

Report to: **Adult Social Care Scrutiny Committee**

Date: **11 September 2008**

By: **Director of Law & Personnel**

Title of report: **Reconciling Policy and Resources (RPR)**

Purpose of report: **To enable the committee to consider and comment on the detailed planning for 2009/10 and beyond as outlined in the State of the County report;**

RECOMMENDATIONS

The Committee is recommended to:

- 1. consider any comments it wishes to make to Lead Members on the relevant policy steers and their contribution to the objectives of the whole Council (the County Council Promise) in light of the national and local policy context and performance stories, prior to their consideration by County Council;**
 - 2. establish a scrutiny board which is empowered to act on behalf of the committee to provide input into the RPR process this year, and in particular to consider the proposed portfolio plan; and**
 - 3. agree a date in December for this scrutiny board to meet**
-

1. Background

1.1 The State of the County 2008 report was presented to Cabinet on 29 July 2008. The report outlines the national and local context within which the reconciling policy and resources (RPR) process will take place for 2009/10 and beyond. In particular it focuses on:

- National and local policy context and Policy Steers (attached at appendix 1 - only those policy steers specific to ASC are included)
- Performance stories (those specific to ASC are attached at appendix 2)
- National and local financial position (attached at appendix 3)
- Identified strategic risks (those specific to ASC are attached at appendix 4)

2. Scrutiny's role in Reconciling Policy and Resources process

2.1 Scrutiny's engagement in the RPR process is important as scrutiny members can bring the experience to bear that they have gained through their work during the year. It is also an opportunity for the scrutiny committees to use the information provided to inform their future work programmes.

2.2 The committee is asked to consider and comment on the detailed planning for 2009/10 and beyond as contained within the following appendices:

1. National and local policy context and policy steers
The policy steers provide the structure within which business and financial planning is developed. The national and local policy context provides an overview of the main issues which will affect the County Council in the coming year.
2. Performance stories
The performance stories set out what we are trying to achieve against each policy steer, progress to date and plans for the future.
3. National and local financial position
An overview of the national financial position and an updated summary of the Council's financial position for the next three years.

3. Future improvements to the RPR process

- 3.1 Following each RPR round, feedback is provided by the each scrutiny committee to help improve the scrutiny input into the RPR process for the following year. As a result of feedback from the 2008/09 RPR round, a number of suggestions are to be incorporated into RPR process this year. These apply to the later draft portfolio and budget plans (presented to scrutiny in November/December):
 - Where a proposed saving is identified, the saving should also be provided as a percentage of an appropriate budget to provide a clearer perspective on the scale of proposed changes.
 - Greater detail about pressures and proposed savings impacts (where sufficiently developed) will enable members to gain a better understanding of proposals being put forward.
 - The terms 'high', 'medium' and 'low' used to describe the general impact of savings should be used to describe the impact upon customers.

Andrew Ogden
Director of Law & Personnel

Contact Officer: Gillian Mauger, Scrutiny Lead Officer (01273 481796)

Background Documents: None

Local Members: All

The attached are extracts from the Reconciling Policy and Resources – State of the County 2008 report which was considered by Cabinet on 29 July 2008.

Where reports contained information on all departments (ie policy steers, performance stories and the Strategic Risk Log), only the sections relevant to this scrutiny committee have been included

National and Local Policy Context

1. Introduction

1.1 A draft legislative programme for the next Parliamentary session has been published for consultation. In introducing the draft programme, the Prime Minister has highlighted economic stability and personalisation of public services as priorities for Government action. The Prime Minister said the programme is aimed at making Britain "a fairer, more prosperous society". The draft programme includes a number of Bills on the economy, education, health and community empowerment to be presented in November's Queen's Speech. More information on the proposals for local government are set out in the paragraphs below, but the thread that runs through them is that there should be more individualised public services and more public engagement in the decision making process.

2. Economic Downturn

2.1 The developing economic downturn will have implications for the County Council in the coming year. This will be both in terms of our own activities; the effects of inflation on service provision and possible wage inflation for example; on the economy of the County and the prosperity of local people and businesses.

3. The Local Government and Public Involvement in Health Act

3.1 The Local Government and Public Involvement in Health Act received Royal Assent in October 2007. The Act seeks to introduce a range of devolutionary and deregulatory measures to ensure a local government system in England that:

- gives local people more influence over the services and decisions that affect their communities through the introduction of a new duty for local authorities to involve local people in local services and policies;
- provides effective and accountable strategic leadership – all councils will now have to adopt either a directly elected mayor with a four year term or an indirectly elected leader with a four year term. These arrangements come into effect for the County Council from April 2009;
- operates in a performance framework – for local authorities working alone or in partnership – which supports citizen empowerment and secures better outcomes for all (see paragraph 5 on the Comprehensive Area Assessment (CAA) below; and
- leads local partnerships to provide better services for citizens (see paragraph 6 on the Local Area Agreement (LAA) below).

4. Sustainable Communities Act

4.1 The Sustainable Communities Act provides a statutory framework for councils and community organisations to put forward proposals for decentralisation and reconfiguration of public services, and changes to the pattern of public spending, which would contribute to sustainability. The main provisions of the Sustainable Communities Act are:

- The Secretary of State should publish local spending reports, statements showing the scope of public spending by all bodies exercising public functions in the area;
- Local proposals from councils can be put forward to the Secretary of State, which will improve the economic, social and environmental well-being of the area, including the participation in civic and political activity. This can include proposals to transfer functions from one organisation to another;
- Councils should develop proposals through wider community consultation, using some kind of panel of local people;
- In developing proposals, councils should have regard to a range of sustainability issues such as local production of goods, local food, transport, energy use, and others;
- The local proposals should be considered and short-listed by a 'selector' representing the interests of local government (the Local Government Association (LGA)), before being put to the Secretary of State for a response;
- The Secretary of State should publish an action plan in response to this, and should report annually to parliament on progress made as a result of this Act.

4.2 The LGA is expecting the first invitation for proposals under the Act to be launched by the Secretary of State on 14 October 2008, at a conference to be held at Local Government House. We do not yet know how long a time period will then be given for proposals to be put forward. It has been suggested that six months to a year would be a suitable period. Proposals can then be developed by councils in consultation with their wider community for submission to the selector. These will then be shortlisted and negotiated with the Secretary of State. If a council chooses to respond to the invitation, it should, as a minimum, establish a panel representing the wider community to consult, and could choose to run a much more extensive programme of publicity and participation.

4.3 The local spending reports are not required by the Act until April 2009. If the Act is to be effective this information needs to be available at the time of the Secretary of State's invitation. The LGA is therefore seeking to have publication brought forward.

5. Empowerment White Paper

5.1 The White Paper has been published. It contains little that is new, and many of the ideas in it are based on existing good practice in local authorities.

5.2 Key proposals are:

- a new duty for local authorities to Promote Democracy and to encourage voting through, for example giving "I've voted" badges
- support for volunteering through the creation of a Communitybuilders (previously Community Anchors) fund and a match funded Grassroots grant to assist the voluntary and community sector.
- Improved access to information through looking at best practice about how information is disseminated to the public at local and neighbourhood level and "Policing Pledge" through which Neighbourhood Policing Teams will be held to account for achieving neighbourhood objectives.
- Greater influence through a new duty for councils to respond to petitions, including requirements for a full Council debate where 5% of residents have signed a petition

and a response to made to petitions outside Council's direct sphere of influence eg GP opening hours.

- Greater challenge through greater visibility of public sector officers, including the right to petition to require senior officers to attend public hearings; greater powers for scrutiny committees to require information from partners on a broader range of issues; and consultation will be opened on proposals for establishing an elected mayor and also to look at lowering the percentage of residents required to trigger a referendum on having an elected mayor from 5% to 2, 3 or 4%. The amount of time allowed between referenda in the event of an unsuccessful bid will fall from 10 years to 4 years.
- Greater redress- the CLG is conducting a review of issues of redress which will be published at the beginning of 2009 and will consider if and when financial compensation for residents might be relevant.
- Encouragement to people to stand for office including a relaxation of the restrictions on officers, except those most senior, from standing for office; encouragement of ward budgets; and modernisation of business practices to include remote attendance
- The creation of a new Asset Transfers Unit in the CLG to disseminate best practice and offer advice on the transfer of assets to community groups and the third sector.

6 Comprehensive Area Assessment

6.1 The CAA replaces the Comprehensive Performance Assessment (CPA) with effect from April 2009. It is an attempt to provide:

- people with a snapshot of life in their area each year;
- a catalyst for improvement in the quality of life and local services;
- an assessment of the value for money provided by local services
- a mechanism for co-ordinating and rationalising inspection.

6.2 The key components of the CAA will be the National Indicator Set (NIS) and organisational assessment of the public sector bodies in the area (councils, Primary Care Trusts (PCTs), police forces and fire and rescue authorities). These inputs will lead to a risk assessment of the area made by all the inspectorates which will be used to decide whether and what further inspection or other intervention and support is required in an area. The CAA model is still under development and a further consultation paper is expected in July.

7 Local Area Agreement (LAA)

7.1 A LAA is a three year contract negotiated between Central Government and local government setting out the priorities for a local area and how these will be tackled in partnership. The LAA also provides a way of strengthening partnerships and partnership working, pooling budgets and streamlining performance management systems. All local authorities were required by Government to establish a new LAA by June 2008.

7.2 The new LAA for East Sussex runs from 1 April 2008 to 31 March 2011 and comprises 33 improvement targets drawn from the NIS of 198 indicators. It also includes 16 statutory education and early years' targets. The Government Office for the South East

was keen that National Indicator 169 (non-principal classified roads where maintenance should be considered) should be included in the LAA. This was not agreed by the County Council, but an undertaking was given to consider future funding for highways maintenance as part of this year's Reconciling Policy and Resources process.

7.3 The national targets in the new LAA reflect local priorities identified in the integrated Sustainable Community Strategy for East Sussex. All targets will be delivered through partnership. All County Council contributions are determined through the Reconciling Policy and Resources (RP&R) process.

7.4 The LAA will be refreshed in January 2009. The refresh has traditionally enabled partners to renegotiate targets based on updated data or performance to date. It is not yet clear whether the new LAA refresh will be used in a similar way and to firm up baseline data and targets missing from the new LAA submission, or whether Government will use it to introduce new indicators and/or stretch targets.

7.5 In addition to the LAA, targets reflecting local priorities will be contained within the Sustainable Community Strategy action plan, currently in development. The performance overview of Community Services provides more detail on how the new LAA was developed.

8. A Framework for Fairness: Proposals for a single Equality Bill

8.1 The Government has been carrying out a review of current equalities legislation to consider "the opportunities for creating a clearer and more streamlined equality legislation framework which produces better outcomes for those who experience disadvantage while reflecting better regulation principles." Following lengthy consultation, the Government has announced that a single Equality Bill will be included in the Queen's Speech. The Bill will:

- introduce a single equality duty, which will require public bodies to consider the diverse needs and requirements of their workforce, and the communities they serve, when developing employment policies and planning services;
- make public bodies "more transparent";
- enable employment tribunals to do more to tackle unlawful discrimination by making recommendations to employers on their working practices which will benefit their wider workforce;
- extend existing positive action measures to allow:
 - employers to make their organisation or business more representative and reflective of the people they serve; and,
 - public bodies to deliver services in a more effective way to disadvantaged groups which may otherwise miss out; and,
 - political parties to use all women election shortlists until 2030;
- making the law more accessible and easier to understand, by bringing together nine major pieces of legislation and around 100 other laws in a single Bill.

8.2 The work that the County Council has been doing to strengthen its approach to equality and diversity is set out in the performance issues report on the Strategic Leadership portfolio.

9. Sub-national review (SNR)

9.1 The Government is holding a consultation exercise on the implementation of the recommendations of the Review of sub-national economic development and regeneration. The Review proposed a streamlining of regional plan-making, with Regional Development Agencies (RDAs) given executive responsibility for drawing up a single regional strategy and agreeing it with local councils in the region. A new role for councils in economic development was proposed, including a statutory duty to prepare an economic assessment.

9.2 The Council has responded to the consultation expressing its disappointment with the results of the review. Its response concurs with the views expressed by the South East England Regional Assembly (SEERA), that the proposal to place regional planning in the hands of an unelected quango is unacceptable and that locally-elected Members should have accountability for such decisions.

9.3 At the time of the publication of the SNR it was said that it would offer a new and powerful role for local authorities in shaping and delivering economic development and regeneration in their areas. The reality, as expressed in the consultation document, falls far short of that. The consultation document says that the RDAs will continue to be "business led", with no mention of any seats for representatives of local government on the RDA boards. The duty to prepare a "local economic assessment" could be a useful step forward, but the consultation document only says that they will "inform" the integrated Regional Strategies. There should be a role for locally elected leaders to agree the regional plans for the area, in line with their responsibility for place shaping.

9.4 The consultation document refers to delegation of RDA funding as and when local authorities are deemed to have the capability and capacity to manage it. Local authorities in the South East are pressing for *devolvement* of RDA funding direct to local authorities rather than delegation. This was the very clear inference in the July 2007 consultation and page 20 of the current consultation which states that, "A key principle of the SNR is to ensure that decisions are made at the right spatial level, by devolving powers and responsibilities in line with economic outcomes." Unless there has been an adverse assessment by the Audit Commission through the existing CPA and future CAA process, (i.e. that an authority or area is weak), then the presumption must be to accept that localities do have both the capacity and capability and devolution of funding should take place. Legislation is expected in the next parliamentary session, beginning November 2008 and the Council will continue to press for more democratically accountable arrangements to be introduced into regional planning and economic development functions.

10. Shared Services

10.1 Regional arrangements for supporting local government in delivering the national efficiency and capacity building/improvements programme have been combined as part of the arrangements for delivering CSR07. The South East Centre of Excellence (SECE) and the South East Improvement Partnership have been combined and are now known as Improvement and Efficiency South East (IESE). IESE is hosted by Kent County Council.

10.2 Funding of £26,604,028 will be available to local authorities through IESE in the South East for the period 2008/09 to 2010/11. East Sussex authorities are part of a sub-regional partnership, Chaired by Councillor Maynard, covering East and West Sussex and Brighton & Hove (B&HCC). In the first year of the three year period East Sussex led projects will concentrate on joint work across all authorities in the County on consultation and community profiling; procurement; and legal services. In addition to the funding which has been allocated to sub-regional partnerships, IESE has identified a number of regional themes and the County Council will also be trying to benefit from those streams to support efficiency and capacity building work.

10.3 Work supported by IESE is only part of the joint work that is being carried out by the County Council. There are already many examples of successful joint working in East Sussex, for example, the joint waste plan with B&HCC, joint commissioning for adults and children with Health and community help points and kiosks with district and borough council. An East Sussex definition and principles of shared services has been agreed and initial discussions are taking place between neighbouring county councils and B&HCC to discuss additional opportunities for joint working.

11. “Putting People First” Concordat

11.1 Released in December 2008, “Putting People First” is a government policy initiative to transform Adult Social Care based on a shared vision and commitment from central and local government, regulators and national provider organisations.

11.2 Although fully consistent with the agenda for promoting independence and providing more personalised care set out in “Our Health, Our Care, Our Say”, major change is required in service provision and this will impact on every aspect of the Adult Social Care department’s work and its partnerships. A National Indicator Set (NIS) reflects these expectations and Government has made a grant available to local authorities for the specific purpose of delivering Putting People First. East Sussex will receive £5.4 million over three years from 2008/09.

11.3 A programme of engaging stakeholders in this initiative is underway and this will continue. The important areas of change will encompass better information on how to stay healthy and well and on what’s available to help, more use of simple services to reduce the need for complex ones and increased use of flexible arrangements to provide service users and carers with funds to arrange their own care (called Direct Payments and Individual Budgets).

12. Green Paper on the future funding of Adult Social Care

12.1 On Monday 12 May, the Prime Minister, Gordon Brown, and Health Secretary, Alan Johnson, launched a public debate about the future of the care and support system for England. The debate will run from May until November. The debate builds on the current transformation programme set out in “Putting People First” and is focused on developing long term solutions for care and support that deliver what people want well into the future – it aims to find an affordable, fair and sustainable way of delivering and funding a first class care and support system for the 21st Century.

12.2 A consultation is currently being carried out, the findings of which will be used to inform the development of reform options for a Green Paper in 2009.

13 New Children's Plan

13.1 The cross Government 10 year national plan, "The Children's Plan: Building Brighter Futures" published in December 2007 is a broad and ambitious plan to make this country the best place in the world to grow up. Covering a very wide range of policy areas from promoting play and reducing the impact on children of the commercial world, to personalisation in education and tackling risky behaviour by young people, it sets out a new leadership role for Children's Trusts and a new role for schools as the centre of their communities. Strengthening the engagement of, and support for, families is a key theme, along with the integration of services and a broad perspective on the well being of children and young people.

14 "Raising expectations: Enabling the system to deliver" - the White Paper

14.1 "Raising expectations: Enabling the system to deliver" is a joint white paper from the Department for Children Schools and Families (DCSF) and the Department for Innovation Universities and Skills (DIUS) that creates a demand led system serving learners and employers. It aims to make faster progress towards the ambition to achieve a world class skills base by 2020. The main emphasis is on the transfer of planning, provision and funding of education, training and skills development for 16-19-year-olds from the Learning and Skills Council to local authorities.

14.2 The White paper has two main strands:

- Part 1 deals with the new 16-19 arrangements and ensures that local authorities will have the necessary funding and commissioning powers to deliver effectively new 14-19 entitlements and raise the participation age for all young people to the age of 17 by 2013 and 18 by 2015.
- Part 2 deals with post-19 learning and skills and supports the creation of a demand-led system and the integration of employment and skills.

15 Pitt Review

15.1 During August 2007, Sir Michael Pitt was asked by ministers to carry out a review of the flood-related emergencies which occurred during the summer of 2007. The final report was published on 25 June 2008. There are 92 recommendations in the report, including a number which will have implications for the County Council. It is proposed, for example, that Local Resilience Forums should be responsible for identifying high risk flood areas; that all upper tier local authorities should establish Oversight and Scrutiny Committees to review work by public sector bodies and essential service providers in order to manage flood risk; that local authorities should revisit their reserves and insurance arrangements in light of last summer's floods; and that Council Leaders and Chief Executives should play a prominent role in public reassurance and advice during a flooding emergency. In response to the Pitt report, the Environment Secretary announced that a prioritised action plan to improve flood protection will be published in the autumn. He

also announced that £5m would be spent on surface water management, £1m on making reservoirs safer and £250,000 on a nationwide flood response exercise.

16 Marine Bill

16.1 The draft Marine Bill package was published on 3 April and was out to public consultation until 26 June. It covers a number of policy areas relevant to the County Council, including coastal access; a new Marine Management Organisation charged with delivering sustainable development in coastal areas; arrangements for marine planning; designation of Marine Conservation Zones to protect and enhance the nature conservation value of these areas; and the creation of Inshore Fisheries & Conservation Authorities to manage the sustainable exploitation of fisheries. Where these changes might result in additional financial commitments for local authorities, the Government appears to making arrangements to fund these.

17 Heritage Bill

17.1 The draft Heritage Protection Bill 2008 was published by the Department for Culture, Media and Sport on 2nd April 2008. The draft Bill will go before the Select Committee this summer before formal debate in Parliament in the autumn, with the aim of becoming law in 2010. It proposes a wholesale revision of the existing law that protects the historic environment. The Bill covers a number of areas which will have implications for the County Council including: a unified register of Heritage Structures; Heritage Open Spaces; World Heritage Sites and Marine Heritage Assets; Heritage Asset Consent (formerly Listed Building and Scheduled Monument Consent) to be obtained from the Local Planning Authority; Heritage Partnership Agreements (for complex sites) and a statutory duty for the Local Planning Authority (county council) to create a Historic Environment Record (HER) and keep it up to date. At present the County Council maintains the HER and provides archaeological advice for a fee to the districts and boroughs and to Brighton & Hove City Council. The Bill will potentially lead to additional financial commitments and the need for increased shared working between local authorities and with English Heritage.

18 Climate Change Bill

18.1 The Climate Change Bill will be considered by the House of Commons this summer, with Royal Assent expected this year. The most important provision is that it will set a legally binding target for reducing UK carbon dioxide emission. At present the long term target is at least 60 per cent by 2050, compared to 1990 levels (though there has been little reduction since 1990, so effectively from current levels). The Government will publish five yearly carbon budgets as from 2008, looking ahead 15 years; and will create a Committee on Climate Change to advise the Government on the levels of carbon budgets to be set, the balance between domestic emissions reductions and the use of carbon credits, and whether the 2050 target should be increased. There are no duties for local government but the statutory target will give weight to the demands on the County Council by the Government to deliver our share of effort on National Indicator 185 – emissions from our own estate, and 186 – emissions in our area, the latter of which has been adopted in the LAA.

18.2 The County Council (and District, Borough and Parish Councils) will continue to have a duty under the Climate Change and Sustainable Energy Act 2006 to have regard to the actions suggested in the Energy Measures Report (subsequently produced in September 2007). We will need to work through these suggested actions in the development of our climate change strategy and other work.

19. Local Policy and Inspection Context

19.1 The Council's policy priorities are set out in the Policy Steers (Annex 1 to this Appendix). Progress and issues on each of the steers is set out in the Performance Issues report at Appendix 3.

19.2 The latest Annual Audit and Inspection letter highlighted the following areas as key actions by the Council:

- remain focused on the improvement programme for Adult Social Care services;
- increase its efforts to persuade the waste collection authorities to agree a county-wide waste strategy. This strategy needs to ensure a coordinated approach that improves the currently low rate of recycling, maximises the re-use of materials, and minimises the transport and other costs of alternative methods of disposing of waste;
- reconsider how to deliver an improved transport infrastructure, including energising partners to look for innovative solutions to rural transport matters;
- to improve its approach to diversity by re-assessing whether it has set a clear and visible agenda for action across the Council and improving its understanding of the needs of its various communities, including the growing migrant communities, by thorough data gathering and analysis;
- to use the opportunity of developing the new community strategy to ensure that feedback mechanisms to those consulted are improved.

POLICY STEERS 2008/09 onward

Pride of Place - The East Sussex County Council Promise

We will be an efficient, customer focused, accountable authority working with partners and local communities to:

- Make a positive difference to local people's lives
- Create a prosperous and safe County
- Provide affordable, high quality services at lowest possible council tax

This vision for the whole authority is supported by policy steers for each portfolio:

Adult Social Care – (Cllrs. Glazier and Bentley)

- Improve how people access advice, help and support through joint work with partners.
- With Health and Housing, develop the assessment and management of people's care that focuses on their individual needs, circumstance and personal preferences, taking into account the development of Individual Budgets and Self Directed Care.
- With Health and Housing improve how we plan and commission services.
- Support more older people and vulnerable adults in their own homes and local community.
- Improve opportunities for vulnerable people to engage positively with their communities and further encourage participation in local services and activities.
- With partners, develop the Supporting People Programme to help more vulnerable people to live independently and promote the well-being of our whole community.
- Fully involve users and carers in the development, implementation, monitoring and review of joint commissioning strategies.
- Develop disability and mental health services that ensure the effective transition of young people from children's services to adult social care.
- Lead improvements to the well-being of local communities across East Sussex through joint working with partners.

Performance Stories

Adult Social Care

Lead Member: Cllr Glazier & Cllr Bentley

We want a future where:

- Access to our services will be easy and fair and we will respond quickly and efficiently.
- Service users are empowered and in control of the services that affect their lives.
- We will be engaged with the local community and will be working with the people of East Sussex to provide the services that are needed.
- We will provide or promote a range of innovative, forward-thinking services designed in partnership with our service users and partners.

To achieve this we will continue to develop and implement our commissioning strategies. We will continue to refine and improve our business planning and performance management processes to make sure the work we do takes us in the direction we want to go. These are inextricably linked and will be critical in ensuring we deliver what we set out to do. It is also the way we are measured by the Commission for Social Care Inspection.

We have a journey ahead of us as a department, and we know of some signposts that will influence the direction of that journey. We have mentioned some of those that we know about, and what affect they may have on Adult Social Care in the future. The new government initiative “Putting People First” will lead to a fundamental change in how we work. We have built a robust foundation followed by significant performance improvement last year, and are ready to tackle the challenges that the initiative sets us.

Policy Steers relating to Personalisation

- ❖ Improve how people access advice, help and support through joint work with partners.
- ❖ With Health and Housing, develop the assessment and management of people’s care that focuses on their individual needs, circumstance and personal preferences, taking into account the development of Individual Budgets and Self Directed Care.
- ❖ Support more older people and vulnerable adults in their own homes and local community.
- ❖ Develop disability and mental health services that ensure the effective transition of young people from children’s services to adult social care.

What are we trying to achieve?

Putting People First

Following on from the White Paper ‘Our Health, Our Care, Our Say’, the Government announced a new initiative on 10 December 2007: Putting People First. This sets out a shared vision and commitment to transform Adult Social Care. A new social care reform grant will support the transformation over the next three years towards:

- Personalised budgets that will give the vast majority of people who receive funded care more choice over the support services they want for themselves or a family member.

This will involve an increasing number of people utilising Direct Payments and the introduction of Individual Budgets

- Greater emphasis on using well performing care homes, home care and day services and not using those that fail to respect people's dignity
- The increased use of 'first-stop shops' where people have access to advice and advocacy about community services, such as local community equipment providers, fall services or domiciliary support and transport links
- Investing in support that keeps older people healthy and tackles loneliness and isolation
- Closer collaboration between the NHS and local government so that people receive more coordinated and efficient support in the community.

The ground work that has taken place in Adult Social Care over the past year has put us in an excellent position to take forward these changes. We will manage the move to more personalised care through the development of our Assessment and Care Management Strategy. Our objective will be to start delivering Individual Budgets and Self Directed Support by the beginning of 2009/10 as mainstream activity for the Department. We will also need to make fundamental shifts in how we support this through our back office systems.

We will be developing new models of care that reflect national best practice, local need and people's expressed views. We will continue to develop 'personalised' services which focus on the outcomes and benefits for the user through our jointly developed commissioning strategies.

We are committed to working hand in hand with the Primary Care Trust (PCT) to take forward the joint implementation of the commissioning strategies and the Putting People First agenda. This year will see a move from the developing of joint commissioning strategies and planning new services to jointly performance managing their implementation.

Access to services

There are potential moves to take a broader view of access to services and we will want to think, in the coming years, of linking of need and outcomes to a wider range of services and resources and matching these to assessment and strategic priorities. The shift to a prevention focus is likely to mean maintaining higher levels of investment for people with the greatest need while having clear support pathways for people with more moderate needs or those who would benefit from a small amount of support to lessen the need for more complex support later.

The Future

Delivery of the above agenda will have a direct impact on our commissioning and procurement arrangements and our future management of the market. Building the right services for local people is critical.

The new Government initiative has come at an ideal time for this department. The changes that we have made this year have built a robust framework on which we can tackle the challenges set by Putting People First. We are in a position to take on the task of delivering the personalised services that people want in a coherent and joined up way.

Where are we now?

Achievements in 2007-08:

- 686 people received a Direct Payment: 445 more than last year and more than double the amount of people receiving a Direct Payment last year (C51);
- 1790 carers received a service: 995 more than last year and more than double the amount of carers receiving a service last year (C62);
- 1013 households received intensive home care: 349 more than last year (C28 and B11);
- We helped over 7,400 older people live independently at home.
- There are currently 525 people who use the Telecare service which includes 137 lifelines and 333 people who are new to the service in the last year.
- Learning Disability service user views are now included in candidate recruitment packs for all Learning Disability posts.
- A pilot project for self-funding clients has been implemented, with the aim of supporting people who pay for their own care to maximise use of their own resources.

Performance against National Performance Indicators

PERFORMANCE AGAINST PERFORMANCE ASSESSMENT FRAMEWORK (PAF)

KEY

●	Investigate urgently	
● ●	Ask questions about performance	
● ● ●	Acceptable, but possible room for improvement	
● ● ● ●	Good	
● ● ● ● ●	Very Good	

INDICATOR	06 / 07 Out-turn	07/08 Target	Out-turns 2007/08	08/09 Target
<u>D40 - Clients receiving a review</u>	74.9%	>77%	86.49%	>80
<u>C28 - Intensive home care (BVPI) (KT)</u>	5.8	6.6	8.9	9.5
<u>C29 - Adults with physical disability helped to live at home</u>	5.6	>5	5.8	5.9
<u>C30 - Adults with learning disabilities helped to live at home</u>	2.4	>=2.5	2.5	2.5
<u>C31 - Adults with mental health problems helped to live at home</u>	1.7	>=1.8	2.0	2
<u>C32 - Older people helped to live at home (BVPI)</u>	62.6	>65	62.0	64.7
<u>C62 - Services for Carers</u>	5.6%	>9	12.19%	12.5%

C51 - Direct Payments (BVPI) (KT)	60.9	>120	158.9	272.2
C72 - Older people admitted permanently / 10,000 65+	74.2	73.8	82.3	74
C73 - Adults <65 admitted permanently / 10,000 18-64	3.1	2.4	2.3	2.3

Partnership Working

In order to commission and deliver the services that the people of East Sussex want we need to work together with our partner agencies. The changes that have taken place to the management of the NHS have helped our organisations to work closer together. The move from four to two Primary Care Trusts, with a single management structure, has enabled us to hold more frequent joint management meetings. This co-working is essential to deliver the joined-up working expected by Government and the coordinated services that people want. The co-working has been essential to achieving our targets this year such as developing the service user commissioning strategies and the jointly commissioned Strategic Needs Assessment. Joint working with our five borough and district council partners is equally important. We currently co-ordinate our work through the Strategic Housing Forum, the specialist housing groups and regular meetings between ASC housing and planning departments. We would like to develop these links further during 2008.

Stakeholder Consultation

Consultation and research is central to striving for continuous improvement for service users, their carers, and potential service users. We listen to what they say they want and need and respond. We may not always be able to provide everything that is wanted, (within the backdrop of an aging and diverse population and increasing financial pressures), but we acknowledge that communication is key to people feeling valued and respected as well as cared for: and that communication is a two way process. For example, significant work was undertaken to support the launch of East Sussex Seniors' Association (ESSA), which will provide a significant forum for ensuring the views of older people are represented across a range of East Sussex County Council and PCT initiatives.

Examples of Feedback from Service Users:

Service User feedback is reported quarterly, and below are some examples of service user and carer feedback.

- Assessment and Care Management – Older People & Physical Disability: Countywide trends throughout this year clearly demonstrated an increase in service users' satisfaction:
 - Overall satisfaction with social services rose from 74% in quarter one to 92% at the end of the year;
 - Satisfaction with waiting rose from 38% in quarter one to 80% at the end of the year;
 - Involvement of a person's carer with their assessment rose from 56% in quarter one to 82% at the end of the year;

- Satisfaction with assessment rose from 57% in quarter one to 91% at the end of the year;
- Directly Provided Services – Older People:
 - Residential Care – 92% of the service users were either very satisfied or satisfied with the service that they received
 - Home Care – 91 % of the service users were either very satisfied or satisfied with the service that they received
 - Day Care – 92% of the service users were either very satisfied or satisfied with the service that they received
- Learning Disability Services:
 - 88% of the service users were satisfied with the service
- Occupational Therapy Services:
 - Service users who thought that the service was excellent or good rose from 78% to 85% at the end of the year;
 - In the recent survey of people receiving community care equipment or minor adaptations 95% of respondents stated that the adaptations/ equipment they had received had made their quality of life a little or much better

2008/2011 Three Year Plan

When we developed our 2008/2011 Three Year Plan we hosted a series of events to ask stakeholders what they wanted to see in the plan. The response was that people wanted to see trust and transparency in decision-making, co-ordinated planning cycles, mechanisms for communication and adequate time for consultation.

We feel that we have responded to these requests by developing a planning structure where stakeholders are an integral part of the decision-making process. We now have a programme for informing people about our planning cycle, and mechanisms to enable them to participate in it.

The list below shows how we have responded to each priority.

Stakeholder Feedback	Adult Social Care response
Innovative partnerships For example, outreach services from residential and nursing homes, recognition and development of opportunities to work with the voluntary sector to deliver the 'choice' agenda	We have established a number of new initiatives including the County Connect scheme and the Independence First Project (POPP). We have worked with other council departments and older people to develop the Quality of Life Strategy
Prevention - including work with GPs on screening and case finding	The Independence First Project has set up 12 innovative pilot preventative projects

Stakeholder Feedback	Adult Social Care response
Direct Payments	A three-year strategy has been completed following service user consultation. The key actions from Year One have been completed and more people are now receiving a Direct Payment using the new approaches we've developed. The Direct Payments Strategy group is now considering priorities for Year Two.
Integration of Intermediate care services	We have worked with our partners to develop the Intermediate Care Strategy, and a draft will be ready for consultation in October 2008
Mental Health Services the development of community based services	Mental health services in Primary Care Teams have been established and have opened services to more users. A Day and Vocational Services Review has recommended a recovery-based model for future day and vocational services which will be implemented in 2008
Carers - improve support offering real needs-focused choices	We have increased the number of carers receiving Carers Support Grants by 300% and given Development Fund money to a range of new carers' support services run by the voluntary sector. We have reviewed all our contracts with exiting service providers to ensure their services are benefiting carers.

Supported Accommodation

The Supported Accommodation Team (SAT) was recently assessed as 'excellent' against all standards by the Commission for Social Care Inspection (CSCI). SAT covers adult placements across the County, supporting 177 people with learning disability or mental health problems, including substance misuse, to live in placements in the community. The report said that the scheme is "an excellently managed service that is run in the best interests of service users and their carers...It was evident that the SAT is conducted by a strong team of people who are committed to improving the lives of vulnerable people across East Sussex by supporting them to live as independently as possible."

Direct Payments

The employment model for Direct Payments (employment of a personal assistant) has consistently been a popular option. The Direct Payment strategy set a number of objectives that have significantly improved the uptake of Direct Payments. These include:

- Improvements to existing models
- One off Direct Payments which are more outcome based
- The Independent Living Trust which ensures those who are not able to manage a Direct Payment on their own are able to be supported by a Trust
- The independent provider option which has seen the biggest take up, especially for older people, as it removes the need to employ staff

The proactive approach of the Direct Payment service provider (A4E) has also had an impact on the uptake. This is explored further in the Value For Money section.

Individual Budgets

Individual budgets are being developed through a partnership of several government departments, to enable people to manage and control all the funds which are available for their individual support needs. In early 2008 a project group will start developing individual budgets in East Sussex. Meanwhile, we are already taking opportunities to use individual budgets-style approaches where it will help the service user.

Carers

We have undertaken significant work with the Assessment & Care management teams to improve recording around carers. Carer's champions have been promoted and recording issues have been addressed. This has had a significant impact on the performance indicator. Care for Carers, Crossroads and other Voluntary Sector providers who assess on our behalf have increased activity, also improving our performance - 36% increase in the number of Carers Assessments.

Self funders

Recognising that the common practice of offering largely information and advice to those who will go on to fund their own care and not be care managed by the department, did not represent best practice, a pilot project was initiated in June 2007 to provide a bespoke assessment and information service for those who will self fund.

Referrals are generated by Social Care Direct who, in addition to identifying potential eligibility for assessment, will clarify sensitively the savings level of the person being referred to Adult Social Care. If the person meets the criteria, they are referred to the Support to Access Care Services (STACS) team. In addition to completing an assessment of needs the Assessor follows ESSC care management procedures, including developing a care plan. Advice and information is offered, as appropriate, regarding options to suit the individual. A review of the service user needs and the impact of the STACS service will be conducted approximately 6 weeks later.

276 self-funders received an assessment of need via the STACS service in 2007/08. 100% respondents to the evaluation questionnaire report being satisfied or very satisfied with the service they received and 68% reporting a change of decision regarding care services as a direct result of the service. Success with individual Service users has included:

- an agile man in his 70's with severe short term memory loss and at significant risk living alone who was assisted to identify Supported Accommodation,
- an older woman paying over £1000 per week for homecare reduced her care costs to £550 per week when supported to identify suitable live-in care provided via a registered agency.

Many people have been assisted to claim Attendance Allowance, receive Telecare services, and provided information on a ranges of resources to meet their individual circumstances. Additionally, the team have worked closely with Care Choices Limited to revise the East Sussex Care Services Directory and introduced new information leaflets, particularly with information pertinent to self funders.

Value for money

The Adult Social Care Department has just completed year two of a three year improvement programme and as a result significant improvements in efficiency have been achieved. In total we have achieved net efficiency savings of £11.2m after investment in the transformation of services totalling £3.3m to date.

These improvements have been achieved through a range of actions which include the following. We have:

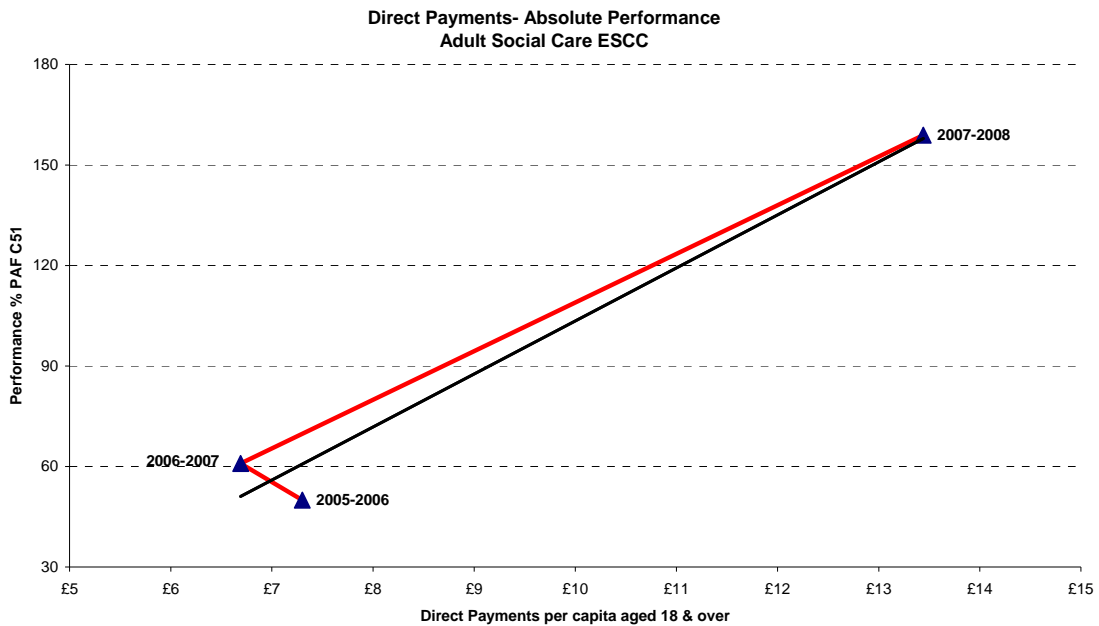
- Reviewed a number of our Directly Provided Services in an ongoing programme of improvement in the context of service user need and the wider market. This has resulted in significant change including refocusing services on intensive support and re-commissioning some services in the independent sector.
- Implemented new contracts for the main services that we buy in e.g. home care, residential and nursing care.
- Re-tendered a range of other services including Meals on Wheels, Extra-Care Housing, Direct Payments Support contract.
- Set up a Service Placement Team to ensure contract compliance and negotiate improved rates for purchased care.
- Played a key role in development of the National Toolkit for negotiating fees for working age adult placements.
- Set up new preventative services under the Partnership for Older Peoples Programme (POPPS) to support people to remain at home and reduce the need for costly long term care by early intervention.
- Aided prevention and support more people at home we have delivered more assessments and services for carers.
- Improved the processes for assessing and reviewing service users and provided systems and information to improve performance management of these services.
- Implemented new systems for the end to end process of sourcing, contracting and paying for care services to reduce back office costs and improve services
- Implemented integrated financial assessment system to assess client's financial contribution and manage the income in a far more timely and cost effective way.

In year one we consolidated and ensured our baselines were accurate. This year has shown a marked improvement in our performance indicators which is in line with our plan.

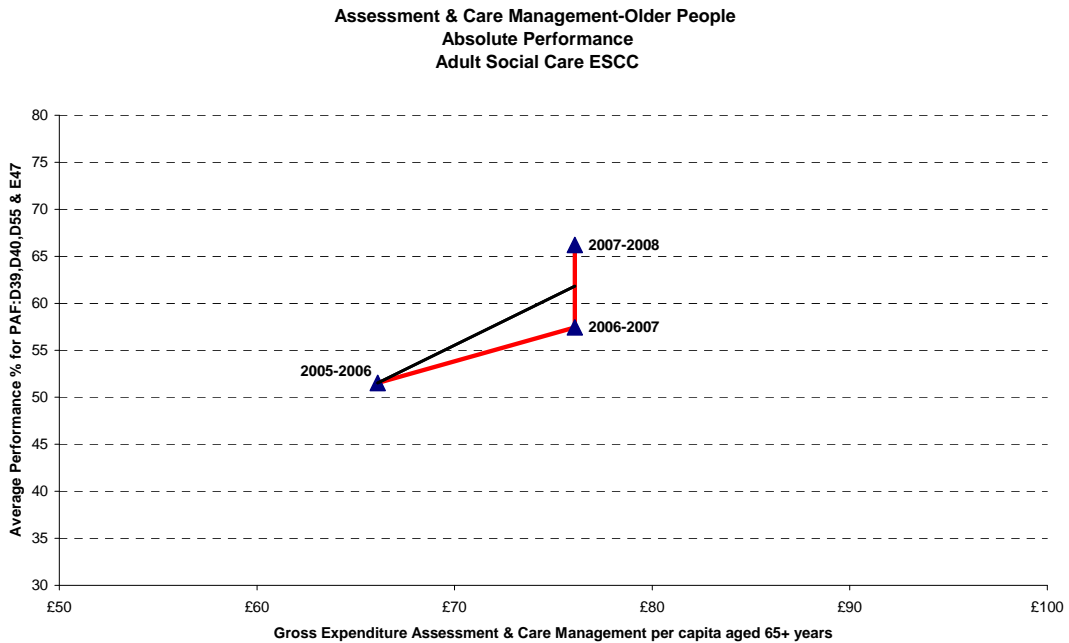
Our performance against key Unit Cost Performance Indicators is shown below: -

INDICATOR	05/06 Out-turn	06/07 Out-turn	07/08 Out-turn
B12 - Cost of intensive social care for adults (BVPI)	£534	£554	£496.00
B17 - Unit cost of home care for adults	£15.80	£15.90	£14.29

The following charts show our performance, spend and direction of travel in key areas:

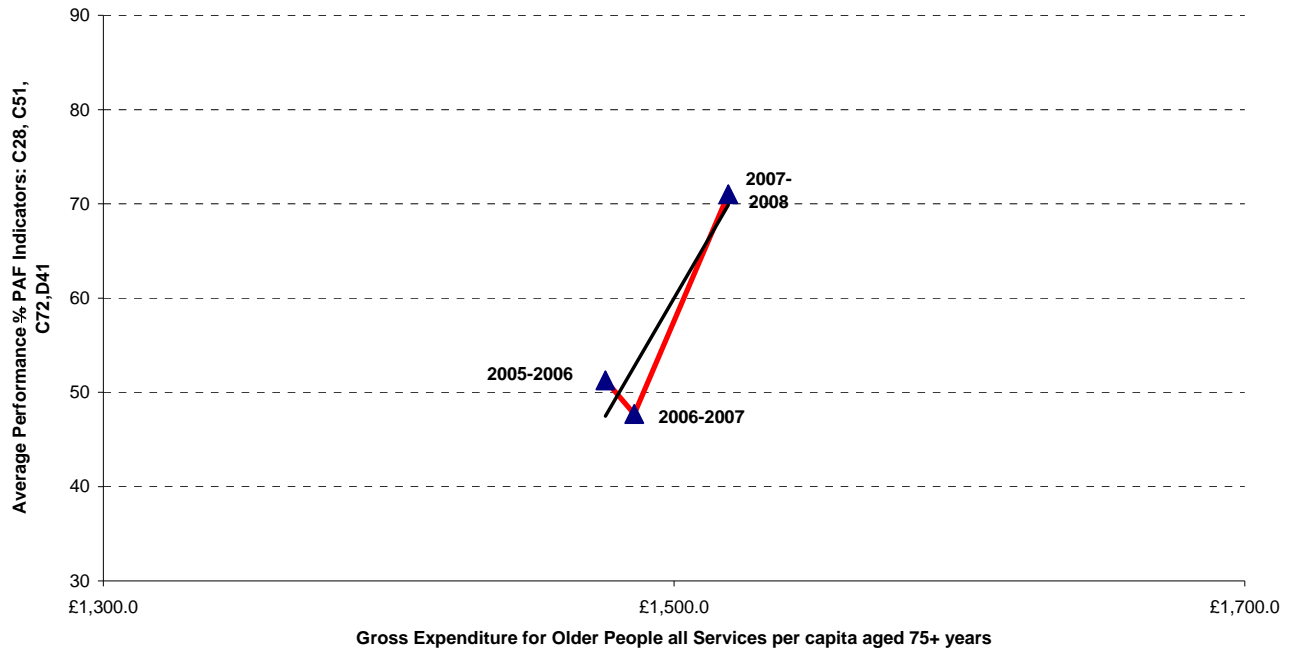


The above illustrates significant performance improvement between 2006-07 and 2007-08. The increase in spend in 2007-08 is an investment for future years: we expect to see performance improvement next year with less spend.



The above chart shows performance improvement but between 2006-07 and 2007-08, no extra spend. This illustrates significant efficiencies gained from re-provision of existing resources.

**Older People All Services-per capita aged 75+ years
Absolute Performance
Adult Social Care**



The performance improvement between 2006-07 and 2007-08 is greater than the associated investment, showing efficiency gains made from re-provision of existing resources.

How are we going to achieve our objectives?

We are undertaking a programme of change in line with “Putting People First” ideals. Below are some examples.

Direct Payments

There are a number of objectives this year, for example:

- Increase and maintain number of users receiving Direct Payments
- Increase number of users of Direct Payments in each service area including children and carers
- Increase the diversity of users accessing the Direct Payments Service
- To offer a more accessible and broader range of information about Direct Payments
- To improve outcomes and customer satisfaction
- To increase flexibility of services

A challenging target of doubling the outturn of 2007-08 has been set, in line with the personalisation agenda. Comprehensive plans are in place to achieve this target.

Direct Payments remain an important priority for both the County Council and central government. Direct Payments are now a key element driving the ‘self-directed support’ agenda. This means providing more opportunities for choice and control for service users through the use of Individual Budgets.

Individual Budgets

Individual budgets offer increased flexibility over Direct Payments, and we will introduce them through 2008. The increased flexibility will be very important for service users but does present some complexity in implementation, so numbers will be small initially.

Carers

Consultation with carers confirmed that central in importance to them is being provided with timely, accurate and helpful information and advice. A major way this will be provided will be through the continued improvement and development of the Carer's Assessment. We will be working in partnership with the voluntary sector to provide this.

The Three Year Joint Commissioning Strategy for Carers sets out the 'commissioning intentions' for services to carers over the next three years of East Sussex County Council Adult Social Care Department and the East Sussex NHS Primary Care Trusts:

- A specific review of current and future residential respite requirements across the county to determine the right level of provision that needs to be made by commissioning from the independent sector and direct provision from Directly Provided Services has been undertaken. The review board recognised that recent work by the department, along with central government legislation, will continue to impact on the demand and provision of residential respite care over the next few years
- Look for opportunities to build up resources in the rural parts of the Wealden and Rother;
- Look for opportunities to build up services in the Hastings area and seek to ensure some replacement for the loss of Friary Day Centre.

The problem of geographical imbalance is partly explicable in terms of the difficulty of providing 'traditional' service models in large rural areas. The strategy also seeks to address these issues, by:

- Seeking more information about the needs of these groups of carers;
- Using improved monitoring data from contracts and from Carers' Assessments to build up a better understanding of need;
- Specifying requirements for these groups more clearly in existing contracts for services;
- Using the new Development Fund to encourage the development of specialist carers' services.

Self Funders

Further work underway for 2008/09 includes a 12 month evaluation of the STACS pilot service, preparation for how we will provide assessment and information to self-funders in future years and identified improvements to self-funders leaving hospital settings.

Extra Care Housing

In February 2007, £3.2m was secured for an extra care housing scheme in Peacehaven. The development will include 41 flats with 24 hour on-site care and a treatment and activity centre. The scheme will include flats for shared-equity sale as well as those for affordable rents.

Policy Steers relating to Wellbeing

- ❖ Improve opportunities for vulnerable people to positively engage with their communities and further encourage participation in local services and activities.
- ❖ With partners, develop the Supporting People Programme to help more vulnerable people to live independently and promote the well-being of our whole community.
- ❖ Lead improvements to the well-being of local communities across East Sussex through joint working with partners.

What are we trying to achieve?

We will continue to concentrate on our partnership work with all stakeholders to address the wellbeing and community engagement agenda in line with the Government White Paper “Our Health, Our Care, Our Say” and Putting People First.

Preventative interventions occur across the entire span of services from information and simple services through to intensive, specialist provision. Our commitment starts with the Cabinet Policy Steers, which have led to strategic shift and increase in investment in preventative services explicitly supported by elected Members. The Joint Commissioning Strategy for Older People has the first of six workstreams focussed on Promoting a Healthy Older Age, which, supported by a Joint Strategic Needs Assessment (JSNA), provides the framework for action across the County Council, with older people and carers, the NHS and other partner agencies addressing the needs of the wider community.

The Promoting Healthy Older Age (PHOA) Action Plan, developed and led by the PHOA Steering Group and in turn the Older People’s Partnership Board (OPPB), encompasses key workstreams which support wellbeing and community engagement such as:

- ongoing development and application of the JSNA;
- ensuring linkages to the LAA and Local Strategic Partnership (LSP) and Health Improvement Partnerships;
- extending and maximising the impact of older peoples engagement through the Forums and ESSA;
- ranging from making a positive contribution to involvement in co-design and co-production of “Forward From 50”;
- commissioning, monitoring & evaluation of services (Partnerships for Older People Project - POPP);
- improving access to advice, information & preventative services; and
- improving the quality of life of older residents of East Sussex through the development and implementation of the Time of Our Lives Strategy aims to co-ordinate services, projects and initiatives that promote older people’s quality of life across eight different ‘domains of independence and wellbeing’.

However, the focus on prevention, optimising choices and maximising independence and wellbeing is embedded across the pathway of services set out in the Joint Strategy. Whether in terms of “crisis” services or the need for long-term support, commissioned services across

the board are expected to promote independence, offer choice, maximise the chances for recovery and reduce the need for long-term intensive support for as long as possible.

Approaches to wellbeing and prevention are explicit in Strong Voices, Big Ideas – a Joint Commissioning Strategy for People with Learning Disabilities in East Sussex. The Learning Disability Partnership Board Service User Reference Group were integral to the development of the Commissioning Strategy and regularly represent the views of people with Learning Disabilities at the Board. “Our work is about making sure that the voices of people with Learning Disabilities are heard” (from Foreword to Strong Voices, Big Ideas). Detailed Action Plans support the Strategy and include reviewing documentation in Learning Disability Directly Provided Services with a focus on healthy living, improving opportunities for fitness and sport and developing Health Action Plans.

Supporting People

The Supporting People programme increases the opportunities and improves the life chances of vulnerable people in East Sussex by offering them accessible, high quality and affordable housing-related support services that promote independence, prevent crisis and complement existing and new housing, health and social care services. The key strategic aims are:

- To pursue a stronger focus on preventative services.
- To ensure that the outcomes of services maximise the independence of service users.
- To promote equalities and social inclusion
- To promote community safety.
- To enable resettlement and move on to mainstream housing.
- To commission housing-related support services on the basis of need regardless of their housing situation or tenure.
- Only to commission services that will help to deliver the five year Supporting People strategy aims and objectives
- To promote equality of access to Supporting People funded services.

Where are we now?

Achievements in 2007-08:

- 29,731 items of equipment were delivered within seven days: 3188 more than last year (D54);
- 66.3% of assessments lead to a provision of service, compared to 52.3% last year (E82);
- 80.1% of assessments started within 48 hours and were completed within 28 days, compared to 62.9% last year (D55);90.2% of service users’ services started within 28 days of completion of assessment (D56).
- We introduced fitness and healthy eating awareness sessions at learning disability day centres.
- New review documentation in Learning Disability Directly Provided Services includes a focus on healthy living.
- Opportunities for fitness and sport, and healthy eating awareness sessions have been established in each Day Service in Learning Disability Directly Provided Services.
- ‘Time of our Lives’ strategy for older people was launched.

- Staff briefings on East Sussex Community Information Service (ESCIS), a searchable web-based tool via our award-winning website covering over 8000 community groups. We worked in partnership with Library services to improve and promote this. Awareness of ESCIS enables staff to inform service users and carers regarding opportunities in their local area. Promotional material was supplied so staff can inform service users and carers how to access ESCIS for themselves.
- 'Nifty after 50', a directory of physical activity opportunities was updated and re-published and is available through GP surgeries, Libraries and a range of other venues.
- The 'Active Rother' website was launched.
- 'Mind your Head' guide to wellbeing developed to improve wellbeing in Mental Health.
- POPP Navigators service received 1298 referrals.
- Back care information given to carers through our contract with Care for the Carers.
- Health action plans were offered to people with a learning disability.
- 'Forward from 50 – a guide to later life in East Sussex' published; jointly funded with PCTs. 25000 copies of 'Forward from 50' were published at the end of 07/08 and are being distributed from June 2008.
- A Joint health and social care information and access project has been initiated to review all existing arrangements. It will propose options in light of Putting People First 'First Stop Shop' recommendations.
- Supporting People provided support to live independently to 3957 older people
- Care Plan documentation was revised to encourage creative planning to meet desired outcomes for service users. Identifying appropriate voluntary or community services will be evidenced in the Care Plan and monitored by line managers.
- Info on healthy lifestyles is available at the three Wellbeing centres.
- Older people's forums became more established and a county-wide association was launched.
- An easy to read guide to Health action plans reviewed by the East Sussex Learning Disability Partnership Board.
- Two health improvement groups ran, to help identify individual health needs and specialist advice for Gypsies and Travellers and Supporting People have commissioned a floating support service for Gypsies and Travellers from Southdown Housing Association, increasing the financial commitment to £50,000 per year.

Performance against National Performance Indicators

PERFORMANCE AGAINST PERFORMANCE ASSESSMENT FRAMEWORK (PAF)

KEY

●	Investigate urgently	Red
● ●	Ask questions about performance	Orange
● ● ●	Acceptable, but possible room for improvement	Yellow
● ● ● ●	Good	Light Green
● ● ● ● ●	Very Good	Dark Green

INDICATOR	06 / 07 Out-turn	07/08 Target	Out-turns 2007/08	08/09 Target
<u>D54 - Percentage of items of equipment and adaptations delivered within 7 working days (BVPI) (KT)</u>	86.6%	87%	85.6%	87.0%
<u>D55 - Acceptable waiting times for assessments (BVPI) (KT)</u>	62.9%	80.1%	81.0%	85.1%
<u>NI133 Timeliness of social care packages following assessment</u>	79.0%	>85	90.2%	>90
<u>E82 - Assessments leading to provision of services. New definition</u>	52.3%	>63	66.3%	68 < 77

Waiting Times for Assessment

- Occupational Therapy Services
 - In October the Self Referral Form was introduced to provide more choice and control to service users. A by-product of this is an improvement against first contact to contact with client (part one of the performance indicator)
 - The centralisation of the Duty and Assessment teams has resulted in improved consistency of processes as well as the release of more resources to handle more assessments.
 - The introduction of Integrated Community Equipment Service (ICES) Direct which provides services for Low-Moderate needs has reduced waiting times through a more streamlined process.
 - The greater focus on performance and the improved use of InfoView has allowed closer performance management particularly of assessments. This performance culture now appears to be diffusing down to frontline staff and as such has had an impact on performance.

- Assessment and Care Management
 - Review of processes within Duty and Assessment Services and staff deployment
 - Locality performance meetings to consider steps and initiatives alongside the contribution made by team in relation to the overall target

- Review of poorly performing teams and implementation of revised processes to ensure speedier response.
- Review of Social Care Direct and production of action plan
- Steps and actions married to Performance team to ensure fit with strategic aims
- Monitoring of recording and targeted assistance in areas and with individuals where this wasn't fully representing our performance. Peer review monitoring is fully operational and provides a further focus for this area.
- Performance embedded in management team discussions within the service and performance monitoring on each agenda.
- Use of InfoView by Practice Managers to identify team and individual worker performance.

Stakeholder Consultation

Stakeholder Feedback	Adult Social Care response
Tackle and prevent homelessness	We are continuing to work with East Sussex borough and district councils on the development of their homelessness strategies
Pro-active response to people who pay for their own care	We have run a pilot project this year to assist people who pay for their own care. It has been so successful that it will be continued in 2008
Disabled Facilities Grants (DFG) - clarify roles, responsibilities and processes between partners	With our partners we produce a Joint Approach to Adaptations booklet. The booklet outlines who is responsible for what in relation to adaptations, the procedures for a DFG and a checklist for the DFG process. The booklet is regularly updated and is in the process of being revised following recent changes in the occupational therapy service.

Supporting People feedback

- Older People housing-related support services:
 - Accommodation Based – 94% of the service users thought the service that they received was either satisfactory, good or excellent
 - Floating Support – 94% of the service users thought the service that they received was either satisfactory, good or excellent
- Learning Disability housing-related support services:
 - Accommodation Based - 91% of the service users liked the service that they received
 - Floating Support – 100% of the service users liked the service that they received
- All Supporting People Services:
 - 95% of the service users thought the service that they received was either satisfactory, good or excellent

Independence First (POPP)

The Independence First Programme consists of 12 innovative pilot projects established to meet our commitments on preventative services. The programme has secured Partnerships for Older People Projects (POPP) funding from the Department of Health of £3.2m, which ended in June 2008.

Independence First aims to help older people retain their independence through creative partnerships. Some projects provide an enhancement to established services, for example, improved Adult Social Care Duty and Assessment Services in hospital, or enhanced nursing services. Other projects establish new ways of assessing needs or delivering services, for example, medicines management for older people frequently using hospital services, a 'falls' service, enhanced assessment and support for older people with mental health problems, and 'paramedic practitioners' - improving ambulance services.

Independence First provides projects that are truly innovative and aimed at helping people while their health and social care needs are still relatively moderate, so avoiding emergency or critical needs before they arise. Older people in East Sussex have been closely involved in designing and evaluating each project. Lessons are being learnt which will influence current and future service design.

Supporting People

The East Sussex Health, Housing, Social Care and Probation Strategic Forum (the Strategic Forum) decided in 2006/07 to review the five year strategy in light of:

- anticipated changes in need/demand for housing-related support services;
- continuing changes in Supporting People funding and on-going uncertainty about the future of the Supporting People grant as a funding stream;
- an anticipated national Supporting People strategy subsequently published in June 2007; and
- the development of and changes to a range of local commissioning plans and strategies.

A revised, updated and agreed Supporting People strategy was published in July 2007. The updated strategy links effectively to other partners' strategies and contains:

- an up to date vision statement for the programme;
- a clear strategic direction for 2007-2010; and
- a commissioning plan for the delivery of the strategic direction and strategic aims for 2007/08 and 2008/09.
- improved accountability to Members and ownership of the Supporting People programme.

The updated strategy is being implemented through the Supporting People Commissioning Project. The expected benefits of the project include:

- a clear strategic direction for the Supporting People programme for the period 2007/08 to 2009/10;
- targeting investment into strategic priorities;
- a focus on meeting currently unmet needs; and
- better integration of the programme into the mainstream commissioning activities of all partners.

The process of revising the strategy has also involved:

- The five district and borough councils
- Both PCTs
- The Probation Service (Sussex)
- Supporting People service providers – through the Supporting People Provider Forum and Supporting People provider ‘reference group’. The group was set up specifically to engage with providers in a more detailed way on the revision to the strategy, particularly in relation to the future strategic direction and the implications of this for service providers.
- Service user groups. The Supporting People team has met with a range of groups of customers to discuss aspects of the revision to the strategy as well as using other forums that include customers and potential customers.
- Voluntary organisations and advocacy groups

Equalities

An Equality and Diversity Improvement Plan (2007-10) has been developed and published on the County Council’s website. Key target areas include improving knowledge of Adult Social Care services amongst BME (Black and minority ethnic) people and Gypsies and Travellers in the county, and increasing BME access to our services through the BME Engagement Project. We are working to improve the involvement of disabled people in service developments through developing a joint Health and Social Care disabled people’s reference group, in partnership with the Primary Care Trusts, Children’s Services and the East Sussex Disability Association (ESDA) Inclusion Enterprise. We are improving our performance in commissioning and providing services for a diverse range of people through the introduction of Equality and Diversity Standards, a ‘toolkit’ of resources and other activities. We have a continuing programme of Equality Impact Assessments (EIAs) of new developments. EIAs look at how new policies or projects will affect equality issues.

Quality

We have a range of user-feedback mechanisms which enable us to check on the quality of service people receive. We have introduced a new Quality Monitoring Team within the Contracts and Purchasing Unit, who will be monitoring the quality of the contracted services provided through Adult Social Care.

Quarterly and annual reports of complaint activity are used to ensure that we monitor how effectively we listen, respond and learn from complaints. This year 99% complaints were resolved at stage one of our statutory procedure, compared to 97% the year before.

Work continues on refining and improving how we ask people about our services. We have improved the way we report actions taken in response to feedback and how we report findings to managers across Adult Social Care.

To improve the consistency of the assessment and care management service across the County we have developed a Peer Review process for front-line managers. In the first instance this is looking at case recording and how that links with staff supervision. The outcome of this work will contribute to the development of clear quality standards.

How are we going to achieve our objectives?

Key to our 'future developments' to improve our information provision and be more proactive in supporting wellbeing and prevention, is the recently initiated Adult Social Care/PCTs Joint Information and Access Project which is reviewing current information provision and access to health and social care (including universal services, Housing and VCS services). The first phase of the project is to analyse current provision, identify gaps and recommend options for improvement to reflect best practice, Putting People First recommendations for 'First Stop Shop'-style seamless provision, meeting the needs of excluded groups and the new Department of Health Information Accreditation Scheme for health and care public information to be launched in early 2009. The project is jointly led by Adult Social Care and PCTs and a project plan is being taken forward by experienced consultants. The Phase One work is underway now and will report in September with a view to implementation work following on immediately. It is envisaged that significant improvements will occur to take our information closer to 'best practice' standard and reflect a more seamless health, housing, benefits and social care offer and resources will be made available to achieve this over what is an 18 month project. The Project Board is already acting to improve co-ordination and linkages across the County Council and PCT partners and a more co-ordinated approach to future development will be an additional benefit of the project going forward.

Independence First; East Sussex Partnerships for Older Peoples Projects (POPP), as one of the first wave of POPP pilots, our two year £3.2m formal programme is now closing at the end of June 2008 but with all but one service continuing on through 2008/09 as agreed through the sustainability decision-making process. The programme provides funding for 12 services and supports other small innovations:

- Bathing Advice and Information Service (East Sussex wide)
- County Connect (East Sussex wide low level organisational signposting)
- Enhanced Response Team (East Sussex wide social care team)
- Extended Hours Hospital Duty Assessment Team (hospital based social care)
- Falls Prevention Team (Hastings and Rother)
- ICES Direct (occupational therapy equipment for low / moderate need)
- Navigator Service (East Sussex wide signposting for moderate needs)
- Medicines Management (Sussex Downs and Weald)
- Memory Assessment and Support Team (Hastings and Rother)
- Older People's Mental Health Intensive Community Support (East Sussex wide)
- Paramedic Practitioners (Eastbourne Downs)
- Rapid Response Team (Northern Wealden nursing and social care)

We will continue to embed Telecare as mainstream service until the expiration of the Preventative Technology Grant (PTG) by evaluating the take up and attrition profile of users, potential revenue received from charges, potential financial contribution (from partners such as Health and Supporting People) and the value of any savings to community care spend as a result of the preventative investment, which will be analysed against actual costs and projected future commitment.

A Telehealth pilot of innovative packages of equipment and services aiming to help patients with stable Heart Failure (HF) and Chronic Obstructive Pulmonary Disease (COPD) maintain their independence at home for longer has just been initiated.

Improving Assessment processes

Waiting times for assessment and for services will continue to improve through the continued implementation of performance improvement plans.

Falls Prevention

Reducing falls continues to be the top priority within the 'Healthier Communities and Older People' part of the East Sussex LAA. During 2007/08 partners worked together to continue implementing actions outlined in plans last year. This has led to improvements in the referral networks for falls response services. Although the number of falls continues to rise, it is at slower rate than the increase in older population would indicate.

We commissioned an audit of falls prevention services in East Sussex which provided a clear analysis of the situation. Recommendations being implemented focus on reducing falls in care homes and improving staff awareness of falls, and the consequences of falls. We are also looking at the provision of slippers and hip protectors within care homes to prevent and reduce the risk of injury as a result of falls.

Supporting People

The commissioning and delivery plan for the Supporting People Commissioning Project sets out the actions to be taken by the Strategic Forum to deliver the priorities and strategic aims in the updated five year Supporting People strategy. The Strategic Forum will also be implementing the actions set out in the strategic linkages section of the strategy. These actions will be taken in partnership between the organisations represented on the Strategic Forum and with other stakeholders including service users and service providers.

The core activity for 2007/08 and 2008/09 has been to implement the new model of commissioning for housing-related support services, as set out in the updated strategy. This is shown as two 'phases'. The first phase involves implementing the model for all non-older person services. This includes a 'generic' floating support service that will operate across tenures and potentially across local authority boundaries. The second phase involves the commissioning, and remodelling where appropriate, of support services for older people, specifically sheltered housing and HIA services. There is also now a third phase which covers the services that are retained as accommodation-based services through phases one and two.

The phases are being treated as full projects, with a project management infrastructure, to reflect both the volume of activity involved in implementing these changes and the significance of these changes for support services in East Sussex over the next 2-3 years. The commissioning of services for specific 'client groups' that are not already identified in the commissioning plan, will be managed in phase three.

Policy Steers relating to Planning and Commissioning

- ❖ With Health and Housing improve how we plan and commission services.
- ❖ Fully involve users and carers in the development and implementation of joint commissioning strategies.

What are we trying to achieve?

Commissioning Strategies describe how health, social care and supported housing services will change for older people, people with learning disabilities, people with mental health problems and carers in the next few years. They set out the commitments being made by the organisations responsible for these services, to work jointly together to improve the experience of those who use them and get the most out of available resources.

The population of East Sussex is changing and there will be more people living to an older age in the future.

Health social care and housing services have to respond to these changes and the commissioning process is a key mechanism for achieving this. The strategies are based on an assessment of needs, review of models of best practice, how well existing services are performing and what our patients, service users, carers and stakeholders have told us. Its focus is on prevention and promoting health and well being by providing more care closer to home, in line with national policies.

In the local context of financial constraints it is important that we are transparent and work in partnership to make the best use of resources as well as improve outcomes for local people. Good examples already exist of how this is being done, including work with the voluntary sector and consultations with stakeholders informing our strategy.

We are already developing new sorts of 'care pathways', with more focus on helping older people to enjoy good physical and mental health through prevention and supporting people to look after themselves. Older people who are at risk will benefit from early intervention services to prevent or delay them from developing problems that may otherwise lead to hospital or Care Home admissions, which is where most of our money is currently spent.

As higher than average numbers of older people at all ages live in East Sussex and these are set to increase in the future, demand for existing services will increase especially sharply over the next ten years. At the same time costs will also rise and this situation will not be sustainable in the longer term.

There is an opportunity before then to reduce reliance on hospital and residential care services, and as we know what problems most affect older people, we can target our resources on addressing their particular needs. For example, it is often as a result of falls, stroke, chronic obstructive pulmonary disease (COPD: made up of various respiratory diseases) or dementia that older people develop a long term need for health, social care and housing services, even though there is good evidence on how to improve the treatment and care management of these problems, and those with more complex needs.

Care will be co-ordinated or 'managed' jointly between agencies in the future, and a range of services will be able to respond to emergencies quickly and in accordance with their seriousness. There will be opportunities for avoiding admission to hospital, maximising recovery, and options for providing long term support.

Where are we now?

Achievements in 2007-08:

- Production of the joint commissioning strategies for Older People, Learning Disabilities, Mental Health and Carers.
- Innovative partnership work between the Department and Health and Housing regarding Delayed Transfers of Care is being undertaken through initiatives within the Hospital Teams, Strategy & Commissioning and Supporting People.
- The weekly average of people delayed in hospital has reduced from 57 in 2006/07 to 38 in 2007/08 due to all reasons; a reduction from an average of 21 to 4 due to Social Services reasons (D41);

Delayed Transfers of Care

- EDGH and Conquest
 - Zone working – identified social worker attends MDT for relevant ward (where applicable) to ensure referrals picked up at most relevant time
 - Weekly length of stay meetings (looking at people who have been in hospital for 9 days or more), identifies people that could be referred to ASC.
 - Review of processes and pathways to facilitate prevention of admission and early discharge if admitted from A&E underway
 - Pilot underway around extra care housing to review protocols around housing and improve pathways for people with housing issues.
- Sussex Downs and Weald
 - Earlier intervention. Teleconference calls used to identify DTC's and to ensure referrals picked up at most relevant time.
- Whole Systems
 - • Devolved budgets to Practice Managers in regards to Packages of Care, being able to fund out of panel.
 - • The reporting process within East Sussex Hospitals has recently been reviewed and amended as a result of the recommendations from both Discharge Support Team pilots and this is now in the process of being implemented. This process for Non Acute sites across East Sussex is also currently being implemented in line with new Government guidance for reporting

Commissioning Strategies & Business Planning

Stakeholder feedback received through the engagement events asked for more joint commissioning, and we have taken this forward. We have developed commissioning strategies for Older People's services, Learning Disability services, Mental Health problems

and services for Carers and we are developing strategies for people with physical disabilities, sensory impairment or neurological conditions or HIV.

We have improved our business planning processes and included over 400 staff in developing our 2008/2009 business plan.

We have achieved many of the targets that we set but we know, and a recent Commission for Social Care Inspectorate (CSCI) assessment has confirmed, that we still need to make considerable improvements.

We have identified several new developments that are shaping the direction of Adult Social Care, and explained the impact these will have on our services and the way we provide them. This year we have described the changes to the Local Area Agreement, the Mental Capacity Act, the Joint Needs Assessment, the Joint Care Plan and the new Carers' Guidance.

As we have consulted with many groups of stakeholders, we have included what they have told us about our services and how we provide them. We have explained what we have done in response to what people told us. We will continue to engage with all those involved with our services to help us better plan our services.

Partnership working

We are committed to working hand in hand with the PCT to take forward the joint implementation of the commissioning strategies and the Putting People First agenda. This year will see a move from the developing of joint commissioning strategies and planning new services to jointly performance managing their implementation.

We will continue to concentrate on our partnership work with all stakeholders to address the well-being agenda in line with the Government White Paper "Our Health, Our Care, Our Say" and Putting People First.

In order to commission and deliver the services that the people of East Sussex want we need to work together with our partner agencies.

The changes that have taken place this year to the management of the NHS have helped our organisations to work closer together. The move from four to two Primary Care Trusts, with a single management structure, has enabled us to hold more frequent joint management meetings. This co-working is essential to deliver the joined-up working expected by Government and the coordinated services that people want. The co-working has been essential to achieving our targets this year such as developing the service user commissioning strategies and the jointly commissioned Strategic Needs Assessment.

Joint working with our five borough and district council partners is equally important. We currently co-ordinate our work through the Strategic Housing Forum, the specialist housing groups and regular meetings between ASC housing and planning departments. We would like to develop these links further during 2008.

How are we going to achieve our objectives?

Commissioning strategies

These will continue to develop, based on national guidance and local policy, monitoring and evaluation of the implementation plans, and feedback from those who use and provide services.

Joint Commissioning Strategies will be monitored through the relevant inter-agency Partnership Board for each service user group. Additionally there will be reports to the Departmental Management Team and the PCT Boards. Each strategy will be reviewed against its targets and updated at the end of the year, for example, the Older People's Strategy has six workstreams each with an implementation plan including aims, measures and responsible leads. All the streams report to the Older People's Partnership Board on a rotating basis.

The strategies set out a wide and comprehensive range of proposals for change, which relate to the different stages at which people come to need and use health and social services or their housing needs change.

The development of better joint working and the co-ordinated management of care and treatment provided by health and social care staff however, is vital at all stages. Providing opportunities for those people receiving services to make more choices and take more control will also help to maintain their independence. Together with finding ways to jointly target shared resources, this will therefore be an early and key strategic development to be implemented.

A joint focus on improving local intermediate care services to ensure they target local need will be a key priority as these focus on preventing admission to hospital or Care Homes, and facilitate discharge and recovery by the provision of rehabilitation and opportunities for recuperation.

Primary care and general practice will continue to play its vital role in the improvement of preventative services, which together with voluntary sector developments that promote health and well-being, such as those delivered through the partnership arrangements of the Local Area Agreement, should improve the quality of life enjoyed by older people in the future by looking outside of those only provided by health, social care and housing.

On-going support will also become increasingly important as older people live longer, and so key strategic developments will include more intensive home care being available in the future, together with sheltered, extra care and supported housing schemes, that will help support independent living for as long as possible. This will also enable older people to remain within their community and continue to take an active role in local activities.

Housing related support will become more flexible as it reduces its link to sheltered housing schemes, and more extra care housing is planned in the future. Should a move to a Care Home become necessary, help will be provided with finding an appropriate place, and end of life 'palliative' care will also be improved. Maintaining the standards of quality care provided in these settings will enable people to maintain their personal dignity.

Assessment and Care Management Strategy development and implementation

In order to address some of the issues about the way we work within Assessment and Care Management Services and Occupational Therapy Services, a project was launched in Autumn 2007 to develop a new strategy for the service. This is part of the department's overall programme of change. The new strategy, once agreed, will lead to the development of a programme for delivery of services that is consistent with national and local priorities and provides a flexible model for the future.

Joint planning structure

2007/2008 saw significant changes to the way that we work together with our health partners to plan, commission and deliver services. Overall leadership and co-ordination is now provided by the Health and Social Care Executive Group.

This group leads the work of seven key planning streams:

- Services for people with a learning disability
- Services for older people
- Services for people with mental health problems
- Services for carers
- Services for people with a physical disability, sensory impairment and/or long-term condition
- Services for people with substance misuse needs
- Housing related support including the Supporting People programme funding

The detailed work of these planning streams takes place in partnership boards which are at varying stages of development. The Board for physical disability, sensory impairment and long term conditions is soon to be established; of the others, each board has developed or is developing a commissioning strategy (or strategies) to deliver services. A wide range of stakeholders is represented on the boards and they are closely linked with a network of user and carer representative groups.

Financial Commentary

National Position

1. The 2007 Comprehensive Spending Review has set formula grant, and other key grants, for individual local authorities for the three year period 2008/09 to 2010/11. That certainty is welcome and the general position for counties, as a group, was relatively better than originally feared. This was largely due to the increased weighting Government chose to give to Adult Social Care and waste disposal. There are however wide geographical differences. For example most of the South East remain floor authorities and East Sussex and Kent are only just above the floor. Outside the South East the increases for counties average nearly 6% p.a. The position for districts, and for London for different reasons, is relatively difficult over the settlement period; which contrasts with previous settlements.
2. At this stage, there is no information as to when the Government will update spending plans for the period 2011/12 onwards. This means it is likely, beginning the 2009/10 budget year, that funding certainty will only extend for the two years 2009/10 and 2010/11.
3. We do know that the Government are considering some formula changes which could affect both the general formula grant and certain key specific grants. In relation to the latter, the most significant is the Dedicated Schools Grant. The changes being considered would put more weight on deprivation factors which in crude terms would tend to see resources move from shire areas to urban or metropolitan areas (The position for East Sussex would be further compounded by the fact that the DSG we receive is partly supported by a national, but discretionary, damping scheme worth some £10m to East Sussex schools).
4. The distribution of certain other specific grants could also be affected by increased 'deprivation' weightings. In terms of formula grant, the Government is suggesting it is prepared to look again at Area Cost Adjustment. As an area we (rightly) feel strongly about the unfairness of the current formula which sees East Sussex receive relatively little compared to most of our South East neighbours. Unfortunately that very fact means those same neighbours would not necessarily support any changes in the current methodology. Any formula changes in general or specific grants would not impact until 2011/12.
5. In that same year (2011/12), we could see the transfer of concessionary fares from district to county level. In crude terms that would see the transfer of a funding gap problem simply being shifted upwards to county councils.
6. For 2008/09, the Government also announced three year funding for Area Based Grants. With some minor exceptions (by scale), the vast bulk of these ABG awards reflect former specific grants, received by the relevant individual local authority, continuing to be received by the same authority but on the basis of it being part of that authority's Area Based Grant. In principle this funding can be

diverted to other priorities. In practice East Sussex and many other council's decided that the pre-existing specific grant responsibilities or liabilities precluded any reallocation of resources for 2008/09. Going forward that still may be the case but we will (rightly) be expected to have tested the opportunity. More generally, there is no certainty as to the level of ABG beyond the current settlement period ending 2010/11.

7. Nationally, recent capping announcements (albeit largely in relation to police authorities) make it clear that Government will intervene at council tax rises of 5% and perhaps even less going forward.
8. For counties particularly, the key underlying spending risks remain in relation to social care and waste disposal. While the current CSR settlement gave more weight to the distribution of current resources in respect of these two areas – it did not deal with the quantum issues involved especially in relation to adult social care and the generally aging population. Social care and waste distribution pressures are difficult to avoid in terms of the current 'service offer' promoted by Government. In reality this has continued to put added resource pressure on other services, some universal, such as highways, transport, libraries etc.
9. Over the medium to long term, flood defence and climate change, but also infrastructure demands to support housing development, are bound to add to spend pressures on many councils but including East Sussex.
10. In capital terms, in addition to the demands of infrastructure investments – be it in relation to current assets or new developments – we see a major 'service promise' in relation to the re-build or refurbishment of large parts of schools stock; be it through Academies or Building Schools for the Future at the secondary level or Primary Capital Programme at the primary level. This has and will raise expectations but also it could carry with it significant assumptions of matched or top-up funding at the local level.
11. While the underlying quantum issues associated with ASC are yet to be addressed, the sector is embarking on a major 'personalisation' programme under the banner of 'Putting People First'. Specific grant funding for the next three years has been announced and individual authorities are working through the implications. As an initiative this could prove to be one of the most profound in recent years; not just for adult social care but local government generally.
12. It is worth remembering that Government have also set a requirement for each authority also to find 3% annual 'cashable' efficiency savings. All the evidence suggests this has been arrived at in a somewhat arbitrary manner and certainly does not seem connected to the past and current efficiency performance or past and current circumstances at a local level.
13. Finally, in the national context, and arguably the most serious and urgent threat is the short and medium term, is the credit crunch, deepening general economic gloom and soaring inflation in key commodity prices. Such a combination of forces is well beyond the ability of local authorities to influence but will put major pressures on travel costs (including staff, schools and public transport) for

individuals and councils, fuel, energy and certain building and highways materials. It could well, and arguably already is, affecting the value of disposals and / or the timing of developer contributions in future. It may also impact on the council tax base. Wider economic effects could increase demand for services from certain vulnerable groups.

Local Context

14. The Council's formula grant will total £93.8m, £96.7m and £100.1m in 2008/09, 2009/10 and 2010 respectively. In terms of increases this is £2.8m (3.0%), £3.1m (3.3%) and £3.5m (3.6%) respectively. These increases have been factored into the Council's medium term plan as set out in February 2008.

15. To recap those plans assume the following council tax trajectory:

Council Tax Increase (%)

<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>
4.7	4.3	3.9	3.5	3.5

In addition the planning assumes differential cash increases across different services. For example some 5% per annum increase for Adult Social Care compared to zero % increase for most central services. Attached at Annex 1 is the summary medium term plan as approved by Council in February. It summaries the differential guidelines, assessed pressures at that time and resultant savings for 2008/09 to 2010/11. Attached as Annex 2 is an update on the spending pressures as currently understood but this will need further work during the summer and autumn. (Note: 2010/11 is simply a roll forward of 2009/10 pending further planning.)

16. Returning to Annex 1, cash limits have been set for 2008/09 but Members will be aware that the Council has received a further £500,000 allocation for LABGI (Local Authority Business Growth Incentive Scheme). This was received only recently and the Deputy Leader has indicated that he will table proposals for its use.

17. For 2009/10 and 2010/11 current plans show some £750,000 set aside in each year for excess inflation but also some £2.6m and £3.4m shown as unallocated. Given the current excess inflation fears it is recommended that all or most of this is now added to the excess inflation provision in those future two years. For the current year 2008/09, now that cash limits have been set, departments will need to absorb increased costs within the total cash limit received.

18. The Council will receive some £24m of Area Based Grant in 2008/09 (rising to some £36m by 2010/11). The details of this are set out in Annex 3. The Cabinet will need to develop a process to test if (and to what extent) it wishes to switch Area Based Grants into other areas in future years.

19. In terms of the new grant for personalised social care the County Council will receive £5.4m over three years to assist implementation. Plans for best use of this are being worked up.

20. Perversely, one aspect of the current economic situation is increased interest on balances. This is a volatile area but I would expect a significant sum would be available for one-off purposes again next year.

Next Steps

21. In all the circumstances and even recognising the lack of external funding certainty beyond 2010/11, the organisation benefits greatly from being able to plan over the medium term and it would be hoped that Cabinet would wish to develop coherent spend plans beyond 2010/11. Such planning needs to link the following over the next three to four years:

- Council tax strategy;
- spending pressures on core services;
- other risks (eg excess inflation);
- policy steers including – new policy priorities or shifts;
- new external requirement (eg concessionary fares);
- continued focus on efficiency (including benchmarking and shared solutions) as well as customer focus; and
- maximising other local income sources.

22. Such planning will also have to extend to planning for major capital commitments (including minimising the risks of excess costs falling on the Council). The headline areas include the Link Road, Building Schools for the Future, possible Academy Programme, and Primary Capital Programme. This is on top of the current core programme including, for example, a new records office and new library in Hastings.

Sean J Nolan
Deputy Chief Executive and Director of Corporate Resources
July 2008

All financial spreadsheets which form annexes 1, 2 and 3 of this document can be found within the Cabinet RPR – State of the County 2008 report from 29 July 2008. If you wish to have further copies of these please contact the scrutiny lead officer for your particular scrutiny committee or call 01273 781581

New and Revised Strategic Risk Log for 2008/09

Appendix 4

	KEY THEME AREAS	INHERENT RISK 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
9.	Failure to secure an effective 'Agewell' Scheme in line with business objectives.	2	4	Keith Hinkley	
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • Agewell funding approval (PFI) and affordability confirmed at Expression of Interest stage and Outline Business Case submitted. • Procurement phase begun with OJEU issued. • Project team and governance arrangements in place. • All Outline Planning Consents achieved on the four acquired sites. • Full link to corporate capital planning. • Care needs linked with Commissioning Strategies. • Preparation of contingency plans. 				
10.	Failure to put in place an effective medium term service plan consistent with commissioning strategies, "Putting People First", whole system challenges, and drivers with maximum efficiencies and resources available.	2	4	Keith Hinkley	'*'
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • Three year plan, including objectives for Putting People First agreed and integrated into the Council Plan and Adult Social Care Business Plan. Joint commissioning strategies for older people and learning disabled completed. Joint commissioning strategy for mental health planned for March. Implementation monitored through core performance management processes within the County Council. • Joint Business planning with PCT's in place for 2008/09. 				

	KEY THEME AREAS	INHERENT RISK 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<ul style="list-style-type: none"> Implementing the change agenda through robust programme and project management arrangements. 				
11.	Risks from changes within the NHS including consultation on "Fit for the Future" and application of provider Trusts for Foundation status. Further risk that there will be delays in the local health economy picking up new responsibilities for continuing healthcare	3	4	Keith Hinkley	'*'
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> Robust and formal partnership working including the development of joint commissioning strategies, Risk Share Agreement, Section 31 Agreements and Service Level Agreement. Improved engagement with the local health economy including the setting up of an Executive Group (Director of Adult Social Care and Health Chief Executive) to manage the development of social care and health services in East Sussex. Joint plan agreed for implementing changes to continuing healthcare, including monitoring arrangements. 				
12.	Failure to sustain current improved performance on our priority performance indicators within Adult Social Care	2	4	Keith Hinkley	
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> Continue with the DMT led Performance Board. Develop our understanding of the new indicators in the National Indicator Set. Enhance capacity and performance through the new management structure and Assessment and Care Management Programme. 				

	KEY THEME AREAS	INHERENT RISK 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
13.	Failure to deliver ASC Transformation Agenda.	3	4	Keith Hinkley	
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> Review of current commissioning strategies in a structured programme of work to ensure compliance with Putting People First. 				