

Isle of Wight



Your voice on local health and social care

Isle of Wight LINK Risk Impact Assessment

The Brief

During this year the Isle of Wight Council agreed significant reductions in the Supporting People Programme and reductions in some Adult Care funded services. These include:

- Reduction of the Supporting People Programme
- Removal of discretionary peak concessionary fares to those with physical or other disability and those suffering from severe and enduring mental health problems
- Removal of funding from many social care services as individuals are encouraged to move to personal budgets, these services include:
 - Medina Centre and Meadowbrook Learning Disability Day Centre
 - Saturday Respite Service
 - Haylands Farm
 - Stonham House Floating Support Service
 - Riverside Centre
 - Learning Disability Transport
 - OSEL
- The Council also agreed to reduce client numbers eligible for Adult Social Care under the Fair Access to Care services (FACS)

The LINK wished to commission research to ascertain the impact that these cuts will have on vulnerable people on the Isle of Wight and identify ways forward. Nationally, it has been evidenced through a report by Cap Gemini, commissioned by the Communities and Local Government Department that for every £1 spent on Supporting People, funded preventative services, there is a saving of £2 for other statutory services. On the Island as quoted in the July 2009 edition of Supporting People Information and News, SPIN, the SP programme "saves a staggering £21.5 million" and "more importantly long term unquantified benefits". This was reiterated in the December 2009 edition where it was quoted that every £1 of Supporting People

funding saves £3.75 for the other three partner agencies on the Island.

The Isle of Wight LINK (Local Involvement Network) invited expressions of interest to carry out this research and commissioned ROCC in late April.

The Isle of Wight LINK was established in accordance with Part 14 of the Local Government and Public Involvement Health Act 2007 with the objective of providing everyone with the chance to become involved in local health and social care. The LINK is inclusive and empowers everyone to share their experiences, good and bad, and importantly gives those who may have felt disempowered in the past, the chance to express their views opinions and concerns.

Local people can have their say and make a real difference by becoming involved, express ideas and opinions, get attention and action for neglected issues, help to influence those who make decisions about new or existing services and help the local community to speak with a louder voice.

The IW LINK provides everyone with the opportunity of being heard and being able to make changes to improve health and social care services on the Isle of Wight. The IW LINK considers issues affecting all ages for health, but only 18+ for social care.

The experiences, concerns and issues raised by local people are presented to the elected Stewardship Group who use Governance Guidelines to ensure that issues are reviewed within an agreed and rigorous framework. The Stewardship Group consider all issues raised, present the findings and make recommendations to the NHS and IOW Council, who are then legally obliged under law to respond to these matters. Concerns were expressed earlier in the year by Island residents on the impact budget cuts would have (including concerns voiced that budget cuts extended beyond Supporting People and included other adult service cuts). Due to these and additional concerns on any impact assessment undertaken prior to decisions being made by commissioners, the Stewardship Group agreed to commission this report. It was always the intention of the Stewardship Group of the LINK that this report will positively benefit the Island community. It is recognised that budget cuts will inevitably impact on the community

though with individuals and organisations taking collaborative action the damage that budget cuts can do could be limited.

Outcomes

The impact research should consider issues including, but not limited to the following:

- What will be the impact of homelessness on the island?
 - Will accommodation through Registered Social Landlords (RSLs) be affected?
 - Will private landlords continue to provide housing?
 - How many clients are likely to lose their home as a result of support being removed?
- What will be the likely impact on sheltered housing clients?
- How many of the existing clients are likely to receive a personal budget under the revised FACS and when is this likely to be widely available?
- What will be the impact on higher levels of intervention and, where possible, the likely cost of this intervention?
- What is the additional £750,000 allocated by the Council to Adult Social Care and Supporting People services and how will this impact on the proposed reductions?

This research should consider client groups affected by the Council's withdrawal of funding to services.

Outputs

This report is provided in an electronic form and hard copies can be made available, written in a suitable format, so that the LINK can use this to heighten awareness with councillors, MP's and Council staff as to the likely impact of these funding cuts.

Project timescale

Many of these cuts took place from the 1st July 2010, therefore ascertaining the likely impact of these cuts, and to allow the LINK time to act on these findings, it was necessary for the work to begin as soon as is reasonable and practical. The work began in May 2010 - the original brief was amended throughout this time as further information was clarified by the Local Authority. For example, it was agreed in April that £750,000 would now be made available for floating support services (the £2.83 million Supporting People fund previously approved covered the Local Authority priority of hostel and accommodation based services only).

Requirements of the Consultant

ROCC's skills include:

- High-level project management skills.
- Direct experience of the risk assessment process.
- Developing and delivering training courses and programmes designed to assess risks and mitigate their impact.
- Good understanding of both general and specialist housing, care and support services.
- Contact with a range of providers, commissioners, other stakeholders and service users.
- An excellent track record of successful collaboration and partnership working with other agencies.

ROCC has been able to demonstrate it has:

- A good understanding of the sector in which these services operate
- An excellent knowledge and experience of the Supporting People programme and a good understanding of social care services
- A good understanding of the personalisation agenda and its implications
- Experience of carrying out research in this sector in the past

- A proven ability to work with providers, service users and commissioners of services in this sector
- Excellent communication and report writing skills

The Approach to the Project

Stage 1 – Research

ROCC has:

- Produced questionnaires for use with providers, commissioners and other stakeholders and service users. Questionnaires were sent to all providers and despite this opportunity only three completed questionnaires were received. Responses to these questionnaires are included in the highlighted effects on each client group
- Utilised this through various methods including email, telephone, face to face interviews and group meetings
- Examined the history of the current situation
- Met and made contact with stakeholders, Commissioners and other statutory bodies

Stage 2 – Risk Impact Assessment

The author has produced, in conjunction with providers, a risk assessment register to determine, categorise and assess the risks associated with the cuts in funding and suggested controls and mitigation strategies

Stage 3 – Report Production

A report on the findings has been produced and presented to include a summary, conclusion and recommendations

Stage 4 – Action Plan

The sponsors of this report do wish to see a positive outcome. Any change in service delivery cannot be undertaken by one organisation in isolation, therefore a key recommendation from the report is for all interested parties, including providers and commissioners, work together to identify novel approaches to managing extensive budget cuts to limit the negative impact on the most vulnerable people on the Island.

Sponsors meeting

At the initial meeting with the sponsors, initial ideas were discussed. It was agreed that the assessment should cover areas which could include:

- Service users – Loss of support, risk of maintaining tenancies, risk of losing independence, likelihood of the need for hospital, extra care or residential care placements, increased evidence of homelessness, offending or reoffending, substance misuse and increased dependence on carers or family.
- Organisations – Increased problems for registered social and private landlords in maintaining tenancies, rent arrears or evictions, loss of use of social housing if increased problems, risk of staff redundancies or unsettling of staff, organisations becoming unviable
- Statutory authorities – Cuts to support provision means less preventative work leading to increased pressure for statutory services
- Media – Increase in headline stories of vulnerable people not receiving services

Whilst there was now some certainty around the level of cuts, the use of the additional £750,000 for services was discussed. At the time it was understood 25% would go to Learning Disability services based on the % share of their contracts and the remainder would be split on the percentage value of contracts. It was clear that service users who lose support services now may not be eligible for critical or substantial services at the present time but in a few years time needs could increase and therefore could be an additional burden to statutory services.

SP Contact

The risk assessment impact and its intended outcomes were discussed with representatives of the SP team. Findings from this were more encouraging. The SP Funding had already been reduced from some £6million in 2009-10 to £4million in 2010-11. The team had appreciated the cooperation received during the process from providers. The additional £750k had been used to support the most vulnerable. Evidence gained in the past seemed to show that SP funding was being spent in the correct proportional amount to cover highlighted needs and therefore there was a justification to utilise that funding on a similar proportional basis. All providers had signed up to the new

contracts, except one who made the decision not to and those services had been transferred to another provider. There was an assessment of the older persons receiving support through SP which numbered some 750 and support was allocated according to assessed need. There was, as has been expressed by most authorities, concern as to what would happen in 2011-2012 particularly to the Area based grant.

There needs to be thought given to the next procurement process which will take 6 months and will need to start in September. The Supporting People programme as is known is not part of the statutory function. Services funded do provide low level support and have clear defined outcomes including fixed prices and hours.

There had been initial discussions with providers in October 2009, the need for significant cuts was noted in January 2010 and the £2.7million cuts to SP funding announced in February 2010. The Local Authority stated there had been no time or opportunity for consultation or strategic review. It had been a difficult process though the Local Authority believed it had achieved the 'right' result with the pressures and cuts required.

There was some discussion as to the level of Quality Assessment Framework standards, monitoring and review and outcomes framework requirements for the future. Although these currently show the standards and outcomes achieved, any relaxation in standards in the short term future could allow providers to concentrate on front line services and reduce administration tasks while still maintaining an acceptable level of standards. Consideration would be given to the use of personal budgets for adults receiving housing related support services.

Provider contact

A questionnaire had been sent to providers as part of ROCC's initial involvement on the Isle of Wight at the beginning of the year. This was updated to reflect the current situation and sent out to providers for their completion. An initial provider forum meeting was arranged but due to circumstances, including some amount of dispiritedness among providers, only the chair and one other provider turned up. The forum was rearranged and had a better representation of providers.

There was representation at the meeting from the SP team who thanked the providers for their cooperation during the

difficult process. It was now felt the current level of expenditure could be justified, although current contracts were only in force until the end of March 2011. There was no view at present whether contracts would be renewed or extended after this date as the funding situation will not be known until October 2010.

There was discussion that providers would want to be liaising with the LA to plan future provision and discuss priorities. Joint working and customer consultation was highlighted by the forum as imperative to avoid the past situation. It was suggested that providers should have a plan and a vision for services to take to the LA and that this report could assist in the direction of that. SP services have one advantage in that it can be clearly shown how much is paid per hour and the outcomes achieved. There is merit in coordination of services to an individual to avoid duplication of provision.

Family Intervention projects were held up as an example of joint working and coordination of services. There was a real need for future consultation including feeding in to strategic groups. This should include work with Health, the police, mental health services and probation.

An example was given of a service that now had an increasing number of referrals and with a reduction of the amount of support that could be offered, would have to start a waiting list, which would mean any service eventually offered may be too late for some service users. "Preventative Services" was suggested as a new more representative term to replace Supporting People.

Providers felt they could offer experience, knowledge of need and help in reviewing services into the strategic process. As such, representation into that that process either through the Commissioning Body, the Health and Wellbeing Board or other appropriate avenues should be considered.

At a follow up meeting on the 23rd August, it was stated that there are now increasing numbers of referrals and there is nothing that can be done with them, as there is a lack of move on. Service users are tending to stay within existing services. There have been problems with personal budgets with service users waiting four to five weeks from the time of panel until receiving an allocation. It was originally suggested that personal budgets would be

backdated though individuals have come forward to highlight this is not always the case. Providers are concerned as to how services can be paid for during the interim period if personal budgets are backdated.

An associated issue is that there are now outstanding Judicial reviews regarding assessments and payments for people with a learning disability.

New requirements on providers mean that there is more bureaucracy and it is more difficult to account for and manage services. There does feel like there is not a consistent approach. During December to March 2010 Supporting People carried out a needs assessment for all sheltered residents and as a result of this process, sheltered provision reconfigured service delivery to include an intensive housing management service funded through residents' service charges. In contrast Mental Health floating support services were reduced by up to 75% and no formal assessment took place to identify which customers would not receive a support service post July, It was discussed at a provider forum that services are starting to see an increase in safeguarding alerts. A discussion with South Wight Housing Association (SWHA) highlighted that issues are expected with the choice based lettings scheme where service users will require support both to bid for properties and for support to move on, without this there would be a reduced number of bids and less move on.

Service User Groups

Whilst it is too early to provide evidence across all client groups within the Supporting People programme, the following factors have been reported.

Mental Health - Outreach

One Provider has reviewed the impact of 75% cuts within floating support for mental health customers and highlighted the key issues as follows:

Key issues – Floating Support:

- In July 2010, the floating support contract for people with mental health problems was reduced from 568 hours of support per week to 231 hours per week.

- The total number of clients supported before the 1st July was 209. As a result of the reduction in hours 66 clients had their support service stopped.
- The number clients supported as of the 1 September, 2010 is 143
- Out of the 143 clients, 31 clients have been in the service for more than 2 years, with intense support needs and who are higher risk
- Since the 1st July, 8 clients previously supported by SWHA have been re-referred for support
- As of the 1st September, there are 23 clients on the waiting list for support
- The Community Support team have received 7 referrals from other providers due to the impact on capacity within their services
- Feedback received from housing services indicates that more tenancies are at risk and without the help the notice to quit procedures are becoming more apparent. Due particularly to anti social behaviour including neighbour issues and rent arrears, clients struggling to maintain their tenancies
- Some clients have been able to access a personal budget, following assessment based on the Fair Access to Care Services criteria, "substantial" and "critical". However, the council is proposing to increase the level of access to "critical" only, thus impacting on eligibility moving forward.

Teenage Parent Accommodation/Outreach service

Oakleigh and the Teenage Parent outreach support service was developed to meet the IOW Council's teenage parent and young persons strategy, and the local authority's commitment to secure the 5 outcomes for children and young people identified by central government in the Children's Act 2004.

The teenage parent service, Oakleigh, currently provides 4 units of supported accommodation, and the outreach support, 18 units, Following the budget cuts for 2010/11, the Supporting People funding for this contract was reduced by over 50%. This service is unique to the IOW

being the only support provision for teenage parents; this includes young mums and "looked after" young people from the age of 16.

Key issues following the reduction in funding post July, 2010:

- Reduction in support service from 24/7 to a total of 25 hours per week on site support at Oakleigh, the mother and baby service
- There are now 3 clients on the waiting list for Oakleigh and 1 due to move in shortly (beginning of October, 2010)
- 2 residents and their babies at Oakleigh are involved with child protection services
- The eligibility criteria for Oakleigh is being reviewed in line with the reduction in support
- Outreach clients receive an average of 3 hours per week
- 5 of the current 15 clients have mental health issues
- 6 clients ceased from the Teenage Parent outreach service as of 1 July, 2010
- 12 new clients have come into the outreach service since 1st July, 2010
- There are a total of 19 clients supported – September 2010
- 7 clients have been supported for 1 – 2 years and have high needs, 12 clients have been supported for 0 – 1 year.

The reduction in hours at Oakleigh has had a significant impact on the way support is able to be delivered. Anti-social behaviour has generally increased, over night guests have caused problems within the scheme, the general cleanliness of the scheme has deteriorated and well being of the residents adversely affected.

Further cuts in funding for support for teenage parent services would almost certainly mean that Oakleigh would close or at the very least, impact on the eligibility criteria.

This would mean only teenage parents with low needs would be able to access the service.

Offenders

A discussion was held with the Offender Management Director for Portsmouth and the Isle of Wight who had communicated with the Senior Probation Officer for the Isle of Wight. The general impact so far had been that:

- The lack of support available has deterred some landlords
- Accommodation placements are breaking down sooner
- Increased pressure on other supported accommodation
- Increased risk of reoffending
- Offender managers are having to take on the role of supporting clients as well as their existing tasks
- Longer waiting lists and limited support

Young People

As a result of the questionnaires and risk impact assessments received:

- Increased tenancy failures
- Increased sofa surfing
- Need for emergency interventions therefore more expensive
- Increased homelessness, offending, self harm, substance misuse, increased involvement in the sex trade, increased health issues and financial problems
- Issues are becoming more difficult and long term to overcome and therefore more expensive

Older Persons

Issues that have been raised that may be expected due to any additional cuts in services are:

- An increase in health issues especially highlighting falls
- An increase in alcohol related issues
- Increased episodes of self harm
- Lessening of ability to maintain tenancy
- Increased requirement for extra care services

Learning Disability

The following are concerns that have been identified as potential outcomes

- More reliance on family or carers
- Loss of independence and therefore potential loss of tenancy
- Move from substantial and critical criteria to critical only could have a huge impact on those people currently requiring the lower level of support
- Increased requirement for care

Commissioners and other statutory agencies

A meeting was arranged with Mark Howell, Acting Director of Community Services. It was agreed that the key to going forward was to try harder to protect the current programme. As raised elsewhere a useful tool would be to have specific case studies or pen pictures of actual service users and providers have already been requested to provide those. Together with evidence of additional costs to health and adult services, where lack of preventative services mean increased needs, these can be presented as the price of cutting services. It was felt it would be useful to have ongoing meetings with ROCC to assist in the consultation process.

Unfortunately a meeting could not be arranged with Health but this would be useful as ongoing work to add to the report.

A meeting was undertaken with Probation. It was acknowledged that cuts had to happen but a question was raised as to what consultation had occurred with other statutory authorities. The decision making process and impacts of cuts had needed to be considered as were concerns over the amounts and the timescale. It had happened very quickly, particularly after a cancelled Commissioning Body meeting. There was some concern over the impact on individual staff and therefore to organisations.

There was concern already over the services available now for offenders and those at risk of offending. A particular issue is the high risk panel and those difficult to place with this becoming more of a problem. There are two case workers at Stonham who now have reduced if not minimum contact.

The lack of support to offenders is beginning to deter landlords and offender managers are now starting to have to provide support and manage the risk of reoffending. Pen pictures of particular cases would be useful to highlight cases. There was a worrying loss of experience, monitoring and expertise.

Further consultation with the SP team, providers and other statutory bodies would be welcomed to discuss future services and some higher strategic partnership would be encouraged.

Applicable National Indicators

The Government revised the list of National Indicators (NI) that all Local Authorities are measured against. Each local authority has selected a number of these as key priority targets, identified through the Sustainable Community Strategy. Supporting People as a programme had two specific objectives that it was measured against. NI 141 – 'The number of vulnerable people that achieve independent living' was seen as measuring short term services. Secondly; NI 142 – 'The number of vulnerable people who are supported to maintain independent living' was seen to measure against long term services.

The Indicators were arranged within four blocks covering, Children and Young People, Safer and Stronger Communities, Healthier Communities and Older People, and Economic Development and Enterprise. Supporting People services can be seen to contribute to a number of these and to the wider Public Service Agreements (PSA).

The following are those of the indicators selected by the Isle of Wight Council. It is recognised that the principal role of the SP programme is to provide Housing Related Support to tenants that enables them to maintain or achieve independent living. However of the indicators selected by the Isle of Wight, Supported Housing preventative services do contribute to meeting the targets set for the following indicators, together with a link to the relevant Public Service Agreements (PSA) or Departmental Strategic Objectives (DSO).

National indicator and description

NI 004 Percentage of people who feel they can influence decisions in their locality PSA 21

NI 007 Environment for a thriving third sector

NI 017 Perceptions of anti-social behaviour PSA 23
NI 020 Assault with injury crime rate PSA 25
NI 038 Drug-related (Class A) offending rate PSA 25
NI 039 Alcohol-harm related hospital admission rates PSA 25
NI 050 Emotional health of children PSA 12
NI 060 Core assessments for children's social care that were carried out within 35 working days of their commencement DCSF DSO
NI 063 Stability of placements of looked after children: length of placement DCSF DSO
NI 120 All-age all cause mortality rate PSA 18
NI 124 People with a long-term condition supported to be independent and in control of their condition DH DSO
NI 128 User reported measure of respect and dignity in their treatment DH DSO
NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO
NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information DH DSO
NI 136 People supported to live independently through social services (all ages) PSA 18
NI 141 Number of vulnerable people achieving independent living CLG DSO
NI 151 Overall employment rate PSA 8
NI 152 Working age people on out of work benefits PSA 8

As can be seen, importantly the services provided through the SP programme not only have a preventative effect but contribute to a majority of the Island's reported National Indicators and have a wider contribution to a number of Public Service Agreement or Departmental Strategic Objective (DSO) targets.

There is also evidence nationally from the results collected from the Outcome Framework, completed by all SP providers that demonstrate the benefits of the SP programme. This shows the numbers of clients, with a breakdown across client groups, of those:

- Obtaining paid work
- Maximising income
- Reducing overall debt
- Participating in training and/or education
- Participating in leisure, cultural and faith activities
- Establishing contact with an external service, family or friends

- Better managing physical and mental health and substance misuse
- Maintaining accommodation/avoiding eviction
- Complying with statutory orders
- Better managing self harm, avoiding harm to others and from others
- Having a greater choice/involvement /control at service level and in the wider community

With cuts to services all these additional benefits are at risk.

Recommendations

- Joint working and consultation with providers and service users with regard to future review of services and funding levels including hourly rates and hours per service user
- Liaison with other statutory services to avoid duplication of service provision
- Reinstate or replace new "Commissioning Body" or other appropriate SP oversight to include provider and service user representation
- Joint day/half day forum to set out immediate way forward for preventative services
- Risk review of all services – Portsmouth SP team have a 'traffic light system of services
- Assessment of priority need for preventative services to vulnerable people on the Island
- Review monitoring, reporting and QAF requirements in the short term to ease admin burden on services thus able to direct more resources to frontline services
- Consider renegotiating contracts rather than any retendering of services saving time, cost and achieving better value for money
- Consideration of 'smarter' commissioning across organisations

Action Plan – The Way Forward

It is recognised that the Government's comprehensive spending review will be announced at the end of October and could be expected to prescribe cuts to local authority funding of up to 25 or 30 %. It is therefore critical that all Island organisations now act together to develop a workable action plan to protect preventative services to the most vulnerable people on the Island. At the Steering Group meeting for the LINK when the initial findings from this report were presented, it was agreed that consultation and liaison across statutory authorities, providers and service users should be the way forward. A meeting has already been arranged for early October 2010 to assist the Local Authority in developing a strategy for the future, acknowledging that further cuts are necessary but the impact can be greatly reduced through collaboration and creativity.

Appendix 1

Project Consultant

This project was carried out by



Mike Ballard – Operations Director and Deputy Chief Executive, ROCC

Mike holds a qualification in Advanced Management for Care and for 16 years worked for a leading Registered Social Landlord (RSL) in the South East, as Director for Sheltered and Supported Housing Services. Part of his remit was the overall responsibility for a large number of registered care homes, some under direct management but the majority, owned by the Housing Association with care provided by a partner agency. Best Value reviews were undertaken by the RSL on a rolling basis involving stakeholders, managers, staff, service users and carers. Regular visits were also undertaken to the properties and monthly, quarterly and annual reviews undertaken.

A major part of his responsibility; from identification of need, through development, management, review and monitoring, was for the supported housing portfolio, with over 750 tenants in a variety of shared housing and independent accommodation. Mike developed provision for people with a learning disability, mental health problems, physical disability, young people, those with substance misuse problems, asylum seekers, women fleeing domestic violence, the homeless and the frail elderly.

Mike worked in partnership with 8 Supporting People Administering Authorities and over 25 local authorities as well as Health trusts and Adult Services. Since joining ROCC, Mike has been involved in the review and assessment of support planning and needs assessment procedures for a number of providers. He, alongside Dominic Lodge, Chief Executive of ROCC represents providers of services at many different meetings; they chair many of the local Supporting People Provider Forums and represent providers on Core Groups and Strategic Bodies. In addition Mike frequently provides training and advice for members on a variety of issues.

ROCC Background & Legal Information

Legal Status of Organisation

ROCC is a Registered Charity, number 1055960 and a Company Limited by Guarantee, number 3178613. ROCC also has a trading company, ROCC Trading Ltd. which it uses for appropriate pieces of work. This piece of work would be carried out through the Registered Charity.

History of organisation

ROCC, originally the Resettlement of Offenders Co-ordinating Committee, was established in 1975 as an integral part of Hampshire Probation Service. The breadth of ROCC's work has extended rapidly to include work with provider organisations who support a wide range of client groups. In 1996 ROCC became an independent organisation and took charitable status.

ROCC's Mission

ROCC improves the lives of people requiring support by providing training, information, consultancy, research, and representation to purchasers, commissioners, and providers of housing, care, and support.

We aim to:

- Help members manage change
- Promote innovation and good practice
- Facilitate co-operation and good communication between those funding, planning and providing services
- Foster and develop diversity
- Facilitate Service User involvement

ROCC provides:

- Support, representation and co-ordination for agencies working with vulnerable and disadvantaged people
- Expert advice and information on major issues affecting the housing, care and support sector
- Quality learning and personal development services
- Cost effective consultancy and research
- Mechanisms for the facilitation of partnership working



Isle of Wight - Risk Impact Assessment - Clients							ROCC RISK OPERATIONAL CONTROL CENTRE
(Score 1-10 -green, 11-25 -amber, 26-100 -red)							
Risk	1st entry	Impact	Probability	Score	Last Score	Controls	Mitigation Strategy
1, Reduced Support level	01-Jul	7.4	6.8	50.32		Closure of service, review of support capacity	revise eligibility criteria
2, Unable to maintain tenancy	01-Jul	6.2	6.2	38.44		Liaison with RP's, owner of the property & LA, Liaison with LA to rehouse residents, greater prioritisation and allocation of support	revise eligibility criteria
3, Increased incidence of: Hospital, Homelessness, Risk of Offending, Self harm, injury or death, Substance misuse,	01-Jul	6.8	7	47.6		Liaison with Mental Health Services/Review Personal Budget assessments, Liaison with young people and teenage parent services/Review Personal Budget assessments, greater reliance of other agencies	partnership agreements with agencies
4, Loss of Accomodation	01-Jul	7.4	7.2	53.28		Liaison with Landlords and RP's/LA/Housing, early intervention	partnership agreements with agencies
5, Increased dependance on parents, carers, other agencies	01-Jul	7.2	6.6	47.52		Liaise with Sure Start/Childrens Services etc. increased multi-agency working	partnership agreements with agencies
Isle of Wight - Risk Impact Assessment - Service Level							ROCC RISK OPERATIONAL CONTROL CENTRE
Risk	1st entry	Impact	Probability	Score	Last Score	Controls	
1, Service becomes unviable	01-Jul	8.8	7	61.6		Client mapping, report on waiting list, monitor demand and throughput, investigation other funding streams and fundraising	review usage of building - cut back on non-essential activities.
2, Loss of Staff	01-Jul	9.2	7.2	66.24		Review personal budget packages and need to review staffing levels, other funding streams and fundraising	decentralise some services
3, Loss of reputation/credibility	01-Jul	6.8	5.4	36.72		consult	Expectation management
4, Lack of provision on the Isle of Wight	01-Jul	8.8	7.4	65.12		Liaise with LA/Mental Health services/Homeless Services/Personalisation approach. Only parent and baby unit/Liaise with LA/Housing etc. capitalise on specialist provision	
Isle of Wight - Risk Impact Assessment - Provider Organisation Including Staff							ROCC RISK OPERATIONAL CONTROL CENTRE
Risk	1st entry	Impact	Probability	Score	Last Score	Controls	
1, Loss of services means organisation becomes unviable	01-Jul	5.2	4.2	21.84		Review all areas of business/undertake business contingency plans for each services, other funding streams and fundraising	review usage of building - cut back on non-essential activities
2, Fewer organisations on the Isle of Wight, less choice, experience and specialisms	01-Jul	6.6	6.2	40.92		Loss of 28 bed spaces for mental health clients/Liaise with Housing/LA/Homeless, Loss of only parent and baby service, lobby to secure provision of specialist accommodation	
3, Loss of experienced staff pool	01-Jul	7	5.6	39.2		re-train and re-deploy	increase generic working and succession planning
4, Increased unemployment	01-Jul	5.8	5.4	31.32			
Isle of Wight - Risk Impact Assessment - Other Organisations							ROCC RISK OPERATIONAL CONTROL CENTRE
Risk	1st entry	Impact	Probability	Score	Last Score	Controls	
1, Increased burden/cost to Adult services, Probation, Health, Police, Housing Associations, CAB and other agencies.	01-Jul	7.4	7.2	53.28		Raise awareness of services delivered under SP with key stakeholders etc.	
2, Long term issues not accounted for or understood	01-Jul	7.4	7	51.8		Lack of strategic approach and forward planning	
3, Increased homelessness, domestic abuse, crime	01-Jul	5.8	5.4	31.32		Raise issues at the Housing Liaison Group//Housing Dept/LA etc.	
4, Withdrawal of accomodation if increased tenancy issues	01-Jul	7.8	6	46.8		RPs/Liaison with Landlords/RPs/Lack of Alternative accommodation	
Isle of Wight - Risk Impact Assessment - Council							ROCC RISK OPERATIONAL CONTROL CENTRE
Risk	1st entry	Impact	Probability	Score	Last Score	Controls	
1, Political Pressure	01-Jul	6.2	6.6	40.92		SPPF planning, parent/provider consultation, greater communciation and joint working with providers and the council	partnership approach to way forward
2, Loss of further services from SP programme in the future budgets	01-Jul	7	7	49		SPPF planning, parent/provider consultation	exit management of services / change management