Division(s): All

ADULT SERVICES SCRUTINY COMMITTEE – 7 SEPTEMBER 2010

TRANSFORMING ADULT SOCIAL CARE – UPDATE ON PROGRESS

Report by Director for Social & Community Services

Headlines for this update:
- Over 555 people now have a personal budget
- New structure for Adult Social Care Locality Teams confirmed
- Public Information and Advice Strategy completed
- Support Brokerage Tender awarded to Age UK and Advance

Introduction

1. This report summarises the progress being made by Social & Community Services (S&CS) in implementing the Transforming Adult Social Care (TASC) change programme.

Overall Progress

2. The first quarter (April to June 2010) Putting People First Milestones self assessment has been completed. Overall we met all of the April 2010 milestones and we are still well placed to achieve the upcoming milestones in October 2010 and April 2011. There has also been some good improvement against the previous quarter's report. The report is attached as Annex 1.

Progress Against the specific Milestones:

3. **Milestone 1 – Effective Partnerships with People**
The Service User and Carer Reference Group continues to meet and is an effective two way process for all aspects of the development of the programme. The Programme Assurance Group has met once since our last update for the committee with the main discussion being the communication and engagement work of the programme.

Work on the development of the Oxfordshire user led organisation (ULO) is progressing well and we are expecting this to be constituted by October 2010.

The Oxfordshire Local Involvement Network (LINk) is closely involved through the Service User and Carer Reference Group and is helping to scrutinise the benefits of the programme for individuals through its evaluation of self directed support.

4. **Milestone 2 – Self Directed Support & Personal Budgets**
There are currently over 555 people with a personal budget in Oxfordshire with self directed support being the mainstream activity in the north of the county. This operating model for self directed support has been agreed and

the following elements are underway to support embedding this into the organisation:

- Agreement for the launch of Self Directed Support for all new eligible people on 4th October 2010
- Consultation on the restructure of the Care Management and Occupational Therapy service has ended and the new Adult Social Care Locality Team service and structure has been confirmed. The new service will start on 6th December 2010. Selection and training of staff has already started.
- Planning to support all people in receipt of long term services to move to self directed support by April 2011 (this takes over from the accelerated review process).
- The Allocation of Personal Budgets Policy (which includes the Resource Allocation System) was agreed by Cabinet on the 20th July 2010 and will be going to Full Council on the 14th September 2010.
- Commissioning of external support brokerage has been completed and Age UK and Advance selected. The new service will start on the 4th October 2010.
- Piloting of payment cards to support people to manage their direct payments to enable real choice will start soon.
- A personalisation and safeguarding framework has been developed and has been agreed by the Oxfordshire Safeguarding Adults Board.
- Work is progressing well on developing Personal Health Budgets with Oxfordshire Primary Care Trust.
- A report and action plan on Transforming Adult Social Care and Mental Health has been approved by the Mental Health Joint Management Group and will help us take this area forward.

5.   The **Resource Allocation System (RAS)** is the formula (based on levels of need) which calculates how much that personal budget should be. We are working in partnership with an organisation called FACE and other Local Authorities to develop and implement a sustainable RAS. This was agreed at Cabinet on the 20th July 2010 and will be going to Full Council on the 14th September 2010.

6.   The actual RAS is calculated using a sample of several hundred assessments. The cost of services used however will be the cost following the various efficiency savings already planned rather than the actual current cost e.g. Home Support currently costs us in the region of £23.50 per hour. However the RAS will use a rate of £15 per hour.

7.   Once a personal budget has been agreed, it will be subject to change under the following circumstances:
- An annual uplift for inflation (at a level agreed at the time and in line with other council budgets if applicable)
- In response to a real change in "need" or circumstances where this has been identified at review
- As the result of a change in the overall level of entitlement (agreed as part of council policy). This would take the form of a change to the formula or the eligibility criteria. This can only be implemented on review/re-assessment if applicable.

8.   The formula and Policy will be reviewed and amended at least annually.
        The review will take into account:
        - Cases where the amount allocated was not appropriate
        - Areas where there is other evidence that the formula could be improved (e.g. large numbers of individuals having a surplus on their personal budget)
        - Changes in prices (annual uplift for inflation – if applicable)
        - Policy changes to allocate more (or less) money to particular groups (or in total).

9.   **Milestone 3 – Prevention and Cost Effective Services**
        The following projects are currently developing well:
        - **Continence** – this strategy has been agreed and is now being implemented
        - **Turnaround** – an approach has been agreed here and will now be implemented.
        - **Reablement** – A business case for a revised re-ablement service is being finalised
        - **Social Capital/Community Building** – the work undertaken by the Institute of Public Care is now completed and a revised approach will be taken in this area. Further information will be provided to the next scrutiny meeting.

10.   **Milestone 4 – Information and Advice**
        The strategy is in place and the action plan to deliver the 30 recommendations is being developed. The inter-relationship with the new corporate customer service centre will be critical in delivering the agreed actions. We have also adopted Looking Local, a digital channel that provides information on social care issues onto people's TV, mobile phones and the Nintendo Wii. Initially this will replicate the Council's website and social care information only. This should start by December 2010.

11.   **Milestone 5 – Local Commissioning**
        We are delivering a number of elements to ensure that the transformation agenda is embedded within our commissioning strategies and the marketplace:
        - The recent annual provider commissioning conference and the regular provider reference group is supporting providers in meeting the personalisation agenda. The use of a checklist on how ready are you for personalisation is proving very useful here.
        - Support with Confidence – this is our approval scheme for non-registered services. The scheme has been developed in conjunction with Trading Standards. Our approach will help to support the development of new mechanisms such as personal assistants. This work has seen strong local and national interest. We now have 2 people who have been approved and 30 people who are going through the approval process through the Support with Confidence Scheme. This service will be extended to approve brokers by October 2010.
        - Individual Service Funds – this is the joint project with the Office for Disability Issues (ODI) that has been extending the benefits of

personalisation to people in care homes. This project is still seeing excellent outcomes for people: life enhancing outcomes through closer community involvement, as well as being affordable and sustainable. This work is being rolled out county wide.

- In addition we are developing an action plan to implement the workforce strategy, continuing the work on the Systems Review and developing a plan to ensure that the programme is delivering to business as usual by the time the programme ends on the 31st March 2011.

12.   **Upcoming key dates for the programme:**

September 2010
- Personal Budget Policy to Full Council
- Oxon News Publication - summarising the changes in Adult Social Care
- Reablement Business Case
- Turnaround Project implemented
- Information Hub approach agreed
- Selection and training for new Locality Teams
- Community Building Approach launched
- Sustaining the change/Handover to Business as usual plan completed
- Plan to support existing eligible people to move onto self directed support

October 2010
- All eligible new service users with a personal budget from 4th October.
- New Support Brokerage service starting
- Selection and Training for new Locality Teams
- Start of public launch events for Self Directed Support
- Support with Confidence extended to brokers

November 2010
- Self Directed Support Launch Events

December 2010
- Adult Social Care Locality Teams starting
- Self Directed Support
- Looking Local starting

April 2011
- Existing and new eligible people with a personal budget
- Close of the Programme and handover to business as usual completed

JOHN JACKSON
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Background Papers: Nil

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September 2010

Putting People First
Milestone Self-Improvement Framework

Purpose of this document

This has been co-designed by the Putting People First Social Care Consortium to accompany the milestones. It provides you with some brief descriptors for each of milestones and also with some questions to help you with your planning for each of the milestones. These are not intended to be prescriptive.

How might you use this?

We have designed this as a self assessment tool. We hope that councils will find it a useful means to:-

- o Stimulate strategic discussions, internal challenge and a review of existing plans in the light of the milestones
- o Map and measure your own progress in implementing the Milestones and to enable reports to key Local Programme Management and Management teams
- o To identify areas where you need to do more work
- o To form the basis for a discussion with regional Transformation Leads, and to identify where the assistance of regional support staff from regional JIPs and partner bodies will be helpful
- o To identify opportunities for sharing learning with other local authorities
- o To identify areas for regional work/projects, to assist with particular common challenges

How often will you want to use this?

We think it will be sensible to update this self assessment at least quarterly, or at a time appropriate to the Authority taking into account the timescales for the milestones. The results should feed into normal reporting processes in your council.

How will Information be used regionally?

How this information is used will be a decision for each region.

It could provide regional Putting People First/TASC steering groups/JIP boards etc with progress and planning reports to assist with the ongoing development of regional programmes of support. Transformation Leads could use this information to better focus support to their regions and to highlight areas of innovative practise.

Progress with Putting People First milestones

Council: Oxfordshire
April- June 2010

Underpinning Requirements

Are all stakeholders fully engaged and supportive of local planning for "Putting People First"	Red	Amber/ Red	Amber / Green	Green
The full engagement of all service users.			X	
The full engagement of all staff working to support the delivery of care, which includes people working in the provider services and third sector organisations.			X	
The full engagement of Primary Care Trusts and the wider health community.				X
The full engagement of local politicians				X
The full engagement of all parts of local councils and of other key strategic partners.			X	
The support of regional and national programmes.				X
Are the following Key Arrangements resolved and in place	**Red**	**Amber/ Red**	**Amber/ Green**	**Green**
A system is in place, which manages the risks associated with the transformation that includes both the risks for individuals and financial and other risks				X
Clarity of the business models that will need to be adapted to support the transformation				X
Financial systems, which support the delivery of personal budgets.		X		
A local project plan for the delivery of the transformation with clear projections and targets to reach locally identified milestones				X
Business cases, which track the new investments, and disinvestments that will be required to support the change.			X	
A workforce strategy that supports the transformation			X	

Milestone 1:	Effective partnerships with People using services, carers and other local citizens		
Description:	Successful delivery of Putting People First will depend on citizens, people accessing care and support and carers working in a co-productive relationship with Local Authorities and their partners at all levels in the design, planning and delivery of new personalised systems and services. Formal and informal structures should be in place to allow citizens and the full spectrum of user and carer representatives to contribute to the local design and delivery of social care transformation. This should go well beyond traditional "consultation". User-led organisations can provide expertise (such as service user experience) that is not always available within local authorities and this expertise should be harnessed to co-produce the transformation of social		

Key Dates and Deliverables:	**April 2010**	**October 2010**	**April 2011**
	That a communication has been made to the public including all current service users and to all local stakeholders about the transformation agenda and its benefits for them. That the move to personal budgets is well understood and that local service users are contributing to the development of local practice. [*By Dec 2009*] That users and carers are involved with and regularly consulted about the councils plans for transformation of adult social care.	That local service users understand the changes to personal budgets and that many are contributing to the development of local practice.	That every council area has at least one user-led organisation who are directly contributing to the transformation to personal budgets. *(By December 2010)*

		Y/N		Y/N		Y/N
How likely are we to achieve this milestone by this date?	Very likely		Very likely	Y	Very likely	
	Fairly likely		Fairly likely		Fairly likely	Y
	Fairly unlikely		Fairly unlikely		Fairly unlikely	
	Very unlikely		Very unlikely		Very unlikely	
	Achieved	Y				

Milestone 1:	Effective partnerships with People using services, carers and other local citizens	
Reason if not achieved		
When to be achieved		
Key Questions:	• Does our Authority have plans in place to meet the DH target of a ULO in place by the end of 2010?	**Yes – and we are one of the a demonstrator sites for SE region**
	• Is there a programme board for the delivery of PPF that has direct representation of users/carers?	**No – there is a Programme Board but no user/carer reps are on this board. The new Programme Assurance Group has user and carer reps.**
	• Does our Authority have a range of means at all levels to effectively co-produce transformation with people who use care and support?	**Yes – via the service user and carer reference group and key workshops on critical specific and strategic issues – eg RAS workshop, ULO Workshop, Turnaround workshop and new regular meetings with the voluntary sector.**
	• What are we planning to do next?	• **Ongoing development of ULO – work on constitution** • **Improve the involvement and range of users and carers in the reference group** • **Ongoing development of Programme Assurance Group to include user and carer representatives** • **Communication plan to ensure every household in Oxfordshire gets information about the changes – planned for Sept as article in Oxon News.** • **New work engaging with parishes and training of volunteers to help spread the word**
	• What could prevent us from achieving this milestone?	**Lack of involvement and agreement by local groups/people about ULO direction and model**

Milestone 1:	Effective partnerships with People using services, carers and other local citizens	
	• What external support would help?	**Support in working on the role of Councils in leading/developing a ULO**
Key Risks and Mitigating Actions:	1. Timescale for ULO development is tight 2. No consensus among user/carer representatives or representative groups about the forming of a ULO 3. Disengagement of people from user and carer reference group	**1. Monitor progress and report back to TASC programme board of issues/concerns** **2. Monitor progress and report back to TASC programme board of issues/concerns. Support from SE team** **3. Regular feedback at each meeting on appropriateness and focus of meetings – are we getting it right?**
Useful Information:	The DoH document "User-led organisations project policy" sets specific criteria for ULOs: http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_078804	

Milestone 2:	Self-directed support and personal budgets					
Description:	Success on this milestone would mean systems are in place to allow citizens who require social care support to easily find and choose quality support, and control when and where services are provided, and by whom. For those citizens eligible for council funding, the amount available to those individuals should be known prior to starting person centred support planning. People should have the ability to spend part or all of their money in a way that they choose; including being able to mix directly purchased and council provided services. Extra help should be available to any citizen that needs help with information and advice or to negotiate their support.					

Key Dates and Deliverables:	**April 2010**		**October 2010**		**April 2011**	
	That every council has introduced personal budgets, which are being used by existing or new service users/ carers.		That all **new** service users / carers (with assessed need for ongoing support) are offered a personal budget. That all service users whose care plans are subject to review are offered a personal budget.		That at least 30% of eligible service users/carers have a personal budget.	

		Y/N		**Y/N**		**Y/N**
How likely are we to achieve this milestone by this date?	Very likely		Very likely	Y	Very likely	
	Fairly likely		Fairly likely		Fairly likely	Y
	Fairly unlikely		Fairly unlikely		Fairly unlikely	
	Very unlikely		Very unlikely		Very unlikely	
	Achieved	Y				
Reason if not achieved						
When to be achieved						
Key Questions:	• Have we started to issue personal budgets?		**Yes and over 430 people now have a PB**			

Milestone 2:	Self-directed support and personal budgets	
	If **No** to the above • On what date are we planning to start issuing personal budgets?	
	• Is this a pilot or mainstream activity for all new customers?	**Currently a pilot but plans to mainstream from Oct 10 and accelerated review programme for existing older people has extended the pilot to people in receipt of services**
	• What are we planning to do next?	**Business Model Agreed Organisational Structure and Systems/Processes being developed Dec-April 10** **RAS policy by Sept 10** **Formal consultation April-July 10** **Systems/Processes to be rolled out from Oct 10** **Brokerage block awarded to Age UK and Advance in June 10**
	• What could prevent us from achieving this milestone?	**Tight Timescales** **Setting of RAS and budget position not aligned** **Reduction in budgets and current overspends** **Delays in restructuring and retraining operational division** **High level of RAS appeals** **Delays in ICT implementation** **Insufficient Brokerage if demand higher than expected** **Key employees no longer involved in the development**
	• What external support would help?	**Sufficient support available**
Key Risks and Mitigating Actions:	a) Legal challenge to RAS b)Insufficient funding of RAS due to efficiency savings c) Problems with restructuring d) Market response insufficient e) reduction in budgets and key staff leaving	**a) Use of FACE RAS, senior management seminar on RAS to agree policy and policy based in national guidelines** **b)Final RAS allocation formula approved at senior level** **c) Joint team established to develop and implement new model to deliver SDS** **d) Providers briefed and consulted on developments. Recent commissioning conference with providers and focus on personalisation. Use of Are you Ready document**

Milestone 2:	Self-directed support and personal budgets	
		e) Focus on key priorities by senior managers
Useful Information:	Upcoming SDS restatement / Legal advice / Operating Model document	

Milestone 3:	**Prevention and cost effective services**		
Description:	This milestone looks at a whole system approach to prevention, intervention and cost effective services. This includes the support available that will help any citizen requiring help to stay independent for as long as possible. A key part of this is ensuring council-wide and partnership approaches to universal services e.g. leisure, adult education, transport, employment, healthy living and health improvement (backed by targeted intervention), along with housing and supported living options. Examples of intervention include reablement type services that help people regain independence to live in their own home. It also helps people to avoid becoming dependent on council provided services with national studies demonstrating many people finish reablement services with either a reduced need for care, or no ongoing requirement at all. It is important that the council and the NHS are jointly investing in early intervention and prevention and monitoring the effectiveness of services together eg. Joint interventions at best include telecare, case finding/case co-ordination and joint teams for complex and end of life care. Being able to evidence these types of savings is crucial, and reablement type services should form an intrinsic part of any Putting People First operating model.		
Key Dates and Deliverables:	**April 2010**	**October 2010**	**April 2011**
	That every council has a clear strategy, jointly with health, for how it will shift some investment from reactive provision towards preventative and enabling/ rehabilitative interventions for 2010/11. Agreements should be in place with health to share the risks and benefits to the 'whole system'.	That processes are in place to monitor across the whole system the impact of this shift in investment towards preventative and enabling services. This will enable efficiency gains to be captured and factored into joint investment planning, especially with health.	That there is evidence that cashable savings have been released as a result of the preventative strategies and that overall social care has delivered a minimum of 3% cashable savings. There should also be evidence that joint planning has been able to apportion costs and benefits across the 'whole system'.

		Y/N		Y/N		Y/N
How likely are we to achieve this milestone by this date?	Very likely		Very likely		Very likely	
	Fairly likely		Fairly likely	Y	Fairly likely	Y
	Fairly unlikely		Fairly unlikely		Fairly unlikely	
	Very unlikely		Very unlikely		Very unlikely	

Milestone 3:	Prevention and cost effective services						
	Achieved	Y					
Reason if not achieved							
When to be achieved							

Key Questions:	• Do we have a strategy and/or an investment programme for Prevention and Early Intervention?	**Yes – we have a draft strategy that has been written and as part of Ageing Successfully. The Health & Wellbeing Partnership Board is currently reviewing this draft strategy. We are also doing detailed work to identify areas for investment and potential savings alongside this, with input from the PCT, which will feed into the budget planning process**
	• Are health partners involved in this strategy?	**Yes – from PCT Commissioning and Public Health. Jointly appointed Director of Public Health and Head of Joint Commissioning for Older People.**
	• What are we planning to do next?	**Complete the development of our joint strategy with the PCT**
	• What could prevent us from achieving this milestone?	**Delays to agreement about what the content of the strategy should be.** **The current financial climate, as budget reductions/pressures in year and short term measures to address this across the whole system of health and social care will have a significant impact.**
	• What external support would help?	**More evidence regarding the effectiveness of preventative services on reducing demand for intensive social and health care services, particularly residential care.**
Key Risks and Mitigating Actions:	Financial climate makes investment in anything a challenge. Services have to make efficiency savings and at the same time identify investment in prevention, Financial return on investment difficult to demonstrate for some interventions, especially those with a long lead in time – these challenges make real agreement on a strategy difficult.	**Appointment of joint commissioner and creation of new joint commissioning team between OCC and the PCT should mean decision making is clearer and joined up.** **Research on what preventive approaches are most effective.**

Milestone 3:	Prevention and cost effective services					
Useful Information:						

Milestone 4:	Information and advice					
Description:	All citizens should be able to easily find locally relevant quality information and advice about their care and support needs in order to enable control and inform choice. Information should be available in a range of formats and through channels to make it accessible to all groups. Provision of information, advice and guidance should move from being largely developed from separate initiatives to a single coherent service strategy.					
Key Dates and Deliverables:	**April 2010**		**October 2010**		**April 2011**	
	That every council has a strategy in place to create universal information and advice services.		That the council has put in place arrangements for universal access to information and advice.		That the public are informed about where they can go to get the best information and advice about their care and support needs.	
		Y/N		**Y/N**		**Y/N**
How likely are we to achieve this milestone by this date?	Very likely		Very likely	Y	Very likely	Y
	Fairly likely		Fairly likely		Fairly likely	
	Fairly unlikely		Fairly unlikely		Fairly unlikely	
	Very unlikely		Very unlikely		Very unlikely	
	Achieved	Y				
Reason if not achieved						
When to be achieved						
Key Questions:	• Do we have a strategy for universal access to information, support and guidance for adult social care?		**Yes in place**			

Milestone 4:	Information and advice	
	• Are self-funders (i.e. **all** citizens) included in this strategy so they can make use of both universal and paid for services to stay independent?	**Yes they will be**
	• On what date is it expected this strategy will be delivered?	**Strategy completed April 2010 – and aiming to deliver recommendations by April 2011**
	• Is the council helping voluntary organisations and other partners provide universal information and advice to a wide range of the population	**Yes**
	• What are we planning to do next?	**Develop and implement an action plan to take forward the 30 recommendations in the strategy**
	• What could prevent us from achieving this milestone?	**Entrenched views of current info and advice service providers and financial position**
	• What external support would help?	**Highlighting of good practice where milestones have been achieved by other Councils.**
Key Risks and Mitigating Actions:	1. Too many recommendations to deliver and lack of clarity over the priorities and loss of focus/momentum 2. Resources required for the project are not forthcoming, thus delaying the project. Information 3. Owners of information unable or unwilling to commit time to the project to ensure that the information changes required are delivered as per the project's findings. This will delay/threaten the project's success. 4. Buy in from various stakeholders. 5. Overlap of project activity with other projects and work being carried out. 6. Identification of Information Owners delays the project.	1. Good plan and ownership of the actions 2. Project Manager and Strategic Lead work with Information Owners to bring them onboard; escalation to Programme Director should there still be an issue. 3. As above – escalate to Programme Director 4. Strong project management approach in place, benefits of the project are material, agreed and communicated 5. Communications audit, defined scope for the project. Liaise with Service Managers within the directorate and investigate what Corporate Core are involved in. 6. Project resource to work with Service Managers to identify Information Owners.

Milestone 4:	Information and advice
Useful Information:	

Milestone 5:	**Local commissioning**		
Description:	Councils need to ensure the development of a diverse and high quality market in care and support services to offer real choice and control to service users and their carers. Commissioning strategies based on the local JSNA, and in partnership with other local commissioners, providers and consumers of services should incentivise development of diverse and high quality services, and balance investment in prevention, early intervention/reablement with provision of care and support for those with high-level complex needs. User-led initiatives and a much wider range and scale of services to address local need should emerge, in a market that is increasingly populated by individual purchasers.		
Key Dates and Deliverables:	**April 2010**	**October 2010**	**April 2011**
	That councils and PCTs have commissioning strategies that address the future needs of their local population and have been subject to development with all stakeholders especially service users and carers; providers and third sector organisations in their areas. These commissioning strategies take account of the priorities identified through their JSNAs.	That providers and third sector organisations are clear on how they can respond to the needs of people using personal budgets. An increase in the range of service choice is evident. That councils have clear plans regarding the required balance of investment to deliver the transformation agenda.	That stakeholders are clear on the impact that purchasing by individuals, both publicly (personal budgets) and privately funded, will have on the procurement of councils and PCTs in such a way that will guarantee the right kind of supply of services to meet local care and support needs.

		Y/N		**Y/N**		**Y/N**
How likely are we to achieve this milestone by this date?	Very likely		Very likely	Y	Very likely	
	Fairly likely		Fairly likely		Fairly likely	Y
	Fairly unlikely		Fairly unlikely		Fairly unlikely	
	Very unlikely		Very unlikely		Very unlikely	

Milestone 5:	Local commissioning					
	Achieved	Y				
Reason if not achieved						
When to be achieved						
Key Questions:	• Are we working with providers so they understand how we want them to develop and how they can develop flexible support arrangements?		**Yes**			
	• Have we clear links between adults social care transformation and the NHS local services commissioning?		**Yes**			
	• How have commissioning and contracting arrangements been changed to enable providers to offer choice and flexibility		**This has been limited so far for older people and people with physical disabilities.** **Change of contracts for LD with new framework contracts.** **And for Mental Health major review of contracted services underway. New proposal for future of older persons day services**			
	• How are we shaping the market in order to develop a supply of services that will meet the needs of all citizens that require social care?		**Briefing and consultation programme for key provider sectors.** **Reduction of block contracts.** **Development of new services including Personal Assistants and Brokers.** **Individual Service Fund project in Care Homes for Older People.** **Major review of provision and contracts in LD services, framework contract programme**			
	• To what extent are users, carers, providers and third sectors been involved in developing the commissioning strategy?		**Regular meetings with Providers and annual Commissioning Conference.** **Good involvement of LiNK.** **Carers involved with development of strategies.** **Involvement of service users is more developed in LD and MH – beginning to happen for older**			

Milestone 5:	Local commissioning	
		people and people with physical disability. Newly set up meeting with voluntary sector
	• What are we planning to do next?	**Ageing Successfully strategy to be implemented.** **MH strategy implemented.** **Implementation of LD Framework Contracts.** **Review of contracts and contract arrangements.** **Consultation on day services strategy**
	• What could prevent us from achieving this milestone?	**Non engagement of key partners/stakeholders.** **Financial situation and scale of efficiency savings.** **Size and timescale of the changes**
	• What external support would help?	**Highlighting of good practice where milestones have been achieved by other Councils**
Key Risks and Mitigating Actions:	1. Non-engagement of key stakeholders/partners 2. Financial situation 3. Scale of change and timescales 4. Limited local, regional and national evidence of impact of changes	**1. Communication and Engagement Strategy and plan. Regular meetings with stakeholder groups.** **2. Medium Term Financial Plan. Risk Registers. Regular monitoring and review** **3. Robust programme and project management. Communication and Engagement strategy.** **4. Evaluation criteria developed – providing the evidence of where to invest/dis-invest locally and nationally.**
Useful Information:		