

Adults Services Portfolio – Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - Unprecedented demand at the 'front door' and increased acuity of need is being experienced across all locality teams throughout the county, something which is a national trend, 'as more people live to older ages, more of us are living with illness and disability, often with complex comorbidities and more challenges in managing everyday life' (Department for Health and Social Care Evidence review for adult social care reform: summary report – 1 December 2021). Yet in line with Our Council Plan outcome to 'provide support to people when they need it', even with this unprecedented demand at the 'front door', the County Council has achieved its target in respect of the percentage of contacts to adult social care that progress to a social care assessment; reflecting the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as the provision of preventative services. Also meeting the target of adult social care assessments that result in a support plan by focussing review activity on new customers with eligible social care needs.
 - However, staffing pressures in some parts of the service, exacerbated by the impact of the Omicron Covid-19 variant as well as a need to prioritise support to the NHS in respect of hospital discharges throughout the year, as well as the ability to react to the unprecedented demand at the 'front door', has impacted on the ability for the service to achieve other performance measures. This includes the percentage of users of adult services and their carers that are reviewed and/ or assessed in the last 12 months and the percentage of adults with a learning disability in paid employment. The latter is dependent on review activity so that the service can ascertain which customers are in paid employment or not. It is anticipated that the dedicated assessment work that has started to be carried out by social work teams across the county, will see performance improve in respect of these indicators that have not been achieved during 2021/22.
 - The majority of other indicators have remained constant across the year and are expected to remain so, as we move into the next financial year.

Our Council Performance Measures

Adults Services		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
11	Percentage of contacts to adult social care that progress to a social care assessment	20-30%	Sep-21	Dec-21	Mar-22	↗	Mar-22: As a result of workflow remapping to allow for accurate data collection, performance is now reflecting an accurate picture of the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as provision of preventative services. This indicator is now within target.	Monitoring demand and complexity of need will continue as will working with health and voluntary and community sector partners, as part of the emerging Adult Social Care Strategy 2022-25 to look to address this national trend in West Sussex.
	20.2%		19.3%	18.1%				
12	Percentage of adult social care assessments that result in a support plan	65-75%	Sep-21	Dec-21	Mar-22	↘	Mar-22: Following changes to workflows and processes to allow for accurate data collection, performance has now improved and the target has been achieved.	The service will continue to monitor demand and capacity in respect of this measure.
	77.2%		76.3%	74.8%				

Adults Services		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
13	Percentage of safeguarding concerns that become a Section 42 enquiry Reporting Frequency: Quarterly	37.0%	Sep-21	Dec-21	Mar-22	↓	Mar-22: Performance against this measure has moved away from the target for the second half of the year, although it should be noted that it is not within the control of the County Council as to how many safeguarding concerns will be received over the year.	Safeguarding concerns are being raised and progressed using the correct pathway and referrals are closely monitored through audit so that officers are assured that the decision making continues to be robust. The pan Sussex Safeguarding Adult threshold guidance has now been published which supports consistent, timely and robust decisions.
			58.2%	62.8%	64.2%			
14	Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	Sep-21	Dec-21	Mar-22	→	Mar-22: Performance has stabilised in the second half of 2021/22 and aim is to maintain at this level moving into 2022/23.	Continued monitoring of performance to ensure the target continues to be met.
			2.9 Months	3.4 Months	3.4 Months			
36	Percentage of adults that did not receive long term support after a period of reablement support Reporting Frequency: Quarterly	85.5%	Mar-21	Jun-21	Sep-21	↓	Dec-21: Data is not available for this quarter due to issues with data collection, following changes to workflows and processes. However, the service continues to be impacted by reduction in staffing levels due to covid, which has reduced capacity in the service. In addition the complexity of customers remains high. The service has also in this quarter provided service to non-reablement customers to support service failures in the domiciliary care market. These impacts are likely to have a negative impact on this performance indicator.	Contract management and oversight will continue throughout quarter 4, working with the provider in respect of performance mitigations that are within the control of the County Council.
			85.5%	85.4%	81.3%			
37	Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	Sep-21	Dec-21	Mar-22	↓	Mar-22: Performance is marginally above target, so intervention is not required at this stage. This continues to be monitored moving into 2022/23.	Continued monitoring of performance to ensure the target continues to be met.
			27.9%	28.5%	28.4%			
38	Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months Reporting Frequency: Quarterly	73.2%	Sep-21	Dec-21	Mar-22	↓	Mar-22: Due to unprecedented pressure related to demand for assessments, hospital discharge work and the impact of the Omicron variant, a decision was made by the directorates management team to suspend routine activity in November 2021 to reduce this pressure. This has caused performance to deteriorate in this quarter.	The suspension of review activity ceased at the beginning of March 2022 and a new review team has been established to manage reviews for older people moving into 2022/23. The main focus of this work is to embed a strength based approach and any financial savings will be used to meet the ongoing demands of the market and allow the department to manage financial pressures within the agreed budget envelope. Moving into 2022/23 the percentage of reviews undertaken within a 12 month period, should also improve. A plan is being developed to implement a similar approach for Life Long Services and Mental Health services.
			67.1%	63.4%	60.0%			
39	The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.6%	Sep-21	Dec-21	Mar-22	↑	Mar-22: Performance has improved throughout 2021/22, however this measure is dependent on case reviews/assessments within the last 12 months to record employment, which has not been undertaken due to overall capacity issues within the service during the year.	A project to focus on completing case reviews/assessments will be ongoing throughout 2022/23, which is expected to see a significant increase in performance over the coming year.
			0.4%	0.6%	1.1%			
40	The percentage of adults in contact with secondary mental health services living independently with or without support Reporting Frequency: Quarterly, Reported a quarter in arrears.	71.0%	Jun-21	Sep-21	Dec-21	↑	Mar-22: This is an NHS led measure and is dependent upon the number of patients open to the Sussex Partnership Foundation Trust Mental Health Trust, hence the variability of performance throughout the year. Current performance has increased and this trend is likely to increase as reviews are undertaken and outcomes are recorded through to year end.	Work is on-going in relation to promoting a strength based approach and reducing new admissions to residential care for customers with a mental illness.
			52.0%	67.0%	69.0%			

Adults Services		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
			Sep-21	Dec-21	Mar-22			
44	Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	80.0%	89.1%	86.0%	91.3%	↗	Mar-22: Data is available for 23 of the 72 clients that exited from Services this quarter. Of those 23 clients, 21 agreed, or strongly agreed that they felt safe, 2 were not certain, 0 client disagreed/strongly disagreed. The overall % of clients that felt safe upon exiting the service was 91.3%, and 8.7% were uncertain.	To maximise data capture the following has been agreed:- <ul style="list-style-type: none"> • Early Help service manager with operational lead responsibility for the IDVA (Independent domestic violence advisor) service to speak to senior staff, reiterating the importance of full completion for dissemination to staff and teams. • Community Safety DSVA lead (domestic & sexual violence and abuse) to join IDVA service team meeting to discuss key performance indicator reporting and why a 'full picture' is required • Senior IDVA service staff have been upskilled in accessing the data capture forms to monitor recording compliance.

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£2.947m	Covid-19 Grant –funding from Covid-19 grants and contributions	(£2.947m)	
Older People – delays in delivering 2021/22 savings due to increased care costs and demand	£4.361m	Covid-19 Grant – allocation of Contained Management Outbreak Fund (COMF) towards eligible costs within Older People and Learning Disability cohorts	(£11.291m)	
Older People – delays in delivering 2021/22 savings on non-residential customers with reduced care package	£0.360m	Covid-19 Grant – use of Omicron Support Fund and the Workforce Recruitment and Retention Fund to manage market pressures	(£2.182m)	
Delays in delivering 2021/22 savings from the closure of Marjorie Cobby House and Shaw day care services. Delayed until April 2022	£0.890m	Use of external funding sources including Winter Pressures Grant and Improved Better Care Fund (iBCF) to manage market pressures	(£3.270m)	
Older People – under-utilisation of the Shaw contract and exceptional spending on short term residential placements	£6.862m	Underspending from the closure of in-house services during the pandemic	(£0.631m)	
Learning Disabilities– delays in delivery of savings 2020/21 & 2021/22	£2.827m	Underspending across a mix of services including the Domestic Abuse service	(£0.173m)	
Learning Disabilities – expenditure relating to residence dispute adjudication outcome against the County Council (including backdated costs)	£1.800m			
Learning Disabilities –changes in care packages for a small number of customers with complex care needs	£0.273m			
Adults Services Portfolio - Total	£20.320m		(£20.494m)	(£0.174m)

Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Q1	Q2	Q3	Q4	Action	Trajectory	
Older People's Care Budget	Key cost driver data influencing the trajectory of the Older People's care budget	No. of older people with a care package	4,681	4,694	4,670	4,505	↘	Customer numbers are below pre-Covid levels, having fallen by over 160 during the fourth quarter. Some of this reflects difficulties in obtaining care packages, so numbers may rise by more than would be expected in the first quarter of 2022/23. However, demand continues to represent less of a budget risk than care costs. These are being driven by market-related factors, especially shortages of care workers. At the end of quarter 4, the real terms rate of price increase was 3.95%, if the 1.75% inflationary uplift agreed for 2021/22 is excluded.	↗
		% increase in the average gross weekly cost of a care package for older people	3.0%	4.5%	5.7%	5.7%	↔		
		% increase in the average net weekly cost of a care package for older people	2.8%	4.1%	5.8%	5.8%	↔		

Financial Narrative on the Portfolio's Position

- The 2021/22 outturn position for the Adults Services Portfolio budget is an underspending of £0.174m, however the underlying position is the product of £12.9m of overspending being met by £12.9m of additional funding contributions. It is an outcome which reflects the impact of Covid-19 and the influence it had on demand for adult social care and the provider market together with associated knock-on effects, notably in relation to delivery of savings targets. This enabled the County Council to use Covid-19 funding streams to manage the financial risk that otherwise would have existed. However, those sources are all time-limited, so they will not be available in 2022/23 should any of the pressures persist. Given the challenges currently facing providers it would be premature to assume that these will abate, especially when set in context of workforce shortages and rising inflation. Consequently, it is important to see the County Council's ability to deliver a balanced budget as being the result of circumstances because the financial risks facing adult social care have increased during the past year.

Key Explanations For The 2021/22 Outturn

- Older People - Demand.** Outwardly the level of demand was steady. Compared to March 2021, customer numbers rose by around 30, which is a lower level of increase than implied by population growth. The result is that the proportion of people aged over 80 with a care package has fallen from approximately 7.3% to 7.1%. At around 4,500, the total is now in the region of 200 fewer than the corresponding figure pre-pandemic.
- That appearance of stability is misleading since it masks the increasing challenge that the County Council faced in obtaining care. Some of the reasons which contributed to this should prove time-limited, e.g., the needs of hospital discharge and the closure of care homes to new admissions because of Covid-19, whilst others will continue into the medium term. This has led to an imbalance of demand and supply developing in the market, which, in turn, has led to growing waiting lists. As such the possibility of numbers rebounding at a future date cannot be discounted.

5. **Older People – Cost of Care.** Those same market-related factors have resulted in the cost of care rising sharply. The average cost of a care package now stands at approximately £505 per week, which is £27 per week more than in March 2021. That represents an annual rate of increase of 5.7%, which equates to a real terms pressure of almost 4% when discounted for the inflationary uplift of 1.75% agreed by the County Council for 2021/22. To put this in context, approximately £125m is spent on care costs through the older people's budget, so every 1% increase in the average price equates to a pressure of £1.25m. In financial terms this exceeded the benefit of the relative reduction in customer numbers by £0.6m as well as meaning that the £4.361m savings target for absorbing demand growth through demand management was not delivered because care could not be purchased at the price on which that plan had been predicated.
6. Among the explanations for the position is that fewer residential providers are accepting new placements at the County Council's usual maximum rates. Over 60% of admissions are now being made at an agreed price and it has become increasingly common for providers to be seeking payment of over £1,000 per week for fairly standard provision. If any encouragement can be drawn, it is that the rate of growth slowed during the last quarter. Whilst it is hoped that this is a sign that the market may be moving towards an equilibrium state, it remains the biggest unknown when trying to assess the implications of the outturn for the 2022/23 budget.
7. Exacerbating the situation, utilisation of the 590 beds that the County Council is contracted to purchase through the Shaw contract fell below 80% in some months. Whilst this was often due to homes being closed to new admissions due to the pandemic, there were occasions when the budget was paying for over 100 unoccupied Shaw beds plus the additional beds that needed to be bought in the market. The cost of doing this was around £4.7m, which took the total pressure relating to Shaw to £5.5m because the decision to close the day services provided under the contract, which was necessary to deliver a savings target of £0.750m, was not implemented until April 2022.
8. At the same time, fragilities within the domiciliary care market caused an additional £2.5m to be spent on short term residential placements to hold customers until suitable care could be sourced to enable them to return home. In different circumstances some of this spending would not have been value for money, but it was incurred as part of the response to the pandemic. This made it legitimate to charge against Covid-19 funding and uncommitted resources within the Winter Pressures Grant and the market fragility allocation in the Improved Better Care Fund. As a result, £5.0m of the £8.0m pressure bound up in these factors was externally funded, leaving £3.0m to be met by the County Council. When added to the £4.961m of overspending attributable to care costs, the level of the overspend on the older people's budget became £8.0m.
9. Through its budget strategy for 2022/23 the County Council has taken action to try and mitigate the risk that it faces, partly through specific savings plans, for example to increase occupancy of the Shaw contract, and partly through the resources it has provided to fund fee increases, which has resulted in uplifts of in excess of 10% being approved for some providers. This means that the older people's budget enters 2022/23 with an underlying risk in the region of £4m,

which will reduce further if those actions that are being taken are completely successful and if Covid becomes less of an influence on the market

10. **Learning Disabilities.** As a relatively static customer group, weekly expenditure on learning disabilities care costs was largely steady. Despite that for the County Council's share of the pooled budget, there was overspending of £4.9m. £2.8m of that amount relates to under delivery of savings. Again Covid-19 was the principal reason for this, since the personal contact on which many of those plans were dependent was not possible. In addition, where the release of savings was contingent on new services being commissioned the market became a limiting factor.
11. Compounding the position, adjudications were made against the County Council in four cases involving disputed residence. Since such decisions are backdated (one of which was to 2014) they resulted in payment of historic arrears as well as on-going care costs. In total these account for £1.8m of the overspending, though as circa £1.4m is bound up in the arrears this will be one-off in 2021/22 rather than spending that will recur. The remaining £0.3m is a consequence of changes in package costs following reassessments.
12. Plans have been laid in the budget for 2022/23 to replace the lost savings. Allowing for this, and discounting the one-off nature of the arrears payments, it follows that the Learning Disabilities budget moves into 2022/23 with a need to manage an underlying risk of around £0.7m, in addition to its savings targets
13. **Summary Position.** Between Older People and Learning Disabilities the aggregate overspend was £12.9m. Elsewhere across Adults Services there were a mix of mainly minor variations which were largely self-balancing. Due to the extent to which the causes are attributable to Covid-19, £11.3m of the overspend was charged against the County Council's Contained Outbreak Management Fund (COMF) allocation and £1.6m was met from the Improved Better Care Fund.
14. The level of the underlying risk which transfers into 2022/23 is in the region of £4.7m. When combined with existing savings targets that makes for a challenging outlook, even if the market returns to a settled state. This may mean that the Adults budget will continue to require temporary funding to enable it to be balanced in 2022/23. In that event, £14m is being carried forward through the Improved Better Care Fund, of which £7m is uncommitted and could be used to mitigate the effect of timing delays.
15. **Repurposing of Social Care Reform Reserve.** The reforms to adult social care that are scheduled to take place in October 2023 expose the County Council to significant financial risks. In part this is because of the additional expenditure that they will bring. There is also a possibility that the formula which Government will use to allocate funding will target insufficient resources towards local authorities in relatively wealthier areas of the country, since this is where the cost impact of the reforms will be greatest. To mitigate that risk, the Adult and Health Pressures and Recovery Reserve is to be repurposed as the Adult Social Care Reform Risk Reserve. This action is being taken as a proactive measure and will mean that funding of £5m is available to manage adverse financial implications, particularly in relation to the one-off spending which will be incurred in 2023/24 from the surge in activity that is expected as self-funders approach the County Council for an assessment so that they may

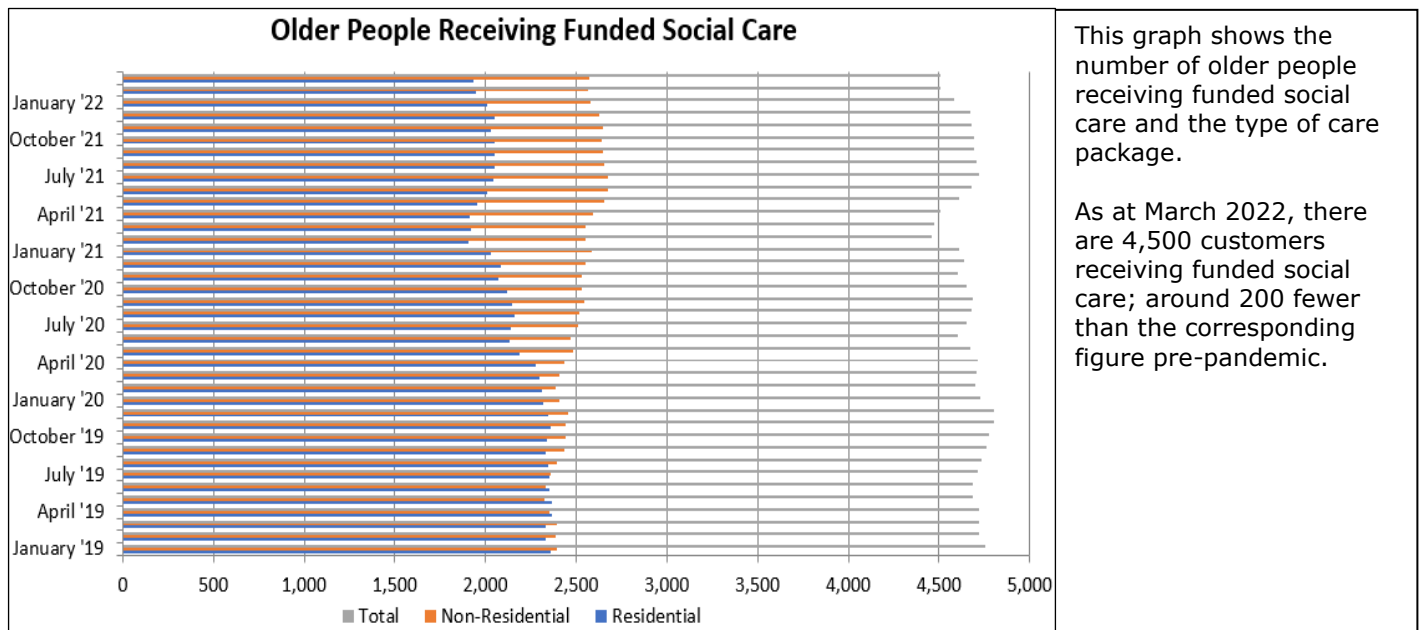
benefit from the reforms. In addition, the reserve will support the County Council in managing any unforeseen market effects that may arise.

Proposed Carry Forward Requests

16. A number of carry forward requests have been actioned during the closing of the accounts, including the following item within the Adults Services Portfolio:

2021/22 Carry Forward Requests	Amount
<p>Domestic Abuse Grant – A Decision (AS03 21/22) was taken in January 2022 which approved the Pan Sussex Domestic Abuse Accommodation and Support Strategy. Grant funding allocated to the County Council in 2021/22 has been carried forward to enable this work to be undertaken.</p>	<p>£1.498,174</p>

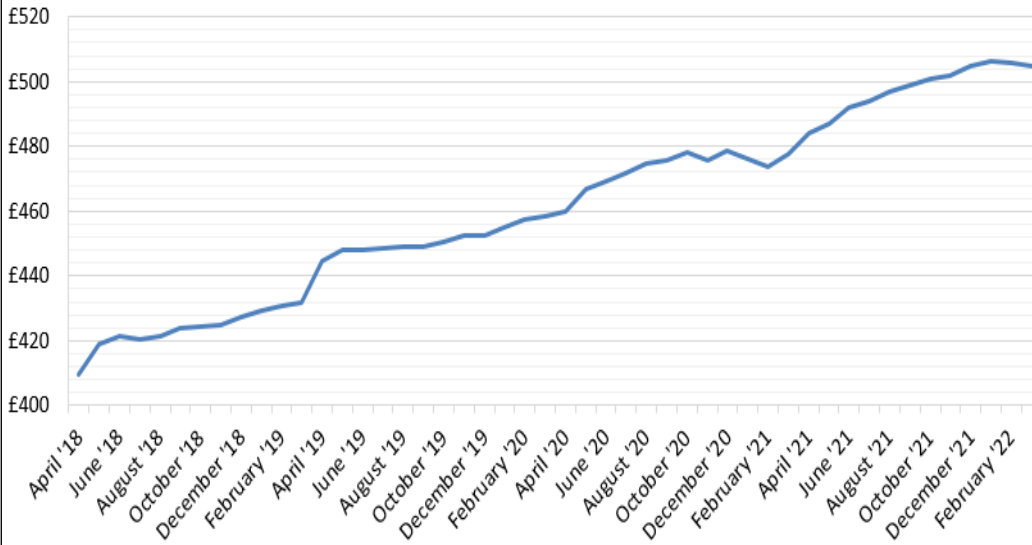
Cost Driver Information



This graph shows the number of older people receiving funded social care and the type of care package.

As at March 2022, there are 4,500 customers receiving funded social care; around 200 fewer than the corresponding figure pre-pandemic.

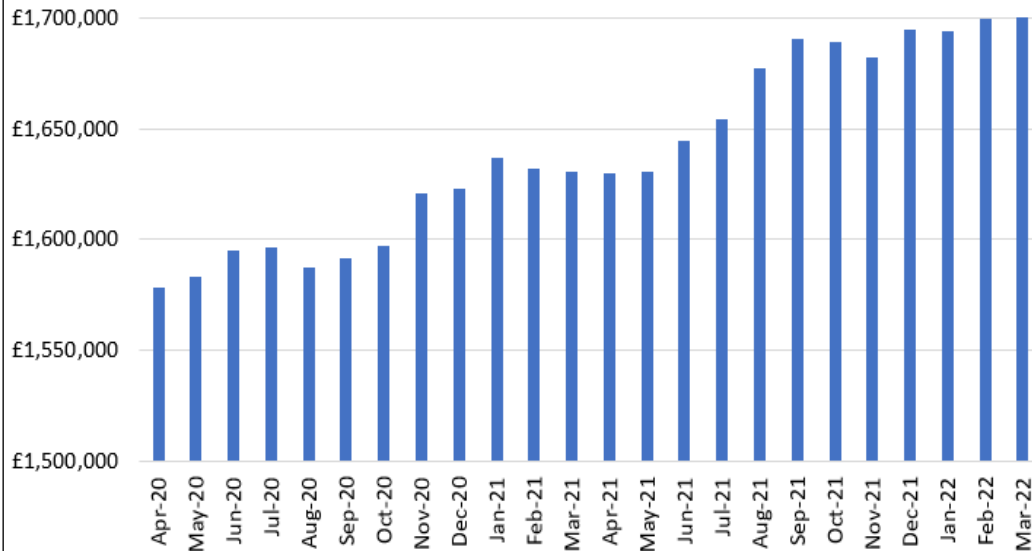
Average Gross Weekly Cost - Older People



This graph shows the average gross weekly cost of older people since April 2018.

The average cost of a package is 5.7% higher than at the end of March 2021, which represents real terms pressure of almost 4% when discounted for the inflationary uplift of 1.75% agreed by the County Council for 2021/22.

Net Weekly Cost - Learning Disabilities



This graph shows the net weekly cost of learning disability care packages since April 2020.

Savings Delivery Update

17. The portfolio has a number of 2021/22 savings and one saving outstanding from the 2021/22 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	March 2022		Narrative	2022/23
Lifelong Services (<i>Learning Disabilities</i>)	1,900	800	G	Plans have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	G
		1,100	R Covid19		A
Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
Review of in-house residential services (<i>Older People</i>).	640	640	R	A decision to close Marjorie Cobby House was made by Cabinet in November. This will result in the saving being delivered in full in 2022/23. The shortfall in 2021/22 was mitigated from savings within the in-house services budget, mainly as a result of day services being closed during the pandemic.	G
Review of Shaw day services (<i>Older People</i>).	250	250	R	A decision to close Shaw day services was made by Cabinet in November. This will enable the saving to be delivered in full in 2022/23.	G
Absorption of demand growth for adult social care from older people through demand management (<i>Older People</i>).	4,361	4,361	R Covid19	This is a saving which was planned to be delivered from the benefit of actions previously taken, e.g., the Home First contract. The impacts of Covid-19 and market-related factors overtook everything else, leading the older people's budget into a significant overspend in 2021/22. This made it impossible to evidence whether the saving had been achieved. Plans have been laid as part of budget preparation for 2022/23 to avoid this becoming a recurring pressure.	A
Non-residential customers to remain at home with reduced package (<i>Older People</i>).	890	530	G	Savings to date from the additional capacity available in the Reablement contract.	G
		360	R	Capacity constraints due to provider staff shortages led to fewer additional hours of reablement being delivered than the County Council had sought. When the decision to increase investment in the contract was made in February 2021, funding was earmarked from the Improved Better Care Fund to mitigate the risk of under-performance in 2021/22, so it did not result in overspending.	A
Increase supply and use of shared lives carers (<i>Learning Disabilities</i>).	448	448	R Covid19	Recruitment and training of additional shared lives carers has taken place. Although this did not enable any additional placements to be made before 31st March, it is expected that it will mean the saving is delivered in full in 2022/23.	G

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
Supported Living - transfer of customers from residential provision (<i>Learning Disabilities</i>).	1,059	1,059	R Covid19	Plans have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	A
Increase number of customers supported by live-in care (<i>Learning Disabilities</i>).	106	106	R Covid19	Plans have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	A
Reduce use of single person services for customers where shared services may be suitable (<i>Learning Disabilities</i>).	114	114	R Covid19	Plans have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	A
Review of Agency Staffing	108	108	B		B

Savings Key:

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

Capital Programme

Performance Summary - Capital

18. There are eight schemes within this portfolio; five of the schemes in delivery are rated green, indicating that the schemes are progressing as planned and three schemes are rated amber indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team. An update on progress of schemes which are not rated green are detailed in the table below.

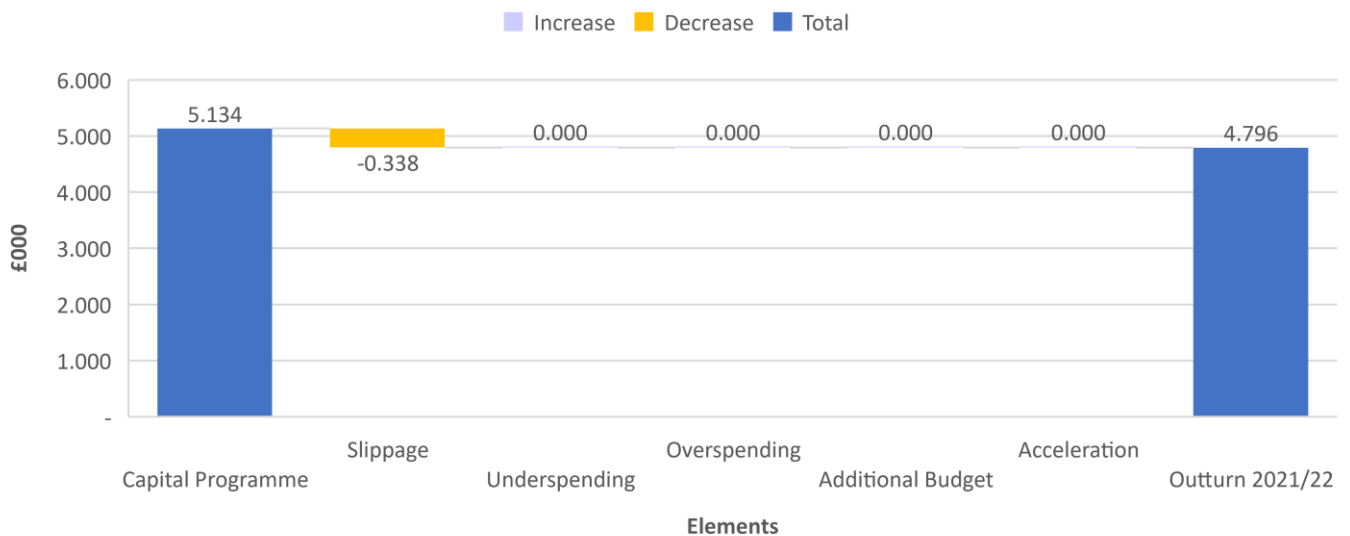
Scheme	RAG Status at 31 st March	Reason	Latest RAG Status	Updated Position
Adults In-House Day Services Part B - Laurels	AMBER	Site completed and handed back to Service but close out works remain in progress.	AMBER	Project completed but some quality issues remain which are being managed as part of the aftercare process.
Adults In-House Day Services Part B – The Rowans	AMBER	Site completed and handed back to Service but close out works remain in progress	AMBER	Project completed but some quality issues remain which are being managed as part of the aftercare process.
Adults In-House Day Services Part B - Glebelands	AMBER	Site completed and handed back to Service but close out works remain in progress.	AMBER	Project completed but some quality issues remain which are being managed as part of the aftercare process.

Finance Summary - Capital

19. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £2.039m for 2021/22. £3.095m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.134m.

20. During the year, the Portfolio spent £4.796m, a reduction of £0.338m when compared to the profiled spend in December 2021.

Capital Programme - Adult Services 2021/22



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Outturn 2021/22 – Total capital programme expenditure as at 31st March 2022.

21. Details of movements of the financial profiling within the capital programme between December and March are as follows:

- **Slippage: (-£0.338m). Movement since Q3 report: (-£0.338m).**
 - **Alinora Crescent – (-£0.020m)** – Small amount of slippage into 2022/23.
 - **Choices for the Future Part A – (-£0.187m)** - This project has completed. £0.187m has been reprofiled into 2022/23 whilst the final invoices are negotiated. It is likely there will be a small underspend that would be returned corporately.
 - **Choices for the Future Part B – (-£0.131m)** – This project is now complete with sites being handed back to the County Council. The contractor is completing the 'aftercare process' having agreed an extension of term to the contract.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR58	<p>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, including the mandatory requirement for care staff to have a vaccination; however, this also extends to WSCC staff requiring access to these facilities (i.e., Social Workers, Occupational Therapists), and contractors. 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.</p>	25	25

23. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register Summary.