



# ADULT SERVICES

## ADULT SERVICES BUSINESS PLAN 2007 – 2010



## 1. Introduction - Neil Ayling, Head of Services.

The Social Services Inspectorate Wales has judged that Denbighshire Social Services serve **some** people well and is, in Adults Services, judged to have good prospects for improvement. Broadly speaking, senior managers agree with that analysis.

Over the next 12 – 18 months, therefore, we want to move to a position where we are serving **most** adults well, with good prospects for further improvement. To do this, we know that we need to improve the consistency of basic social work processes, develop a new generation of services, and involve service users and staff more in shaping our improvement programmes.

We know we are well on the way. In 2006, the Social Services Inspectorate said the authority has continued to implement its considerable improvement agenda to modernise service delivery. The challenge for the authority will be to maintain this momentum whilst continuing its efforts to drive up the standard of assessment, planning and review as measured by national and local PIs. Further work to ensure staff, service users, and key stakeholders are actively involved and participate in this process continues to be a priority as we need to be confident that strategic priorities are owned at an operational level and are clearly understood in terms of improved outcomes.

We welcome the issue of WAG's strategy for Social Services for the next 10 years "Fulfilled Lives, Supportive Communities" and will be keen to work on this improvement agenda

## 2. Social Services and Housing Functions

Adults	Children	Business Support & Development	Partnerships	Housing
<p><b>Older People</b></p> <ul style="list-style-type: none"> <li>• <b>Assessment &amp; Care Management</b></li> <li>• <b>Hospital Social Work</b></li> <li>• <b>Elderly Mental Health Services</b></li> <li>• <b>Rehabilitation</b></li> </ul> <p><b>Adults under 65</b></p> <ul style="list-style-type: none"> <li>• <b>Learning Disability</b></li> <li>• <b>Disability Resources</b></li> <li>• <b>Specialist Adults</b></li> <li>• <b>Protection of Vulnerable Adults</b></li> <li>• <b>Emergency Duty</b></li> </ul> <p><b>Mental Health</b></p> <ul style="list-style-type: none"> <li>• <b>Community Mental Health Teams</b></li> </ul> <p><b>Provider Services</b></p> <ul style="list-style-type: none"> <li>• <b>Learning Disability: Work Opportunities &amp; Community Living</b></li> <li>• <b>Domiciliary &amp; Day Care</b></li> <li>• <b>Residential Care: Older People</b></li> </ul> <p><b>Performance Management &amp; Support</b></p> <ul style="list-style-type: none"> <li>• <b>Welfare Rights</b></li> <li>• <b>Administration</b></li> <li>• <b>Policy Development</b></li> <li>• <b>First Contact</b></li> <li>• <b>Quality Assurance</b></li> </ul> <p><b>Commissioning &amp; Contracts</b></p> <ul style="list-style-type: none"> <li>• <b>Supporting People</b></li> <li>• <b>Financial Assessment</b></li> </ul>	<p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Intake &amp; Assessment</li> <li>• Child Care services</li> <li>• Children in Need</li> <li>• Children Looked After</li> <li>• Leaving Care</li> <li>• Emergency Duty</li> </ul> <p><b>Resource &amp; Special Services</b></p> <ul style="list-style-type: none"> <li>• Family Placement</li> <li>• Family Support</li> <li>• Children with Disabilities</li> <li>• Children's Support Service</li> </ul> <p><b>Safeguarding</b></p> <ul style="list-style-type: none"> <li>• Child Protection</li> <li>• Independent Reviews</li> </ul> <p><b>Strategic Services</b></p> <ul style="list-style-type: none"> <li>• Commissioning &amp; Planning</li> <li>• Quality Assurance</li> <li>• Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Personnel</li> <li>• Workforce Development</li> <li>• Communication</li> <li>• Complaints</li> <li>• Health &amp; Safety</li> <li>• Performance &amp; Quality Management</li> <li>• IT</li> <li>• Asset Management</li> </ul>	<p><b>Social Inclusion &amp; Voluntary Sector Liaison</b></p> <ul style="list-style-type: none"> <li>• <b>Community Development</b></li> <li>• <b>Work Connections</b></li> </ul> <p><b>Health &amp; Social Care Wellbeing</b></p> <ul style="list-style-type: none"> <li>• <b>Older People's Strategy</b></li> <li>• <b>Health Improvement</b></li> <li>• <b>Partnership Planning</b></li> <li>• <b>Joint Working Projects</b></li> </ul> <p>Children &amp; Young Peoples Strategic Partnership</p> <ul style="list-style-type: none"> <li>▪ Family Support</li> <li>▪ Quality Assurance</li> <li>▪ NSF</li> <li>▪ Early Entitlement</li> <li>▪ Extending Entitlement</li> <li>▪ Participation</li> <li>▪ Play, Leisure &amp; Enrichment</li> <li>▪ Training &amp; Workforce</li> </ul>	<p>Homelessness &amp; Allocations</p> <ul style="list-style-type: none"> <li>• Homelessness &amp; Prevention</li> <li>• Allocations</li> <li>• GIFT Scheme</li> </ul> <p>Housing Strategy</p> <ul style="list-style-type: none"> <li>• Local Housing Strategy</li> <li>• Affordable Housing</li> </ul> <p>Maintenance &amp; Development</p> <ul style="list-style-type: none"> <li>• Improvement Programme</li> <li>• Repairs &amp; Maintenance</li> </ul> <p>Estates</p> <ul style="list-style-type: none"> <li>• Estates management</li> <li>• Rent collection</li> <li>• Tenant Participation</li> </ul> <p>Business Support</p> <ul style="list-style-type: none"> <li>• Admin Support</li> <li>• Performance management</li> <li>• Financial management</li> <li>• ICT Development</li> </ul> <p>Sheltered Housing</p> <ul style="list-style-type: none"> <li>• Welfare Support</li> <li>• Housing Support</li> <li>• Telecare/Lifeline</li> </ul>

### 3. Denbighshire's Vision – what we want to achieve

A Vision for Denbighshire has been developed as a central plan to influence and guide the work of the Council and its partner organisations. The Vision describes what Denbighshire might look like in 20 years time. The Vision is that in 2025 Denbighshire will be the ideal place to visit, live, work, conduct business and pursue a wide range of activities. The Vision for Denbighshire is summarised as Denbighshire being:

Dynamic:	An exciting place to live, work, grow and enjoy life to the full
Delightful:	As beautiful as ever, but even greener, cleaner and safer
Different::	By making our unique towns, villages and countryside even more attractive

#### 3.1 The Directorate Vision

The Social Services and Housing Directorate has a significant role to play in delivering the Vision for Denbighshire. To compliment the Vision for Denbighshire we have set a Directorate Vision which guides our strategic planning and operational delivery and aligns our work to the wider Denbighshire Vision for 2025. The Directorate Vision is that:

“We will provide excellent services and increase good social care and housing opportunities that improve people's quality of life. We will continuously improve our services to safeguard people, support independence and promote social inclusion.”

### 3.2 Required Outcomes

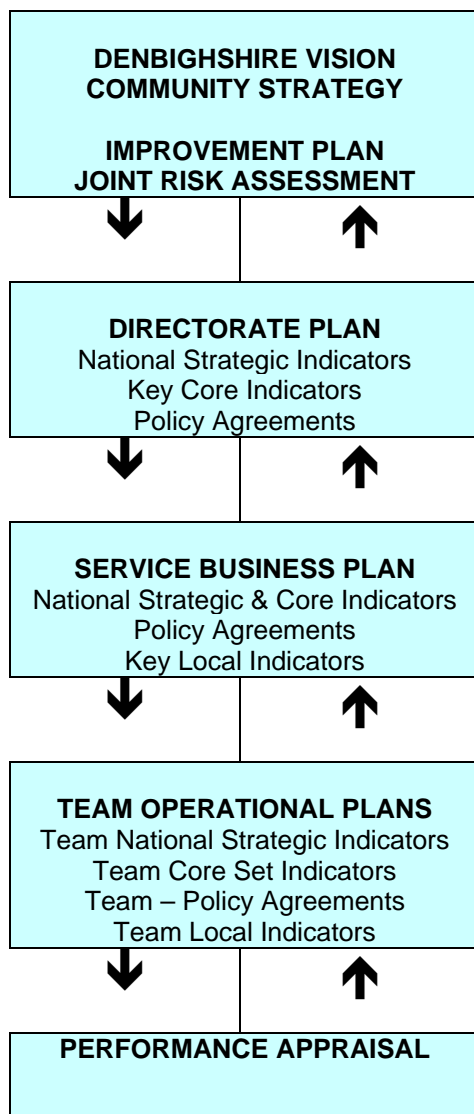
The successful implementation of the Directorate Vision will help to ensure that we achieve the following outcomes for the people of Denbighshire:

	<b>Outcome</b>	<b>This means.....</b>
1	<b>Improved health and well-being</b>	People enjoy better health and have a greater sense of well-being.
2	<b>Independence</b>	People lead independent lives
3	<b>Economic well-being</b>	People within vulnerable households will have achieved and sustained financial security
4	<b>Involvement &amp; choice</b>	People have a say on issues that affect their lives and have their views taken into account
5	<b>Equality &amp; access</b>	People will have equal access to services based on the assessment of their needs and have access to good quality, affordable housing
6	<b>Staying safe</b>	More vulnerable children and adults will be safeguarded
7	<b>Enjoy &amp; achieve</b>	People will be realising their full potential and enjoying life
8	<b>Environment &amp; Community Development</b>	More people will have an improved and sustained environment and be involved within their local community
9	<b>Enhanced capacity to improve</b>	A happy and healthy workforce with the right skills to do the job
10	<b>Efficient working</b>	Resources including property and technology are used efficiently

Delivering these outcomes will help to ensure that Denbighshire achieves its Vision to be 'the ideal place to visit, live, work, conduct business and pursue a wide range of activities'. The outcomes are not ranked in any order of importance.

During the year the outcomes will be reviewed to ensure that they complement outcomes that are being developed for other Plans across Denbighshire for example the Community Strategy, the Single Children's Plan, the Local Housing Strategy and the second Health and Social Care Wellbeing Strategy. We will be paying particular note of the outcomes set in 'Fulfilled Lives, Supported Communities' which sets out the 10 years strategy for social care services across Wales.

## 4. The Planning Framework



**DENBIGHSHIRE'S VISION 2025** - This is the agreed vision of where we want to go and what we want our County to look like in 2025. The actions in Directorate and Service Business Plans set out the key activities the Directorate will undertake to deliver the Vision.

**DENBIGHSHIRE'S COMMUNITY STRATEGY** (currently being revised) explains what Denbighshire County Council and our public sector and voluntary sector partners will be doing to work together to work towards the Vision, to improve services and improve quality of life for people in Denbighshire. **The Health Social Care & Well-being Strategic Partnership** contributes to this community strategy.

**DENBIGHSHIRE'S IMPROVEMENT PLAN** - this is a three year document which summarises what Denbighshire County Council as a whole is doing to improve services, mitigate risks and work towards the Vision. Information for the Improvement Plan is derived from Directorate and Service Plans

**The JOINT RISK ASSESSMENT (JRA)** is carried out by the Council and its external regulators. Each side identifies and agrees on the Council's key risks in consultation with services and develops a document containing these risks – the Risk Assessment Template (RAT). The risk identified by the JRA informs actions in Business Plans.

**DIRECTORATE PLAN – SOCIAL SERVICES & HOUSING** - This Plan sets out key actions that the Directorate will take to translate its Vision into improved outcomes for people. The actions are framed around four improvement priorities:

- Improving our service
- Improving the way we work
- Improving how we work with others
- Improving the way we use resources

### **SERVICE BUSINESS PLAN**

Each Service produces a plan which sets actions and measures for areas of operation identified as in need of development or improvement. The Plan contains National Performance data and key Local Indicators relating to improvement areas.

### **TEAM OPERATIONAL PLANS**

These plans set out how each Team intends to manage new areas of service development. These plans include the Team's performance data and an Action Plan for the year. Teams regularly review their Performance against the actions contained within the Plan.

### **PERFORMANCE APPRAISAL**

This is an annual review of a person's performance and development looking back over the year and looking forward to goals for the coming year. The appraisal process helps to cement the work of the individual and the direction for the organisation as a whole.

## 5. Performance Assessment For The Year 2006/2007 – (looking back)

### 5.1 Good Service Awards 2006

This past year Social Services and Housing have been piloting a scheme called the Good Service Awards with the aim of recognising and rewarding the achievements of staff, in particular those examples of good practice which have led to an improvement in service provision.

Members of adult staff receiving good service awards:

**The following is a list of Adult nominations for the Good Service Awards 2006, with a summary of the reason for nomination.**

**Gill Davies and Margaret Bennett were ultimately chosen as winners.**

<input type="checkbox"/> <b>First Contact Team, Ysbyty Glan Clwyd</b> For developing a method of working which over the last 6 months has made a significant impact on service delivery within the department. It has also evidenced that the workload of hospital social work staff has been reduced.
<input type="checkbox"/> <b>Margaret Bennett</b> For taking personal responsibility for ensuring that meals on wheels were provided for Service Users on a day when WRVS could not get out due to the snow.
<input type="checkbox"/> <b>Gill Davies</b> For positive practise praised by the SSIW in their audit, and for the significant developments and achievements in reception and referral taking functions since 2003.
<input type="checkbox"/> <b>Alan James &amp; Mental Health social workers seconded to the Mental Health Partnership</b> For providing an innovative and progressive element of service delivery, and for the successful development of the multi-agency Mental Health Partnership for adults in Conwy and Denbighshire.
<input type="checkbox"/> <b>Jacqui Bryan and Residential Home Managers</b> For the very positive CSIW reports received over that last 2 years.
<input type="checkbox"/> <b>Yvonne Hughes and the Hospital Social Work team</b> For their timely, effective and supportive discharges of vulnerable adults from hospital into the community. In 2005, there was not one delayed transfer of care for social care reasons in a 6-month period.

<p><input type="checkbox"/> <b>Jenny Williams and Domiciliary Care Managers</b> For the positive report received from CSIW, and for leading and supporting staff through the transitional period for CSIW registration.</p>
<p><input type="checkbox"/> <b>Specialist Adults Team</b> In recognition of their commitment and hard work in establishing a countywide service for people with disabilities and challenges in their lives, also for consolidating the fragmented service identified by the Joint Review and actioning all 30 aims of the 05/06 operational plan.</p>
<p><input type="checkbox"/> <b>Gaynor Davies and the Welfare Rights Unit</b> For commissioning, co-ordinating and delivering on the first regional Gogledd Cymru Macmillan Welfare Rights Service at three cancer treatment centres, and for achieving targets and improving performance despite reductions in staffing levels, an office move, new workload management procedures and significant levels of staff sickness.</p>
<p><input type="checkbox"/> <b>Adult Services' Administrative Support Staff</b> For their diligent efforts in preparing Care.comm data for migration into the new PARIS system – this was a massive undertaking for Administrative staff in our offices throughout the county.</p>
<p><input type="checkbox"/> <b>Financial Assessment Officers</b> In preparation for the launch of the new PARIS system, FAOs have been checking over 3000 chargeable services to ensure that the data entered into the new system is as robust and accurate as possible – well done!</p>
<p><input type="checkbox"/> <b>Hospital First Contact Officer</b> For carrying out extensive preparatory work on Hospital data to facilitate the migration of accurate data into the new PARIS system; this is an enormous achievement.</p>
<p><input type="checkbox"/> <b>Welfare Rights Unit</b> For their diligent efforts in preparing for data migration to the new PARIS system.</p>
<p><input type="checkbox"/> <b>Taskforce</b> For their efforts in improving services for service users with learning disabilities, particularly over the past 12 months, and their continuing commitment to ensuring service users are able to access the full range of services and opportunities offered by Taskforce.</p>
<p><input type="checkbox"/> <b>Job Finding</b> For their commitment to improving work opportunities for service users with learning disabilities, for providing constant support to service users and for increasing the amount of work available over the past 12 months.</p>
<p><input type="checkbox"/> <b>Aberwheeler</b> For their continuing care of people with learning and physical disabilities in providing an innovative and high quality service at all times. Aberwheeler have also been commended for their effective use of resources, and for overcoming difficulties to meet targets.</p>

<p>☐ <b>Older People's Team North</b> In recognition of the high number of praise and thanks received by the Department, both for their efforts on behalf of service users, and for their kind and sensitive approach.</p>
<p>☐ <b>Coleen Campbell</b> In recognition of the high number of praise and thanks received by the Department from service users for the complex and sensitive work undertaken by Ms Campbell. She has also been praised for her participation in events with partner organisations and her engaging style of address.</p>
<p>☐ <b>John Killion</b> In recognition of the level of commitment demonstrated towards his work and the high number of awards, praise and plaudits received by the Department for his work and dedication to helping community groups. Mr. Killion has also shown his support to Denbighshire by taking part in the arrangements and planning of events such as the Staff Conference.</p>
<p>☐ <b>Elliot Wilson</b> In recognition of the high number of praise received by the Department for his work and his commitment in ensuring the rights and feelings of service users are respected.</p>
<p>☐ <b>Bev Price</b> For being a consistently conscientious and supportive team member, taking on extra clinical and administrative responsibilities during times of staff shortage, and for her positive and creative approach to her work.</p>
<p>☐ <b>Carol Axon, Amanda Lewis, Tom Hodgetts, Rob Gilmore, Margaret Lewis, Val Jones, Gill Roberts, Menna Davies, Jayne Voros, Chris Moorcroft &amp; Linda Jones</b> For their commitment to improving the effectiveness and efficiency of the Passenger Transport Services provided by the department. Their hard work in providing detailed information about more than 300 service user journeys for a specimen period is a very positive contribution towards developing a model range of alternatives to the current provision of Passenger Transport, which is part of the WAG Making the Connections agenda.</p>
<p>☐ <b>Fernway Team</b> For their continued support and empathy with service users in extremely difficult and challenging circumstances, and for their teamwork and cooperation with other bodies and organisations.</p>
<p>☐ <b>Llys Nant Day Centre staff</b> Due to the great number of praise, compliments and thanks they receive from service users and family members. Particular areas which have received glowing praise are their professional and sensitive handling of difficult / emotional situations, taking particular interests in the needs and comfort of individual service users, providing support towards the NVQ process and for their productive and positive team working skills and cross-team working.</p>

## 5.2 Key Strategic, Policy Agreement and Core Indicator Set Performance Indicators for 2006 – 2007

PI Type	Performance Measure/Indicator	Target 06/07	Final Data 06/07	All Wales Data 05/06	Quartile 05/06	Monitored – e.g. Cabinet, Scrutiny	Target 07/08	Target 08/09	Target 09/10
<b>Social Services: Adult Services</b>									
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 populations aged 75 or over.	<2.53	0.72	7.69	1st	Scrutiny & Cabinet	<2.53	<2.53	<2.53
SCA/002a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	>65	77.42	85.54	4th	Scrutiny & Cabinet	>75	To be set	To be set
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over	<41	31.17	27.36	4th	Scrutiny & Cabinet	<33	To be set	To be set
LPI3.6a	Cost of providing social services to adults by reference to gross cost per week for Care Homes	£450	To be calculated	£486	1st	Scrutiny	£450	To be set	To be set
LPI 3.6b	Cost of providing social services to adults by reference to gross cost per week for homecare	£85	To be calculated	£156	1st	Scrutiny	£85	To be set	To be set

### 5.3 SSIW Performance Evaluation of Denbighshire Adult Services and HSCWB Partnership.

Each year Social Services undertake a self assessment as part a Performance Evaluation carried out in partnership with the Welsh Assembly Government. Specific strengths, achievements and areas for improvement that were identified for Adult Services as part of the Departments Performance Evaluation included:

#### Adult Services

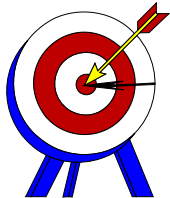
Strengths	Areas for improvement
<ul style="list-style-type: none"> <li>✓ Progress with implementation of Unified Assessment</li> <li>✓ Excellent performance in the rate of Delayed Transfer of Care from hospital</li> <li>✓ Improving performance against performance management indicators</li> <li>✓ Better use and dissemination of performance management information to inform practice &amp; commissioning</li> <li>✓ Tangible improvements in assessment practice</li> <li>✓ Continues to effectively target its assessment activity through the First Contact Team</li> <li>✓ An increasing emphasis and continued focus on improving the quality of service delivery</li> <li>✓ Greater use of domiciliary care, Direct Payments and reduced use of residential care</li> </ul>	<ul style="list-style-type: none"> <li>➤ Delivering new services in line with commissioning strategies</li> <li>➤ Ensuring practice regarding Protection of Vulnerable Adults supports vulnerable adults effectively</li> <li>➤ Develop affordable cost effective services which address need to balance earlier intervention with those with high level and complex needs e.g. learning disabilities</li> <li>➤ Development of robust transition arrangements</li> <li>➤ Further development of outcome focussed planning underpinned by a comprehensive and co-ordinated QA Framework</li> </ul>

## HSCWB Partnership

Strengths	Areas for improvement
<ul style="list-style-type: none"> <li>✓ Interagency performance management group monitoring the implementation of the HSCWB Strategy</li> <li>✓ Health Challenge Denbighshire &amp; Older Peoples Strategy considered for Excellence Wales Good Practice Awards. (Commended status subsequently achieved by Health Challenge Denbighshire)</li> <li>✓ Intergenerational Projects &amp; Health Challenge Denbighshire Website identified as examples of good practice</li> <li>✓ Leading Multidisciplinary/multi agency approach to Equalities Monitoring</li> <li>✓ Welsh Audit Office concluded that the strategy recognises the wider determinants of health &amp; has good links to the Community Strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Welsh Audit Office concluded that the needs assessment covered many key areas but, did not include information which would support the inclusion of visitors within the Strategy's Vision</li> <li>➤ The Welsh Audit Office concluded that consultation was wide ranging but more could be done to include the local community and performance management arrangements can be further strengthened</li> </ul>

## 6. Position Statement 2007 – 2010

Adult Services has identified 4 priorities for the next 3 years which have been informed by a number of drivers:

<b>Priorities</b>	<b>Drivers</b>
<ul style="list-style-type: none"><li>✓ <b>Improving our services</b></li><li>✓ <b>Improving the way we work</b></li><li>✓ <b>Improving how we work with others</b></li><li>✓ <b>Improving the way we use resources</b></li></ul> 	<ul style="list-style-type: none"><li>➤ Denbighshire's Vision for 2025</li><li>➤ a detailed risk assessment</li><li>➤ feedback from clients, carers, tenants and partner agencies</li><li>➤ a self assessment and performance evaluation in of Social Services in partnership with the Welsh Assembly Government</li><li>➤ the outcome of external inspections and reviews</li><li>➤ the need to achieve service efficiencies</li><li>➤ local and regional collaboration and shared services projects</li><li>➤ Social Services Directions paper 'Fulfilled Lives, Supportive Communities'</li></ul>

The following section identifies the priorities, the supporting objectives and an overview of the rationale for their selection:

✓ **helping people quickly in the right way and offering quality and choice**

## **PRIORITY A: IMPROVING OUR SERVICES**

In line with the themes in Fulfilled Lives, Supportive Communities services users will find that they are increasingly in the driving seat in relation to their care arrangements, with services meeting high standards and delivering real improvements. In developing and improving services to meet the diverse needs of the citizen's of Denbighshire the Authority will need to:

- ↪ respond to the impact of changing demography with an emphasis on the provision of support and accommodation that facilitates independence and helps to prevent, or delay, the need for more intensive services. This will include increasing access to self assessment, Direct Payments and the use of assistive technology
- ↪ ensure that change initiatives are embedded into practice and lead to consistent high standards of assessment and care management
- ↪ ensure that planned service developments are realised and deliver improved outcomes that are valued by service users, carers and communities

The underpinning objectives for improving the way in which we deliver services are:

- ✓ A1. Improving the quality and choice of services for users and carers
- ✓ A2. Developing the range of preventative services which reduce the risk of dependency and promote independence
- ✓ A3. Developing the use of technology to assist in the provision of care services

## **PRIORITY B: IMPROVING THE WAY WE WORK**

- ✓ **getting the systems right**
- ✓ **so they help rather than hinder**

With an increasing profile amongst partner agencies on vulnerable adults and children the Directorate will need to ensure that effective systems are in place to ensure that referrals are appropriate and managed effectively. There is also a need to continue improvement in achieving PI's targets in relation to reviews and carers assessments/services. In addition quality assurance processes have highlighted the need to record outcome focussed practice in relation to assessment; planning and review consistently across all teams. In line with Fulfilled Lives, Supportive Communities performance management arrangements will need to be continually enhanced to provide robust scrutiny and lead to year on year improvements in standards.

Social Services have procured new IT systems and it is imperative that they are implemented effectively to ensure that they facilitate operational practice and bring efficiencies to our processes, as well as providing us better information about services, need, and delivery. Effective IT systems will help to facilitate the appropriate sharing of information between agencies.

Coverage in the national and the local press for Social Services often concentrates on things that have gone wrong, or what hasn't been done. Poor media image and ineffective external communication can lead to problems in recruitment as well as lack of user and partner confidence. There is a need to promote the positive work of the Directorate and to more effectively engage communities in our work.

The underpinning objectives for improving the way in which we work are:

- ✓ B4. Improving the timeliness and quality of assessments, care management, and care planning
- ✓ B5. Improving the public image by developing positive relationships with the media
- ✓ B6. Developing and implementing effective Information Technology systems
- ✓ B7. Ensuring that effective processes and procedures are in place for the protection of vulnerable adults

✓ **working with people and organisations to make things better**

## **PRIORITY C: IMPROVING HOW WE WORK WITH OTHERS**

Fulfilled Lives, Supportive Communities highlights the need for collaborative working to achieve better co-ordinated services and most importantly better outcomes for people. The need to work closely with partners is reflected in a number of the key actions contained within this Plan and interface with the Business Plans of other Directorates and the Plans of other agencies, for example:

- The further development of Health Challenge Denbighshire interfaces with both Environment and Life Long Learning
- Contributing to the development and implementation of a Community Safety initiatives including Drug and Alcohol initiatives and domestic violence
- Working with Directorates to promote Health Ageing and opportunities for older people to retain their independence
- Leading a cross corporate multi disciplinary/multi agency approach to the monitoring of equalities information
- Working with other Directorates to identify suitable training/work opportunities for vulnerable adults
- Working with Elected Member Champions to increase people's participation in helping to shape the right balance of services in the community and in promoting social inclusion
- Collaborating with other local authorities, statutory agencies and the voluntary sector to achieve seamless, person centred services

Intense and careful work will need to continue with Health given the additional pressure on LHB and Trust budgets which could result in increased pressure for social care, at a time when there is a clear vision of increased collaboration and joint work driven by the Welsh Assembly. The underpinning objectives for improving the way we work with others are:

- ✓ C8. Developing opportunities for the effective participation of users, carers, elected members, Independent and voluntary sector partners
- ✓ C9. Developing clear and robust partnership arrangements
- ✓ C10. Supporting the development of strong and effective independent and voluntary sectors
- ✓ C11. Improving both external and internal communications

✓ investing in staff to provide quality services  
working together to be more effective and efficient

## PRIORITY D: IMPROVING THE WAY WE USE RESOURCES

There is a need to and ensure that we deliver services effectively and efficiently to make best use of resources. This will include:

- simplifying and streamlining our processes
- integrating services where efficiencies and/or enhanced service delivery can be achieved
- sharing support services both at a local and regional level wherever possible
- maximising the use of our buildings
- effective budget planning and monitoring
- implementing the Learning Disabilities Commissioning Strategy
- further development of Cefndy Health Care as an effective business providing work for people with disabilities

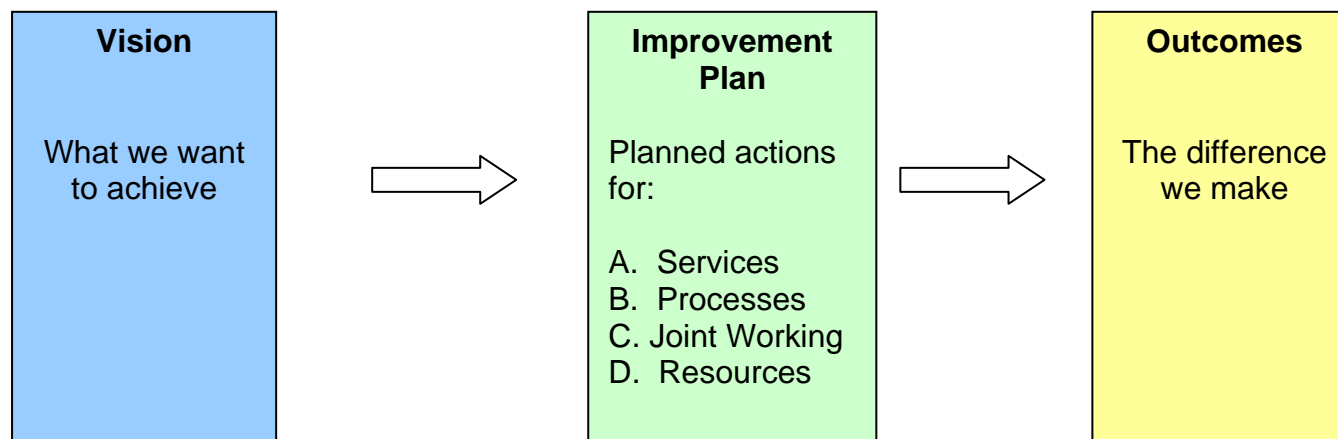
There is also a need to ensure that we help attract and retain a competent workforce across the social care sector so that we have a workforce which is well trained for modern needs, well motivated, and makes best use of resources. Continued high turnover, high sickness absence levels of staff in certain services, and challenges in recruiting staff to key areas of service delivery such as direct care staff in residential nursing and domiciliary settings, leads to a risk of a lack of consistency of care, cases not allocated, and PI's not achieved. This can be compounded by limited placements available for adults with complex and challenging needs.

It is imperative that we develop current and new methods of engaging staff at all levels of the Organisation and ensuring that they contribute to the process of translating the vision and principles of Fulfilled Lives, Supportive Communities into deliverable actions as part of national and local programme of change. The underpinning objectives for improving the way we use our resources are:

- ✓ D12. Investigating the delivery of services through joint and/or regional commissioning
- ✓ D13. Investing in the recruitment, retention and development of staff both internal and in the wider health and social care community
- ✓ D14. Promoting health and safety awareness to contribute to the reduction of accidents and injuries
- ✓ D15. Developing an innovative approach to service delivery to ensure the most effective and efficient use of finances
- ✓ D16. Ensuring that Directorate buildings are 'fit for purpose' and to continue to maximise their use

## 9. Improvement Plan

This section sets out key actions that Adult Services will be taking to translate our Vision into better outcomes for people:



The Business Plan is one of a series of complementary plans that collectively set out the actions the Directorate will be taking over the next 3 years. The Plan sets out the broad actions the Directorate will be taking to deliver the vision set out in Fulfilled Lives, Supportive Communities with more detailed actions contained within Service Plans and the Health and Social Care Wellbeing Strategy.

## Improvement Priority One

<b>* LEAD KEY</b>		<b>Directorate Priority A:</b>	<b>Improving the way in which we deliver services.</b>					
<b>Neil Ayling - NA</b> <b>Sue Wright - SW</b> <b>Gwynfor Griffiths - GG</b> <b>Anne Hughes-Jones - AHJ</b> <b>Helena Thomas - HT</b> <b>Yvonne Hughes - YH</b> <b>Peter Fowler – PF</b> <b>Adult Services Management Team - ASMG</b>		<b>Directorate Objectives :</b>	<b>A1: To improve the quality and choice of services for users and carers.</b> <b>A2: To develop the range of preventative services which reduce the risk of dependency and promote independence.</b> <b>A3: To develop the use of technology to assist in the provision of care services.</b>					
<b>Directorate Outcomes: 01 - Improved Health &amp; Well-being, 02 – Independence, 03 - Economic Well-being, 04 - Involvement &amp; Choice, 05 - Equality &amp; Access, 06 -Staying Safe, 07 - Enjoy &amp; Achieve, 08 - Environment &amp; Community Development, 09 – Capacity to Improve, 10 – Efficient Working.</b>								
<b>Act No</b>	<b>XRef to Outcomes</b>	<b>Improvement Actions</b>	<b>Performance Measure/Indicator</b>	<b>Target 07/08</b>	<b>Target 08/09</b>	<b>Target 09/10</b>	<b>Lead *</b>	<b>Resource £ &amp; Source</b>
1a.	01, 02 To increase the number of people supported at home	<b>Further development and implementation of Intermediate Care Strategy. (Partnership working with Health )</b>	Intermediate Care Strategy delivered.  Reduction in the number of unnecessary hospital stays. (see action 4)	Establishment of Critical Response Team	Phase 2	Phase 3	YH	
1b.	02, 04, 05 To provide people with a co-ordinated IC service improving		Multi-disciplinary / multi-agency IC Plan for Denbighshire agreed by SPB.	Service delivery Plan finalised			YH/NA	Joint Flexib'ies £27,137 (may increase with LHB

	their health & wellbeing							funding)
2.	02, 05, 07, 08 To increase the number of people enabled to remain in their own homes	<b>Further development and implementation of Extra Care Housing across the County.</b>	The number of Extra Care units  Increased number of people supported in the community (see action 28)	59 Units in Rhyl	61 Units in Prestatyn	24 Units in Ruth in	HT	
3.	01, 02, 10 To reduce peoples dependence on care & increase their independence	<b>Further development and implementation of Tele Care. (Partnership working with Health )</b>	Strategy, systems & procedures developed across health & social care  Reduction in the use of care staff to meet identified needs without any reduction in safety	Awareness of all existing key staff raised. Demo Telecare house set up. Systems established	Training for new staff. Telecare integrated in to practice.	Training for new staff	PF	Joint Flexib'ities
			No. of packages	200	Further 200			
4.	01, 02, 06 To ensure that people are discharged in a timely and effective manner	<b>Maintenance of performance for Delayed Discharge (for social care reasons)</b>	Performance consistently in top quartile. (social care reasons)  Maintenance of the low number of people unable to be discharged for social care reasons.	Top quartile performance <2.53	Top quartile performance <2.53	Top quartile performance <2.53	YH	

5.	01, 02,10 To improve the equipment delivery & demonstration service for Denbighshire people by having a joint equipment store	<b>Further development and implementation of Community Equipment Stores Integration Project.</b> <b>(Partnership working with Health )</b>	Reduction in the time taken to deliver community equipment & improved opportunities for people to look at different equipment options.	Community Equipment Store established - underpinned by a S31 agreement			PF	Joint Flexib'ies
6.	01, 02 To reduce duplication of work between SSD & NHS community OT services & to ensure that work is undertaken by the most suitable SSD/NHS staff member.	<b>Further development and implementation of Occupational Therapy Integration.</b> <b>(Partnership working with Health )</b>	Integrated Occupational Therapy  Increased number of people who feel that their quality of life has been improved.	Section 31 agreement & Integrated OT Service established			PF	

7.	01, 02, 04, 05, 07,10 To reduce differences in working arrangements across Conwy & Denbighshire SSD & Health colleagues	<b>Further development and implementation of the Disability Integration Project.</b> (Partnership working with Children's Services / Health / Conwy)	Outcomes from Project Plan achieved: Transitions, Commissioning, Training, PCP.  Improved experience for people especially those moving from children's to adult services.	Project outcomes achieved			PF	Joint Flexib'ies
8.	02, 04 To ensure that all users in LD benefit from a PCA to their care/support	<b>Development of Person Centred Planning for people with learning disabilities.</b> (Partnership working with Health )	All users to have a PC plan  Increase in the number of people who consider their quality of life has improved..	Model agreed. Training for key staff	Training for new staff. Integrated into practice	Training for new staff	PF	
9.	02, 04 To increase the independence and control of users over their packages of care	<b>Increase the take up of Direct Payments</b>	Number of people receiving a Direct Payment  Increase in the number of people who consider their quality of life has improved.	45	To be set	To be set	SW	

10.	02, 04 To investigate the effect that individual budgets/self directed support has on the lives of a pilot group of users with an LD	<b>Investigate and pilot an approach to supporting Individual Budgets</b>	To obtain information on the effect the IB/SDS has on the quality of peoples lives	Produce a scheme for pilot on IB and obtain baseline data on quality of life measures for the pilot group	Run pilot and evaluate	Subject to a successful pilot IBs will be the usual way by which needs will be met.	PF	
11	02, 04 To reduce peoples dependence on care & increase their independence	<b>Further development of the Key Ring Network</b>	Establishment of a Key Ring Network for more people with more complex needs  Increased number of people living independently within a self supporting network	New Key Ring Network established.	To be set	To be set	SW	

## Improvement Priority Two

<b>* LEAD KEY</b>		<b>Directorate Priority B:</b>	<b>Improving the way in which we work.</b>					
<b>Neil Ayling - NA</b> <b>Sue Wright - SW</b> <b>Gwynfor Griffiths - GG</b> <b>Anne Hughes-Jones - AHJ</b> <b>Helena Thomas - HT</b> <b>Yvonne Hughes - YH</b> <b>Peter Fowler – PF</b> <b>Adult Services</b> <b>Management Team -</b> <b>ASMG</b>		<b>Directorate Objectives:</b>	<b>B3: To improve the timeliness and quality of assessments, care management and care planning procedures.</b> <b>B4: To improve the public image of the Directorate by developing positive relationships with the media.</b> <b>B5: To develop and implement an effective Information Technology system.</b> <b>B6: To ensure that effective processes and procedures are in place for the protection of vulnerable adults.</b>					
<b>Directorate Outcomes: 01 - Improved Health &amp; Well-being, 02 – Independence, 03 - Economic Well-being, 04 - Involvement &amp; Choice, 05 - Equality &amp; Access, 06 -Staying Safe, 07 - Enjoy &amp; Achieve, 08 - Environment &amp; Community Development, 09 – Capacity to Improve, 10 – Efficient Working.</b>								
<b>Act No</b>	<b>XRef to Outcomes</b>	<b>Improvement Actions</b>	<b>Performance Measure/Indicator</b>	<b>Target 07/08</b>	<b>Target 08/09</b>	<b>Target 09/10</b>	<b>Lead *</b>	<b>Resource &amp; Source</b>
12.	01, 05 To improve the experience of users moving between services.	<b>Development of effective transitions protocols across client groups</b>	Transition Protocols In place  Clients that have moved between services report the experience as being a positive one	Transition Protocols In place Key staff trained	Training for new staff	Training for new staff	PF/HT/ YH	
13.	01, 05 To improve the experience of users moving between services.	<b>Gain clarity around the interface between specialist services across all user groups.</b>	Procedures for managing interface issues in place  Clients that have moved between services report the experience as being a positive one	Procedures for managing interface issues in place			PF/HT	

14.	01, 02, 07 To increase the lives of people with an LD by increasing the variety of activities available to them & the times that the activities are available.	<b>Development and implementation of review of Learning Disabilities day activities.</b>	An improvement in the quality of life for people with an LD who need support outside the home.	Set up day activities in the south of the County.  Increase the availability of activities.  Implement People & Places	Develop day activities in line with an increasing person centred approach.  Increase the availability of activities	Activities fully informed by PCP & developed by people using their IBs	PF	
15.	01, 06, 10 To ensure the quality of service provision and that people are safe and secure in their own homes.	<b>Ensure Local Authority home care service is appropriately focussed on complex packages/ rehab services.</b>	Capacity in place to meet service demands  Increase in the number of people who, on review, are positive about their service experience	Capacity in place to meet service demands  Positive review reports	Capacity in place to meet service demands	Capacity in place to meet service demands	HT	
16a	06 To ensure that people are safe and free from harm	<b>Implementation of Protection of Vulnerable Adults strategy</b>	Strategy Implemented resulting in a reduction of the number of people referred who are no longer at risk	Strategy Implemented			PF	
16b			Number of level 2 POVA basic awareness courses	9 x half days	9 x half days	9 x half days	Mark Southworth	
16c			Number of level 3 / 4 POVA Policy & Procedure training courses incl. Investigation	6 x 2day courses	6 x 2day courses	6 x 2day courses	Mark Southworth	
16d			Number of level 6 POVA courses undertaken on	2 x 1.5 day courses	2 x 1.5 day courses	2 x 1.5 day courses	Mark Southworth	

			Responsibility & Chairing of POVA Case Conferences					
16e			To increase the number of adult protection referrals received within the year	160	180	200	PF/YH/HT	
16f			%age of people referred, no longer at risk because of a POVA referral	60%	To be set	To be set	PF/YH/HT	
17.	06, 10 To ensure that people are safe and free from harm including during Out of Hours	<b>Review and improve provision of EDT service (Partnership working with Flintshire &amp; Wrexham)</b>	Dedicated Out of Hours resource created & implemented	Service in place			NA	
18a	01, 07 To ensure that carers are supported in their caring role	<b>Increase the number of carers' assessments</b>	Percentage of identified carers who are offered an assessment &, on review, are positive about their service experience	100%	100%	100%	PF/YH/HT	
18b			Appointment of a Carers Services Co-ordinator.	Co-ordinator appointed	To be set	To be set	A	
19.	01, 10 To improve the quality of service provision and that people are safe and secure	<b>Test Local Authority directly provided services against Care Standard Inspectorate Wales standards and internal Quality Assurance data</b>	Positive inspection reports for all registered services  Increase in the number of people who, on review, are positive about their service experience	Positive inspection reports for all registered services  Increase in the number of people who, on review,	Positive inspection reports for all registered services  Increase in the number of people who, on review,	Positive inspection reports for all registered services	HT	

	wherever they receive services.			are positive about their service experience	are positive about their service experience			
20a	10 To improve information so that it is easily accessible & provided in a range of appropriate formats	<b>Improve access to services for users, carers and partner agencies – Develop website to improve information to customers.</b>	Increased number of 'hits' on the Adult Services website.	To be set	To be set	To be set	SW	
20b			Increased number of self referrals via the Adult Services website form	To be set	To be set	To be set	SW	
21.	01, 06, 09 To ensure that people are safe and free from harm	<b>Implementation of the Mental Capacity Act</b>	All key staff trained and procedures developed.	All key staff trained and procedures developed.	Training for new staff	Training for new staff	SW	
22a	10 To improve communicat'n into & within the Authority	<b>Meet Corporate Communication targets</b>	Reply to all letters, phone calls and E-mails within 10 working days	100%	100%	100%	ASMG	
22b			Investigate all complaints and aim to provide a full reply within 10 working days	100%	100%	100%	ASMG	
23	09, 10 To ensure that accurate data is collected to	<b>Prepare &amp; support staff for the implementation of the PARIS client information system</b>	Ensure that all staff are enabled to attend relevant training	All key staff released for training	Training for new staff	Training for new staff	ASMG	

	inform planning & commission'g processes.			Improvement in the quality and quantity of data available				
24a	09, 10 To ensure that the Department performs well in relation to other Welsh Authorities.	<b>Ensure that all team plans identify appropriate actions designed to achieve relevant Performance Indicator targets.</b>	Appropriate actions present in all team plans  Performance improves year on year	100%	100%	100%	ASMG	
24b			A %age improvement on the number of clients with care plans at 31st March whose care plans were reviewed during the year	+10%	To be set	To be set	PF/YH/HT	

## Improvement Priority Three

<b>* LEAD KEY</b>		<b>Directorate Priority C:</b>		<b>Improving the way in which we work with others.</b>				
<b>Neil Ayling - NA</b> <b>Sue Wright - SW</b> <b>Gwynfor Griffiths - GG</b> <b>Anne Hughes-Jones - AHJ</b> <b>Helena Thomas - HT</b> <b>Yvonne Hughes - YH</b> <b>Peter Fowler – PF</b> <b>Adult Services Management Team - ASMG</b>		<b>Directorate Objectives :</b>		<b>C7: To develop opportunities for effective participation of users, carers, elected members, independent and voluntary sector partners.</b> <b>C8: To develop clear and robust partnership arrangements.</b> <b>C9: To develop clear and robust independent sector.</b> <b>C10: To improve both external and internal communications</b>				
<b>Directorate Outcomes: 01 - Improved Health &amp; Well-being, 02 – Independence, 03 - Economic Well-being, 04 - Involvement &amp; Choice, 05 - Equality &amp; Access, 06 -Staying Safe, 07 - Enjoy &amp; Achieve, 08 - Environment &amp; Community Development, 09 – Capacity to Improve, 10 – Efficient Working.</b>								
<b>Act No</b>	<b>XRef to Outcomes</b>	<b>Improvement Actions</b>	<b>Performance Measure/Indicator</b>	<b>Target 07/08</b>	<b>Target 08/09</b>	<b>Target 09/10</b>	<b>Lead *</b>	<b>Resource £ &amp; Source</b>
25.	01, 07, 08, 09 To ensure that accurate data is collected to inform planning & commission'g processes.	<b>Development of a consistent method of recording equalities data across HCSWB partner agencies</b>	Equalities monitoring data set accepted by all partners	Data set accepted and training for key staff provided	Training for new staff.  Data integrated into planning processes	Training for new staff  Data integrated into planning processes	SW	
26.	04, 05 To improve access to services for rural residents	<b>Further development and implementation of a strategic approach to pressures of rural areas</b>	Impact Assessments undertaken for all new developments	Impact Assessments completed for all new developments	Impact Assessments completed for all new developments	Impact Assessments completed for all new developments	ASMG	

27	01, 08 To contribute to the development of a joined up, flexible and efficient health & social care sector.	<b>Contribute to the development of the 2008/11 Health Social Care &amp; Wellbeing Strategy</b>	2008/11 Strategy in place influence by a full and inclusive consultation process.	Priority areas consulted upon and agreed by LOG/SPB	New strategy launched and implementation plan in place	Implementation plan progressed	Diane Hesketh	
28.	01 To reduce peoples dependence on care & increase their independence	<b>Develop &amp; implement strategies for key actions of the Mental Health &amp; Older Peoples NSFs</b>	Action Plans in place and monitoring methods in place.	Progress on target & advised to relevant scrutiny bodies	Progress on target & advised to relevant scrutiny bodies	Progress on target & advised to relevant scrutiny bodies	HT/YH	
			Rate of older people helped to live at home per 1000 population aged 65 or over (excludes professional support)	75	To be set	To be set	YH	
			The number of people with a mental health problem under 65 supported to live at home	To be set	To be set	To be set	HT	
29a	04, 08 To reduce peoples dependence on care & increase their independence & to increase choice	<b>Develop and improve Local Authority working with the voluntary sector</b>	New Revised Contracts  Voluntary sector services developed to meet the needs of users as outlined in commissioning strategies.	15	15	5	GG	

29b			Monitoring visits to Organisations	25	25	25	GG	
29c			Tendering invitations	6	20	10	GG	
29d			Tripartite contracts	5	3	1	GG	
29e			Members seminar on role of the vol. sector	1			GG	
30a	08 To reduce peoples dependence on care & increase their independence and to increase choice	<b>Ensure a robust independent sector</b>	Annual fee increase linked at least to rate of inflation				NA	
30b			Cost of intensive care for adults (care homes)	£450	To be set	To be set	NA	
30c			Cost of intensive care for adults (home care)	£85	To be set	To be set	NA	
31.	09,10 To improve the consistency of care by reducing the number of people involved in care packages.	<b>Contribute to the further development and implementation of Generic Worker Project</b>	Recruit a group of generic support workers and evaluate the impact on the user experience.	6	To be set	To be set	HT	Joint Flexib'ies
32.	01 To inform decision makers to ensure an	<b>Arrange awareness days for elected members</b>	At least one members awareness day per annum	Member seminar on the role of the voluntary sector	One members awareness day	One members awareness day	SW/GG	

	informed approach to decision making.							
33.	01 To improve the user experience by sharing good practice.	<b>Promote good practice identified in Health Challenge Denbighshire</b>	Facilitate learning exchanges	2 events facilitated in conjunction with WLGA			Diane Hesketh	

## Improvement Priority Four

<b>* LEAD KEY</b>		<b>Directorate Priority D:</b>	<b>Improving the way in which we use our resources.</b>					
<b>Neil Ayling - NA</b> <b>Sue Wright - SW</b> <b>Gwynfor Griffiths - GG</b> <b>Anne Hughes-Jones - AHJ</b> <b>Helena Thomas - HT</b> <b>Yvonne Hughes - YH</b> <b>Peter Fowler – PF</b> <b>Adult Services</b> <b>Management Team -</b> <b>ASMG</b>		<b>Directorate Objectives:</b>	<b>D11: To investigate the delivery of services through joint and/or regional commissioning.</b> <b>D12: To invest in the recruitment, retention and development of staff both internal and in the wider health, social care and housing community.</b> <b>D13: To promote health and safety awareness to contribute to the reduction of accidents and injuries</b> <b>D14: To develop an innovative approach to service delivery to ensure the most effective and efficient use of finances.</b> <b>D15: To ensure that Directorate buildings are ‘fit for purpose’ and to continue to maximise their use.</b>					
<b>Directorate Outcomes: 01 - Improved Health &amp; Well-being, 02 – Independence, 03 - Economic Well-being, 04 - Involvement &amp; Choice, 05 - Equality &amp; Access, 06 -Staying Safe, 07 - Enjoy &amp; Achieve, 08 - Environment &amp; Community Development, 09 – Capacity to Improve, 10 – Efficient Working.</b>								
<b>Act No</b>	<b>XRef to Outcomes / PEF/ JRA</b>	<b>Improvement Actions</b>	<b>Performance Measure/Indicator</b>	<b>Target 07/08</b>	<b>Target 08/09</b>	<b>Target 09/10</b>	<b>Lead *</b>	<b>Resource £ &amp; Source</b>
34.	02, 04,05 To reduce peoples dependence on care & increase their independence and to increase choice	<b>Further development and implementation of Joint Older Peoples’, Joint Mental Health and Learning Difficulties Commissioning Strategies</b>	Commissioning Strategies and implemented.	Strategies implemented	To be set	To be set	YH/NA/ PF/HT/ AJH	
35a	02, 04,05 To reduce peoples dependence	<b>Development of Physical Disabilities and Carers Commissioning Strategies.</b>	Commissioning strategies developed and implemented matched by an increase in the number of users & carers	Strategies developed and consulted upon	Strategies implemented	To be set	PF / AHJ	

	on care & increase their independence and to increase choice		who consider their quality of life has improved					
35b			The percentage of clients aged 18-64 who are supported in the community	92%			PF/HT	
36.	10 To ensure that resources are maximised to meet the agreed key priorities.	<b>Develop an approach to financial planning protocols in relation to 18 to 24 year olds. (Partnership working with Children's Services)</b>	Protocols developed and implemented	Protocols in place	To be set	To be set	PF/HT	
37a	04 To ensure that staff are contributing to the aims & objectives of the Department	<b>Ensure that the Performance Appraisal procedure is fully embedded.</b>	%age of managers trained	100%	100%	100%	ASMG	
37b			% of staff who have been appraised under the new system	75%	100%	100%	ASMG	
38.	10 To ensure that resources are maximised to meet the agreed key priorities.	<b>Further development of budget planning</b>	Planned Strategy to manage changes in Supporting People funding	In place	Implemented		NA	

39.	10 To ensure that resources are maximised to meet the agreed key priorities.	<b>Pilot limited devolved budgets to team manager level</b>	Identify specific areas for the devolution of budgets to team manager level.	Budgets relating to transport to care services devolved	To be set	To be set	NA	
40a	10 To ensure that resources are maximised to meet the agreed key priorities	<b>Ensure that transport to care services is efficiently and effectively provided</b>	Provision of transport to care services reviewed and revised.	Provision to clients attending LD services reviewed	Provision to clients attending PDSI and OP services reviewed	To be set	Sian Charlton Fleming	
40b	01, 02 To ensure that transport to care services are of an quality acceptable to users		Eligibility criteria and quality standards established.	Eligibility criteria and quality standards developed, consulted upon & implemented	Quality audit of current transport arrangements based on quality standards.		Sian Charlton Fleming	
40c			Review of current taxi provision	SSD taxi provision aligned with LLL contract			Sian Charlton Fleming	
41.	10 To ensure that resources are maximised to meet the agreed key priorities	<b>Monitor the impact of the changes to charging for domiciliary services</b>	Quarterly reports / claims submitted to WAG on time	Funding recovered from WAG to recompense lost income			AHJ	

42.	05 To ensure that resources are maximised to meet the agreed key priorities	<b>Further development of the Contract function (Partnership working with Children's Services)</b>	The development of a quality circle which will inform the contract monitoring process across all services.  The development of of Corporate CPR & procurement guidance to meet the needs of Social Services	All contracts monitored for service improvement purposes Tenders & Contractual arrangements comply with CPRs			AHJ	
43.	10 To ensure that resources are maximised to meet the agreed key priorities	<b>Seek to reach agreement with Local Health Board on Continuing Health Care issues.</b>	Implementation of ADSS CHC protocol	Protocol implemented			NA	
44.	10 To ensure that resources are maximised to meet the agreed key priorities	<b>Ensure full advantage is taken of existing funding opportunities and in particular the Convergence Fund.</b>	Projects supported	4 project s supported	4 project s supported	4 project s supported	GG	
45.	01, 10 To ensure that staff are enabled to provide a consistent service to users.	<b>Improve upon / maintain current rate of sickness</b>	Number of days lost per employee	10 days	9 days	8 days	ASMG	

46.	09, 10 To ensure that mgt. capacity is increased to further develop service provision.	<b>Further investment in the workforce</b>	Recruit and select new Service Manager	New Service Manager in post	To be set	To be set	NA	
47a	08 To increase the number of vulnerable people who have achieved & sustained financial security	<b>Contribute to Corporate Social Inclusion / Anti Poverty and Affordable Warmth Agenda</b>	Contribute to the agreed outcomes in the Anti Poverty Strategy	Outcomes achieved			GG	
47b	03, 07 To increase the number of vulnerable people who have achieved & sustained financial security		Identify funding stream to further support Work Connections Project	Funding established and an increased number of clients enabled to realise their full potential			GG	
47c	08 To ensure that more people have an improved & sustained environm't		Support the Keep Warm Keep Well programme	100% new clients provided with information packs	100% new clients provided with information packs	100% new clients provided with information packs	SW	

47d	03 To increase the number of vulnerable people who have achieved & sustained financial security		All nil payers receive WB check to ensure all benefits are being claimed	100%	100%	100%	SW	
48a	05, 08 To ensure that more people have an improved & sustained environm't	<b>Contribute to Corporate Equalities &amp; Sustainable Development Agenda.</b>	Reduce staff travel costs	%age reduction in travel costs. To be set.	%age reduction in travel costs. To be set.	%age reduction in travel costs. To be set.	ASMG	
48b	08 To ensure that more people have an improved & sustained environm't		%age of office locations with recycling facilities	100%	100%	100%	Sian Charlton Fleming	
48c	05 To increase the accessibility for people from minority & ethnic communit's		Develop a NWREN one stop shop facility for residents from minority & ethnic communities	One stop shop established & accessibility increased	To be set	To be set	GG/SW	
49a	09, 10 To ensure that accurate data is	<b>Implement agreed QA Strategy</b>	Strategy implemented	Team Profile provided for SAT and OP(N) & used to	2 x more team profiles provided	All teams in receipt of team profiles	SW	

	collected to inform the continuing improvem't agenda.			further improve practice				
49b	09, 10 To ensure that accurate data is collected to inform the continuing improvem't agenda.		QA strategy rolled out to MH teams.	Appropriate format for MH teams developed			SW	