



# Forward Plan of Key Decisions

The County Council must give at least 28 days' notice of all key decisions to be taken by members 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 the [West Sussex Plan](#) priorities of:

- **Best Start in Life** (those concerning children, young people and schools)
- **A Prosperous Place** (the local economy, infrastructure, highways and transport)
- **A Safe, Strong and Sustainable Place** (Fire & Rescue, Environmental and Community services)
- **Independence in Later Life** (services for older people or work with health partners)
- **A Council that Works for the Community** (finances, assets and internal Council services)

The most important decisions will be taken by the Cabinet sitting in public. 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 County Council's website and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing. [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>West Sussex Plan priority</b>	Which of the five priorities in the West Sussex Plan the proposal affects.
<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>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 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 Helena Cox on 033 022 22533, email [helena.cox@westsussex.gov.uk](mailto:helena.cox@westsussex.gov.uk).

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## Forward Plan Summary

### Summary of all forthcoming executive decisions in West Sussex Plan priority order

Page No	Decision Maker	Subject Matter	Date
 <b>A Strong, Safe and Sustainable Place</b>			
	Executive Director Adults and Health	Extension of Day Services Contracts (Adults with Learning Disabilities)	March 2020
	Executive Director Adults and Health	Procurement Housing Related Support Services	March 2020
	Executive Director Adults and Health	Specialist Advocacy Service Award of Contract	March 2020
	Cabinet Member for Adults and Health	Supported Living Services Procurement	March 2020
 <b>Independence in Later Life</b>			
	Executive Director Adults and Health	Extension of the Community Equipment Service Contract	March 2020
	Cabinet Member for Adults and Health	Review of fees and charges for commissioned services	March 2020
	Cabinet Member for Adults and Health	Commissioning of Extra Care Contracts	March 2020
	Executive Director Adults and Health	Discharge to Assess with Reablement Care Services	March 2020
	Cabinet	Adults' Services Improvement - Next Steps	April 2020
 <b>A Council that works for the Community</b>			
	Cabinet Member for Adults and Health	Procurement of Mortuary Services	March 2020

# A Strong, Safe and Sustainable Place

## Executive Director Adults and Health

### Extension of Day Services Contracts (Adults with Learning Disabilities)

Learning disability day services are delivered through contracts with 9 independent organisations.

These services, along with the Council's in-house day services, meet customers social care needs, as defined under the Care Act 2014, by promoting independent living and wellbeing by providing a range of functions:

- Support to those that struggle to access their community independently and for those with complex physical needs - personal and/or practical care at the day centre;
- Training and skills development to support independence;
- Work based training and support to enable people to move into supported or open employment;
- Coordination of social and recreational activities;
- Provision of a meeting place to build relationships beyond those with carers and staff, thus reducing social isolation and loneliness;
- Supported stimulating activities for people with profound multiple disabilities; and
- Carers respite.

Taking up the extension will allow the County Council and its health partners to explore future delivery models and associated cost structures which, in line with the Lifelong Disability and Autism Market Position Statement objectives, will lead to new models of support which focus on progression, increased independence and community based relationships resulting in a reduction of building base day services.

The contracts with the independent providers were let on a 5 year term, commencing 1<sup>st</sup> April 2015, with the option for a 2 year extension ([Decision Ref: HA11 12/13](#)). The Executive Director Adults and Health is asked to extend the contracts with the independent providers for a further two years to 31 March 2022.

<b>Decision by</b>	Kim Curry - Executive Director Adults and Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added</b>	12 February 2020
<b>Month</b>	March 2020
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Executive Director for Adults and Health via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Karen Young Tel: 0330 022 23794
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050

## Executive Director Adults and Health

### Procurement Housing Related Support Services

The current housing related support contractual arrangements from the 1<sup>st</sup> October 2019 were approved by the Executive Director of Adults and Health ([Decision Ref: OKD13 19/20](#)).

The services were recommissioned based on a revised financial envelope and were prioritised as green, amber and red, based on a strategic fit to the Council's priorities.

Amber services, listed within report [OKD13/1920](#), have been remodelled and recommissioned. This commissioning is based on the outcome of a partnership task and finish working group, which included representatives from the County Council and the District and Borough councils. In September 2019, the District and Borough partners committed to co-fund the services from 1<sup>st</sup> October 2020.

The extension of contracts for Amber Priority services were agreed until 31<sup>st</sup> March 2020. Following this the Director of Law and Assurance has agreed a Single Tender Waiver for 3 'Amber' Housing Related Support services with contracts to commence 1st April 2020 for a period of 6 months only. These short term single tenders will enable the council to run a full competitive tender, in partnership with District and Borough colleagues, as agreed by the Executive Director of Adults and Health ([Decision Ref: OKD13 19/20](#)) starting in March 2020, with new contracts starting on 1<sup>st</sup> October 2020. For this there will be a West Sussex County Council financial envelope of £350k per annum. This equates to £50k per District and Borough area. This funding will be matched by the relevant District or Borough Council.

The Executive Director Adults and Health will be asked to approve the commencement of a Procurement for Housing Related Support Services in West Sussex. The tender will be divided into 6 lots:

- Adur/Worthing – Indicative Contract Value = £200,000 per annum
- Chichester - Indicative Contract Value = £100,000 per annum
- Crawley - Indicative Contract Value = £100,000 per annum
- Horsham - Indicative Contract Value = £100,000 per annum
- Mid Sussex – Indicative Contract Value = £100,000 per annum
- Arun – Indicative Contract Value = £100,000 per annum

In Adur/Worthing, Chichester, Crawley and Horsham, the services will be based on a floating support model and will be tenure neutral. In Mid Sussex and Arun, the service will be mainly accommodation based and bidders must be able to provide at least 10 units of accommodation.

<b>Decision by</b>	Kim Curry - Executive Director Adults and Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added</b>	25 February 2020
<b>Month</b>	March 2020
<b>Consultation/ Representations</b>	Consultation: <ul style="list-style-type: none"><li>● Partnership task and finish group including district and borough council representatives</li><li>● Health and Adult Social Care Select Committee – 12 June 2019</li></ul>

	Representations concerning this proposed decision can be made to the Executive Director Adults and Health, via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Sarah L Leppard Tel: 0330 022 23774
<b>Contact</b>	Erica Keegan Tel:0330 022 26050

### Executive Director Adults and Health

<b>Specialist Advocacy Service Award of Contract</b>	
<p>The Specialist Advocacy Service will support customers with significant communication difficulties to have a voice and express their needs and wishes. Customers will be supported to resolve issues and difficulties which would otherwise have a negative impact on their physical and mental well-being. This Advocacy Service is a component part of the People Services prevention strategy which is designed to support demand management and delivery of value for money. It acts as an effective shield to costly frontline services and supports customers to resolve issues and difficulties independently, or with the support of an advocate.</p> <p>Following the Cabinet Member for Adults and Health's decision, in October 2019 ( <a href="#">AH8 19/20</a> ) , to commence a competitive procurement exercise for a Specialist Advocacy Service, a robust open tender procurement process in compliance with West Sussex County Council Standing Orders on Procurement and Contracts has been undertaken. The procurement attracted competitive bids which have been evaluated robustly on both technical and financial aspects. Prior to commencement of evaluation, it was agreed that the contractor submitting the most economically advantageous tender would be recommended for award of the contract and a successful bidder has been identified.</p> <p>The Executive Director Adults and Health seeks to award the contract to the successful bidder and to extend the contract, if appropriate, in accordance with the County Council's Standing Orders on Procurement and Contracts, subject to this being affordable within the limits of planned budgets.</p>	
<b>Decision by</b>	Kim Curry - Executive Director Adults and Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added</b>	20 January 2020
<b>Month</b>	March 2020
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Executive Director of Adults and Health 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>Author</b>	Liz Merrick Tel: 033 022 23733
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050

### **Cabinet Member for Adults and Health**

<b>Supported Living Services Procurement</b>	
<p>Supported Living services are care, support and accommodation services purchased by the Council on behalf of people who have been assessed as having eligible social care needs. These services support people to live more independently through the provision of personal care and outreach support.</p> <p>The council currently commissions the majority of these services from a framework agreement which first commenced in April 2012 (Supported Living &amp; Personal Support for Adults with Learning Disability Framework). In 2016 a new framework was let (Supported Living and Family Support Services for adults with learning disabilities and disabled children and young people in West Sussex Framework). This framework ends in March 2021.</p> <p>The commissioning of supported living is being reviewed with proposals being developed for new arrangements to be established across the county which will enable the achievement of our strategic aim to support more people to live in settled accommodation, with their family or in their own tenancy, for longer. The council will develop new arrangements considering: the challenges faced in the market - particularly around recruitment and retention of staff; the provision for increasingly complex individuals; the need to strengthen community networks and maximise customer independence; and develop services which meet the expectations of customers and their families.</p> <p>Following the review and wide-ranging stakeholder engagement, the Cabinet Member for Adults and Health will be asked to approve the commencement of a procurement process to source the future supported living services and delegate authority for Contract Award to the Executive Director Adults and Health.</p>	
<b>Decision by</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added</b>	16 October 2019
<b>Month</b>	March 2020
<b>Consultation/ Representations</b>	<p>Key Stakeholder engagement will inform this procurement including an online survey and market event.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, 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>Author</b>	Alison Nuttall Tel: 033 022 25936
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

## **Independence in Later Life**

### **Executive Director Adults and Health**

<b>Extension of the Community Equipment Service Contract</b>	
<p>The Community equipment service (CES) is delivered through a contract with Nottingham Rehab Ltd (trading as NRS Healthcare). The service meets customers social care needs as defined under the Care Act 2014 by promoting independent living and wellbeing. The contract was let on a 5 year term, commencing 1 April 2015, with the option for a 2 year extension. It is recommended that the County Council take up the opportunity to extend for a further two years to 31 March 2022. Taking up the extension will allow the County Council and its health partners to explore future delivery models, including potential collaborative arrangements with other local authorities.</p>	
<b>Decision by</b>	Kim Curry - Executive Director Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	27 December 2019
<b>Month</b>	March 2020
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Executive Director for Adults and Health 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)	Original Decision Report - ASCH05(13/14)
<b>Author</b>	Jane Walker Tel: 033 022 27927
<b>Contact</b>	Erica Keegan Tel: 033022 26050

### **Cabinet Member for Adults and Health**

<b>Review of fees and charges for commissioned services</b>	
<p>The Cabinet Member will be asked to consider the fees and rates paid for commissioned services related to the Adult Social Care and Health portfolio for 2020-21. This will cover all services commissioned for older people and adults with either a learning disability, physical disability or mental health condition. The review will consider usual maximum rates for care homes and care homes with nursing; individually agreed rates paid to care</p>	

homes and care homes with nursing; shared lives; and rates and fees paid for community-based services.

<b>Decision by</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	Independence In Later Life
<b>Date added</b>	24 January 2020
<b>Month</b>	March 2020
<b>Consultation/ Representations</b>	Representations concerning this decision can be made to the Cabinet Member for Adults and Health, via the Officer Contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Debbie Young Tel: 033 022 24134
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050

### **Cabinet Member for Adults and Health**

#### **Commissioning of Extra Care Contracts**

West Sussex County Council are working in partnership with District & Borough Councils, registered housing providers and registered care providers to develop and deliver extra care housing across West Sussex. The Council have commissioned care provision within 12 existing extra care services and are now looking to commence a procurement to source care provision for two new extra care housing schemes.

Extra care housing provides specialist accommodation to adults primarily over the age of 55 years who require adapted properties and have eligible care and support needs as assessed in line with the Care Act 2014. The schemes provide individual adapted apartments, communal areas, a restaurant and an onsite care team. Extra care housing is enabling residents of West Sussex to remain independent within their communities and provides an alternative option to residential care.

In 2017, Following a key decision by the Cabinet Member for Adults and Health, ([Ref: ASCH916-17](#)) the Council set up a new dynamic purchasing system (DPS) framework for extra care housing. The DPS allows the Council to approve and add new appropriately qualified care providers to the framework at any time. All providers on the DPS will meet core requirements. When new schemes are developed or there is a need for a change of care provider in an existing scheme, the DPS will be used to source the care provision. Alongside the DPS, the 12 current schemes were awarded new care contracts for 3 years with the possibility of a further 2-year extension.

Since the commencement of the DPS two new extra care schemes have been in development with building work having now commenced on both. Monaveen in Westergate will open to its first residents in December 2020 and Lingfield Lodge in East Grinstead will be completed in March 2021.

The Cabinet Member for Adults and Health will be asked to agree the extension of the current contracts for existing services, extension of the DPS framework, and approval to

commence a procurement process through the DPS to source the future care provision for the two new schemes.

Following procurement, the Cabinet Member for Adults and Health will be asked to delegate authority for contract award to the Executive Director Adults and Health.

<b>Decision by</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	3 February 2020
<b>Month</b>	March 2020
<b>Consultation/ Representations</b>	Utilised Internal Officer Specialisms  Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health via the officer contact.
<b>Background Documents</b> (via website)	
<b>Author</b>	Carrie Anderson Tel: 0330 022 22996
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050

### **Executive Director Adults and Health**

#### **Discharge to Assess with Reablement Care Services**

Discharge to Assess with Reablement services are designed for hospital patients who are medically fit for discharge, but unable to immediately return home; it is a model recognised by NHS England as facilitating earlier discharge and/or reducing the number and length of delays in discharge from hospital for older people.

The key objectives delivered through Discharge to Assess are:

- Reduction of delayed transfers of care (DTOC) between health and social care;
- reduced level of dependency for as many customers as possible;
- ensuring that no long-term decisions concerning customers' care needs are made in an acute setting

Contracts for the provision of Discharge to Assess with Reablement services were awarded in 2018, for an initial fixed term of 2-years with options to extend to a maximum of 5-years, through an EU Procurement exercise conducted following approval of Cabinet Decision [AH01 17-18](#).

The initial contract term comes to an end on 31<sup>st</sup> March 2020, an extension of 2-years has been requested by Adults Operations to support the Adults and Health Step-Up, Step-Down programme.

The Executive Director Adults and Health will be asked to agree the extension of the existing contracts for 2-years, commencing 1 April 2020.

<b>Decision by</b>	Kim Curry - Executive Director Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	5 February 2020
<b>Month</b>	March 2020
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Executive Director Adults and Health 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>Author</b>	Lee Jenner Tel: 0330 022 23754
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050

### Cabinet

<b>Adults' Services Improvement - Next Steps</b>	
<p>In 2018 in response to identified pressures and service challenges within adult social care a peer challenge led to a 100-day plan of action followed by a three-year programme of improvement structured around 100-day milestones starting in November 2018.</p> <p>By the start of the improvement programme the service was in a better position and that progress has continued. During the summer of 2019 the service faced additional operational pressures and the improvement programme was refocused towards helping to address those.</p> <p>In October 2019 in order to increase the scale and pace of delivery, the Council appointed a strategic partner to carry out a diagnostic assessment across both Adults' and Lifelong Services to identify ways to improve service outcomes for people whilst identifying opportunities for more cost-effective ways of working. The output from this work describes the challenges facing the services and the specific actions that would deliver long-term cost effective and sustainable improvement.</p> <p>The Cabinet will be asked to consider the outputs from this diagnostic assessment and agree the next stages for the ongoing improvement of the Adults' and Lifelong Services including the procurement of activity to drive their delivery.</p>	
<b>Decision by</b>	Mrs Jupp - Cabinet
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	5 December 2019
<b>Month</b>	April 2020

<b>Consultation/ Representations</b>	<p>Health and Adult Social Care Scrutiny Committee – 15 January 2020 (to consider the diagnostic assessment and scope of further work prior to commencement) or through short form task group direct to Cabinet Member prior to decision.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health via the officer contact, by the beginning of the month in which the decision is due to be taken.</p> <p>Cabinet on 14 January 2020</p> <p>Health and Adult Services Scrutiny Committee on 15 January 2020</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Sarah Farragher Tel: 033 022 28403
<b>Contact</b>	Erica Keegan Tel: 033022 26050

## **A Council that works for the Community**

### **Cabinet Member for Adults and Health**

<b>Procurement of Mortuary Services</b>	
<p>The Council currently has contracts with two NHS Trusts who run our Mortuary and Post-Mortem Services:</p> <ul style="list-style-type: none"> <li>• WSHT - Western Sussex Hospital Trust (covers approx. 75% of requirement)</li> <li>• SASH - Surrey and Sussex Health Trust (covers approx. 25% of requirement)</li> </ul> <p>Both contracts will expire on 22 January 2021 and there is no provision for further extensions.</p> <p>The Council ran a procurement in 2018/19 with a vision of having a dedicated Mortuary – 100% of bodies going into one location and moving away from traditional post-mortems towards digital non-invasive methods. However, the Council only received one bid which was subsequently deemed unaffordable. The bid was later withdrawn and the procurement process abandoned.</p> <p>The Cabinet Member for Adults and Health will be asked to agree the commencement of a procurement that will secure ongoing contracts for the Mortuary and Post-Mortem services from January 2021 and to delegate authority to the Director of Communities to award the contracts following the procurement exercise.</p>	
<b>Decision by</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added</b>	25 February 2020

<b>Month</b>	March 2020
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Lesley Sim Tel: 0330 022 24786
<b>Contact</b>	Erica Keegan Tel: 033 022 26050