

# Public Document Pack

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7 September 2023

## Health and Adult Social Care Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Friday, 15 September 2023** at **County Hall, Chichester, PO19 1RQ**.

**The meeting will be available to watch live via the Internet at this address:**

<http://www.westsussex.public-i.tv/core/portal/home>.

**Tony Kershaw**

Director of Law and Assurance

### Agenda

10.30 am 1. **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

2. **Committee Membership**

The Committee to approve Cllr Hastain (Chichester District Council) and Zoehy Harries (Healthwatch West Sussex) as co-opted members of the Committee.

10.35 am 3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.

4. **Minutes of the last meeting of the Committee (Pages 5 - 10)**

The Committee is asked to agree the minutes of the meeting held on 14 June 2023 (cream paper).

5. **Responses to Recommendations** (Pages 11 - 14)

The Committee is asked to note the responses to recommendations made at previous meetings of the Committee.

10.40 am 6. **End of June 2023 (Quarter 1) Quarterly Performance and Resources Report** (Pages 15 - 42)

A report by the Chief Executive and Director of Finance and Support Services setting out the corporate performance, finance, workforce, risk and capital programme positions as at the end of June 2023.

The Committee is asked to examine the data and supporting commentary for the Performance and Resources report and make any recommendations for action to the relevant Cabinet Member.

11.40 am 7. **Care Quality Commission Assurance - West Sussex County Council Self-Assessment for the delivery of Adult Social Care** (Pages 43 - 96)

Report by Director of Adults and Health (DASS).

The Committee is asked to consider the self-assessment at Appendix A and provide any comments to the Cabinet for its meeting on 17 October.

12.40 pm 8. **Work Programme Planning and Possible Items for Future Scrutiny**

The Committee is asked to review its current draft work programme taking into account the Forward Plan of Key Decisions and any suggestions from its members for possible items for future scrutiny.

If any member puts forward such an item, the Committee's role at this meeting is to assess, briefly, whether to refer the matter to its Business Planning Group to consider in detail.

(a) **Forward Plan of Key Decisions** (Pages 97 - 108)

Extract from the Forward Plan dated 1 September 2023 – attached.

An extract from any Forward Plan relevant to the Committee's portfolio published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

(b) **Work Programme** (Pages 109 - 112)

The Committee to review its draft work programme taking into consideration the checklist at Appendix A.

9. **Requests for Call-in**

There have been no requests for call-in to the Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

10. **Date of Next Meeting**

The next meeting of the Committee will be held on 22 November at 10.30 am at County Hall, Chichester. Probable agenda items include:

- NHS Winter Planning
- Adults' Services Improvement Plan (to include transition from Children's to Adults' Services)
- End of September 2023 (Quarter 2) Quarterly Performance and Resources Report

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 7 November 2023.

**To all members of the Health and Adult Social Care Scrutiny Committee**

**Webcasting**

Please note: this meeting is being filmed for live and subsequent broadcast via the County Council's website on the internet. The images and sound recording may be used for training purposes by the Council.

Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.



## **Health and Adult Social Care Scrutiny Committee**

14 June 2023 – At a meeting of the Health and Adult Social Care Scrutiny Committee held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Wall (Chairman)

Cllr Cooper	Cllr O'Kelly	Cllr Bevis
Cllr Ali	Cllr Patel	Cllr Khan
Cllr Atkins	Cllr Pudaloff	Cllr Glynn-Davies
Cllr Dunn	Cllr Walsh	Cllr Peacock
Cllr Forbes	Cllr Baldwin	

Apologies were received from Cllr Johnson, Cllr Nagel and Cllr Loader

Also in attendance: Cllr A Jupp and Cllr Lanzer

Absent: Cllr Hastain

### **1. Election of Chairman**

- 1.1 Cllr Wall was proposed as Chairman by Cllr Ali. The proposal was seconded by Cllr Patel. There were no other nominations.
- 1.2 Resolved – that Cllr Wall is elected as Chairman of the Committee for the year.

### **2. Election of Vice Chairman**

- 2.1 Cllr Cooper was proposed as Vice Chairman by Cllr Patel. The proposal was seconded by Cllr Ali. There were no other nominations.
- 2.2 Resolved – that Cllr Cooper is elected as Vice Chairman of the Committee for the year.

### **3. Business Planning Group Membership**

- 3.1 The Business Planning Group membership was agreed as Cllr Wall (Chairman), Cllr Cooper (Vice Chairman), Cllr Patel, Cllr Dr Walsh and Cllr Pudaloff.

### **4. Committee Membership**

- 4.1 The membership of the Committee was noted.

### **5. Declarations of Interest**

- 5.1 In accordance with the code of conduct, the following interest was declared: -

- Cllr Cooper declared a personal interest in respect of item 9, The Sussex Shared Delivery Plan, as a Governor of University Hospitals Sussex NHS Foundation Trust

## **6. Minutes of the last meeting of the Committee**

6.1 Resolved – that the minutes of the meeting held on 8 March 2023 are approved as a correct record and are signed by the Chairman.

## **7. Responses to Recommendations**

7.1 Resolved – that: -

- i. the letter sent to West Sussex MPs and its response, when received, will be published as part of the agenda of a future meeting
- ii. any further letters to West Sussex MPs will be shared with the Leader of the Council
- iii. the Committee notes the responses to recommendations made at its 8 March 2023 meeting

## **8. The Sussex Shared Delivery Plan**

8.1 The Committee considered a report by Health Integration (copy appended to the signed minutes).

8.2 Summary of responses to committee members' questions and comments: -

- The Committee felt that
  - the target for waiting times were unambitious for patients in Accident & Emergency departments, those needing elective care, cancer diagnosis and treatment
  - proposals for the Child and Adolescent Mental Health Service needed further work
  - targets regarding the ease of patients contacting practices and accessing more appointments were unambitious
  - clearer timelines and key performance indicators were needed
  - an active travel plan should be included
  - comparative figures from other areas would be useful
  - care pathways were needed
  - clarity was needed regarding lead officers for specific projects/areas of work
  - climate change/severe weather is not mentioned
  - more detail concerning people with disabilities was required
  - co-ordination with other Sussex authorities was important
- The Committee heard that having a shared plan through partnership working will make a difference and that the ambitions in the Plan were realistic with achievable targets balancing short and long-term action
- Community diagnostics will be developed in Crawley and a new Bognor Regis Diagnostics Academic Centre was planned in conjunction with Chichester University

- There has been increasing investment in virtual wards and the Home First Programme
- Funds were available for operational proposals – the 20% reduction in running costs from 2024/25 and further 10% reduction from 2025/26 was for the functioning of the Integrated Care Board (ICB)
- Children’s mental health and dentistry are two key areas of focus of the Plan
- Digital access accelerated during the Covid pandemic and most people had good experiences with it – it can also help people manage their own health
- The NHS was aiming for a mixture of digital and traditional access to services
- The voluntary sector is happy to be involved and the desire is to make volunteers feel part of teams
- Integrated working should help with increasing need and demand for services by being more efficient and identifying the right support for people earlier
- Concerns with specific providers would be followed-up and support given to help them improve - monitoring would be undertaken by the ICB
- The public will be able to track delivery of the Plan
- The Committee praised
  - the innovative employment scheme
  - the NHS App
  - the roll-out of mental health ambulances
  - integrated community teams

8.3 Resolved – that the Committee asks: -

- i. to consider the progress and delivery of the Shared Delivery Plan on an annual basis
- ii. its Business Planning Group to identify specific strands of work within the Shared Delivery Plan for further, more detailed scrutiny
- iii. to receive updates from Brighton and Hove City Council and East Sussex County Council on work undertaken on the Shared Delivery Plan

**9. End of March 2023 (Quarter 4) Quarterly Performance and Resources Report**

9.1 The Committee considered a report by the Chief Executive and Director of Finance and Support Services (copy appended to the signed minutes).

9.2 Summary of responses to committee members’ questions and comments:

- It was suggested that the measure ‘The proportion of adults with a learning disability in paid employment’ be replaced with one that includes figures for paid/voluntary work and apprenticeships for all people with a disability (and not just people with a learning disability) known to adult social care –

**ACTION:** Adults' Services to develop a new local measure and bring it to a future meeting

- Measures relating to delayed transfer of care were being removed as national indicators and although the Council does not have any corporate indicators for this, the Adults' Services Directorate does, and monitors the situation closely
- Regarding Core Measure 38 (CM38), the Council will prioritise reviews so the figure of those assessed won't change
- Reviews will be based on social services' knowledge of people and their circumstances
- The resources are not available to undertake reviews annually
- CM38 is a national measure so benchmarking against other authorities is possible
- There were concerns that polluted sea and river water posed a risk to public health and a query as to whether the Cabinet Member for Public Health & Wellbeing could discuss this with the water authorities
- Treatment for drug and alcohol addiction came from the Public Health Grant and other sources – the Council's substance misuse services are currently being re-commissioned – **ACTION:** Alison Challenger, Director of Public Health, to provide more information

9.3 Resolved – that the Committee: -

- i. supports the removal of the Key Performance Indicator relating to adults with learning disabilities in paid employment and welcomes a future proposal on how this can be best monitored
- ii. supports the revision of key performance indicators referred to in the report detailed in Appendix F
- iii. recognises the proposed changes as detailed in Appendix E relating to changes in national reporting and welcomes any benchmarking data that is available
- iv. receives data on the total number of reviews undertaken within a year as part of the next policy and resources report for Core Measure 38
- v. for the Cabinet Member for Public Health and Wellbeing to consider if future reporting could include data on water/sea pollution and measures to report safety levels for the public

## 10. Forward Plan of Key Decisions

10.1 Resolved – that the Committee notes the Forward Plan of Key Decisions.

## 11. Work Programme

11.1 The Committee considered its Work Programme and raised the following queries/suggestions: -

- An update on St Richard's Hospital, Chichester cancer services required as soon as possible – **ACTION:** Pennie Ford, West Sussex Clinical Commissioning Group, to liaise with Rachel Allan,

Senior Adviser, about when an initial update could be given to the Committee's Business Planning Group

- An update on the Shaw Healthcare Contract – **ACTION:** Alan Sinclair, Executive Director of Adults and Health, to provide an update in the near future
- To consider adding sexual health and vaping in young people to the Work Programme

11.2 Resolved – that the Committee notes its Work Programme.

## **12. Date of Next Meeting**

12.1 The next meeting of the Committee will be held on 15 September 2023 at 10.30 am at County Hall, Chichester.

The meeting ended at 12.54 pm

Chairman

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## Responses to Recommendations

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
PRR	23/09/22	Requests that the report presents indicators relating to each other, such as the customer journey, together to ensure clarity	Director of Adults and Health	June 2023	The Director of Adults and Health is currently reviewing current KPIs and will take into account member comments as part of this process.	In progress
South East Coast Ambulance Service NHS Foundation Trust Improvement Update	8/3/23	The Committee requests data on the number of people using walk in services and those that make their way to A&E using private transport	SECAMB			Ongoing
Dentistry in West Sussex - Feedback from Evidence Gathering Session	8/3/23	The Committee asks for NHS England to enhance its communications, through the use of performance indicators, to ensure residents are aware of the current challenges in dentistry in West Sussex	NHS England		An update will be provided to the Business Planning group in November 2023.	Ongoing
Sussex Shared Delivery Plan	14 June 2023	to consider the progress and delivery of the Shared Delivery Plan on an annual basis	RA		To be discussed at November BPG.	In progress

<b>Topic</b>	<b>Meeting (date raised)</b>	<b>Recommendation</b>	<b>Responsible Officer/ Member</b>	<b>Follow up</b>	<b>Response/Progress/ Deadlines</b>	<b>Status</b>
Sussex Shared Delivery Plan	14 June 2023	Business Planning Group to identify specific strands of work within the Shared Delivery Plan for further, more detailed scrutiny	RC add to WP for November 2023 BPG		N/A	Completed for 15/9/23
Sussex Shared Delivery Plan	14 June 2023	To receive updates from Brighton and Hove City Council and East Sussex County Council on work undertaken on the Shared Delivery Plan	RA		An update will be brought to November BPG the shared with wider committee.	In progress
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	14 June 2023	Supports the removal of the Key Performance Indicator relating to adults with learning disabilities in paid employment and welcomes a future proposal on how this can be best monitored			N/A	Completed for 15/9/23
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	14 June 2023	Supports the revision of key performance indicators referred to in the report detailed in Appendix F			N/A	Completed for 15/9/23
End of March 2023 (Quarter 4) Quarterly	14 June 2023	Receives data on the total number of reviews undertaken within a year	Cabinet Member for Adults	AS	To be part of the PRR report for September 2023	In progress



<b>Topic</b>	<b>Meeting (date raised)</b>	<b>Recommendation</b>	<b>Responsible Officer/ Member</b>	<b>Follow up</b>	<b>Response/Progress/ Deadlines</b>	<b>Status</b>
Performance and Resources Report		as part of the next policy and resources report for Core Measure 38				
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	14 June 2023	The Cabinet Member for Public Health and Wellbeing to consider if future reporting could include data on water/sea pollution and measures to report safety levels for the public	Cabinet Member for Public Health and Wellbeing	AC		In progress
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	14/6/23	It was suggested that the measure 'The proportion of adults with a learning disability in paid employment' be replaced with one that includes figures for paid/voluntary work and apprenticeships for all people with a disability (and not just people with a learning disability) known to adult social care	Helena Cox		Adults' Services to develop a new local measure and bring it to a future meeting	In progress
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	14/6/23	Treatment for drug and alcohol addiction came from the Public Health Grant and other sources – the Council's substance	Director of Public Health		Alison Challenger, Director of Public Health, to provide more information	In progress

<b>Topic</b>	<b>Meeting (date raised)</b>	<b>Recommendation</b>	<b>Responsible Officer/ Member</b>	<b>Follow up</b>	<b>Response/Progress/ Deadlines</b>	<b>Status</b>
Resources Report		misuse services are currently being re-commissioned –				
Work Programme	14/6/23	An update on St Richard’s Hospital, Chichester cancer services required as soon as possible –	Pennie Ford, West Sussex Clinical Commissioning Group		Pennie Ford, West Sussex Clinical Commissioning Group, to liaise with Rachel Allan, Senior Adviser, about when an initial update could be given to the Committee’s Business Planning Group	In progress
Work Programme	14/6/23	An update on the Shaw Healthcare Contract –	Helena Cox		RA to liaise with service to provide an update	In progress

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## **Report to Health and Adult Social Care Scrutiny Committee**

**15 September 2023**

### **End of June 2023 (Quarter 1) Performance and Resources Report – Focus for Scrutiny**

#### **Report by Director of Law and Assurance**

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### **Summary**

The Quarterly Performance and Resources Report (PRR) is the Council's reporting mechanism for corporate performance, finance, savings delivery, risk and workforce. It has been designed to reflect the priorities, outcomes and measures included in the Council Plan. The report is available to each scrutiny committee on a quarterly basis and each committee will consider how it wishes to monitor and scrutinise performance relevant to their area of business.

The report (Appendices B and C) reflects the position at the end of June 2023 and reports the Quarter 1 2023/24 position.

### **Adults Services**

Of the 8 performance measures, 12.5% of measures are reporting as 'green', 37.5% as 'amber' and 50% as 'red'. The number of red rated KPIs has increased since the quarter 4 PRR. There is one new measure which has no available data as yet.

As at the end of June, the forecast for the Adults Services Portfolio budget is a projected overspend of £2.0m.

The PRR includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee for the Adults Services portfolio, this includes (preparation for the Care Quality Commission (CQC) assurance assessment of adult social care), a self-assessment document that has been prepared. The recognition that the health and social care system in West Sussex continues to experience significant pressure and this dominates the work of the service and that the Prevention Assessment Team continues to support residents with early intervention, advice and guidance to help them to remain living independently in their own homes and to reduce the impact and demand on adult social care.

### **Public Health**

Of the 7 performance measures, 42.86% of measures are reporting as 'green', 28.57% as 'amber' and 28.57% as 'red'. The number of red rated KPIs has increased since the quarter 4 PRR. There are two new measures which have no available data as yet.

As at June 2023, the forecast for the Public Health and Wellbeing Portfolio is a balanced budget.

The PRR includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including 'Our Plan for our Population', a cross-directorate approach to addressing vaping amongst children and young people and Horsham District Wellbeing (part of the West Sussex Wellbeing Programme) which offers a free, friendly, and impartial service to support people who live or work in West Sussex to make positive improvements to their health and wellbeing.

The current Risk Register (Appendix D) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

### **Focus for scrutiny**

The Committee is asked to consider the PRR (Appendices B and C). The committee's role is to monitor performance, finance and risk to identify any priorities for action by the relevant Cabinet Member or senior officers or for including on the Committee's work programme for more in-depth scrutiny. Questions should be kept within the remit of the Committee at a strategic level. Key lines of enquiry for scrutiny include:

- Whether the report provides all the information necessary to enable effective and efficient scrutiny and addresses the concerns raised at previous meetings of the Committee;
- Assess the performance indicators and measures identified as most critical to the focus of the Committee and whether the narrative provides assurance about the position presented and likely outcomes.
- Identify any areas of concern in relation to the Risk Register and assess plans in place to mitigate key corporate risks;
- The effectiveness of measures taken to manage the Council's financial position and any non-delivery of identified savings
- Using all the information presented to the Committee, identify any issues needing further in-depth scrutiny relevant to the Committee's portfolio area of responsibility (where there are outcomes scrutiny may influence/add value)
- Identification of:
  - a) Any specific areas for action or response by the relevant Cabinet Member
  - b) Any issues for further scrutiny by one of the other scrutiny committees as appropriate

The Chairman will summarise the output of the debate for consideration by the Committee.

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## **1. Background and context**

- 1.1 The Performance and Resources Report (PRR) is designed to be used by all scrutiny committees as the main source of the County Council's performance information.
- 1.2 Appendix A – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.

1.3 The County Council is focused on delivering the four priorities as set out in the Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change.

1.4 In the first quarter, the measures relevant to this committee reported:

**Adult Services**

- 12.5% (4 measures) as 'Green'
- 37.5% (2 measures) as 'Amber'
- 50% (2 measures) as 'Red'

**Public Health**

- 42.86% (3 measures) as 'Green'
- 28.57% (2 measures) as 'Amber'
- 28.57% (2 measures) as 'Red'

1.5 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

**Tony Kershaw**

Director of Law and Assurance

**Contact Officer**

Rachel Allan, Senior Advisor (Democratic Services), 0330 222 8966

**Appendices**

Appendix A – How to Read the Performance and Resources Report

Appendix B – Adults Services Portfolio – Summary

Appendix C – Public Health and Wellbeing Portfolio – Summary

Appendix D – Corporate Risk Register Summary - June 2023

**Background Papers:** None

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## How to Read the Performance and Resources Report

The Performance and Resources Report is in three parts:

**a. Summary Report** – An overall summary of the quarter including:

- Performance highlights for delivery of the County Council's priorities,
- Overview of the revenue and capital financial outlook,
- Key corporate risks with a severity graded above the set tolerance level,
- The latest workforce overview.

The summary explains where further detail and explanation can be found in the portfolio reports. It does not seek to include any of this detail.

**b. Portfolio reports (Sections 1-9):** organised alphabetically by cabinet portfolio.

- Section 1 – Adults Services
- Section 2 – Children's and Young People, Learning and Skills
- Section 3 – Community Support, Fire and Rescue
- Section 4 – Environment and Climate Change
- Section 5 – Finance and Property
- Section 6 – Highways and Transport
- Section 7 – Leader
- Section 8 – Public Health and Wellbeing
- Section 9 – Support Services and Economic Development

Each portfolio section is prepared as a stand-alone report and includes:

1. Updates of the performance KPIs in the Council Plan and the action being taken.
2. The KPI measures compare the last three periods - quarterly, annually or other depending on how data. Details include:
  - The last three periods and RAG status,
  - Black arrows show the direction of travel compared to the previous quarter.
3. Overview of the revenue financial position, risks and issues and savings update.
4. Overview of the capital performance and financial position.
5. Details of the corporate risks with a direct impact on the portfolio.

**c. Supporting Appendices** – for additional background and context:

- Appendix 1 – Performance by Priority - KPI Summary Table
- Appendix 2 – Revenue Budget Monitor and Reserves
- Appendix 3 – Revenue Portfolio Grant Listing
- Appendix 4 – Capital Monitor
- Appendix 5 – Corporate Risk Register Summary
- Appendix 6 – Workforce Information

## Scrutiny Committee Documents

Relevant elements of the PRR are presented to Scrutiny Committees.

A matrix of the PRR's Sections and Appendices by Scrutiny Committee is below.

The dark green indicates the Scrutiny Committee's area of responsibility and the light green areas included for context and consideration where appropriate.

### PRR Matrix – Documents for Scrutiny Committees

		CYPSSC	HASC	CHESC	FRSSC	PFSC
Summary Report						✓
Section 1	Adults Services Portfolio		✓			✓
Section 2	Children and Young People, Learning and Skills Portfolio	✓				✓
Section 3	Community Support, Fire and Rescue Portfolio			✓	✓	✓
Section 4	Environment and Climate Change Portfolio			✓		✓
Section 5	Finance and Property Portfolio					✓
Section 6	Highways and Transport Portfolio			✓		✓
Section 7	Leader Portfolio					✓
Section 8	Public Health and Wellbeing Portfolio		✓			✓
Section 9	Support Services and Economic Development Portfolio					✓
Appendix 1	Performance by Priority - KPI Summary Table					✓
Appendix 2	Revenue Budget Monitor and Reserves					✓
Appendix 3	Revenue Portfolio Grant Listing					✓
Appendix 4	Capital Monitor					✓
Appendix 5	Corporate Risk Register Summary	✓	✓	✓	✓	✓
Appendix 6	Workforce					✓

**KEY:**

Specific Committee Responsibility
To Be Included In Committee Papers



## Adults Services Portfolio – Summary

### Performance Summary

1. Performance highlights this quarter:

- In preparation for the Care Quality Commission (CQC) assurance assessment of adult social care, where all local authorities will be assessed on the delivery of their statutory Care Act 2014 adult social care duties, **a self-assessment has been prepared against nine quality statements**, mapped across the four themes of working with people; providing support; ensuring safety; and leadership. Work has been ongoing throughout the quarter to develop the self-assessment report using the ADASS 'Getting Ready for Assurance: A guide to support the development of your adult social care assessment'. The guide and the workbook provide a framework to enable the completion of an objective, honest and authentic self-assessment of the County Council's strengths and areas to improve, driving the focus of improvement planning and delivery at a local, regional, and national level. The self-assessment will be shared with members, staff and partners. The CQC will begin initial formal assessments from September 2023 and it is expected that all local authority assessments will be completed within two years. From this point, CQC will confirm its longer-term approach to regular ongoing assessments.
- The **health and social care system in West Sussex continues to experience significant pressure** and this dominates the work of the service. Recognising the demands this places on our staff, 250 staff members came together in April to recognise their achievements and to focus on their wellbeing and resilience. This was the first face to face conference since the Covid-19 pandemic. Workshops were provided which covered Putting People at the Centre of Care, Equality, Inclusion and Belonging, Working with Health, and Working in Co-production, with a key note speaker providing staff with advice and guidance on how they can 'Flourish in an Ever Demanding World'.
- The Prevention Assessment Team continues to **support residents with early intervention, advice and guidance** to help them to remain living independently in their own homes and to reduce the impact and demand on adult social care. During the quarter, 471 new customers came into the service and are now being provided with a range of support.

### Our Council Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Agenda Item 6  
Appendix B

Adults Services		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
13	<b>Measure:</b> Outcomes of safeguarding risk – where a risk was identified, the outcome/expected outcome when the case was concluded for Section 42 enquires (% where risk remains).  Reporting Frequency: Quarterly	8.26%	Dec-22	Mar-23	Jun-23	↓	G
			G	G	R		
			8.0%	7.8%	9.3%		
<b>Performance Analysis:</b> Jun-23: Performance this quarter reflects an increase in risk remains from Q4 2022/23. Consideration is being given to the possible impact of devolved enquiries, particularly in relation to Mental Health Services and the complexity of service users in this area. There has also been additional focus on care homes subject to the Provider Concerns Framework and the assurance required prior to being satisfied of the reduction of risk for individuals.  <b>Actions:</b> Greater scrutiny is being applied to open Section 42 enquiries to ensure they are managed in a timely way and risk remains is appropriately considered and recorded. The Enquiries Team Manager is screening all devolved enquiries at sign off, to follow up with the respective providers where risk remains. The plan is for these to be only signed off when the risk is reduced.							
11	<b>Measure:</b> Percentage of contacts to adult social care that progress to a social care assessment  Reporting Frequency: Quarterly, reported a quarter in arrears	25.0%	Sep-22	Dec-22	Mar-23	↓	G
			G	G	G		
			14.3%	11.4%	15.1%		
<b>Performance Analysis:</b> Jun-23: This KPI measures the number of people that have progressed to an assessment (started, in progress and ended), of all completed initial contacts. Performance reported is for Q4 (2022/23), as data for this measure is retrospectively updated, to ensure that the number of people who have progressed to an assessment has been confirmed on the case management system. Performance has continued to exceed the target and reflects the impact of interventions throughout the customer journey to meet people’s needs through information and advice as well as provision of preventative services.  <b>Actions:</b> As part of the Adults Services Improvement Programme over the next two years, further work in relation to the council's information, advice and guidance offer will be undertaken, which is likely to increase performance further.							
36	<b>Measure:</b> Percentage of adults that did not receive long term support after a period of reablement support  Reporting Frequency: Quarterly	85.5%	Sep-21	Mar-23	Jun-23	→	A
			A	A	A		
			81.3%	81.7%	81.7%		
<b>Performance Analysis:</b> Jun-23: The County Council has been working closely with the reablement provider to address performance issues noted in 2022/23 in terms of delivering the contracted number of reablement starts. The Q1 result for 2023/24 is based on the outturn position from 2022/23 which was confirmed as part of the statutory reporting to Department of Health and Social Care in July 2023. National data will be published in October 2023, this will provide benchmarking data to demonstrate how the County Council have performed against national and regional comparator groups.  <b>Actions:</b> As part of the Adults Improvement Programme 2023-25, work will continue with Adult Social Care systems development (PaS Project), and the council's reablement provider, to improve the recording and submission of data in-line with the changes highlighted within the 2023/24 Adult Social Care Framework (ASCOF).							
12	<b>Measure:</b> Percentage of adult social care assessments that result in a support plan  Reporting Frequency: Quarterly, reported six months in arrears	80%	Jun-22	Sep-22	Dec-22	↓	A
			G	A	A		
			72.9%	63.3%	62.2% (2022/23 Target: 65-75%)		

Adults Services		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p><b>Performance Analysis:</b> Jun-23: Performance reported is for Q3 (2022/23), as data for this measure is retrospectively updated, to ensure that the outcome of the assessment and the need for a support plan have been completed. Retrospective reporting is required as the full client journey must be completed, linking the original contact, assessment and support plan to ensure accurate reporting. Due to the complex nature of some cases and service availability to meet client needs, there is a lag in reporting to relate data and activity to the right quarter.</p> <p><b>Actions:</b> This measure will be continually monitored and performance will be updated throughout the year to reflect the additional assessments.</p>							
37	<p><b>Measure:</b> Percentage of adults that purchase their service using a direct payment</p> <p>Reporting Frequency: Quarterly</p>	27.4%	Dec-22	Mar-23	Jun-23		G
			A	R		↓	
			25.5%	22.5%			
<p><b>Performance Analysis:</b> Jun-23: This measure is part of the national Adult Social Care Framework (ASCOF). There are a number of changes being implemented this year, along with new statutory reporting requirements for Client Level Data (CLD) and implementing these changes to meet in-year reporting requirements has impacted the ability to provide Q1 data for this measure. It is expected that this data will be available for Q2.</p> <p>In the meantime, the RAG status will be based on the latest data available (March 2023).</p> <p><b>Actions:</b> Providing people with a Direct Payment, to give more choice and control over how care is purchased, remains a key priority for Adults Social Care and is fundamental to support planning where this is an appropriate option to meet care and support needs. The baseline position for 2023/24 of 27.4% is based on the 2022/23 outturn result and is comparable with other local authorities.</p>							
38	<p><b>Measure:</b> Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months</p> <p>Reporting Frequency: Quarterly</p>	80.0%	Dec-22	Mar-23	Jun-23		A
			R	R	R	↓	
			51.8%	52.4%	44.4%		
<p><b>Performance Analysis:</b> Jun-23: The percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months, continues to remain below target at the beginning of 2023/24. Reviews and/or assessments for users of adult services and their carers are currently not being prioritised in date order, on which this measure is based and therefore, will not account for all reviews and assessments completed by Adult Social Care operational teams during the last quarter.</p> <p>As at 3rd July 2023, there were 6,449 people with an open long-term service of which 2,848 (44.4%) had been reviewed and/or reassessed in the last 12 months. Prioritisation of reviews and/or assessments is focused on keeping vulnerable people safe and carried out with a focus on people's strengths and wishes, supported by new forms and processes which were adopted by operational teams at the start of 2023/24, with a focus on quality of practice, supporting the County Council's strategic priorities as set out in Our Council Plan and Adult Social Care Strategy. Workforce challenges being experienced by the Council, as across the country, will continue to impact the performance of this measure.</p> <p><b>Actions:</b> As part of the Adults Improvement Programme 2023-2025, an extended piece of work will be undertaken within Lifelong Services to focus on the reviews and assessments of adult services users and their carers, which is expected to improve performance. Those at greatest risk will continue to be prioritised for review, regardless of whether their last review and/or assessment has been within the last 12 months.</p>							
39	<p><b>Measure:</b> The percentage of adults with a learning disability in paid employment</p> <p>Reporting Frequency: Quarterly</p>	4.0%	Dec-22	Mar-23	Jun-23		R
			R	R	R	↓	
			3.0%	2.9%	2.6%		

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Adults Services		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p><b>Performance Analysis:</b> Jun-23: The service is continuing to engage the market to support people to prepare and access paid employment. Changes to the national Adult Social Care Outcomes Framework (ASCOF) has resulted in this measure being removed from statutory returns in 2023/24. However, supporting people into employment remains a priority for the County Council, with the Adult Social Care Business Plan and work underway to review this measure to include all working age adults supported by the Council, and to include those in both paid and unpaid work.</p> <p><b>Actions:</b> The Adult Social Care Service will be working with colleagues in Performance and Intelligence to specify a new performance measure to include all working age adults within paid and unpaid (voluntary and work experience) placement. This will be agreed with the Health and Adult Social Care Scrutiny Committee and Cabinet prior to any changes being made to corporate performance measures.</p>							
40	<p><b>Measure:</b> The percentage of adults with a learning disability living in settled accommodation</p> <p>Reporting Frequency: Annually</p>	60.0%		2021/22	2022/23		G
			<b>New Measure – No Data</b>	56.3%	60.9%		
<p><b>Performance Analysis:</b> Jun-23: This is a new measure for 2023/24 and is part of the national Adult Social Care Framework (ASCOF). There are a number of changes being implemented this year in relation to statutory reporting requirements and the definition for this measure has not been finalised. The baseline position for 2022/23 of 60.9% is comparable with other local authorities.</p>							
44	<p><b>Measure:</b> Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service</p> <p>Reporting Frequency: Quarterly</p>	90.0%	Dec-22	Mar-23	Jun-23		G
			G	G	A		
			97%	86% (2022/23 Target: 85%)	86%	↓	
<p><b>Performance Analysis:</b> Jun-23: In the last reporting quarter, the Domestic Abuse Service has closed 106 victims/survivors following a period of engagement with the service. The percentage of clients who reported feeling safer following engagement was 86%. In addition to the 106 clients closed in this period, there were also two "other contact" forms submitted which related to clients who received a short-term intervention, but whom were all provided with safety planning advice.</p> <p>The current data reflects that the service asked and recorded the clients' views of their safety on 82% of clients closed. The 18% missing data relates to clients who disengaged from the service mid-support; it was not possible to ask their view on their safety.</p> <p>In addition to 86% of clients feeling safer, it is important to recognise that our data evidenced that clients exiting the service have also reported the following:</p> <ul style="list-style-type: none"> <li>• 74% reported improved wellbeing.</li> <li>• 67% reported their quality of life improved.</li> <li>• 70% were optimistic about the future.</li> <li>• 74% reported feeling more confident.</li> </ul> <p>In this last reporting quarter, the service has completed an additional 90 intake forms for new victim/survivors allocated to a community keyworker across the domestic abuse and sexual violence service.</p> <p><b>Actions:</b> Whilst the numbers of Insight Evaluation forms have remained similar in number to the last reporting quarter, it is still not fully reflective of the current workload across the Independent Domestic Violence Adviser's and Domestic Abuse Practitioners. There remains work to do with frontline teams to ensure this information is being captured to evidence the crucial impact they continue to have on victim/survivors accessing support.</p> <p>There have been discussions with the Data Team and the Domestic Abuse Management Team to progress client reported impact data onto the Mosaic primary recording database. The service is aware that using a scaling mechanism linked with their Individual Safety and Support Plan (ISSP) areas, it will be possible to effectively record and evidence the reported change across a variety of support areas. The Domestic Abuse Data Dashboard continues to evolve to evidence the demand, work, outcome, and impact data from victim/survivors of domestic and sexual violence and abuse in West Sussex. This information is reflecting the Worth Domestic Abuse Service and the Multi Agency Risk Assessment Conference (MARAC) in West Sussex.</p>							

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Older People – Underlying demand pressure brought forward from 2022/23, plus projected backdated costs	£8.300m	Staffing vacancies within the service	(£1.200m)	
Older People – Non delivery of saving	£0.714m	Planned use of Improved Better Care Fund	(£3.300m)	
Lifelong Services – Projected in-year increase in demand – transitions from children to adults	£1.542m	Planned use of grant funding	(£7.100m)	
Lifelong Services – Non delivery of saving	£4.444m	Reduction in the reablement block contract – lower level of service demand than anticipated.	(£1.400m)	
<b>Adults Services Portfolio - Total</b>	<b>£15.000m</b>		<b>(£13.000m)</b>	<b>£2.000m</b>

### Financial Narrative on the Portfolio's Position

- As at the end of June, the forecast for the Adults Services Portfolio budget is a projected overspend of £2.0m. The main variations are described below.
- Overall, the overspend forecast for the **Older People** cohort is £9.0m. This is largely due to the underlying demand pressure of £5.7m brought forward from 2022/23 which emerged after the budget had been set and from the clearance of backlog cases; alongside an estimated £2.6m of continuing retrospective growth in customer numbers which relate to 2022/23 but will need to be funded from the 2023/24 budget. These items together total £8.3m.
- A saving of £2.6m relating to the Shaw contract continues to be monitored this financial year. The overall saving is based on the County Council achieving an average occupancy of 90% a year. Based on the pattern of occupancy in 2022/23, an average of 87% is judged to be more realistic at this time, therefore the current forecast assumes a £0.7m shortfall in saving delivery in 2023/24.
- The main risk to the **Lifelong Services** budget relates to savings, where the target is £8.3m in 2023/24. Most of this was due to have been delivered in 2022/23 and has been supported by the allocation of resources from the Service Transformation Fund to enable additional capacity to be recruited. Progress to date, especially in connection with customer reviews which is the largest individual target, has been limited and a shortfall of £4.5m is currently forecast. Plans have been prepared to achieve the targets in full, so their status should be seen as delayed rather than non-deliverable.
- Elsewhere within Lifelong Services there are pressures of £1.5m, the majority of which is as a result of increased numbers of young people transitioning through to adults which had not been anticipated when the

budget was set. Costs in budgets such as transitions, residential colleges and college transport continue to rise sharply as more young people move across. Establishing an accurate picture about this continues to prove a challenge, making it another area where the projection involves a greater element of estimation than might be expected. The total overspend for Lifelong Services is £6m.

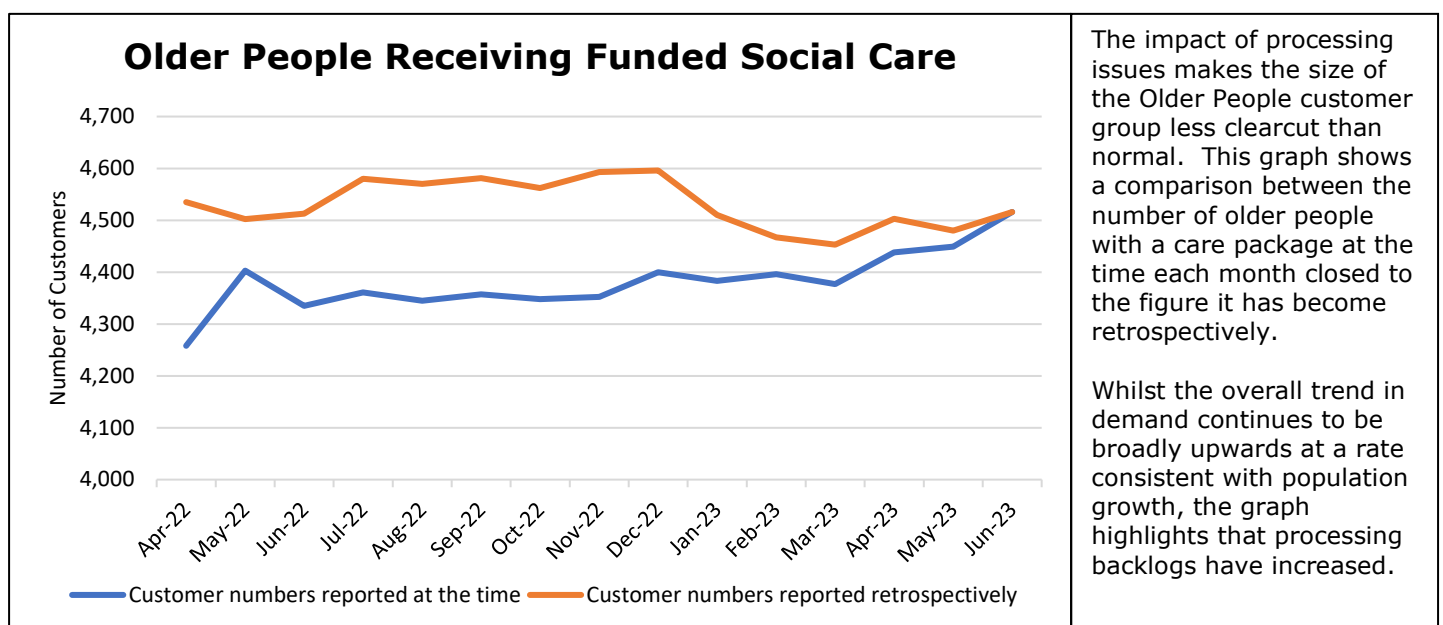
8. **Mitigations.** Across care budgets there is estimated overspend of £15m, though the reality is that this extends over a range of between £13m and £18m due to the volatile nature of the budget. Mitigations of £13m have been identified, including:

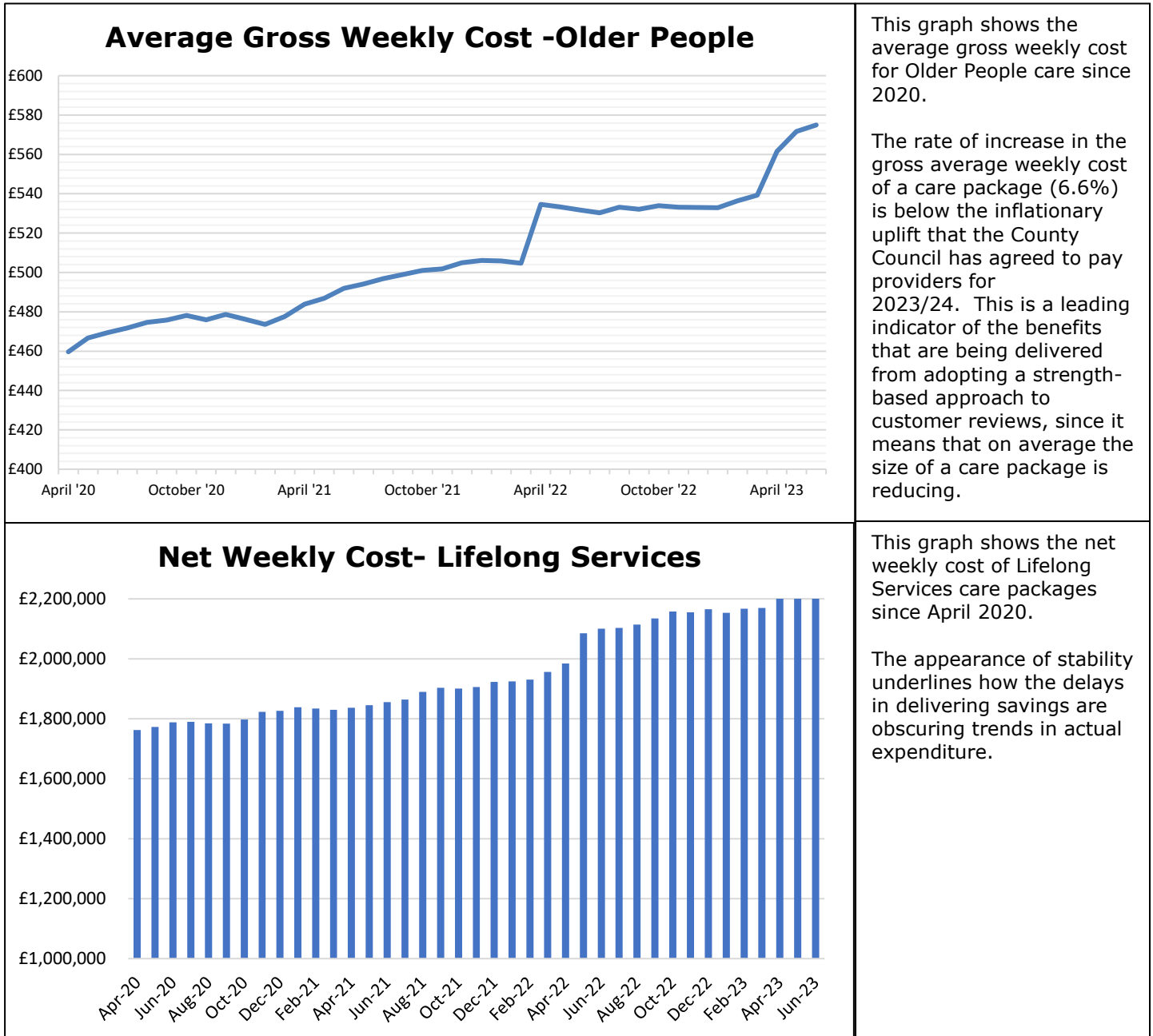
- £3.3m – Planned use of the Improved Better Care Fund.
- £7.1m – Use of grant.
- £1.2m - Staffing underspend - vacancies and pay grade variations.
- £1.4m - Other funding opportunities, including the reablement block contract where a lower level of service than originally sought is currently being delivered by the provider.

9. Of those mitigations, £7m are expected to be recurring. It is assumed that savings will be delivered in full by 2024/25 and therefore the Adults budget is not bound to take a significant structural deficit into future years.

10. In relation to **grant funding**, Government has announced that additional funding will be provided to local authorities through the Market Sustainability and Improvement Fund. Of the £365m allocation, West Sussex have been allocated £5.0m in 2023/24. There will be a further allocation in 2024/25, but its value remains unknown at this stage. The purpose of the funding is to 'increase social care capacity'. A spending plan is being prepared based on the grant conditions.

### Cost Driver Information





## Savings Delivery Update

- There are £14.471m of planned savings to be delivered within the Portfolio. Delivery to date has been limited with £5.2m currently reported as 'At Significant Risk' and a further £6.4m reported as 'At Risk'. Details are shown in the table below:

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Saving Activity	Year	Saving to be Delivered in 2023/24 (£000)	June 2023		Narrative
Delivery of Public Health outcomes through Adult Social Care Services	2023/24	500	500	B	
Avila House -Proposed extra care housing scheme in Worthing for younger adults.	2023/24	100	100	A	Contract negotiations are continuing with the service provider. Subject to agreement of a Cabinet Member decision report, the first customers could move into this provision during November.
Community Care (Including Redirecting residential customers to home-based care saving)	Prior Years	8,336	3,944	R	Savings at risk of not being delivered until 2024/25 because of timing and capacity reasons.
			4,392	A	Savings estimated to be delivered in 2023/24 based on the number of customer care reviews expected to be completed.
Non-residential customers to remain at home with reduced package	Prior Years	766	766	A	Savings are dependent on the volume of activity delivered by the County Council's reablement provider. Currently this is near to capacity, which is increasing the likelihood of the saving being achieved in full.
Continuing Healthcare	Prior Years	675	675	A	Discussions over the eligibility of customers for Continuing Healthcare are taking place with the Sussex Integrated Care Board.
Placement costs	Prior Years	1,500	500	B	Delivered through the fees uplift decision report.
			500	A	Savings combined with community care reviews for delivery purposes.
			500	R	Savings at risk of not being delivered until 2024/25 because of timing and capacity reasons.
Occupancy of Shaw contract	Prior Years	2,594	1,880	G	The saving is based on occupancy of 90%, which is a target that has recently been achieved. Maintaining it throughout the year is subject to factors that are outside direct control, for example the likelihood that there will become times when individual homes are temporarily closed to new admissions. Based on the pattern of occupancy in 2022/23, an average of 87% is more likely.
			714	R	Element of savings at risk if average occupancy is 87%.

**Savings Key:**

**R** Significant Risk    **A** At Risk    **G** On Track    **B** Delivered



## Capital Programme

### Summary - Capital

12. Currently, there are no Adult Services capital schemes within the County Council's Capital Programme.
13. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2023.

### Risk

14. The following table summarises the risks within the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective portfolio sections.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR58	The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by Covid-19 and is increasing weekly costs of care. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of <b>failure of social care provision</b> which will result in funded and self-funded residents of West Sussex left without suitable care.	20	20
CR74	The <b>overdue re-procurement of care and support at home services</b> has been further postponed, meaning the contractual arrangements are non-compliant, inefficient to manage, difficult to enforce and present a risk of challenge and CQC criticism. The delay is to enable more time for the market to stabilise, to complete service reviews and to allow imminent legislative changes to take effect.	6	6  (De-escalate risk to Adult and Health Risk Register. Removed from Corporate Risk Register.)

15. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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## Public Health and Wellbeing Portfolio - Summary

### Performance Summary

1. Performance highlights this quarter:

- The County Council has supported the shared interests of strategic population health and care objectives with the NHS, captured within the final version of '[Our Plan for our Population](#)' (launched 5 July). The plan will deliver the objectives of both the NHS Operating Plan and the [Sussex Integrated Care Strategy 'Improving Lives Together'](#), following the implementation of the Integrated Care System for Sussex in July 2022. One of the opportunities the plan offers is a focus on prevention across the whole health and care system. Working at the heart of communities, the County Council has welcomed providing input into shaping the plan, drawing upon the beneficial impact and influence that local government has on health and the wider determinants of health, such as housing, education, and employment.
- Following the recently announced [national initiatives](#) to help achieve the Government's Smokefree 2030 ambition, **Public Health has developed a cross-directorate approach to addressing vaping amongst children and young people**. This includes directing educational settings to advice and guidance on managing vapes to inform their policies and 'whole school approach', supplemented by new national teaching resources, and an increased focus with Trading Standards to reduce children and young people's access to these products by tackling underage sales and illicit products. Vaping continues to be an effective tool to aid quitting smoking. However, to ensure clear messages, any future local stop smoking campaigns, which include vapes as a quitting aid for adults, will have clear messaging that vaping is not risk free, and will discourage vaping in adults and children and young people who have never smoked.
- Horsham District Wellbeing (part of the [West Sussex Wellbeing Programme](#)) offers a free, friendly, and impartial service to support people who live or work in West Sussex to make positive improvements to their health and wellbeing. On 1<sup>st</sup> July, the grand opening of the **new high street location of the Horsham Wellbeing Hub took place in Swan Walk, Horsham**. The central location will enable more residents to access support tailored to their own needs and situation, make positive changes to their habits and support them to stay well. The Hub builds upon a long-standing partnership between the two Councils (West Sussex and Horsham) to improve the health of local residents and reduce inequalities and has been resourced by the County Council and the District.

### Our Council Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

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Public Health and Wellbeing		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
6	<b>Measure:</b> Healthy weight of 10–11-year-olds  Reporting Frequency: Annually (November)	Top Quartile in South East (%TBC)	2019/20	2020/21	2021/22	↗	G
	G		G	G			
			69.8%	63.2%	65.7% (Target: 63%)		
<b>Performance Analysis:</b> Jun-23: Healthy weight of children is measured through the annual National Child Measurement Programme (NCMP), which is delivering well in West Sussex with high compliance. Data is reported annually, the latest of which continues to provide a good basis for ongoing and developing obesity work for both Reception and Year 6 children for 2022/23. Whilst the measure is reporting a RAG status of green, it is important to note that the data shows only two thirds of 10- to 11-year-olds in West Sussex are of a healthy weight, indicating there is a need to support a third of this population group to achieve a healthy weight. Obesity is a complex issue affecting all ages, which emphasises the importance of a family targeted approach, working across all age groups. Data for the period 2022/23 will be available later this year as part of national reporting.							
<b>Actions:</b> The County Council's Public Health Service commissioned (mandated) service - the Healthy Child Programme (HCP) - will deliver the NCMP for 2023/24. Awaiting national guidance and recording templates. Public Health will be implementing a programme of work to support children to achieve a healthy weight.							
31	<b>Measure:</b> Healthy life expectancy for men  Reporting Frequency: 3 Year Rolling Average (May)	67.0 Years	2017/18	2018/19	2019/20	↘	A
			G	A			
			64.6 Years	66.0 Years (Target: 66 Years)	63.8 Years (Target: 66 Years)		
<b>Performance Analysis:</b> Jun-23: Healthy Life Expectancy (HLE) measures the years that a person can expect to live in good health. HLE data is published annually; the updated data is delayed this year due the need to incorporate new 2021 Census data, which is expected to be available later in 2023/24. Current data for 2019/20 shows a significant trend downwards with HLE for men reducing by 2.2 years from 2018/19.							
<b>Actions:</b> There is no single action to improve HLE, but evidence shows the greatest impact will be achieved through addressing smoking, diet and alcohol measures along with evidence-based healthcare interventions, such as identifying and treating people with high blood pressure. Public Health is implementing its approach to evidence-based prevention activities across the county with district and borough councils as part of the West Sussex Wellbeing Programme, and with health and care partners.							
32	<b>Measure:</b> Healthy life expectancy for women  Reporting Frequency: 3 Year Rolling Average	67.0 Years	2017/18	2018/19	2019/20	↘	A
			G	A			
			64.3 Years	64.8 Years (Target: 64.8 Years)	63.9 Years (Target: 64.8 Years)		
<b>Performance Analysis:</b> Jun-23: Healthy Life Expectancy (HLE) measures the years that a person can expect to live in good health. HLE data is published annually; the updated data is delayed this year due the need to incorporate new 2021 Census data, which is expected to be available later in 2023/24. Current data for 2019/20 shows a downwards trend with HLE for women reducing by 1.1 years from 2018/19.							
<b>Actions:</b> There is no single action to improve HLE, but evidence shows the greatest impact will be achieved through addressing smoking, diet and alcohol measures along with evidence-based healthcare interventions, such as identifying and treating people with high blood pressure. WSCC Public Health is implementing its approach to evidence-based prevention activities across the county with district and borough councils as part of the West Sussex Wellbeing Programme, and with health and care partners.							
35	<b>Measure:</b> Number of people completing evidence-based falls prevention programmes  Reporting Frequency: Annually (June)	500		2021/22	2022/23	↗	A
			A	G			
			New Measure - No Data	354	425 (2022/23 Target: 400)		

Public Health and Wellbeing		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p><b>Performance Analysis:</b> Jun-23: This data relates to falls prevention programmes within the West Sussex Wellbeing Programme – a partnership with district and borough councils across West Sussex and shows a good increase in the number of people completing the programmes. These are one of a number of services across the county; NHS services also provide falls prevention programmes and therefore, it is likely that the number of people completing falls prevention programmes overall in the county is higher than the West Sussex Wellbeing data reported here.</p> <p><b>Actions:</b> Public Health will continue to work closely with partners to deliver and improve this approach, including planning for winter pressures.</p>							
53	<p><b>Measure:</b> Mental health – self-reported wellbeing – people with a high anxiety score</p> <p>Reporting Frequency: Annually</p>	21%			2021/22		R
			New Measure – No Data	New Measure – No Data	23.9%		
<p><b>Performance Analysis:</b> Jun-23: This is a new measure, and therefore no data is available from previous reporting periods to analyse trend(s). The data source for this measure is the Annual Population Survey (APS) from the Office for National Statistics (ONS) and an update for 2022/23 is currently awaited. It is important to note, that the indicator is an estimate based on a sample of the population in the area.</p> <p><b>Actions:</b> This is a priority area for the County Council and partners and is a recently added measure to Our Council Plan because of the assessed level of need in the population. The team will be reviewing the latest data through a needs assessment, which will inform the County Council’s work and public health interventions to improve this measure.</p>							
54	<p><b>Measure:</b> HIV late diagnosis in people first diagnosed with HIV in the UK</p> <p>Reporting Frequency: Annually</p>	25% -50%	2018/19	2019/20	2020/21		R
			53.2%	55.2%	57.6%		
<p><b>Performance Analysis:</b> Jun-23: There has been an upward trend in this measure which is currently being explored with an aim to understand potential reasons for this and identify appropriate public health interventions, if required.</p> <p><b>Actions:</b> In March representatives from Public Health, the Integrated Sexual Health Service (ISHS), UK Health Security Agency (UKHSA), NHS England and NHS Sussex, held a workshop to review the local HIV Care Pathway, and in June attended a South-East HIV Action Planning event. Following these, Public Health have developed a West Sussex HIV Action Plan to assess the latest evidence, identify local population need, and implement evidence-based initiatives, where required.</p>							
55	<p><b>Measure:</b> Chlamydia – proportion of 15 – 24-year-olds screened.</p> <p>Reporting Frequency: Annually</p>	12%	2018/19	2019/20	2020/21		R
			15.2%	6.8%	6.2%		
<p><b>Performance Analysis:</b> Jun-23: Chlamydia detection rates in the public health commissioned Integrated Sexual Health Service (ISHS) were impacted by the Covid-19 pandemic with reduced numbers of people accessing services, dropping significantly from 2018/19 to 2019/20, however, they are recovering. Diagnosis targets were set in 2018 as part of a five - year action plan and in 2022/23 these were met. However, chlamydia screening remains low outside of sexual health services, and while the proportion of 15–24-year-olds screened rose to 7.8 in 2022 from 5.8 in 2021, this is still the lowest in the South East.</p> <p><b>Actions:</b> This is a priority for Public Health team to explore potential reasons for reduced chlamydia detection rates in the county, focusing on system wide improvements to increase testing opportunities and awareness.</p>							
60	<p><b>Measure:</b> Smoking cessation (4 week quits) of smokers from disadvantaged groups.</p> <p>Reporting Frequency: Quarterly, Reported a quarter in arrears</p>	600	Sep-22	Dec-22	Mar-23		G
			257	427	579		

Public Health and Wellbeing		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p><b>Performance Analysis:</b> Jun-23: Validated quarterly data for this measure is published one year in arrears. Full year data for 2023/24 is expected in August 2024. The RAG status reflects the year-end forecast - actions to progress target are on track and cumulative totals of quits during 2022/23 suggest a continued increase during 2023/24.</p> <p><b>Actions:</b> Work to implement the West Sussex Tobacco Control Strategy Action Plan is progressing, including preparing for Stoptober 2023, the national stop smoking campaign, developing a cross-directorate approach to addressing vaping amongst children and young people, working closely with educational settings, and continuing to offer vaping as a quitting tool, as an option to adults within stop smoking services.</p>							
61	<p><b>Measure:</b> Smoking prevalence in adults (18+) – current smokers (APS) - to achieve Smokefree 2030 prevalence of 5% or below.</p> <p>Reporting Frequency: Annually</p>	10.9%			2021/22	R	
			<b>New Measure – No Data</b>	<b>New Measure – No Data</b>	12.4%		
<p><b>Performance Analysis:</b> Jun-23: Smoking prevalence is measured by the Annual Population Survey, which is published in arrears, consequently, the impact of current tobacco control activity undertaken in 2023/24 will be measurable in 2025/26, as the survey will be undertaken in 2024, with results published in 2025. This is a new measure, and therefore no data is available from previous reporting periods to analyse trend(s).</p> <p><b>Actions:</b> Delivery of the West Sussex Tobacco Control Strategy Action Plan is driven by the West Sussex Smokefree Partnership and is on track.</p>							

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
<b>Public Health and Wellbeing Portfolio - Total</b>	<b>£0.000m</b>		<b>(£0.000m)</b>	<b>£0.000m</b>

### Financial Narrative on the Portfolio's Position

- As at June, the forecast for the Public Health and Wellbeing Portfolio is a balanced budget.
- A wide range of public health functions, responsibilities and services impact on wider Council areas, with public health working collaboratively across the authority, contributing to improving the impacts and outcomes of the Council Plan priorities.
- The level of population need has increased in a number of areas and we have seen changes in the way residents prefer to use some services differently. Consequently, there is work underway to review public health spend across the county to ensure mandated services are provided but that spending plans support the delivery of the Council's countywide priorities whilst also meeting public health outcomes.

6. An increase of £1.2m (3.3%) has been provided for within the **Public Health Grant** allocation for 2023/24; for which spending plans are progressing to reflect the increased level of need in the population for mandated public health services. An indicative budget for 2024/25 has been announced which increases the grant by a further 1.3%. It is noted this is significantly below the level of inflation and spending plans will need to take this into account and other responsibilities for example, NHS contracts and national salary uplift requirements.
7. The current financial position indicates that there is approximately £1.9m of the grant that remains unallocated. This has largely been due to reduced access to services during the Covid-19 pandemic and staffing capacity. An amount will be required to meet the increased need and demand seen in certain public health mandated services. In accordance with ring-fenced grant requirements, any unspent funds will be carried forward into the next financial year, so it remains available to manage risk.
8. It should be noted there is currently a £5.9m Public Health Grant balance, as a result of underspending in previous years due to the impact of the Covid-19 pandemic, particularly in demand-led areas like NHS Health Checks and sexual health services, which saw lower than usual volumes during earlier phases of the pandemic.
9. During the Covid-19 pandemic the government allocated **Contain Outbreak Management Funding (COMF)** to help reduce the spread of the virus and to support local public health needs. The County Council carried forward £1.874m of funding into 2023/24. Eligible expenditure relating to agreed COMF projects, including public health action and intervention measures, will be allocated to this grant.

### **Savings Delivery Update**

10. The portfolio has no named savings target for 2023/24, however there is a direct link to the £0.038m Support Services and Economic Development saving – Use of Uncommitted Public Health Grant (PHG). This saving has occurred due to the Help and Home contract being decommissioned and has enabled other eligible spend within the Support Services and Economic Development portfolio to be funded through the Public Health Grant.

### **Capital Programme**

11. Currently, there are no Public Health and Wellbeing capital schemes within the County Council's Capital Programme.

### **Risk**

12. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective portfolio sections. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register Summary.


Agenda Item 6  
Appendix C

13. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.



## Corporate Risk Register Summary - June 2023

### CR11

Current Score	Target Score	Initial Score	Risk Change
25	8	20	Unchanged 

#### Risk Description

As a result of skill shortages across various sectors, and less attractive employment offers in comparison to other organisations and locations (amplified by the current cost of living situation), there is a risk that we will not be able to recruit and retain sufficient numbers of qualified/experienced staff to manage and deliver quality services.

#### Date Risk Raised

01/03/2017

#### Risk Owner


Director of Human Resources & Org Dev

#### Risk Strategy

Treat

Risk Control/Action	Target Date
Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, and consider activates to address outcomes.	Ongoing
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	Ongoing
Develop alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.	01/06/2023
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/09/2023
Development of strategic workforce planning approach in collaboration with services, to identify cross organisational skills, capacity and capability risks and requirements (current and future) and work with services to establish action plan for high risk and priority areas and roles.	01/09/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Ongoing
Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken	01/06/2023

### CR39a

Current Score	Target Score	Initial Score	Risk Change
25	16	20	Unchanged 

#### Risk Description

Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operation of County Council. There is a risk of a successful cyber attack directly from external threats; or indirectly as a consequence of members or staff falling prey to social engineering or phishing attacks. The potential outcome may lead to significant service disruption and possible data loss.

#### Date Risk Raised

01/03/2017

#### Risk Owner

Director of Finance & Support Services

#### Risk Strategy

Treat

Risk Control/Action	Target Date
Transition to a controlled framework for process and practice.	Ongoing
Regular review, measurement and evaluation of corporate (technological/process) / organisational (behavioural) response to current and emerging cyber threats, where applicable to undertake pertinent actions to mitigate risks identified.	Ongoing
Provide capacity & capability to align with National Cyber-Security centre recommendations.	Ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Ongoing
Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Ongoing
Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	Ongoing
Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	Ongoing

# CR58

Current Score	Target Score	Initial Score	Risk Change
<b>20</b>	<b>9</b>	<b>25</b>	<b>Unchanged</b> ➡

## Risk Description

The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by Covid-19 and is increasing weekly costs of care. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.

Date Risk Raised  
**05/09/2018**

Risk Owner  
**Director of Adults and Health**

Risk Strategy  
**Treat**

Risk Control/Action	Target Date
Annual review of fees paid to providers to support financial sustainability.	Ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Ongoing
Financial analysis of high risk provision - due diligence checks.	Ongoing
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	Ongoing
Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).	Ongoing
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	Ongoing

# CR22

Current Score	Target Score	Initial Score	Risk Change
<b>20</b>	<b>12</b>	<b>16</b>	<b>Unchanged</b> ➡

## Risk Description

The financial sustainability of council services is at risk due to uncertain funding from central government and economic conditions (mainly inflation and interest rates) impacting on service delivery, and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 pandemic and the now cost of living crisis which is making economic conditions uncertain, and impacting on the cost of council services and demand for services.

Date Risk Raised  
**01/03/2017**

Risk Owner  
**Director of Finance & Support Services**

Risk Strategy  
**Treat**

Risk Control/Action	Target Date
Continue to lobby for fairer funding for Local Government through annual settlements, the Fair Funding Review, Levelling Up Agenda and Business Rates reset.	Ongoing
Financial Planning sessions with ELT and Cabinet taking place to ensure officers and Members understand and own the financial challenge.	Ongoing
Monitor the use of additional funds made available to improve service delivery.	Ongoing
Monthly monitoring of the financial position in 2022/23 and 2023/24 and reported to ELT and Cabinet Member for Finance to ensure pressures are visible and mitigating action put in place. This includes reporting on the delivery of savings in year.	Ongoing
Publication of annual MTFS (Revenue and Capital) across a five year planning period aligned to the Council Plan. The budget gap for 2024/25 remains challenging - currently estimated at £40 to £50m over the medium term that will require a long term approach to financial planning and a different approach to identifying cost reductions and income generation (aligned to the Council Plan and priorities limited resources).	Ongoing

## CR73a

Current Score

12

Target Score

4

Initial Score

12

Risk Change  
Unchanged



### Risk Description

Climate Change Mitigation - If there is a failure to adequately prioritise, finance, resource and embed into BAU our efforts to decarbonise in alignment with the commitments made in the Council's Climate Change Strategy, there is a risk that there will be insufficient capacity and capability to fully deliver the necessary actions within the stated timeframes. This will lead to additional resource strain, higher demand on capital programmes and threaten organisational reputation.

Date Risk Raised

01/01/2022

Risk Owner

Director for Place Services

Risk Strategy

Treat

Risk Control/Action

Target Date

Align pipeline of projects for existing and future funding opportunities

Ongoing

Built into county-wide Business Planning and budgeting process

Ongoing

Clear prioritisation of CC Strategy delivery within Our Council Plan

Ongoing

Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery

Ongoing

SMART programme of actions based on clear definitions and metrics

Ongoing

## CR73b

Current Score

12

Target Score

6

Initial Score

12

Risk Change  
Unchanged



### Risk Description

Climate Change Adaptation - West Sussex faces the high risk of increasing impacts of climate change including extreme heat, severe storms, flooding and sea level rise, among others. Without proactive consideration of and preparation for these impacts, WSCC assets, service delivery and West Sussex residents are at increased risk of damage, disruption and injury. This will lead to protracted service disruptions, dangerous conditions and increased reliance on emergency services. In the longer term this could lead to displacement of residents and businesses in vulnerable, lower lying areas.

Date Risk Raised

01/01/2022

Risk Owner

Director for Place Services

Risk Strategy

Treat

Risk Control/Action

Target Date

Clear prioritisation of CC Strategy delivery within Our Council Plan

Ongoing

Existing assets and service delivery made climate change resilient & future developments designed to be as low carbon & climate change resilient

Ongoing

Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery

Ongoing

# CR76

Current Score	Target Score	Initial Score	Risk Change
<b>12</b>	<b>4</b>	<b>12</b>	<b>New Risk</b>


**Risk Description**

Natural England issued a Position Statement on 14 September 2021 that affects all planning applications not granted before that date within the Sussex North Water Supply Zone. This has essentially halted all WSCC plans and projects in the water supply zone until water neutrality can be demonstrated. There are number of impacts on and, potentially, opportunities for WSCC arising. The principal corporate risk is that the council will be unable to provide sufficient school places in the water neutrality area.

Date Risk Raised	Risk Owner	Risk Strategy
01/06/2023	Director of Place Services	<b>Treat</b>

Risk Control/Action	Target Date
Direct instruction and ongoing regular engagement with all schools (including academies) regarding entering into off-setting negotiations independently of WSCC.	01/08/2023
Produce centralised offsetting register that captures potential offsetting opportunities across WSCC estate.	01/09/2023
Regular engagement with Local Planning Authorities.	Ongoing
Resource a robust set of centralised controls and initiatives to ensure identified offsetting opportunities are supported and secured in legal agreements.	01/08/2023
Resources made available to support offsetting activities.	Ongoing

# CR61

Current Score	Target Score	Initial Score	Risk Change
<b>10</b>	<b>10</b>	<b>25</b>	<b>Unchanged</b> 

**Risk Description**

A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.

Date Risk Raised	Risk Owner	Risk Strategy
01/06/2019	Director of Children, Young People and Learning	<b>Tolerate</b>

Risk Control/Action	Target Date
Implementation and monitoring of Continuous Practice Improvement Plan (CPIP).	Ongoing
Provide proactive improvement support to services to assure effective safeguarding practices.	Ongoing

# CR69

Current Score  
**10**

Target Score  
**5**

Initial Score  
**25**

Risk Change  
**Unchanged**  
➡

## Risk Description

Children's Services have now been moved out of special measures as a result of the recent Ofsted inspection, however ILACS have outlined areas that require further development. If the council stall in their efforts to implement the planned improvements, there is a risk that the service will fail to progress all areas to a 'good' rating within a suitable timeframe.

Date Risk Raised  
**01/03/2020**

Risk Owner  
**Director of Children, Young People and Learning**

Risk Strategy  
**Treat**

Risk Control/Action	Target Date
Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	Ongoing
Deliver Children First Improvement Plan.	Ongoing
Implement the Children First Service transformation model	Ongoing

# CR39b

Current Score  
**9**

Target Score  
**9**

Initial Score  
**20**

Risk Change  
**Unchanged**  
➡

## Risk Description

Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.

Date Risk Raised  
**01/03/2017**

Risk Owner  
**Director of Law & Assurance**

Risk Strategy  
**Tolerate**

Risk Control/Action	Target Date
Adopt ISO27001 (Information Security Management) aligned process & practices.	Ongoing
Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	Ongoing
Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	Complete
Maintain and refresh systems of control to ensure that access to sensitive data and information is controlled.	Ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Ongoing
Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	Ongoing
Test the effectiveness of DPIA	Ongoing
Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.	Complete

## CR50

Current Score	Target Score	Initial Score	Risk Change
9	6	20	Unchanged ➡

**Risk Description**

WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.

**Date Risk Raised**  
01/03/2017

**Risk Owner**  
Director of Human Resources & Org Dev

**Risk Strategy**  
Treat

Risk Control/Action	Target Date
Develop and introduce a more comprehensive risk profile approach and front line service based audits.	Ongoing
Incorporate HS&W information into current performance dashboard.	Ongoing
Purchase, develop and introduce an interactive online H&S service led audit tool.	Ongoing
Regular engagement with other LA's on best practice and lessons learned.	Ongoing
Regular engagement with services to ensure H&S responsibilities continue to be fully understood and embedded in BAU activities.	Ongoing

## CR7

Current Score	Target Score	Initial Score	Risk Change
8	4	16	Unchanged ➡

**Risk Description**

There are governance systems which are not used fully and to best effect, and some which do not fit well together. This inhibits effective performance and delivery and frustrates those involved. Skills and knowledge of systems are patchy and excessive effort required for sound decisions and outcomes.

**Date Risk Raised**  
01/12/2019

**Risk Owner**  
Director of Law & Assurance

**Risk Strategy**  
Treat

Risk Control/Action	Target Date
Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	Ongoing
Examples of non-compliance used to inform Directors to enforce compliance with standards.	Ongoing
Officer Board review to simplify and clarify.	01/07/2023
Regular monitoring and active corporate support to establish better practice.	Ongoing
Training focused on CMT and senior officers involved in decision governance.	Ongoing

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## **Report to Health and Adult Social Care Scrutiny Committee**

**15 September 2023**

### **Care Quality Commission Assurance – West Sussex County Council Self-Assessment for the delivery of Adult Social Care**

**Report by Alan Sinclair, Director of Adults and Health (DASS)**

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#### **Summary**

In preparation for Care Quality Commission (CQC) assurance of adult social care a self-assessment has been prepared against nine quality statements, mapped across the four themes of working with people; providing support; ensuring safety; and leadership, using the CQCs draft assurance framework.

Each theme is summarised by three areas to be most proud of or where there is evidence of good practice and three areas that need further improvement. These have been chosen using evidence of Care Act compliance, feedback from stakeholders and people who use our services, including from complaints and work to deliver the strategic outcomes as set out in the [Adult Social Care Strategy](#).

The two-year adults' improvement programme will address most of the areas identified for improvement. Others will be addressed through business-as-usual activity, as part of the directorate's annual business planning cycle.

#### **Focus for Scrutiny**

The Committee is asked to consider the self-assessment at Appendix A and provide any comments to the Cabinet for its meeting on 17 October.

#### **Key Lines of Enquiry include:**

Key areas for the committee to consider and comment on are:

1. Whether the self-assessment, as a baseline document, appropriately addresses the commitments set out in the CQC's draft assurance framework themes, in order to demonstrate how the Council is performing in its duties under the Care Act 2014.
2. How effectively the self-assessment provides evidence to support the narrative for areas to be proud of and areas identified for improvement.
3. How the committee intends to discharge its scrutiny responsibility to support service improvement by identifying specific parts of the self-assessment report.

The Chairman will summarise the output of the debate.

## **1. Background**

- 1.1 The Health and Care Act 2022 provides for the Care Quality Commission (CQC) to undertake a regulatory assurance role of adult social care, assessing local authorities' delivery of their statutory duties. The Act includes a power for the Secretary of State to intervene following CQC assessment, where councils are considered to be failing to meet their duties.
- 1.2 The CQC has a phased approach to introducing assessments, with five pilot assessments at Birmingham City Council, Lincolnshire County Council, North Lincolnshire Council, Nottingham City Council and Suffolk County Council, which began in May 2023. Interim guidance from the CQC has been used for these. Learning from the pilots will be used to update CQC guidance.
- 1.3 The CQC is reviewing data from all local authorities in England focussing on the quality statements of assessing needs, care provision, integration and continuity. This will be done by reviewing published documents such as Market Position Statements and Joint Strategic Needs Assessments to identify themes and insight on access, commissioning, market shaping, workforce and personalisation. Findings will be published at a national level, potentially in the CQC's annual State of Care report, rather than by individual local authorities.
- 1.4 Assessments were expected to begin in September 2023 but will now be later in the year, with twenty local authorities assessed in each tranche. It is expected initial assessments for all local authorities will be completed within two years and the CQC will then confirm its approach to regular ongoing assessments.

### *Draft assurance framework*

- 1.5 A draft assessment framework was published in March 2023 that comprises nine quality statements of commitments local authorities must make expressed as 'we statements', showing what is needed to deliver high-quality, person-centred care. These are mapped across four themes.
- 1.6 It is expected that the CQC will use evidence from people's experience, feedback from staff, service leaders and partners covering processes, and outcomes. Each local authority will identify a small number of people who are receiving care and support through the local authority to enable the CQC to look at their care records, which they refer to as 'case tracking'. CQC inspectors will speak to those individuals and those who support them, such as family members, as well as staff or any other professionals involved in the person's care. This will provide evidence to understand whether the care and support provided through the local authority is good or if it needs to improve.

### *Publication of findings and rating*

- 1.7 Assessment reports will be published on the CQC website and will include a short summary of the key features of the local authority; the most up-to-date findings against the themes and for each quality statement; a focus on peoples experience of care including, what people have said about their experience and how it was used in the assessment; areas that need to improve, areas of strength and good practice and whether the local authority



is moving in the right direction. Local authorities will be able to check factual accuracy and completeness of evidence in the draft report, with a short period between the assessment and publication of the final report on the CQC website.

- 1.8 Ratings will be published when the CQC believe it has gathered enough evidence to make a judgement and will be in the form of an overall rating and score for each quality statement, the precise methodology has yet to be published. It is expected to indicate where a local authority sits within a rating, and whether it is nearer the upper or lower threshold. Ratings categories are draft at this stage but are expected to be as follows:

- 4 = exceptional standard
- 3 = good standard
- 2 = some shortfalls
- 1 = significant shortfalls

## **2. West Sussex County Council Self-Assessment**

- 2.1 The self-assessment report (Appendix A) has been developed using the ADASS 'Getting Ready for Assurance: A guide to support the development of your adult social care assessment'. It provides an objective and honest self-assessment of the Council's strengths and areas to improve, driving the focus of improvement planning. The report is a baselining exercise, which will be updated on a three-monthly basis as improvements are delivered and whilst the County Council awaits its assurance visit from the CQC.
- 2.2 The self-assessment report uses the four themes from the CQC's draft assurance framework, attached as Appendix B. Each theme has been summarised by three areas that the service is most proud of or where there is evidence of good practice and three areas for further improvement. These have been chosen by using evidence from analysis of the Council's Care Act compliance, feedback from stakeholders and people who use our services, including from complaints and work to deliver the strategic outcomes as set out in the Adult Social Care Strategy.
- 2.3 The following paragraphs summarise this work.

### ***Theme 1 - Working with people***

- 2.4 ***What we are most proud of*** - The **mental health service** offer is an area to be proud of, evidenced by the increase in Care Act assessments being carried out, which have been underpinned by robust mental health social work practice. The operation of the **Prevention Assessment Teams** is ensuring people who might otherwise not be eligible for adult social care have access to multi-disciplinary, community centred support, advice, and guidance at an early stage in their journey. The continued development of **extra care** models across the council has delivered outcome focused services, with people at the heart of care planning and delivery, which is integral to a strength-based approach to practice.
- 2.5 ***Areas for improvement for 2023/25*** – The further development of our strengths-based approach to practice, the benefits of which are evidenced

within the self-assessment and ensuring this is replicated across the service is part of the service's work programme. A focus on managing demand for assessments (including those awaiting assessment in hospital), reviews, and deprivation of liberty safeguards requests, including financial assessments and further work on hospital discharge processes, are also essential to address the nationally recognised increasing demand for adult social care.

### ***Theme 2 - Providing support***

- 2.6 **What we are most proud of** - The Council's approach to provider fees and annual uplifts over the last two years has supported adult social care provider services, as has the ongoing work with providers to examine the current mix of services and explore opportunities to develop existing services or create new ones. This gives evidence of a **focus on quality provision and sustainability of the care market**. There is also evidence of close **partnership** arrangements with key stakeholders and support to the provider workforce, through the **Great Care Employer Scheme**, which has been recognised as good practice by both Skills for Care and NHS England.
- 2.7 **Areas for improvement for 2023/25** - The improvement programme will deliver **commissioning strategies and market position statements**, as informed by a self-assessment of compliance against Care Act Chapter 4 – Market Shaping and Commissioning - with 41% of must dos, either partly or not met. This will support more modern, cost-effective commissioning. One objective is ensuring commissioning standards are applied regularly across all activities to ensure examples of current good practice are delivered. The self-assessment identifies the need to embed **outcome-based commissioning**, through co-production so all contracts for services have stated requirements around person-centred approaches. The service is not confident all services are delivered in this way and wants to better understand how inclusion and diversity priorities are reflected in service design and delivery, in particular removing barriers to service access and that **commissioned services address inequalities** through pro-active approaches.

### ***Theme 3 - Ensuring safety***

- 2.8 **What we our most proud of** - The service is proud of the work of the West Sussex Safeguarding Adults Board (WSSAB) and the benefits in learning evidenced by Safeguarding Adult Reviews (SARs). **Pan Sussex threshold guidance that provides a consistent approach to section 42 decision making used by the Safeguarding Adults Hub**, has been welcomed by partners. The Council can also evidence effective **partnership working** in response to provider issues and service failure, with six provider failures, impacting on thirty people in the first six months of 2023. The self-assessment of compliance against Care Act Chapter 5 – Provider Failure – also support this view, with all must dos met.
- 2.9 **Areas for improvement for 2023/25** - It has been recognised that there are several referrals being made into the safeguarding pathway that relate to quality concerns and therefore, **the quality pathway** needs to be refreshed. The improvement programme already has a project underway to address the improvements required for those transitioning from children to adults' services, having been identified through the self-assessment of compliance

against Care Act Chapter 16 – **Transitions to Adult Care and Support** - with 29% of must dos, either partly or not met. The response rate to questionnaires issued to gather **feedback on the safeguarding process** are low and improvement is required to ensure the voices of people with experience of the safeguarding process are captured to inform practice.

### **Theme 4 - Leadership**

- 2.10 **What we are most proud of** - The publication of the Adult Social Care Strategy evidences the strategic direction of the service, with a **clear improvement programme** that has been supported by political and executive leaders. **Internal governance structures, roles, and responsibilities** are clear and well established at a senior level across the directorate. The **quality framework and collaborative audits** evidence a culture of performance and continuous improvement, celebrating success and, where required, taking action to improve.
- 2.11 **Areas for improvement for 2023/25** – Further development and embedding of **performance and financial management** frameworks at all levels is required. Work has begun to improve financial authorisation processes to make them more robust and transparent, improving oversight and ability to forecast budget trends. There is a need to evidence the use of high-level outcomes, inequalities and insights data. The **availability and use of data** has improved in recent years, but more is needed to understand current and future demand, inequalities and gaps in supply and wider demographic and societal changes to help improve outcomes for residents. The service is proud of its workforce and, although it has a considerable range of **learning and development opportunities** on offer to staff, an overarching adult social care workforce strategy with ambitions for the social care workforce is in draft and scheduled for sign off by the Autumn.

### **3. Communications**

- 3.1 The self-assessment report will be shared with all adult social care staff for comment and feedback which will be considered along with comments from the Committee and presented to Cabinet on 17 October.
- 3.2 The self-assessment report will be reviewed every three months and updated whilst the County Council awaits its assurance visit.

### **4. Contribution to achieving our Climate Change Strategy**

- 4.1 Through the change opportunities afforded by proposed new models, new services and service redesigns as part of the improvement activity as set out in the report, the service will contribute fully to the corporate ambitions on climate change, to be a net zero carbon organisation by 2030 and transforming how we work. Climate Change has been embedded in all project documentation managed by the Programme Management Office, which is used for the Adult Social Care Portfolio Board and Improvement and Assurance Board, where all improvement projects are governed.

## **5. Finance**

- 5.1 The Council's net budget for adult social care in 2023/24 is approximately £242m, which has risen by 24% over the last five years. Around 95% of this relates to the cost of funding the social care needs of approximately 8,500 residents who meet the national eligibility criteria in the Care Act. The Council has also committed £8m of additional funding to deliver a programme of improvement within the adult social care directorate over the next two years, as highlighted within the self-assessment report and will build on the significant work to date.

## **6. Policy alignment and compliance**

- 6.1 The self-assessment is supported by the Adult Social Care Strategy which sets out five priorities to guide the future development of adult social care services within the context of the Council Plan.

## **7. Our Council Plan**

- 7.1 Developed from the County Council's reset plan in 2020/21, 'Our Council Plan 2021-2025' sets out the council's priorities over the next four years and the outcomes we want to achieve for people who live and work in West Sussex. Our focus is on four priorities, which are:

- Keeping people safe from vulnerable situations
- A sustainable and prosperous economy
- Helping people and communities to fulfil their potential
- Making the best use of resources

## **8. Legal implications**

- 8.1 There are no legal implications.

## **9. Equality duty and human rights assessment**

- 9.1 The service is on a journey to move from an Equality Act compliance focus to one which embodies inclusion and truly person-centered services and support. Key decisions taken include an assessment of any equality implications of proposals and how, if necessary, these will be mitigated for people with protected characteristics. The long-standing Adults' Services, Customer and Carer Group, the Minorities Health and Social Care Group and the Learning Disability and Autism Partnership Boards meet regularly and serve as critical friends to the service.

## **10. Public Health**

- 10.1 Adult Services works in close partnership with Public Health and the voluntary and community sector and other partner agencies to increase the range of options open to people to support their wellbeing, as well as reaching people earlier before they require adult social care services.

Alan Sinclair  
**Director of Adults and Health (DASS)**

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**Appendices:**

Appendix A – WSCC Adult Social Care CQC Self-Assessment

Appendix B – CQC Assurance Framework Themes and Quality Statements

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# Adult Services Care Quality Commission Self-Assessment Report

August 2023

This self-assessment will be  
updated quarterly









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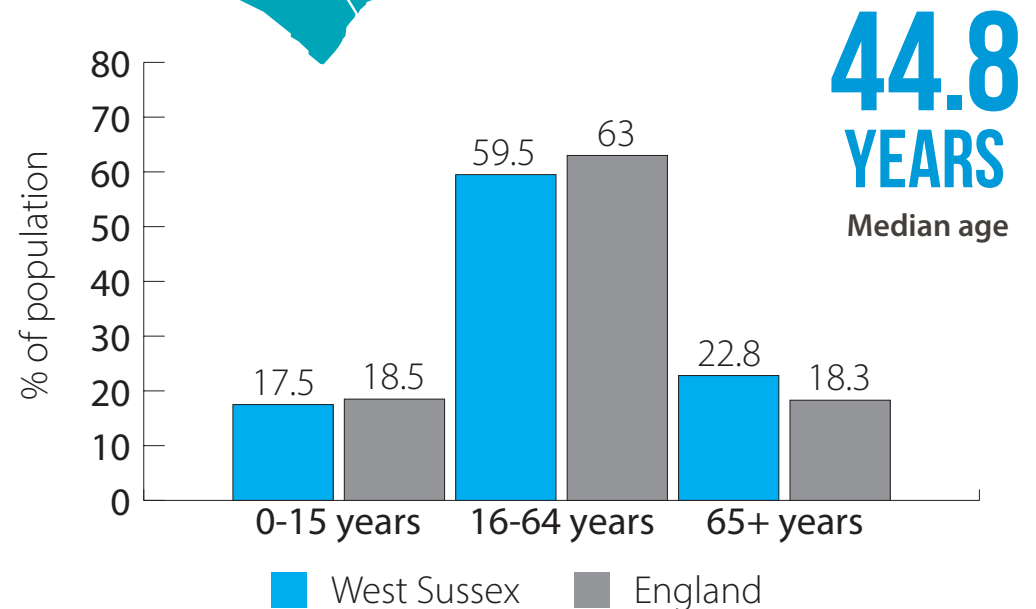
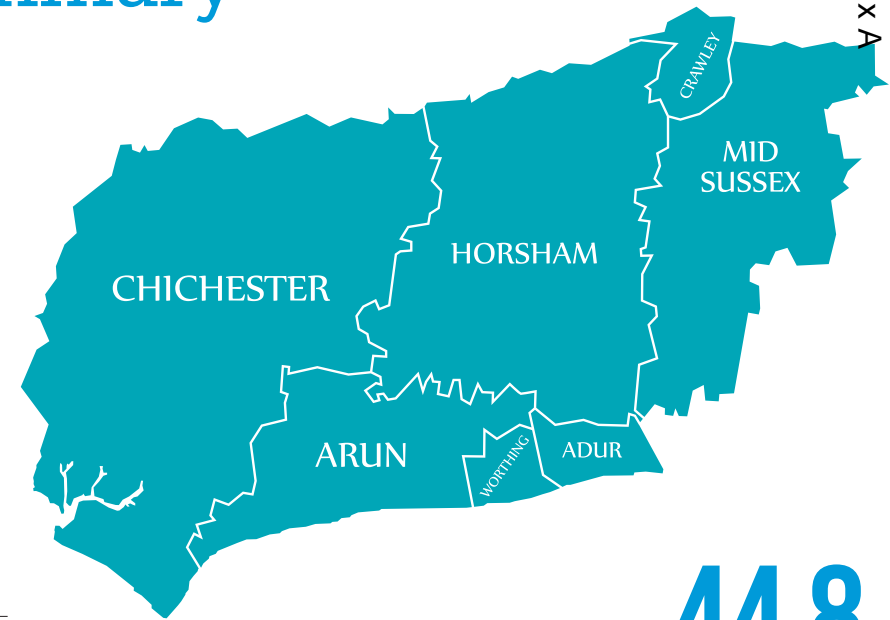
# Section A: Overview and Summary

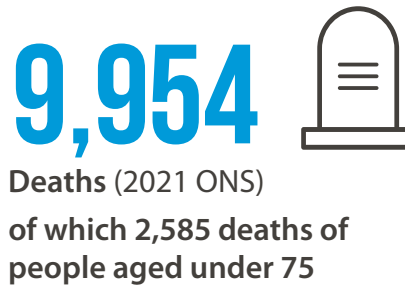
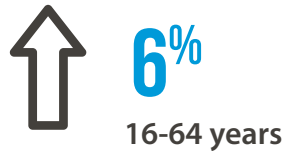
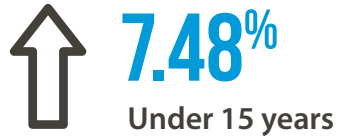
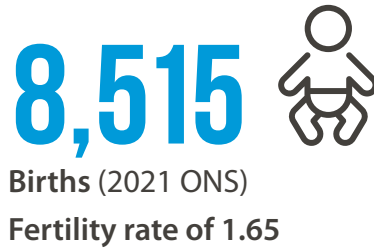
## About us – the county of West Sussex

West Sussex is a county of 769 square miles in the Southeast of England, bordered by Hampshire, Surrey, Brighton & Hove, and East Sussex. The county has a two-tier system of government, comprising West Sussex County Council (the council) and five district and two borough councils, these are respectively, Adur, Arun, Chichester, Horsham, Mid Sussex, and Crawley and Worthing. It has a high concentration of coastal communities, as well as an extensive rural area, with over half of the land area being designated as protected countryside, including a large swath of the South Downs National Park, which cuts across the county.

The county has a significant London commuter population, located in Mid Sussex and Horsham. As well as its large rural and coastal presence, the location of Gatwick International Airport within the county boundaries is a noticeable draw for people looking to reside and/or work in West Sussex.

The county's population is approximately 882,700 and has increased by 9.4% over the last 10 years. This is broadly in line with increases seen at a national and regional level, with the largest increase of over 20.8%, in the 65+ age group. The population in West Sussex is projected to increase by a further 8% from 2018 to 2028 with larger increases projected in the 65+ age group (23%) and notably in the 85+ age group (28%).





- 111,300 people live alone, including 57,400 people aged 66 years or over
- 20,500 lone parent households with dependent children

Overall, people enjoy a good quality of life and have a longer life expectancy when compared with England; life expectancy for men is 80.8 years and 84.2 years for women (2016-18). However, this masks considerable inequality and differences between geographical areas and population groups. Some neighbourhoods in Arun and Crawley rank amongst the poorest 10% in England, and there are considerable differences between the life expectancy of the overall population and people with mental health needs and those with disabilities, including learning disabilities.

Source: [West Sussex Joint Strategic Needs Assessment](#)

West Sussex has an adult population of 699,330. The council's Adults' Services supports 1.2% of the adult population, of which the majority (59%) are older people. This number is forecast to increase by over five hundred in the next five years. Around 60 per cent of people needing care in a care home (known as self-funders) are able to fund the costs of their care themselves from savings, investments, benefits, pension and other income.

## Our Corporate Plan

Developed from the County Council's reset plan in 2020/21, ['Our Council Plan 2021-2025'](#) sets out the council's priorities over the next four years and the outcomes we want to achieve for people who live and work in West Sussex. Our focus is on four priorities, which are:

- Keeping people safe from vulnerable situations
- A sustainable and prosperous economy
- Helping people and communities to fulfil their potential
- Making the best use of resources

These priorities are underpinned by a cross-cutting theme of tackling climate change.

## Overview of Adult Social Care key activity

**£242m**

The net budget for Adult Social Care in 2023/24

The County Council's total net expenditure budget for 2023/24 is £709m

**30,000**

Carers registered for support in conjunction with Carers Support West Sussex

**8,200**

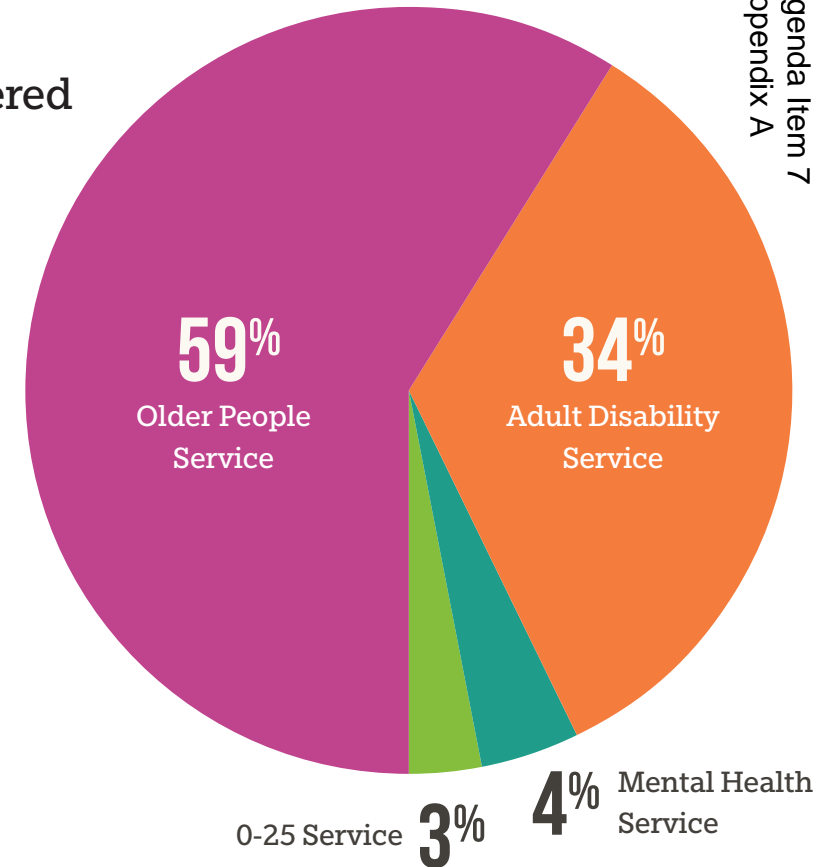
Adults receiving a service\* monthly

\*Residential (Residential & Nursing) and Non-Residential (Council Managed Budget, Direct Payments and 'Other')

**10,845**

People being supported with long term services

## Support offered by Service



## Our Local Account

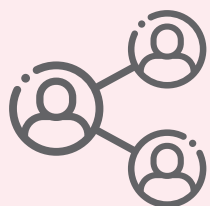
[Our Local Account](#) is published on an annual basis and reports on the performance of our adult social care services. This provides information on our successes, challenges, areas where improvements are underway and how well we have been performing against local and national priorities. The report includes an annual contribution from the Customer and Carer Group and the Chair of our Minorities Health and Social Care Group.

## Our Budget

The Council’s net budget for adult social care in 2023/24 is approximately £242m, which has risen by 24% over the last five years. Around 95% of this relates to the cost of funding the social care needs of approximately 8,500 residents who meet the national eligibility criteria in the Care Act. The Council has also committed £8m of additional funding to deliver a programme of improvement within the adult social care directorate over the next two years, which will build on the significant work to date.

## Our Strategy: The life you want to lead 2022-25

[Our strategy](#) sets out five priorities to guide the future development of adult social care services within the context of Our Council Plan. People across West Sussex helped design our strategy, which sets out a series of ‘we will’ statements based on what people have told us is important to them. Co-designing the strategy involved working with people with social care needs, family and friend carers, our staff and voluntary and community sector colleagues. The priorities set out in the strategy are our guiding light in how our service is delivered.



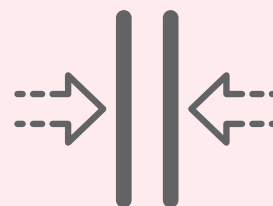
**Relationships and connections**



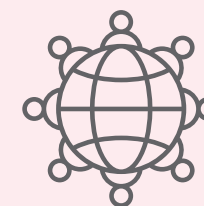
**Home**



**Empowerment**

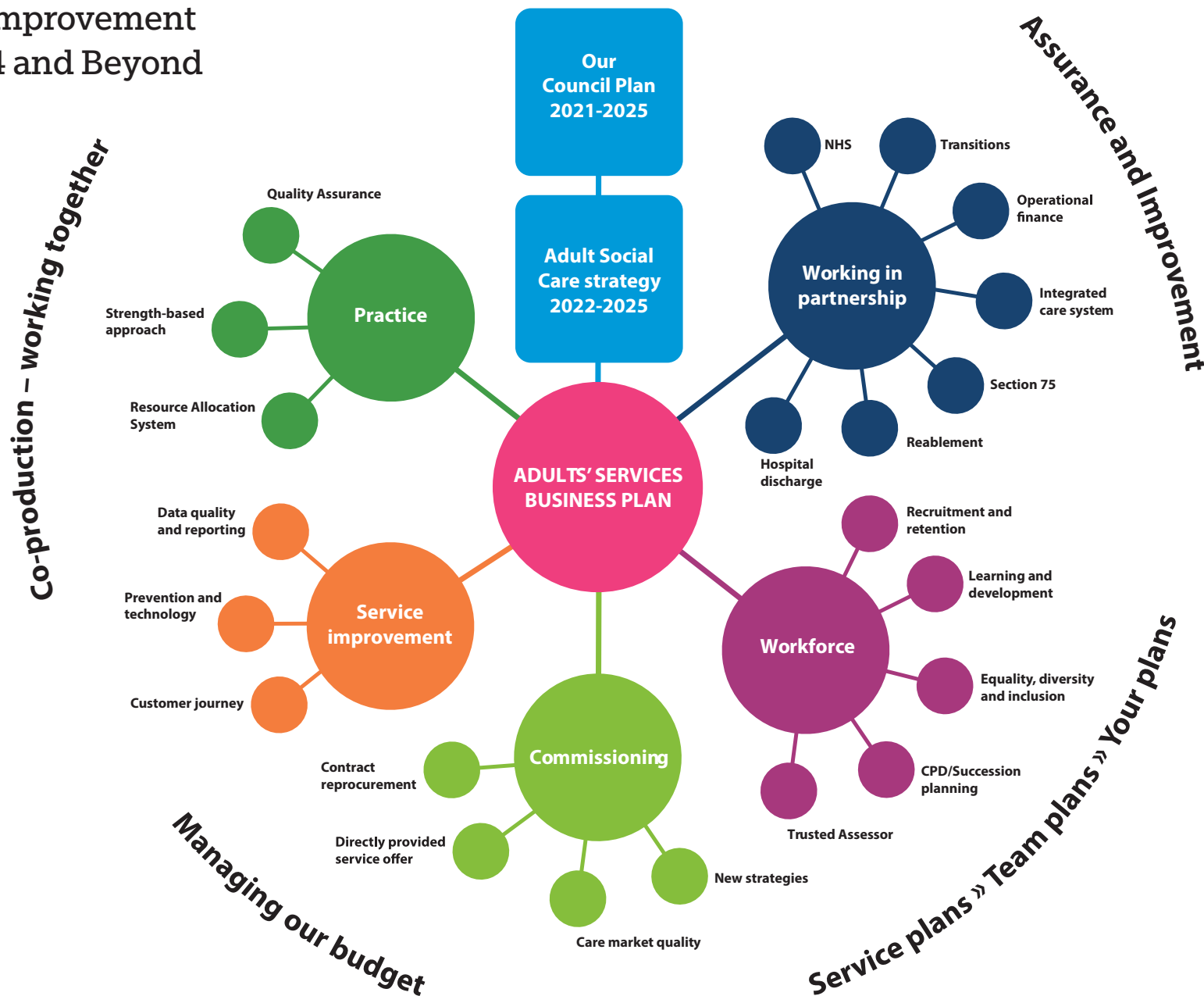


**Addressing gaps**



**Inclusion and tackling inequalities**

# Our Priorities and Improvement Journey for 2023/24 and Beyond



Our ambition is to be a well performing council. However, we recognise we are on a journey of improvement.

We have chosen the areas we are most proud of across the themes below as a result of analysis of our care act compliance or those areas where we have made good progress. Our areas of development have been chosen as a result of feedback from complaints or because the work is key to delivering our adult social care strategy.

We have experienced a high turnover of senior leadership over the last five years. As a result, the focus has been to stabilise, which we have now done through the appointment of an experienced permanent Director and the creation of new Assistant Director roles. [Structures](#) have also been realigned to ensure we have clear lines of accountability and that officers across the directorate sit within the relevant specialist area.

Further to this, the development of the strategy has given us valuable insight on customer experience, what is important for them and what they want from their care going forward, which has enabled us to develop our annual [Adults' Service Business Plan](#), to set out how we will deliver the priorities in our strategy and achieve the outcomes in [Our Council Plan](#).

Our business plan sets out our key activities, including those as part of our improvement programme, as illustrated in the diagram below. The improvement programme is being overseen by a newly created Assistant Director of Improvement & Assurance and this oversight will ensure that we remain on track and keep the pace needed on our improvement journey.

Overarching activities including co-production; assurance and improvement; managing our budget; and equality, diversity, and inclusion form part of all these activities, which are grouped as follows:

## Practice

We continue to embed a strength-based approach to practice through a broad range of development initiatives supported by the implementation of a Resource Allocation System (RAS) and carrying out our duties under the Care Act 2014. Dedicated review teams will continue to ensure that our strategic objectives are being fulfilled.

New protocols for the transition pathway have been jointly developed in conjunction with colleagues in Education and Children's Social Care and work is underway to embed these new ways of working into operational practice.

## Service Improvement

Having the time to understand and map our current services and customer journey has been crucial and has identified areas for improvement. Business analysis completed to date and the voices of local people who developed the adult social care strategy, will inform our approach to co-designing care pathways with customers, carers and staff, utilising the [co-production toolkit](#) we have previously developed which has been adopted as best practice.

## Commissioning

As a core enabler to excellent adult social care services, we have revised our commissioning team structure, which continues to be embedded, including staff skills development. Work will focus on the development of new commissioning strategies and more modern, cost-effective models of commissioning such as individual service funds, as well as building on the Market Sustainability Plan and continuing to shape, manage, and support the care market. Existing S75 agreements continue to be reviewed in partnership with our health colleagues, to ensure the arrangements will deliver the best outcomes for our customers.

## Workforce

[Our workforce plan](#) will evolve to meet the challenges we face. We work with our partners to develop innovative plans for attracting, developing, and retaining the skills and talent we need.

Our plan outlines our approach to ensuring our workforce best supports the delivery of the Adults' Strategy. Through embedding a strengths-based approach we create a supportive and trusting working environment that empowers our workforce to meet expectations and deliver services in the way our customers need.

We are investing in a programme to develop our leaders and in particular our wider commissioning workforce. In addition, we are also supporting our provider market in the development of a joint care workforce strategy.

## Working in Partnership (Health)

The West Sussex Health and Care Partnership brings together key local health and care partner organisations including NHS Trusts, Primary Care, and Public Health to work collaboratively at 'Place' to deliver the objectives of the [Joint Health and Wellbeing Strategy](#), the Adult Social Care Strategy, and the [Sussex-wide Integrated Care Strategy, Improving Lives Together](#), through a place-based focus on the Shared Delivery Plan.

This supports the delivery of our locally agreed plans and programmes of transformation for the recovery, stabilisation and future sustainability of our health and care system. We work together as a system to ensure a focus on population health and prevention, and deliver high quality, joined-up care, and improved health outcomes, through integrated operational models such as Local Community Networks that enable this for the population in West Sussex. The four priority areas for the ICS delivery plan are:





## Overarching Activities

### Co-production and Working in Partnership

We are committed to realising the service's vision for co-production and involvement. This will be one of the cornerstones of the programme of improvement guided by the creation of a set of design principles with customers, carers, staff and other stakeholders against which proposed service improvements will be measured.

We have a Voluntary and Community Sector Collaborative Board attended by the Director of Adults, a Co-production Practitioner Group comprising staff and stakeholders, and a senior leader customer and carer engagement forum to be established later in 2023. Also in place is our county-wide stakeholder network, involving voluntary and community sector organisations, the NHS, district, borough and parish councils and other partners with whom we engage and exchange information.

## Managing our Budget

As set out in Our Council Plan 2021-2025, we will make the best use of our available resources, achieving value for money and delivering cost effective services. When deciding how to deploy our resources, or working with partners to deliver our collective ambitions, we use the priorities expressed in both our council plan and the Adult Social Care Strategy to help guide our decisions, using data and information that is available on our residents' needs to deliver the right things efficiently and effectively.

## Equality, Diversity and Inclusion

As a service we ensure that we deliver the County Council's Diversity and Inclusion policy which sets out the Council's commitment to deliver fair and inclusive services for all West Sussex communities. Decisions taken include an assessment of any equality implications of proposals and how, if necessary, these will be mitigated for people with characteristics whose interests are protected by law. The long-standing Adults' Services, Customer and Carer Group, the Minorities Health and Social Care Group and the Learning Disability and Autism Partnership Boards meet regularly and serve as critical friends to the service.

## Spotlight: Co Production

Adult Social Care staff and customers held a Directly Provided Services Co-Production Event last year in support of people and organisations working together to share influence, skills, and experience to design, deliver and monitor care services and projects.

This event provided an opportunity to showcase and celebrate many of the Social Care co-production projects during 2022, as well as facilitate networking and future planning, including the newly designed co-production toolkit for staff to utilise.

Information about the event has been shared widely throughout the Council, encouraging all staff to utilise the co-production toolkit aimed to help them to think through what co-production would mean for their work. This is a live document which will be amended as we do and learn more.

We continue to work towards embedding a co-production approach across more of our activities, a recent example being the development of a set of design principles for our improvement programme.

In 2022, we codesigned our financial assessment customer information booklets with members of the Adults' Services Customer & Carer Group and our voluntary and community sector colleagues. This comprised informal interviews, workshop sessions and meeting discussions.



# Theme 1: Working with People

In the overview and summary section above, we have described how our front-line services have been on a major change journey since Covid-19. In this section we include examples which demonstrate that change, either in terms of the what or the how. We have also focussed on areas which are key to the next stage in our improvement journey.

## What we are most proud of

- The development of our mental health service offer to deliver a progressive service that is aiming to be a centre of excellence
- Our Prevention Assessment Teams are ensuring people who might otherwise not be eligible for adult social care have access to multi-disciplinary, community centred support, advice and guidance, at an early stage in their journey
- The development of our extra care model to increase choice and control.

## Areas for improvement 2023-2025

- Further development of our strengths-based approach to practice Streamlining and embedding customer feedback into the customer journey
- Focus on managing demand for assessments, reviews, and deprivation of liberty safeguards (DoLS) requests
- Further work on our hospital discharge process.

## Key Activity (2022-2023)

**23,910**

**New Requests for support**

6190 people aged 18-64

17,720 people aged over 65

1150 received short term care to maximise independence

**10,845**

**Supporting Adults with long term services**

**44.2%**

**Users of adult services and their carers that are reviewed and/or assessed in the last 12 months**

**22.5%**

**Adults purchasing their service using a direct payment**

**58%**

**Adults with a learning disability living in settled accommodation**

**81.7%**

**Adults that did not receive long-term support after a period of reablement support**

## Maximising the effectiveness of people's care and treatment

### Assessing Needs

Assessment has been a major focus for us with an increase in demand and complexity, particularly as a result of the Covid-19 pandemic, which has been experienced nationally. Activity has been multi-faceted, but at a high level has been centred around implementing a new workflow and assessment tool and developing our strengths-based practice model, to focus on a person-centred journey rather than a system led one, with a focus on supporting those customers already in receipt of care and support.

### Supporting Carers

Carers Support West Sussex holds the carer's register for the Council and currently have over 31,279 active carers registered for the service. The Council's Carers Strategy, places carers and caring at the heart of the Council's strategic ambition. During stakeholder consultations in respect of the strategy the need for better carer training for the workforce was identified as a priority. Since then, a new Young Carer Awareness Course has been produced and is on our Learning and Development Gateway which is accessible both internally and to outside organisations.

## Strengths based practice – ensuring person centred support for all customers

As part of embedding a strength-based approach to practice, we launched revised guidance, systems, and processes from April 2023. Work has involved a whole service training and development programme from workshops and surgeries to specific sessions as part of induction, ASYE, international recruits and CPD (Continual Professional Development) programmes.

Waiting lists in West Sussex reflect the national position and includes those waiting for assessment, waiting for a service, and waiting for a review, including people waiting for assessment and service in hospital discharge pathways. We have introduced a risk-based RAG (Red, Amber, Green) rating approach to ensure people with urgent needs receive timely assessment and support and prioritisation is based on risk and safeguarding. This has led to much slower increases in the size of waiting lists overall, and in some teams, for example people waiting for an OT (Occupational Therapy) assessment, a reduction (LINK).

We have also allocated specific investment to directly support strengths-based practice within a dedicated Review Team, including additional management and senior practitioners, a service oversight group, themed and whole pathway audits, reflective practice and peer discussion sessions. Staff are very positive about this approach and compliments have been received from customers in relation to the outcomes achieved by this team. It is noted that the strength-based approach has also enabled savings to be made to budgets, as community assets are being utilised and customers are choosing to utilise their personal strengths and those of their networks, to meet their needs.

## Case study spotlight

S has a progressive condition and has a care package that included three daily hour-long care calls. At their review in June, S and their partner said that the care package did not fully meet their needs and they found it intrusive.

The social worker put S's partner in touch with local social prescribers who supported them to get out in the local community and join a local bridge club. A referral was made for a device that could locate them if they had a fall. This meant they could go for lunch in town and walk the dog. The social worker then arranged for an occupational therapist to visit.

The occupational therapist worked with the couple to enable S to be moved by their partner without the need for complex equipment or support from carers.

The process was guided by the outcomes S and their partner wanted to achieve and was based on building their capabilities and strengths.

As the changes were working well S wanted to reduce the number of daily care calls, and this was trialled. The occupational therapist supported them during this period and explained additional options for better accessibility and safety within their home.

Owing to the success of the trial, the couple decided to stop the care and support they had been receiving as they could now manage these tasks themselves. Their quality of life has significantly improved, and they no longer require funded care support from the council.

## Charging for care and support

In response to a rise in complaints relating to charging for care, a review was carried out. The review resulted in several changes:

- Co-design information leaflets with customers to provide information about process and who to contact
- A review of internal processes and use of IT was undertaken and changed to speed up the annual assessment of charges to provide information in a timely way
- Extra capacity into the Welfare Benefit Assessment service to address demand for financial assessments and reviews of residential charges. The waiting list for a financial assessment or review is reducing. The additional capacity to support reducing this remains in place.

The impact of these changes is monitored on a weekly basis by experienced officers from both the finance and ASC teams.



## Paying for care and support

The ability for customers to choose how they pay for any support they receive is important to us. Currently our performance for direct payments is at the median level in comparison to other local authorities. However, our ambition is to improve this performance and increase the levels of those in receipt of Direct Payments. Customers have raised that our direct payments approach is complicated with inconsistencies across services in relation to how the Direct Payment pathway has been implemented. A part of our focus has been on reviewing the arrangements for people already in receipt of direct payments. In addition, focussed project for Direct Payments, as part of our improvement programme and work will start on this area towards the end of 23/24.

To support a more flexible approach for customers in paying for their care, we have decided to investigate the use of ISFs (Individual Service Funds) as a first stage in finding new ways to join up customers with a developing market and increasing the range of more flexible options available from the very outset of someone wanting to access care and support.

We have conducted extensive research into the use of ISFs across the country and agreed to develop pilots to evaluate success. We are attracted by the potential for innovation both in achieving outcomes for customers and the new relationships with providers that this would entail. Following the research, we co-produced with market providers an ISF model which will be delivered during the pilots. We are currently engaged in detailed preparations for pilots which we envisage will commence in the new year.

## Joined up, effective and coordinated services

### Mental health

Our mental health offer has been through a period of rapid change over the last two years. Following a joint review with health partners, the Section 75 provider to provider staff secondment agreement was ceased in April 2021. This was due to concerns that compliance with social care legislation and practice, was not being prioritised as expected.

A significant improvement programme was undertaken during 2020 and resulted in the creation of a new service model, underpinned by solid social work practice. This has resulted in both a robust mental health social work service with a significant increase in Care Act assessments being carried out, and an approach which encourages effective partnership working, innovation and excellence.

The mental health service is challenged in terms of the AMHP (Approved Mental Health Professionals) workforce, which is reflected nationally. However, we have implemented twenty-four hour, seven day a week hub and spoke model in response to the difficulties experienced managing the increase in demand for mental health act assessments. This has enabled us to better manage the workload, respond to risks and optimise existing resources. We have developed a recruitment and retention action plan to ensure we have sufficient AMHPs to meet the needs of the population, in both the short and long term.

Strategic work has been undertaken to ensure that the mental health needs of the population are given an equal priority in terms of system-wide investment. This resulted in funding being agreed from the Hospital Discharge Grant to develop a mental health discharge hub, jointly with the local mental health trust and for the Council to lead on a joint international recruitment campaign to fill forty vacancies across mental health teams in the Council and the Trust.

## Hospital discharge

Our work on hospital discharge has ensured fewer people stay in hospital longer than they need to. In 22/23 we supported over 4000 customer discharges from hospital. Our approach stems from a cross-system partnership working evidenced from staff feedback from leadership to frontline operations, well aligned to other services such as the jointly commissioned and delivered Home First service. However, we know there is more work to do in this area and has been identified as an area of improvement.

In West Sussex, discharge from general acute hospitals is managed via the discharge hubs where the Trusted Assessor model is utilised to manage national discharges pathways with clear discharge plans once people no longer meet the criteria to reside in hospital. Progress towards discharge is managed via daily “touchpoint calls” and system wide meetings. Social workers are involved with discharges from both acute and community beds and take a lead in moving people on from Pathway one.

The NHS has provided a contribution towards the funding of a permanent brokerage and sourcing team, hosted by the Council, to ensure sufficient capacity and focus is given to patients being discharged from hospital requiring care and support.

A national improvement programme is in place across Sussex via the Front Runner scheme to deliver rapid and sustainable improvements across hospital discharge pathways. Progress is monitored through weekly operational meetings with senior managers, weekly executive place-based meetings and the monthly ICS Sussex-wide Delivery Board.

## Reablement

Reablement services are designed to support people to regain or retain as much independence as possible, either after they leave hospital or prior to implementing a long-term service. We value these services highly and therefore have developed a model of bed-based reablement, to support with hospital discharge. These beds are funded by the Better Care Fund and enable people to be discharged from hospital, to a placement, where they can continue their recovery, supported by twenty-four hour carers who deliver an individually tailored reablement plan devised by our occupational therapists. In West Sussex between April 2021 and March 2022, 195 individuals were discharged to the services of which 58% of people returned home following their stay and 51% required a reduced package of care as a result.

## Community reablement service

We commission a reablement service for people in their own homes. This is a time-limited service, provided free of charge while people are receiving focused reablement support, and the aim of the service is to support people to manage activities of daily living as independently as possible.

The outcome of this intervention may be that the person is fully independent again, or that they require a reduced level of care following the reablement intervention to manage with their daily life. The service is person centred, people work together with therapists and the provider to identify goals that are important to them, and equipment, adaptations and technology may be considered to support independence as well as functional skill development.

## Supporting people to live healthier lives

We work in close partnership with the Communities directorate, Public Health and the voluntary and community sector and other partner agencies to increase the range of options open to people to support their wellbeing as well as reaching people earlier.

Feedback from our customers ranks us twenty seven nationally for ease of access to information about our services.

We have had success in increasing the reach, visibility, and accessibility of our information and advice offer but further effort in this area remains a key priority for us and a part of our current improvement programme. There is a focus to move the service from a simple information based one to other ways in which people can receive support earlier, and more ways to engage and interact with our information offer. Central to this is the through the on-going development of our 'front door.'

Our Connect to Support website offers advice and guidance on ways to live healthy, safe, and independent lives and signposting to local community activities and care services. It also has a specific area where people can find the right equipment to support them at home. This service has seen year on year increases in use.

Our Wellbeing service supports people to find local wellbeing information and services. We have six wellbeing hubs across the county where people can get advice and support on a wide range of issues, for example how to make small changes to improve their health and wellbeing, including how to stop smoking, how to become more active or how to make meals healthier.

## Prevention assessment teams (PAT)

Prevention Assessment Teams are an area that we have highlighted as being most proud of. These teams are multi-agency, multi-disciplinary teams delivering preventative services across our county. The team includes health advisors (qualified health professionals) employed by the local community health trust, social care workers and support workers from the voluntary sector who can advise over the telephone or visit people in their home. The objective of the team is to improve quality of life, promote health and wellbeing and prevent, reduce, and delay the development of more complex needs. The service is for adults and older people who might not be eligible for other statutory services and who have unmet physical, psychological, social, functional and or environmental needs.

In partnership with our Communities directorate, East Sussex County Council, and the University of Leeds, we are piloting the development of a volunteer Life Transitions digital app. The app and volunteer service adds value by concentrating on the psychosocial dynamics of preparing for and experiencing change, and building resilience, adaptability, and self-efficacy.



## Spotlight: Extra care – increasing choice and control

Over the past year, in Partnership with Arun District Council, Mid Sussex District Council, Eldon Housing Association and Housing 21, there have been two new Extra Care Housing Services open in East Grinstead and Eastergate. The developments have provided an additional one hundred and eight units of Extra Care Housing to adults in West Sussex, of these twenty-nine are shared equity and seventy-eight affordable rent. Work is ongoing to develop further Extra Care Schemes across the county.

These developments are possible because of our investment in a dedicated extra care lead that straddles the operational and commissioning arena, working closely with local planners, developers, landlords and care providers. We have also invested in a dedicated team of operational staff, who lead on assessing, reviewing and supporting people living in extra care. This ensures a timely response to issues and concerns and provides a consistency of approach and management of risk, which offers assurance to providers, thus enabling people to remain living in their extra care home, for as long as possible.

We have expanded our focus from the national older person model to all age provision, recognising the benefits that extra care can bring to people's lives. This approach has already provided new opportunities for people who would have otherwise been limited in their care options. It has had success in delivering outcome focused services with people at the heart of care planning and delivery. We have successfully utilised as a step down from residential care settings, as well as a step up from care in their own home.

We utilise creative approaches to ensure the extra care schemes are firmly rooted in their local community, by encouraging access to the schemes for local community groups and supporting people to engage with external community activities.

## Equality, diversity, and inclusion

As highlighted in our adult social care strategy, diversity and inclusion are priority areas for us, but we recognise that we are on a journey to be able to fully realise our ambition in this area and move from an Equality Act compliance focus, to one which embodies inclusion and truly person-centred services and support. It is a key focus in our improvement programme and one of the key principles we consider when looking at service design.

We have developed a strong approach to co-production which acts as a building block for work in this area. This aspect of our approach is described in more detail in the Summary section above.

We have been working with partners to create a more complete data set, cut by both population group (link) and place-based data ICB data.

We have set up a dedicated service wide equality, diversity and inclusion group which is chaired by our Director. This group engages with several different customer engagement groups for a, for example our Partnerships Boards.

There are regular EDI (equality, diversity, and inclusion) thematic practice focus sessions for frontline staff and managers, focused on improving practice. In 2023 we rolled out reflective EDI sessions across adult social care. These are held monthly by all Service Managers and Team

Managers, and these are cascaded across teams. Feedback from staff about these sessions has been extremely positive. Identified actions are fed back to the leadership team to be included in future planning cycles.

Whilst we complete Equality Impact Assessments these are not always taken into our broader learning or service design. Broadening their use, scope and associated learning is a focus within our improvement programme. Inclusion has been included as a design principle for all elements of the improvement programme. Inclusion in this design context ensures that we regularly review the impact of service developments as they progress throughout a customer's journey, not just as they begin it.

We want to build on examples of effective and/or innovative practice, both locally and nationally. Notable successes for us have been the development of our Changing Futures programme a pan Sussex Department for Levelling Up, Housing and Communities (DLUHC) funded project aiming to support people with the most complex needs. We want to take the learning from this programme into our own wider improvement programme.

Aligning to the corporate and directorate action plans, both our Executive Leadership Team (ELT) and our Directorate Leadership Team (DLT) regularly receive data about our performance in this area. Important in this for us will be customer experience.

## Technology to support effective practice

We already have several successful initiatives in place, for example our Technology Enabled Care (TEC) service which offer a range of ways for people to remain safe and independent.

In the coming year we have a focus on three digital based initiatives:

- The development of portals to support earlier and more flexible access to information, raising concerns and self-assessment in order to give people greater control
- Working with partners to deliver integrated care records
- A bed booking service which will provide real-time information about all aspects of bed management across all our contracted partners.
- As part of the development of wider corporate digital initiatives we plan to explore more opportunities to integrate digital and technology, including Artificial Intelligence, into practice, considering customer feedback and the challenges of digital access and poverty within some of our communities, and the need to work closely with partners.

## Theme 2: Providing Support

In the section we describe our approach to developing and sustaining an adult social care market in terms of opportunity and choice but also the infrastructure to support it, in particular workforce and quality assurance.

### What we are most proud of

- Our focus on quality provision and sustainability of the care market
- Our work in partnership with key stakeholders
- Our support to the provider workforce through the Great Care Employer Scheme.

### Areas of improvement for 2023 - 2025

- Development of commissioning strategies and market position statements
- Embedding outcome-based commissioning achieved through co-production of services
- Ensure that commissioned services address inequalities through pro-active approaches.

### Our key activity

**90%**

Home care services rated outstanding or good by CQC

**75%**

Care home provision is rated outstanding or good (Cf. 85% England)

**728**

Extra care accommodation across 16 sites

**8%**

Average council fee uplift to the provider market 2022/23

Our approaches to commissioning services are set out in our [Market Sustainability Plan](#). We will focus on strength-based approaches to support independence, build community connections and help people to live in their own home. We aim to do this by:

- supporting the capacity of providers to cater for people with dementia and more complex care.
- reduced reliance on traditional forms of standard residential care.
- increased use of community-based provision including extra care and supported living.
- initiatives which assist in addressing workforce challenges and
- providing infrastructure support to the council's future work with the market.

## Our commissioning services

As part of stabilising our service, a new leadership team consisting of an Assistant Director and three Heads of Service is now in place, leading to the completion of a wider re-organisation across commissioning teams to create a more adaptable structure with more flexible roles enabling individual key skills and strengths to be utilised across the service. We are now moving into a period of development to standardise and improve how services are commissioned and managed. The development work is focused on ensuring that the foundations are in place to enable continuous improvement in how services are commissioned with focus on structures, people, skills, strategies, and planning. Alongside the structure and role changes we are investing in a development programme for all commissioning staff, to ensure that they have the skills and abilities to deliver excellent services for our residents.

## Our approach to commissioning

The priorities in our Adult Social Care Strategy, as our guiding light sets the foundations for decision making, where we need to prioritise areas for improvement and how we spend money. It aligns with other strategies such as the Carers Strategy and the Changing Futures Programme and informs future iterations of joint health and social care priorities in West Sussex.

The commitments set out in our Strategy will also set the context for the development of a strategic commissioning framework that will deliver a new Commissioning Strategy as well as a range of market position statements and supporting strategies such as carers, dementia, and workforce. In parallel with these planned strategies,

we are also focusing on ensuring we have clear operational policies in place including a new market-wide quality assurance framework, formalised approach to contract management and business planning that will enable us to be clear in what we are trying to accomplish and the methods by which we achieve them.

Expanding on the development of these fundamental and enabling resources we recognise there are areas that we wish to improve in how we provide support to people and have created a commissioning development plan to focus this work. One of the key objectives of this piece of work is ensuring our commissioning standards are applied more regularly across all our activities to ensure that examples of current good practice are delivered wider.

## Person-centred and outcomes based services

All contracts for services have stated requirements around person-centred approaches but we are not currently confident that all services are truly delivered in this way across our provider market. We want to develop approaches around procurement, oversight and monitoring contractual compliance that gives greater assurance that services are consistently delivered as intended and putting the person at the centre of services.

## Addressing inequalities through pro-active approaches

We want to better understand how inclusion and diversity are reflected in service design and delivery phases, in particular removing barriers to service access. We want to improve our understanding about local communities and ensure that solutions and services are developed to consider the needs of all residents and communities of West Sussex and improve customer outcomes. Our partnership work with the NHS, district and borough councils, and the Voluntary Sector to develop Local Community Networks have created a strong partnership connection with communities to bring insight and deliver change at a neighbourhood level, allowing us to focus on our most affected communities.

We will ensure that co-production, with customers and providers, is embedded throughout all parts of the commissioning cycle in all areas of our business. We have therefore identified commissioning 'champions' to support commissioners with this aim and will be seeking to ensure that all our commissioning embeds the approach that we can evidence now in several areas.

## Greater use of data and insight to inform services

Data and intelligence has been used effectively in recent decisions including the Market Sustainability Plan to support our understanding of challenges in certain care markets and the recent improvements in our Community Reablement Service but we want more widespread and consistent approaches. We will ensure greater use of the Joint Strategic Needs Assessment and will be focused on analysis and research to support the development of our market position statements.

## Our market

We know that the social care marketplace in West Sussex is pressured and there is not always sufficiency in all service provisions to meet levels of current demand. This is most acutely being experienced in services for people with learning disabilities, autism and mental health issues. Our strategic ambition is to support a greater proportion of people at 'home' rather than a residential-based service. To support this, we have begun the delivery of a programme of work called market development commissioning, with increased resource investment, which is looking at working in partnership with service providers to examine current mix of services and explore opportunities to develop existing services or create new ones. Through market development a number of providers are working in partnership with the Council to look at existing models of service, whilst reviewing the individual needs of customers. Whilst this is still in the early stages, the outcomes are positive. One provider has reduced the need for additional night staff through implementation of TEC, this has resulted in a less intrusive service for customers. Four customers have been moved to less intense services and out of residential care setting with a further four customers due to move by the end of the year.

We also provide residential, day care and shared lives opportunities through our Directly Provided Services (DPS). A review of the DPS is planned to ensure that we are effectively using our resources and addressing gaps in service provision. We will be looking at re-commissioning our Supported Living Framework to address shortfalls and gaps in current commissioning arrangements to support the market to develop the services that are required.

The market for older people's services is more stable in comparison and we are more able to secure appropriate services for people in a timely manner. For example, the numbers of older people waiting for a non-residential service to be sourced has fallen 67%, from ninety six people on 11th August 2022 to thirty two on 10th August 2023, with providers responding well to requests. This is not to say that there are not challenges in specific geographical areas, particularly the remote rural locations of the county, and for specific service types such as dementia nursing placements or placements for those with most complex needs.

We hold a large, long-term contract for the operation and management of 12 council care homes with Shaw Healthcare that provides five hundred and ninety beds and have commenced a programme of work to review this provision in light with current demand, market supply and our strategic direction. This is a crucial contract for managing our demand as twenty two percent of all older people with eligible social care needs that are funded by the Council in a residential or nursing home are supported within these services (Aug 23).

The contract has a 30 year term and has been in place for eighteen years. The requirements at the outset of the contract are very different to what we need now and will need in the future. Changes have been made over the years to adapt the services, including changing bed types to meet nursing and dementia needs and the cessation of day services within these properties which had low levels of utilisation.

In line with our strategic intention to focus on access to activities and opportunities in the local community and strengths based approaches. We are currently working on options for the services for the next phase of the contract as well as corporately identifying the wider aspects of the contract which require focus such as the property management given these are Council owned assets.



Our approach to fees and annual uplifts over the last two years have supported services considered to be of strategic need, market development and in response to market pressures and learning from the [Cost of Care exercise](#) and [Market Sustainability Plan](#) (MSP). This year a task and finish group has also been established to ensure partnership working with the market to strengthen this further in our decision-making process for 2024/25. We also recognise that more is needed in this regard and alongside future approaches to uplifts, we will be recommissioning our Care and Support at Home services in the future and developing a new Care Homes Framework with the impact on the market being a central consideration on commissioning decisions.

## Quality of provision

Our proportion of Home Care services rated 'Outstanding' or 'Good' by CQC is higher than the England average at 90% compared to 88% for England, although our Care Homes market is slightly under those reported across England at 75% 'Outstanding' and 'Good' compared to 85% for England. Our structures and work programmes support good practice and a focus on continuous improvement in quality across our services.

Our recently restructured Quality Assurance and Market Support (QAMS) team provide both proactive support to the market to develop and reactive support when providers are struggling in terms of quality concerns or risk of provider failure. This is achieved through various methods including sharing good practice, building resilience through contingency planning, individual action planning and providing expert advice and guidance. An example of the proactive work supported through this team, and in close partnership with our active West Sussex Providers in Care Forum (WSPiC) is highlighted in the spotlight on the Great Care Employer scheme.

We have directed investment to our provider forum partner WSPiC to enable a development officer post to be funded to work closely with the Council to provide support to the market. This has enabled us to understand the care provider challenges and work together to find solutions, encouraged engagement, enabled feedback, and provided a platform to trial innovative solutions such as a trusted assessor in hospitals.

Through this mix of financial investment and market support the market in West Sussex is supported to be resilient, develop and grow and to meet the needs of residents across West Sussex. There are however some areas where we are aware more needs to be done to develop the market to be able to respond to both current and future need, particularly for example in the lifelong services and mental health areas of the business. Investment has been made to create a dedicated post to focus on working with providers to stimulate development of new and innovative schemes for people with learning disabilities and mental health needs. This is in the early stages but is starting to show potential. Short term investment has been allocated from Hospital Discharge system funding, to enable rapid implementation of new schemes to support timely discharge from mental health in-patient units.

## Working in partnership

We work in close partnership with providers across the county, including a six weekly strategic provider forum chaired by our Director and with attendance from Assistant Director and Heads of Service in Commissioning, senior leaders from the ICS and senior representatives from across integral adult social care providers within West Sussex. This forum has a strategic focus, provides an opportunity for update and information sharing but also has a focus on shared challenges such as funding, workforce and Covid and with an emphasis on working together to consider solutions. There are also ongoing forums with specialist providers, such as the [Learning Disability Partnership Board](#). Regular newsletters are also shared with the market, which during the pandemic was daily in frequency.

We are an active partner in the Integrated Care System and work daily with the Integrated Care Board (ICB). We have active Section 75 agreements and commission on behalf of the health and social care system where it is beneficial to the system and to customers and operate on a pooled budget for learning disabilities and mental health services and with joint arrangements for Technology Enabled Care and Community Equipment Services.

We also work actively in partnerships with our district and borough council partners on housing solutions, supported housing, homelessness support, disabled facilities grants and the development of extra care. We take the lead and host the 'Changing Futures' programme on behalf of the other local authorities in Sussex. This enables a focus on people experiencing multiple disadvantages to ensure access to safe effective solutions through greater co-ordination between commissioning organisations and re-imagining care pathways.

We engage with VCS providers through forums and task groups; however, we want to undertake further work with the VCS to ensure that we can work together to ensure a variety of quality solutions to support the strengths-based approach for customers through access to the community and a range of alternative solutions. This will include how community assets and the VCS can support an approach to prevention in conjunction with the Council's Communities and Public Health directorates.

## Innovation and good practice

We have lots of examples of innovation and good practice, including for example, the hosting of the 'Changing Futures' programme for the pan-Sussex local authorities focused on multiple disadvantage; our technology enabled care offer; and the development of a Hospital Discharge Care service through a discharge to assess model focused on home first. We want to ensure that we continue our focus on innovation and best practice by testing and trialling opportunities, including individual service funds and personal assistants, to tackle our capacity and market challenges.

Our Hospital Discharge Peer Review in Spring 2022 led by the LGA highlighted to us the opportunity to improve system efficiency and outcomes for people in short-term reablement by integrating intermediate care services with the NHS. We launched our Integrated Intermediate Care Programme through our place-based Health and Care Partnership later in 2022 with the goal of implementing a new joined-up care model by 2024.



We have an ambitious vision for growth and development in extra care. Our innovative and dynamic approach developed over recent years, has drawn interest from neighbouring authorities and we will build on our existing offer to expand this provision to meet future levels of need and demand, to provide a viable, sustainable, and outcomes-focused solution for residents of West Sussex.

There is a well-established offer and a clear commitment to solutions and support for carers, with a clear strategic focus on supporting unpaid carers, which includes short break services, information and advice and assessments delivered through our partners in Carers Support West Sussex.

## Provider workforce

Overarching the sufficiency of supply in the marketplace is impacted by the workforce challenges being faced by the social care market in West Sussex. Whilst we have already taken steps to support these challenges including investment in West Sussex Partners in Care, development of Proud to Care, creation of the Great Carer Employer Scheme, support for international recruitment and the expansion of our Quality Assurance and Market Support team, we know more is needed to address current and future gaps in workforce. We are looking at developing a care workforce strategy with our partners and stakeholders to identify new actions and to provide greater oversight of our market support activities through various forums.

## Spotlight: great care employer scheme

During our MSP discussions, providers identified that recruitment and retention was one of the key sustainability risks to the local (and national) care market. This prompted the development of the Great Care Employer Scheme which was co-produced with West Sussex Partners in Care (WSPIC) and through a task and finish group of market providers with input and support from the Quality Assurance and Market Support team.

The scheme enables providers to highlight which of 40+ individual 'offers' of good practice that they as employers can offer to prospective job seekers, split across four themes of pay and benefits; job security and flexibility; learning and development; and supported and valued.

This raises the profile of good practice providers, supports recruitment and retention, and challenges providers to look at their own offer and match that of other local providers. Ten providers are already signed up and using the scheme which is being actively promoted and recent discussions with the Department of Work and Pensions has confirmed that it will be a useful tool for job coaches. The scheme has been recognised as good practice by both Skills for Care and NHS England.

# Theme 3: Ensuring Safety Within the System

In this section we are focusing on safety in terms of our safeguarding responsibilities under the Care Act and our wider responsibilities of keeping people safe across West Sussex.

## What we are most proud of

- Our multi-agency Safeguarding Adults Board
- Our pan-Sussex threshold guidance that provides a consistent approach to section 42 decision making used by the Safeguarding Adults Hub
- Our system response to provider issues and service failure.

## Areas of improvement for 2023 - 2025

- A refresh of our quality pathway
- Transitions from children to adult services
- Embedding feedback into safeguarding processes.

## Key Activity (2022-2023)

**9,265**

Total safeguarding contacts (2022/23)

up 9% from previous year (8906)

1759 triaged as safeguarding concerns.

**92%**

Concerns reported via our professional portal

**88.6%**

People who say services have made them feel safe and secure (2021-22)

**70.1%**

(550) concerns have progressed to an enquiry

**91.7%**

(937) of enquiries where action taken to mitigate risk, saw that risk reduced or removed

**87.3%**

(985) of adults asked what outcomes they wanted as part of a safeguarding enquiry

## Safeguarding Adults Board

The West Sussex Safeguarding Adults Board (WSSAB) was established in 2011 and is the statutory board that co-ordinates safeguarding adults work in West Sussex. It has always been independently chaired, which brings trust and rigour. The WSSAB sets out its expectations of members via its [constitution](#) and is responsible for developing and publishing our [strategic plan](#) setting out how as a partnership we will meet our safeguarding objectives. The WSSAB has five subgroups that deliver on its [annual business plan](#) and board priorities. The subgroups are:

- Safeguarding Adult Reviews (SARs).
- Quality and Performance
- Learning and Policy
- Quality Assurance and Safeguarding Information Group (QASIG)
- Multi-agency Risk Management (MARM)

The Board also publishes an annual report detailing how effective the SAB's work has been. The most recent annual report can be accessed [here](#). To support learning the WSSAB commissions a Safeguarding Adult Review (SAR) for any case which meets the criteria (as outlined in the [Pan Sussex SAR Policy](#)).

To share learning widely and effectively from our reviews, all are published with accompanying [learning briefings and podcasts](#), which are created by the WSSAB Learning and Policy subgroup. Other benefits of the approach used have included the willingness of a customer for whom a SAR was conducted becoming a lay member of the Board which will provide significant benefit in better understanding the lived experiences of people in receipt of services.

Recently the WSSAB has recognised a repeating theme in cases of self-neglect and have begun working with colleagues across Sussex, who reported similar feedback from cases there. WSSAB has commissioned a thematic review and have invited Brighton & Hove and East Sussex boards to participate.

## Safeguarding duties under the care act

Following a Peer Review in 2018 that highlighted safeguarding as an area for development, a review was undertaken of our safeguarding approach. The outcome of the review was the creation of a Safeguarding Adults' Hub (SAH). The SAH is co located with our Children's Multi-Agency Safeguarding Hub (MASH) which includes officers from Sussex Police who work closely with the SAH.

The hub receives all safeguarding contact via a portal and provides consistency of decision making. Decisions making is underpinned by a [pan-sussex threshold guidance document](#), which is designed to support professionals, partners, and providers, working with adults who have care and support needs to develop the identification and reporting of safeguarding concerns. It provides a framework for multi-agency partners to manage risk and to assist in differentiating between quality issues and safeguarding. Partners across the County are supportive of the threshold guidance.

The SAH provides a professional line where the team are available for consultation, clarification, and support for professionals in making a safeguarding referral. This is valued by agencies who are encouraged to utilise the service. The SAH has an internal performance measure that tracks the timeliness of decision making where matters are to be reviewed within five working days.

Compliance with this measure us consistently good. The SAH has positive working relationships with statutory services, care providers and wider partners, this enables initial enquiries to be carried out in an effective way applying the principles of safeguarding, keeping the person at the centre of the investigation, and gathering appropriate information to inform decision making. Such is the value placed in the SAH, we are working to enhance services by employing a jointly funded nurse position from Health and are currently at the point of advertising the role.

Safeguarding enquiries are undertaken by operational teams. This promotes and enhances Making Safeguarding Personal (MSP) by involving professionals who may already know the person or are familiar with the context of where the person lives and the local community. The community teams are also engaged in activities designed to ensure they are aware of emerging risks and any trends in criminal activity ensuring they can consider preventative work to minimise risks, whilst fulfilling our Care Act responsibilities and enhancing strength-based assessments accordingly. Although questionnaires at the end of the safeguarding process are sent out the response rate is low and the feedback is not as embedded back into practice as we would like. Therefore, we are planning to review how the voices of people with lived experience of the safeguarding process are captured and how this feedback informs practice.

The SAH also provides for the identification of themes and patterns in safeguarding and allows for early intervention and focus to be placed on matters arising through engagement with other services, both internal and external. For example, close working relationships with Sussex Police also ensures that when joint working is required or further enquiry into potential criminal activity is necessary, this is expediated in a timely way. Similarly, having a single point for safeguarding referrals ensures that repeat submissions in relation to

a provider or emerging themes regarding a provider can be easily identified and passed to the Safeguarding Enquires Team, located in operations who manage provider concerns and delegated enquires.

## Managing provider concerns, failures and service disruption

West Sussex have developed a strong strategic and operational response to managing provider concerns and failure. This was following a large-scale provider concern and police led investigation in 2018, which highlighted a lack of oversight and information sharing. There are also good links with our Resilience and Emergencies Team who provide support during a provider failure process. crisis.

In 2019 we strengthened the approach and support to providers. Our overarching [operational provider concerns](#) process was refreshed with a new [Strategic provider concerns](#) group established when risk remained, and the associated risks cannot be sufficiently managed at the operational level. This group consists of senior leaders from across the safeguarding partnership include senior representative from Adult Services, Health, Police and includes commissioners, communications and representation from legal departments when required. The route of escalation is usually via the Quality Assurance and Safeguarding Information Group.

The Quality Assurance and Safeguarding Information Group was set up via the Safeguarding Adults Board to develop and maintain a single picture of the quality and safety of the local care market. The group meets monthly, co-chaired by a representative from WSCC and the Integrated Care Board. The membership responds and takes preventative actions to known, potential and emerging risks in the provider market. It is attended by Statutory Partners and senior leads across the partnership.

To support these developments the Safeguarding Enquiries Team was established as a specialist operational response to work directly with individuals, providers, partners (contracts team, CQC, Health, Police etc) in the pursuit of understanding and reducing any risks through safeguarding planning, involving advocacy services (e.g., [POhWER](#), [Mind](#)) where necessary, and developing improvement plans. The benefits of the approach are scrutiny, intelligence gathering and support at various levels within the West Sussex care and support market. The enquires team also oversee any delegated enquiries so that have oversight of any increase in safeguarding or emerging themes.

## Performance

In 2022/23, there were 9265 safeguarding contacts made which is an increase of 9% from the previous year. Of these 1,791 safeguarding concerns were initiated (13.9%). The number of concerns initiated each month ranged between 90 to 168. Of the concerns initiated, 1,172 met the criteria and proceeded to a safeguarding enquiry (s.42 enquiry). The conversion rate equates to 70% of those triaged as safeguarding go on to require a formal section 42 investigation. Of the concluded enquiries, concerns regarding neglect and acts of omission accounted for 532 adults, financial abuse for 185 adults, and physical abuse for 184 adults. Together, these three categories total 901 Adults. These have remained the top three categories of abuse for the last four years.

We have recognised that there are a number of referrals into the safeguarding pathway that relate to quality concerns. To support this work, a task and finish group has been set up to identify areas for further improvement in this regard.

Concerns in relation to care homes remains the most prevalent location for abuse followed by people's own homes. This is different to the national picture; however, the gap is closing as a result of a concerted effort to support providers.

In terms of the impact on risk for enquiries concluded, there were 511 adults where action was taken to reduce risk. There were 305 adults where the risk was removed, and 69 Adults where actions were taken, and the risk remained.

A quality [risk report](#) is presented at the WSSAB with detailed quarterly performance. In addition, ASCOF data and performance is shared at our Safeguarding Steering Group. The Assistant Director Safeguarding, Planning and Performance co-chairs the Safeguarding Steering Group (SSG) with the Director of Adults and Health. The agenda has recently been refreshed to ensure a service wide safeguarding approach with performance reports being scrutinised in relation to section 42 enquiries, Provider Concerns. The WSSAB business Manager attends the Safeguarding Steering Group to update on SARs and resultant learning.

## Quality and practice improvement

The WSSAB have undertaken several multi-agency audits as part of their work programme. The aim of these audits was to evaluate and reflect on practice; learn from experience; inform multi-agency practice development; and strengthen multi-agency working. Action plans have been developed and learning from these can be found [here](#).

All audit actions plans are overseen by Quality & Practice subgroup of the board. Adults' Quality Assurance Lead participates in the action planning meetings and ensures that application of the learning can be quickly and effectively embedded into the Adult social care. An additional step has been introduced by the WSSAB that timetables a further review of learning activity and surveys all participating partners to establish the difference the learning has made.

In addition to audits being undertaken at a local and Partnership level we have introduced a learning review process. This process is used when the circumstances do not meet the criteria for a formal Safeguarding Adults review but would benefit from a more focussed look at practice.

Serious Incident Reviews and Learning Reviews offer us the opportunity to study, in detail, the background, decisions and actions taken that lead to circumstances in which our customer had a poor health and wellbeing outcome. This analysis enables us to understand where improvements can be made at systems level. Actions plans are developed, and these are monitored by the Quality Assurance Lead.

Learning Disability Mortality Reviews (LeDeR) process is linked into our Quality Assurance process. Action plans are developed through the review mechanism, implemented, and monitored as required via our Quality Assurance management Board.

## Safe systems

The Multi Agency Risk Management (MARM) subgroup of the WSSAB includes representation from partners and the voluntary and statutory sector. It considers and advises on cases where individuals are not engaging with agencies, or they are putting themselves or others at significant risk by refusing services. This forum is a monthly forum and enables agencies to seek advice and support when managing the highest risk, complex and challenging cases through robust communication and information sharing.

[WSSAB have a collaborative agreement](#) with the Health & Wellbeing Board, Community Safety Partnership (CSP) and the Childrens Partnership. The current focus is on areas relating to domestic abuse, County Lines, Modern Slavery and learning from Domestic Homicide Reviews (DHR's) where there is an adult with Care and Support needs. This enables clear sight and consideration of priorities and collaboration regarding learning, any system changes as well as scrutiny and accountability in relation to outcomes and objectives.

We are engaged with partners, agencies, and organisations across the system to ensure the safety of residents in West Sussex is one of our corporate priorities. This can be demonstrated through our membership for example of Channel Panel (PREVENT), MARAC (Multi Agency Risk Assessment Conference) (Domestic Abuse), Partnership TTCG (Police Tactical Group with focus on the Strategic Intelligence Assessment), Locality and District and Borough liaison Groups and the Domestic Homicide Review Panel as well as activities in Public Health regarding prevention and health inequalities.



## Transitions

Our transition arrangements form part of our improvement programme. We have designed and implemented two joint new protocols and new ways of working to identify young people, without lifelong conditions or disabilities, who are likely to have eligible social care needs at age eighteen, using automated prompts and dashboards. We have also introduced age fifteen plus specialist workers within the Children with Disabilities service who will prepare a young person for adulthood alongside our adult social care team.

We lead a multi-agency transitions panel, designed to improve the transition to adulthood for young people aged seventeen and a half who are presenting with high levels of risk and vulnerability and have complex and sometimes challenging needs; including children with autism, children presenting with mental health needs, children in need, children looked after and care leavers. Any young person who is eligible for s117 MHA is referred to the transition panel to ensure their legal rights continue to be recognised when they become an adult. The panel provides a forum for partners to share information, preventing young people falling through the gaps, to ensure that informed decisions can be made about the presenting risks and needs and how best to assess and mitigate these. We believe this is an example of good partnership working between colleagues in children's social care, education, safeguarding, health, and mental health services, and is highly regarded by referrers and panel members, due to the contribution it makes to ensuring young people are safely guided through this phase in their life, as highlighted in the quote below:

*"From a Designated Nurse for Children in Care and Care Leavers point of view, transition panel has enabled me to support the local authority in navigating the health arena which can be complex and linking them in with the right health practitioner to ultimately support the young person as they turn 18 – for example, liaising with safeguarding teams in acute Trusts where A&E alerts have been added for vulnerable young people at high risk of harm/ being exploited, linking in PAs in to physiotherapists, our Named GPs and Designated Doctor for Children in Care have been able to support GPs with health requests where there are concerns regarding significant self-neglect and liaising with our West Sussex Police Exploitation Team who are able to review their information and actions as the young person turns 18 in order to support them."*

(Sussex ICB Leaving Care Safeguarding Lead).

In addition, [WSSAB Seventeen and a Half Safeguarding Protocol](#) has been developed where there is safeguarding concern for a young person who is approaching their eighteenth birthday. This protocol sets out the arrangements for young people aged seventeen and a half to twenty-five years, whose circumstances may mean that Safeguarding Adults' procedures would apply when they are eighteen. A holistic approach to the circumstances of young people and, the vulnerabilities and risks they may have, including the impact of previous abuse. Referrals and contacts are made with the Safeguarding Adults Hub to ensure the criteria is applied consistently.

## Spotlight: Safety in our provider market

The Quality Assurance and Safeguarding Information Group (QASIG) is a sub-group of the Safeguarding Adults Board which has been developed over the last three years to maintain oversight over the provider market within West Sussex. It meets monthly and has developed a strong partnership where agencies e.g., WSCC, NHS, CQC, commissioners and Healthwatch share intelligence in relation to providers.

Areas of focus include low reporting of safeguarding and quality issues over a twelve-month period, high reporting of safeguarding concerns over a three-month period and providers who are within the provider concern framework with active enquiries. The approach enables partners to develop and maintain a single picture of the quality and safety of the local care market. Partners may initiate action and support through joint visits, escalating to safeguarding provider concerns, contract monitoring and involvement of CQC procedures where appropriate.



# Theme 4: Leadership

Within the previous three themes we have described the direction of travel and specific activity for our improvement journey. In this section we describe how the improvement programme fits within the wider corporate context and our role in leading adult social care across the county.

## What we are most proud of

- Our strategic direction and improvement programme supported by political and executive leaders
- Our internal governance structures, roles, and responsibilities
- Our quality framework and collaborative audits

## Areas of improvement for 2023 - 2025

- Further development of and embedding performance and financial management frameworks at all levels
- Effective use of high-level outcomes, inequalities, and insight data
- Delivery of leadership development programme and workforce development strategy

## Adult social care leadership

Our senior leadership team is strong, visible, and stable with clear roles, responsibilities, and accountabilities, supported by the leadership of the Chief Executive our lead councillor. Our extended leadership team includes Heads of Service, who take responsibility for leading service improvement and financial accountability. The extended leadership team come together regularly as a group to discuss issues such as strategic business planning, as part of the Council's overall business planning cycle. Each Head of Service has their own service plan to deliver the directorates agreed strategic priorities and have a responsibility to ensure that these are reflected in team plans and individual performance conversations with individual members of staff, within their service areas.

Our leadership team is engaged with the SE Association of Directors of Adult Social Services (ADASS) networks with our Director of Adults and Health co-chairing the SE region., Head of mental health co-chairing the mental health network and our Principal Social Worker co-chairing the Principal Social Worker network.

## Political and cross council leadership

Political leaders are regularly briefed on the service, through the Director of Adults and Health weekly portfolio lead meetings and monthly briefings with the Leader. Regular reports are taken to the Councils Executive Leadership team meetings (ELT) and informal meetings of the Cabinet (Cabinet Briefing) in relation to areas of strategic decision making and operational pressures. Scrutiny Committees consider and provide challenge to performance, budget and risk through the Performance and Resources quarterly report, which is overseen and endorsed by Cabinet. [Committee details - Health and Adult Social Care Scrutiny Committee \(moderngov.co.uk\)](#)

Corporate support can also be evidenced by the additional investment of £28.4m (of which £14.1m is for inflation) to the Adults Services budget (an increase of 12%) in 2023/24, accounting for demographic and market pressures, as well as significant corporate funding to support the Adults Services improvement programme.

## Governance arrangements

Governance is well established at a senior level across the directorate. Meetings focussed on finance, risk, performance, and improvement have been established. These meetings include senior leaders, the extended leadership team and key business partners. The responsibility of each meeting is clear and understood across the directorate.

The Department Leadership Team (DLT) routinely discuss and assess risks. Significant ASC risks are managed by ELT and Cabinet via the Corporate Risk Register (CRR) and owned by the DASS (Directors of Adult Social Services), with mitigations commonly owned by Assistant Directors with the service. There is a clear route for escalating directorate risks to the CRR and de-escalation back to the directorate. [Adult services risk register](#)

Recently introduced bi-monthly strategic DLT sessions allow senior leaders to focus on the delivery of the Adult Social Care Strategy and longer-term strategic ambitions. A tool to track the delivery and impact of the 'we will' statements included in the Adult Social Care Strategy is being developed. The Director of Public Health will be part of these sessions moving forward to ensure we can work in partnership on our strategic direction for the directorate.

[The Performance, Quality and Practice Board](#) (PQPB) provides oversight of our strengthened Performance, Quality Assurance function and practice oversight to ensure these are embedded across the service and that the appropriate governance is in place. Our Customer Relations Team ensure a consistent approach to complaints management and challenge Adults' Services for learning and actions, so the complaint has as much value as possible and organisational lessons can be learned. The main themes of complaints relate to charging for care and financial assessments followed by complaints about assessment process. Charging for care and financial assessments are the main areas of focus by The Local Government Ombudsman (LGO). This information is presented to the board and themes are linked to learning reviews including those identified via our safeguarding adults' reviews and audits outcomes when identified. Podcasts, learning briefings on themes and learning are shared across the service.

## Directorate Leadership Team (DLT)

Oversight and review of:

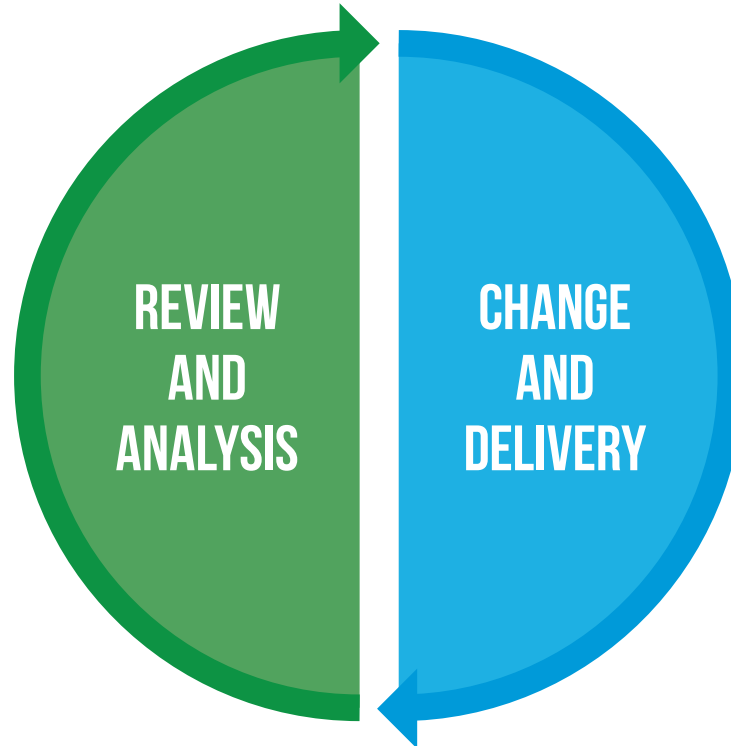
- Corporate projects (Climate Change; Assets)
- Strategic/Business Planning
- Staffing
- Contract Monitoring
- Risk
- Communications
- Member Engagement and Decisions
- Internal Audit
- Health and Safety

*Overview and analysis of corporate and business as usual activity*

## Performance, Quality and Practice Board (PQP)

Oversight and review of:

- Performance and Data
- Quality Audits (including the provider market)
- Compliments and Complaints



## Portfolio Board - Improvement and Assurance Programme Board - Design Authority

- All activity with delivery partner involvement
- Adults and Finance Improvement Activity
- IT

## Strategic Finance and Commissioning Board

- Strategic budget activity - savings, planned and new expenditure
- Strategic adults commissioning activity, including contract re-lets and contract waivers
- Business-as-usual activities in managing the Adult Social Care budget overseen by the Strategic Finance and Commissioning Board
- Better Care Fund related discussions

The PQPB enables senior leaders within the directorate to review performance in respect of Our Council Plan KPIs (Key Performance Indicators), with data and narrative collectively agreed before inclusion as part of corporate reporting. This also provides an opportunity to review our internal performance measures as listed in our business plan and to take forward any actions needed.

The Portfolio Board and Improvement and Assurance Programme Board have been established with clear terms of reference to manage and track the delivery of our Improvement Programme. The programme consists of seven key workstreams, with oversight of both projects and core business, identified through meetings with our Heads of Service. Our newly formed Design panel and co-produced guiding principles will ensure the experience of our customers, staff and partners remain at the centre of our improvement journey. This is following a review of our governance arrangements and re-prioritisation of our Improvement Programme 2023-25.

The Strategic Finance and Commissioning Board provides oversight and accountability for the budget and has allowed senior leaders to track the delivery of agreed efficiencies, securing just over £7m of efficiencies in 2022/23, to ensure that the directorate delivered a balanced budget. The creation of a [savings dashboard](#) provides the Board with oversight and opportunity to discuss mitigations if there are risks in delivery.

## Partnership working

### Across the council

Since December 2022, the Peoples Commissioning Forum, with senior leadership representation from Adult Services; Children, Young People and Learning; Public Health and Communities, has been established and meets monthly. The purpose of the Forum is to enable effective early dialogue between colleagues across directorates to improve strategic planning and provide a clear pipeline view of strategic commissioning across all four parts of the organisation. The forum has approved a corporate wide training programme centred on excellent commissioning skills that will commence later this year forming a key component of our improvement programme to deliver sustainable services.

### System partners

We are a leading partner, along with other County Council Directorates such as Childrens Services and Public Health, in the development of the West Sussex Place-based Health and Care Partnership, part of the Sussex Integrated Care System. Now in its 3rd year, the Health and Care Partnership brings together local NHS (National Health Service) organisations with Local Government to lead on collaborative working. This means that the commitments in our strategy have an interdependency with NHS objectives and are embedded within a shared place-based plan.

We work as an active partner in the Sussex Integrated Care System (ICS), as a member of the NHS Sussex Board and the Sussex Health and Care Assembly. Our officers and members have leading roles in projects such as population health management and health inequality and involved in the development of indicators and measures for an ICS outcomes framework.

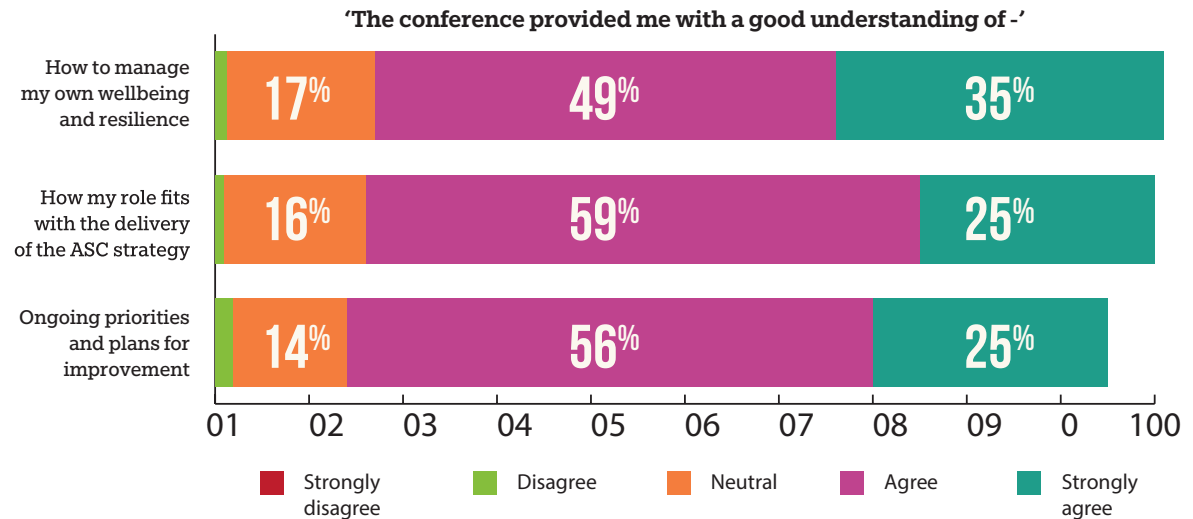
## Co-production and collaboration with the voluntary and community sector (VCSE)

Co-production is at the heart of the Adult Social Care Strategy 2022/25 and work continues to embed a co-production approach across the directorate. Long standing groups such as the Adults’ Services Customer and Carer Group, the Minorities Health & Social Care Group and Learning Disabilities and Autism Partnership Boards, are key routes for co-production. In addition, productive relations are strengthening with the voluntary and community sector (VCSE) through the VCSE Collaboration Board, which was established as part of the Adult Social Care Strategy development. A co-production practitioners’ group to engage partners through projects and programmes has also been established. A forum chaired by the Director with key adult social care providers has been developed, to ensure ongoing dialogue and work in partnership to support a challenged provider market in West Sussex.

## Workforce engagement

The leadership team is engaging with staff through regular service-wide newsletters and messaging from the Director and Assistant Directors, holding virtual and in person question and answer session briefings with staff, with attendance ranging from fifty – one hundred colleagues per session (four sessions held quarterly). Most recently hosting a conference for two hundred and fifty members of staff to share learning and for the workforce to reflect on their own wellbeing. Customer and family and friend carers also attended and were involved in the development of the overall agenda and one of the workshops.

## Conference feedback (based on 160 responses)



*“The conference was excellent. It had a level of authenticity, honesty and openness I’ve not previously seen at this type of event. The keynote speaker was amazing, really thought-provoking and a slightly different take on resilience to that we normally see. It was great to have experts by experience in the room as their input, feedback and work we can do together to make things better is so, so valuable - ultimately this is what we do our jobs for, to serve others and we all need a reminder of what it can be like on the other side of the fence and the small things that can make a huge difference. Becky and Alan as always had people and staff at the forefront of everything they spoke about, they were honest and authentic, and no sugar-coating! I appreciate that and know others do too. Life in Adults’ feels so different under their leadership.”*

Leadership and Management events take place quarterly across the whole Council, bringing together leaders and sharing good practice across the services. Quarterly recognition programmes include the Council-wide employee living our values awards, with forty-one nominations for individuals and five team nominations for colleagues in the Directorate since April 2022.

Employee surveys are held across the directorate and allow us to gather important feedback from the workforce. Themes such as communication and staff pay, have been highlighted. As a result, of the feedback, we are holding staff sessions each year to update staff on key areas of business. We have invested an additional £2m within the adult social care budget to fund an increase in pay and reward for our qualified staffing group. We are currently reviewing our offer as a Council in relation to alternatively qualified practitioner roles.

The Leadership team will continue to engage with staff and improve on methods of engagement moving forward which is an area highlighted in our staff surveys.

Gathering feedback from our staff is important. We hold exit interviews with staff leaving the council to ensure that any learning can be applied to improve the experience of our workforce.

## Quality framework and collaborative audits

Our [Quality Assurance Framework](#) sets out how we as a Leadership team ensure a culture of performance and continuous improvement, which identifies the things we do well, celebrates success and, where required, takes action to improve. This helps to embed confidence that we are setting and maintaining high standards throughout Adults' Services.

A robust governance structure is in place to support the delivery of continuous improvement and to ensure that a culture of learning exists. This is underpinned by [staff performance conversations](#) and team meetings. This enables everyone to play their part in improving the quality of services provided and supporting the best possible outcomes for those with social care needs.

An audit framework has been in place since October 2021 and is currently under review. Audits are undertaken collaboratively between the supervising practitioner and the person being audited. This provides opportunity for practice learning and reflection and for practitioners to be able to identify development opportunities. This work is coordinated and scrutinised by the Quality Assurance Management Board and thematic audits will be scheduled where data and feedback highlight the need for more detailed scrutiny.

Key learning identified through audits, serious incident reviews learning process and through other quality assurance processes has included:

- Management of risk
- Self-neglect
- Application of the Mental Capacity Act
- Consideration of the person's culture

This learning has been included in the review and renewal of practice guidance, development of new audit processes, including the audits of new system processes, and the dissemination of learning bulletins throughout the service. The learning bulletins can also be found here. also be found [here](#).



## Performance

We are working to improve and further strengthen our performance and financial management frameworks across the directorate. The development of this is part of our improvement programme to ensure we have visibility and assurance on the delivery of Care Act duties, risks to delivery, quality and sustainability, and people's care and support experiences and outcomes at all levels within the directorate.

In addition, through our Practice and Systems Programme we will amend our financial authorisation process to make this more robust and transparent. This will improve our oversight and ability to forecast budget trends.

## Data quality, intelligence, and insights

A three-stage plan of collaborative work with our corporate performance colleagues has been established to improve the quality and accessibility of our data to meet the needs of the business (both strategic and operational), as well as ensuring that we are best placed to meet the objectives of the National Data Roadmap and the move towards Client Level Data. Included within the scope of the project is a requirement to provide real-time data (through Microsoft PowerBI) to all aspects of the service and the care pathway within Mosaic.

The availability and usage of data has improved in recent years, but we want to go further and hone how data and understanding current and future demand, inequalities and gaps in supply and wider demographic and societal changes can improve the services and outcomes for our residents. Effective use of data intelligence and analytical insight is an area where we would like to continue to improve so that decisions on future direction are evidence-based. This is a part of the work identified for 2023.

## Leadership and workforce development

An overarching adult social care workforce strategy outlining our ambitions for our workforce is in draft and scheduled for sign off in the autumn. As well as a programme to develop our leaders to ensure that managers have the skills, knowledge, tools, and confidence to manage through challenging times, keeping themselves and their teams focused, well, future-fit and delivering great outcomes. In conjunction with this, leadership teams are embarking on a programme of culture change focusing on engagement, adaptability, resilience, and learning and development across the staff group. We plan to further develop this in the latter part of 2023.

We are proud of our workforce and have a considerable range of learning and development opportunities on offer to staff in all roles and grades via the WSCC Learning Management system. We have recently reviewed and [updated learning and development pathways](#) for all operational roles and grades from unregulated staff through to managers.

Professional CPD programmes and support are delivered from within our Quality Practice & Service Development Team, including for newly qualified social workers and occupational therapists, those progressing to senior professional level and SW/OT apprenticeships. We work closely in partnership with Chichester and Brighton Universities in the design and delivery of courses / programmes at qualifying and post qualifying levels.

## Assessed and supported year in employment

We have a strong practice development offer and a skilled professional workforce. Our programme of assessed and supported year in employment (ASYE), Post Qualifying (PQ) CPD and Apprenticeships provide our regulated workforce with the knowledge, skills, and confidence to deliver high quality social care in line with the Care Act. It is a key component in supporting attraction and retention, progression across WSCC. We currently have twenty-four social worker apprentices and eight occupational therapist apprentices.

## Spotlight: International recruitment

We commenced our first international recruitment project in January 2022, led by our Assistant Director of Operations. Working in partnership with Tripod/Frontier (a specialist recruitment agency) we set an ambitious objective of making ten offers of employment to international social workers by the end of March 2021. (Phase one)

Utilising a government workforce grant we developed a recruitment campaign guided by the NHS ethical list with a focus on training, progression and wellbeing. Our Principle Social Worker developed an internal induction and training programme including individualised welcome packs with information about West Sussex, the UK and links to relevant community services, which the candidates had indicated were of interest to them.

In addition, we also developed a progression and competency process and commissioned external training from Chinara which included coaching sessions to support recruits with the significant life change and specific training to ensure they were well equipped to practice social work in the context of the UK.

We were able to achieve our objective of ten social workers and have since recruited eight occupational therapists (Phase two) all of whom have now joined our community, hospital, learning disability and mental health teams. All recruits in phase one have commenced their CPD portfolio to move to senior roles. Several have expressed an interest in training to be AMHPs. We continue to provide aftercare and support to enable the staff and their families to integrate into WSCC and the UK.

Phase three commenced in January 2023 which is a joint project with Sussex Partnership NHS Foundation Trust Mental Health provider, utilising the hospital discharge grant, to successfully recruit thirty social workers between the organisations and ten occupational therapists for Sussex Partnership Trust. Phase three candidates are starting to arrive in the UK now and we have utilised a buddy scheme to link them with previous arrivals.

Due to the success of our project, we have presented our approach to ADASS and worked with Oxfordshire County Council to develop an international recruitment tool kit which will be used across the southeast region. We continue to utilise our knowledge to support other authorities.









## **Draft Care Quality Commission (CQC) Assurance Framework Themes and Quality Statements**

### **Theme 1 – Working with people**

#### **Assessing needs**

- Quality Statement 1 - 'We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them'.

#### **Supporting people to live healthier lives**

- Quality Statement 2 - 'We support people to manage their health and wellbeing so they can maximise their independence, choice and control. We support them to live healthier lives and where possible, reduce future needs for care and support'.

#### **Equity in experiences and outcome**

- Quality Statement 3 - 'We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this'.

### **Theme 2 – Providing support**

#### **Care provision, integration and continuity**

- Quality Statement 4 - 'We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity'.

#### **Partnership and communities**

- Quality Statement 5 - 'We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement'.

### **Theme 3 – Ensuring safety**

#### **Safe systems, pathways and transitions**

- Quality Statement 6 - 'We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services'.

#### **Safeguarding**

- Quality Statement 7 - 'We work with people to understand what being safe means to them as well as with our partners on the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We make sure we share concerns quickly and appropriately'.

### **Theme 4 – Leadership**

**Governance, management and sustainability**

- Quality Statement 8 – ‘We have clear responsibilities, roles, systems of accountability and good governance. We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate’.

**Learning, improvement and innovation**

- Quality Statement 9 – ‘We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research’.



## Forward Plan of Key Decisions

The County Council must give at least 28 days' notice of all key decisions to be taken by councillors or officers. The Plan describes these proposals and the month in which the decisions are to be taken over a four-month period. Decisions are categorised according to cabinet member portfolios.

The most important decisions will be taken by the Cabinet sitting in public. The meetings are also available to watch online via our webcasting website. The schedule of monthly Cabinet meetings is available on the website.

The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The Plan is available on the website. Published decisions are also available via the website.

A key decision is one which:

- Involves expenditure or savings of £500,000 or more (except treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

<b>Decision</b>	A summary of the proposal.
<b>Decision By</b>	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
<b>Date added</b>	The date the proposed decision was added to the Forward Plan.
<b>Month</b>	The decision will be taken on any working day in the month stated. If a Cabinet decision, it will be taken at the Cabinet meeting scheduled in that month.
<b>Consultation/ Representations</b>	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of scrutiny committee meetings.
<b>Background Documents</b>	The documents containing more information about the proposal and how to obtain them (via links on the website version of the Forward Plan). Hard copies are available on request from the decision contact.
<b>Lead officer (report author)</b>	The contact details of the decision report author.
<b>Contact</b>	Who in Democratic Services you can contact about the entry.

### Finance, assets, performance and risk management

Each month the Cabinet Member for Finance and Property reviews the Council's budget position and may take adjustment decisions. A similar monthly review of Council property and assets is carried out and may lead to decisions about them. These are noted in the Forward Plan as 'rolling decisions'.

Each month the Cabinet will consider the Council's performance against its planned outcomes and in connection with a register of corporate risk. Areas of particular significance may be considered at the scheduled Cabinet meetings.

Significant proposals for the management of the Council's budget and spending plans will be dealt with at a scheduled Cabinet meeting and shown in the Plan as strategic budget options.

For questions contact Katherine De La Mora on 033 022 22535, email [katherine.delamora@westsussex.gov.uk](mailto:katherine.delamora@westsussex.gov.uk).

**Published: 1 September 2023**

## Adults Services

<b>Commissioning and Contract Management for Avila House - Extra Care Housing Scheme</b>	
<p>West Sussex County Council are working in Partnership with District &amp; Borough Councils and Registered Housing providers to develop New Extra Care Housing Schemes across West Sussex.</p> <p>Extra Care Housing provides specialist accommodation to adults who require adapted properties and have been assessed as having eligible needs for care and support. The Schemes provide individual adapted apartments, and an onsite care team. Extra Care Housing is enabling residents of West Sussex to remain independent within their communities and provide an alternative option to Residential Care.</p> <p>Avila House is an existing building in Worthing that is being converted to provide an extra care scheme for adults who require care, support and suitable housing. Avila House will be the first scheme in the county to accept referrals for adults who meet the criteria age 18 years plus.</p> <p>Construction at Avila House is due to commence in September 2022 and anticipated to be completed in approximately 1 year. This will enable the first customers to be moving in November 2023.</p> <p>The Executive Director for Adults will be asked to approve a direct award to Leonard Cheshire to provide the care and support contract at Avila House.</p>	
<b>Decision by</b>	Director of Adults and Health (Alan Sinclair)
<b>Date added</b>	15 September 2022
<b>Month</b>	September 2023
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made via the officer contact.
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Carrie Anderson Tel: 0330 022 22996
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Procurement Commissioning of Care and Support at Home

Care and support at home services (also known as domiciliary care or home care) are purchased by the county council on behalf of people who have been assessed as having eligible social care needs. These services support people to maintain their independence through the delivery of personal care and support, provided within a person's own home.

The county council currently commissions the majority of these services from a framework agreement which commenced in 2015. This will come to an end at the latest by March 2024. This framework was developed jointly with NHS Continuing Healthcare who also use the contract. In addition, the county council purchases services from the wider market through a legacy contractual agreement and a more recent contingency contract.

The commissioning of these services is currently being reviewed with proposals being developed for new arrangements and contractual agreements. These will enable the achievement of our strategic aim to support people to live independent and fulfilled lives and also to reduce the need for long term residential services as part of the ambitions set out in the [Adult social care strategy 2022-25](#). New arrangements will seek to ensure there is capacity across West Sussex to meet the needs of those with care and support needs and supports a sustainable care and support at home provider market in West Sussex. The expected value of the annual spend on domiciliary care for the life of these new arrangements is approximately £35 million, potentially rising to £40 million over the life of the contract depending on inflationary and demographic pressures.

Following the review, the Cabinet Member for Adults Services will be asked to approve the commencement of a procurement process to source the future care and support at home services and delegate authority for contract award to the Director of Adults and Health.

<b>Decision by</b>	Cabinet Member for Adults Services (Cllr Amanda Jupp)
<b>Date added</b>	11 April 2023
<b>Month</b>	September 2023
<b>Consultation/ Representations</b>	A consultation plan and Equalities Impact Assessment is in development. Details will be included in the decision report.  Representations concerning this proposed decision can be made via the officer contact.
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Juliette Garrett Tel: 033 022 23748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

<b>Provision of Domestic Abuse Housing Support Services in West Sussex</b>	
<p>The Director of Adults and Health has approved the procurement of Domestic Abuse Housing Support Services in West Sussex. The new contract is to be in place by 1<sup>st</sup> August 2023. The initial term of the new contract will be for two years with the option to extend for up to a further two years. The contract value has been set at £450k per year from funding supplied by the Domestic Abuse Act additional burdens for safe accommodation support, provided through the government's Department for Levelling Up, Housing and Communities.</p> <p>The contracted services will provide support and accommodation to those fleeing Domestic Abuse in West Sussex. The accommodation will be provided in dispersed units rather than in traditional refuge style and will be accessible to a much wider range of customers, such as those with older male children, women with additional needs such as mental or physical health issues, larger families and men experiencing domestic abuse.</p>	
<b>Decision by</b>	Director of Adults and Health (Alan Sinclair)
<b>Date added</b>	3 March 2023
<b>Month</b>	September 2023
<b>Consultation/ Representations</b>	<p>Stakeholder consultation and Market Engagement event held.</p> <p>Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Sarah L Leppard Tel: 0330 022 23774
<b>Contact</b>	Erica Keegan Tel: 033 022 26050



### Hospital Discharge Care Services (Adults)

The Director of Adults and Health will be asked for a decision on the commissioning of Hospital Discharge social care initiatives to support people who are medically ready to be discharged from hospital and require the support of ongoing health and social care services.

The NHS Sussex Integrated Care System (ICS) is a partnership that brings together NHS organisations and local authorities, including West Sussex County Council, to plan services across geographical areas. The County Council, working together with the Integrated Care Board and as part of the ICS has developed a plan for the commissioning of hospital discharge care which would utilise ICB and County Council discharge funding to commission the services required to support people's discharge from hospital.

A decision will be required to confirm the proposed process for commissioning the provision, considering the existing contractual arrangements for hospital discharge services and demand for additionality to support the system at pressured periods.

The intention is to ensure there will be sufficient services in place over the next eighteen months to continue facilitating individuals' discharge from hospitals in a time-efficient way and to support people to return home where possible in line with our strategic objectives and intentions. The plan will also support the partnership working between the County Council and its health partners across the NHS.

<b>Decision by</b>	Director of Adults and Health (Alan Sinclair)
<b>Date added</b>	30 June 2023
<b>Month</b>	September 2023
<b>Consultation/ Representations</b>	Extensive stakeholder consultation, including interviews with frontline staff, customer surveys, soft-market testing, and workshops.  Representations concerning this proposed decision can be made via the officer contact.
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Juliette Garrett Tel: 033 022 23748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Community Reablement Service Contract Extension

West Sussex County Council has a contract with Essex Cares Limited (ECL) for the provision of Community Reablement Services. Reablement is the term to describe services to support residents following a change in ability, most likely due to a medical condition or episode. A Community Reablement Service is essential to prevent people requiring longer term support, enabling people to retain/regain independence and remain at home.

The existing service expires on 30<sup>th</sup> November 2023. It is intended that a single tender waiver be agreed for ECL to continue to provide the Community Reablement Service for a further 16 months (until 31<sup>st</sup> March 2025). This is to allow the additional time required for the optimum decision to be made on the commissioning strategy for this category of services. This is related to the complexity of the work that is currently being undertaken through the Integrated Intermediate Care Programme, which has the potential to optimise budgets and maximise use of collective health and social care resources to reduce duplication and unnecessary delays to care and support related to this category of services.

<b>Decision by</b>	Director of Adults and Health (Alan Sinclair)
<b>Date added</b>	30 June 2023
<b>Month</b>	September 2023
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made via the officer contact.
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Chris Jones Tel: 0330 022 28249
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Community Based Social Support and Day Services Contract Arrangements

Promoting the independence of adults with support needs through preventative and early intervention is a key driver of the adult social care strategy to support more people to stay in their own homes, find employment, explore community solutions as well as offering day service opportunities.

key decision [AH02 19/20](#) approved the procurement of Community Based Social Support Services and delegated authority to the Director of Adults and Health to agree to future extensions of the contract up to a maximum contract period. The contract began on 1<sup>st</sup> April 2020, to run for an initial three years until 31<sup>st</sup> March 2023, with the option to extend for a further 4 years, to a maximum of 7 years until 31<sup>st</sup> March 2027.

The contract awarded was divided into 2 Lots (Independent Living and Supported Employment) with each Lot awarded independently of each other. Both Lots were awarded to The Aldingbourne Trust.

The Director of Adults and Health will be asked to approve to extend both Lot 1 and Lot 2 contracts for a further six months of the up to 4-year extension provision allowed for in the contract to 30<sup>th</sup> June 2024.

Learning disability day services are delivered through contracts with 9 independent organisations. The Director of Adults and Health is also asked to direct award the learning disability day service and volunteering contracts from 31<sup>st</sup> December 2023 to 30<sup>th</sup> June 2024 at a reduced value, negotiated directly with providers, based on current in year performance against contracted capacity and attendance.

<b>Decision by</b>	Director of Adults and Health (Alan Sinclair)
<b>Date added</b>	2 August 2023
<b>Month</b>	September 2023
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made via the officer contact.
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Lucie Venables
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

<b>Carer Information, Advice Assessment and Support Service Procurement</b>	
<p>The Cabinet Member for Adults Services will be asked to agree that a tender process be commenced to commission a new service for the Carer Information, Advice, Assessment and Support Service, to begin on 1<sup>st</sup> April 2024. The current contract with the County Council is in the final year. The intention is that provision will re-focus on the growing carer population and the different needs of these carers across the county. The procurement will follow the principles of good outcomes, quality of service, value for money and additional social capital when evaluating tenders.</p>	
<b>Decision by</b>	Cabinet Member for Adults Services (Cllr Amanda Jupp)
<b>Date added</b>	28 March 2023
<b>Month</b>	September 2023
<b>Consultation/ Representations</b>	<p>Extensive carer consultation has taken place in recent years to inform the Joint Carer Strategy and the recent re-let of Carer Short Break Contracts. In addition, carer engagement will inform the proposed contract specification. An element of coproduction will also be implemented as part of the process. Other stakeholders will be consulted e.g., all members of the Carers Strategic Partnership Group.</p> <p>Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Mark Greening Tel: 033 022 23758
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Award of Contracts for Hospital Discharge Care Services (Adults)

The NHS Sussex Integrated Care System (ICS) is a partnership that brings together NHS organisations and local authorities, including West Sussex County Council, to plan services across geographical areas. The County Council, working together with the Integrated Care Board (ICB) and as part of the ICS has developed a plan for the commissioning of hospital discharge care to commission services which will support people who are medically ready to be discharged from hospital and requiring the support of ongoing health and social care services. The plan includes the commissioning of contracts for additional hospital discharge focused social care services which will be funded by the ICB.

As part of a separate decision process approval is being sought to procure provision to ensure there will be sufficient services in place over the next eighteen months to continue facilitating individuals' discharge from hospitals in a time-efficient way and to support people to return home where possible.

Following conclusion of the procurement process the Director of Adults and Health will be asked to approve the award of contracts to the successful providers.

<b>Decision by</b>	Director of Adults and Health (Alan Sinclair)
<b>Date added</b>	1 September 2023
<b>Month</b>	October 2023
<b>Consultation/ Representations</b>	No consultees currently identified.  Representations concerning this proposed decision can be made via the officer contact.
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Edward Armstrong Tel: 033 022 27653
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

<b>Award of Contract Carer Information, Advice Assessment and Support Service</b>	
<p>The current Carer Information, Advice, Assessment and Support Service contract with the County Council is in its final year. The intention is that provision will re-focus on the growing carer population and the different needs of these carers across the county.</p> <p>Following the decision taken to commence a procurement of the Carer Information, Advice, Assessment and Support Service by the Cabinet Member for Adults Services, the Director of Adults and Health will be asked to award the contract to the successful bidder that meets the principles of good outcomes, quality of service, value for money and additional social capital. The new contract will begin on 1<sup>st</sup> April 2024.</p>	
<b>Decision by</b>	Director of Adults and Health (Alan Sinclair)
<b>Date added</b>	28 March 2023
<b>Month</b>	December 2023
<b>Consultation/ Representations</b>	<p>Extensive carer consultation has taken place in recent years to inform the Joint Carer Strategy and the recent re-let of Carer Short Break Contracts. In addition, carer engagement will inform the proposed contract specification. An element of coproduction will also be implemented as part of the process. Other stakeholders will be consulted e.g., all members of the Carers Strategic Partnership Group.</p> <p>Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Mark Greening Tel: 033 022 23758
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Award of Contract Care and Support at Home Services

Care and support at home services (also known as domiciliary care or home care) are purchased by the county council on behalf of people who have been assessed as having eligible social care needs. These services support people to maintain their independence through the delivery of personal care and support, provided within a person's own home.

The county council currently commissions the majority of these services from a framework agreement which commenced in 2015. This will come to an end at the latest by March 2024. This framework was developed jointly with NHS Continuing Healthcare who also use the contract. In addition, the county council purchases services from the wider market through a legacy contractual agreement and a more recent contingency contract.

Following the review of the commissioning of these services proposals will be developed for new arrangements and contractual agreements. New arrangements will seek to ensure there is capacity across West Sussex to meet the needs of those with care and support needs and supports a sustainable care and support at home provider market in West Sussex. The expected value of the annual spend on domiciliary care for the life of these new arrangements is approximately £35 million, potentially rising to £40 million over the life of the contract depending on inflationary and demographic pressures.

Following the commencement and completion of a procurement process, as approved by the Cabinet Member for Adults Services, the Director of Adults and Health will be asked to agree contract award.

<b>Decision by</b>	Director of Adults and Health (Alan Sinclair)
<b>Date added</b>	11 April 2023
<b>Month</b>	March 2024
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background documents</b> (via website)	None
<b>Lead officer (report author)</b>	Juliette Garrett Tel: 033 022 23748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

## Public Health and Wellbeing

None.



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**Health and Adult Social Care Scrutiny Committee Work Programme  
September 2023 to March 2024**

<b>Topic (including focus for scrutiny)</b>	<b>Corporate or Service Priority</b>	<b>Performance, Outcome or Budget</b>	<b>Timing</b>
<b>Committee Meetings</b>			
<b>End of June 2023 (Quarter 1) Quarterly Performance and Resources Report</b>			15 September 2023
<b>Care Quality Commission inspection of Adults' Services</b>		Performance	15 September 2023
<b>SECamb Update Report</b>	NHS	Outcome	22 November 2023
<b>End of September 2023 (Quarter 2) Quarterly Performance and Resources Report</b>			22 November 2023
<b>Adults' Services Improvement Plan (to include transition from Children's to Adults' Services)</b>	Service	Outcome	22 November 2023
<b>NHS Winter Planning</b>	NHS	Outcome	22 November 2023
<b>TBC</b>			10 January 2024
<b><i>Prevention Framework</i></b>	<i>Service</i>	<i>Outcome</i>	<i>10 January 2024</i>
<b>End of December 2023 (Quarter 3) Quarterly Performance and Resources Report</b>			6 March 2024
<b>The recommendations from the Task and Finish Group concerning Marjorie Cobby House and Shaw Day Service and the impact of closure</b>	Service	Outcome	TBC
<b>Update on St Richards cancer services that came in committee in 2017</b>	NHS	Outcome	TBC
<b>Informal information sharing sessions</b>			
<ul style="list-style-type: none"> <li>• <b>Update on virtual wards</b></li> <li>• <b>Shaw Healthcare Contract Update</b></li> </ul>			<ul style="list-style-type: none"> <li>• Circulated by email</li> <li>• TBC</li> </ul>
<b>Task and Finish Groups (TFGs)</b>			
<ul style="list-style-type: none"> <li>• <b>Mental Health:</b> To include self harm and a focus on children/young people</li> </ul>			2023
<b>Business Planning Group</b>			
<b>Work Programme Planning</b> <ul style="list-style-type: none"> <li>• To consider updates from the services and stakeholders and consider whether any issues should be subject to formal scrutiny by HASC</li> </ul>	-	-	Each meeting
<ul style="list-style-type: none"> <li>• Prevention Framework</li> </ul>	Service	Outcome	1 November 2023

<b>Topic (including focus for scrutiny)</b>	<b>Corporate or Service Priority</b>	<b>Performance, Outcome or Budget</b>	<b>Timing</b>
• Dentistry update	NHS	Outcome	1 November 2023
• Sussex Shared Delivery Plan	NHS	Outcome	1 November 2023
• NHS performance report			TBC
• Update on St Richards cancer services to BPG initially	NHS	Outcome	TBC
• Sexual Health			
• Vaping			
• To consider if an item on discharge pathways should go to Committee			
• Dentistry Update			November 2023
<b>Items raised by the committee in the previous council term</b>			
• <b>Long Covid</b> – To investigate the impact/treatment of long Covid	-	-	N/A
• <b>The award of block contracts for residential care and support services</b>			
<b>Integration and Governance</b>			N/A
<b>Low Vision Services (To monitor – discuss when required)</b>	-	Outcome	2023
The interface between the Local Transport Plan, which was subject to public consultation and public health outcomes with a focus on eliminating carbon			
<b>Suggestions</b>			
A review of Care Point capacity			
Health Inequalities			
Domestic Abuse			
Smoking Cessation			

**Appendix A** - Checklist

## Scrutiny Business Planning Checklist

<b>Priorities</b>	<p>Is the topic:</p> <ul style="list-style-type: none"> <li>• a corporate or service priority? In what way?</li> <li>• an area where performance, outcomes or budget are a concern? How?</li> <li>• one that matters to residents? Why?</li> <li>• key decision preview, policy development or performance?</li> </ul>
<b>What is being scrutinised and why?</b>	<ul style="list-style-type: none"> <li>• What should the scrutiny focus be? What key lines of enquiry should be covered?</li> <li>• Where can the committee add value, what impact can scrutiny have?</li> <li>• What is the desired outcome from scrutiny?</li> </ul>
<b>When and how to scrutinise?</b>	<ul style="list-style-type: none"> <li>• When can the committee have most influence? (Is the committee getting involved at the right time, or the earliest opportunity?)</li> <li>• What is the best approach - committee, TFG, one-off small group, informal briefing or written update?</li> <li>• What research, visits or other activities <del>are needed</del> could complement the scrutiny?</li> <li>• Would scrutiny benefit from external witnesses or evidence?</li> </ul>
<b>Is the work programme focused and achievable?</b>	<ul style="list-style-type: none"> <li>• Have priorities changed – should any work be brought forward, stopped or put back?</li> <li>• Can there be fewer items for more in-depth consideration?</li> <li>• Is there a balance between policy development, performance monitoring and key decision preview?</li> <li>• Has sufficient capacity been retained for future work?</li> </ul>

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