

National context

- 1 The Isle of Man Government's policy objectives are contained with 'An Agenda for Change' (2013). The most relevant chapter is 'Welfare Reform and Wellbeing':
- 2 We see the continuing welfare and wellbeing of our community as fundamental to our quality of life. We must educate and develop our young people to give them the skills they need to be able to contribute fully.
- 3 We recognise that the way we currently provide our social welfare is no longer sustainable. We will radically reform our social policies, ensuring that those in greatest need are supported and protected. This will be done in a way that is both affordable and fair. The traditional 'universal services for all' model of provision is no longer sustainable and some services will be means tested in the future.
- 4 We will;
 - define those services which will be universal to all and ensure they are high quality while being realistic about what we can afford. Key public services will continue to be free at the point of delivery;
 - make sure the protection of the most vulnerable remains a high priority for Government;
 - ensure scarce public resources are targeted to those most in need by assessing an individual's needs and their ability to pay, carefully, fairly and consistently. We will also extend charging for some services;
 - provide better support to enable people to move away from dependency on public services and benefits and become more self-sufficient wherever possible;
 - plan for the opportunities and challenges posed by our rising life expectancy which will significantly change the nature of our society;
 - improve the link between the provision of public sector housing and social need;
 - reform the Criminal Justice System, ensuring swift, effective administration of Justice whilst maintaining a safe society;
- 5 In 2013 the Council of Ministers' Report on Modernising Ministerial Government; 'Smaller, Simpler, Stronger' identified three significant pressures facing Government; the ageing population; the rise of long term conditions; and increasing public and political expectation. As a result the previously separate departments of Social Care and Health were merged in 2014 to form the Department of Health and Social Care to deliver;
 - a continuum of care to protect the most vulnerable in our society,
 - cost effective joint commissioning of services,
 - an holistic approach to service delivery, and
 - stronger working relationships.

- 6 'A Review of the Scope of Government in the Isle of Man: An Independent Report to the Council of Ministers' (2012) recommended that government sought to reduce in size by reviewing whether services directly provided by government could be delivered by alternative means of delivery. The, then, Department of Social Care responded to this by identifying which of its services this principle could be applied to.
- 7 The Social Services Act (2012) and the Regulation of Care Act (2013) have a direct bearing on the delivery of services. The Department is currently in the process of assimilating the duties and powers contained within both acts.
- 8 In 2010 the Department of Social Care commissioned an external review of Adult Care Services by Tribal Consultants. Their final report 'Transforming Adult Social Care in the Isle of Man' was delivered in 2011 and led directly to the formulation of the Adult Care Services Rebalancing Programme in 2012. The conclusions of the report were that if service provision continued to be delivered via the existing service models that, due to increasing demand from the demographic projections for the Isle of Man, this would be financially unsustainable. The overall focus of the Rebalancing Programme has been to move away from residential care models of service delivery to more community based, and rehabilitative, models of care. The work streams with direct impact on older people are;
 - introduction of a Fair Access to Services criteria;
 - equitable charging policy for services;
 - reducing residential capacity;
 - expanding and modernising home care services;
 - establishing a Reablement Service; and
 - reshaping EMI services.
- 9 In 2013 the Housing Division commissioned a report by the Tolson Partnership; 'Transforming Housing for Older People on the Isle of Man', as part of a review of housing. The report identified significant issues, and made recommendations regarding eligibility criteria, the need for a housing stock review, out of hours services, warden service and dependency requirements, and the lack of extra care sheltered housing provision.
- 10 The former Department of Social Care set the following overarching aims in 2010:

Diversity - Provide a diverse range of high quality care and support to those who use our services ensuring they are appropriate to their level of need.

Independence - Enable our service users to be as independent and self reliant as possible by facilitating their interdependence with their local community and supporting them wherever possible at home and in family settings.

Inclusion - Help those who use our services to fulfil their aspirations as far as possible by assisting them to access facilities and opportunities open to the rest of the population (e.g. education, employment, recreation).

Prevention - Focus on preventative and early intervention work to reduce the likelihood of service users requiring more intensive support and care in the future.

Involvement - Encourage our service users and their carers, managers and staff to play an active part in the design and delivery of care and support and in decisions about priorities.

Resources - Ensure the most effective use of limited resources to deliver positive and sustainable outcomes for the people we serve

Partnership - Work in partnership with other Government agencies and the third sector to ensure an integrated and holistic approach to how we all support people in need of social care.

Understanding - Promote the public's understanding of the challenges faced by our services and those who use them.

Safeguarding - Provide an appropriate and effective approach which safeguards the users of our care, support and protection services.

Governance - Develop robust systems of governance, legislation, information, performance management and technical support to deliver efficient and safe services and effectively manage key changes which ensure continuous improvement.

- 11 A Joint Strategic Needs Assessment was conducted in 2014 to identify the health, care and well-being needs of the whole population. This assessment will be used to prioritise and plan services to meet those needs and inform these commissioning intentions.
- 12 There are particular issues relating to the provision of social care services which are unique to a small island community. This risks and the measures put in place to mitigate those risks are different to the issues which may be faced by a larger social care economy such as the UK. On the Island there are often interdependencies which do not occur elsewhere, and it is essential that mitigation measures or risk management measures are appropriate and proportionate to the needs of the Island's community. The approaches described in this paper takes account of the differences faced within the Manx social care market; learning from and adapting best practice from other jurisdictions.

The risks identified fall broadly into six key groups:

- Reduced innovation.
- Monopoly or reduced numbers of providers.

- Rising costs and demand.
- Lack of proactive commissioning.
- Failure to jointly commission services.
- Provider failure – implications when the estate sits with the provider.
- Quality non-compliance and financial failure.