



Lambeth



Adults' and Community Services  
**Service Plan 2008/09**

# Section

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*This Service Plan provides an overview of the department's work and how it fits into the council's priorities and objectives.*

*Your Care. Your Way.*

# Foreword



Our service plan focuses on how we will achieve our objectives for the 2008-09 financial year and also provides an overview of work across all areas of the department. It allows everyone to see the value and impact of what they do in the context of colleagues' work and the department's activities.

As a department and across the Council, we are all working towards the same goal, of improving residents' quality of life. Within adult social care, our vision is:

**To offer outstanding, nationally-recognised adult social care, delivering genuinely personalised services to improve citizens' lives.**



**Jo Cleary**  
Executive Director,  
Adults' and Community Services



**Councillor Lorna Campbell**  
Cabinet Member for  
Health and Care Services

Our journey in 2008-09 towards this vision focuses on three cross-cutting areas.

We are committed to Personalising Services. This includes introducing new models of social care delivery, through Self-Directed Support, giving service users more choice and control over their care. It also means adopting the fundamental philosophy that service users have a right to social care services which meet their individual needs, and developing strategies to achieve this.

We will aim to be more Effective and Efficient in how we operate: implementing new processes, using technology more effectively, and adopting new ways of working.

We will be more Joined Up, within the department, across the Council and with partners from the statutory and voluntary sectors, in particular Lambeth Primary Care Trust (PCT) and three Foundation Trusts. By building on these working relationships, we can ensure that our services - and those of colleagues in healthcare, housing, customer service and other areas of community living - are more easily accessible for residents. We must also continue to work in this way to implement

our cross-cutting programmes of work, including personalised services and in line with the national agenda to meet essential requirements for the Safeguarding of Adults and Children.

New operational and commissioning strategies will help us deliver these objectives. Some of this will be achieved through transformational projects, which are overseen by programme boards.

However, the successful delivery of our core business remains the essential element to achieving our vision. What we call Business as Usual means how we run the department, day in, day out. This is monitored through departmental performance indicators throughout the year, overseen by the Departmental Leadership Team and Departmental Members.

Within our core work we can make the improvements needed to achieve our three key aims, to sustain our drive for a CSCI three star rating, and to deliver an exceptional service to our residents.

We hope the entire departmental team shares our vision - and can see their part in achieving it.

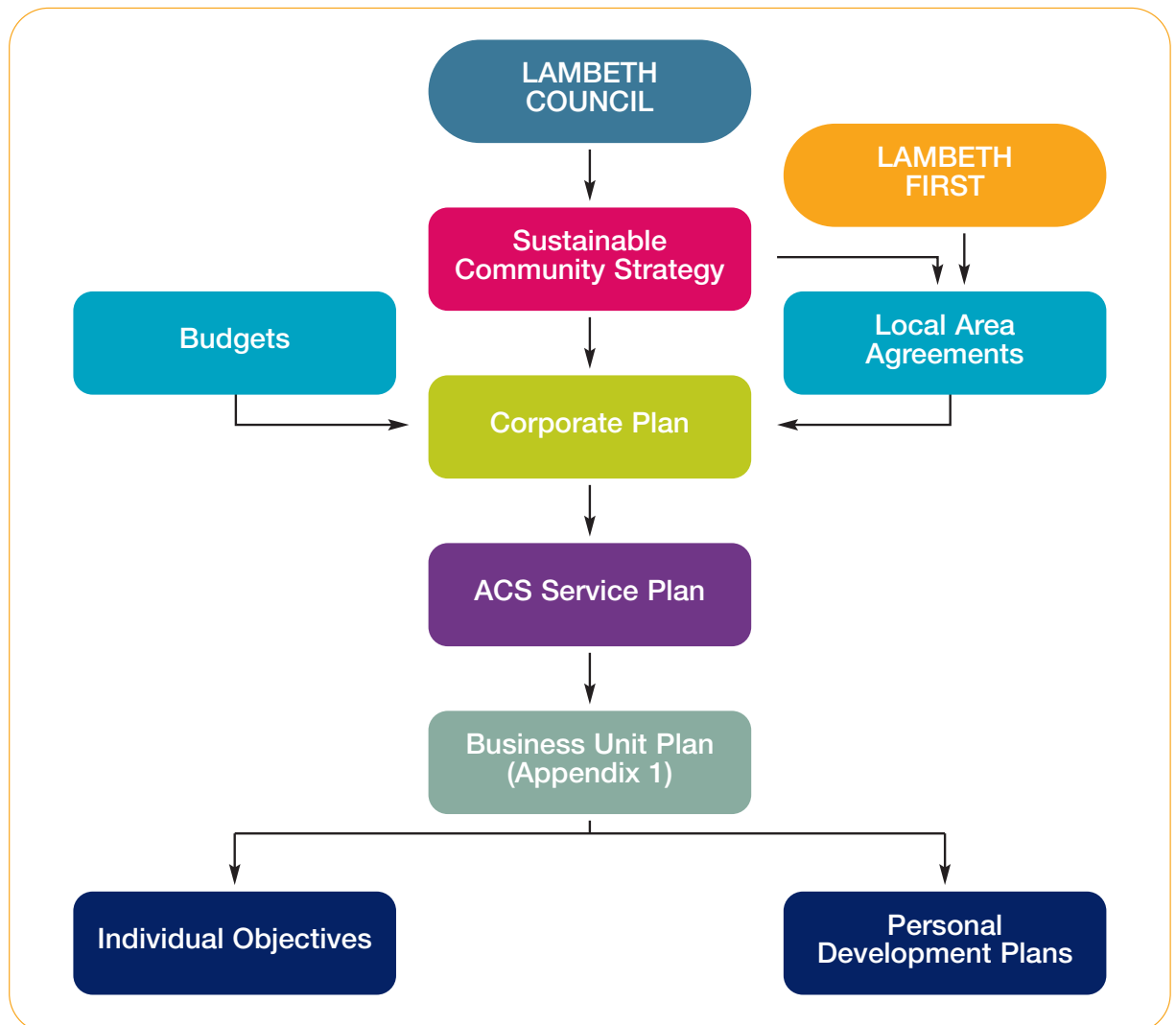


# The golden thread

All of the work that we do contributes to the council and its partners' overall priorities and vision for the borough. Sometimes it may be hard to see how everything fits together and the diagram

below aims to show how all the strategic documents, strategies and plans in the council interlink and impact on personal objectives for each member of staff.

The Adults' and Community Services department helps to support and deliver elements within all areas of the diagram down the centre.



# The golden thread for Adults' and Community Services



*How Adults' and Community Services helps to support and deliver the council's key strategies.*

## The Sustainable Community Strategy

The Sustainable Community Strategy has four overarching goals for the borough:

- To dramatically increase the numbers of Lambeth residents in work to achieve a 70% employment rate across the borough
- To make Lambeth a great place to do business and prosper
- To make sure more young people get good quality education, training and jobs,

and are supported in business in order to reduce their risk of exclusion and offending

- In the most disadvantaged neighbourhoods, to create welcoming places where local people can access learning and skills, volunteering opportunities, parenting support and gain the confidence to play active roles in their communities

This strategy will be delivered by working with partners to support the borough's residents, businesses and visitors.

An example of working together from the top down to service delivery is the number of people with learning disabilities and those with mental health problems in employment or training which will improve their health and wellbeing.

## The Corporate Plan

The corporate plan sets out the high level priorities and outcomes for the council, grouped under the priorities set out by Lambeth Council's leader, Steve Reed. They are:

- A safer Lambeth with strong communities
- Respect for our environment
- More opportunities for children and young people
- Better housing and flourishing local economies

- Developing our approach to personalising care services
- Serving our customers well

The work of Adults' and Community Services will continue to improve and sustain good performance, to help to deliver the Corporate Plan, whether the nature of our divisions means that we are delivering frontline services or working 'behind the scenes'.

Our work provides the solid foundations to deliver these priorities.

The detailed divisional plans and transformational projects that the department is responsible for within the corporate plan can be found in the appendix. These are monitored at the council's Healthier Communities and Older People (HCOP) theme board.

## Adults' and Community Services' Service Plan

This service plan supports the delivery of the council's overall priorities. This plan is intended to provide the fine detail of our day to day business so that we can monitor our

progress and focus our work. This goes down to business unit level, which can be inserted in team plans, individual objectives and personal development plans.

The Service Plan gives you an overview of the department and its work and how this fits into the council. More details can be found in the appendix.



# Lambeth Council's promises

When the administration was elected in May 2006, it set out the following promises to underpin our service delivery and help us to achieve our vision. These are to:

**Deliver quality and value for money:** we make sure we deliver the best services possible, whether directly or in partnership with others, within the resources that the public makes available to us

**Tackle inequality and social exclusion:** we make sure that we narrow the gap between the haves and have-nots by generating a better quality of life for everyone and bringing people together

**Listen to and engage our citizens:** we make sure that what matters to the people who live and work in Lambeth is heard loud and clear by us and our partners

There are examples of these in all areas of our business. Just a few are:

## Delivering quality and value-for-money

- Better commissioning and procurement of services
- Benchmarking the work that we do with other organisations to make sure that we compare well on cost and performance
- Working better with partners to reach our residents more effectively, gaining economies of scale
- Using technology effectively to find innovative ways to provide our services at a lower cost

## Tackling inequality and social exclusion

- Providing opportunities for people who may find it hard to access our services so that they can contact us easily, receive benefits and other specialist services to meet their needs, and take up opportunities to work for the council
- Working closely with other departments in the council so that the customer can access the services they need without being passed from person to person

## Listening and engaging

- Entering into a dialogue with customers to understand their needs and wants and shape services
- Consulting with residents, businesses, partners and staff to inform the decisions we make
- Providing choice and enabling independence

# Adults' and Community Services priorities



In support of the Corporate Plan's priority outcomes and to ensure that everyone is clear about what we are working towards in ACS, the Executive Director has set out our top priorities. These are designed to focus our work and remind us how we fit into the council priorities and work to meet them, in order to deliver excellent services to residents. Our three key priority areas are:

## Personalising Services

- Provide a range of innovative support options at the right price which increase customer satisfaction through a market management strategy
- Involve users and the third sector in developing new commissioning arrangements with a focus on prevention
- Establish a support centre for carers and implement a carers' strategy
- Develop a live-in service to support people with intensive care needs in their homes

- Allocate funding to individuals more fairly through a Resource Allocation System (RAS) and Individual Budgets, including individual support plans with clear outcomes
- Develop a flexible, customer-focused skilled workforce that can assess and support people
- Ensure that personalising services is a key priority in the Lambeth Together programme

## Joining Up

- Conduct a review of the Joint Strategic Needs Assessment (JSNA)
- Develop a range of initiatives to include social involvement and employment to promote healthy living
- Develop a strategic framework and investment plan for specialist and supported housing (sheltered housing commission)
- Further integrate with Health services for older people and for adults with learning disabilities

- Further develop single assessment process and secure information sharing arrangements
- Develop cross-cutting commissioning strategies across client groups and service provision
- Smooth the transition of care services for young people from childhood to adulthood
- Ensure compliance with Safeguarding Adults and Children standards
- Apply an outcomes based framework to service planning

## Effectiveness and Efficiencies

- Implement a 'closer to home' model of services for adults with learning disabilities
- Support the third sector and help it to build capacity
- Increase the number of people supported to make new benefits claims
- Extend the use of improved financial systems
- Implement the care services efficiency delivery programme



# Lambeth Council's values

In order to support staff to deliver high quality services to our residents, the council is committed to:

- Training and developing its staff
- Working to the Investors in People standards
- Carrying out regular staff surveys to ask and act on their views
- Valuing its staff through fair policies and procedures
- Managers and staff are asked to embody the values of the council in the way we work. These values are fairness, respect, excellence, service and honesty, and are known as the council's FRESH values:

## Fairness

- Applying the same standards and expectations to everyone
- Challenge incorrect behaviour
- Making expectations clear
- Treating all in the same way and not acting on preconceptions
- Provide services and information that people can trust

## Respect

- Treating everyone equally – whether they are staff or residents accessing services
- Recognising individuality
- Understanding the work pressures of your peers and helping them when needed
- Recognising and celebrating peoples' successes

## Excellence

- Providing and taking opportunities to develop skills/knowledge
- Taking responsibility for making sure a piece of work is completed
- Share experience and good practice
- Set clear, achievable targets
- Having the right equipment, information and technology to do the job
- Keeping promises

## Service

- Treating all staff and customers with courtesy
- Listening to staff and customer needs and acting on them
- Delivering services in a timely way
- Making sure communication is clear, and tells the right message
- Work across teams and departments to deliver services
- Getting it right first time
- Being clear about what we do and what others can expect from us, and what we don't do

## Honesty

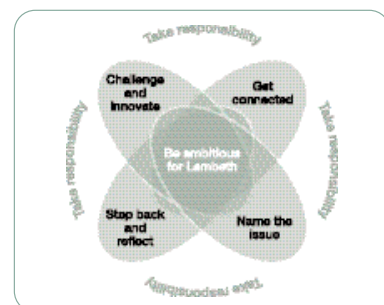
- Being consistent
- Leading by example
- Being transparent so people can understand the reasons behind decision making
- Providing constructive feedback
- Acknowledge when something has been done well
- Don't use jargon, make sure that everyone can understand
- Don't tell people what they want to hear if it is not truthful and cannot be delivered
- Clear communications

# Lambeth Council's leadership priorities



The council works to a set of leadership principles to encourage and enable open and honest working, and an ongoing scrutiny of the work of the council. These are:

- Get connected
- Name the issue
- Take responsibility
- Be ambitious for Lambeth
- Step back and reflect
- Challenge and innovate



## Get connected

- Working across the council to achieve efficiencies and economies in services for residents
- Look around you to see links in other people's work to your own
- Make the effort to connect personally with colleagues
- Make the most of networking opportunities
- Work together to manage and mitigate the council's risks

## Name the issue

- Be honest about problems
- Give clear, actionable feedback to colleagues
- Treat your colleagues with respect and loyalty
- Be realistic about your colleagues and the organisation's strengths and weaknesses

## Take responsibility

- Don't pass the buck, however hard it is to accept that something might have gone wrong
- We are all working as one council – and that is how our customers see us
- Action plan your workload as a team and know who is responsible
- Maximise appraisal and learning opportunities to develop yourself
- Identify and manage your risks

## Be ambitious for Lambeth

- Take the time to see the improvements that Lambeth is making, and tell people about them
- Be positive about the impact that the council makes on people's lives
- Keep the council's vision in your mind, and remember where we want to be. This will help us get there!

## Step back and reflect

- Take the time to look at your achievements
- Review your performance (yours, your team's, your department's and the organisation's)
- Actively seek customer satisfaction, and act on the findings!

## Challenge and innovate

- Don't say 'no' to something just because it is new
- Learn from other organisations' good practice
- Use risk management to take opportunities
- Look at your day-to-day working. Are there ways that you could make what you do easier or better for customers?



# Adults' and Community Services department overview

## Structure

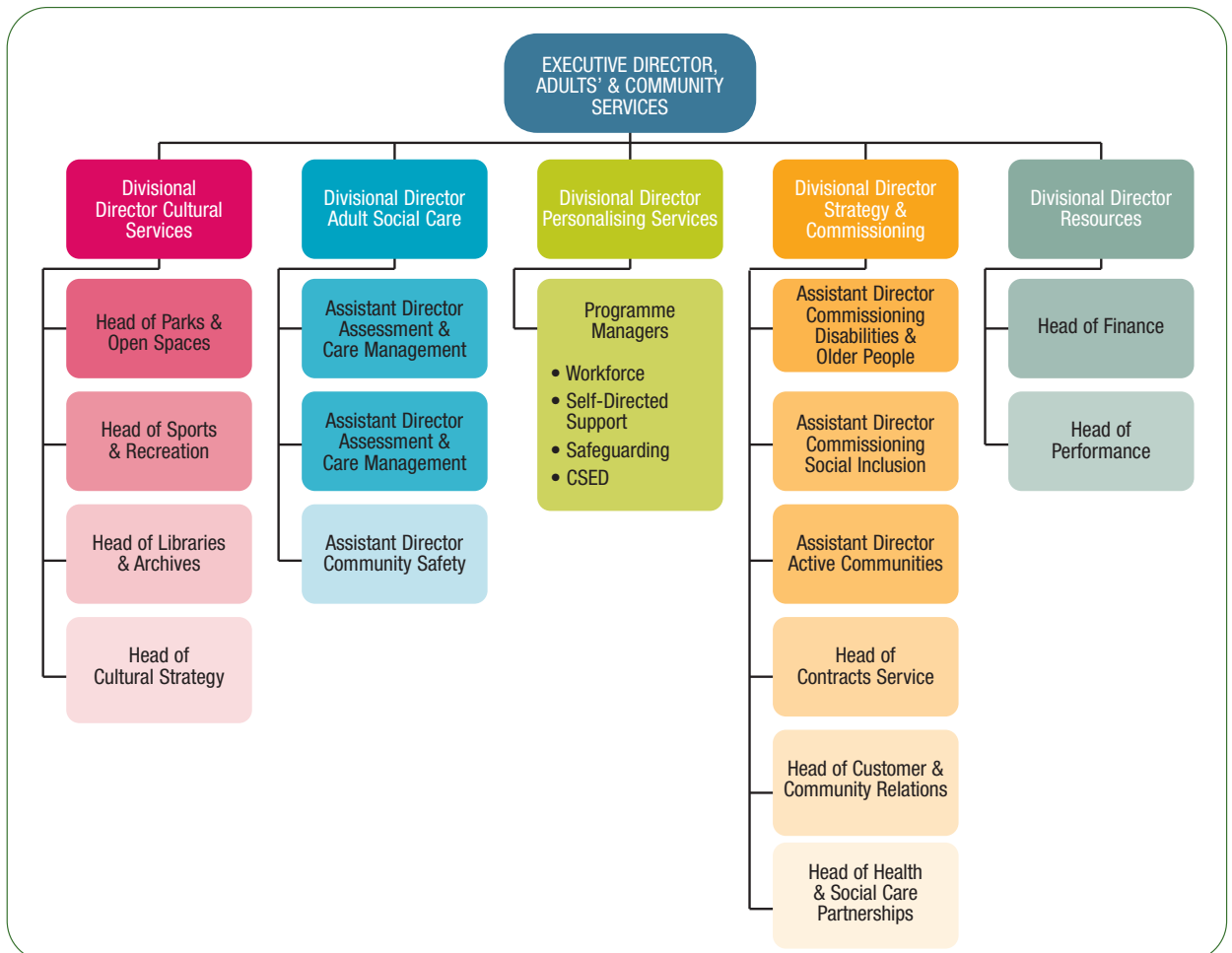
There are currently four divisions within ACS. The divisional directors make up the Departmental Leadership Team, which leads and manages the department's business, and promotes and develops good working

relationships with other senior managers across the council and with our external partners such as the PCT.

The four divisions are:

- Adult Social Care
- Strategy and Commissioning
- Resources
- Personalising Services

From July 2008 we will be joined by Cultural Services, Community Safety and, from September 2008, Active Communities. The new structure will provide us with a great opportunity to work in more joined-up ways to deliver excellent services. This Service Plan relates specifically to the four divisions mentioned above.



# 2007/08 highlights



**There were a wide range of notable achievements by ACS staff during 2007/08, at strategic and operational level - all playing a major role in improving the lives of our service users and the performance of the department.**

The year saw Adults' and Community Services continue its journey towards realising the vision of offering outstanding, nationally-recognised adult social care and delivering genuinely personalised services which improve citizens' lives.

We have run a successful pilot scheme for adults with learning disabilities, using the 'In Control' model of Self-Directed Support, and started to develop a longer-term strategy for offering Self-Directed Support to all our service users over the coming years.

To support this radical reform of adult social care, the Departmental Leadership Team has been restructured and a Divisional Director for Personalised Services has been appointed. The council is the first in the country to appoint such a senior level post in this area, showing our commitment to achieving the vision of personalised services.

Significant moves were made in aligning our strategic planning, commissioning and operational delivery (including improving access to services) with Lambeth PCT.

Development work took place on cross-cutting strategies, such as for Carers, Older People and Health and Well Being, in partnership with the PCT. Joint ACS and PCT commissioning strategies are essential to delivering joined-up and value-for-money services and during 2007-08 significant work was undertaken in this area across different areas of service provision.

The department made significant improvements in performance during 2007/08. Sustaining good performance has been the direct result of continuous monitoring at the service specific performance boards. In areas that required improvements, action plans have been put in place and targets have been set at a team level to ensure that all staff are engaged and focused on what is required of them. Additional performance boards will be developed for the Substance Misuse service and Brokerage teams during 2008/09.

Acceptable waiting times for assessments have improved by 20% since 2006/07. 97% of service users were contacted within 48 hours and 99% of assessments were completed within 28 days of first contact, therefore giving an overall out-turn of 98%. Lambeth's performance compares favourably nationally and is now amongst the best in London.

ACS has been successful in reducing the number of permanent admissions to residential/nursing care for both the 18 to 64 and the 65 and over age groups. In relation to the 18-64 age group performance has significantly improved and now places us in the top performance banding for this indicator.

Over the year, we continued to reduce the number of delayed transfers (fewer delayed discharges) meaning people stay in hospital for less time and can return to independent life/adult social care.



## 2007/08 highlights

The Lambeth Resource Centre beginners' Braille course was an innovative project to give Visually Impaired people access to sports and exercise activities and facilities, improving their health and well being and tackling exclusion.

We have expanded our Supporting Independent living with HIV scheme to enable more people living with HIV to continue living independently at home - recording an increase from 20 to 50 people.

Our Substance Misuse aftercare service support team delivered creative and innovative services including art workshops and weekly lunches with a range of advisors, to help substance misuse service users' aftercare and recovery and assist their return to community life.

The Lambeth Gaia Centre was shortlisted for the prestigious NHS Health and Social Care Awards (London) in the 'Success in Partnership Working' category, following outstanding outcomes delivered for women experiencing domestic violence and major success in helping bring perpetrators of domestic violence to justice.

Gracefield Gardens Customer Centre opened its doors in January 2008, giving Streatham residents access to a range of council and NHS services under one roof. ACS's South West Disability and Older Persons team is now based there, along with colleagues from other Lambeth departments.

It is the second Customer Centre opened, following Brixton Customer Centre in August 2007, and forms part of Lambeth Council's and PCT's plans to provide a better standard of service and greater accessibility and convenience to the community.

Formal consultation on Lambeth's new Carers' Strategy ended in February 2008. Staff were encouraged to provide feedback and to remind partners, carers and service users to provide their input. The strategy has outlined services for carers that will enhance our performance in relation to National indicator 135 - Carers receiving needs assessment or review and a specific carers' service, or advice or information.

# Context in which the service operates



Central government funds around 80% of local authority budgets. In the past, the funding allocation has increased year on year. From 2008/09, the increases will become lower, due to funding pressures across government. The government's priorities for future funding are education and health.

Central government is committed to investment in Adult Social Care; however the actual annual average growth, in real terms per annum, is only 1% over the next 3 years.

In addition, local authorities are required to provide efficiency savings of 3% (as part of the Gershon Review), so funding decreases in real terms. In order to release funding for service investment, the department will make a combination of efficiency savings and hard choices, within its own budgets.

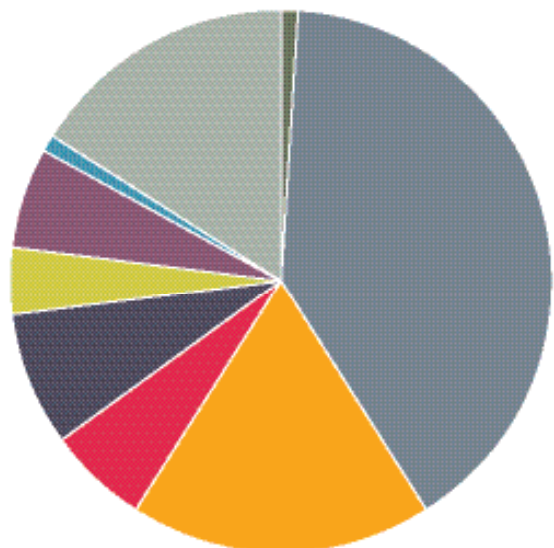
Lambeth as a borough has a unique make-up, with a relatively transient population, and featuring an unusually high proportion of young and older people. The department must

manage service demand and user needs and expectations to deliver high quality, value for money services to those who need them. There are a number of changes to the external environment. Some are listed below, and our work over the next three years will need to anticipate and accommodate them.

## ACS departmental budget 2008-2009

**ACS Gross Budget Analysis 2008/09 - £142m**

- 1% Uncontrollables
- 40% Residential and Nursing
- 18% Community Services
- 6% Citizen Services
- 8% Assistant and Care Management
- 4% Other Care
- 6% Support Services
- 1% Non Care
- 16% Supporting People

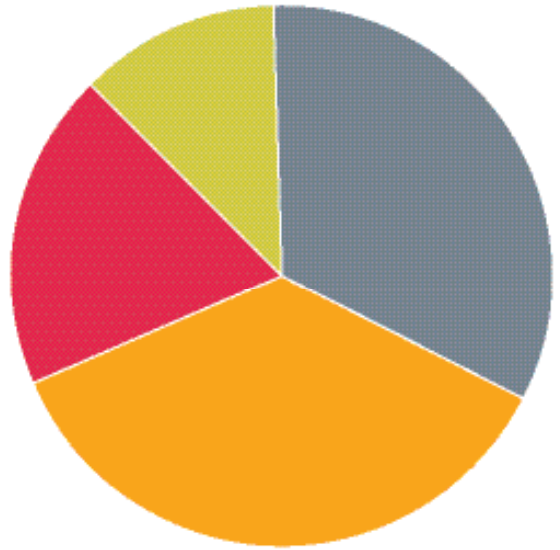




# Context in which the service operates

**ACS Gross Budget by Division  
2008/09**

- 12% Resources
- 33% Adults
- 36% Disabilities and Older People
- 19% Strategy and Partnership



# Context in which the service operates



## 1. Funding

- Three year fixed settlements - from 2008/09
- Value-for-Money Efficiency targets
- NHS funding
- Income from service users

## 2. Technology

- Building on the improved financial functionality in Frameworki Care management database
- Embedding the FASCIA system to expedite financial assessments
- Embedding the WROSES welfare benefits referrals system
- Preparation for RAS5 (resource allocation system)

## 3. New legislation and regulatory framework

- Putting People First
- Transforming Social Care
- DOH initiatives relating to safeguarding adults
- Mental Health Capacity Act
- National Dementia Care Strategy
- Working to make it happen - Adult Social Care Workforce Strategy

## 4. Social factors

- Population changes - size and structure; people living longer - high numbers of older people 85+
- Increased risk of social care litigants
- High incidents of HIV/AIDS
- Significant numbers of No Recourse to Public Funds users

## 5. Joining Up

- Developing joint commissioning strategies with Lambeth PCT that reflect the NHS's world class commissioning programme, which aims to dramatically transform the way we commission health and care services in this country
- Remodelling adults' Mental Health services with South London and Maudsley NHS Trust (SLaM)
- Developing Older People Mental Health services with SLaM
- Integration of Health and Social Care in Adults with Learning Disabilities

## 6. Service factors

- Supporting the achievement of council priorities and corporate plan outcomes
- Reconfiguration of the department to include Cultural Services, Community Safety and Active Communities, leading to a management restructure
- Development of personalised care services
- CSED efficiency programme
- Internal review of services



# Equalities

The equalities agenda remains a priority for the department. All staff have a role to play in ensuring that equalities issues are to the forefront when developing and delivering services. ACS has developed a range of work during the past year.

- We are developing our governance by establishing an Equalities Board, chaired by the Executive Director and attended by senior management
- This is complemented by a regular meeting for managers and we want to develop this further in 2008-2009
- Plans for equalities standards are in place and we will use new government guidance and statutory requirements to develop these across all equalities groups
- We engaged Price Waterhouse Coopers (PWC) to undertake an audit review of the equality impact assessment process across the department
- Equality impact assessments are carried out regularly as part of new service development, and fit well into the gateway process for new contracts
- Training courses were held on impact assessments and on racial incident monitoring, and again we plan to build on this next year

Within service delivery, there have been some significant improvements in terms of equalities.

- The department has performed well on its Supporting People LAA stretch target to support service users to move on in a planned way from temporary living arrangements. This includes rough sleepers, drug and alcohol users, people with mental health problems, young people at risk, and others. There was an improvement from 64% in 2005-06 to 76% in 2007/08
- Under the welfare benefits LAA stretch target, the department has worked with local advice services to maximise income for older people, disabled people and carers. During 2007-08, confirmed income gains of over £522,000 were achieved, and more than 770 people assisted

# Equalities



- The domestic violence LAA stretch target has also performed well. Lambeth has increased the proportion of incidents of domestic violence resulting in sanctioned detections to 42% against a year one target of 35%. Lambeth and its partners reduced the proportion of reported repeat incidents of domestic violence to 20%, against a year one target of 34%
- Staff have supported the work across the department to ensure we accurately record ethnicity of service users. At the end of March, all clients assessed had their ethnicity recorded, 1.1% of these people receiving a service did not have their ethnicity recorded
- For older and physically disabled people helped to live at home, Lambeth performed well in comparison to other inner London boroughs. At end of March 2008, Lambeth was supporting 108.9 older people per 1,000 of the population aged 65 and over, compared with an inner London average of 102. This put Lambeth in the top banding. Lambeth was supporting 4.59 adults with physical disabilities per 1,000, compared with an inner London average of 4.0. The number of adults with mental health problems helped to live at home increased to 573 clients, equating to 2.95 per 1,000 population. Our current performance places Lambeth in the top PAF banding
- We have worked to ensure fair access for adults who are eligible for Supporting People services. Amongst the BME adult population, we moved from 39% at the start of 2006-07 to 57% at the end of 2007-08. The Lambeth adult BME population is currently 43%. This can be seen in the context of increasing access to Supporting People services for Lambeth residents from 46% at the start of 2006 to 75% by March 2008. This is linked to the work of the Support Needs, Assessment and Placement (SNAP) team



# 2007/08 research and consultation evaluation

Consultation and engagement are key to developing services and how they are commissioned and delivered. Following are examples of consultations which took place during 2007/08.

## **Consultation on eligibility criteria for adult social care services**

We completed consultation with all service user groups, their carers and other relevant stakeholders on proposed changes to the eligibility criteria for adult social care services under Fair Access to Care Services (FACS). The council proposed changing the eligibility criteria from 'critical' and 'substantial' bands to 'critical' only.

Following consultations, councillors decided not to go ahead with the proposed changes to the eligibility criteria. Therefore people meeting 'substantial' and 'critical' bands remain eligible for adult social care services in Lambeth.

## **Consultation on charges for community based adult social care services**

The council proposed to change the way that people are charged for community based adult social care support services. This support included help with shopping, meals, day care, home care and personal care. Consultations took place with service users and carers to ascertain their views. It was agreed that the proposed changes should go ahead, although they would not apply to the council's day centres. The new charges were implemented in September 2007.

## **Consultation on Lambeth's Carers' Strategy (2008-2013)**

We consulted on this cross-cutting strategy, resulting in a costed commissioning plan reflecting priorities identified by carers. The Council and Lambeth Primary Care Trust (PCT) plans to invest in more respite services for carers including breaks and to make a number of targeted investments.

# 2007/08 research and consultation evaluation



## **Consultation with mental health service users**

Our review of service user and carer involvement including the Mental Health Partnership Board resulted in recommendations to improve the way we manage change. The review recommended setting up a service user/carer council including eight user representatives. We also plan to introduce a Mental Health Improvement Programme.

## **Day centre services for service users with a physical or sensory disability**

We consulted service users of Lambeth Resource Centre and their carers, using supported interviews and discussion groups about the quality of specific aspects of the service.

Users took part in a range of activities including one to one support (50%), recreational activities (50%) and computers and education (43%).

We are now looking to see how we can utilise direct payments and individual budgets to enable people using traditional day centres to make greater use of local facilities. We are also considering how we can help people with a physical disability or sensory impairment back into work. Service users have also asked for more input from health professionals.

## **Sheltered Housing**

We set up a Sheltered Housing Commission to involve people in discussions about the future and development of older people's housing schemes. This led to the creation of a service user group, to look at the development of new policies and procedures, and influence the management of communal facilities and health and safety policies and procedures. Service user input also led to an enhanced lettings standard. We developed a Sheltered Housing Forum, including members from each sheltered housing scheme which is being closely consulted on the future of Lambeth's schemes and how best to provide support services in sheltered housing.



# Key activity summary - Adult Social Care

## Core business of the division

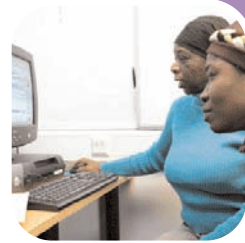
Adult Social Care delivers operational services to people with mental health problems (in partnership with SLaM); learning disabilities, people who misuse substances, people who have a physical disability, older people and carers. The division also includes the brokerage service, which organises care services including residential, nursing and domiciliary care.

Core services include assessment and care management, review, day care provision, intermediate care and re-enablement and education and training opportunities.

### *What the division will achieve during 2008/09:*

- Safeguarding will continue to be a priority across the department. This will include a review of the governance arrangements
- Delivering personalised care services for all client groups
- Brokering of care services to include all adult client provision across both residential and community based care
- Development of a re-enablement scheme
- The Care Services Efficiency Delivery (CSED) programme will streamline front door access to assessment and care management across all client groups
- Partnership arrangements both internally and with external partners including health and third sector providers will continue to be developed
- Co-location and joint working with health colleagues at PCT and acute levels will continue to be delivered and extended
- Implement the next phase of integration of adult social care teams with health partners and better partnership working, including the introduction of single assessment process
- Continued emphasis will be placed on services being expanded to promote independence, choice and retaining people in their own homes
- Ensure community based care services are offered as a first option, supported by strategic commissioning policies
- Commissioning of a joint service with SLaM for Older Adults with Mental Health issues
- Delayed transfers of care will be maintained at minimal levels in partnership with health colleagues
- Jointly work with health colleagues in supporting users through the continuing care process
- Extra care housing provision will be developed and expanded for a wider range of service users
- Deliver innovative and effective support services for residents in sheltered housing

# Key activity summary - Adult Social Care



- Substance Misuse services will continue to work jointly with CYPS in preventing potential substance misuse amongst young people
- People who misuse substances will be supported through detox and rehabilitation back into the community
- Substance misusers will also be supported through incremental abstinence programmes and assisted with community living, employment and training
- Service users' and carers' opportunities for independence in the community will be improved through enhanced Assistive Technology provision across telecare, telehealth and provision and delivery of community living equipment
- Consolidation of the corporate no recourse to public funds service to provide a co-ordinated response that meets individuals' needs whilst moderating risk and liability to the council
- Develop a range of community-based support options to reduce usage of residential and nursing homes for Younger Adults with Physical and Sensory Disabilities
- Strengthened transitional arrangements between CYPS and the Adult Learning Disabilities service including a seconded CYPS manager based within the service
- Continued emphasis on preventative services including advice, counselling and support services delivered through the third sector
- Increased respite care opportunities and breaks, and varied, more flexible options to give carers' respite and maintain independent living
- Partnerships with health to deliver bed-based and community-based preventative services which help maintain community living
- Develop end-of-life care options in partnership with health colleagues including home, domiciliary, hospital and hospice care to improve residents' end-of-life experience



# Key activity summary - Strategy and Commissioning

## Core business of the division

Strategy and Commissioning buys social care services and housing based support for vulnerable adult groups from a range of suppliers. It does this in conjunction with the PCT to ensure coherent service provision across health and social care.

It consults with the public, service users, their families and carers, voluntary organisations and other service suppliers to identify what services are needed and what services are available.

It negotiates with service providers to develop new services. It carries out tendering and procurement exercises to let contracts at the best price and generate value for money and ensures that services are provided at the appropriate quality.

It establishes the needs of the people in the borough based on a demographic analysis and through consultations, including its lead role with the overarching Joint Strategic Needs Assessment (JSNA). Acting on this evidence and information, it develops policies, plans new services and produces commissioning strategies that set out the purchasing intentions of the department.

### *What the division will achieve in 2008/09:*

- Implement the commissioning and procurement gateway process across all related activity
- Set value for money targets for each contract
- Research and develop a number of overarching strategies including for Older People, Domestic Violence, Health and Well Being, and Social Inclusion
- Research and develop commissioning strategies, often in partnership with Health colleagues, across a number of key departmental areas including Mental Health, Learning Disabilities and Personalised Services
- Consult on service strategies and development including: older people; service users with mental health problems, learning disabilities, physical disabilities/sensory impairments; domestic violence and social inclusion
- Undertake further consultations including future development of sheltered housing schemes; development of personalised services; customer satisfaction surveys on community based adult social care services; service users' surveys including home shopping, home care service, accessible transport and financial assessment process

# Key activity summary - Strategy and Commissioning



- Develop and implement a third sector strategy to build capacity and help develop a robust and independent voluntary sector
- Produce a social inclusion strategy focussing on vulnerable adults who find it hard to access mainstream services
- Implement the actions arising from the above strategies and the new carers' strategy
- Commission the JSNA and ensure its findings are incorporated into commissioning action plans
- Lead on the production of a Health and Well Being Strategy and commissioning action plan
- Be responsible for leading community engagement initiatives including the Local Involvement Network (LINK), to ensure that people from Lambeth's diverse communities get opportunities to comment on service delivery and development
- Let a wide-ranging number of contracts of various sizes and types including for Mental Health residential care, learning and development (training), Extra care housing, respite care for Older People, community support for Adults with Learning Disabilities, host organisation for the Local Involvement Network (LINK), community meals and Mental Health day care services
- Continue to deliver the 'Every Pound Counts' benefits take-up service; unlocking more benefits for residents
- Lead work towards achieving Level 4 of the Equalities Standard for Local Government
- Implement the recommendations of the PWC audit to embed processes within the department for equalities impact assessments, and ensure that service development and delivery meets the needs of all equalities groups
- Complete review of Sheltered Housing and implement strategy to deliver most effective provision; plus look to enhance Extra care housing provision
- Review current supported accommodation for vulnerable adults to inform long-term procurement strategy
- Review and develop the Supporting People long-term strategy to fully align with the Sustainable Community strategy and ensure it addresses evolving social inclusion issues
- Continue to work to prevent homelessness through a range of innovative and effective solutions



# Key activity summary - Resources

## Core business of the division

The Resources division is responsible for business and finance support services. This incorporates finance, including budget preparation and monitoring, income collection, capital, payment and accounting; management information and systems; and administrative and information support. The division also has a remit to improve and manage performance in ACS, which is achieved through a structured, whole-system performance management framework.

### *What the division will achieve 2008/09:*

- Co-ordinate production of a robust three year budget
- Restructure the Finance Team including enabling the smooth transition of functions in and out of the department without loss of service
- Ensure appropriate financial strategies are in place for all ACS services
- Shorten cycle times to produce and report the Finance Monitor and move to quarterly closing of accounts
- Close accounts on time and with high quality working papers
- Implement the roll out of the Framework Financials integrated case management system to all client groups
- Develop a resource allocation model (RAS5) which will help underpin the delivery of Self-Directed Support and personalised services
- Implement a new appointee and receivership team ensuring the safeguarding of vulnerable adults' finances
- Improve the invoice payment process (BVPI8)
- Develop the annual report for key stakeholders
- Enhance the quality assurance and audit function across the department
- Lead on developing and reporting service planning activity within ACS
- Develop an outward looking/forward planning function and links with external organisations/partners
- Lead service-specific performance boards
- Review the monitoring framework to reflect new national indicators set
- Complete and submit all statutory and non-statutory returns on time to the DOH and other regulatory bodies
- Prepare for all annual review meetings and regular business meetings with CSCI including preparation for inspections
- Maintain and quality assure all performance data
- Regular production and publication of performance digest which includes HR performance information and develop specific finance and complaints section
- Revise Data Quality policy and procedures to include new priorities

# Key activity summary - Resources



- Continue to deliver high quality information support services to the department
- To set up a new performance board for the Brokerage and Substance Misuse teams and review performance reporting in relation to Brokerage and carers' services
- Through the joint performance board for Health and Social Care Partnership develop a joint performance framework and digest
- Provide and maintain performance data to support Local Area Agreement monitoring including health partner data
- Deliver positive impact across equalities groups through work on LAA targets including increasing the number of carers receiving needs assessments or review and a specific carers' service, or advice and information; vulnerable people achieving independent living; adults with learning disabilities in employment; and adults in contact with secondary mental health services in employment
- Deliver a Frameworki training programme including competency training and provide ongoing support to system users across ACS
- Implement National Minimum Dataset for social care by March 2009
- Integrate lessons learned from complaints and research into service planning and delivery



# Key activity summary - Personalising Services

## Core business of the division

Personalising Services is a newly formed division within Adult and Community Services, which is primarily responsible for implementing the vision of Self-Directed Support and personalised care services to all service users.

In addition to this, the division will also lead a review of the existing adult social care service model to ensure that it runs efficiently and effectively, providing the best possible outcomes for service users. The division will have responsibility for governance of the Safeguarding Adults policies and for the department's workforce development strategy.

### *What the division will achieve during 2008/09*

- Continue to develop and deliver the self-directed support model of social care across all client groups
- Make the most of our relationships and how we work together across the department, the Council, PCT, SLaM, and with partners throughout the statutory, voluntary and private sectors
- Through the CSED programme, ensure that the department's resources are utilised efficiently and effectively to allow for more, higher quality services to be delivered
- Improve access to services for customers
- Extend the brokerage function to deliver a centralised service for all adult social care service areas
- Consolidate information systems used across the department to strengthen all management information
- Extend self-directed support to all client groups to offer choice and give even the most highly-dependent service users the support, options and opportunities which best meet their individual needs and circumstances
- Ensure compliance with Safeguarding Adults standards, create an Adult Protection Safeguarding Board to ensure that vulnerable adults are given sufficient protection, and ensure compliance with Safeguarding Children standards
- Continue to work with and involve staff, residents, carers and partners in the development of personalised care services for social care users in Lambeth
- Develop and implement an adult social care workforce strategy
- Develop and implement a training procurement framework in partnership with contracts

# Key activity summary - Personalising Services



- Commission a full training programme based around a training needs analysis including National Minimum Standard training requirements for staff and third sector providers
- Deliver next phase of trainee social work scheme in partnership with a university
- Deliver training on equalities issues, and encouraging staff to contribute views on future developments



# Departmental risk analysis

The ACS Departmental Leadership Team has identified the following risks and opportunities which will be actively managed and mitigated over the next year.

The opportunities and threats shown below reflect only the highest level DLT risks.

Operational risks are managed within each of the divisions and business units. The management of risks within the department is an ongoing process. Therefore this is a snap shot of the department's risk profile as at 1 April 2008.

Risks are categorised as red, amber or green (RAG) according to status.

## SLB risks: Threats to ACS

Ref	Headline Risk	RAG	Owner
ACS0011	<b>Information technology</b> To complete full system implementation of Framework Financials	A	Maria Millwood
ACS0012	<b>New departmental structure</b> Inclusion of Cultural Services, Community Safety, Active Communities and a new division of personalising care services - capacity for change	G	Jo Cleary
ACS0013	<b>Personalising Care Services</b> Development of a workforce strategy to ensure an appropriate skills mix Meeting LAA stretch target of self-directed support	A	Jamie Nevin
ACS0014	<b>Demographic change</b> Plan and prepare for demographic changes within the borough including pressures with over 85 year olds	A	Helen Charlesworth-May

# Departmental risk analysis



## Opportunities for the department to maximise

Ref	Headline Opportunity	RAG	Owner
ACS0063	<p><b>Policy/Strategy - Care Services Efficiency Delivery Programme (CSED)</b></p> <p>To deliver the care services efficiency delivery (CSED) programme</p> <p>Review end to end assessment processes to achieve streamlined effective and efficient service delivery</p>	A	George Marshman
ACS0064	<p><b>Service Delivery - Commissioning</b></p> <p>Developing Joint Strategic Needs Assessment (JSNA) and use it as a commissioning tool</p>	A	Helen Charlesworth-May
ACS0065	<p><b>Policy/Strategy - Personalising Care Services</b></p> <p>Increase independence and choice</p> <p>Improving equity and delivery of services</p>	A	Jamie Nevin

# Appendix 1: Activity plan by business unit

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Targets	Lead Officer	Business Unit
Adult Social Care	Personalising Services	378	Lambeth Integrated Mental Health Service Business	<ul style="list-style-type: none"> <li>To meet our Statutory Duties to complete Assessments, procure Care Packages and Care Manage within set timescales</li> <li>To continue to Safeguard Vulnerable Adults through adherence to robust Adult Protection procedures</li> <li>Ensure that the adult protection procedure/recording requirements within SLAM for investigation of suspected adult abuse within acute health settings are met</li> <li>To increase the number of carers receiving assessment and service in Mental Health</li> <li>To review all current placements at panel</li> <li>Care managers to conduct more detailed care planning</li> <li>To develop outcome based assessments.</li> <li>To develop community based services, e.g., rent deposit scheme and reduce by 10% the number of complex and forensic residential placements</li> <li>To carry out further service review of Assessment and Treatment, Community Forensic and Recovery and Support Teams.</li> <li>Effective budget management and control and Non cashable efficiencies</li> <li>Manage staff effectively and ensure that all approved social workers complete the training required for the implementation of the Mental Health Act</li> <li>Work with the PCT and SLAM to redesign services to meet needs and ensure that social care profile is raised</li> </ul>	<p>NI 30 Social Care clients receiving Self Directed Support per 100,000 of population – Lambeth Target 150 clients.</p> <p>NI 32 Timeliness of social care assessments all ages – Lambeth Target 28 Calendar Days from initial contact to assessment completion for new clients, Target 95%</p> <p>NI 33 Timeliness of social care packages following assessment – Lambeth Target 28 Calendar Days from assessment end to service delivery for new older clients, Target 92%</p> <p>NI 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p> <p>NI 36 People supported to live independently through social services (all adults)</p> <p>NI 41 Percentage of vulnerable people achieving independent living</p> <p>NI 49 Adults in contact with secondary mental health services in settled accommodation</p> <p>NI 50 Adults in contact with secondary mental health services in employment</p>	George Marshman/ Anne Donoghue	Mental Health

Division	Departmental Priority and Efficiencies	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/Targets	Lead Officer	Business Unit	2
Adult Social Care	Effectiveness and Efficiencies	384	AOS Brokerage Business	<ul style="list-style-type: none"> <li>Continue to purchase services on behalf of Older People and Physical/Sensory Disabilities care management</li> <li>Continued regular liaison/monitoring meetings with domiciliary care providers</li> <li>Quality assurance visits and annual user surveys to ensure the suitability and quality of services delivered</li> <li>Contracts monitoring with contracts, commissioning and providers</li> <li>To advise care management resource panels on suitable placements</li> <li>Effective management of database/finance system</li> <li>Effective management of invoice scheduling to nursing/residential placements</li> <li>Effective management of the department's budget and staff</li> </ul>	<p>NI1 19 Self-reported measure of people's overall health and wellbeing</p> <p>NI1 24 People with a long-term condition supported to be independent and in control of their condition per 100,000 of population.</p> <p>NI1 25 Achieving independence for older people through rehabilitation/intermediate care</p> <p>NI1 27 Self-reported experience of social care users</p> <p>NI1 28 User-reported measure of respect and dignity in their treatment</p> <p>NI1 29 End of life care – access to appropriate care enabling people to be able to choose to die at home</p> <p>NI1 30 Social Care clients receiving Self Directed Support per 100,000 of population – Lambeth Target 150 clients.</p> <p>NI1 31 Delayed transfers of care</p> <p>NI1 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p> <p>NI1 36 People supported to live independently through social services (all adults)</p> <p>NI1 38 Satisfaction of people over 65 with both home and neighbourhood</p> <p>NI1 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p> <p>NI1 40 Fair treatment by local services</p>	George Marshman/ Carline Francis	Brokerage	

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/Targets	Lead Officer	Business Unit	9
Adult Social Care	Personalising Services	839	AUS Brokerage Improvements	<ul style="list-style-type: none"> <li>• Delivery domiciliary care provider monitoring through structured meetings with operational staff to senior management, analyse complaints trends and identify solutions in partnership with providers/contracts</li> <li>• To further improve the monitoring and review of new specialist contracts with BME groups to ensure full service utilisation; awareness of safeguarding and the personalisation agenda</li> </ul>	<p>NI1 19 Self-reported measure of people's overall health and wellbeing</p> <p>NI1 24 People with a long-term condition supported to be independent and in control of their condition per 100,000 of population</p> <p>NI1 25 Achieving independence for older people through rehabilitation/intermediate care</p> <p>NI1 27 Self-reported experience of social care users</p> <p>NI1 28 User-reported measure of respect and dignity in their treatment</p> <p>NI1 29 End of life care – access to appropriate care enabling people to be able to choose to die at home</p> <p>NI1 30 Social Care clients receiving Self Directed Support per 100,000 of population – Lambeth Target 150 clients.</p> <p>NI1 31 Delayed transfers of care</p> <p>NI1 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p> <p>NI1 36 People supported to live independently through social services (all adults)</p> <p>NI1 38 Satisfaction of people over 65 with both home and neighbourhood</p> <p>NI1 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p> <p>NI1 40 Fair treatment by local services</p>	George Marshman/ Carline Francis	Brokerage	

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Targets	Lead Officer	Business Unit	4
Adult Social Care	Personalising Services	381	AUS Learning Disability Business	<ul style="list-style-type: none"> <li>To meet our Statutory Duties to complete Assessments, procure Care Packages and Care Management within set timescales</li> <li>To continue to Safeguard Vulnerable Adults through adherence to robust Adult Protection procedures</li> <li>Review people in high cost, residential, out of borough placements and identify local alternatives</li> <li>Develop and implement LD Communications Plan.</li> <li>To develop community support following tender process</li> <li>Implement a quality assurance framework for local service development.</li> <li>Raise the profile of PwLD at all planning levels through Partnership Board and further engagement with service users</li> <li>Develop joint approaches to contracting and commissioning across SW London sector (funded through CSIP) to incorporate a stronger focus on social inclusion through improved staff awareness of service provision for users</li> <li>Implementation of specific move-on plans for service users remaining in Orchard Hill</li> <li>Effective management of staff and department budget</li> <li>Transfer of brokerage function to AUS Brokerage Team</li> <li>Conduct a review of workload management systems</li> <li>Greater integration with SLAM.</li> </ul>	<p>N11 30 Social Care clients receiving Self Directed Support per 100,000 of population – Lambeth Target 150 clients.</p> <p>N11 32 Time lines of social care assessments all ages – Lambeth Target 28 Calendar Days from initial contact to assessment completion for new clients, Target 95%</p> <p>N11 33 Time lines of social care packages following assessment – Lambeth Target 28 Calendar Days from assessment end to service delivery for new older clients, Target 92%</p> <p>N11 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p> <p>N11 36 People supported to live independently through social services (all adults)</p> <p>N11 41 Percentage of vulnerable people achieving independent living</p> <p>N11 45 Adults with learning disabilities in settled accommodation</p> <p>N11 46 Adults with learning disabilities in employment</p>	George Marshman/ Deborah Lightfoot/ David Forrest	Adults with Learning Disabilities	

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Targets	Lead Officer	Business Unit	5
Adult Social Care	Personalising Services	333	Substance Misuse	<ul style="list-style-type: none"> <li>• Further improve performance management, monitoring review systems and approaches to transitions to include Self Directed Support and Individualised Budgets</li> <li>• To roll out and embed self directed support through 'In Control' project</li> <li>• To meet our Statutory Duties to complete Assessments, procure Care Packages and Care Manage within set timescales</li> <li>• To continue to Safeguard Vulnerable Adults through adherence to robust Adult Protection procedures</li> <li>• Effective management of staff and department budget</li> <li>• Non-Cashable efficiencies</li> <li>• Review and monitor placements</li> <li>• To extend and amend remit of SMT in line with current Review</li> <li>• Extend use of Carers' assessments</li> <li>• In partnership with other agencies, divert people from the criminal justice system into treatment and assess suitability for rehab programmes</li> <li>• Carry our ongoing survey (questionnaire) of all Substance Misuse service users to assess views on the assessment process and their care within rehab</li> <li>• Closer working with the new additions service at Lorraine Hewitt House.</li> <li>• Continue to build links with CYPS. Work with PCT in extending role of team with younger adults</li> </ul>	<p>NI1 38 Satisfaction of people over 65 with both home and neighbourhood</p> <p>NI1 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p> <p>NI1 40 Fair treatment by local services</p> <p>NI1 32 Time liness of social care assessments all ages – Lambeth Target 28 Calendar Days from initial contact to assessment completion for new clients, Target 95%</p> <p>NI1 33 Time liness of social care packages following assessment – Lambeth Target 28 Calendar Days from assessment end to service delivery for new older clients, Target 92%</p> <p>NI1 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p>	George Marshman/ Denise Chandy	Substance Misuse	

Division	Department	Priority	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance Targets	Lead Officer	Business Unit	6
Adult Social Care	Joining Up		681	Substance Misuse joint work with CYPs	<ul style="list-style-type: none"> <li>• Continue to participate in Safeguarding Board</li> <li>• Implement joint assessments with CYPs social care staff</li> <li>• Maintain SMT social work presence in the CYPs child protection/family support teams</li> </ul>	<p>NI 15 Substance misuse by young people</p> <p>NI 38 Satisfaction of people over 65 with both home and neighbourhood</p> <p>NI 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p> <p>NI 40 Fair treatment by local services</p>	George Marshman/ Denise Chanby	Substance Misuse	
					<ul style="list-style-type: none"> <li>• Aftercare Team to continue as single point of contact (SPOC) for Lambeth for when the prison services refer Lambeth offenders for treatment following completion of sentence</li> <li>• Secure ongoing funding for Aftercare Team post March 2009. Aftercare team to introduce link workers to key agencies to provide wrap around aftercare services. Aftercare Event to showcase aftercare services in Borough. Recruitment of Voluntary Coordinator to Aftercare team</li> <li>• Continue support of Family Engagement Worker and external Care agencies across the substance misuse network</li> <li>• Submit quarterly performance reports to PCT to include performance and activity monitoring</li> </ul>				

Division	Departmental Priority	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance Targets	Lead Officer	Business Unit	7
Adult Social Care	Effectiveness and Efficiencies	722	Managing and improving performance - Carers Services	<ul style="list-style-type: none"> <li>• Increase number of carers assessments and those receiving a service as a percentage of clients receiving community based services to 17% (all care groups) especially BME communities</li> <li>• To regard awareness of the role of Carers.</li> </ul>	<p>NI1 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p>	George Marshman/ Janice Walkley	Disabilities and Older People	
Adult Social Care	Joining Up	337	Adult protection	<ul style="list-style-type: none"> <li>• Develop Adult Protection Team Specialist Network which will develop and expand further existing links across the department, raising awareness and improving practice to ensure expertise linkages to each team</li> </ul>	<p>NI1 28 User-reported measure of respect and dignity in their treatment</p>	George Marshman/ Janice Walkley - Suzanne Brown/ Denise McCurdy	Disabilities and Older People	
Adult Social Care	Personalising Services	348	Careline	<ul style="list-style-type: none"> <li>• Upgrade of warden call system</li> <li>• Increased efficiency of new equipment, improve response time in the event of emergencies</li> <li>• Reduce downtime for Careline officers in out of hours</li> <li>• Improve speed of responses to incoming calls</li> <li>• Extend vulnerable check call service through improved publicity</li> <li>• Ensure missing agenda and assistive technology is compiled</li> <li>• Carry out VFM review and opportunities for externalisation</li> <li>• Implement restructure to increase management capacity out of hours</li> </ul>	<p>NI1 36 People supported to live independently through social services</p> <p>NI1 41 Percentage of vulnerable people achieving independent living</p>	George Marshman/ Janice Walkley	Disabilities and Older People	

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Targets	Lead Officer	Business Unit	8
Adult Social Care	Personalising Services	383	ACS Older People Business	<ul style="list-style-type: none"> <li>• To meet our Statutory Duties to complete Assessments, procure Care Packages and Care Manage within set timescales</li> <li>• To maintain/improve performance against all performance indicators and ensure that all relevant PIs scrutinised at monthly Performance Boards</li> <li>• Incorporate a stronger focus on social inclusion through avoiding institutional care, involving family and carers</li> <li>• Improve staff awareness of service provision for users with regards to prevention and sign posting</li> <li>• Involve care management in monitoring provider contracts and procurement of care packages</li> <li>• Promote independence through awareness and take-up of Direct Payments</li> <li>• Effective management of staff and department budget</li> <li>• Deliver Non cashable efficiencies</li> <li>• Explore continuous improvement in both quality and quantity of work</li> <li>• Continue to expand partnership working with Health colleagues to achieve maximum outcomes for service users</li> </ul>	<p>NI1 19 Self-reported measure of people's overall health and wellbeing</p> <p>NI1 24 People with a long-term condition supported to be independent and in control of their condition per 100,000 of population</p> <p>NI1 25 Achieving independence for older people through rehabilitation/ intermediate care</p> <p>NI1 27 Self-reported experience of social care users</p> <p>NI1 28 User-reported measure of respect and dignity in their treatment</p> <p>NI1 29 End of life care – access to appropriate care enabling people to be able to choose to die at home</p> <p>NI1 30 Social Care clients receiving Self Directed Support per 100,000 of population – Lambeth Target 150 clients.</p> <p>NI1 31 Delayed transfers of care</p> <p>NI1 32 Time liness of social care assessments all ages – Lambeth Target 28 Calendar Days from initial contact to assessment completion for new clients, Target 95%</p> <p>NI1 33 Time liness of social care packages following assessment – Lambeth Target 28 Calendar Days from assessment end to service delivery for new older clients, Target 92%</p> <p>NI1 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p> <p>NI1 36 People supported to live independently through social services</p>	George Marshman/ Janice Walkley	Disabilities and Older People	

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/Targets	Lead Officer	Business Unit
					<p>NI 37 Healthy life expectancy at age 65</p> <p>NI 38 Satisfaction of people over 65 with both home and neighbourhood</p> <p>NI 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p> <p>NI 40 Fair treatment by local services</p>		
<b>Adult Social Care</b>	Personalising Services	422	Re-ablement schemes	<ul style="list-style-type: none"> <li>Continue to facilitate safe hospital discharge and intermediate care by offering community bed-based re-ablement schemes</li> <li>Maintain a social worker in the TACT team to improve co-ordination, reduce duplication and streamline processes for service users who have small care packages</li> <li>Develop re-ablement scheme to enhance existing provision further, with specific re hab/intermediate outcome focus for each individual service user. Expand scheme to all new service users for limited duration once established</li> <li>To coordinate with the PCT to ensure maximum benefit for service users</li> </ul>	<p>NI 24 People with a long-term condition supported to be independent and in control of their condition per 100,000 of population</p> <p>NI 25 Achieving independence for older people through rehabilitation/ intermediate care</p> <p>NI 28 User-reported measure of respect and dignity in their treatment</p> <p>NI 29 End of life care – access to appropriate care enabling people to be able to choose to die at home</p> <p>NI 31 Delayed transfers of care</p> <p>NI 36 People supported to live independently through social services</p> <p>NI 37 Healthy life expectancy at age 65</p> <p>NI 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p> <p>NI 41 Percentage of vulnerable people achieving independent living</p>	George Marshman/ Janice Walkley	Disabilities and Older People

Division	Department	HCOP Reference	Activity Title	Activity Objectives	Performance Indicators/Targets	Lead Officer	Business Unit	10
Adult Social Care	Personalising Services	1170	Older people - day services	<ul style="list-style-type: none"> <li>Develop more locally-based day services for older people in partnership with the voluntary sector and RSLs, utilising extra-care and sheltered housing premises</li> <li>Complete review of all day care users in Central Hill and Stockwell together with SLAM to achieve further integrated planning of more dedicated future services</li> <li>Further explore the potential for day care for less dependent users in smaller local settings such as sheltered housing and in voluntary sector</li> </ul>	<p>NI1 24 People with a long-term condition supported to be independent and in control of their condition per 100,000 of population</p> <p>NI1 25 Achieving independence for older people through rehabilitation/intermediate care</p> <p>NI1 29 End of life care – access to appropriate care enabling people to be able to choose to die at home</p> <p>NI1 30 Social Care clients receiving Self Directed Support per 100,000 of population – Lambeth Target 150 clients.</p> <p>NI1 31 Delayed transfers of care</p> <p>NI1 32 Time liness of social care assessments all ages – Lambeth Target 28 Calendar Days from initial contact to assessment completion for new clients, Target 95%</p> <p>NI1 33 Time liness of social care packages following assessment – Lambeth Target 28 Calendar Days from assessment end to service delivery for new older clients, Target 92%</p> <p>NI1 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p> <p>NI1 36 People supported to live independently through social services</p> <p>NI1 37 Healthy life expectancy at age 65</p> <p>NI1 38 Satisfaction of people over 65 with both home and neighbourhood</p> <p>NI1 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p>	George Marshman/ Janice Walkley/ Philip Segurola	Disabilities and Older People	

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicators/Targets	Lead Officer	Business Unit	11
<b>Adult Social Care</b>	Personalising Services	340	AOS - Disabilities Business Promoting the independence of young physically disabled people helped to live at home Improve employment and education opportunities for people with physical and sensory disability Improve access to aids and adaptations/ single assessment process	<ul style="list-style-type: none"> <li>• To meet our Statutory Duties to complete Assessments, procure Care Packages and Care Manage within set timescales</li> <li>• To continue to Safeguard Vulnerable Adults through adherence to robust Adult Protection procedures</li> <li>• Effective management of staff and department budget</li> <li>• Non-Cashable efficiencies</li> <li>• Review and monitor placements</li> <li>• To incorporate a stronger focus on social inclusion and well-being.</li> <li>• To further improve performance in reviewing client care plans</li> <li>• To revise contract specification to provide a specialist homecare service for people with a broad range of disabilities including sensory impairment and HIV</li> <li>• To develop a range of supported accommodation options for younger disabled adults</li> <li>• Take pro-active lead in the implementation of models of service delivery for self-directed support</li> <li>• Set up display showroom in partnership with SELSP at Burgess Park stores</li> <li>• Launch assistive technology show flat in partnership with Metropolitan Housing Association</li> </ul>	<p>NI1 40 Fair treatment by local services</p> <p>NI1 41 Percentage of vulnerable people achieving independent living</p> <p>NI1 30 Social Care clients receiving Self Directed Support per 100,000 population – Lambeth Target 150 clients</p> <p>NI1 32 Time liness of social care assessments all ages – Lambeth Target 28 Calendar Days from initial contact to assessment completion for new clients, Target 95%</p> <p>NI1 33 Time liness of social care packages following assessment – Lambeth Target 28 Calendar Days from assessment end to service delivery for new older clients, Target 92%</p> <p>NI1 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p> <p>NI1 36 People supported to live independently through social services</p> <p>NI1 37 Healthy life expectancy at age 65</p> <p>NI1 41 Percentage of vulnerable people achieving independent living</p> <p>P4F D54 – Lambeth Target: Equipment delivered within 7 working days of assessment end.</p>	Philip Segurola	Physical Disabilities	

12	Business Unit	Lead Officer	Performance Indicators/Targets	Activity Objectives	Activity Title	HCOP Reference	Departmental Priority	Strategic & Commissioning
				<ul style="list-style-type: none"> <li>• Deliver non-cashable efficiencies</li> <li>• Tender for equipment and minor adaptation fitting and delivery service</li> <li>• Improve time-liness of occupational therapy assessment and recommendations for major adaptations for all ages</li> <li>• Deliver equipment and minor adaptations within 7 working days</li> </ul>				
		Phillip Segurola	<p>NI1 19 Self-reported measure of people's overall health and wellbeing</p> <p>NI1 24 People with a long-term condition supported to be independent and in control of their condition per 100,000 of population</p> <p>NI1 36 People supported to live independently through social services (all adults)</p> <p>NI1 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p>	<ul style="list-style-type: none"> <li>• Increase access through completion of review of the function of the Lambeth Resource Centre</li> <li>• To provide services and advice that enables people with disabilities to access employment, education/training and leisure opportunities</li> </ul>	Day care and rehabilitation for younger adults with disabilities		Personalising Services	Adult Social Care
		Helen Charlesworth - Mayr/ Ann Skinner/ Aly Bingham	<p>NI1 41 Percentage of vulnerable people achieving independent living</p> <p>NI1 42 Number of vulnerable people who are supported to maintain independent living</p> <p>NI1 43 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence</p> <p>NI1 45 Adults with learning disabilities in settled accommodation</p> <p>NI1 49 Adults in contact with secondary mental health services in settled accommodation</p> <p>NIS2 Repeat incidents of domestic violence</p>	<ul style="list-style-type: none"> <li>• Implement commissioning plan and work plan as set out in Supporting People Annual Plan 2008/09 and the development priorities set out in the revised Tribal needs assessment</li> <li>• Continued identification and exploitation of joint commissioning activities and joint work on Individual Budgets/Self-Directed Support with ACS colleagues</li> </ul>	Deliver strategic objectives as set out in Supporting People 5 Year Strategy Sustainable Communities Strategy etc.		Joining Up	Supporting People

Division	Departmental Priority	HOOP Reference	Activity Title	Activity Objectives	Performance Indicators/Targets	Lead Officer	Business Unit	13
<b>Strategy &amp; Commissioning</b>	Joining Up		L44 "stretch" target to increase planned move on from Supporting People services	<ul style="list-style-type: none"> <li>• Increase move on accommodation by promoting and facilitating access to the private rented sector</li> <li>• Developing appropriate long-term accommodation for people with care and support needs</li> <li>• Decreasing unplanned moves by increased partnership working and development of pathways</li> </ul>	<p>NI1 41 Percentage of vulnerable people achieving independent living</p> <p>NI1 42 Number of vulnerable people who are supported to maintain independent living</p> <p>NI1 43 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence</p> <p>NI1 45 Adults with learning disabilities in settled accommodation</p> <p>NI1 49 Adults in contact with secondary mental health services in settled accommodation</p> <p>NI32 Repeat incidents of domestic violence</p>	Helen Charlesworth -May/ Ann Skinner/ Aly Bingham	Supporting People	
<b>Strategy &amp; Commissioning</b>	Effectiveness and Efficiency		Maximise the number of service users who are supported to maintain independent living	<ul style="list-style-type: none"> <li>• Commission effective, successful services</li> <li>• Monitor existing contracts and ensure successful delivery</li> </ul>	<p>NI1 41 Percentage of vulnerable people achieving independent living</p> <p>NI1 42 Number of vulnerable people who are supported to maintain independent living</p> <p>NI1 43 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence</p> <p>NI1 45 Adults with learning disabilities in settled accommodation</p> <p>NI1 49 Adults in contact with secondary mental health services in settled accommodation</p> <p>NI32 Repeat incidents of domestic violence</p>	Helen Charlesworth -May/ Ann Skinner/ Aly Bingham	Supporting People	
<b>Strategy &amp; Commissioning</b>	Effectiveness and Efficiency		Management of the Rough Sleepers programme	<ul style="list-style-type: none"> <li>• Commission and contract in relation to street population services to include reducing number of rough sleepers and reducing problematic street-based behaviour</li> </ul>	<p>NI1 41 Percentage of vulnerable people achieving independent living</p> <p>NI1 17, 16 to 18 year olds who are not in education, training or employment</p> <p>NI21, Dealing with local concerns about anti-social behaviour and crime by the local council and police</p>	Helen Charlesworth -May/ Ann Skinner/ Aly Bingham	Supporting People	

Division	Department	HCOP Reference	Activity Title	Activity Objectives	Performance Indicators/ Performance Targets	Lead Officer	Business Unit
<b>Strategy &amp; Commissioning</b>	Joining Up	983	AoS Strategic Commissioning Business - DOP	<ul style="list-style-type: none"> <li>Refresh and consult on joint strategies for older people and Adults with Physical Disabilities or Sensory Impairments</li> <li>Develop and consult on joint strategies for older people with mental health problems, supported independent living, telecare, intermediate care</li> <li>Develop action plan to implement the carers' strategy</li> <li>Develop specifications for the procurement of community equipment, community meals, telecare, Extra care schemes, mental health day care</li> <li>Jointly plan, commission and performance manage implementation of services through DOP JECPS</li> <li>Jointly lead partnership working through Older People's Partnership Action Board and Disabilities Partnership Board</li> <li>Contribute to end of life care strategy and local cancer network</li> </ul>	<p>NI1 24 People with a long-term condition supported to be independent and in control of their condition per 100,000 of population</p> <p>NI1 25 Achieving independence for older people through rehabilitation/ intermediate care</p> <p>NI1 29 End of life care – access to appropriate care enabling people to be able to choose to die at home</p>	Helen Charlesworth -May/ Barbara Smith	Strategic Commissioning (DOP)
<b>Strategy &amp; Commissioning</b>	Joining Up	380	AoS Adults - Health Partnerships Business - Integration with health partners	<ul style="list-style-type: none"> <li>Coordinate delivery against indicators and responding to the L44 refresh work on L44 ongoing and will include responsibility for Working Neighbourhoods Fund allocation</li> <li>Coordinate integration programme for adults (ongoing although now called joint working action plan)</li> <li>Support Health and Social Care Partnership</li> <li>Successful delivery of MRF funded health projects MRF program</li> </ul>	<p>NI1 19 Self-reported measure of people's overall health and wellbeing</p> <p>NI1 20 All-age all cause mortality rate</p> <p>NI1 21 Mortality rate from all circulatory diseases at ages under 75</p> <p>NI1 22 Mortality from all cancers at ages under 75</p> <p>NI1 23 16+ current smoking rate prevalence</p>	Helen Charlesworth -May/ Maria Burton	Health Partnerships

Division	Departmental Priority	HOOP Reference	Activity Title	Activity Objectives	Performance Indicators/ Targets	Lead Officer	Business Unit	15
<b>Strategy &amp; Commissioning</b>	Personalising Services	387	AOS Resources Contracting Business	<p><b>Disabilities and Older People's Services:</b> The following contracts will be awarded: Respite Care, Extra Care, Integrated Community Equipment Service and Minor Adaptations, Community Meals and Shopping Services. Variation to Domiciliary care contracts to allow for Live in Carers</p> <p><b>Integrated Mental Health Services</b> Tender/extension/variation for Blackfriars, Mosaic, Fannon Palace Rd, St John's Villa</p> <p><b>Adult Learning Disabilities Services:</b> Re-tendering of Mencap Pathways Community Support Service and re-tendering of Short Breaks Service and Adult Placement Scheme</p> <p><b>Generic Services</b></p> <ul style="list-style-type: none"> <li>• Carers' Hub Tender</li> <li>• LINK Host Organisation Tender</li> <li>• Advice and Welfare Benefits Tender</li> <li>• Voluntary Sector Terms and Conditions</li> <li>• Learning and Development Framework of Providers</li> <li>• Aiding other teams with contractual issues</li> <li>• Budget Management &amp; Staff Development</li> <li>• Post award contract preparation for successful providers and subsequent signing and sealing</li> </ul>	<p>NI1 30 Social Care clients receiving Self Directed Support per 100,000 population – Lambeth Target 150 clients</p> <p>NI1 68 Adapting to climate change</p> <p>NI1 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p>	Helen Charnsworth -May/ Nimesh Mehta	Contracts	
<b>Strategy &amp; Commissioning</b>	Effectiveness and Efficiencies	715	AOS Resources Contracts Monitoring	<p><b>Disabilities and Older People services -</b> Statutory duties to contract manage:</p> <ul style="list-style-type: none"> <li>• Residential &amp; Nursing Excel Care Contract - Visits to homes</li> <li>• R&amp;M Other Provider Contracts</li> <li>• Extra Care Contract</li> <li>• Domiciliary Care Contracts (Allied and Keratome)</li> </ul>	<p>NI1 30 Social Care clients receiving Self Directed Support per 100,000 population – Lambeth Target 150 clients</p> <p>NI1 68 Adapting to climate change</p> <p>NI1 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p>	Helen Charnsworth -May/ Nimesh Mehta	Contracts	

Vision	Department	HCOF Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance Targets	Lead Officer	Business Unit
				<ul style="list-style-type: none"> <li>• Domiciliary Care (Specialist and Generic Spot Providers)</li> <li>• Respite Care Contract (Crossroads)</li> <li>• Direct Payments Contract</li> </ul> <p><b>ICES (self-ref) integrated mental health services - Contract manage:</b></p> <ul style="list-style-type: none"> <li>• Residential Care Home Contracts - Palace Road (MHT)</li> <li>• Residential Care Home St Johns (Together Well Being)</li> <li>• High Care Support (Umbrella)</li> <li>• Mosaic Clubhouse Day Services</li> <li>• Southside Partnership Funon Day Services</li> </ul> <p><b>Adult Learning Disabilities Services - Statutory duties to contract manage:</b></p> <ul style="list-style-type: none"> <li>• Voluntary Sector Contracts</li> <li>• Carers Service</li> <li>• Residential and Nursing Pre-Placement Contract</li> </ul> <p><b>Generic to all Services - contract manage</b></p> <ul style="list-style-type: none"> <li>• LINK Host Organisation</li> <li>• AOS Transport Contract</li> <li>• Community Meals Contract</li> </ul>			16
<b>Strategy &amp; Commissioning</b>	Personalising Services	716	AOS Resources Contracting Business (Strategic Developments)	<ul style="list-style-type: none"> <li>• Continue to improve our customers' experience including appropriate service user involvement.</li> <li>• Continue to improve project management of tenders and monitoring of our services;</li> <li>• Achieve efficiencies through the contracting process - smarter contracting and contracts management</li> <li>• Ensure that we are working effectively with our strategic partners e.g. PCT/S supporting People</li> </ul>	<p>NI 30 Social Care clients receiving Self Directed Support per 100,000 population – Lambeth Target 150 clients</p> <p>NI 88 Adapting to climate change</p> <p>NI 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p>	Helen Charlesworth -May/ Nimesh Mehta	Contracts

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Targets	Lead Officer	Business Unit	17
				<ul style="list-style-type: none"> <li>Exchange information with Supporting People to facilitate best practice adopted on either side</li> <li>Update terms &amp; conditions of contracts to reflect developments around personalisation of services, civil emergency, business continuity planning and four performance requirements</li> </ul>				
<b>Strategy &amp; Commissioning</b>	Joining Up	723	Adult protection	<ul style="list-style-type: none"> <li>Sustain ensure monitoring arrangements of block contract providers</li> <li>Ensure that safeguarding is addressed robustly in new contracts</li> <li>Continue to work closely with the Safeguarding Adults Coordinator</li> </ul>	NI 28 Use self-reported measure of respect and dignity in their treatment	Helen Charlesworth -May/ Nimesh Mehta	Contracts	
<b>Strategy &amp; Commissioning</b>	Joining Up	328	ACS Strategic Commissioning Business - Mental Health	<ul style="list-style-type: none"> <li>Review draft Mental Health Commissioning Strategy and ensure LBL priorities are included in final version</li> </ul>		Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)	
<b>Strategy &amp; Commissioning</b>	Joining Up	479	Integration with health partners - Review of section 75 agreements for all services	<ul style="list-style-type: none"> <li>Revise Section 75 Agreements</li> <li>Conduct a review of the social care pool funds arrangements for Mental Health and Learning Disability placements</li> <li>Renegotiate controls and transparency of section 75 between PCT and LBL</li> <li>Produce report for JCEEs</li> </ul>	NI 19 Self-reported measure of people's overall health and wellbeing NI 20 All-age all cause mortality rate NI 21 Mortality rate from all circulatory diseases at ages under 75 NI 22 Mortality from all cancers at ages under 75 NI 23 16+ current smoking rate prevalence	Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)	

Vision	Departmental Priority	HCOP Reference	Activity Title	Activity Objectives	Performance Indicators/ Performance Targets	Lead Officer	Business Unit	18
<b>Strategy &amp; Commissioning</b>	Effectiveness and Efficiencies	837	Managing and improving performance - Carens Services (Mental Health)	<ul style="list-style-type: none"> <li>• MH carers service - New provider in place, monitor contract</li> </ul>	<p>M1 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p>	Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)	
<b>Strategy &amp; Commissioning</b>	Personalising Services		Improve LD Commissioning by developing leadership and partnerships	<ul style="list-style-type: none"> <li>• Improve commissioning relationship with PCT</li> <li>• Co-ordinate and refresh LD Partnership Board</li> <li>• Prioritise employment opportunities through LAA and LSP</li> <li>• Develop relationships with providers and encourage market development within Lambeth</li> <li>• Work with adult learning to achieve individual development needs</li> <li>• Work with Housing Dept, Supporting People and housing providers to develop a range of housing options</li> </ul>	<p>M1 41 Percentage of vulnerable people achieving independent living M1 46 Adults with learning disabilities in employment</p>	Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)	
<b>Strategy &amp; Commissioning</b>	Personalising Services		Better Commissioning of ALD services	<ul style="list-style-type: none"> <li>• Develop the Commissioning Strategy and Investment Plan; ensure PCT 5 year Commissioning Strategy reflects LD needs</li> <li>• Ensure the recommendations of Mansell Report on people with challenging behaviour are implemented; improve methods of forecasting demand for LD services</li> <li>• Implement Valuing People - develop and share best practice</li> </ul>	<p>M1 41 Percentage of vulnerable people achieving independent living M1 46 Adults with learning disabilities in employment</p>	Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)	

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicators/ Targets	Lead Officer	Business Unit	19
<b>Strategy &amp; Commissioning</b>	Personalising Services		Implementation of A/D Commissioning Strategy	<ul style="list-style-type: none"> <li>• Work with operational colleagues to implement 'living closer to home' project</li> <li>• Commission new services in light of OLM cost reviews and review of 'out of borough' placements</li> <li>• Increase employment, personal development and educational opportunities</li> <li>• Commission services to support self-directed support and review SP self-directed support pilot project</li> <li>• Improve support for older carers including succession planning; re-commission supported housing</li> <li>• Further develop advocacy schemes</li> <li>• Improve mental health provision for people with LD</li> <li>• Develop a wider range of flexible local support services</li> <li>• Develop relationship with voluntary and community sector</li> <li>• Develop local non-residential short breaks service for carers</li> <li>• Work with housing providers and neighbouring authorities to provide new accommodation-based short break service in Lambeth; improve day services in line with self-directed care</li> </ul>	<p>M14 Percentage of vulnerable people achieving independent living</p> <p>M146 Adults with learning disabilities in employment</p>	Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)	
<b>Strategy &amp; Commissioning</b>	Personalising Services		Commission specific projects	<ul style="list-style-type: none"> <li>• Further develop performance management and contract management arrangements for all MH services</li> <li>• Pursue Direct Payments into MH services</li> <li>• Develop employment initiatives</li> </ul>	<p>M119 Self-reported measure of people's overall health and wellbeing</p> <p>M127 Self-reported experience of social care users</p> <p>M128 Self-reported measure of respect and dignity in their treatment</p>	Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)	

Vision	Departmental Priority	HCOP Reference	Activity Title	Activity Objectives	Performance Indicators/ Performance Targets	Lead Officer	Business Unit
				<ul style="list-style-type: none"> <li>• Support and develop Providers Forum and Ops/Commissioning group</li> <li>• Develop dual diagnosis (MH and Substance Misuse) service</li> <li>• Develop business case and negotiate with MH providers on service re-design to increase amount of self-directed support</li> <li>• Implement high support community service and new carers service</li> <li>• Prepare for introduction of new Partnership Board arrangements including clinical and service reviews</li> </ul>	<p>MH 30 Social Care clients receiving Self Directed Support per 100,000 population – Lambeth Target 150 clients</p> <p>MH 32 Timeliness of social care assessments all ages – Lambeth Target 28 Calendar Days from initial contact to assessment completion for new clients, Target 95%</p> <p>MH 33 Timeliness of social care packages following assessment – Lambeth Target 28 Calendar Days from assessment end to service delivery for new older clients, Target 92%</p> <p>MH 35 The number of carer receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p> <p>MH 36 People supported to live independently through social services (all adults)</p> <p>MH49 Adults in contact with secondary mental health services in settled Accommodation</p> <p>MH 50 Adults in contact with secondary mental health services in employment</p>	Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)
<b>Strategy &amp; Commissioning</b>	Joining Up		Implement MH Strategic Commissioning Strategy	<ul style="list-style-type: none"> <li>• Work with PCT and operational colleagues to commission needs assessment</li> <li>• Develop an outcomes based approach to commissioning</li> <li>• Improve service user, carer and community involvement in service development</li> <li>• Prepare a market development strategy and agree joint relationship management/contract management arrangements with SLAM</li> </ul>			

Division	Departmental Priority	HOOP Reference	Activity Title	Activity Objectives	Performance Indicators/Targets	Lead Officer	Business Unit
				<ul style="list-style-type: none"> <li>Develop MH commissioning team</li> <li>Agree investment programme and revise governance arrangements including Section 31 agreement</li> </ul>			21
<b>Strategy &amp; Commissioning</b>	Effectiveness and Efficiencies		Improve ALD Contract monitoring	<ul style="list-style-type: none"> <li>To Implement Mental Capacity Act</li> <li>Develop SW London LD Commissioning Project</li> <li>To set up monitoring systems for all LD services in conjunction with Contracts Unit</li> </ul>	<p>MH 30 Care clients receiving Self Directed Support per 100,000 population – Lambeth Target 150 clients</p> <p>MH 35 The number of carers receiving a specific carer's service as a percentage of clients receiving community based services – Lambeth Target 15%</p> <p>MH 36 People supported to live independently through social services (all adults)</p> <p>MH 40 Fair treatment by local services</p> <p>MH 45 Adults with learning disabilities in settled accommodation</p> <p>MH 46 Adults with learning disabilities in employment</p>	Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)
<b>Strategy &amp; Commissioning</b>	Effectiveness and Efficiencies		ALD and MH provider market development	<ul style="list-style-type: none"> <li>Develop strategy for engaging with provider market to offer a wider and deeper range of services within Lambeth</li> <li>Hold visioning events with providers to explore options and develop initiatives</li> </ul>	<p>MH 19 Self-reported measure of people's overall health and wellbeing</p> <p>MH 27 Self-reported experience of social care users</p> <p>MH 28 User-reported measure of respect and dignity in their treatment</p> <p>MH 30 Social Care clients receiving Self Directed Support per 100,000 population – Lambeth Target 150 clients</p> <p>MH 40 Fair treatment by local services</p> <p>MH 45 Adults with learning disabilities in settled accommodation</p>	Helen Charlesworth -May/ Tony Cox	Strategic Commissioning (Adults)

Division	Departmental Priority	HCOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Targets	Lead Officer	Business Unit	22
<b>Strategy &amp; Commissioning</b>	Effectiveness and Efficiencies		Improve commissioning process	<ul style="list-style-type: none"> <li>Work with Finance and Operational Divisions of AOS and the other parts of Strategic Commissioning Division to develop and standardise commissioning processes including improved information gathering, improved needs analysis, closer co-operation with contracts unit on procurement and contract monitoring</li> </ul>	<p>NI 46 Adults with learning disabilities in employment</p> <p>NI 49 Adults in contact with secondary mental health services in settled accommodation</p> <p>NI 50 Adults in contact with secondary mental health services in employment</p>	Helen Charnsworth -May/ Tony Cox	Strategic Commissioning (Adults)	
<b>Strategy &amp; Commissioning</b>	Effectiveness and Efficiencies/ Joining Up/ Personalising Services	366	AOS Customer and Community Relations Business	<ul style="list-style-type: none"> <li>Ensure compliance with legislation</li> <li>Develop internal and external communications for AOS</li> <li>Further develop the system of leaflet distribution already in place by developing a checklist for information provision as part of Framework, including questions on information provision as part of the regular customer satisfaction surveys</li> <li>Establish a system of quarterly checks at key distribution outlets (rejected Star chamber bid)</li> <li>Review and update AOS information materials in all media</li> <li>Implement annual programme of customer satisfaction survey and involvement activity</li> <li>Develop Equalities work plan</li> </ul>	<p>NI 19 Self-reported measure of people's overall health and wellbeing</p> <p>NI 27 Self-reported experience of social care users</p> <p>NI 38 Satisfaction of people over 65 with both home and neighbourhood</p> <p>NI 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</p> <p>NI 40 Fair treatment by local services</p>	Helen Charnsworth -May/ Valerie Dinsmore	Customer & Community Relations	

Division	Departmental Priority	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance targets	Lead Officer	Business Unit	23
				<ul style="list-style-type: none"> <li>Develop consultation and involvement processes for ACS service users, including working with the new Local Involvement Network (LINK), within the context of the Research Governance Framework.</li> <li>Implement RGF training as lead across 14 borough consortium</li> <li>Ensure that the scrutiny function works effectively for Adult Social Care</li> <li>Race equality - department requirement to meet standard</li> <li>Effective management of staff and unit budget</li> </ul>				
<b>Strategy &amp; Commissioning</b>	Joining Up/ Personalising Services	918	Welfare Benefits- increase uptake	<ul style="list-style-type: none"> <li>To support 3,600 eligible people in making a new benefit claim or have had their existing benefit payment increased by 2010</li> </ul>	<p>MH 80 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year</p> <p>MH 81 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</p>	Helen Charlesworth -May/ Valerie Dinsmore/ Julia Harris	Customer & Community Relations	
<b>Strategy &amp; Commissioning</b>	Joining Up/ Personalising Services	1193	Domestic Violence at Gaia Centre	<ul style="list-style-type: none"> <li>Continue to provide support at the Gaia Centre for women who are or have been victims of domestic violence.</li> <li>Increase the number of women supported</li> </ul>		Helen Charlesworth -May/ Valerie Dinsmore/ Jo Enright	Customer & Community Relations	
<b>Strategy &amp; Commissioning</b>	Joining Up/ Personalising Services	1194	Domestic Violence - LAA Stretch target	<ul style="list-style-type: none"> <li>Domestic Violence - LAA Stretch target</li> <li>The focus of the stretch is sanctioned detection, repeat victimisation, use of the MARAC, and success of cases taken to court</li> </ul>		Helen Charlesworth -May/ Valerie Dinsmore/ Jo Enright	Customer & Community Relations	

Division	Departmental Priority	HCOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance Targets	Lead Officer	Business Unit	24
<b>Strategy &amp; Commissioning</b>	Joining Up/ Personalising Services	1196	Domestic Violence Strategy	<ul style="list-style-type: none"> <li>Domestic Violence Strategy - develop a new borough wide strategy for domestic violence</li> </ul>		Helen Charnsworth -May/ Valerie Dinsmore/ Jo Enright	Customer & Community Relations	
<b>Resources</b>	Effectiveness and Efficiencies	385	AUS Resources Finance Business	<ul style="list-style-type: none"> <li>To fulfil all Statutory duties/ Financial Regulations</li> <li>Budget preparation, monitoring and balancing</li> <li>Manage service and financial planning process</li> <li>Audit compliance report</li> <li>Develop and implement Departmental Financial Strategy</li> <li>Develop and implement financial strategies for each care group (MH and ALD) which will be monitored regularly through the appropriate JCEG</li> <li>Identify resources to support Asylum Seekers Team</li> <li>Integrate Value For Money principles into all business processes to achieve efficiency savings</li> <li>Improve quality and increase range of benchmarking</li> <li>Involvement in pilot CIPFA benchmarking clubs</li> <li>Management of compliance audit plan</li> <li>Review role of appointment and receive rship within context of Mental Capacity Act Project to ensure legislation is understood, adapted and adhered to</li> </ul>		Maria Millwood/ Hannah Le Vay/ Glenda Finlay	Finance	

Division	Departmental Priority	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance targets	Lead Officer	Business Unit	25
				<ul style="list-style-type: none"> <li>• Development of operational services through implementation of Framework Financials</li> <li>• Effective management of staff and department budget</li> <li>• Effective credit control</li> <li>• Completion of RAS 5 resource allocation system</li> <li>• To meet council target for BVPI8</li> </ul>				
Resources	Effectiveness and Efficiencies	368	Managing and improving performance - AOS, Resource Performance and Information Systems	<ul style="list-style-type: none"> <li>• Continue to improve and manage performance in AOS through service performance boards</li> <li>• Further develop whole-system performance management framework</li> <li>• Review monitoring framework to reflect new indicators set</li> <li>• Complete and submit all statutory and non-statutory returns on time to the DOH and other agencies</li> <li>• Maintain and quality assure all performance data</li> <li>• Provide and maintain performance data on behalf of health to support Local Area Agreement monitoring</li> <li>• Continue to deliver Framework training programme and user support across AOS</li> <li>• Lead on developing and reporting and service planning activity within AOS</li> <li>• Actively participate in cross-borough performance benchmarking groups (eg UEG)</li> </ul>	All Indicators	Maria Millwood/ Neena Khosla/ Melissa Murphy	Performance, Information & systems	

Division	Departmental Priority	HCOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance Targets	Lead Officer	Business Unit	26
				<ul style="list-style-type: none"> <li>• Effective management of staff and unit budget</li> <li>• Further develop quality assurance framework</li> </ul>				
<b>Resources</b>	Effectiveness and Efficiencies	1167	AOS Information Support and Secretariat Business	<ul style="list-style-type: none"> <li>• To support the improvement and performance management process across operational services through contributing to and servicing service performance boards</li> <li>• Run regular reports and carry out data quality checks and audits for BVP156, monitor and quality assure electronic orders to stores for equipment</li> <li>• Maintain and quality assure data recorded in Framework1 through regular audit exercises</li> <li>• Provide support and expertise to brokerage and Substance Misuse in their move to Framework Financials</li> <li>• Assist in data cleansing for the continuing phased roll out of Framework financials to all service areas</li> <li>• Provide comprehensive day-to-day support to DUT adapting to the new structure</li> <li>• Establish a new post to provide support to the Non UK Nationals Team</li> <li>• Provide support and training to the team and ensure that clients are in regular receipt of payments</li> <li>• To be the effective liaison point for the archiving of all current paper files and their retrieval.</li> </ul>	All Indicators	Maria Millwood/ Meena Khosla/ Paul Bradley	Information Support	

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance targets	Lead Officer	Business Unit	27
Personalising Services (Key transformation project)	Effectiveness and Efficiencies	HC OPS	Self-Directed Support (Delivery of personalised care options to service users and carers)	<ul style="list-style-type: none"> <li>Act as the central point for Freedom of Information requests for access to client files, to ensure compliance</li> <li>Effective management of staff and department budget</li> <li>Deliver new commissioning arrangements shifting resources to prevention from reactive services; reshaping the local provider market to provide a wide range of support plan options at the right price.</li> <li>Flexibility of resources to most effectively meet the needs of people and remove duplication and overlap between funding streams. Fairer allocation of resources using rules based Resource Allocation System (RAS)</li> <li>Develop innovative forms of support and improved quality of decision making; reducing emphasis on higher cost services but increasing customer satisfaction.</li> <li>Individual budgets for people correlated to funding levels for people with the same level of need and resource allocation.</li> <li>Ensure emphasis on outcomes based assessment processes to justify the case for resources.</li> <li>Clarify support a person can expect based on needs vs. entitlement and making it possible to quantify impact of changes in demography, eligibility and demand</li> <li>Introduce support plans delivered through a brokerage function working in conjunction with independent agencies</li> </ul>	<p>NI1 21: Mortality rates for people under 75</p> <p>NI1 30: Clients receiving self-directed support</p> <p>NI1 35: Increasing carers' needs assessments undertaken</p> <p>NI1 41: Increasing the number of vulnerable people living independently</p> <p>NI1 24 People with a long-term condition supported to be independent and in control of their condition DH DSO</p> <p>NI1 36 People supported to live independently through social services (all ages) PSA 1 8</p> <p>NI1 39 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently PSA 17</p>	Jamie Nevin	Personalising Care	

Division	Department	HCOP Reference	Activity Title	Activity Objectives	Performance Indicators/ Performance Targets	Lead Officer	Business Unit	28
				<ul style="list-style-type: none"> <li>Improve and extended use of direct payments to people and an increase in the number of people supported to maximise their income</li> <li>Ensure Providers, Third Sector and users champion Self-Directed Support</li> <li>Develop a flexible, customer focused, workforce that can assess and support people in moving to Self-Directed Support</li> </ul>				
Personalising Services (Key transformation project)	Effectiveness and Efficiencies	HC OP6	Care Services Efficiency Delivery	<ul style="list-style-type: none"> <li>Reduce delay and waiting list for clients</li> <li>Remove bottle necks in processing applications</li> <li>Increase capacity and performance of staff without increasing headcount</li> <li>Improve staff morale</li> <li>Improve process consistency and quality leading to greater client satisfaction</li> </ul>	NI 27 Self-reported experience of social care users PSA19 NI 32 Time liness of social care assessment DH DSO NI 33 Time liness of social care packages DH DSO PAF D65 Acceptable waiting times for assessments (part A 4-8hrs) PAF D65 Acceptable waiting times for assessments (part B 28days) LI Assessments completed within 28 days 18-64 PAF D66 Acceptable waiting time for care package PAF E82 Assessments of adults and older people leading to provision of service	Jamie Nevin	Personalising Care	
Personalising Services (Key transformation project)			Framework Financials Roll-out	<ul style="list-style-type: none"> <li>Implementation of Framework Financials across all AGS client groups. The programme has the following objectives to deliver:               <ul style="list-style-type: none"> <li>Greater detail of reporting</li> <li>More timely and accurate data</li> </ul> </li> </ul>	* BVP6 - Payment of invoices in time	Maria Millwood		

Division	Department	HOOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance Targets	Lead Officer	Business Unit	29
Personalising Services	Personalising Services	717	ACS Workforce Development Business ACS HR Strategy implementation	<ul style="list-style-type: none"> <li>• Deliver a comprehensive training programme that meets the needs of the department and its partners through a range of innovative training styles and methods such as e-learning and bespoke.</li> <li>• Develop a Workforce Development Training Strategy in accordance with "Options for Excellence"</li> <li>• Review ACS HR strategy to support changing workforce needs, improve recruitment and retention and develop new career pathways</li> <li>• Review and commission training under the National Minimum Standards (NMS) for ACS and our partners in the third sector</li> </ul>		Jamie Mevin/ Gareth Roberts	Workforce Development	
				<ul style="list-style-type: none"> <li>- More robust process of purchasing and paying</li> <li>- More consistent pricing across services</li> <li>- More accurate calculation of year end accruals and debtors</li> <li>- More accurate reclaims for RNCC and joint funded clients</li> <li>- Improved collection of client contributions</li> <li>- Improved management of expenditure to service providers</li> <li>- Easier capture and storing of financial assessment data</li> <li>- Prevention of double payments through commitment accounting</li> <li>- Earlier identification of over-spending</li> <li>- Reductions in miscoding</li> <li>- More accurate and consistent management of purchase orders</li> <li>- Reduction in potential fraud</li> </ul>				

Division	Department	HCOP Reference	Activity Title	Activity Objectives	Performance Indicator/ Performance Targets	Lead Officer	Business Unit	30
				<ul style="list-style-type: none"> <li>Align post-qualification framework with personalising services agenda</li> <li>Improve leadership and management capacity</li> <li>Further develop trainee social work scheme in partnership with universities</li> <li>Review trainee social worker scheme with a view to establishing a trainee centre of excellence</li> <li>Support workforce development among private and third sector providers</li> <li>Develop a framework for procurement of training in line with council procurement procedures and improve budget monitoring</li> <li>Improve the evaluation process of all learning outcomes</li> <li>Integrate the views and experience of 'experts by experience' into workforce development and develop processes of payment for experts by experience</li> <li>Make better use of the people management information system for performance reporting</li> <li>Lead on recognising and celebrating achievement of formal awards and qualifications</li> <li>In partnership with HR, provide support for managers to comply with GSCC regulation and registration requirements</li> <li>Implement National Minimum Data Set for Social Care</li> <li>Lead on maintaining IP accreditation</li> </ul>				

*Your Care. Your Way.*

For further copies of the Service Plan, please contact:

Customer and Community Relations  
Adults' and Community Services  
London Borough of Lambeth  
10 Wandsworth Road  
London SW8 2LL  
Tel: 020 7926 5555

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

If you would like this information in large print, braille, audio tape, in pictures and symbols, or in a community language please call **020 7926 5555**.

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Si desea esta información en otro idioma, rogamos nos llame al 020 7926 5555

#### Portuguese

Se desejar esta informação noutro idioma é favor telefonar para 020 7926 5555

#### French

Si vous souhaitez ces informations dans une autre langue veuillez nous contacter au 020 7926 5555

#### Somali

Haddii aad ku jeclaan laheyd macluumaadkaan luqad kale, fadlan wac nambarkaan 020 7926 5555.

#### Hindi

यदि आप यह सूचना किसी और भाषा में चाहते हों, तो कृपया 020 7926 5555 पर फोन करें।

#### Urdu

زبان میں چاہئے تو برائے مہربانی 020 7926 5555 کال کریں۔ اگر آپ کو یہ معلومات کسی دیگر

#### Twí

Se wope saa nkaeboy yi wo kasa foforo mu a fre 020 7926 5555

#### Yoruba

Tí ẹ ba ẹ ìmoràn yìí, ní èdè Òmíràn, ẹjọ, ẹ kàn wà l'ágogo 020 7926 5555

#### Gurjarati

જો તમને આ જાણકારી અન્ય ભાષામાં જોઈતી હોય તો, કૃપા કરીને કોલ કરો 020 7926 5555.

#### Arabic

بلغة أخرى، الرجاء الاتصال بالرقم: ٠٢٠٧٩٢٦٥٥٥٥ إذا رغبت في الحصول على هذه المعلومات

#### Bengali

যদি আপনি অন্য কোনো ভাষায় এই তথ্যটি চান, তাহলে অনুগ্রহ করে 020 7926 5555 নম্বরে টেলিফোন করুন।