

# 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 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. In accordance with regulations in response to the current public health emergency, Cabinet meetings will be held virtually with councillors in remote attendance. Public access will be via webcasting and the meetings will be 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. [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).

**Published: 26 August 2020**

## Forward Plan Summary

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

<b>Decision Maker</b>	<b>Subject Matter</b>	<b>Date</b>
Interim Executive Director Adults and Health	New operating model for the Approved Mental Health Professional (AMHP) service	September 2020
Interim Executive Director Adults and Health	Extension of Shared Lives (Adults with Learning Disabilities) Contract	September 2020
Interim Executive Director Adults and Health	In House Day Services Award of Contract	August 2020
Interim Executive Director Adults and Health	Financial Support to the Care Sector	September 2020
Interim Executive Director Adults and Health	Care and Support at Home Framework Extension	September 2020
Cabinet Member for Adults and Health	Health and Social Care Seasonal Pressures Plan	September 2020
Cabinet Member for Adults and Health	Residential Care and Support Services Block Contracts Procurement	September 2020
Cabinet Member for Adults and Health	Procurement of Public Health Social Support Services for Older People	September 2020
Interim Executive Director Adults and Health	Award of Block Contracts for Residential Care and Support Services	October 2020
Interim Executive Director Adults and Health	Health and Social Care Seasonal Pressures - Contract Award	October 2020
Acting Director of Communities	Mortuary Services Award of Contract	September 2020

# A Strong, Safe and Sustainable Place

## Interim Executive Director Adults and Health

<b>New operating model for the Approved Mental Health Professional (AMHP) service</b>	
<p>The Council has a statutory duty to have an Approved Mental Health Professional (AMHP) service with sufficient professional resources (AMHPs) to operate on a 24-hour, 7 day a week basis.</p> <p>A review of the current AMHP Service in 2019 found significant issues and risks within the service, including in relation to legal compliance and safe standards of practice, and made a number of recommendations for change. These recommendations have been developed into the proposed new operating model for the AMHP service which will deliver a statutory, high quality, legally compliant and sufficient service.</p> <p>The proposed new operating model is for a 24/7 hub and bespoke (hybrid) AMHP service, without a separate Emergency Duty Team function. The service will be provided by the Council, ending the current joint provision with Sussex Partnership Foundation Trust, although close working will remain.</p> <p>The Interim Executive Director Adults and Health will be asked to approve a new operating model for the AMHP service and agree the associated increased budget cost involved.</p>	
<b>Decision by</b>	Alan Adams - Interim Executive Director Adults and Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added</b>	27 July 2020
<b>Month</b>	September 2020
<b>Consultation/ Representations</b>	<p>Sussex Partnership Foundation Trust, staff in the existing AMHP Service and service users were involved in the review of the current service and the development of the new model.</p> <p>Internal consultation has taken place with Finance, HR and Legal services, the Adults and Health Leadership Team and the Executive Leadership Team and Cabinet Member for Adults and Health.</p> <p>Representations concerning this proposed decision can be made to the Interim Executive Director Adults and Health via the author or 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: 0330 022 26050

## Interim Executive Director Adults and Health

### Extension of Shared Lives (Adults with Learning Disabilities) Contract

West Sussex County Council currently commissions Shared Lives services in West Sussex in two ways, from the independent market through our Supported Living Framework and an in-house service delivered by Adults In-House Social Care Services (AIHSCS).

The Supported Living Framework has included a separate provision for Shared Lives Services since it commenced in 2015. During this period only one independent Shared Lives Scheme provider has been awarded the service.

Shared lives services meet customers social care needs as defined under the Care Act 2014 through a model of care and support that provides innovative, small family-based homes to people with a learning disability with a variety of support needs. This approach can generate significant positive outcomes to people who use shared lives through access to a range of accommodation and support arrangements.

Cabinet Member decision ([AH08 20/21](#)) recommended that the independent Shared Lives Scheme, which is currently commissioned under the terms of the Supported Living Framework and which expires on 31st March 2021, be subject to an internal review regarding its future re-procurement options and should be excluded from the decision to procure a new Supported Living Framework Agreement.

Authorisation is sought to extend the current contract arrangements as a single tender with the one incumbent independent Shared Lives provider for one year until 31st March 2022, under the existing contractual terms. This will enable the Council to explore future delivery models, contract and procurement options and associated cost structures, as well as undertake consultation with the market, which in line with the Lifelong Disability and Autism Market Position Statement objectives, will lead to more people living independently in community settings, and where this is appropriate and cost-effective. No change is proposed to the in-house service.

<b>Decision by</b>	Alan Adams - Interim Executive Director Adults and Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added</b>	17 August 2020
<b>Month</b>	September 2020
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Interim 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)	None
<b>Author</b>	Lisa Loveman Tel: 033 022 23430
<b>Contact</b>	Erica Keegan Tel: 020 033 26050

# Independence in Later Life

## Interim Executive Director Adults and Health

### In House Day Services Award of Contract

Following the decision undertaken by the Cabinet member for Adults and Health in June 2020 ([AH05 20/21](#)), the Interim Executive Director for Adults and Health is asked to agree to the commencement of the appointment of the contract relating to the provision for the redevelopment of Glebelands, Laurels and Rowans Adult day centres in West Sussex for delivery of work for May 2021. This relates to capital programme works to the value of £4.587m.

A tender process started in April 2020 with the first stage, a Pre-Qualification Questionnaire sent out to contractors on the 11 May 2020. The PQQ is a pre-tender exercise which will be undertaken to determine quality of contractors prior to inviting tender. Ten submissions were received by the closing date of the 22 May and the top 6 submissions with the highest scores were put forward to the second stage of the tender process. The second stage tenders have been sent out with a return date of 24 July.

The Interim Executive Director of Adults and Health will be asked to agree the award of the contract to the lowest submitted tender.

<b>Decision by</b>	Alan Adams - Interim Executive Director Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	1 July 2020
<b>Month</b>	August 2020
<b>Consultation/ Representations</b>	Representation concerning this proposed decision can be made via the officer contact in the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Simon Starns Tel: 033 022 23706
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050

## Interim Executive Director Adults and Health

### Financial Support to the Care Sector

In response to the Covid-19 pandemic the Council has provided financial support to the care sector in recognition of additional costs related to the provision of services. Previous decisions in April 2020 ([Report AH02 20/21](#)) and August 2020 ([Report OKD24 20/21](#)) dealt with these arrangements.

The impact of the continuing public health situation on the care market will continue to be reviewed. Subject to the availability of funds, further financial support to care providers may need to be considered to maintain the resilience of services after support provided to date comes to an end.

The Interim Executive Director Adults and Health will be asked to approve any use and allocation of funds to provide financial assistance to care providers identified as needed by the review.

<b>Decision by</b>	Alan Adams - Interim Executive Director Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	26 August 2020
<b>Month</b>	September 2020
<b>Consultation/ Representations</b>	Cabinet Member for Adults and Health Director of Law and Assurance Director of Finance and Support Services  Representations concerning this proposed decision can be made to the Interim 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>	Juliette Garrett Tel: 033 022 223748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

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

#### **Care and Support at Home Framework Extension**

The Care and Support at Home Framework (2015) is the Council's primary contractual arrangements for the provision of home-based services for people with assessed eligible care needs. In February 2020 ([Report AH11 19/20](#)) a decision was made to commence a procurement programme for a new Care and Support at Home Framework to replace the existing arrangements, including the reserve Domiciliary Care Framework (2009), with the new services scheduled to commence in February 2021.

The tender opportunity for the new framework was published on 6 March 2020 but due to the Covid-19 pandemic was suspended on 27 March 2020. The tender was re-published on 10 August 2020. As a result of the delay to the procurement it is not possible for the new Framework to commence as intended with the current timeline now targeting a July 2021 start date.

Contracts for services awarded under the Care and Support at Home Framework (2015) were extended in May 2019 until 31 January 2020 with the provision for a further three-month extension. In order to avoid a break in service delivery and to coincide with when the new services commence it is proposed to extend these contracts until August 2021.

The Interim Executive Director Adults and Health will be asked to approve the extension of contracts under the Care and Support at Home Framework (2015) until August 2021.

<b>Decision by</b>	Alan Adams - Interim Executive Director Adults and Health
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<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	26 August 2020
<b>Month</b>	September 2020
<b>Consultation/ Representations</b>	Cabinet Member for Adults and Health Director of Law and Assurance Director of Finance and Support Services  Representations concerning this proposed decision can be made to the Interim 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>	Juliette Garrett Tel: 033 022 223748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

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

<b>Health and Social Care Seasonal Pressures Plan</b>	
<p>The County Council along with its health partners, are jointly developing plans to respond to health and social care seasonal pressures for the period between October 2020 and March 2021. The seasonal pressure plan will potentially include the development and provision of both home care and residential based services as well as other services that support hospital discharge or services that enable people to remain independent.</p> <p>The health and social care system face increased pressures during this period, particularly in the winter months, that place increased demands on services. Seasonal pressure plans are designed to improve discharges from hospital, avoid admission to hospital or increase the flow across health and social care and access to services.</p> <p>The Cabinet Member for Adults and Health will be asked to approve the plan for seasonal pressures and approve the procurement of a number of services required for home and residential care. The Cabinet Member will also be asked to delegate the authority for award of contracts to the Interim Executive Director Adults and Health.</p>	
<b>Decision by</b>	Cllr A Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	26 August 2020
<b>Month</b>	September 2020
<b>Consultation/ Representations</b>	Interim Executive Director Adults and Health Director of Law and Assurance Director of Finance and Support Services

	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.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Juliette Garrett Tel: 033 022 223748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

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

<b>Residential Care and Support Services Block Contracts Procurement</b>	
<p>The County Council commissions a range of services to provide care and support to people with assessed eligible social care needs on a residential basis. The majority of these arrangements are made on an individual spot purchase basis to a high number of providers. The Council is facing increasing challenges in securing adequate provision of suitable services across the county.</p> <p>To provide an assurance of capacity, a number of block contracts shall be proposed to be developed to secure residential based care and support services in key locations across West Sussex to respond to local demand. The development of block contracts will also support service providers by providing an assurance of income whilst allowing the Council to seek financial best value.</p> <p>The Cabinet Member for Adults and Health will be asked to approve the plan for residential based care and support services and the procurement of a number of services. The Cabinet Member will also be asked to delegate the authority for award of contracts to the Interim Executive Director Adults and Health.</p>	
<b>Decision by</b>	Cllr A Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	26 August 2020
<b>Month</b>	September 2020
<b>Consultation/ Representations</b>	<p>Interim Executive Director Adults and Health Director of Law and Assurance Director of Finance and Support Services</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>	Juliette Garrett Tel: 033 022 223748



<b>Contact</b>	Erica Keegan Tel: 033 022 26050
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### **Cabinet Member for Adults and Health**

<b>Procurement of Public Health Social Support Services for Older People</b>	
<p>The last commissioning exercise for Public Health Social Support Services for Older People was undertaken in 2013. These services are currently delivered by the Voluntary and Community Sector and a single private company and this will come to an end in July 2021.</p> <p>In response to the impact of COVID 19 on older, vulnerable people which has been significant and sometimes life-limiting, support organisations have worked to adapt, collaborate and create networks for practical and social support. This procurement will seek to continue this excellent work. Therefore, West Sussex County Council seeks to recommission services in collaboration with local providers with the aim of ensuring all older people in the County, in both urban and rural communities, have access to the support they need to lead healthy, independent lives.</p> <p>The formal procurement process will start in October 2020 and new contracts will be effective from 1 July 2021 and will run for five (5) years with the possibility of a further extension of up to two (2) years built into the terms of the contract. The contracts will be funded mainly through the Public Health Grant, with a contribution from Adult Social Care. Contract funding will be awarded to winning bids that ensure maximum benefits and value for money and reflect demographic needs of the older population in West Sussex.</p> <p>The Cabinet Member is asked to agree the commencement of a procurement process for the provision of Public Health Services for Prevention and Independence for Older People. The Cabinet Member is also asked to delegate decisions regarding the award of the new contracts to the Director of Public Health in Consultation with the Cabinet Member.</p>	
<b>Decision by</b>	Cllr A Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	6 August 2020
<b>Month</b>	September 2020
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health via the author or 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>	Nikki Lewis Tel: 0330 022 26067
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050

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

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### **Award of Block Contracts for Residential Care and Support Services**

The Council commissions a range of services to provide care and support to people with assessed eligible social care needs on a residential basis. The majority of these arrangements are made on an individual spot purchase basis to a high number of providers. The Council is facing increasing challenges in securing adequate provision of suitable services across the county.

To provide an assurance of capacity, a number of block contracts shall be proposed to be developed to secure residential based care and support services in key locations across West Sussex to respond to local demand. The development of block contracts will also support service providers by providing an assurance of income whilst allowing the Council to seek financial best value.

As a separate key decision process the Cabinet Member for Adults and Health will be asked to approve the commencement of a procurement of residential based care and support services. As part of the approval the Cabinet Member will be asked to delegate authority to the Interim Executive Director Adults and Health to award the contracts.

Following receipt of this approval from the Cabinet Member the Interim Executive Director Adults and Health will be asked to approve the award of contracts for residential based care and support services.

<b>Decision by</b>	Alan Adams - Interim Executive Director Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	26 August 2020
<b>Month</b>	October 2020
<b>Consultation/ Representations</b>	Cabinet Member for Adults and Health Director of Law and Assurance Director of Finance and Support Services  Representations concerning this proposed decision can be made to the Interim 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>	Juliette Garrett Tel: 033 022 223748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

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

#### **Health and Social Care Seasonal Pressures - Contract Award**

The County Council along with its health partners, are jointly developing plans to respond to health and social care seasonal pressures for the period between October 2020 and March 2021. The seasonal pressure plan will potentially include the development and provision of both home care and residential based services as well as

other services that support hospital discharge or services that enable people to remain independent.

The health and social care system face increased pressures during this period, particularly in the winter months, that place increased demands on services. Seasonal pressure plans are designed to improve discharges from hospital, avoid admission to hospital or increase the flow across health and social care and access to services.

As a separate key decision process the Cabinet Member for Adults and Health will be asked to approve the procurement of a number of services required for home and residential care. As part of the approval the Cabinet Member will be asked to delegate authority to the Interim Executive Director Adults and Health to award the contracts.

Following this delegation of authority the Interim Executive Director Adults and Health will be asked to approve award of contracts for services to deliver the seasonal pressures plan.

<b>Decision by</b>	Alan Adams - Interim Executive Director Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added</b>	26 August 2020
<b>Month</b>	October 2020
<b>Consultation/ Representations</b>	Cabinet Member for Adults and Health Director of Law and Assurance Director of Finance and Support Services  Representations concerning this proposed decision can be made to the Interim 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>	Juliette Garrett Tel: 033 022 223748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

# A Council that works for the Community

## Acting Director of Communities

### Mortuary Services Award of Contract

The council currently has contracts with 2 NHS Trusts who run our Mortuary and Post Mortem Services. Both contracts will expire on 22 January 2021 and there is no provision for further extensions.

- WSHT - Western Sussex Hospital Trust (covers approx. 75% of requirement)
- SASH - Surrey and Sussex Health Trust (covers approx. 25% of requirement)

The council ran a procurement in 2018/19 with a vision of having a dedicated Mortuary – 100% of bodies to go into one location and a vision of moving away from traditional post-mortems, towards digital non-invasive methods. However, the Council only received one bid which was deemed unaffordable. The bid was later withdrawn and therefore the procurement process was abandoned.

The Cabinet Member for Adults and Health has since agreed the commencement of a procurement that will secure ongoing contracts for the Mortuary and Post-Mortem services from January 2021 ([Report ref: AH06 20/21](#)). The Director of Communities will now be asked to award the contracts following the procurement exercise.

<b>Decision by</b>	Emily King - Acting Director of Communities
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added</b>	22 July 2020
<b>Month</b>	September 2020
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Acting Director of Communities via the author or 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>	Lesley Sim Tel: 0330 022 24786
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050