

Our Ref/Ein Cyf:  
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Date/Dyddiad:

Please ask for/Gofynnwch am:

Direct line/Llinell uniongyrchol:

Email/Ebost:

19 March 2012

Steve Thomas

(029) 2046 8610

steve.thomas@wlg.gov.uk



WLGA • CLILC

Gwenda Thomas AM  
Deputy Minister for Social Services & Children  
National Assembly for Wales  
Cardiff Bay  
CARDIFF  
CF99 1NA

Dear Gwenda

### **Sustainable Social Services**

We have great pleasure in enclosing the first iteration of the Local Government Implementation Plan which sets out how collectively we will work to deliver the early commitments contained within our Joint Response to 'Sustainable Social Services for Wales: A Framework for Action'. As was the case with the development of our Response, a genuinely collaborative approach has been taken by WLGA and ADSS Cymru to engage with political and professional leadership. We have also taken the opportunity to share our proposals with colleagues in the independent sector and the NHS and assured them of the key role they will have in working alongside local government to deliver our commitments.

The Plan is very much a first step in what needs to be a hugely significant journey of transformation, not only in changing fundamentally the nature of services provided but also in ensuring that the requirements of the forthcoming Social Services Bill are met. Whilst some actions can be – and are being – implemented immediately, others require further preparatory work.

We have discussed and agreed previously the need to engage with incoming administrations following the Local Government elections to secure corporate ownership, professionally and politically, to the agenda and what it implies in terms of working across Councils and with partners to enhance the wellbeing of people in need. Achieving this will be a key priority in the early summer and will underpin the further development of our Plan, before being formally signed off by leaders.

During that same period we need to take the opportunity to consider together the full implications of the Social Services Bill, respond formally to the Consultation and inform its refinement and further development. As you would expect, the first Iteration of our Plan

Steve Thomas CBE  
Chief Executive  
Prif Weithredwr

Welsh Local Government  
Association  
Local Government House  
Drake Walk  
CARDIFF CF10 4LG  
Tel: 029 2046 8600  
Fax: 029 2046 8601

Cymdeithas Llywodraeth  
Leol Cymru  
Tŷ Llywodraeth Leol  
Rhodfa Drake  
CAERDYDD CF10 4LG  
Ffôn: 029 2046 8600  
Ffacs: 029 2046 8601

[www.wlga.gov.uk](http://www.wlga.gov.uk)

reflects aspects of the Bill but we have not had the opportunity to fully consider its implications in relation to our specific commitments.

We also need urgent dialogue with your officials to ensure that their Plans for the areas in which they will be leading align with ours and that opportunities for joint working and amalgamation of governance arrangements are identified. This will ensure a uniform direction and eliminate duplication. We envisage that the final version of our Plan in October will form part of a single delivery Plan for Wales, and see this dialogue with the Welsh Government as a key building block towards this.

Our discussions with the Welsh Government need to be open and honest about the fact that genuine, whole systems change will require buy-in from all key stakeholders, radical thinking on structures and models and a very considerable level of resourcing. Whilst we welcome the protection of Social Services budgets that you have secured for Wales, and your commitment that efficiencies achieved through transformation will be fed back into Social Services, the reality is that implementing change of the scale required will have an inevitable and significant financial cost. We also need to be clear that we cannot afford simply to divert resources from existing services, because of the very real risk to the quality and ultimately possibly the safety of current users that this would necessarily introduce.

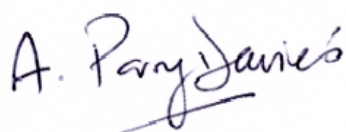
A number of our commitments are as yet unfunded, or have some resources allocated from within local government but need additional funding to be deliverable. We are conscious that priority areas of work such as the development of a Portable Assessment for Wales, to which local government will have an obviously important contribution to make but which do not feature in the First Iteration of our Plan, will bring additional requirements. As previously requested in the National Social Services Partnership Forum we would welcome urgent discussions with your colleagues regarding available resources across the piece and how we might allocate these collectively to fund delivery of the range of programmes to which we are committed.

Our Plan in its first iteration signifies the priority that Local Government is giving to the transformation of social services in Wales. We look forward to delivering this in partnership with Welsh Government and others.

Yours sincerely



Cllr Meryl Gravell OBE  
WLGA Presiding Officer  
Lead spokesperson for Social Services



Parry Davies, President ADSS Cymru



## **Sustainable Social Services for Wales**

### **Local Government Implementation Plan (First Iteration)**

**March 2012**

**WLGA/ ADSS Cymru**

## Introduction

Our response to *Sustainable Social Services for Wales: A Framework for Action* was submitted to the Welsh Government in December 2011. It committed Local Government as a whole, in partnership with the professional leadership body for social services, to a transformation programme designed to turn into reality our shared vision for a responsive, citizen centred approach.

We are already taking active steps to deliver on the intentions contained in our response. This first iteration of the Local Government Implementation Plan contains a range of actions. Some reflect ongoing activity and others require brand new programmes, which have been agreed by Councils and which incoming administrations will be asked to endorse following the elections in May. We anticipate that the actions set out in this document will align with and complement the plans of Welsh Government and other partners to form by October 2012 a composite national implementation programme.

Our plan highlights those areas in the strategy where Local Government has agreed to take the lead, working in partnership with colleagues in Welsh Government, the NHS, Care Council Wales, the third sector and private organisations that provide major social care services within our communities. In our response, we also undertook to work with the Welsh Government in areas which they will lead, such as developing a National Outcomes Framework, introducing Portable Assessment and establishing national eligibility criteria.

Our implementation plan is set out under the core themes identified by the Welsh Government, with specific actions included against each of these themes. All our actions are underpinned by key guiding principles – engaging with users and carers in the design and delivery of services, maintaining a consistent focus on outcomes, collaboration and integration across Councils and with strategic partners in remodelling existing services, ensuring value for money and securing costs savings wherever possible. We see these as the real ‘game changers’ which will pave the way to genuine transformation. Our commitment to change is not made reluctantly and is an appropriate response to a context characterised by increasing demand and diminishing resources. It reflects a genuine desire to provide services which respond effectively to the needs of families and communities and safeguard the most vulnerable.

We are clear that the required changes cannot be brought about by Social Services in isolation. Maintaining and enhancing the wellbeing of people in need requires a concerted effort across public services and beyond. We will work with the NHS, third and private sectors to achieve whole systems change. The implementation plan describes how we will do this in relation to the specific commitments made in our response. Equally, we will work to ensure that Local Authorities maintain a corporate commitment to ensuring that all their core services help to fulfil the aims set out in *Sustainable Social Services for Wales: A Framework for Action*.

It is intended that many of the actions contained in the implementation plan will be delivered with existing resources. This means that we have had to be clear about priorities, mindful that change on the scale required will not be achieved overnight and will need to be orchestrated over the medium term. We cannot allow the need to focus on transformation pose a risk to the work of sustaining and improving current services. Our financial and people resource will need to be managed carefully and we will have to work effectively across tiers and organisational boundaries to optimise the capacity we have available. Additional investment will be required for some actions and we call for further dialogue with the Welsh Government about how this might be achieved.

Strategic oversight of the delivery of our implementation plan will come through new and existing structures across WLGA and ADSS Cymru. A Local Government Implementation Board will be established, comprising senior officials and elected politicians. This will consider progress on a bi-monthly basis and report to the National Social Services Partnership Forum and Strategic Leadership Group. Programme groups will be established to manage individual workstreams, providing an opportunity for partners across sectors to shape activity and address issues that emerge. We will need to work with Welsh Government to ensure that the infrastructure is in place to allow these to be chaired by Directors of Social Services, supported by existing ADSS Cymru Policy Groups and Heads of Service networks to ensure a focus on Sustainable Social Services priorities. The WLGA Lead Members Group and Social Services Policy Group will provide political oversight of the Plan.

Our implementation plan sets in place concrete first steps in achieving transformational change in the coming period and we look forward to the journey.

## **A New Accord for Social Services**

Welsh Government is leading:

- 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 providing a crucial means of engaging with all partners at a strategic level.
- The statutory role of the Director of Social services and the Corporate Parenting role of the local authority which are being addressed through the Social Services Bill.

Local Government is leading on:

- Maintaining and supporting a cross-party group of Cabinet Members to reflect the local government voice on the National Partnership Forum and, through quarterly bi laterals with the Deputy Minister, ensuring robust political communication and continued support for the Sustainable Social Services agenda.
- Improving practice in relation to collaboration and commissioning. We are committed to empowering existing and potential service users and carers through providing reliable and good quality information and helping them to mobilise personal and community resources to find solutions to their difficulties.
- Empowering vulnerable people to find the most appropriate service solutions, together the most appropriate means of delivering them.

Our proposals will:

- Identify and design new models of service delivery that deliver agreed outcomes.
- Facilitate work across local authorities and with the NHS and other partners to develop a new and sustainable infrastructure for wide ranging regional commissioning and delivery of specific services, using the LHB or police service footprint as a basis where appropriate but ensuring that agreed boundaries make functional and financial sense in the context of the services involved.
- Embed clear outcomes for citizens, service users and carers into service design and service specifications.
- Identify opportunities for collaboration across local authorities and between local authorities and the NHS.

- Improve the skills of commissioners.
- Facilitate development of preventative models that promote independence and reduce the need for higher level services, wherever possible.
- Improve intelligence about need, demand and service provision to help local authorities to plan for the future and to influence the social care market.
- Improve intelligence about demand, supply and Local Government commissioning intentions for providers.
- Develop further mechanisms at regional and local levels to promote constructive dialogue between commissioners and providers.

We will establish a multi-agency Commissioning Board, supported by an ADSS Cymru Policy Group, which will include representatives of Welsh Government, the NHS and the independent sector. The Board will establish appropriate mechanisms to engage with providers on a regular basis as the actions are delivered.

The ADSS Cymru Leads for this theme are: Giovanni Isingrini (Merthyr Tydfil) and Tony Clements (Neath Port Talbot)

Specific actions are outlined below.

### Leadership

Action	Governance	Lead	Milestones	Additional resources required?
Establish Local Government Implementation Board (LGIB) to oversee delivery of Implementation Plan	Board to be established	WLGA/ADSS Cymru	<b>Board established</b> April 2012	No
Continued political support for Social Services Cabinet Members through the Cross-Party Group and the Social Services Policy Group (SSPG)	LGIB	WLGA	<b>Ongoing</b>	No
Develop and deliver development modules for incoming Cabinet Members	LGIB	WLGA	<b>2012</b>	No

## Commissioning

Action	Governance	Lead	Milestones	Additional resources required?
Establish a multi-agency Commissioning Board	Board to be established	ADSS Cymru/SSIA	Board established with agreed membership and Terms of Reference <b>June 2012</b>	No
Establish Provider Forum to facilitate engagement in delivery of Sustainable Social Services	Report to Commissioning Board	ADSS Cymru/SSIA	Forum established with agreed membership and Terms of Reference <b>June 2012</b>	No
Produce Market Position Statements (MPCs) for all service user groups as a basis for constructive and creative dialogue between Councils/Local Health Boards and public, private and third sector providers on the shape of future services	Report to Commissioning Board	ADSS Cymru/SSIA	Staff training for undertaking MPCs completed <b>December 2012</b>  Programme for developing market position statements to begin with pilot in Cardiff and Vale of Glamorgan and Cardiff and Vale UHB <b>October 2012</b>  Market Position Statements	Yes



Action	Governance	Lead	Milestones	Additional resources required?
			completed for all service user groups <b>Late 2013</b>	
Undertake a capability and capacity review of social care commissioning and procurement practices across Wales in local authorities, regional collaboratives and the NHS	Report to Commissioning Board	Value Wales/SSIA	<b>December 2012</b>	Yes (Apply for ESF funding)
Develop and implement commissioning skills development programme – to include discussion of providers' programme	Report to Commissioning Board	SSIA	Needs identified <b>September 2012</b>  Programme in place <b>September 2013</b>	Yes
Establish arrangements for regional procurement of high cost, low volume adult and children placements	Regional Collaboratives - Report to Commissioning Board	ADSS Cymru	<b>March 2013</b>	No
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	<b>December 2012</b>	Yes
Undertake efficiency review of existing placements to achieve immediate financial savings	Regional Collaboratives - Report to Commissioning Board	ADSS Cymru	<b>December 2012</b>	No
Establish commissioning programme for children's services	Report to Commissioning Board	ADSS Cymru/SSIA/	Programme established <b>March 2013</b>	Yes
Conduct market analysis of domiciliary care	Report to Commissioning Board	SSIA/ADSS Cymru	<b>September 2012</b>	No
Conduct market analysis of residential care for older	Report to	SSIA/ADSS Cymru	<b>December 2012</b>	Yes

Action	Governance	Lead	Milestones	Additional resources required?
people	Commissioning Board			
Developing commissioning practice to inform guidance that will support implementation of the Welsh Model of Citizen Directed Support	Report to Commissioning Board	ADSS Cymru/SSIA	<b>2012/13</b>	Yes

## A New Improvement Framework

Welsh Government is leading on:

- Development of a National Outcomes Framework for Social Services.
- A new approach to inspection and regulation.
- Development of National Standards for Social Services.
- Undertaking a strategic review leading to a strategic improvement collaborative for Social Care in Wales.

Local Government is leading on:

- Development of a new Performance Management Framework (comprising Public Accountability Measures aligned to the National Outcomes Framework and comprising Public Accountability Measures and Service Improvement data relating to specific services) and providing a mechanism to measure and monitor progress towards achieving agreed national outcomes.
- Ongoing support to Councils in implementing the Annual Council Reporting Framework (ACRF), again linking with the National Outcomes Framework.

Our proposals will:

- Make Social Services more accountable to users and carers and regulators.
- Enhance local understanding of performance and support improvement activity.
- Facilitate the exchange of practice information and learning between Councils, thus improving overall performance and quality of services across Wales.
- Ensure that improvement activity is focused on priorities and that available resources to support improvement are used most effectively.

The ADSS Cymru Leads for this theme are: Andrew Figiel (Wrexham) and Nick Jarman (Cardiff).

Specific actions are outlined below.

Action	Governance	Lead	Milestones	Additional resources required?
New Performance Management Framework	ADSS Heads of Service Groups (AWASH/AWHOCS/AWHOBS)	ADSS Cymru/WLGA/CSSIW/Data Unit	News SID sets in place <b>April 2012</b>	No
Continue to support implementation of Annual Council Reporting Framework	ACRF Programme Board	SSIA/ADSS Cymru	Further coaching for Senior Management Teams to support implementation <b>ongoing</b>	No
			Issue new edition of ACRF toolkit <b>June 2012</b>	No
			Concordat signed between Local Government and CSSIW on joint engagement in embedding ACRF <b>September 2012</b>	No

## **A Strong Voice and Real Control for Citizens/ A Strong Professional Delivery Team**

Welsh Government is leading on:

- Improving the information available about social care.
- A new approach to advocacy and complaints for service users.
- Strengthening the social enterprise sector, innovative approaches such as social bonds and time-banking.
- A child's right to be heard.
- Continued development of the availability of the Welsh Language in service provision.
- Review of the Carers' Strategy.

Local Government is leading on:

- The development of a joint Local Government/ NHS outcomes framework to support the implementation of the Carers Measure (Wales), and a contribution via the Carers Officers Learning & Improvement Network (COLIN) to monitor, evaluate and review the framework and associated guidance.
- The review of the Welsh Government Carers strategy through the Carers Officers Learning and Improvement Network, which WLGA and SSIA have secured an extension to cover the NHS and voluntary sector colleagues. The SSIA will continue to facilitate this important group, with policy support from the WLGA.
- Local Government will also lead in developing two significant service user surveys, for adults and children. We intend that this will be in partnership with the Children and Older Peoples commissioners and research institutes; the surveys will be piloted in late 2012 in a sample group of local authorities. These are the first of their kind in Wales, and reflect the commitment of local government to placing the voice of citizens at the very heart of the design and delivery of services.

Our proposals will:

- Enhance joint working between the NHS and Local Government on Carers.
- Maximise the potential for alignment of agendas through a shared outcomes framework.
- Increase the voice of service users and carers in the design and delivery of services.
- Provide annual data on the experience of service users to inform policy and service design.
- Improve joint working between local government and the Children's/Older Persons Commissioners offices.
- Strengthen the Welsh approach to citizen centred services.
- Build management capacity at middle and senior levels.

The ADSS Cymru Leads for this theme are: Ellis Williams (Rhondda Cynon Taf) and Bruce McLernon (Carmarthenshire).

Specific actions are outlined below.

Action	Governance	Lead	Milestones	Additional resources required?
Develop and Implement the Carers Measure joint Outcomes Framework	Via the Carers' Officers LIN (COLIN)	WLGA/NHS Confederation	Submission to Welsh Government <b>March 2012</b>  Implementation <b>2012/13</b>  Annual monitoring and review via COLIN <b>Ongoing</b>	Yes
Scope and pilot an annual survey of looked after children	AWHOCS/AWHOBS	WLGA/ADSS Cymru	Scoping and development <b>March - May 2012</b>	Yes

Action	Governance	Lead	Milestones	Additional resources required?
			Pilot <b>October 2012</b>	
Scope and pilot an annual survey of adults	AWASH/ AWHOBS	WLGA/ADSS Cymru	Scoping and development <b>March – May 2012</b>  Pilot <b>October 2012</b>	Yes
Support middle managers in leading improvements in front-line practice	National Programme Management Committee	SSIA	Continued coordination of Team Manager Development Programme and subsidy for participants <b>Ongoing</b>  Evaluation of Programme <b>December 2012</b>  Revision and retendering of Programme <b>Early 2013</b>	No
Support development of senior managers	National Programme Management Committee	SSIA/ Care Council Wales/ADSS Cymru	Ongoing support for social services managers on Leadership for Collaboration <b>to</b>	No

Action	Governance	Lead	Milestones	Additional resources required?
			<b>September 2012</b> Scoping of new senior management programme and commissioning of design phase <b>April 2013</b>	
Implement Welsh Language Strategy once published	National arrangements (WG)	ADSS Cymru/WLGA	<b>Ongoing</b>	No



## A Stronger Framework for Safeguarding

Welsh Government is leading on:

- Establishment of a National Safeguarding Board.
- Reforming existing legislation governing Local Safeguarding Children Boards (LSCBs).
- Introducing a new legal framework for the safeguarding and protection of vulnerable adults/children.

Local Government is leading on

- Development of an evidence base to support reform of LSCBs.
- Reflecting the local government perspective via Welsh Government's SPAN.
- Relevant SSIA operational work programmes will shape the Local Government input into the reforms.

The ADSS Cymru Leads for this theme are: Simon Burch (Monmouthshire), Liz Majer (Blaenau Gwent).

Specific actions are outlined below:

Action	Governance	Lead	Milestones	Additional resources required?
Undertake an options appraisal of potential models for regional LSCBs, to ensure that proposed legislation is able to account for risk and benefits of any new legal structures	ADSS Cymru Safeguarding Policy and Prevention Group	ADSS Cymru/WLGA	First stage report received <b>March 2012</b>	No

Action	Governance	Lead	Milestones	Additional resources required?
			Final report and recommendations <b>May 2012</b>	
Ongoing contribution to the SPAN network established via the Welsh Government	ADSS Cymru Safeguarding policy and prevention group	ADSS Cymru/WLGA	<b>Ongoing</b>	No
Improving operational practice in safeguarding through developing a sustained focus on outcome based practice  Developing a methodology for finding ways of moving on 'stuck' cases and identifying learning from them	ADSS Cymru Safeguarding Policy and Prevention Group SPAN	SSIA/ADSS Cymru	SSIA Programmes for Children's Safeguarding (focusing on unblocking 'stuck' cases and developing individual outcomes) and Adults' Safeguarding (improved practice and outcomes) delivered <b>Early 2013</b>	No

## Drive forward more Integrated Services

Welsh Government is leading 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.
- Clarifying citizen's access to services through assessment frameworks, national eligibility criteria for all services, and portable assessments of need

Local Government is leading on:

- Remodelling services and achieving closer integration across local government.
- Achieving closer integration across local government, with the NHS and other key partners.
- Improving outcomes for users and carers, promoting independence and improving efficiency.

The way in which Social Services are delivered in Wales is changing significantly. A range of new models are being developed which are underpinned by the broad principles of improving outcomes for users and carers, promoting independence and improving efficiency. Some of these initiatives are supported through national programmes, such as IFSS, whilst others represent local and regional approaches designed specifically to address the challenges of rising demand, changed expectations and reductions in financial resources. Examples include:

- Ground-breaking work between Councils to merge social care services (Blaenau Gwent and Caerphilly) and establish joint service management arrangements across organisations (Ceredigion and Powys).
- Roll-out of reablement services that help people maintain or regain independence.

- Joint provision of community-based health and social care services, again supporting people to live independently, helping to avoid unnecessary admissions to hospital and delays in discharge and signposting to community-based preventative services. Examples include major programmes focused on adults living longer and the establishment of joint Community Resource Teams in a number of areas based on the model recommended in 'Setting the Direction'.
- A range of preventative approaches and intensive services developed and delivered in partnership to meet the needs to vulnerable children and their families.
- Joint arrangements between Councils and Health Boards to deliver Learning Disability services, in some cases supported by pooled budgets.
- Integration of mental health, substance misuse and autistic spectrum disorder.

Development and implementation of these new service models will continue and accelerate over the coming period – specific actions are listed below. Within the next 12 to 18 months we expect to be in a position to monitor and report on the impact of these changes. Recognising the importance and value of actively supporting transformation and sharing learning and emerging practice, we will:

- Support organisations seeking to integrate services in relation to developing appropriate governance arrangements, through the development of toolkits and 'best practice' guidance.
- Identify a range of 'exemplar' programmes across Wales, which will be selected from existing and proposed initiatives and concentrate on one or more of the specific service areas highlighted as a priority within Sustainable Social Services. Details of the selected programmes will be included in the final version of our Implementation Plan in October 2012.
- Agree and deliver a range of targeted support interventions to assist in remodelling services, framed by the Citizen Directed Support model for Wales.
- Provide Welsh Government with regular updates on progress and impact of the selected programmes via the National Partnership Forum and Strategic Leadership Group.
- Work with colleagues to develop impact evaluation frameworks to measure the benefits of new service models in relation to outcomes for individuals and efficiency.
- Collect learning from the 'exemplars' and other new models, promoting these via the SSIA website and taking a proactive approach to the dissemination of learning across Wales. In this way we will avoid duplication and the risk of Councils and

partnerships across Wales 'reinventing the wheel' when tackling service change, as well as mainstreaming proven new ways of working as quickly as possible.

- Regularly capture intelligence on new service models from UK wide sources including improvement and innovation agencies and academia, and make this available in a timely fashion to colleagues working on transformation programmes across Wales.
- Provide focused financial and advisory support for selected 'Demonstrators' through SSIA National Transformation programmes and facilitate learning between Demonstrators and more widely.
- Consolidate existing Learning and Improvement Networks in areas such as Reablement, Citizen Directed Support and Learning Disability and refocus their programmes to directly inform and support transformational work on the ground and to share learning.
- Ensure that work being undertaken within other strands of the Implementation Plan and by external partners – for example in relation to workforce, performance management and commissioning – supports the transformation activity that is taking place and addresses obstacles and challenges that colleagues are facing in making change happen.
- Incorporate new ideas about possible service delivery models – social enterprises, cooperatives, trading companies, etc.

The ADSS Cymru Leads for this theme are: Phil Evans (Vale of Glamorgan), Sue Evans (Torfaen) and Stewart Greenwell (Newport)

Specific actions are outlined below:

Action	Governance	Lead	Milestones	Additional resources required?
Deliver merged social services across Blaenau Gwent and Caerphilly Councils	Programme Board	Blaenau Gwent CBC/Caerphilly CBC	<b>April 2013</b>	Yes
Deliver joint management arrangements in Ceredigion/Powys	Programme Board	Ceredigion CC/ Powys CC	TBC	Yes
Deliver programmes of collaboration in Mid and West Wales, North Wales and South East Wales and monitor delivery	Regional Collaboratives	WLGA/ADSS Cymru/NHS	Programmes agreed <b>April 2012</b>	Yes – for specific projects

Action	Governance	Lead	Milestones	Additional resources required?
Identify 'exemplar' transformation programmes, report and monitor impact	Report to AWASH, AWHOCS, AWHOBs	SSIA	'Exemplars' identified <b>September 2012</b>  Monitoring and reporting <b>Ongoing</b>	No
Promote the development of formal partnerships and pooled budgets and keep a register of these	Report to Commissioning Board	SSIA/WLGA ADSS Cymru	Workshops held <b>October 2012</b>  Partnership Register in place <b>December 2012</b>	Yes
Promote and support transformation in older peoples' and dementia services:				No
<ul style="list-style-type: none"> <li>In a first phase building on the existing 'Transforming Services for Older People' programme testing out new citizen pathways in 3 Demonstrator areas, reducing dependency and promoting independence</li> </ul>	Programme Board	SSIA/ADSS Cymru	<b>December 2012</b>	No
<ul style="list-style-type: none"> <li>Accelerating delivery of new models across Wales through focussed support and provision of Toolkits</li> </ul>	LGIB	SSIA/ADSS Cymru/WLGA	<b>Ongoing</b>	Yes
Accelerate implementation of reablement models across Wales through focused support and provision of toolkits	Report to AWASH, New Models Group	SSIA/ADSS Cymru	Position statement completed <b>December 2012</b>	No

Action	Governance	Lead	Milestones	Additional resources required?
			<p>Toolkit revised <b>December 2012</b></p> <p>Identification and monitoring of transformational models <b>September 2012 onwards</b></p> <p>LIN programme agreed and sub group established with Wales Reablement Alliance and NLIAH <b>June 2012</b></p>	
Following release by WG of the Welsh model of Citizen Directed Support, provide interventions to Councils to assist remodelling	SSIA Management Board	SSIA	<b>Tbc Dependent on WG issuing model</b>	No
Develop impact evaluation frameworks to assess benefits of transformation	SSIA Management Board	SSIA ADSS Cymru	<b>December 2012</b>	No
Take forward first phase proposals for a National	AWHOCS	WLGA/ADSS Cymru	Participate in WG	Yes

Action	Governance	Lead	Milestones	Additional resources required?
Adoption Service submitted to WG January 2012			expert advisory group <b>Ongoing</b>	
Establish consistent pathway for vulnerable families to inform further development of IFSS and Families First	AWHOCS	WLGA	Report on pathway completed <b>May 2012</b>	No
Promote and support service transformation in LD Services based upon valuing people approaches	Programme Board	SSIA ADSS Cymru	National Learning event from SSIA 'Opportunity Assessment' programme <b>September 2012</b>  Targeted support for Councils and partners <b>Ongoing</b>  LIN programme agreed <b>September 2012</b>	No
Promote and support service transformation in Mental Health Services in response to the Measure and the use of recovery models	AWASH	ADSS Cymru	'Exemplars' identified <b>September 2012</b>  Monitoring and reporting <b>Ongoing</b>	
Supporting implementation of National ASD Strategic Action Plan	Programme Board	SSIA WLGA	Regional projects supported and	



Action	Governance	Lead	Milestones	Additional resources required?
		ADSS Cymru WG	evaluated <b>April 2013</b>  ASD E Resource developed and improved <b>Ongoing</b> Local ASD Leads supported <b>Ongoing</b>	
To support collaborative work on the development of sensory impairment services.	Programme Board	SSIA/ WLGA post	Determine work plan July 2012	No