

SOCIAL CARE, HEALTH & HOUSING DEPARTMENT

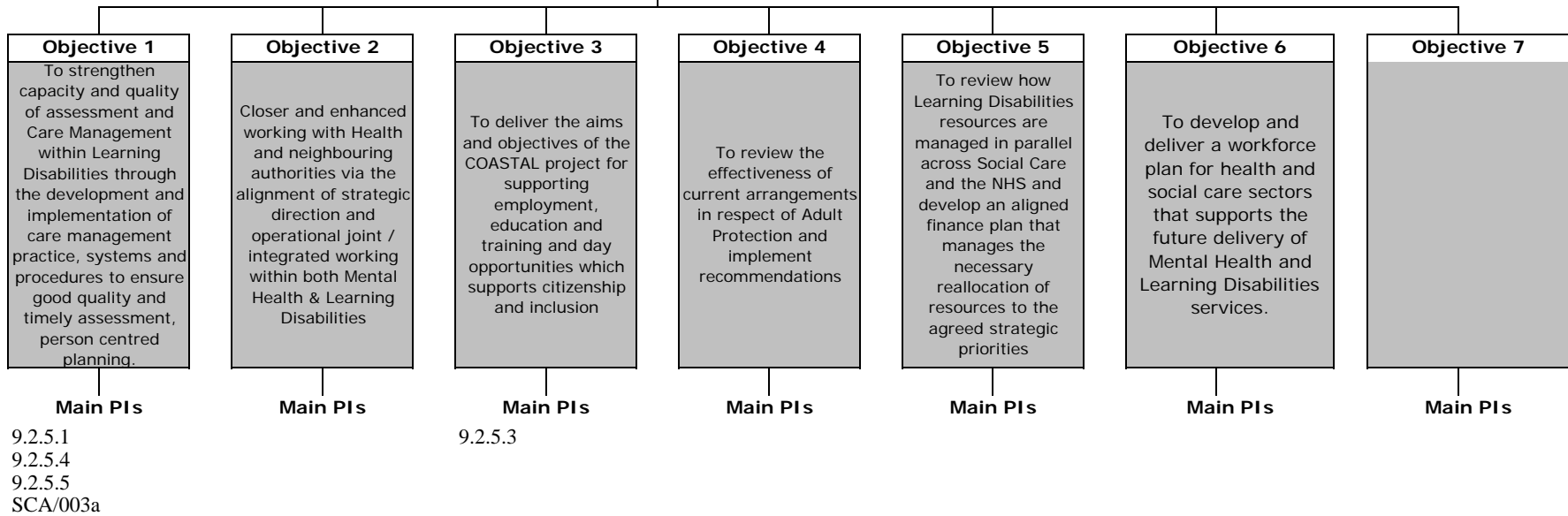
Mental Health & Learning Disability Divisional – Business Plan & Scorecard 2009/12

Head of Service - Gareth John



Providing Social Care for Adults
Improving Health
Promoting Fairness and Social Inclusion

Gross Budget 2009/10
£25M



*Details of these key PIs is provided in Table 5a
 Further supporting Indicators can also be found in Table 5a*

	Contents	Re use	Pre populated	Hyper link	Update
Cover	The Divisional Objectives on a Scorecard	✓			
Values		✓			
Part 1 The Service in context					
1a	Service Facts - Profile of Service	✓			
1b	How the Service Fits in with the Community Plan (USE Table 1c To Help)	✓			
1c	The Council priorities that the Service supports	✓			
Part 2 Where are we now and where do we want to be ? (How the Division is performing)					
2a	Risk Assessment		✓		
2b	How we are doing on this year's (2008/09) objectives		✓	✓	
2c1	Consultation				
2c2	Partnership		✓		
2d (i)	All Wales Statutory and Core Performance Indicator Comparative Information Chart		✓		
2d (ii)	Commentary Page on the All Wales Statutory and Core Performance Indicator Comparative Information Chart				
Part 3 How do we get there? (Service Improvement Planned 2009-12) - Basis of Business Unit Plans.					
3a	For each Service Objective over three years – · Identify the Actions that you are taking to achieve measurable improvement. · Try to identify quarterly mile stones over three years · Remember to address the financial, workforce, accessibility and system needs	Roll on last years three year plan			✓
3b	Divisional Management Standards				
Part 4 Use of Resources					
4a	Enter your Service Budget and projections over three years. Explain variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
Part 5 Results and Target Data					
5a	2008- 09 results and targets for 2009/10 - Main and secondary indicators in detail - Explain significant variations from year to year, between target to projected result for the year and explain any major change in future targets		✓		✓
5b	Divisional Management Standards		✓		
5c	Measurement Summary - The Balance		✓		
5d	List of the Core Measures that the Service reports on - but will not be using in this business plan.		✓		

In building a better Carmarthenshire it is important that our actions are built upon a foundation of key values and principles that act as a guide for our initiative and enterprise.

Our Core Values

Openness, Trust, honesty, integrity

We believe in openness and honesty in all our dealings with the public; we will provide comprehensive information to the public about our services so that they can judge how well we are performing.

Putting Customers First

We will ensure that the needs of our customers are at the heart of everything we do. We will treat people with respect at all times.

Listening - and delivering on promises

We are a listening organisation which consults before reaching major decisions and, having reached a decision, delivers on our promises. We believe in clear leadership, informed decision making, robust scrutiny and honouring commitments.

Working in partnership

We believe in partnership - thinking together and acting together. We will strive to avoid duplication and waste of effort through working closely with our partner organisations, the voluntary sector, trade unions and the local community.

Valuing our staff

We can deliver nothing without the efforts of our staff - they are the reason we succeed. We will support, praise and invest in our workforce to achieve higher standards of service delivery.

Ensuring Equality of Opportunity

We value diversity and recognise the unique contribution of all members of our community. We will serve all of our customers and the community equally, and strive to ensure that everyone has the same rights of access to all of our services.

Treating the Environment with Respect

We aim to be a leader in the field of sustainability - improving the quality of life for local people while conserving the earth's resources and protecting the environment.

Improving our Services

We will strive to continuously improve our services; we are an innovative organisation which constantly seeks new and better ways to deliver our services.

These values permeate everything that we do whilst ensuring that we make better use of resources wherever possible.

Mental Health & Learning Disability Divisional – Business Plan & Scorecard 2009/12

Part 1 - The Service in context

Table 1a

Service Facts

Division	Mental Health + Learning Disabilities	E-Mail: GJohn@carmarthenshire.gov.uk
Division Head	Gareth John	For further information please go to www.carmarthenshire.gov.uk/ Telephone: 01267 228849
Executive Board Member	Cll Pat Jones	
Scrutiny Chair	Cllr Jane Tremlett	

Service Profile

Learning Disabilities The Business Unit provides services to users with learning disabilities, many of whom have additional needs arising from conditions such as autism, mental illness and physical disability. Multi-disciplinary teams assess needs and arrange support services for users and their families. A range of accommodation options are available to suit specific needs, including respite care. Those are commissioned from the public, voluntary and private sectors. Support services include employment opportunities, attendance at Social Activity Centres and individually focussed day services as well as a range of leisure and personal development opportunities. Several of these are developed as partnership schemes with voluntary organisations.

Mental Health The Business Unit provides Mental Health & Substance Misuse Services to adults of working age in partnership with other statutory and voluntary organisations. The Business Unit also holds responsibility for the operation of Adult Protection within the Department. The service focuses on individuals, their families and carers giving priority to those who need to be protected and those with complex needs. Assessments are undertaken in liaison with other professionals where required and a range of support services offered. Where possible services are designed to support people in their own homes and communities although in certain circumstances care away from home in supported environments is necessary. Care plans are reviewed according to need and priority and within statutory and departmental guidelines.

Business Support covers a range of functions including transport services, revenue and expenditure administration, managing and developing the Care management IT system and for developing management information systems. It also manages the department's emergency planning arrangements.

Transport services operate a fleet of 37 specially adapted vehicles, covering 780,000 miles per annum, conveying clients to and from their homes to day centres, activity centres and other locations. Responsible for the arrangements in cases of emergency in accordance with the authority's emergency planning policy, in particular responsibility for the provision of suitable transport and managing designated rest centres.

Financial assessments - 3,000 financial assessments per year in respect of clients admitted to residential and /or nursing care and approximately 1,600 assessments per year in respect of service users accessing chargeable non-residential services.
Payments and Creditors - 35,000 payments annually to the private sector for residential and nursing care and over 34,000 payments per annum to other creditors. The collection of over £9 million per annum in charges for clients in residential and nursing care and approximately £1.5m from service users accessing chargeable non-residential care. The departments payroll function for 1,400 staff paid weekly or four weekly.

To project manage the developments of the unified assessment and care management process in line with guidelines set out by WAG. The developments of new and improved management information and performance management process and reports, and also to calculate performance indicators and other measures required for statutory returns.

Part 1(Continued) - Table 1b

How we fit in

1) How the Service links to and supports the delivery of the Community & Improvement Plan/Corporate Strategy :

Theme: Feeling Fine Health and Wellbeing

Sub Theme: Improving Social Care for Adults

Sub Theme: Improving the management of finances and procurement

2) The key service strategies/plans that are the drivers for the Service

Feeling Fine Health and Wellbeing

Mental Health Local Action Plan

Joint Commissioning Strategy (the Big Plan) for people with Learning Disabilities in Carmarthenshire

Local Actions Plans

Part 1 - Table 1c - Does the Service Contribute to any Council Priorities ?

How services join together to deliver improvements

	Community Planning Themes																																								
	A Better Place	Opening Doors - New Children and Young Peoples Plan						Feeling Fine - New Health Social Care and Well Being Plan					Investment and Innovation				Feeling Secure - New Community Safety Plan				Building a Better Council Blocks			Making Better Use of Resources																	
Council Priorities	Getting About	Conservation+enhance+ protect Env.	Improving public places	Managing Waste	Encouraging the better use of land	Have a flying start	Education and Learning Opportunities	Health, freedom from abuse and victimisation	Play sport ,leisure and culture	Participation in decision making	Safe home and community	Not disadvantaged by poverty	...Adult and Community Learning	Preventing ill health in the first place(root causes,access+ housing)	All Carerers including young carers	Children and young people, particularly children in need	Meeting ...specific health and well being needs	Improving availability & quality of support services for older people	Promoting Leisure	Supporting Area Regeneration	Maximising External Funding	Creating Jobs and Improving Productivity	Retaining & Attracting a Young Workforce	Reducing violent and alcohol related crime	Tackling Anti Social Behaviour and Criminal damage	Reducing vehicle crime	Reducing burglary	Tackling drug and alcohol misuse	Improving Road Safety	Providing Equal Opportunities and Social Inclusion	Encouraging Sustainable Development	Promoting the Welsh Language	Partnership work / connecting with Communities	Putting Customers First & Quality Services	Being Open, Transparent and Inclusive	Supporting Our Staff	Managt of finances and procurement	Improving the management of property	Improving services by the use of ICT		
Priority References - for use in Tables 3a (Column 12) and 5a (Column Q)	AGA	ACEE	AIPP	AMW	ABUL	OCYP1	OCYP2	OCYP3	OCYP4	OCYP5	OCYP6	OCYP7	OACL	FF1	FF2	FF3	FF4	FF5	IPM	ISAR	ILMD	IRAYF	IMEF	FSVA	FSASB	FSVC	FSB	FSDA	FSRS	BPEO	BESD	BPWL	BWP	BPCF	BOTI	MSOS	MMFP	MMP	MICT		
This Service has the lead responsibility for delivering this Corporate Priority = 1																X																									
This Service has a major contributory role and key objectives and actions/targets (identified in this plan) in delivering this priority = 2													X	X						X																					
This plan contains some supporting actions = 3																					X								X				X								
General Support = 4						X	X												X				X	X	X	X	X		X					X		X	X	X	X	X	



Risk Assessment for 2009+ - Table 2a

NOTE: - All Council Risks are on this spreadsheet
 - Please filter the data for appropriate Division and Business Unit
 - High and Medium Risks must be addressed in the Divisional Plan and Low Risks must at least be addressed in the Business Unit Plans

Dept	Division	Risk Area	H=High; M=Medium; L=Low	Reference
Social Care, Health & Housing	Mental Health & Learning Disabilities	Need to address Assessment Care Management Process – Timeliness and quality of assessments	M	09/GJ/M1
Social Care, Health & Housing	Mental Health & Learning Disabilities	Address waiting lists	M	09/GJ/M2
Social Care, Health & Housing	Mental Health & Learning Disabilities	Increase range of service options	M	09/GJ/M3
Social Care, Health & Housing	Mental Health & Learning Disabilities	Need to ensure sufficient capacity within teams	L	09/GJ/L4
Social Care, Health & Housing	Mental Health & Learning Disabilities	Improve participation and engagement	L	09/GJ/L5
Social Care, Health & Housing	Mental Health & Learning Disabilities	Need to address Protection of Vulnerable Adults [POVA]	M	09/GJ/M6

How are we doing against last years business plan actions ?

This business plan is a new plan.

Table 2c1 - Customer Consultation

What consultation have you undertaken in the past year ?	Any actions in this years plan ?
Joint Commissioning Strategy (The Big Plan)	Consultation actions led to stakeholder involvement of joint moderation projects for Learning Disabilities Review of the actions are incorporated in the Business Plan 09/10. Stake holder involvement at work streams.
Citizen Panel	

Subject Area	Activity Lead Officer Contact Details	Reason for Joint Working	Participating Organisations
Social Care - Mental Health	Mark Evans Senior Principal Officer Mental Health MPEvans@carmarthenshire.gov.uk 01267 228741	Integrated CMHT's - Joint Management	LA & Pembrokeshire & Derwen NHS Trust
Social Care - Mental Health	Bruce McLernon Director of Social Care, Health and Housing 01267 224697 BMcLernon@carmarthenshire.gov.uk	Joint Commissioning Officer for Mental Health - Joint Commissioning/ HSCW Partnership	LA & LHB
Social Care - Mental Health	Gareth John Head of Adult Services WHCollins@carmarthenshire.gov.uk 01267 228915	Multi-agency Mental Health Strategic Planning and Commissioning Group - NSF Delivery/ HSCW pship	LA & LHB + Key stakeholders
Social Care - Mental Health	Carol Tunncliffe Joint Commissioning Officer 01554 744443 CTunncliffe@carmarthenshire.gov.uk	Locality Mental Health Action Plan NSF Delivery/ HSCW pship	LA & LHB + Key stakeholders
Social Care - Mental Health	Mark Evans Senior Principal Officer Mental Health MPEvans@carmarthenshire.gov.uk 01267 228741	Day Opportunities and Employment Strategy for Mental Health and Implementation Plan NSF Delivery/ HSCW pship	LA & LHB + Key stakeholders
Social Care - Mental Health	Mark Evans Senior Principal Officer Mental Health MPEvans@carmarthenshire.gov.uk 01267 228741	Accommodation Strategy for Mental Health NSF Delivery/ HSCW pship	LA & LHB + Key stakeholders
Social Care - Mental Health	Carol Tunncliffe Joint Commissioning Officer 01554 744443 CTunncliffe@carmarthenshire.gov.uk	Sustainability review of voluntary sector mental health contracts NSF Delivery/ HSCW pship	LA & LHB + Key stakeholders
Social Care - Mental Health	Carol Tunncliffe Joint Commissioning Officer 01554 744443 CTunncliffe@carmarthenshire.gov.uk	Low secure mental health project	LA's & LHBs & HCW + ksh's
Social Care - Mental Health	Bill Collins Head of Adult Services WHCollins@carmarthenshire.gov.uk 01267 228915	Mental Health Regional Commissioning Review	LA's & LHB's & HCW + ksh's
Social Care - Mental Health	Carol Tunncliffe Joint Commissioning Officer 01554 744443 CTunncliffe@carmarthenshire.gov.uk	Secure Services Review	LA's & LHB's & HCW + ksh's
Social Care - Learning Disabilities	Debbie Edwards Joint Commissioning Officer (Learning Disabilities) DebEdwards@carmarthenshire.gov.uk 01554 744489	Learning Disabilities - Planning and Commissioning Group	CCC, LHB, Voluntary Sector
Social Care - Physical Disability	Colin Allen Senior Principal Officer CAAllen@carmarthenshire.gov.uk 01267 228917	Seamless care for adults with a physical disability	CCC, LHB, Trust Voluntary Sector

Performance Indicator Positions 2007/2008



KEY:- **Bold Text** = Data which has been queried by the auditors
Yellow Highlighting = No improvement direction has been set

* = Suppressed figures where there is the potential for them to be disclosive (below 5)

Carmarthenshire's 2007/08 performance ranked in relation to other Welsh Local Authorities.

Head of Service - Gareth John

PI Ref	Stat / Core / Core in BP	PI Definition	Dept	Division	07/08 IP Theme	IAG PI 08/09 to 09/10	Deleted / Being used for 08/09? (D/Y/N)	Performance Ranking																				Welsh Median		
								Bottom	Bottom to Middle	Middle to Top	Top																			
SCA/003a	C-BP	% of clients who are supported in the community during the year, who are: a) Aged 18-64	SCH	Adult Services			Y	81.99	90.14	90.88	91.14	91.50	91.87	92.33	92.56	92.77	93.46	94.00	94.69	95.33	95.36	95.56	95.75	96.11	97.19	97.25	97.53	97.67	98.55	94.34
SCA/008a	C-BP	a) The number of adult protection referrals received during the year per 1,000 population aged 18+:	SCH	Adult Services			Y	0.76	1.10	1.20	1.33	1.77	1.83	1.95	2.02	2.10	2.25	2.45	2.53	2.76	2.81	2.84	2.99	3.09	3.15	3.47	3.80	4.48	5.68	N/A
SCA/008bi	C	b) Of the adult protection referrals completed during the year, the %: i) That lead to an adult protection investigator	SCH	Adult Services			N SCA/016bi	65.0	65.8	72.2	76.0	78.1	79.7	81.5	83.9	86.4	87.0	88.3	88.4	89.5	90.3	90.3	90.8	91.8	92.0	92.9	96.2	98.4	100.0	88.4
SCA/008bii	C	b) Of the adult protection referrals completed during the year, the %: ii) That were admitted or proved	SCH	Adult Services			N SCA/016bii	5.5	11.1	11.8	14.0	16.1	19.4	19.5	19.6	23.7	24.0	26.5	26.8	27.6	30.1	30.2	30.3	31.4	31.9	34.6	36.1	36.1	44.7	N/A
SCA/008biii	C	b) Of the adult protection referrals completed during the year, the %: iii) Where the client or their property is no longer at risk	SCH	Adult Services			D	5.8	13.0	14.6	24.0	25.5	32.8	40.8	46.5	52.4	53.1	55.2	56.2	56.7	57.0	57.1	59.8	65.0	69.2	70.3	71.0	88.4	95.3	N/A

Table 2d Annexe	
Note Table 2d - shows our results for <u>all</u> Core and Statutory measures	
Some of the measures that we have to report are not particularly relevant to or used in Carmarthenshire Business Planning and reasons for this are outlined in Table 5d	
You need only comment on those PI's used in this business plan (identified by BP in Column 2)	
You <u>must</u> comment on your lower range PI's (Action being taken to address performance needs to be captured in Table 3)	
End of Year comments for 2006/07 results could be reused here and prepopulated.	
Comments on how Service results compare with other Welsh Councils for 2007/2008	
PI Reference / Description	Supporting Comments
SCA/003a The percentage of clients who are supported in the community during the year, who are: a) Aged 18-64	Although in the lower range for Wales, this PI has continued to show year on year improvement since 05/06 and is on target to achieve the locally set target of 81.7% .

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective 1

To strengthen capacity and quality of assessment and Care Management within Learning Disabilities through the development and implementation of care management practice, systems and procedures to ensure good quality and timely assessment, person centred planning.

Main PI (s) & Target:

SCA/003a - The percentage of clients who are supported in the community during the year aged 18 - 64
 9.2.5.1 - The percentage of learning disability clients who are supported in the community during the year aged 18-64
 9.2.5.4 - The percentage of mental health clients who are supported in the community during the year aged 18-64
 9.2.5.5 - Percentage of substance misuse clients who are supported in the community during the year aged - 18-64

3	4	5	6	7	8	9	10	11	12	13	14
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2008/09	2009/10	2010/11	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2008/09	Free for Dept Tag eg Joint Review Action?
To implement an effective, consistent and equitable Care Management process across the Integrated Teams in Carmarthenshire.		Gjohn/rmoulster	x	x		01-Apr-09	31-Mar-10	SCA/003a 9.2.5.1 9.2.5.4 9.2.5.5	FF4		09/GJ/M1
To promote Carer involvement in the assessment process and ensure carers needs captured within carers assessments.		Gjohn/rmoulster	x			01-Apr-09	30-Sep-09		FF2	YES	
Reduce reliance on Residential Care placements and increase investment in Community Based services		Gjohn/rmoulster	x	x		01-Apr-09	31-Mar-10	SCA/003a 9.2.5.1 9.2.5.4 9.2.5.5	FF4		09/GJ/M3
Increase Capacity(Staff and Carers) of Adult Placement Services across Carmarthenshire.		Gjohn/rmoulster	x	x		01-Apr-09	31-Mar-10	SCA/003a 9.2.5.1 9.2.5.4 9.2.5.5	FF4	YES	

<p>Implement the agreed plans and timescales for the modernisation of day opportunities with reduced reliance on building based 9-5 services</p>	<p>Gjohn/mharrison</p>	<p>x x</p>	<p>01-Apr-09</p>	<p>31-Mar-10</p>	<p>SCA/003 a 9.2.5.1 9.2.5.4 9.2.5.5</p>	<p>FF4</p>		
<p>Publish and consult upon the review of the provision of Respite services within the County and Implement proposals as per agreed timetable</p>	<p>Gjohn/mwinnicott</p>	<p>x x</p>	<p>01-Apr-09</p>	<p>31-Mar-10</p>	<p>SCA/003 a 9.2.5.1 9.2.5.4 9.2.5.5</p>	<p>FF4</p>		
<p>To develop and implement an electronic care management assessment process</p>	<p>dlwalters/kgoddard</p>	<p>x x</p>	<p>01-Apr-09</p>	<p>31-Mar-10</p>	<p>SCA/003 a 9.2.5.1 9.2.5.4 9.2.5.5</p>	<p>FF4</p>		
<p>To develop and implement an electronic care plan</p>	<p>dlwalters/kgoddard</p>	<p>x x</p>	<p>01-Apr-09</p>	<p>31-Mar-10</p>	<p>SCA/003 a 9.2.5.1 9.2.5.4 9.2.5.5</p>	<p>FF4</p>		
<p>To develop management information processes and reports to inform care management</p>	<p>dlwalters/kgoddard</p>	<p>x x</p>	<p>01-Apr-09</p>	<p>31-Mar-10</p>		<p>FF4</p>		

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective 2

Closer and enhanced working with Health and neighbouring authorities via the alignment of strategic direction and operational joint / integrated working within both Mental Health & Learning Disabilities

Main PI (s) & Target:

3	4	5	6	7	8	9	10	11	12	13	14
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
To agree and Implement a Joint Operational Policy with the Hywel Dda Trust.		Gjohn/rmoulster	x	x		01-Apr-09	31/Sept/09		FF4		09/GJ/L5
To further develop,agree and Consistently Implement a Joint Eligibility Criteria for Learning Disabilities.		Gjohn/rmoulster	x	x		01-Apr-09	31/Sept/09		FF4		
To implement a jointly agreed referral process with the Hywel Dda Trust.		Gjohn/rmoulster	x	x		01-Apr-09	31-Mar-10		FF4		
To develop and Implement improved and agreed NHS Continuing Care eligibility and funding process with health commissioners.		Gjohn/rmoulster	x	x		01-Apr-09	31-Mar-10		FF4		
In conjunction with Hywel Dda NHS Trust to review the application of eligibility criteria within Joint Teams		Gjohn/mpevans	x	x		01-Apr-09	31-Mar-10		FF4		

To implement and monitor procedures in relation to statutory functions eg. Deprivation of Liberty.		Gjohn/mpevans	X	X		01-Apr-09	31-Mar-10		FF4	YES	
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Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective 3

To deliver the aims and objectives of the COASTAL project for supporting employment, education and training and day opportunities which supports citizenship and inclusion

Main PI (s) & Target:

9.2.4.3. - The percentage of Workstep places occupied throughout the year

3	4	5	6	7	8	9	10	11	12	13	14
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
To support the development of the vocational rehabilitation work within the Coastal Project		Gjohn/bra mrratten	x	x	x	01-Apr-09	31-Mar-12	9.2.4.3	FF4	YES	
To contribute to the Commissioning and development of specific Mental Health and Substance Misuse projects as part of the implementaion of Coastal Project		Gjohn/mp evans	x	x	x	01-Apr-09	31-Mar-12		FF4		

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective 4

To review the effectiveness of current arrangements in respect of Adult Protection and implement recommendations

Main PI (s) & Target:

3	4	5	6	7	8	9	10	11	12	13	14
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
To undertake a review in relation to the Operational arrangements for Adult Protection within Carmarthenshire and thereafter Implement its agreed recommendations		gjohn/mp evans	x			01-Apr-09	30-Sep-09		FF4	YES	09/GJ/M6
To Secure best practice in compliance with Dyfed-Powys Policies and Procedures, e.g. Timescales, documentation, prioritising AP tasks, investigations.		gjohn/mp evans	x	x		01-Apr-09	31-Mar-10		FF4		

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective 5

To review how Learning Disabilities resources are managed in parallel across Social Care and the NHS and develop an aligned finance plan that manages the necessary reallocation of resources to the agreed strategic priorities

Main PI (s) & Target:

3	4	5	6	7	8	9	10	11	12	13	14
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Produce a comprehensive budget statement identifying the level of resources within LD services across the Health and Social Care Community and actions required to align budget strategies to deliver agreed strategic priorities.		gjohn/gjohn	X			01-Apr-09	31-Mar-10		FF4		
To develop new financial administrative processes		dlwalters/rdavies	X			01-Apr-09	30-Sep-10		FF4		

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective 6

To develop and deliver a workforce plan for health and social care sectors that supports the future delivery of Mental Health and Learning Disabilities services.

Main PI (s) & Target:

3	4	5	6	7	8	9	10	11	12	13	14
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
To implement changes to staffing roles as per recommendations of the review of Mental Health services within Carmarthenshire.		Gjohn/mp evans	X			01-Apr-09	30-Sep-10		FF4		09/GJ/L4
Review the existing transport arrangements to ensure they continually meet service needs.		dlwalters/ rdavies	X			01-Apr-09	30-Sep-10		FF4		
To identify training needs of the Division and work closely with the Training Section on issues and agree a multi-agency training plan.		Gjohn/dlw alters	X			01-Apr-09	31-Dec-09		FF4		

Table 3b												
What we want to achieve in 2009/10-12												
Key Divisional Objective:	Divisional Management Standards											
Key PI (s) & Target:												
3	4	5	6	7	8	9	10	11	12	13	14	15
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	Balance F,P,A,Q,SO	For IP? 2009/10	
a. Helping Staff to Perform - all staff to have an opportunity to discuss their performance and how they can be helped to improve.												
Ensuring staff receive a 'Helping People to Perform' meeting with their line manager								1.3.2.11b	MSOS			
								1.3.4.11a	MSOS			
b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.												
Ensure telephones are answered quickly	Unavailable from corporate centre							2.2.2.9	BPCF			
c. Collaboration Partnership Working (Working within Making the Connections Framework) to engage other Councils and local agencies to consider working together to maximise resources, reduce duplication and generate savings												
Cross refer to table 2c												
d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs												
See Table 4b												
e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.												
f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.												
g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.												
See Tables 3 and 5												
h. Human Resources - Workforce Planning - Managing Sickness. Workforce plans to be developed.												
Managing Sickness Absence								CHR2	MSOS			
								1.3.2.16				
i. Energy - Proposals to reduce energy(and water) consumption in buildings, vehicles and in policies etc.												
j. Asset Management Plan												

a - i = Corporate Objectives for all Services

Column 13

Balance:
F = Financial; **P** = People & Capability;
A = Accessibility;
Q = Quality of Service & Operational
effectiveness
SO = Service Outcomes

PART 4 - Use of Resources

3 YEAR REVENUE BUDGETS

Table 4a

Do not complete at Draft stage -See separate Budget Report

2009-10 to 2011-12

2008-2009			Statutory S/NS/Bot	2009-2010			2010-2011			2011-2012		
Expend'	Income	Net		Expend'	Income	Net	Expend'	Income	Net	Expend'	Income	Net
£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
#REF!	#REF!	#REF!		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
				620	-381	239	643	-392	251	667	-404	263
				19,243	-5,306	13,937	19,581	-5,459	14,122	19,915	-5,619	14,296
				4,642	-1,025	3,617	4,791	-1,055	3,736	4,947	-1,083	3,864
				1020	-38	982	1057	-39	1018	1097	-39	1058
				25525	-6750	18775	26072	-6945	19127	26626	-7145	19481

Do not complete at Draft stage -See separate Budget Report

Table 4c - Capital

What do we spend on Capital ?
completed for the Service Head (Divisional) Plan only.

Scheme	2008/09			2009/10			2010/11			2011/12		
	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required

Explanation of significant variation

Explain any potential external funding
 Additional revenue consequences (costs or savings) could be outlined

Table 5a – Mental Health & Learning Disability Divisional Business Plan

Our Key Measures of success - 2007/08 results, 2008/09 projected results and targets for 2009/10 +

		How well have we done?				How well are we doing?				Improvement						
		Head of Service - Gareth John				See explanation of performance				See explanation of targets						
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q
PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12			
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales ★ to ★★★★★	Target	Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or *	Target Set	Target Set	Improve ment Plan? Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q, A
Objective: To implement legislation and key national and local strategies to provide quality, cost effective services which support vulnerable people and																
Main Indicator(s)																
9.2.5.1	Percentage of learning disability clients who are supported in the community during the year aged - 18-64 (L)	74.37	Not Applicable			74.00	75.46	☺	▲	76.20	✓	76.90	77.57	S	FF4	Customer/ Service Outcomes
9.2.5.4	Percentage of mental health needs clients who are supported in the community during the year aged - 18-64 (L) CMT	New PI 09/10	Not Applicable			New PI 09/10	Baseline 67.77	New PI 09/10		69.05	✓	70.23	71.32	K	FF4	Customer/ Service Outcomes
9.2.5.5	Percentage of substance misuse clients who are supported in the community during the year aged - 18-64 (L) CMT	New PI 09/11	Not Applicable			New PI 09/11	Baseline 92.59	New PI 09/10		93.75	✓	94.59	95.24	K	FF4	Customer/ Service Outcomes
9.2.4.3	The percentage of Workstep places occupied throughout the year (L)	New PI 08/09	Not Applicable			97.00	96.49	☹	New PI 08/09	96.00	*	96.00	96.00	S	BPEO	Access to service
During the year we did not achieve full occupancy against our DWP contract of 82 places. New jobs were secured for a number of clients but a number of clients left employment due to health issues and redundancy. The current economic situation has had a real impact on the jobs available for those individuals with barrier to employment.																
Secondary Indicator(s)																
SCA/003a	The percentage of clients who are supported in the community during the year, who are: a) Aged 18-64 (C)	81.99	96.02	94.34	*	81.70	82.95	☺	▲	83.80	✓	84.56	85.26		FF4	Customer/ Service Outcomes

Table 5b – Mental Health & Learning Disability Divisional Business Plan										
Performance Measurement Results 2007/08+ and Targets 2009/10 +										
		How well have we done?	How well are we doing?				Improvement			
			See explanation of performance				See explanation of targets			
a	b	c	d	e	f	g	k	l	m	n
		2007/08	2008/09				2009/10		10/11	11/12
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Target	Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (e) ✓ or ✗	Target Set	Target Set
Divisional Standard Measures (Link to Table 3b)										
a. Helping Staff to Perform										
1.3.2.11(b)	% of third tier managers appraisals carried out during the year									
1.3.2.11(a)	% Appraisals carried out during the year									
b. Internal Communications										
2.2.2.9	% calls answered within 14 second target									
c. Human Resources										
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.									
1.3.2.16	% of Return to Work Interviews conducted									
d. Service Asset Mangement Plans										

Table 5c - Measurement Summary

Balanced Suite of Measures ?

	Use or Resources Perspective				
	Customer /Service Outcomes perspective	Quality of Service and Operational effectiveness	Accessibility Perspective	Financial Perspective	People and Capability Perspective
	No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used
Objective 1	4				
Objective 2					
Objective 3			1		
Objective 4					
Objective 5					
Objective 6					
Total	4		1		

Note: You do not have to have measures in all boxes

Mandatory Core Measures not being used by the Service in their Business Plan.

Members need to satisfy themselves that a Balance Suite of Measures are being used by the service to monitor it's objectives

New Ref. No.	Domain A - Access to Service Q - Quality R - Resources SO - Service Outcome	Description	Dept.	Division	Business Unit	Owner (HoS)	Reason for Non-use
SCA/0016a	SO	a) The number of adult protection referrals received during the year per 1,000 population aged 18+:	SCH	Adult Services	Adult Services	Gareth John	There is an annual requirement to report this indicator to the Assembly and therefore there is no added value for the Authority or Members in reporting this indicator on a quarterly basis. This information will not generate anything meaningful in addition to what Adult Protection generates already, nor will it facilitate any new comparative information. A further reason is that this is not a measure of performance: it merely records the numbers of referrals, thereby being in reality a measure of service activity, which is demand driven.
SCA/0016bi	SO	b) Of the adult protection referrals completed during the year, the percentage:i) That lead to an adult protection investigation	SCH	Adult Services	Adult Services	Gareth John	There is an annual requirement to report this indicator to the Assembly and therefore there is no added value for the Authority or Members in reporting this indicator on a quarterly basis. This information will not generate anything meaningful in addition to what Adult Protection generates already, nor will it facilitate any new comparative information.
SCA/0016bii	SO	b) Of the adult protection referrals completed during the year, the percentage:ii) That were admitted or proved	SCH	Adult Services	Adult Services	Gareth John	There is an annual requirement to report this indicator to the Assembly and therefore there is no added value for the Authority or Members in reporting this indicator on a quarterly basis. This information will not generate anything meaningful in addition to what Adult Protection generates already, nor will it facilitate any new comparative information.
SCA/0016biii	SO	b) Of the adult protection referrals completed during the year, the percentage:iii) Where the risk has been removed or reduced	SCH	Adult Services	Adult Services	Gareth John	There is an annual requirement to report this indicator to the Assembly and therefore there is no added value for the Authority or Members in reporting this indicator on a quarterly basis. This information will not generate anything meaningful in addition to what Adult Protection generates already, nor will it facilitate any new comparative information.

The Welsh Assembly Government expect all of the above Core Measures to be reported, but this does not mean that they have to be included in the Business Plans.

WAG recognise this 'discounting' process.