

COMMUNITY WELLBEING AND SOCIAL CARE DIRECTORATE

What does this Directorate do?

The Community Wellbeing and Social Care Directorate embraces a wide range of services from those that are universally available such as our cultural and heritage services through to those most intensive interventions focussed on people of all ages who are at greatest risk and in need of safeguarding or those who are the most disabled or excluded for whatever reason.

The key areas of responsibilities of the Directorate are as follows.

1. **Adult Social Care** - We want people, including the most vulnerable in society to enjoy fulfilling lives, to have good health and a sense of wellbeing. We will achieve this by ensuring that people have a real say about how their care and support is individualised, designed and delivered, making best uses of resources.

We will achieve this by working with key partners, including the NHS, GPs, and the private and voluntary sectors to safeguard and support vulnerable people and their carers. This will be through effective commissioning and ensuring people who may need support can access good information and advice, reablement, personal budgets, quality support and care. In addition, ensuring that people are safeguarded whilst maximising their independence and choice.

Adult Social Care currently supports more than 5,000 vulnerable adults at any one time. It covers:

- **Adult Social Care Services** (including commissioning of services for older people; physical disability, hearing and sensory loss, mental health, learning disability, carers, Occupational Therapy and integrated community equipment)
- **Individual Adult Social Care Support** (including assessment of individuals and their carers in relation to short term and long term interventions. Personal budgets [safeguarding adults](#); support for individuals, their [families and carers](#))
- **Operational management of services provided directly by the Isle of Wight Council** (including reablement home care, Adelaide, Gouldings and Westminster House)
- **Business support for both Adults and Children's Services** (including administration support, financial visiting officers Deputyship, Service Area Performance, Complaints and Freedom of Information).

2. **Children's Safeguarding and Family Services** - key responsibilities are to safeguard and promote the welfare of children within the area who are in need (Sec 17 of the Children Act 1989) and, in certain circumstances, to provide care and accommodation if there is reasonable cause to believe that a child is suffering or is likely to suffer significant harm (Sec 31 of the Children Act 1989). Main service areas are:

- **Children and Family Services** (including commissioning of early intervention services; Anti Poverty Strategy; [Parenting Strategy](#); Participation, Childcare Sufficiency Duty, vulnerable 2-year old provisions and Children's centres delivery).

- **Short Term Interventions for Children and Families** (including short term interventions such as assessments, child protection enquiries, applications for court orders or short term interventions with the families in order to improve their circumstances and avoid difficulties escalating into a child protection situation or the necessity for a child or a young person to enter the care system; and child protection activities such as Core Assessments or longer term interventions with families of children who become subjects to Child Protection Plans. Work is undertaken with a multi-agency 'team around the family' in order to reduce risk of harm and provide services that support the child and family to overcome their difficulties.)
- **Longer Term Interventions for Children and Families** (including children looked after; fostering and adoption; contacts and assessments; services for children and young people up to age of 25 with complex disabilities; children's home Beaulieu House)
- **Strategic support to the [Local Safeguarding Children Board](#), [Local Safeguarding Adults Board](#) and [Domestic Abuse Forum](#)**, (this also includes the Independent Reviewing Service and Child Protection Reviewing Service).

A complete directory of services for children and young people across the Isle of Wight can be accessed on <http://www.wightchyps.org.uk/chyps/>. The directory contains hundreds of entries with contact information and details of activities, services and events in all areas including sports and activities, support, education, learning and healthy living.

3. Community Wellbeing team provides a wide range of person orientated services and functions. Dealing with homelessness, housing provision, housing support, telecare related services, adaptations to people's homes, housing renewal and decency, community safety, substance misuse, youth services, youth offending, crime and disorder, libraries, Island heritage services, arts and the thriving Island third sector. The team provides a modern service working closely with the rest of the directorate and other agencies to improve opportunities for all Island residents with regard to housing, health, wellbeing, safety (at home and in Island communities), learning and social cohesion. Main service areas include:

- **Building Community Capacity** (including [library](#), heritage and cultural services; commissioning, development and co-ordination of the voluntary and community sector, in partnership with [Isle of Wight Rural Community Council](#) (IWRCC); and development of the new User Led Organisation (ULO) for Adult Social Care).
- **Safe and Secure Homes** (including delivery of [housing strategy](#) and commissioning activities to maximise the supply of [affordable homes](#); housing partnerships and development; [homelessness](#); [housing needs](#); [housing support](#); [housing renewal](#) in the private sector including HMOs management and licensing; leading the Pan Meadows development)
- **Safety within the Community** (including [Drug and Alcohol Action Team](#) (DAAT) – commissioning substance misuse service for adults; [Get Sorted](#) – commissioning substance misuse service for young people (under 19-s); Youth Offending Team (YOT); [Community Support Officers](#) (CSOs) who are working with the community and other agencies to reduce anti-social behaviour (ASB) and the fear of crime; Implementing [CCTV Strategy](#); Co-ordinating work of the statutory [Community Safety Partnership \(CSP\)](#) on day-to-day basis and implementing community safety initiatives in co-operation with internal and external partners; Conducting [Community Safety Strategic Assessment](#) and leading on multi-agency delivery of resulting [Partnership Action Plans](#);

Context

The challenge of key Government initiatives sets much of the context in which the Council must operate in the future. In developing this Directorate Plan, we acknowledge the position of the Island within a wider national and regional framework, but focus primarily on the identified Island need.

Adult Social Care

Adult Social Care has implemented the central government agenda *Putting People First* which required total transformation of the way in which adult social care was delivered with the focus on providing choice and control to vulnerable people through Personal Budgets and Self-Directed Support. 2010-11 was the final year of the three year national Transforming Social Care. Think Local Act Personal is the next step in the coalition government's vision for the Big Society and Adult Social Care.

Adult Social Care continues progress towards a whole system approach to transformation including a strategic shift towards early intervention and prevention and ensuring vulnerable people have access to generic services. It also continues to maintain high standards for service users: The council was awarded an overall grade by the Care Quality Commission of performing well. Outcomes 1, 2, 4, 5, 6 and 7 were all assessed as performing well and outcome 3 (making a positive contribution) was assessed as performing excellently. The full report can be viewed [here](#).

There are significant challenges to face in 2012-2013, to include changing demographic profile and continued budgetary pressures following the government's settlement. In responding to this, and in line with Think Local, Act Personal (TLAP) agenda, adult social care has been redesigned to include a focus on commissioning, care management and directly provided services.

Children's Safeguarding and Family Services

Children's Safeguarding services must comply with a complex array of legislation including the Children Act 1989 and 2004, the Children (Leaving Care) Act 2002, the Adoption and Children Act 2002, Children and Young Person's Act 2008 and Care Planning Placement and Case Review Regulations (2011). Current practice guidance and policy has been informed by the outcomes of Serious Case Reviews such as Lord Laming's review following the death of Victoria Climbié and by Professor Eileen Munro's report into the Child Protection system. Both of these reviews (together with others) support the concept of 'early intervention' (which means intervening sooner and with a lighter touch to avoid escalation of difficulties that may require a statutory service). The development of the Common Assessment Framework and the enduring commitment to Children's Centres are both in response to this finding.

In response to receiving a 'Satisfactory' Ofsted inspection outcome of our Safeguarding and Looked After Children teams in September 2010, together with a number of national barriers to delivering best practice, the Isle of Wight Council undertook a root-and-branch programme of transformation during the early part of 2011, implementing a model of delivery entitled: 'Reclaiming Social Work'. This model had been established in Hackney Borough Council and subsequently commended by Prof Munro within her Child Protection Report. This is predicated on the creation of 'social work units' which work closely together and offer a multi-disciplinary approach to working with families. It is anticipated that this new approach will improve a number of outcomes for children on the Island.

The vehicle for the planning and delivery of services for children and families is through commissioning (including joint commissioning of services by two or more partner organisations). The rationale for commissioning those services is that they tailor universal services for vulnerable individuals for the period where additional needs are identified. Groups of vulnerable children or young people are identified through known risk factors or as part of a needs analysis; services are then targeted to ensure positive outcomes.

In 2012-2015, the Isle of Wight Council will be taking part in the new national programme designed to “turn around the lives” of 120,000 “troubled” families nationally. These families will typically suffer multiple and complex difficulties. It is estimated that there are 315 such families in the Isle of Wight who will be eligible to get help under the local Strengthening Families Programme. Cabinet Report on this subject can be viewed [here](#).

Community Wellbeing

There is a statutory requirement that the Council must provide a Library Service in line with the Public Libraries and Museums Act 1964. There is a major government review of the public library service nationally, for which, although delayed, the findings were published in 2010. There has been a government enquiry into one authority’s decision to close a large number of their libraries; the findings were useful to the IW Council.

The Renaissance South East business plan has been developed by Museums, Libraries and Archives Council, to transform regional museums. Archives in the 21st Century is the new government policy on archives, stressing the vital role of publicly funded archive services in shaping local identity, stimulating learning and demonstrating the integrity and judgement of the decision making process.

VBG is a major national participant in protecting biodiversity (Plant Collection Network of Britain and Ireland). It fully endorses and acts on the Government agenda of cleaner, safer, greener open space, supporting the economy through tourism, enhances physical and mental well being. This promotes social cohesion through active community participation and promotes the sustainable community agenda outlined by Cabe Space. The Garden seeks to work with significant others eg Royal Parks, Botanic Gardens Education Network to bridge the skills gap in horticulture.

The national Arts initiatives include developments in Digital Arts, Youth Arts, Inclusive Arts for people with disabilities, and London 2012: the Arts Council is spearheading the Cultural Olympics as a national celebration of Cultural practice in the UK up to and during the 2012 Olympics.

The national Third Sector agenda is strengthening local communities by empowering people through devolved responsibility and ensuring a thriving voluntary and community sector.

The Government has put great emphasis (through a raft of legislation) on improved community engagement and empowerment. This service area delivers this agenda at the local level.

The Isle of Wight is designated both a Priority Area for Economic Regeneration (PAER) and a Rural Priority Area within Regional Planning Guidance 9 (RGP9). We are also identified as one of nine priority regeneration areas in the SE Regional Economic Strategy (RES) and are listed as a sub-region within the RES Action Plan. The Island has also been recognized as its own Strategic Housing Market Area (SHMA). These indicators of priority status are also identified within the Regional Housing Strategy (RHS), which reflects the level of deprivation and social exclusion that research has indicated exists on our Island.

The statutory requirement for local authority’s involvement in reduction of crime, disorder and substances misuse is set out in the Crime and Disorder

Act 1998 (amended), in particular Section 17 of the Act. The framework of action for the partnership working to improve the community safety aspects of quality of life is set out in various Acts, Statutory Instruments, government papers and national strategies and plans. The National Standards and Guidance for Crime and Disorder Reduction Partnerships were introduced in 2007.

In relation to the substance misuse services for young people, the Council has specific duties under the 1989 and 2004 Children Acts and LEA responsibilities under the 2002 and 2006 Education Acts. During 2008, the Council has also assumed new responsibilities for Looked After Children (LAC). There is also a requirement to implement the new Targeted Youth Strategy. Key relevant priorities will be related to the delivery of the CAF/ Health Schools Initiative.

Transfer of Public Health functions to Local Authorities

Healthy Lives Healthy People: our strategy for public health in England sets out the government's vision for a new, more effective and accountable public health system with Health and Wellbeing Boards at the heart of it. Local authorities will have a new role in improving the health and wellbeing of their population as part of this new system which will come into force in April 2013.

Under the new system, local authorities will be largely free to determine their own priorities and services. However, they will be required to provide a small number of mandatory services (sexual health services, NHS health checks, National Child Measurement Programme, providing public health advice to NHS Commissioners and ensuring plans are in place to protect the health of the public).

On the Isle of Wight there is good joint working between Isle of Wight Council and NHS. This transfer of function is expected to further enhance the public health of the population by placing the public health function at the centre of council business and additionally providing advice and support to the Clinical Commissioning Group (also known as GP Consortium).

Key features of the local context (from the JSNA) are as follows:

- The Island's population has grown strongly; at a rate of 1.3% per annum since 1998, driven by in-migration. Growth has been strongest in the population of working age.
- There is limited evidence of people either moving to/from or travelling to work in the Hampshire coast areas. Net migration flows to/from Hampshire local authorities are relatively small. However, there is evidence of long-distance migration from the London area to the Isle of Wight.
- The Isle of Wight is a separate functional and relatively self-contained housing market. Across the Island ten housing sub-markets have been defined.
- There is limited opportunity for those households on the Island Housing Register to access home ownership or rented accommodation without assistance from Housing Benefit/Local Housing Allowance.
- Continued strong population growth of 11% is expected over the next decade, according to both trend-based and economic-led projections. Household projections indicate growth of 16% to 2016 reflecting growth in the population and continuing trends towards smaller households.
- The Isle of Wight population in general has good health with life expectancy increased over the period shown and is slightly better compared with England, and similar to the South East region, for both Males and Females.
- The Island is proportionately older compared with England: 24.1% of the Island population is aged 65+ compared with 16.6% of the England population. Over the next 10 years the Island's largest population increase (25%) will be in the 65+ population, with the under-20 and working age populations falling slightly as proportions of the Island population. A significant proportion of the growth among over 65s will be among the very

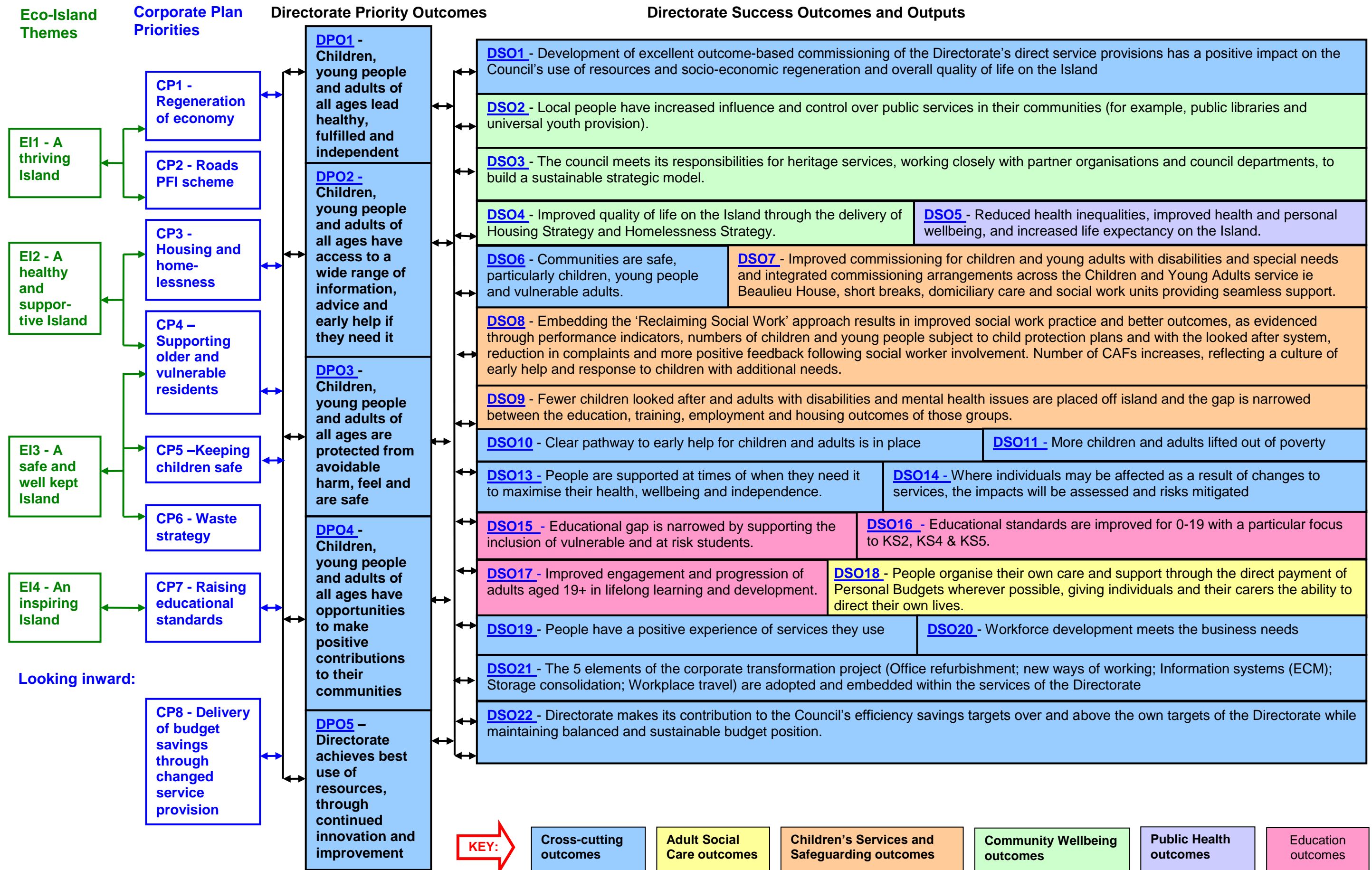
elderly (85+). Interconnected to this, there is an above average proportion of pensioner households and lower proportions of resident families with children. Average household size is therefore below regional and national benchmarks.

- The Island is in the most deprived quarter of Local Authorities in the South East region. Deprivation is particularly a function of low incomes, education and skill levels, barriers to housing and services and living environment. It is concentrated in the main urban areas, although barriers to housing and services are more severe in rural areas.
- In 2008, 1 in 5 children on the Island lived in poverty, in line with the national average. Other data indicators suggest that since 2008 the numbers of children in poverty are likely to have risen (there are additional 500+ dependent children of claimants between August 2008 and August 2010).

In common with other Directorates, the Community Wellbeing and Social Care Directorate will face a complex range of challenges and opportunities over the next few years. The range of services commissioned and/or provided in the Directorate is important to meeting the community needs and achieving the corporate objectives of the authority.

All activities of the Directorate are carried out with consideration of the nine protected characteristics of the Equality Act 2010 in accordance with our public sector duty. For changes to strategy, policy or service delivery/redesign, an equality impact assessment will be undertaken.

Key Business Outcomes 2012/13 (Strategic Linkages and Themes)



Directorate Priority Outcome 1: Children, young people and adults of all ages lead healthy, fulfilled and independent lives

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| DSO4 Improved quality of life on the Island through the delivery of Housing Strategy and Homelessness Strategy. | Provide decent homes for vulnerable people. Bring back to use empty properties. Deliver planned number of units of affordable housing. Ensure that housing development at Pan Meadow is integrated with the existing community. Reduce number of people living in temporary homes. Reduce homelessness through: - preventative measures aimed at keeping people in their homes; - partnership working with Register providers, private landlords, increasing provision, using rent deposits, fix it funds, the find-a-home scheme and choice based lettings. | <ul style="list-style-type: none"> Improved quality of life on the Island through the delivery of Housing Strategy and Homelessness Strategy 760 empty properties brought back to use by 31/03/13 100 affordable houses delivered by 31/03/13 75% of vulnerable people live in decent homes by 2020 No more than 145 households live in temporary accommodation by 31/03/13. Less than 85 families per annum accepted as homeless by 31/03/13 |
| DSO5 Reduced health inequalities, improved health and personal wellbeing, and increased life expectancy on the Island. | Public Health lead Lead or support the development and implementation of Island-wide strategies for health improvement, health promotion and disease prevention including: <ul style="list-style-type: none"> - Addressing prevalence of healthy weight in 4-5 and 10-11 year olds; - Addressing prevalence of healthy weight in adults (over 18); - Supporting the increase of adults meeting the recommended guidelines on physical activity (5x30 minutes per week); - Addressing smoking prevalence in adults (over 18); - Reducing the alcohol related harm; - Reducing unintentional and deliberate injuries to 5 – 18 years olds; - Tackling drug(s) dependence; - Tackling smoking, including maternity smoking; - Sexual Health Promotion and tackling STIs; - Improving health related quality of life for older people and promoting active ageing; - Improving mental health and wellbeing; - Addressing and supporting proportion of persons presenting with HIV at a late | <ul style="list-style-type: none"> Improved personal wellbeing and increased life expectancy Prevalence of breastfeeding at 6-8 weeks from birth is 44.5% or more by 31/03/13 Rate of hospital admissions per 100,000 for alcohol related harm is lower than 157 by 31/03/13. 1,141 or more adults stopped smoking by 31/03/13 Under 18s conception rate is lower than 21.4% by 31/03/13 |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| | stage of infection. | |
| DSO7 Improved commissioning for children and young adults with disabilities and special needs and integrated commissioning arrangements across the Children and Young Adults service ie Beaulieu House, short breaks, domiciliary care and social work units providing seamless support. | Provide disabled children with appropriate and timely advice and support to ensure that they have quality transition to adulthood. Improve service user choice and implement an integrated 0 to 25 children and young adults' disability service. Review commissioning arrangements (eg domiciliary care and respite). Embed the unit approach within the CYAD service. | <ul style="list-style-type: none"> Improved commissioning of respite care for children with disabilities and creation of a 'through life disability service' leads to more personalised choices for children and families 60 or more families of disabled children are being supported through direct payments by 31/03/13 |
| DSO9 Fewer children looked after and adults with disabilities and mental health issues are placed off island and the gap is narrowed | Work with PCT to ensure that medicals are undertaken for children in care. Use the national Employability Scheme to provide work based placements and employment opportunities. Looked After Education Services targeting those in Year 9. Improve the educational attainment of children in care Learning Development Advisors and Virtual Head teacher to work with schools to ensure package of support including individual tuition. Maintain current levels of investment in the education of children in care with more going onto university. | <ul style="list-style-type: none"> Fewer children looked after are placed off island and the gap is narrowed between the education, training and employment outcomes of care leavers and that of other young people 58% or more of Looked After Children (LAC) achieving 5 A*-C GCSEs (or equiv.) at KS4 (incl. English + Maths) by 31/03/13 99% of Personal Education Plans completed for Children in Care by 31/03/13 |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| between the education, training, employment and housing outcomes of those groups. | <p>To implement Placement Stability Improvement Plan at Corporate Parenting Board.</p> <p>Ensure provision of safe and stable homes for children in care.</p> <p>Benchmark cost efficiency of provision of fostering services.</p> <p>To implement the specialist foster scheme recruit additional foster carers to ensure that fewer LAC are placed off the Island.</p> <p>Increase alternative residential Wilderness Challenge programmes.</p> <p>Work with universal services including children's centres together with First Response, Child Protection and Short Term Intervention to keep children in their families and to return home children from care.</p> <p>Improve the quality of foster care by implementing the tiered fostering scheme. Deliver the foster carers charter and assess against the national minimum standards.</p> | <ul style="list-style-type: none"> • 72% of looked after children have stable placements (length) by 31/03/13 • 95% of reviews of looked after children are on time (during month) by 31/03/13 • Number of Looked After Children (at month end) is 148 or less by 31/03/13 • Number of looked after children in agency foster and residential placements is 26 or less by 31/03/13 • Persistent absence of Looked After Children is 0.5% or less by 31/03/13 |
| DSO16 Educational standards are improved for 0-19 with a particular focus to KS2, KS4 & KS5. | Develop an agreed transition strategy across and between all phases that recognises continuity of curriculum and learning leading to improved outcomes. | <ul style="list-style-type: none"> • Percentage for achieving level 4 or above in both English and Maths at KS2 is 82% or higher by 31/03/13 • Percentage for achievement of 5 or more A*-C grades at GCSE or equivalent (including English and Maths) is 55% or higher by 31/03/13 • Percentage for achievement of a level 2 qualification by the age of 19 is 83.6% or higher by 31/03/13 • Percentage for achievement of a level 3 qualification by the age of 19 is 56.7% or higher by 31/03/13 |
| DSO17 Improved engagement and progression of adults aged 19+ in lifelong learning and development. | <p>Deliver the strategic vision for Learning & Development across the organisation and partners.</p> <p>Deliver the Adult Learning Plan for Skills Funding Agency funded Adult & Community Learning.</p> | <ul style="list-style-type: none"> • 2000 or more adult learners accessing Adult and Community Learning opportunities by 31/03/13 • 250 or more families access Family English, Maths and Language Learning (with 95% of retention and achievement rate) by 31/03/13 |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| DSO18 People organise their own care and support through the direct payment of Personal Budgets wherever possible, giving individuals and their carers the ability to direct their own lives. | Provide all eligible people, regardless of age, on personal budget by April 2013 to enable increased options to maintain their independence. | <ul style="list-style-type: none"> • People organise their own care and support through the use of Personal Budgets wherever possible, giving individuals and their carers the ability to direct their own lives • 90% of all eligible customers on a Person Budget by 31/03/13 |
| | Maximise support options for carers to enable them to maintain their caring roles for longer through the use of personal budgets. | |
| | Establish 'With Confidence Schemes' to support quality assurance of the market place and safeguard individuals utilising their personal budgets. | |
| | Develop 'Market Place' for personalisation to ensure individuals have options on the care and support they purchase. | |
| | Develop mapping and consultation methodology for re-provision/remodelling of in house direct services | |
| | Develop mapping and consultation methodology for re-provision/remodelling of in house direct services. | |
| | Promote the use of the User Led Organisation (ULO) and Independent Living Centre (ILC) once established to meet the community's information, advice and guidance requirements. | |
| | Develop and implement electronic Resource Allocation System to ensure equity, efficiencies and effective budgetary control. | |
| | Ensuring that the workforce is able to respond to service development in line with Think Local Act Personal (see workforce development plan for details). | |
| Establish Aging Well First Contact within the User Lead Organisation (ULO). | | |

| Risks |
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| <ul style="list-style-type: none"> - The risk that the Housing Service does not enable enough affordable and low cost housing to be built, does not keep long term empty properties below 290 per year and does not ensure that 520 housing units are built each year - Risk of market downturn in property prices leading to developer not completing the Pan project - Risk of not meeting phase two of the affordability housing build by September 2014 to match the dead line for grant availability. - The risk of loss of access to private rented sector accommodation as a resource for homeless households. Negative changes to the Housing benefit System, downturn in the housing market, employment market on the Island at great risk, reductions in the availability of Homes and Communities Agency Grant (HCA) leading to great difficulties in delivering new homes – all have the potential to see an on-going increase in the level of homelessness on the Island. - Risk of poor engagement with children, young people and families in design and delivery of services. - Risk of failing to reduce the number of children within the care system |

- Risk of failing to deliver new statutory duties relating to the Child Poverty Act 2010
- Risk of having not undertaking customer satisfaction surveys into our Housing Enabling Service
- Risk of insufficient provision of a suitable social care records system to deliver personalisation
- Failure to embed personalisation across the directorate due to the lack of staff capability and capacity
- Risk of reduced standards of service delivered for Personal Budget payments and reduced standards for call answering when calls transferred to shared services
- Risk of resistance to up-take of Personal Budgets by service users and their carers
- Risk of ineffective commissioning of quality services to meet needs
- Risk of non-achievement against national average pertaining to Key Stage 2.
- Risk of changes in central funding from DBIS/SFA impacting our ability to deliver effective Adult Community Learning (ACL)
- Also risks managed by Public Health

Directorate Priority Outcome 2: Children, young people and adults of all ages have access to a wide range of information, advice and right support if they need it

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| DSO10 Clear pathway to early help for children and adults is in place | Develop and publish a 'Parenting Pathway' to clarify and coordinate entitlements to advice and support at each tier of need and to promote seamlessness between Children's Centres and social care activity. To ensure that parents and carers are clear where and how to access support. | <ul style="list-style-type: none"> • 450 or more Common Assessments (CAF) completed by 31/03/13 • 33% or more carers receiving needs assessment or review, and a specific carer's service, advice or information, as a % of clients receiving community services by 31/03/13 |
| | Increase number of people receiving advice and information only leading to positive outcomes. | |
| | Develop 'With Confidence Schemes' to establish quality assurance of the market place to protect people. | |
| | Develop a carer's satisfaction quality of life survey to measure health and wellbeing of carers. | |
| | Work in partnership with key stakeholders to ensure User Led Organisation is established and are able to deliver information and advice as and when required. | |
| | Ensure accurate and timely information is updated on ASC web site of new information policies, procedures and information prescriptions. | |
| DSO11 More children and adults lifted out of poverty | Produce a Child Poverty Strategy and implement a Child Poverty Action Plan with multi-agency partners. | <ul style="list-style-type: none"> • Take up of formal childcare by low-income working families is 18.1% or more (in line with England average) by 31/03/13 • Under 18s conception rate is 21.4% or |
| | Implement the ESF Progress programme to support families into work. <ul style="list-style-type: none"> • Ensure Childcare sufficiency is monitored and maintained so that lack of childcare is not a barrier to employment for parents. | |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| | <ul style="list-style-type: none"> Expand 2 year old childcare programme within budget constraints and prepare settings for statutory responsibility increase in Sept. 2013. <p>Close partnership with DWP to ensure take up of benefits.</p> <p>Tackle fuel poverty (people receiving income based benefits living in homes with a low energy efficiency rating Defra).</p> <p>Link to Economy and Environment Directorate actions (Sustainability, Transport, Waste, Planning (Island Plan), Economic Sustainability and Regeneration) Link to Schools and Learning: Adult and Community Learning – Skills for Life.</p> <p>Lead on multi-agency working in order to reduce health inequalities and champion the needs of vulnerable groups. All initiatives will incorporate, within existing programmes and existing financial and other resources, a focus on population groups and areas which are known to be, or at risk of, experiencing health inequalities.</p> | <p>lower by 31/03/13</p> <ul style="list-style-type: none"> Families from most deprived areas registered and receiving services from Children’s Centre Less than 9.7% of people receiving income based benefits living in homes with a low energy efficiency rating by 31/03/13 |
| <p>DSO13 People are supported at times of when they need it to maximise their health, wellbeing and independence.</p> | <p>Redraft, publish and publicise revised threshold criteria reflecting the contribution of (children’s) CAF.</p> <p>To ensure that more vulnerable people leaving on the Island leave in decent homes.</p> <p>Deliver extra care housing units to older people. Work in partnership with a range of partners to deliver units. Develop a new strategic approach to Council landholdings.</p> <p>Increase number of individuals leaving drug treatment free drug(s) of dependence.</p> <p>Ensure individuals are supported in the community to reach their optimal level of functioning.</p> <p>Establish social care practitioners and mobile warden operations within the Emergency Hub to respond to people who due to vulnerability or poor health receive timely responses</p> <p>Increase use of assistive technology and telemedicine to maximise individuals independence within their homes.</p> <p>Develop crisis response service to ensure that people at times of crisis can access appropriate support quickly.</p> <p>Reduce the numbers of emergency admissions to hospital.</p> <p>Focus commissioning programmes so as to reduce inequalities and reach vulnerable groups.</p> | <ul style="list-style-type: none"> Rate of admissions to permanent residential care, aged 18 to 64 (rate per 100,000 population 18-64, YTD) is 29% by 31/03/13 Rate of admissions to permanent residential care, aged 65+ is 1,103 per 100,000 population 65+ (YTD) by 31/03/13 749 or more clients getting re-ablement homecare services by 31/03/13 33% or more carers receiving needs assessment or review, and a specific carer’s service, advice or information, as a % of clients receiving community services by 31/03/13 68% or more adults with learning disabilities in settled accommodation by 31/03/13 7% or more adults with learning disabilities in employment by 31/03/13 95.5% or more of service users who are supported to establish and maintain independent living by 31/03/13 1000 properties adapted/modified to support independent living by the occupier |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| | | by 31/03/13 |
| DSO15 Educational gap is narrowed by supporting the inclusion of vulnerable and at risk students. | <p>Develop and implement a shared vision of the inclusion, participation and engagement of all young people. Establish the vision across all 11-19 providers, with a clear focus on support for NEET.</p> <p>Strengthen the role of a Virtual Head teacher for Looked After Children (LAC), strengthen the role of the designated teacher and governor in the tracking and monitoring of progress and identification and meeting of needs and increase the accountability of head teachers and governors for improved outcomes children and young people enabling access to timely support and curriculum provision.</p> <p>Improve the attendance rates of children and reduce the number who are persistently absent by effective use of data and targeting the work of the Education Welfare Service.</p> <p>Reduce the number of fixed term and permanent exclusions, particularly for children with SEND, through earlier interventions and broadening the curriculum provision.</p> <p>Improve the skills of schools to meet the needs of children with special educational needs, particularly those with ASD and ADHD, through training for SENCOs and other staff.</p> <p>A broad high quality range of alternative provision and support for pupils, particularly for KS4 pupils, is commissioned and provided by secondary schools.</p> <p>Develop and Implement the action plan following the SEND review, particularly ensuring a shared understanding and commitment to inclusion from partners and the successful remodelling of specialist SEN services.</p> | |

Risks

- Risk of ineffective commissioning of quality services to meet needs
- Risk of failure to secure schools' commitment to inclusion agenda, to build their capacity to meet a wide range of learner needs and for the requirement to commission a wide ranging curriculum and support.

Directorate Priority Outcome 3: Children, young people and adults of all ages are protected from avoidable harm, feel and are safe

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>DSO6 Communities are safe, particularly children, young people and vulnerable adults.</p> | Ensure that all providers are undertaking support or lead professional role in step downs from social care, CAFs and distance travelled through all contracts. | <ul style="list-style-type: none"> • Communities are safe, particularly children, young people and vulnerable adults • 324 category 1 hazards as defined by Housing Act 2004 removed, or reduced from Cat 1 where removal not practicable by 31/03/13 • 1580 or less first time entrants to the Youth Justice Systems aged 10 - 17 - per 100,000 population by 31/03/13 • Custody rate of young offenders in terms on numbers reduced to 143 • or less by 31/03/13 • 80% of initial assessments for children's social care carried out within 10 working days of referral by 31/03/13 • Less than 2% of children have been subject to a Child Protection plan continuously for more than two years by 31/03/13 • Less than 10% of children become subject of a Child Protection Plan for a second or subsequent time by 31/03/13 • 100% of Child Protection cases are reviewed within required timescales by 31/03/13 |
| | Ensure that commissioned providers deliver high quality targeted support to families working in partnership with social care to deliver parenting and family support, intensive outreach work with individual families and are part of child protection plans/CAF where relevant. | |
| | Develop and implement the Strengthening Families Programme. | |
| | Implementation of Domestic Abuse Strategy and Action Plan, including needs analysis and consultation baseline to ensure progress measurable and resource allocation. | |
| | Develop a clear multi-agency referral pathway to support victims of domestic abuse. | |
| | Develop support networks to protect victims of domestic abuse. | |
| | Develop and implement DA perpetrator programmes to reduce re-offending. | |
| | Improve analysis and response to repeated low-level police referrals. | |
| | Co-ordinate Anti Bullying & Dignity/Respect Schemes. | |
| | Develop 'With Confidence Schemes' to establish quality assurance of the market place to protect people. | |
| | Develop Quality Assurance Framework for Commissioning to enhance commissioning function within the directorate and protect vulnerable adults. | |
| | Support A&E reporting of injuries due to domestic abuse. | |
| | Support the MARAC process from health agencies. | |
| | Raise Public Awareness; Health Campaigns to raise Community awareness of taking collective & individual responsibilities (See Directorate Communications Plan). | |
| Reduce rate of hospital admissions for alcohol related harm (adults and young people). | | |
| Inspect identified vulnerable residents household and ensure Cat 1 hazards are addressed, ie DFG. | | |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DSO6 Communities are safe, particularly children, young people and vulnerable adults. (Cont.) | | <ul style="list-style-type: none"> • 75% of referrals resolved and closed within 4 months (as a % of all referrals received within the year) by 31/03/13 • Rate of hospital admissions per 100,000 for alcohol related harm is lower than 157 by 31/03/13 |
| | Improve safety of residents living in houses of multiple occupation(HMO) through the inspection regime | |
| | Working together with other agencies (through the delivery of the Community Safety Partnership Plan) in order to reduce: <ul style="list-style-type: none"> - incidents of crime and anti-social behaviour; - bullying; - number of young people entering criminal justice system. | |
| | Take part in the work of Multi Agency Forums - MAPPA & MARAC. | |
| | Work in partnership with Childrens Services to establish Safeguarding Service and Boards to protect vulnerable individuals. | |
| | Working together with other agencies (through the delivery of the Community Safety Partnership's communications strategy) to reduce the fear of crime. | |
| | Deliver Adults and Young People Substance Misuse Treatment Plans. | |
| | Deliver Drug Intervention Programme (DIP). | |
| | Deliver Alcohol Harm Reduction Strategy in partnership with other agencies. | |
| Ensure operational delivery of safeguarding policies and procedures and that they are monitored and reviewed regularly. | | |

Risks

- Risks associated with multi-agency partnership working: lack of commitment; lack of communications; duplication of efforts; gaps in provisions of service delivery, lack of accountability.
- Risk from high dependency of the Service on external funding
- Risk of loss of CCTV coverage through external intervention eg fire, or power failure
- Risk of fatality or serious injury resulting from failure to safeguard
- Risk of lack of resources to cover the functions of HMO and Fire safety enforcement and regulation
- Risk of increase in the fear of crime and reduction in public satisfaction with the Council and partnership actions due to lack of/ineffective communications
- Risk of failure to undertake safeguarding investigations in a timely manner
- Risk that changes within the social care legislative framework in respect of social care within a prison environment has the potential to de-stabilise current progress in respect of this project
- Risk of failure to develop effective Preventive integrated services
- Risk of failure to reduce the number of children within the care system
- Risk of demand for services of targeted intervention exceeding the capacity of the team.
- Risk of failure to safeguard vulnerable adults

Directorate Priority Outcome 4: Children, young people and adults of all ages have opportunities to make positive contributions to their communities

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DSO2 Local people have increased influence and control over public services in their communities (for example, public libraries and | Complete the review of the Island's Youth Service. | <ul style="list-style-type: none"> • 6,363 or more library visits per 1,000 population by 31/03/13 • 25% or more of young people aged 13-19 reached by service funded by IWC by 31/03/13 • 75% of vulnerable people living in decent homes by 2020 |
| | Improve the access of the Island's 13 - 19 year olds to street based outreach work throughout the year. | |
| | Use the expertise of the Youth Services effectively and efficiently to support vulnerable young people (13-19) in areas of the highest demand for service. | |
| | Ensure that Island's young people will feel more confident, have excellent self esteem; personal and social awareness, amicability and social ability. | |
| | Complete reviews of the IWC library service and IWC youth service, integrating both services with appropriate community groups. | |

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| universal youth provision). | | |
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| Risks |
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| <ul style="list-style-type: none"> - Risk of inability to integrate the IWC library service and IWC youth service with appropriate community groups - Risk of failure to balance budget and meet savings requirements |

Directorate Priority Outcome 5: Directorate achieves best use of resources, through continued innovation and improvement

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| DSO1 Development of excellent outcome-based commissioning of the Directorate's direct service provisions has a positive impact on the Council's use of resources and socio-economic regeneration and overall quality of life on the Island | Undertake a unit costings and outcomes exercise with identified internally-commissioned children's services to inform future commissioning decisions. | <ul style="list-style-type: none"> • Commissioning Framework and the Commissioning Strategy are developed by 31/03/13, leading to an increase in the number of jointly commissioned services |
| | LSCB undertakes regular audit and delivers training to ensure that all commissioning is undertaken with due regard to safeguarding. | |
| | An overarching contract framework to be produced for all placements. | |
| | Review of all existing contracts to develop potential integrated family support hubs. | |
| | Undertake children and young people's well being survey to feed into JNA and inform commissioning. | |
| | Undertake a unit costings and outcomes exercise with identified internally-commissioned adult's services to inform future commissioning decisions. | |
| | Develop Adult Social Care commissioning strategies and action plans to deliver outcomes for vulnerable people. | |
| | Involve and consult with key stakeholders to inform strategies and commissioning decisions. | |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DSO1 Development of excellent outcome-based commissioning of the Directorate's direct service provisions has a positive impact on the Council's use of resources and socio-economic regeneration and overall quality of life on the Island (Cont.) | Development of Autism strategy to ensure people are supported within their communities. | |
| | Increase the numbers of jointly commissioned services to ensure improved customer journey and efficiencies. | |
| | Develop carers satisfaction quality of life survey to health and wellbeing of carers. | |
| | Develop quality assurance framework for commissioning to enhance commissioning function within the directorate and protect vulnerable adults. | |
| | To establish the strategic direction for commissioning, undertake a unit costings and outcomes exercise with identified internally-commissioned community wellbeing services to inform future commissioning decisions. | |
| | Embed a "think family approach to all planning, making sure that housing support decisions take account of the needs of children and adults with complex needs. | |
| | Support the commissioning of Health and Social Care using Public Health Skills. Assess the health needs of the Isle of Wight and use these to prioritise and focus commissioning intentions for services and pathways of care. | |
| | Continue to work closely with colleagues in Public Health and the Council with a view to being in a position to identify opportunities to improve health and wellbeing as part of all commissioning of services. | |
| DSO3 The council meets its responsibilities for heritage services, working | To promote sense of local identity and pride in Island residents have a sense through community activity and involvement. | <ul style="list-style-type: none"> The Council's responsibilities for museum and archive services are delivered within a financially sustainable model that: safeguards artefacts; promotes public access for research, education and entertainment purposes; allows community a greater role in shaping and delivering these |
| | Work to increase the use of the Council's Heritage services by the Island residents and visitors. | |
| | To encourage emerging readers to use and join the Island's library service. | |
| | To provide Island residents will informal learning opportunities including family | |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| closely with partner organisations and council departments, to build a sustainable strategic model. | <p>learning.</p> <p>To provide Island residents with some opportunities to join the digital age.</p> | <p>services; and provides opportunities for social and community engagement at all levels</p> <ul style="list-style-type: none"> • £150,000 of efficiency savings delivered through the review of Archive and Museum services • 90,500 or more people will visit museums by 31/03/12 |
| DSO8 Embedding the 'Reclaiming Social Work' approach results in improved social work practice and better outcomes | <p>Recruit to all new roles to embed the 'Reclaiming Social Work' approach.</p> <p>Undertake comprehensive workforce development with all new professional roles.</p> <p>Work collaboratively with partners to increase number of CAFs.</p> <p>Embed the 'Distance Travelled Tool' to measure positive impact of CAF. Include 'Distance Travelled Tool' in CAF training.</p> <p>Develop and implement the Strengthening Families Programme.</p> | <ul style="list-style-type: none"> • 80% of Core Assessments completed (in year) within 35 days by 31/03/13 • 20% of children ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a % of the no of LAC at 31 March (excl unaccompanied asylum seekers) who had been looked after for 6 months or more – by 31/03/13 • 18% or less referrals to social care are repeat referrals within 12 months - by 31/03/13 • 450 Common Assessments (CAF) completed by 31/03/13 |
| DSO14 Where individuals may be affected as a result of changes to services, the impacts will be assessed and risks mitigated | <p>Impact assessments including (as a minimum) an Equality Impact Assessment and a Risk Assessment to be undertaken where there is a likely impact to vulnerable adults and their carers.</p> <p>Consultation to be undertaken, when appropriate, following the above.</p> <p>Equality Action Plans and risk mitigating measures will be implemented as appropriate.</p> | <ul style="list-style-type: none"> • 100% of EIAs will be completed with any decision paper that affects vulnerable individuals of all ages and their carers - by 31/03/13 |
| DSO19 People have a positive | Evidence the examples of where parents, LAC and foster carers have shaped and improved policy and delivery of services to CLA through the Corporate Parenting Board. | <ul style="list-style-type: none"> • 85% or more of looked after children |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| <p>experience of services they use</p> <p>DSO19 People have a positive experience of services they use (Cont.)</p> | Implement Parents Participation Strategy to ensure involvement, development, delivery and feedback of/from services. | <p>consulted think services to them are good or better by 31/03/12</p> <ul style="list-style-type: none"> • 95% or more of non-statutory complaints closed within corporate timescales (Directorate) • Adult Social Services effectively and efficiently dealt with 6,100 contacts and 3,500 referrals by 31/10/13 |
| | Ensure that children looked after are represented on the Corporate Parenting Board and Action Groups | |
| | To ensure that children looked after develop success measures that have meaning for them. | |
| | To ensure that the strengthening families model continues to be developed and implemented, with further work to ensure that the views of children and families regarding their experience of the service are captured in line with the requirements of the Munro report. To develop the use of advocates as appropriate in CP conferencing. | |
| | Collect information from service users about the services they receive. | |
| | Build in customers' feedback into grants and contracts (Support with Confidence accreditation criterion). | |
| | Help and support people to look for quality assurance when they are using their personal budgets. | |
| | Listening to clients and customers in universal services and acting upon their feedback as appropriate. | |
| | Ensure people optimise their use of universal services to maximise their independence in the community. | |
| | Develop carer's satisfaction quality of life survey to measure health and wellbeing of carers. | |
| | Increase number of people receiving advice and information only leading to positive outcomes. | |
| | Increase support options for carers to enable carers to maintain their caring roles for longer. | |
| | Promote building community capacity across the directorate and with voluntary and third sector organisations. | |
| | Ensure Safeguarding policies and procedures are embedded in every aspect of Adult Social Care. | |
| Provide support to vulnerable people to enable them to live and remain living independently. | | |
| Embed existing and new technologies around Telehealth/Telecare/Telemedicine ADSL Smartcare integration into equipment links with health/Personalisation and | | |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| DSO19 People have a positive experience of services they use (Cont.) | independent living. Housing options and promotion of identified suitable housing. | |
| | Promote independent living by the application of disabled facility grants, Handy person scheme, grants to Landlords. | |
| | Ensure Safeguarding policies and procedures are embedded in every aspect of Adult Social Care. | |
| | Develop a corporate commissioning approach which implements Cabinet Decision of April 2009: <ul style="list-style-type: none"> • To develop and adopt as a standard an “Intelligent Client” commissioning processes. • Establish a corporate cross-cutting Commissioners’ Group – get all those people who actually commission (and a few of those who could if they felt brave) and put in place as CDP/Action Learning Set. • Quality assure the commissioned outcomes. • Work to break the contract culture to engage communities and voluntary organisations effectively (this is the corporate direction as a policy decision, but need to embed). | |
| | Work with the Health and Wellbeing Board to ensure that Individuals and their families are happy with the difference made by effective outcomes based commissioning. | |
| DSO20 Workforce development meets the business needs | Work to reduce employee sickness absence rate. | <ul style="list-style-type: none"> • 5% reduction in average days lost due to sickness per permanent employee –c year on year (Directorate) By 31/03/12: • 50 or more members of staff receiving ASD training; • 25% of providers will receive ASD training through the ‘Train the Trainer’ Programme; • 90% of staff will have undertaken relevant safeguarding training within the last 3 years; • 100% of social workers will have up to date GSCC/HCP Registrations; • 100% of Care Management Staff who have attended business process and SWIFT Training in electronic purchasing; |
| | Deliver PDRs within to required corporate standards and within set timescales. | |
| | Implement the Workforce Development Plan. | |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| | | <ul style="list-style-type: none"> • 80% of staff will have undertaken relevant safeguarding training within the last 3 years; • 90% of staff have participated in at least one training and development opportunity per quarter |
| DSO21 The 5 elements of the corporate transformation project (Office refurbishment; New ways of working; Information systems (ECM); Storage consolidation; Workplace travel) are adopted and embedded within the services of the Directorate | <p>Restructure Care Management and move to new Offices at Sandown.</p> <hr/> <p>Relocate staff from CSHQ to County Hall.</p> <hr/> <p>Train all staff on any new information systems and telephony introduced by the Council to ensure that flexible working is achieved.</p> <hr/> <p>Achieve efficient storage consolidation and scanning of documents with aim to reduce storage requirements.</p> | <ul style="list-style-type: none"> • 75% of Care Management staff will be relocated to new office at Sandown by 30/04/2012; • 90% of staff from CSHQ will be relocated to County Hall by 31/03/13; • 90% of ASC staff will receive appropriate training following the introduction of the new ICT systems by 31/03/13; • 60% reduction in storage requirements will be achieved by 30/09/13; |
| DSO22 Directorate makes its contribution to the Council's efficiency savings targets over and above the own targets of | <p>Deliver planned efficiency savings.</p> <hr/> <p>Consider the following activities at the corporate level:</p> <ul style="list-style-type: none"> • Establish a Commissioning Board/Action Plan. • Establish a Commissioning hub to deliver greater council efficiencies. • Review current contacts & service to establish if great efficiencies can be identified across the authority. • Establish a Common Assessment Framework encompassing whole family needs/requirements. • Investment In a strategic asset management approach to underpin and support corporate aims and priorities and not straight disposals. | <ul style="list-style-type: none"> • 50% reduction of the ASC debt bill by 31/03/13 • £559,000 efficiency savings delivered by the Adult Social care by 31/03/13 • £88,000 efficiency savings delivered by Children's safeguarding and family Services by 31/03/13 • £303,000 efficiency savings delivered by Community Wellbeing by 31/03/13 |

| DSO | Key activities to deliver the outcome | Success factors, measures and targets |
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| <p>the Directorate</p> <p>DSO22</p> <p>Directorate makes its contribution to the Council's efficiency savings targets over and above the own targets of the Directorate (Cont.)</p> | Review internal meetings and sub groups to 'free up' time. Review governance & terms of reference for operational performance enhancements. | |
| | Needs assessments (JSNA) to identify evidence to inform participation and commissioning. | |
| | Reflecting national best practice, develop and implement commissioning strategies and action plans to deliver outcomes for individuals and their families. <ul style="list-style-type: none"> - Agree clear definition of the roles and functions associated with contracts management and commissioning. - Payment by results. - Increase the number of jointly commissioned services. - Improved customer journey and efficiencies. - Meeting efficiency targets. | |
| | Develop and implement a robust Performance Management Framework. | |
| | Develop and implement a robust Quality Assurance Framework. | |
| | Involve and ensure participation with key stakeholders to inform strategies and commissioning decisions. | |
| | Develop balanced and sustainable budget proposals for 2013 to 2015. | |

Risks

- Risk of failure to develop Preventive integrated services resulting on over dependence on specialist services
- Risks to effective joint management of pooled resources and the achievement of partnership performance targets.
- Risk that the S75 partnership will no longer function to the benefit of partners and termination will be required.
- Risk of claims of negligence or poor administration being made against the partnership through the operation of the S75 agreement.
- Risk of failure to successfully implement Reclaiming Social Work (RSW)
- Risk of failure to provide a consistent and predictable service during transformation due to lack of alignment of service processes and transformation proposals (ICT and new telephony are not available; refurbishment is not completed on time; insufficient resources, staff and equipment to complete task).
- Risk of failure to retain qualified and experienced staff and managers to deliver an adequate service.
- Risk of loss of staff through changing roles and responsibilities.
- Risk of ICS system being inadequate for current needs, impacting on practitioner capacity to use and interrogate the system for critical information about children and young people. This includes assessment plans and reviews.
- Risk of failure to balance budget and meet savings requirements
- Risk that the efficiency and savings targets are identified but not effectively managed and realised in year which may result in unplanned overspend.