

Meeting:	Meirionnydd / Dwyfor / Arfon Area Committee
Date of Meeting:	March,2012
Title	Head of Housing and Social Services Annual Report to the Area Committee
Recommendation	To accept the information and the report.
Author	Gwen Carrington, Head of Housing and Social Services Department
Portfolio Leader(s)	Councillor Wyn Williams / Trefor Edwards

1. Background and Context

The Social Services Annual Report for 2010/11 was submitted to full Council in July 2011, in accordance with the statutory requirements of Local Government. A report on the performance in 2011/12 will be submitted to the public and the Council during July this year. A challenge day has already been held on the 20th February with our partners as part of this process.

It is not proposed to re-submit the information included in the attached public report. Emphasis is placed on ensuring that appropriate attention is given to housing services, where there is no statutory requirement to report, together with the submission of the 2011/12 work programme within the area context.

This is the second year for the new Department. Steps have been taken to present stability within the Department's arrangements within the context of continuous change.

It is expected that the following will be ensured:

- significant change in national practice fields
- responding to concerns regarding increasing hardship due to the recession
- achieving our efficiency targets

The Department employs over 440 staff and is responsible for a budget of £60,863,000, which is 29.8% of the Council's expenditure. It is an area which works directly with the most vulnerable residents in Gwynedd. Services are provided within partnership arrangements where there is high joint-dependency with other agencies such as Betsi Cadwaladr University Health Board, Independent Care Sector and the Third Sector and Housing Associations. There are close joint arrangements with many other Departments within the Council including Provider and Leisure, Economy and Community and Customer Care.

It is anticipated that 2012/13 will be an exciting and challenging period for the Department and the Council in this field of work. A consultation period 'Sustainable Social Services' will be announced during March 2012, with the intention of

submitting a formal presentation to the government in October 2012. The Deputy Minister will declare the priorities of the first year at the end of March 2012.

There will be a significant reduction (£1.3 million) in the Supporting People funding from now until 2017, and this will have a direct impact on vulnerable groups who live in our communities, including many of those who receive a service from the Department.

See below for overview of matters by work area – Housing, Adults and Children.

2 Housing Service

2.1 HOMELESSNESS SERVICE 2010/11

Homelessness Statistics - Between the 1st of April 2010 and 31st March 2011, the Homelessness Unit received 611 homeless applications, compared to 545 during 2009/10. We have experienced an increase in homelessness applications again this year and it is expected that the pattern will continue to 2011/12. Indeed, many forecast that the situation will be more challenging as a result of changes in the housing benefits system that will have an impact on some groups specifically. To try and alleviate some of the impact on the housing benefit system, we have employed a new officer and the post is based in Dolgellau and he took up his duties in January 2012.

The number of applications per area, with the previous four years for comparison, were as follows:-

	2006/07	2007/08	2008/09	2009/10	2010/11
Arfon	398	355	353	324	396
Dwyfor	145	138	115	95	105
Meirionnydd	161	184	142	126	110
Total	704	677	610	545	611

During this period a total of 533 decisions on applications were issued, and of these the Authority had a full duty in 232 cases.

Breakdown of the Homelessness Applications -The breakdown of the decisions issued is as follows:

Decision	Number	Percentage
Eligible, unintentionally homeless and in priority need	232	43.5%
Eligible, homeless but intentionally so, and in priority need	26	4.9%
Eligible, homeless and not in priority need	106	19.9%
Eligible but not homeless	169	31.7%
Not eligible	0	

Total	533	
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Reason why a statutory duty was accepted for 232 applicants:

Reason – Priority Need	No.	Percentage
Person with dependent child/ren	84	36.2 %
Person who is pregnant	15	6.5 %
Vulnerable:		
old age	11	4.7%
physical disability	18	7.8 %
mental illness/learning disability	12	5.2 %
care leaver	10	4.3 %
16/17 year old	11	4.7 %
fleeing domestic abuse	27	11.6 %
leaving the armed forces	0	0 %
former prisoner	38	16.4 %
other	1	0.4 %
Emergency	5	2.2%

Total	232	

Reason for loss of accommodation:

Reason for homelessness	Number	Percentage
Parent no longer able/willing to accommodate	56	24.1%
Other relatives/friends no longer able/willing to accommodate	8	3.4%
Breakdown of relationship with partner:		
- non-violent	21	9.1%
- violent	19	8.2%
Racially motivated violence or harassment	0	0%
Other forms of violence or harassment	8	3.4%
Mortgage arrears (repossession or other loss of home)	5	2.2%
Rent arrears:	0	0
Local Government	0	0
Housing Association or other RSL	0	0
Private sector property	55	23.7%
Loss of rented or tied accommodation		
In an institution or care (e.g. hospital, prison, armed services)	55	23.7%
Other (including homelessness in emergency)	5	2.2%

Total	232	

During the year we have been progressing towards establishing a Joint Housing Register. This will facilitate the application process for Social Housing applicants and ensure that individuals are assessed on the basis of one policy. We aim to ensure that this will be operational by September 2012.

We have also conducted a comprehensive review of how we operate by deploying the Systems Thinking methodology. We hope that this exercise will assist us to respond to the increasing demand on services, to identify alternative ways of handling applications and to addressing difficulties.

2.2 PRIVATE SECTOR HOUSING ACTIVITIES

Housing Renewal and Grants

There are two declared renewal areas in Gwynedd, these being at Bangor and Blaenau Ffestiniog. Funding for the renovation work undertaken in the areas is providing mainly from the Welsh Assembly Government (Specific Capital Grants S.C.G.) and also partly from contributions received from individual home owners and a further capital contribution from the Council itself.

The SCG received from the Welsh Government for 2011/12 was £775,000, and the total expenditure from all sources is likely to be approximately £1.4 million.

The renewal area status for both areas will end in 2014 as will the Welsh Government funding and efforts are being made to ensure that work to all the properties within the areas are completed by that time. Unfortunately S.C.G. funding for the area is diminishing with £666,000 being allocated for 2012/13 and an anticipated allocation of £500,000 for 2013/14.

The funding and future of renewal areas beyond 2014 is uncertain since the funding by 2014 will be just of 10 million for the whole of Wales.

General Capital funding for the grants programme has been maintained at £2.0m, and the range of grants provided is as shown below:-

- **Disabled Facilities Grants** – to provide adaptations for the disabled
- **Here to Help Scheme** – to provide energy efficiency measures
- **Safety at Home Scheme** – to provide small works to prevent falls amongst the elderly and frail
- **Fire Safety Grants** - to provide fire detectors system in Housing in Multiple Occupation
- **Vacant Homes Grants** – to provide grants to encourage the owners of vacant homes to bring these back into use. It is anticipated that the Here to Help Scheme will end within the next year with every ward in the county having been given opportunity to participate.

New Homes Initiatives

In July 2011, the Council Board approved a new initiative to help more vulnerable homeowners with the repair and renovation of their homes. An external company has now been appointed to administer the scheme on our behalf and it is anticipated that offering such loans can commence before May 2012.

Work has also been undertaken over the last year to establish a further loans scheme to help local first time buyers meet the deposit requirements needed to

purchase their own homes. It is hoped to particularly target vacant homes with this initiative. It is anticipated that a report on the scheme will now be presented to the Council board in March 2012.

The Welsh Government has also recently launched it's own recyclable loans scheme to bring vacant homes back into use. Funding of £5 million has been made available for this scheme which will be allocated on a regional basis with administration and monitoring also being undertaken regionally.

Vacant Homes Initiative

Returning vacant homes back into use has been identified as a priority for the council and this initiative is hence included in the Council's three year plan (2011 to 2014). A target of 130 homes returned to use has been set for this period up to 2014. The first year target of 40 homes returned to use has already been achieved.

In addition to offering grant aid as an incentive a number of other initiatives have been adopted such as the use of managing agents (OFFA) to manage tenancies on behalf of the owners, and also encouraging the sale of properties through a company of local auctioneers.

The use of loans to help with the costs of purchasing and repairing homes has been referred to above and there are important links to the vacant homes initiative to encourage local first time buyers to both purchase and repair vacant homes.

Housing Enforcement

There are two licensing schemes in Gwynedd for Houses in Multiple Occupation these being the Mandatory scheme and the Additional licensing scheme. In effect this means that all houses falling within the definition of a House in Multiple Occupations need to be licensed. There are an estimated 1,800 such properties in Gwynedd and the fees generated from the scheme pay for the employment of two additional members of staff.

2.3 Supporting People

An independent review of the Supporting People programme in Wales was commissioned by the Welsh Government (WG) and draft guidance to implement the recommendations was issued on 11 November 2011 for a six week consultation period. Final guidance is due to be published in March 2012 and is expected to include a requirement to establish a Regional Collaborative Committee to oversee the governance of the Supporting People Programme in North Wales. However we expect the Supporting People Programme Grant will continue to be paid directly to the Local Authority and that Gwynedd Council as the accountable body will be able to determine priorities for expenditure.

Gwynedd in common with the six councils in North Wales are major losers in the national redistribution of Supporting People funds across Wales.. It is estimated that by 2017, Gwynedd will have approximately £1.3 million less to spend on Supporting People services. A regional strategy for commissioning and delivering services is

expected to contribute towards managing the downsizing of the grant and the protection of front-line services.

In Gwynedd, the SP programme supports approximately 1,887 vulnerable adults to establish, maintain and sustain independent living. Services are delivered by 27 Provider organisations, who are specialist in providing housing related support. Since the launch of the Supporting People programme, the annual Supporting People Operational Plan has consistently highlighted that demand for housing related support is by far outstripping current supply. The 2009 – 12 Plan identified several priority areas that required development or additional funding namely:

- Increased 'move on' accommodation.
- Increased floating support
- Increased shared housing
- Additional Direct Access accommodation
- Cluster supported housing

Support services have a preventative role in enabling people at risk of losing their independence and home to address the issues that affect them. Support helps to ensure people access the services they need in order to live successfully and independently within their home and community. Support can also increase engagement with services like Health and Social Services to ensure that longer term needs are met preventing deterioration in their health and well being.

Outcome Data currently targets short term temporary accommodation service provision (Supporting People Revenue Grant providers) found that:

- 83% of those who had previously reported a need for Social Services assistance felt that they had reduced need following support.

In short, the preventative role helps the public sector avoid costs they would otherwise incur if SP services were not available and provides non-monetary benefits to service users and the community through increased independence and higher levels of well-being.

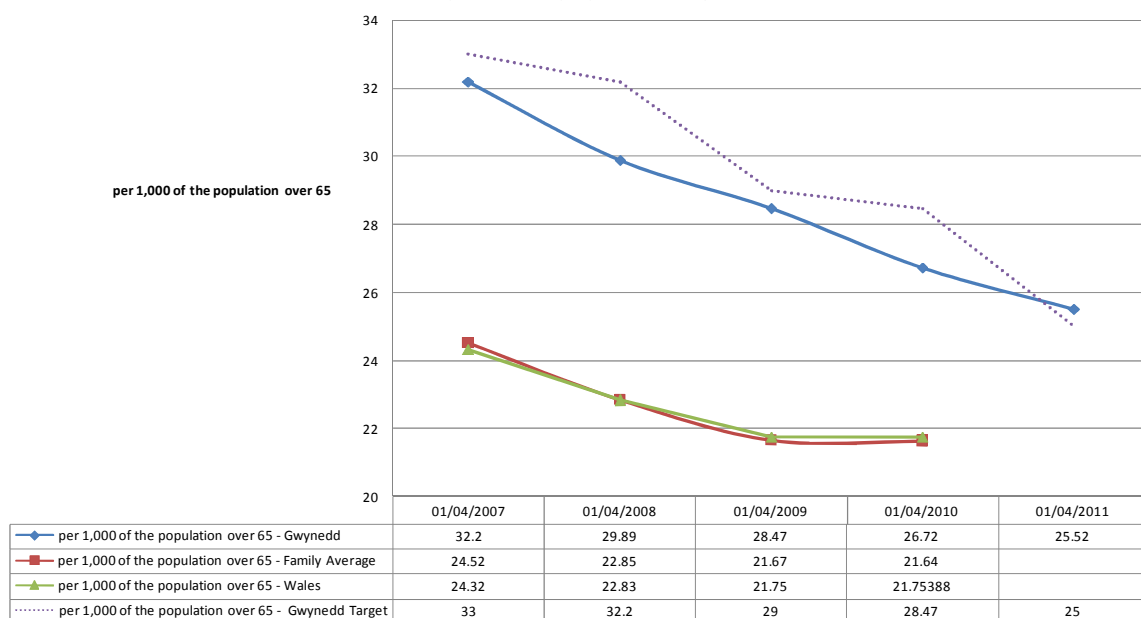
2.4 Housing Service Performance Table for the 3rd quarter

Indicator Ref	Description of Indicator	Trend	Target 2011/12	Performance end of Q 3 2011/12
DAT02	Number of homeless in Bed and Breakfast	↑	15	10
PSR/002*	Average number of calendar days it took to provide disability facilities grant	↑	310	266
DAT01*	No. of long term vacant properties in the county (6 months or more) that have come back into use	↔	40	41
DAT13	No. of 'additional licences' distributed	↑	100	123

3. Adult Services

Gwynedd Council continues to be too dependent on residential provision in order to satisfy need. Although there has been an improvement in our performance this does not compare favourably with the rest of Wales. It can also be seen that the expenditure on adult service was significantly higher than the Wales average. Initial review proposes that this expenditure is attached to the residential provision.

SCA/002 b The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over



It is expected that we can speed up the ability to respond to the expectations of residents by increasing provision that facilitates their ability to live independently in their own homes. This is what is at the root of the transition programme in the adult field.

A positive step to set the direction for the adults service was the Council's approval of the Commissioning Plans in the field of Older Persons with Learning Disabilities during January 2012. During the year the benefit of acting on the service improvement plans was attested. By January 2012, a significant improvement was seen in our ability to avoid delay when discharging from hospital. This is because of the progress made in specialist dementia provision and change in the managerial system.

3.1 Performance Table for the Third Quarter Adults Service:

Indicator Ref	Description of Indicator	Trend	Performance end of Q 3 2011/12	Target 2011/12
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. STATUTORY	↑	5.58	7.87
SCA/002 a	The rate of older people (aged 65 or over): a) Receive assistance to live at home per 1,000 of the population aged 65 or over. STATUTORY	↑	62.03	60.00
SCA/002 b	The rate of older people (aged 65 or over): b) whom the authority supports in care homes per 1,000 population aged 65 or over on 31 March. STATUTORY	↑	25.52	25.00
SCA/007	Percentage of clients with a care plan on 31 March whose care plans should have been reviewed that were reviewed during the year.	↑	70.70%	67.00%
SCA019	Of the adult protection referrals completed during the year, the percentage: iii) Where the risk was managed.	↑	90.00%	63.00%
SCA018(a)	a) the percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year.	↔	100.00%	90.00%

3.2 Issues of County Interest

Assessment and Advice Team – Adults except for Mental Health

The team moved to Penrhyndeudraeth with Galw Gwynedd in September 2011, with the intention of reviewing the arrangements following the first six months. The location ensures a better telephone system. In partnership with the North Wales University Health Board it was possible to increase the team's capacity in order to deal with the increase in the number of new Carer referrals that we expect as a result of the new Carers Measure. These referrals will be coordinated via the call centre.

Ysbyty Gwynedd – Adults except for Mental Health

The referral arrangements between Social Services and Health were reviewed in order to make better use of our resources. A new procedure was introduced, following the Assessment and Advice Team's procedure, namely officers acting as a filter and referring on to other agencies immediately as required to ensure a more cohesive service.

Officer to Raise the Awareness of Carers

A new post was provided in the hospital in order to raise awareness regarding the issues of carers with Health and Social Services staff and to help Carers to gain

access to services. The officer is employed by Carers Outreach (third Sector) who work closely with the team at the hospital.

Collaboration with health officers

It was agreed that we would base our social workers in hospital with the hospital Discharge Coordinators and the Health Discharge Coordinators. Unfortunately, the identified site was too small for everyone. Efforts continue to identify a site and to facilitate this.

Review of Occupational Therapy Service during 2010/11

The intention is to increase the efficiency of the provision and deal with the historical waiting list and ensure a quicker response within the transition programmes in the adults field. As a result:

- It was possible to strengthen the control system of supervision
- It was possible to give a focus to the developmental work e.g. enablement
- It was agreed with Housing and Cartrefi Cymunedol Gwynedd on a new procedure for minor adaptations that will speed up the process, ensure that there is no duplication of work and reduce the waiting lists. The new procedure will commence in April 2012.

Locality Working for Older People, Dementia and Persons with Physical Disabilities

By now:

- Locality Leadership Teams are operational in every area
- Each locality has produced a joint work programme with priorities.

BUT

We need to strengthen the way we weave in the planning arrangements and the coordinated arrangements of Health and Social Services if we wish to see real progress and success.

Enablement

The number of users who receive Enablement has increased. Consequently some issues have arisen:

The Provider and Leisure Department offers this service and they find it difficult to maintain this with maintenance packages (continual) in some areas where it is difficult to appoint staff. (Meirionnydd especially).

Response Experience and knowledge within the commissioning system develops information regarding the ability and adaptability of providers from the community sector in each area.

Users not willing to change providers when introducing enablement or at the end of the enablement period.

Response Hold meetings with External Providers. This has happened during 2011/12 and a number are interested to offer the service. Discussions to continue 2012/13.

Additional Developments:

It was possible to join the posts of care assessors and disability advisers and create an Enablement Officer post, which can offer a comprehensive assessment and do away with duplication and facilitate the system.

Enablement officers have been introduced in each area.

The Department is working to ensure that an enablement service is available for adults with learning disabilities during 2012/13, with the intention of introducing a service in the field of Mental Health.

Telecare (adults)

Telecare (or Assistive Technology) needs to be seen as part of Enablement – often an appliance can support independence without creating dependency on statutory services. Increasing ambition in this field is one of the Department's priorities within the three year plan. It is proposed to appoint a lead officer to promote the system across the Adults services in the 1st Quarter 2012/13.

Equipment and Adaptations

The Department is working towards ensuring the Joint Store which is an effective way to purchase all equipment, distribute and maintain. The Joint Store is a joint service with Ynys Môn, Conwy and Health. The processes thus far have not been completely trouble free. It is hoped that a new computer system will be operational during 2012/13 (Health leading on this from Bryn y Neuadd) and this will strengthen the joint managerial arrangements. Ensuring robust data has been a challenge. Attention has been given to this issue and it is expected that arrangements will be in place for 2012/13.

Day Care of Older People

Following a successful Working Group meeting at Cricieth in September 2011, we will move forward to create a joint business plan with Age Cymru and the Provider and Leisure Department.

It was agreed that it was necessary to:

- Increase the number of social opportunities
- Increase support to carers
- To also increase the number of opportunities for people with dementia.

It was also accepted that:

- A charge could be made for this service.
- The principle that every individual should have bathing and washing facilities in their homes and that going to another site for a bath/shower was the last option for consideration.

There are several developments in the field:

- Two days of day care for people with dementia starting in Arfon (Plas Hedd) in April 2012 and jointly with Health
- Discussions have commenced with Antur Waunfawr regarding using the Antur café by the community, especially Older people.
- Agreement that the areas of Arfon, Bala and Blaenau Ffestiniog require attention during 2012/13.

Appendix 1 shows an overview of activities by area

4 Children and Families Service

It is pleasing to be able to report that the performance this year (2011/12) across all areas has seen a significant increase in our performance.

Despite the increase in performance across Children's Services during 2010/11, a reduction in performance was seen in terms of indicators in certain important areas – such as the reviews of looked after children during 2010/11. A further review of this work area during the year has confirmed what was reported last year namely the patterns of illness in key areas together with an increase in the number who receive the service. It was resolved to adhere to the principles of practice and to ensure consistency in the experience of children and families when receiving a service and to ensure a bilingual provision.

4.1 Performance table for 3rd Quarter

Indicator Ref	Description of Indicator	Trend	Performance end of Q 3 2011/12	Target 2011/12
SCC/002	The percentage of looked after children on 31 March, with experience of moving school once or more during their period or periods of receiving care and if that move was not because of transition arrangements in the 12 months up to 31 March.	↑	15.8%	20%
SCC/001 a	a) The percentage of first placements of looked after children during the year that began with a care plan in place.	↑	100%	100%
SCC/006	The percentage of referrals during the year where a decision is made within one working day.	↑	96.8%	85%
SCC/011a	The percentages of initial assessments that have been completed during the year with evidence that: A Social Worker has seen the child.	↑	74.0%	90.0%
SCC/021	Percentage of reviews of looked after children held within the statutory timetable during the year.	↑	84.0%	85%
SCC/025	The percentage of statutory visits with looked after children that were supposed to be held during the year that were held in accordance with the regulations.	↑	84.2%	82%

SCC/034	The percentage of child protection reviews to be held within the statutory timetable during the year.	↑	98.0%	90%
SCC/042 (a)	Percentage of initial assessments completed within 7 working days.	↑	72.8%	80.00%
SCC/043 (a)	Percentage of mandatory core assessments completed within 35 working days.	↓	66.3%	70.00%

No inspection was undertaken by the CSSIW this year except for work areas where an annual review has to be conducted, for example, fostering and support services to children and young disabled people. Once again praise was received for the work of the fostering service and there was no recommendation for improvement in the service. The strategy of renting a shop in Caernarfon for a week in October was a success and there were 5 assessments following this. The service is planning a similar exercise in Dwyfor in 2012/13. The service also had an advertisement on the back of a bus for a week and this travelled the length and breadth of Gwynedd.

The result of the inspection of disabled and ill children service is expected at the start of March.

Further progress has been made in the way the Department deals with data facilitating our ability to report on referrals and specific issues dealing with children in need.

4.2 Specific Issues of interest

Iona Griffith received national praise for her work as Manager of the Disabled and Ill Children's service and for her contribution to joint working with health. Dafydd Paul received an invitation to present work on risk assessment and he received a national award last year in a national conference on child protection (BASCPAN) in Ireland during April 2011.

The Post 16 Team has managed to attract funding from a Supporting People grant in order to develop a 'floating support' service for young people who have left care. This is the result of joint-working between the Children's Service and the Housing Service.

As a result of the joint working between the Post 16 Team and Careers Wales, funding has been attracted from a Potential grant to improve the provision for young people in need, looked after or who have left care and who are in danger of being classed as NEET. (Not in Education, Employment Training)

5. Savings

The 1% efficiency savings, submitted by the Service during February 2012, were approved by the Council Board. Although these schemes are consistent with the commissioning direction the changes are challenging to achieve. Appropriate progress was seen in the work areas, however, it will be necessary to review progress and ensure that the success continues.

It is anticipated that the demand for savings will increase over the next few years, therefore we have to ensure that there is no unnecessary delay when introducing the plans for change. In the adults field the enablement, telecare and day care programmes will be key side by side with the residential and nursing changes. In the children's field priority will be given to the short break programme and the commissioning of placements. The Regional work programme, including the establishment of the focus for commissioning will be a contribution to achieving this with this work programme.

It will also be necessary to give attention to the implications of changes in benefits and reduction in grants.

6. The Department's Priorities

The Department is currently developing measures to be submitted under the Council's planning system for 2012/13.

The Department has identified headings and work programmes as priority areas for 2012/13.

In accordance with the Council's planning arrangements, work is proceeding to confirm specific actions for the business plans in 2012/13. Several programmes have been included in the Council's Three Year Plan.

See Appendix 2

7. Recommendation:

To accept the report.

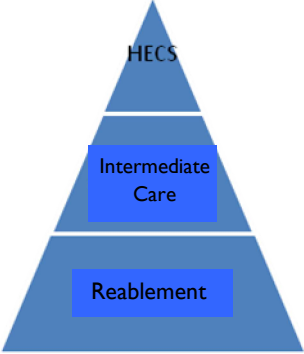
Appendix 1

Table giving an overview of activity per area

	ARFON	DWYFOR	MEIRIONNYDD
ENABLEMENT	Residential Unit for 6 persons opening at Plas Gwilym, April 2012. It is expected that users in Arfon and Dwyfor will have the benefit of Enablement for a period (up to 6 weeks) in a more protective situation. Ideally, see individuals discharged from hospital with residential needs going to this Unit in order to gain strength, regain confidence and skills and returning home.		
DAY CARE FOR OLDER PEOPLE	2 days of day care (Wednesday & Saturday) starting in Arfon (Plas Hedd) in April 2012. This is joint with health. More review work in Arfon 2012/13.		Attention given to the areas of Bala and Blaenau Ffestiniog during 2012/13.
	Antur Waunfawr have declared an interest in joint working to increase opportunities to socialise in Waunfawr area for Older People using the Antur's resources. This to be		

	ARFON	DWYFOR	MEIRIONNYDD
	developed in 2012/13.		
REVIEW CASES OF OLDER PEOPLE Improve performance 2009/10 : 67% 2010/11 : 62% Target 2011/12 67% - now 70% (Wales Average: 75%)	October 2011: 72 adult cases reviewed. November 2011: 85 adult cases reviewed. December 2011: <u>48</u> 205 Savings: 171.25 hours a week.		
FLEXIBLE WORKING	Look at options of how to extend the system following a successful pilot in Meirionnydd during 2012/13.	Flexible Working Pilot with Adults Team successful. Workers located with health workers in surgeries and community hospitals, moving ahead to extend the system	

	ARFON	DWYFOR	MEIRIONNYDD
		to Arfon and Dwyfor 2012/13/	
WAITING LISTS	<p>1. Occupational Therapy across the board. Confident that new arrangements regarding minor adaptations jointly with Housing and Cartrefi Cymunedol Gwynedd will deal with this.</p> <p>Our use of exhibition Centres reviewed during 2012. A report has been submitted and receiving consideration.</p>		
	2. Mental Health in Arfon only – reflects the numbers and also the historical way of working - working jointly to deal with this. Note again the barriers when working with health during the period of change within health.		
LEARNING DISABILITY	Need to consider options and how to upgrade the residential provision at Tan y Marian site, Pwllheli and Bron Deg, Caernarfon and to also develop extra care housing on these sites during 2012/13.		<p>Current use of Pant yr Eithin ending 31 March 2012.</p> <p>Work to develop site with CT Eryri proceeding for 2012/13.</p>
EXTRA CARE HOUSING			Awel y Coleg opening 2012.
INTERMEDIATE CARE	Available in both areas		Available in the Blaenau Area – discussing to extension of the scheme in the south via HECS.

	ARFON	DWYFOR	MEIRIONNYDD
			
POVA			
PVA1 Referrals April 2011 → December 2011.	28	34	48
No. completed PVA2 in the same period.	23	33	52
			* Higher historical figures in Meirionnydd due to impact of A.D. homes

Priorities in 2012

Community Services

Telecare
Day Serviceth
Equipment
Information
Website
Suitable
Accommodation
Care and Repair
Home Safety

Support Services

Enablement
Respite
Telecare
Direct Payments
Housing
Adaptations /
Grants
Suitable
Accommodation
Carers
O.T
Agreement with
Health
Placements

Quality Assurance

Commissioning
Services
Performance
Management
Reconciling Standards

Partners

IFSS
Dementia
Short break
Telecare
Intermediate
Care
Learning
Disabilities
Residential Care

Performance Management

Core Work a/v
Developmental Work
to Measure Standards
Data
Inclusion of people in
the solution
Further Development
Report Cards and
Record Cards
RBA