

1. **Background and Context: Local Government Association (LGA) Peer Review**

1.1 The LGA peer review of adult services in May 2018, produced a report which was critical of a range of elements of adult service performance including; standards, safeguarding, service strategies, and partner relationships. The peer review set the Council the challenge to key priorities including to:

- Implement a hundred day plan to address the core basics and ensure capacity and capability is in the right place including integrated health and social care responsibilities
- Engage with communities and people who use services to ensure that your delivery of the spirit of the Care Act and the customer journey is focused on delivery of a responsive, effective and asset based service
- In the immediate future reach out and get a clear commitment to establishing a joint vision for health and social care focused on the needs and outcomes for the population
- Consider a properly resourced transformation function that provides oversight and drives large scale transformation

1.2 To respond to the peer review recommendations, the service developed an [Adult Social Care Vision and Strategy for 2019-21](#) and the immediate and most pressing challenges were addressed to make the service safe and legally compliant, for example, the Safeguarding Adults Board is Care Act compliant; Deprivation of Liberty Safeguards (DoLS) assessments are now risk managed; a safeguarding adults' hub is now successfully in place; social work recruitment has improved and there is much better availability of data to support performance management.

1.3 In addition to the above, a great deal of work to overcome operational pressures was carried out by the teams to bring down waiting lists to manageable, safe levels and to change the way that they work focusing on strengths based, collaborative working with colleagues and partners.

2. **Adults and Health Development Plan**

2.1 Building upon the developments post the peer review, foundations from the improvement programme and the opportunities identified by the Newton diagnostic, a consolidated Adults and Health development plan has been sharpened and reconciled against the budget challenges. Below is a summary of the workstreams and their progress to date:

2.2 **Demand Management:**

2.2.1 To reduce the level of social care intervention, the Council's aim is for prevention to be at the forefront of all social care activity within a strength's based, risk enabled, tech aware environment. To facilitate this aim, we have:

- 2.2.2 Established a monthly Prevention Steering Group to provide oversight and co-ordination of all prevention related activity including:
- Accommodation and care strategy (see below) including ambitious targets for extra care housing
 - Assistive technology strategy (across all cohorts)
 - Community equipment service development and re-procurement
 - Disabled facilities grant steering group
 - Prevention culture and practice
- 2.2.3 A full and comprehensive strategy will be further developed, co-produced with residents and stakeholders across health, housing and the voluntary sector.
- 2.2.4 A range of operational activities will be progressed in support of the prevention strategy including:
- increasing the capacity and performance of the reablement offer for West Sussex;
 - the embedding of a strengths-based model of social work practice where risk is well understood, and technology employed to assist independence;
 - continued joint working with the Communities Directorate
 - enhancing support to carers, both formal and informal

2.3 Housing and Accommodation:

- 2.3.1 The intention is that the County Council takes a strategic leadership role in ensuring access to housing and accommodation-based support for those who need it, including those who are at risk of homelessness. A Memorandum of Understanding setting out the strategic relationship between Health, Districts and Boroughs and partners has been co-produced and signed up to by all.
- 2.3.2 On 20th October 2020, a multi-agency virtual housing conference was hosted and facilitated by WSCC.

2.4 Market shaping, development and relationships:

- 2.4.1 A key element of the ongoing work of the commissioning function in Adults' Services has been to support, shape and develop the care market. A strategic provider forum has been put in place incorporating providers across a range of sectors who can come together, and both inform and be informed about market pressures and issues and the county council's strategic intent.
- 2.4.2 We have a robust infrastructure via contracts and commissioning teams and the Care and Business Support (CABS) team to engage with providers we both contract with and those we don't. This has strengthened our relationships with the care home and domiciliary care sectors with whom we have traditionally had mixed levels of engagement

- 2.4.3 A market position statement has been issued regarding people with learning disabilities and autism and the re-procurement of the supported living framework due in 2021 sets out clearly the wish to support people to live in accommodation that is most enabling and least restrictive. In particular there are plans in place to enhance the West Sussex Extra Care Housing offer.
- 2.4.4 The Council and partners submitted their Winter Plan for 2021/21 to NHS England (NHSE) on 1 October. NHSE declared it an "exemplar plan that should be shared as good practice" and the best in the South East region as there were good schemes for winter in place, a practice of continuous improvement, a data driven approach, comprehensive detailed plans for care homes support with clear strategic oversight.
- 2.4.5 There are clear and robust Quality and Provider Concerns pathways in place to allow the County Council to identify and respond to any emerging resilience or quality issues and to track resolution to these.

2.5 **Mental Health Services:**

- 2.5.1 This work is in place to ensure delivery of a safe and compliant service which meets the statutory duties for social care needs of the West Sussex population of adults with mental health needs. Rapid progress has been made and approval gained by all parties to:
- a. Return social workers previously seconded to Sussex Partnership Foundation Trust to the direct line management through the County Council. They will continue to work in an integrated way with the practitioners in the mental health Trust but with greater clarity of roles and responsibilities and accountability for Care Act requirements.
 - b. Develop a more resilient and robust Approved Mental Health Professional (AMHP) Service

2.6 **Improving hospital flow**

- 2.6.1 We have put in place clear pathways for an enhanced discharge to assess model which builds on previous infrastructure and responds to the government's signal that this is the strategic way forward. This includes establishing a placement and sourcing team and streamlined discharge processes. Our primary focus is, wherever possible, to enable people to go home with support and as such the Homefirst offer of care hours alongside clinical oversight has been, and continues to, grow.

2.7 **Practice and quality:**

- 2.7.1 The focus of this workstream is on the development of a strong audit, quality assurance and core standards framework to underpin quality across adults' services, work alongside operational staff and strengthen management grip. A set of Core Standards for operational delivery of adult social care services has been developed and is in the process of

detailed implementation. Safeguarding roles and functions have been strengthened.

2.8 **Lifelong services:**

2.8.1 A key focus for people with disabilities and autism is ensuring they are, wherever possible, enabled into voluntary or paid work, live as independently as possible, access positive community based opportunities and that their needs are prevented from escalating. This includes reframing of all types of placement and support including in house and day provision critical to achieving long term outcomes is ensuring effective transitions from children to adult services.

2.9 **Business Infrastructure:**

2.9.1 In addition to the above, there are some further ongoing / emerging workstreams including:

- the development of an IT strategy to provide a framework within which to work;
- a full programme of systems development to support the development plan activities and to ensure the Mosaic system is fit for purpose;
- the requirements of the government's recently issued hospital discharge guidance, the full implications of which we are still working through;
- a range of enabling activity covering workforce, commissioning, performance management and budget management.