Social Services and reflects a new collaborative approach to improvement. This also needs to be demonstrated in the individual outcomes that form the Framework and in the way that performance measures are developed so that they can help determine the effectiveness of services. The ongoing work being undertaken to review and refine the Service Improvement Data Sets (SIDS) for Social Services will be an important element in this improvement agenda; ensuring that these and the public facing Public Accountability Measures (PAMs) are aligned with the Outcome Framework and can effectively capture the performance of emerging service models will be crucial.

We welcome Welsh Government's recognition of the need for a partnership approach to improvement-focused activity and their ongoing support for the implementation of the ground-breaking Annual Council Reporting Framework (ACRF). Our plan reflects the fact that robust self-assessment needs to remain at the centre of the improvement cycle, with a commitment to further development of the ACRF and ongoing alignment with a proportionate inspection and regulation regime. In the short term, Local Government will be seeking to reaffirm the core principles and purpose of the ACRF emphasising the importance of effective challenge and ensuring citizen engagement in the process. In the longer term, it will be important to revisit the ACRF process in the context of the National Outcomes Framework and revised data sets.

Local Government views improvement activity as central to enabling continued enhancement of Council services. Alongside the specific commitments outlined in this plan, work will also be undertaken with other improvement agencies across the public sector to maximise impact.





The SSIA continues to make a significant contribution to the delivery of Sustainable Social Services, and will drive forward a number of commitments outlined in this plan. We see Local Government-based improvement activity as central to enabling the continued enhancement of Council services, and alongside our specific commitments we will also work with other improvement agencies across the public sector to maximise impact.

Local Government activity will focus on:

- Contributing to Welsh Government work to develop a National Outcomes Framework
- Annual review and development of the Service Improvement Data Sets (SIDS)
- Ongoing support to Councils in implementing the Annual Council Reporting Framework ensuring a focus on outcomes and an evidenced basis for local improvement activity

Welsh Government has given a commitment to lead on:

- Development of a National Outcomes Framework for Social Care
- A new approach to inspection and regulation

Broad outcomes from this activity will include:

- Improved outcomes with regard to the wellbeing of people
- Genuine voice and control over services for carers and users
- A collaborative approach to service delivery where appropriate with the individual as the focus
- A comprehensive picture of performance of services across Wales
- A unified approach to planning, delivery and evaluation
- Reduced duplication
- Better sharing of practice information and learning between Councils

The following Lead Officers from within Local Government will oversee delivery of our commitments related to this theme:

Martyn Palfreman, WLGA
 Cathryn Thomas, SSIA
 Andrew Figiel, Wrexham County Borough Council
 Jake Morgan, Pembrokeshire County Council

Governance for this part of the plan will be through the SSIA Management Board, which will report regularly to the Local Government Implementation Board. We will also feed updates to the Welsh Government's Strategic Steering and Engagement Group on A New Improvement Framework.

Our commitments

A strong and professional delivery team

Strong professional leadership and appropriately skilled practitioners provide the foundation for Sustainable Social Services. Citizens need to be confident that managers and their staff will make the right decisions, ensure a consistent high quality of delivery and provide the best outcomes for users and carers within an increasingly complex environment, and be accountable for those decisions.

As a result of the changes in the types and complexity of services accessed by the citizen, the workforce has become increasingly diverse. Our staff have adapted to different ways of working, where the commissioning and delivery of care has moved beyond the traditional social worker role. Professionals now need to embrace a culture that departs from some traditional objectives and focuses on outcomes for the individual which are about maintaining and enhancing wellbeing and promoting independence. Increasingly, Social Services staff will work closely and in some cases in the same teams as colleagues from other sectors. This will demand flexibility in the way individual roles are performed. Addressing these needs and meeting these challenges will be essential if new models of service are to be delivered successfully within our communities. We recognise that to support staff the necessary time and resources must be secured to provide them with the skills they require.

Furthermore, we know that there needs to be a much greater focus on evidence-based practice, and on the way we validate and disseminate such evidence in the career structure for social work and in practice governance arrangements. We also recognise the crucial contribution of effective IT systems in relation to both data sharing across organisations and in providing quality information to service users.

Welsh Government has given a commitment to lead on:

- Supporting a professionalised workforce and career pathway for social care

Local Government activity will focus on:

- Building skills in outcomes-focused working
- Supporting the development of senior and middle management to meet the challenges of the new ways of working
- Implementing the All Wales Social Work Career Pathway which will provide the necessary skills now and help with succession planning
- Implementing the Continuing Professional Education and Learning (CPEL) framework
- Developing links with academia to ensure a robust evidence and research base to underpin strategic and service change

Broad outcomes from this activity will include:

- A consistent focus on outcomes for citizens across service delivery, where practical results are key considerations for practitioners
- An enhanced skills base across the workforce
- Clearer career pathways and staff development
- Improved management capacity and skills at middle and senior management levels
- Clear links between policy development, service improvement and academia

The following Lead Officers from within Local Government will oversee delivery of our commitments related to this theme:

Martyn Palfreman, WLGA

Cathryn Thomas, SSIA

Ellis Williams, Rhondda Cynon Taf County Borough Council

Bruce McLernon, Carmarthenshire County Council

Governance for this part of the plan will be through the SSIA Management Board which will report regularly to the Local Government Implementation Board. We will provide updates on delivery to the Welsh Government's Stakeholder Working Group on a Strong and Professional Delivery Team.



In 2009 SSIA commissioned the development of a national development programme – the **Team Manager Development Programme (TMDP)** – for managers of front-line social workers across Wales. To date nine regional cohorts comprising a total of 185 students have completed the programme, which provides CAT points towards a Masters qualification and aims to raise the awareness of team managers of the strategic policy context for Social Services and equip them in cultivating a ‘can do’ culture among their staff. An independent evaluation of the programme is currently underway. The first phase report strongly commended the programme and reported *‘emerging evidence that having a national programme has increased expectations about the knowledge, skills and competences that team managers need and that the TMDP is coming to be seen as a required qualification for all aspiring and current team managers and as a stepping stone for further study’*. The findings of the evaluation will inform a retendering of the programme, currently delivered by the Institute of Public Care in partnership with University of Glamorgan and Research in Practice, in early 2013. It will also provide a basis for the development of a complementary programme for managers with strategic, partnership and commissioning elements in their role, which is likely to be launched towards the end of 2013-14.

Our commitments

A stronger framework for safeguarding



Operating within the All Wales Adult Protection Policy and bringing together the five Gwent local authorities and key partner agencies, the **Gwent Wide Adult Safeguarding Board (GWASB)** has been established to bring together the former Area Adult Protection Committees in Caerphilly and Newport and existing tripartite arrangements in Blaenau Gwent, Monmouthshire and Torfaen. The new arrangements bring a number of benefits, including simplifying engagement with partner organisations operating on the Gwent footprint including the Police and Health Board; reducing administrative and servicing costs; ensuring a genuinely regional approach to adult protection; and facilitating sharing of support and development functions. GWASB provides one model for streamlined adult safeguarding arrangements which is feasible because of the area's particular topography and the fact that the Gwent boundary is already reflected in the commissioning and delivery of a wide range of statutory and other services.

Protecting our most vulnerable children and adults is the core business of Social Services. The actions outlined in our plan will contribute to ensuring we have effective structures and systems in place to protect the most vulnerable. Strong national political leadership around safeguarding is paramount, and we welcome the Welsh Government's intention to seek greater legal powers through the Social Services and Wellbeing Bill. The actions outlined in our plan make clear our intention to contribute to the development of the proposed new structures, for both children and adults, so that safe and sustainable solutions are found, which place safeguarding at the heart of a partnership approach across the public sector.

Local Government activity will focus on:

- Delivery of the SSIA Safeguarding programme with its focus on outcomes
- Developing a safeguarding scrutiny guide for elected members
- Launch of a national protocol for safeguarding in Education
- Reforming Local Safeguarding Children Boards (LSCBs)
- Ensuring that the different approaches between adult and children's safeguarding are evaluated
- Delivery of a National Safeguarding Seminar in partnership with Education colleagues
- Contributing the Local Government perspective via Welsh Government's Safeguarding, Protection Advisory Network (SPAN)



Welsh Government has given a commitment to lead on:

- Establishment of a National Safeguarding Board
- Reforming existing legislation governing LSCBs
- Introducing a new legal framework for the safeguarding and protection of vulnerable adults

Broad outcomes from this activity will include:

- Clarification of resource implications and responsibilities for safeguarding across all agencies, ensuring that there is stronger and shared accountability
- Increased awareness and understanding of adult safeguarding in relation to human rights
- A fit for purpose approach to delivering safeguarding for adults and children across Wales
- A sustained focus on safeguarding outcomes for adults and children
- Continued effective leadership for safeguarding issues

The following Lead Officers from within Local Government will oversee delivery of our commitments related to this theme:

Emily Warren, WLGA

Cathryn Thomas, SSIA

Simon Burch, Monmouthshire County Council

Liz Majer, Blaenau Gwent County Borough Council

Jenny Williams, Conwy County Borough Council

Governance to support work within this theme will be via the ADSS Cymru Safeguarding and Prevention Policy Group, which comprises membership from ADSS Cymru, WLGA and the SSIA and which will report into the Local Government Implementation Board. Through the ADSS Cymru policy group, a continued contribution will be made into the Welsh Government's SPAN.

Through an innovative programme funded by SSIA, **Torfaen LSCB** has worked on developing improved mechanisms for engaging with children and young People in receipt of child protection services in planning and designing those services; establishing an evaluation framework for measuring and evaluating the effectiveness and impact of the LSCB based on the Results Based Accountability (RBA) approach; and developing a library of Key Performance Indicators to support the evaluation framework. SSIA has made available the learning and products from the programme in Torfaen, which is also being used as a basis for development of a wider outcomes-based approach for the forthcoming regional LSCB.

Under a separate SSIA-funded programme, **Flintshire, Rhondda Cynon Taf, Caerphilly and Merthyr Tydfil** Councils are piloting a new model of assessment through which social workers are being assisted to negotiate and agree individual outcomes with client families, and measure ongoing progress towards those outcomes. This approach clearly aligns with the core principle within Sustainable Social Services of a citizen centred approach. Its possible application across a range of services provides significant potential for mainstreaming a model of social care in which service users are genuinely engaged in identifying their particular needs and deciding which range and type of services can best help in addressing them. An independent evaluation of the SSIA programme will report in the summer of 2013 and will help inform how the approach might be consolidated and taken forward across Wales.

Our commitments

Integrated Services

Modernising and transforming services is vital to the delivery of high quality social care, now and in the future. This enterprise becomes even more important as local authorities attempt to navigate through the principal challenges of reducing resources and increasing demand. Services must work differently, maximising the opportunities to achieve collaborative advantage where appropriate, and developing new and more integrated frameworks with partners such as the NHS.

Year on year, we are seeing real and unsustainable increases in demand for care services and support. This is happening because of population changes: more people living longer with complex care needs because of frailty, physical disability, learning disability or mental health problems; growing pressures on families and changes in family structures; reducing incomes; more fragmented communities. Traditional service models which inappropriately create dependency and can be disabling must be transformed. In driving forward these new models of service, we will have to 'get it right' for many more people.

The national frameworks for assessment need urgent reform, in order to reduce bureaucracy and accommodate the increased emphasis on entitlement to services. We are clear that Local Government has a leadership role in developing new models of service, and engaging with our key partners. We will pick up the pace of integration across the priority areas identified, but there is a need for Government to use their policy and legislative powers to unblock barriers to progress.

Much work has already been undertaken across Wales to drive forward greater integration and new service models. Examples are many and varied and range from the extensive work between Blaenau Gwent and Caerphilly Local Authorities aimed at full integration of their Social Services Departments, to many examples of joint posts and integrated teams covering two or more Local Authorities or across Health and Social Services. Significant progress has been made to develop and promote reablement services throughout Wales and across all service areas. Exciting work to improve the lives of those with dementia, mental health and learning disabilities are beginning to demonstrate the benefits of these new ways of working.

Many of these projects are supported through the regional improvement collaboratives and the Setting the Direction programme with the NHS. Other initiatives are supported through national programmes, such as Integrated Family Support Services (IFSS), whilst others represent local and regional approaches designed specifically to address the challenges of rising demand, changed expectations and reductions in financial resources. Importantly, they are all underpinned by the broad principles of improving outcomes for users and carers, promoting independence and improving efficiency. There is a strong emphasis on 'whole person, whole system' models of health and social care, with care pathways redefined as a consequence.

Developing and implementing these new integrated service models and appropriate commissioning arrangements will continue and accelerate over the coming period, recognising the importance and value of actively supporting transformation and sharing learning and emerging practice.

As part of the wider Gwent Frailty Project, **Caerphilly County Borough Council** has established a Community Resource Team bringing together social care and health professionals providing a range of services including reablement, emergency home care, rapid response nursing and intermediate care. The aim is to assist people to be 'happily independent' reducing hospital admissions and facilitating early discharge. Admissions and lengths of stay in hospital have fallen and the provision of reablement is leading to a reduction of between 50 and 60% in ongoing social care needs among those who have received the services.

The **Powys Integrated Children's Disability Service** involves joint working between the County Council's Social Services and Education departments and the Powys Teaching Health Board to provide co-located, highly specialist services for children with complex needs and a 'Team Around the Family' approach which responds to emerging prevention and/or protection needs. A single point of access is being developed for the service. This, along with timely access to staff with appropriate specialist skills and an integrated approach with Health, is providing improved outcomes for users and financial efficiency gain for those providing the service.



Local Government activity will focus on:

- Improving outcomes for users and carers, promoting independence and improving efficiency
- Remodelling services and achieving closer integration across Local Government
- Achieving closer integration across Local Government, with the NHS and other key partners
- Providing consistent, visible and enabling leadership by elected members and senior managers;
- Sharing best practice, including new ideas about possible service delivery models (such as social enterprises, cooperatives, trading companies) and greater use of formal collaborative agreements between health and local government;
- Providing peer support

Welsh Government has given a commitment to lead on:

- Setting the legal and regulatory context for integration and collaborative working (for example, through the duty on Councils and Local Health Boards to collaborate expected in the forthcoming Social Services Bill)
- Consolidation and bringing together existing guidance to support collaborative working, for example in relation to transition
- Achieving a single technical solution to the safe and secure transfer of electronic information on individual service users between the NHS and Social Services
- Reform of the assessment process
- Clarifying citizens' access to services through assessment frameworks, national eligibility criteria for all services, and portable assessments of need

Broad outcomes from this activity will include:

- The transformation over time of existing service arrangements into new integrated models of care which are focused on improving outcomes, embrace a reablement approach and promoting independence and control
- A skilled and competent workforce able to meet the challenges of delivering modernised and integrated services

The following Lead Officers from within Local Government will oversee delivery of our commitments related to this theme:

Emily Warren, WLGA
 Cathryn Thomas, SSIA
 Phil Evans, Vale of Glamorgan Council
 Neil Ayling, Flintshire County Council
 Stewart Greenwell, Newport City Council

Governance for this part of the plan will be provided by the relevant ADSS Cymru Policy groups, which will report into the Local Government Implementation Board.

Rhondda Cynon Taf County Borough Council is working with Dementia Care Matters to improve the quality of life of people with dementia living in the Council's Clydach Court care home. The aim is to focus on providing meaningful recreation and occupation for residents leading to a sense of enhanced wellbeing. The scheme was recently awarded Level 1 Butterfly Status, one of only five homes in the UK to have achieved this.

The **Monmouthshire Care Home Project** focused on identifying people living in care homes who have dual sensory loss, assessing their needs and providing relevant advice, support and equipment. The project also looked to train care staff to be aware of and responsive to people's sensory needs. The real benefit from this project is that people with dual sensory loss living in a care home have their sensory needs identified and supported. This project is aimed to be rolled out across all registered care homes in the county.



The **Creating Opportunities and Skills Teams Alliance (COASTAL)** is run by the City and County of Swansea, Carmarthenshire, Ceredigion and Pembrokeshire County Councils and Neath-Port Talbot and Bridgend County Borough Councils with European funding. The project looks to strategically coordinate and manage services across the Western Bay and Mid and West Wales regions to reduce barriers to employment among long-term recipients of disability benefits. It also seeks to influence and shape the future market. As well as improving the life chances and experience of individuals, the project is also leading to changes in Social Services provision such as that of day services to include greater emphasis on employment and promoting independence.

Conwy Council has achieved a significant reduction in the number of days to process a Disabled Facilities Grant (DFG) application, from over 1,000 days in 2006-7 to 179 days in 2011-12. They achieved this by bringing all DFG work back in-house, making it a corporate priority, working closely with the OT service and using an approved list of contractors which would include a clear schedule of work to be carried out. Feedback from those in receipt of the service has been very positive and given the reduction in the budget for DFGs the Council addressed this challenge by making good re-use of existing equipment, looking at cost-effective alternatives and improving the procurement process.

Interconnect is an IT project developed in partnership with 6 local authorities (RCT, Caerphilly, Newport, Merthyr Tydfil, Monmouthshire and Vale of Glamorgan). The project is to develop a shared system which each partner local authority can:

- Access information (typically demographic data) from each partner organisation,
- View the combined information in a single system connected to the Wales Public Sector Broadband network
- View the information via a secure web-based application
- View search results that are both accurate matches as well as those indirectly related

Access to this shared set of information aims to support both partnership working and enabling staff to have broader information to support decisions made locally.

The **Flintshire Reablement Service** provides an intensive, short term service, focused on helping those in need to regain skills, independence and confidence in daily activities and in using equipment and minor adaptations. The reablement service:

- Was established in 2006 the service now includes 18 staff
- Runs a 4 bed unit to support people regain skills and acts as a step down service from hospital to the person's home
- Runs training to all home care staff to enable them to carry out reablement in the home

Delivery plan

A strong voice and real control for citizens

Action	Governance	Lead	Milestones
Support the development and implementation of a model for Citizen Directed Support in Wales following publication of consultation document from Welsh Government	SSIA/ AWASH	CDS LIN ADSS Cymru SSIA	Develop a Welsh methodology allocating funds to support packages for individual users November 2013 Review Readiness tool and support local application October 2012
Develop, refine and implement a Joint Outcomes Framework to support delivery of the Carers Measure	WLGA/ NHS	Carers' Officers LIN (COLIN)	Implement and review 2012/13 Annual monitoring and review via COLIN Ongoing
Develop and agree a specification for an All Wales social care citizen portal	SSIA/ Programme Board for All Wales Social Care System	SSIA	Specification and testing sites agreed March 2013
Scope and conduct a pilot survey of looked after children to assess experience of care and effectiveness of existing service models	WLGA/ ADSS Cymru	AWHOCS/ AWHOBS	Scope survey August 2012 Conduct pilot survey in Carmarthenshire October 2012 Local analysis of results December 2012 Consider model for ongoing user surveys March 2013 Roll-out from September 2013
Scope and conduct a pilot survey of adult service users to assess experience of care and effectiveness of existing service models	WLGA/ ADSS Cymru	AWASH/ AWHOBS	Scope survey November 2012 Conduct pilot January 2013 Local analysis of results March 2013 Consider model for ongoing user surveys June 2013 Roll-out from December 2013
Promote Citizen Directed Support models of service delivery which, enable people to be in control of the support they need to live the life they choose, through raising awareness of practical examples of Citizen Directed Support approaches to delivering services to people with learning disabilities	ESVG Delivery Board	WCVA and ESVG Board Member	Publish case studies and a summary of key learning points from these approaches that others thinking of adopting a citizen directed approach can learn from by December 2012 to inform the Welsh Government consultation on the Welsh model of Self-Directed Care in 2013.
Consider requirements of the Welsh Language Strategy in relation to social care and plan response	National arrangements (WG)	ADSS Cymru/ WLGA/ Care Council	Set up action learning group to consider requirements, identify and share notable practice and review delivery from September 2012 Contribute to Welsh Language Commissioner's Inquiry into delivery of Strategy in health and social care Late 2012-early 2013

A new accord for Social Services – Political leadership

Action	Governance	Lead	Milestones
Establish Local Government Implementation Board (LGIB) to oversee delivery of Implementation plan	Board to be established	WLGA/ ADSS Cymru	Board established October 2012
Continued Political support for Members through the Social Services Policy Group (SSPG)	LGIB	WLGA	Ongoing
Sustained involvement in the National Social Services Partnership Forum	Welsh Government	WLGA	Ongoing
Development and delivery of Member Support resources and Scrutiny guides	LGIB	WLGA	Ongoing

A new accord for Social Services – Commissioning

Action	Governance	Lead	Milestones
Establish multi-agency Commissioning Board	Board to be established	ADSS Cymru/ SSIA	Board established with agreed membership and Terms of Reference November/December 2012
Establish Provider Forum	Commissioning Board	ADSS Cymru/ SSIA	Forum established with agreed membership and Terms of Reference December 2012
Produce Market Position Statements as a means of understanding the current market in key areas of service to inform and facilitate the development of the market	Commissioning Board	SSIA/ Regions	Methodology for undertaking Market Position Statements agreed November 2012 Training staff and providers in methodology March 2013 Market Position Statements completed for selected service user groups and promoted as exemplars Late 2013
Undertake a capability and capacity review of social care commissioning and procurement practices across Wales in local authorities and the NHS	Commissioning Board	SSIA	Review complete May 2013
Develop and implement commissioning skills development programme	Commissioning Board	SSIA	Needs identified March 2013 Programme in place September 2013
Establish provider development programme through the Provider Forum	Report to provider forum and commissioning board	SSIA/ ADSS Cymru/ Provider Forum	Programme scoped March 2013 Programme delivered Mid 2013 onwards
Develop Framework of Good Practice in Contracting for Wales, initially focusing on residential and nursing home care for older people	Commissioning Board	SSIA/ ADSS Cymru	Outline Framework agreed March 2013 Framework complete June 2013
Hold a series of master classes on commissioning and market facilitation for senior management and elected members	Commissioning Board	SSIA/ WLGA/ ADSS Cymru	Classes delivered 2013
Develop analysis of providers and market conditions beginning with the market analysis projects	Commissioning Board	SSIA/ ADSS Cymru	Domiciliary Care analysis complete August 2013 Residential Care analysis complete November 2013

A new accord for Social Services – Commissioning *continued*

Action	Governance	Lead	Milestones
Complete business case for the development of an Adults' Placement database to inform commissioning, drawing on learning from CCSR	Report to Commissioning Board	Pan Wales Commissioning Group	Business case complete March 2013
Establish commissioning programme for children's services	Commissioning Board	ADSS Cymru/ SSIA	Programme established September 2013
Undertake efficiency review of existing high cost placements to achieve immediate financial savings	Regional Collaboratives – Report to Commissioning Board	ADSS Cymru	Review complete December 2013
Establish arrangements for regional procurement of high cost, low volume adult and children placements:	Regional Collaboratives – Report to Commissioning Board	ADSS Cymru	Arrangements in place March 2013
North Wales commissioning hub	Reporting to Management Board, NWSSIC, BCUHB Board and Social Services and Health Programme Board	Denbighshire County Council on behalf of NWSSIC and BCUHB	Establish Hub March 2012 Hub operational Mid 2012
SE Wales procurement hub	SEWIC	To be confirmed	Operational Mid 2012
Mid and West Wales procurement hub	Mid and West Wales Health and Social Care Improvement Collaborative (MiWWHSCC)	Carmarthenshire County Council	Option appraisal for future arrangements Autumn 2012 Hub operational March 2013
Western Bay procurement regional procurement arrangements	Western Bay Programme Team	City and County of Swansea	Arrangements operational Mid 2013

Improvement

Action	Governance	Lead	Milestones
Ensure that there is LG input into the ongoing work to develop a National Outcomes Framework	WLGA/ Data Unit/ ADSS Cymru	WLGA/ SSIA/ ADSS Cymru/ Local Government Data Unit	Ongoing
Review existing Public Accountability Measures (PAMs) for Social Services, ensuring an outcomes focus and alignment with the emerging National Outcomes Framework	WLGA Improvement Board	WLGA/ Local Government Data Unit/ ADSS Cymru	2014

Improvement *continued*

Action	Governance	Lead	Milestones
Ongoing review and refinement of the Service Improvement Data Sets (SIDS) for Social Services	ADSS Heads of Service Groups (AWASH/ AWHOCS/ AWHOBS)	ADSS Cymru/ WLGA/CSSIW/ Local Government Data Unit	New SID sets in place November 2012
<p>Continue to support production of the Statutory Director's Annual Report through the Annual Council Reporting Framework (ACRF):</p> <ul style="list-style-type: none"> • Restate the purpose and key principles of the ACRF building on the progress of the last 3 years • As part of the ongoing development of the process ensure that there is a renewed emphasis on the challenge element and engaging with citizens • Encourage a model of peer review across Wales to share good practice and provide 'critical friend' type support. This approach could use the risks identified in the Annual Report and the CSSIW letter as the basis for the review • Agree a longer term review of the ACRF process once the National Outcomes Framework and SIDS are in place to ensure that there is effective alignment • Continue to support production of the Statutory Director's Annual Report through the Annual Council Reporting Framework • Explore options with ADSS Cymru for building onto the initial coaching programme, looking at support for assessing and reporting against improvement priorities 	ACRF Programme Board	SSIA/ADSS Cymru	<p>Coaching for Senior Management Teams to support implementation Ongoing</p> <p>Issue new edition of ACRF toolkit October 2012</p> <p>Concordat signed between Local Government and CSSIW on joint engagement in embedding ACRF September 2012</p>

A strong and professional delivery team

Action	Governance	Lead	Milestones
Support the critical role of front-line managers in leading improvements in front-line practice	National Programme Management Committee	SSIA	<p>Continued coordination and delivery of the Team Manager Development Programme and allocation of subsidy for participants Ongoing</p> <p>Independent evaluation of the Programme December 2012</p> <p>Revision and retendering of Programme Early 2014</p>
Develop options for a coaching and mentoring programme for Directors of Social Services and Heads of Service	National Programme Management Committee	SSIA/ ADSS Cymru	Consultation with key stakeholders and evaluation of options completed and considered by ADSS Cymru September 2013

A strong and professional delivery team *continued*

Action	Governance	Lead	Milestones
Support training development of managers with strategic, partnership and commissioning elements to their role through a bespoke national development programme	National Programme Management Committee	SSIA/ Care Council Wales/ ADSS Cymru	Scoping of this new training initiative through extensive stakeholder consultation process and resulting in an agreed specification by May 2013 Design phase based on specification May – June 2013
Design and deliver the CPEL Framework for Social Workers, linked to the Career Pathway including: <ul style="list-style-type: none"> • Consolidation programme for Newly Qualified Social Workers • Experienced Practitioner Programme for Social Workers • Senior Practitioner Programme • Consultant Social Worker Programme 	Care Council/ National Programme Management Committee	Care Council/ ADSS Cymru	Revised Rules for CPEL signed by the Deputy Minister July 2012 Requirements for Consolidation Programme published April 2012 Consolidation Programme delivered from summer 2013 Design of remaining CPEL Programmes March 2013 Remaining CPEL programmes curriculum commissioned for delivery in 2014 October 2013 CPEL programmes delivered across Wales, i.e. Experienced Practitioner, Senior Practitioner and Consultant Social Worker Programmes – from 2014
Implement Social Care Managers Development Programme	Care Council	Care Council/ ADSS Cymru	Leadership and Management of Care Services National Occupational Standards 2012 revised and signed off – Spring 2013 Draft CPEL framework ready for consultation – Spring 2013 Governance framework consulted on and agreed – April 2013
Support Mid, West and North West ADSS Cymru Training Managers in their development of regional options for local authorities to collaborate in designing, developing and delivering accredited CPEL modules	National Programme Management Committee	ADSS Cymru Training Managers SSIA	Support launch of regional solution for delivery of training programmes in mid and west Wales by Training Managers – February 2013
Strengthen the link between policy development, practice improvement and academic research, actively seeking opportunities for sharing resources to deliver shared priorities, through a new All Wales Academic Social Care Research Collaboration	NISCHR/ National Programme Management Committee	WLGA/ SSIA/ ADSS Cymru/ NISCHR/ Universities/ Care Council	Collaborative announced September 2012 Detailed programme agreed March 2013 Delivery and review from April 2013
Test and evaluate an Outcomes Based Approach supported by SSIA in the delivery of front line social work within children's services and consider its applicability to other service areas	SSIA Management Board	SSIA/ ADSS Cymru	Completion date June 2013
Scope and consult on the training opportunities for the wider work force (children and adults) on proven programmes such as motivational interviewing	SSIA Management Board & ADSSC Safeguarding Group	SSIA/ ADSS Cymru	Delivery of training initiative in partnership commencing July 2013

A stronger framework for safeguarding

Action	Governance	Lead	Milestones
<p>Develop a set of outcome measures for safeguarding</p> <p>Commission work in the Gwent area and North Wales to support the development of LSCB's, focusing on governance and accountability arrangements</p> <p>Roll out the learning from the work undertaken in Gwent and N. Wales, alongside other learning across Wales</p>	ADSS Cymru Safeguarding Policy and Prevention Group	ADSS Cymru	April 2013
<p>Hold a seminar to discuss the key issues regarding safeguarding in Education</p> <p>Establish a working group to develop a national protocol for safeguarding and education</p>	ADSS Cymru Safeguarding Policy and Prevention Group	As above	Nov 2012 April 2013
<p>Launch a toolkit for adult safeguarding</p> <p>Deliver an effective training programme based on motivational interviewing and outcome based working</p>	ADSS Cymru Safeguarding Policy and Prevention Group	As above	April 2013
<p>Establish a group to lead a public campaign on raising awareness in adult safeguarding in the context changing demographics, well being agenda, caring citizens</p>	ADSS Cymru Safeguarding Policy and Prevention Group	As above	Ongoing
<p>Develop a safeguarding scrutiny guide for elected members</p>	ADSS Cymru Safeguarding Policy and Prevention Group	WLGA	Dec 2013

Integrated services

PARTNERSHIP, COLLABORATION AND GOVERNANCE			
Action	Governance	Lead	Milestones
<p>Develop appropriate models of governance for specific instances of integration e.g. departmental mergers and safeguarding.</p> <p>Continued support provided by WLGA for the merger between BG and Caerphilly through membership of the Integration Board.</p> <p>Development of governance toolkit to support authorities to progress collaboration and integration.</p> <p>Delivery of programme around partnership working including guidance on pooled budgets and integration in partnership with WG and NHS</p> <p>Consolidate partnership arrangements to ensure that joint posts serve integrated organisations rather than having one person performing two jobs serving two separate organisations</p>	See specific project strands	<p>WLGA</p> <p>WLGA</p> <p>SSIA</p> <p>WLGA</p>	Relate to specific project strands

Integrated services *continued*

WORKFORCE			
Action	Governance	Lead	Milestones
Development of a regional workforce development unit	Reporting to NWSSIC Reporting to the Social Services and Health Programme Board	NWSSIC	Establish Workforce Development Programme Board, July 2012 Scoping programme elements, September 2012 Delivery of programme, October 2012 onwards
STRATEGIC INTEGRATION			
Full integration of Blaenau Gwent and Caerphilly Social Services	Implementation Board	Caerphilly County Borough Council/ Blaenau Gwent County Borough Council	Development of a 3 year plan Full implementation April 2014
Ceredigion/ Powys joint service delivery	Implementation Board	Ceredigion County Council/ Powys County Council	Model for joint services agreed 2013
OLDER PEOPLE – DEMENTIA			
Promote and improve services for people with dementia in Carmarthenshire through mapping existing services, mainstreaming dementia care through the Virtual Ward project, improving client pathways and identifying where services need to change, through the Older People's Demonstrator Programme	SSIA Programme Board/ local steering group	Carmarthenshire County Council	Mapping of existing dementia services complete October 2012 Review of services complete, March 2013 Forward Strategy and implementation plan complete, June 2013
Regional model for dementia services in Western Bay	Western Bay Programme Team	Heads of Service in Western Bay	TBC
Contribute to the delivery of the Ageing Well programme and the Dementia Action plan through: • Delivering five pathfinder sites for dementia friendly environments	Ageing Well Programme Board	Older People's Commissioner/ WLGA	Identify pathfinders, December 2012 Establish UK and European networks to exchange practice and intelligence Mid 2013 Mid term evaluation of pathfinders 2015
REABLEMENT			
Support the design and development of Reablement services in SSIA pioneer areas	SSIA Service Transformation Programme Board	SSIA	Ongoing through to June 2013
Publish position statement on reablement and intermediate care services across Wales, as a basis for informing future direction	SSIA Service Transformation Programme Board	SSIA	Draft for consultation January 2013
Publish position statements for TeleCare/ TeleHealth and Community Equipment together with recommendations for their further development	SSIA Service Transformation Programme Board	SSIA	Position Statement June 2013
Benchmark Extra Care Housing across Wales	Report to each region	NWSSIC	October 2012
Promote the development of effective joint multi- agency locality working with Health	Report NWSSIC Report BCUHB Report to Social Services & Health Programme Board	NWSSIC	December 2013

Integrated services *continued*

REABLEMENT <i>continued</i>			
Action	Governance	Lead	Milestones
Develop regional approach to integrated community-based services for older people with chronic conditions	MiWWHSCC	MiWWHSCC	Business case/ feasibility developed and agreed Early 2013 Implementation 2013
Promote independent living and well-being for frail older people through developing an evidence-based approach to effective practice; building the capacity to assess the impact of service integration; exploring key characteristics to promoting independent living; and encouraging collaborative working for staff engaged in integrated service delivery	ESVG Delivery Board	Newport City Council and ESGV Board Member	Review of 2011 study on integrated approaches to service delivery by 31 March 2012 Establish a Knowledge Transfer Partnership with Swansea University by July 2012 to research the cost and impact of integrated service delivery; publish and disseminate conclusions and recommendations by July 2014

MENTAL HEALTH			
Establish an effective and efficient approach to joint procurement (Learning Disability/ Mental Health/ Physical Disability)	SEWIC Programme Board Project Implementation Board	The hub is a partnership between nine SEWIC Local Authorities with services and outcomes accountable to the SEWIC Programme Board	The adult hub has been operational since June 2012 Target 10% average cost avoidance Service and outcome review frequency to be confirmed
Promote and support service transformation in mental health services in response to the Measure and New Strategy, including the use of recovery models	ADSS Cymru	AWASH	'Exemplars' identified, September 2012 Monitoring and reporting, Ongoing
Improve the effectiveness of early intervention and support for children and young people whose mental health and well-being may be vulnerable.	ADSS Cymru	AWHOCS & ADSS Lead Director	Secure an agreed All Wales Health and Social Care service specification for the provision of CAMHS Primary Mental Health Services, under Part I of the Mental Health Measure. To work with partners to enhance the range of therapeutic interventions available for children and young people in receipt of CAHMS provision
Regional Mental Health Services in Western Bay	Western Bay Programme Board	Abertawe Bro Morgannwg University Health Board/ City and County of Swansea	Business case and feasibility study Early 2013
Regional Mental Health Services in Mid and West Wales	MiWWHSCC	MiWWHSCC	Ongoing
Regional Mental Health Services in Cardiff and Vale of Glamorgan	Cardiff and Vale Integrated Health and Social Care Services Programme Board	Cardiff and Vale Integrated Health and Social Care Services Programme Board	Formal agreement and pooled budget Early 2013

Integrated services *continued*

LEARNING DISABILITY			
Action	Governance	Lead	Milestones
Promote and support service transformation within LD Services, including development of regional commissioning and delivery models – see below	Service Transformation Programme Board	SSIA/ ADSS Cymru	National Learning event from SSIA 'Opportunity Assessment' programme September 2012 Targeted support for Councils and partners Ongoing
Regional model for LD services in Western Bay	Western Bay Programme Board	Bridgend CBC	Business case and feasibility study Early 2013 Agreement in place 2013
Regional commissioning and delivery of LD services in Mid and West Wales	MiWWHSCC	Carmarthenshire CC	Options considered in the light of Alder Opportunity Assessment Programme Autumn 2012 Model agreed and 2013 Implementation 2013/14
Shared Lives (South East Wales)	SEWIC Programme Board Project/service implementation Board	A partnership service between: - Caerphilly - Newport - Merthyr Tydfil - Blaenau Gwent - Monmouthshire - Torfaen Service managed by Caerphilly	Service operational from April 2012
Renegotiation of existing residential fees	SEWIC Programme Board Project Implementation Board	This project is delivered through the adult hub service and the project manager	'Right sizing' work Ongoing £2.4m reported savings 2011/12
North Wales Commissioning Hub	Reporting to Management Board Reporting to NWSSIC Reporting to BCUHB Board Reporting to Social Services and Health Programme Board	Denbighshire County Council on behalf of NWSSIC and BCUHB	Establish Hub March 2012 Operational for Mental Health services Mid 2012
Develop regional model/ standards for transition services in Mid and West Wales	MiWWHSCC	MiWWHSCC	Business case/ feasibility developed and agreed Early 2013 Implementation 2013

Integrated services *continued*

AUTISTIC SPECTRUM DISORDER (ASD)			
Action	Governance	Lead	Milestones
Provide continued support for local ASD leads and local ASD infrastructure	Programme Board (to be established)	SSIA	Provide ongoing support, advice and information to the ASD lead officers as requested, Ongoing Provide short-term direct support to development of local infrastructure where requested, in order to support the ongoing ASD work locally, Ongoing Feed recommendations to WG on common issues and areas of need which need to be addressed nationally
Commission an external provider to undertake a review of local steering groups, local ASD leads and local ASD action plans and share learning and models of practice across Wales	Programme Board (to be established)	SSIA	September 2012, review to be completed by March 2013
Coordinate ASD national and regional LINs	Programme Board (to be established)	SSIA	Ongoing
Maintain, promote and further develop the ASD e-resource; continue to maintain and update the e-resource, to expand the e-resource to provide further support for local authorities	Programme Board (to be established)	SSIA	Ongoing
ASD Aware Scheme	Programme Board (to be established)	SSIA	Promote and develop the scheme Support local authority areas in their work to raise autism awareness across their areas, Ongoing

SENSORY IMPAIRMENT			
To support collaborative work on the development of sensory impairment services The 3rd sector via WCB has contributed funding to support this project. An experienced project manager with Social Services experience has been appointed.	Reference Group to be established	SSIA/ WLGA post/ third sector	September 2012 Options paper January 2013

Integrated services *continued*

FAMILIES – ADOPTION			
Action	Governance	Lead	Milestones
First and second phase proposals for a National Adoption Service submitted to WG January/ August 2012	AWHOCS	WLGA/ ADSS Cymru	Participate in WG expert advisory group Ongoing
Contribute to expert advisory group over seeing development of adoption reform	Welsh Government	Welsh Government	LG perspective reflected in final proposal
Development of the operational model	AWHOCS	WLGA/ ADSS Cymru	Dependant on Welsh Government timescales
Consolidation and further development of West Wales Adoption Service	MiWWHSCC	Carmarthenshire, Ceredigion and Pembrokeshire County Councils	Ongoing

FAMILIES – IFSS			
Support the rollout of the IFSS model across Wales	AWHOCS	WLGA/ ADSS Cymru	Full roll out 2013-14
Develop funding framework with WG	AWHOCS	WLGA/ ADSS Cymru	Establish framework for discussion and link to ADSS Resources group
Work with WG to ensure regulations are fit for purpose	AWHOCS	WLGA/ ADSS Cymru	Ongoing
Support the implementation of Regional Boards	AWHOCS	WLGA/ ADSS Cymru	Ongoing
Deliver regional IFSS across Wales	Regional Collaboratives	Various	Regional IFSS in place 2015

FAMILIES – VULNERABLE FAMILIES			
Establish consistent pathway for vulnerable families to inform further development of IFSS and Families First	AWHOCS	WLGA	Report on pathway completed May 2012 Promoting practice identified in NSPCC report to improve consistency Ongoing Aligning practice to evidence Ongoing
Commission research on the make up of children in care population and determine differentials across authorities to inform action to reduce	AWHOCS/WLGA	AWHOCS	Commission research October 2012 Report completed March 2012

Integrated services *continued*

OTHER SERVICES – ENVIRONMENT			
Action	Governance	Lead	Milestones
Consider opportunities in the Welsh Government Review of Regeneration Policy in Wales for better integration of holistic approaches to regeneration, to include more joined-up activity and interventions across a number of key service areas, including Social Services	Programme Board	WLGA	Public Consultation October, December 2012 Launch of new policy and funding regime from April 2013
Promote and support the opportunities in the new Communities First Programme for better integration of holistic approaches to regeneration, to include focusing on delivering more joined-up activity and interventions to deliver the three strategic outcomes of the new programme as follows: <ul style="list-style-type: none"> • Learning Communities • Healthier Communities • Prosperous Communities 	Programme Board	WLGA	New Communities First Programme from early 2013 onwards
Influence the current review of passenger transport as part of the Highways Compact work, which will include social care transport, in order to identify more efficient working and deliver enhanced capacity and skills base; improved service/ transformational change; cost savings (e.g. explore collaborative procurement, joint tendering, e-procurement etc) and improvements for passengers	ODSI Board	Welsh Government Regional Transport Consortia WLGA	Implementation of new arrangements to start during 2013-2014
Encourage more dialogue between local authorities' Economic Development and Social Services Departments to explore innovative forms of service delivery through social enterprises/ co-operatives and to support the business development of small and medium sized enterprises	WLGA Sustainable Development Framework	WLGA	Piloted in Swansea during 2012 Ongoing


OTHER SERVICES – EMPLOYMENT			
COASTAL project promoting employment opportunities for recipients of disability benefits and influencing job markets through strategic coordination	Programme Board	Carmarthenshire County Council/ City and County of Swansea	Delivery and review Ongoing


KEY

AWASH	All Wales Adult Services Heads
AWHOBS	All Wales Heads of Business Services
AWHOCS	All Wales Heads of Children's Services
BCUHB	Betsi Cadwaladr University Health Board
ESVG	Effective Services for Vulnerable Groups
LIN	Learning Improvement Network
MiWWHSCC	Mid and West Wales Health and Social Care Collaborative
NISCHR	National Institute for Social Care and Health Research
NWSSIC	North Wales Social Services Improvement Collaborative
ODSI	Organisational Development and Simpson Implementation
SEWIC	South East Wales Improvement Collaborative
WCVA	Wales Council for Voluntary Action




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