

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

Date: **17 September 2009**

By: **Director of Law and 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 2010/11 and beyond as outlined in the State of the County report.**

RECOMMENDATIONS:

The Committee is recommended to:

- 1. Send Cabinet any comments or changes it wishes to propose to the policy steers and their contribution to the objectives of the whole Council, especially in light of work carried out during the last year;**
 - 2. Establish a scrutiny board to act on behalf of the committee to provide input into the RPR process until March 2010 and in particular to consider the detailed departmental portfolio plan.**
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1. Background

1.1 The State of the County 2009 report was presented to Cabinet on 28 July 2009. That report outlined the national and local context providing an overview of the main issues which will affect the County Council in the coming year. The report listed all the policy steers (which provide the structure within which business and financial planning is developed) agreed by the County Council last year along with 'performance stories' which set out what we achieved subsequently against each policy steer. This information forms the focus for RPR scrutiny at this first stage.

2. Scrutiny's role in Reconciling Policy and Resources

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

2.2 The Committee is asked to review the current policy steers which lie within the committee's remit. Cabinet will then agree any changes to the 'Promise' and policy steers in the light of scrutiny proposals at its meeting in October. To assist, there are specific points which scrutiny may wish to bear in mind when undertaking this task, and later work:

- Cabinet wants the new policy steers to contain *more* specific and realistic medium term aims, and *less* activity description
- The 'Promise' is likely to include an amendment to reflect the severity of the economic outlook
- There are three newly added political priorities: community transport, activities for young people and the "Place priority".

- Scrutiny commentary is valuable on issues where there is a particular tension between universal services and those for vulnerable people – either within a service or between departments
- Scrutiny is invited to make judgements about value for money for areas of above-average costs, and provide challenge to ensure return on investment by increased performance (establishing what 'good performance' will look like, preferably before initiatives are put in place)
- Scrutiny is well placed to recommend potential savings through cross-council initiatives as well as within departments.

2.3 Appendix 1 contains the policy steers within the remit of this committee. Appendix 2 contains the performance stories.

3. Next steps

3.1 In November or December the scrutiny committees, or their RPR scrutiny boards, will be asked to consider detailed portfolio and budget plans and the emerging savings strategy. The scrutiny task then will be to consider:

- whether the amended policy steers are reflected satisfactorily within the proposed key areas of budget spending for 2009/10 and beyond
- whether all possible efficiencies are identified, and the likely impact of those savings on services provided to County Council customers.

3.2 Previous Member feedback has resulted in the following provisions which apply to the detailed draft portfolio and budget plans when presented to scrutiny:

- Each proposed saving should show the percentage the saving represents of the total appropriate budget to help Members visualise the scale of proposed changes.
- Sufficient detail is required about the pressures and the likely impact of proposed savings to enable Members to gain a full understanding of proposals being put forward.
- The terms 'high', 'medium' and 'low' used to describe the general impact of savings should relate to the impact upon customers.

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Local Member: All

Background Documents: None

POLICY STEERS 2008/09

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 we plan and commission services with Health and Housing to promote quality, better outcomes, improved customer care and cost-effectiveness.
- 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.
- Fully involve users, their carers and the wider community in planning, developing, and reviewing strategies and services to meet the needs of local people.
- Improve significantly how we safeguard vulnerable adults in partnership with health services and the police.
- 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.
- 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.

Adult Social Care Portfolio

1. Introduction by Lead Member

We will deliver personalised adult social care services, where people irrespective of illness or disability, are supported to live independently.

People are supported to:

- stay healthy and recover quickly from illness
- exercise maximum control over their own life and where appropriate the lives of their family members.
- sustain a family unit which avoids children being required to take on inappropriate caring roles.
- participate as active and equal citizens, both economically and socially,
- have the best possible quality of life, irrespective of illness or disability
- retain maximum dignity and respect.

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 Care Quality Commission. In 2007/08 we improved our star rating to two stars, this was a significant achievement that acknowledges the steady improvements made over the last 4 years.

The 'Putting People First' programme will lead to a fundamental change in how we work. It provides the ideal platform to work in consultation, with the public and our partners to develop the strategic and service plans necessary to create an appropriate range of care services that will achieve our vision and deliver quality care for the residents of East Sussex. It is our intention to have a service available to all irrespective if care support is self funded by the user or funded by the department.

The Adult Social Care Policy Steers set out the departmental strategic direction. The policy steers align to the outcomes from the White Paper, 'Our health, Our Care, Our Say' and directly support the ethos of Putting People First.

In this document the policy steers have been grouped under the 'Four Pillars' of Putting People First:

- Universal Services
- Prevention and Early Intervention
- Choice and Control (Self Directed Support)
- Social Capital

2. Universal Services

Universal services are those available to anybody who contacts Adult Social Care, irrespective of their ability to pay for their care. The policy steers which relate to universal services are:

- ❖ Improve how people access information, advice, help and support through joint work with partners.
- ❖ Continue to improve equity and equality of opportunity for all through our service delivery and as an employer.

2.1 What are we trying to achieve?

In accordance with the Putting People First Concordat, we are working towards a universal information, advice and advocacy service for people needing services and their carers irrespective of their eligibility for public funding.

Universal Services in East Sussex will include:

- Information and Advice
- Assessment support
- Advocacy and brokerage (including self-funders)
- Signposting to support groups, voluntary sector provision and leisure and clubs

The principles by which the universal offer will operate in East Sussex are:

- Tailored advice
- Assessment proportional to need
- Affordable and efficient
- Entitled to offer irrespective of support needs or ability to pay
- Quality assurance at all stages

2.2 Where are we now?

- In 2008/09 1395 carers were in receipt of information and advice compared to only 27 in 2007/08.
- In 2008 – 09 the County Connect referral service received 464 requests for services for individuals, which in turn generated 659 onward referrals for help and assistance.
- The BME Outreach and Engagement project used outreach to support people from BME and Gypsy and Traveller services to access information about Adult Social Care services. This successful approach enabled over 70 people to a range of services including equipment, carers grants and direct payments.

There are a number of pieces of work already in train which will deliver aspects of the universal offer in East Sussex including:

- The Joint Information and Access Project involves staff from the PCT's, Adult Social Care, Children's Services, and the council's Chief Executive's Department. There are six work streams which including leaflet & poster campaigns to provide high level signposting to key services; a minimum recommended core set of information for all GP surgeries, libraries and other community venues; a trusted visual identity for joint NHS/ESCC publications; countywide access to up-to-date information through effective distribution; an A-Z directory of services for all health/council staff and the further development of our health and social websites to improve accessibility and better signposting to one another.
- As part of the Putting People First programme, we are currently piloting new advocacy support arrangements for older people, disabled people and carers. These pilot projects will provide us with evidence of how advocates can effectively support people to receive personalised social care services to meet their identified needs.
- As part of our strategic objective to deliver culturally sensitive services, we have a programme of Equality Impact Assessments which are undertaken on new policy and service developments. An overarching equality impact assessment has been undertaken for Putting People First. This approach avoids repetition, over consultation and ensures shared learning and a consistent approach to access, information and culturally appropriate service delivery and monitoring throughout the programme.
- Working with the East Sussex PCTs and Children's services, we have made significant progress over the last year to establish an effective approach to engaging with local disabled people. The Disabled Persons Reference Group was launched in February 2009, feedback from this launch event will inform our engagement on communications, strategies and service developments, an example of this is the Improving Life Chances Strategy, and the development of our East Sussex County Council Single Equality Scheme.
- The pilot service to support self funders (Support to Access Care Services, STACS) with social care needs which began in June 2007 has continued throughout 2008 with increasing demand. The service provides both information and assessment & care planning support. Over 400 self funders were supported in 2008-09. The council provides support to self funders in making care home placement decisions e.g. advice, placement sourcing, and renegotiation. Input from the Support To Access Care Services service results in low uptake of permanent care home placements, only 4%, with the balance remaining at home. Support is provided to help people spend money to meet their needs creatively and have included enabling people to access voluntary and special interest groups as well as more traditional care services.
- In terms of innovative partnership working with the independent sector, we have worked closely with Care Choices Limited to revise the East Sussex Care Services Directory which is a comprehensive guide to choosing and paying for care services which is available to the general public (supporting self funders) as a glossy magazine and online with "Browsealoud" capability. We have introduced new information leaflets, particularly with information pertinent to self funders.

Adult Social Care staff regularly give talks on Safeguarding to organisations such as Care for the Carers and Age Concern, to raise awareness of abuse in its various guises. More widely, through a joint initiative with Trading Standards, banks and building society staff are trained to be alert for people suddenly requesting a large sum of money.

2.3 What are our Key Areas for Improvement

In order to deliver our commitment of a universal offer, there are a number of initiatives we need to develop in partnership including:

- **Voluntary and Community Sector**
We need to develop capacity within the voluntary and community sector across East Sussex to provide information and advice to the communities they support. This will require clear roles and responsibilities to be established through our contracting and commissioning arrangements. The Putting People First agenda presents exciting opportunities for the voluntary and community sector to play a key role in delivering the universal offer through information provision, advocacy, brokerage and also potentially as service providers.
- Developing local User Led Organisations is a strategic objective within the Putting People First programme. The role of User Led Organisation's in delivering the Universal Offer needs to be developed alongside the development of user led organisations.
- How brokerage support is delivered in East Sussex and by whom needs to be defined as part of the self directed support pathway.
- Joint working with other ESCC projects and workstreams will be critical to the successful delivery of the Universal Offer. For example, the inclusion of transport and leisure services in the universal offer is emerging as an expectation from the Department of Health.

We continue to develop our relationships with minority communities in East Sussex and have recently established an Equality and Diversity Steering Group to champion and advise on taking forward the Adult Social Care's Equalities and Diversity policies and practices. Voluntary and community sector partners will join the group in September. Supporting the Steering Group, there will be an Equality Advisory Group which will effectively be a group of 'critical friends' to advise Adult Social Care managers during the process of equality impact assessment (EIA) of services and new developments.

3. Prevention and Early Intervention

We will identify people at risk and through early intervention support peoples independence in the community and minimise deterioration or disability from existing health conditions.

The policy steers which relate to prevention and early intervention are:

- ❖ Support more older people and vulnerable adults to live safely 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.
- ❖ Improve significantly how we safeguard vulnerable adults in partnership with health services and the police

3.1 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.

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 work which support wellbeing and community engagement such as:

- ongoing development and application of the Joint Strategic Needs Assessment;
- 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 East Sussex Seniors Association;
- commissioning, monitoring & evaluation of services (Partnerships for Older People Project - POPP);
- improving the quality of life of older residents of East Sussex through the 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’.

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.

3.2 Where are we now?

Achievements in 2008-09

- 92.4% of assessments for people aged over 65 started within 48 hours and were completed within 28 days compared to 80.1% last year (D55).
- 91.4% of service users' services started within 28 days of completion of assessment compared to 90.2% last year (D56).
- East Sussex Adult Social Care and other agencies have provided over 2900 older people with items of telecare equipment in 2008/09.
- 2111 carers received a service: 320 more than last year, an 18% increase of carers receiving a service last year (NI135).
- We have built strong partnerships at both strategic and local levels to reduce delayed transfers of care and improved arrangements for hospital discharge, through the Emergency Care Network, and co-location of teams. In 2005-06 levels did not fall below 60 per week compared with 2008-09 when levels rarely raised above 40.

Performance against National Indicator Set Indicators

NATIONAL INDICATOR SET INDICATOR	08/09 target	Out-turns 2008/09
NI125 Achieving Independence for Older People through rehabilitation / intermediate care		88.16%
NI131 Delayed Transfers Of Care		16
NI132 Timeliness of social care assessment		88.2%
NI133 Timeliness of social care packages following assessment (Based on 2009/10 Definition)	>90	90.5%

Performance against Performance Assessment Framework Indicators

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

PERFORMANCE ASSESSMENT FRAMEWORK INDICATOR	Out-turns 2007/08	08/09 target	Out-turns 2008/09
D41 - Delayed transfers of care	34	28	31
D54 - Percentage of items of equipment and adaptations delivered within 7 working days (KT)	85.6%	87.0%	93.9%
D55 - Acceptable waiting times for assessments (KT)	81.1%	>90%	92.4%
D56 Acceptable waiting times for care packages (Also NI 133 for 2008/09 ONLY)	90.2%	>90%	91.4%
E82 - Assessments leading to provision of services.	66.3%	68 < 77	69.4%

Adult Social Care is well informed about the local health profile through needs assessments and the Joint Strategic Needs Assessment, and is addressing

inequalities through a number of partnership based workstreams. We can clearly evidence that the Joint Strategic Needs Assessment has improved outcomes for local people through delivery of the Joint Commissioning Strategies.

Promoting health and wellbeing is a priority as evidenced through the range of achievements in 2008/09 including:

- Partnerships for Older People Programme
- Promoting a Healthy Old Age Steering Group activity
- 120 Health Action Plans in Learning Disability Respite Services
- 40,000 Forward from Fifty guides distributed
- “Managing Activity” programme in day opportunities services .
- Older Peoples Forums activity such as health living and health and community care special interest groups.
- UK Older People’s Day in October 08 – 11 events were set up celebrating active health and wellbeing in later life, including joint work to raise awareness about healthy ageing.
- Working with the PCT’s the Involvement Matters Team produced Health Packs which were sent out to service users. These packs have been adopted by GP’s locally and used in GP training, and have been adopted by Sussex Partnership Trust.

There are a number of pieces of work already in train which will deliver aspects of prevention and early intervention in East Sussex including:

- The Implementation of Time of our lives strategy, includes all 7 Older Peoples Forums have health and wellbeing campaigns which include Health Days, Health Promotion in Newsletters (3,650 Members) and in March 2009, 5 forums held a Pyramid theatre production in their locality called “Big Little Heart” which highlighted how to spot signs of a stroke and health prevention messages on stroke and heart disease.
- The Supporting People team is working with the Putting People First team to deliver new Community and Local Government handyperson funding for older people as a Putting People First pilot. The aim is to pay the grant direct to individuals to spend on handyperson services. The needs, choices and wishes expressed by the older person will drive the nature of the small jobs required to improve their quality of life at home.
- 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.
- 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.

- Increasing support available to carers is a priority for Adult Social Care and our strategic direction is set out in our Joint Commissioning Strategy. Providing carer support in time of emergency was identified as a service development need through the Commissioning strategy needs assessment. This led to the Carers Respite Emergency Support Service being introduced last year. Over 900 carers have now registered with this 24 hour, home-based, emergency back-up service for started in March 2008. All carers who have an assessment or a review are given the opportunity to register a emergency contingency plan with Wealden and Eastbourne Lifeline. Each contingency plan is bespoke with our directly provided service offering a 24hour back-up service.

3.3 What are our Key Areas for Improvement

We have made significant progress with our prevention agenda, and our key areas for improvement are:

Supporting People will introduce a Countywide floating support service for people aged 16-64 from 1 July 2009. The new service includes supporting service users to:

- look after themselves and eat well
- budget and pay bills
- be safe in and out of their home
- fill in forms and deal with authorities
- be a good neighbour
- gain access to education and training activities
- become involved in local and community activities
- understand their rights and responsibilities

The profile of Safeguarding has been raised and we are better able to face the challenges ahead, the priorities for development to achieve better outcomes for people are:

- Increase public awareness.
- Develop a risk framework that supports the new challenges for Safeguarding for people directing their own support.
- Continue to assess the quality of our practice to safeguard people.
- Ensure that we continue to develop good practice in Safeguarding across all sections through a range of training and developments.
- Collect robust data to ensure trends in referrals, Safeguarding issues and outcomes for people can be measured.

We will achieve this by consolidating the work undertaken in 2008/09, including:

- Review the PAN Sussex Safeguarding Adults Policies and Procedures to further enhance practice, roles and responsibilities.
- Further increasing peoples access to independent support and advocacy
- Further development of the minimum data set that will focus on quality and outcome rather than activity.

- Implementing the Health & Social Care Safeguarding Competency Framework for all staff.

Planned actions to achieve our objectives in relation to safeguarding include :

- PAN Sussex multi-agency adult safeguarding procedures will be formally reviewed through the Safeguarding Adults Boards by March 2010. These procedures represent a shared commitment by a wide range of agencies in Sussex who co-operated in their development.
- Improve staff and service user awareness of safeguarding issues through implementing competency training for all staff
- Undertaking serious case reviews and ensuring lessons are learnt.
- Auditing and evaluating how our services work together to protect vulnerable adults.
- There will be a Hate Crime conference in the summer of 2009. The aim of the conference is to bring together key community partners (such as the ESCC Community Safety Partnership, the Police, Victim Support, Trading Standards, advocacy and ASC staff (care management and provider staff) and independent sector providers, to ensure community safety initiatives are joined up and maximising benefits for adults with learning disabilities and exploring future commitments to this priority area of work.
- An initial media release around how to take action and what constitutes abuses is planned to coincide with Elder Abuse Action Day (June 15th). This will be followed up in the publicity for the Older People's Engagement Day (25th June) which will include media messages on safeguarding.
- The council's webpage on adult abuse is in the process of being updated by the Safeguarding Vulnerable Adult's Communications Group to put a great focus on what is abuse and what to do if you have concerns.

4. Choice and Control (Self Directed Support)

The policy steers which relate to Choice and Control are:

- ❖ 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.
- ❖ Improve how we plan and commission services with health and housing to promote quality, better outcomes, improved customer care and cost effectiveness.
- ❖ Fully involve our users, their carers and the wider community in planning, developing, and reviewing strategies and services to meet the needs of local people.

4.1 What are we trying to achieve?

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 the changes outlined in *Putting People First*. We are 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.

Performance and evaluation materials will help Putting People First projects and new service developments to measure quality of life changes and map the 'rural reach' of services.

Delivery of the personalisation agenda will have a direct impact on our commissioning and procurement arrangements and our future management of the market. We expect between 20% and 50% of people to opt out of traditional social care services. This may cause a fall in demand for some of our council-run services. Developing the market and building the right services for local people is critical to enable people to have real choice about the services they use.

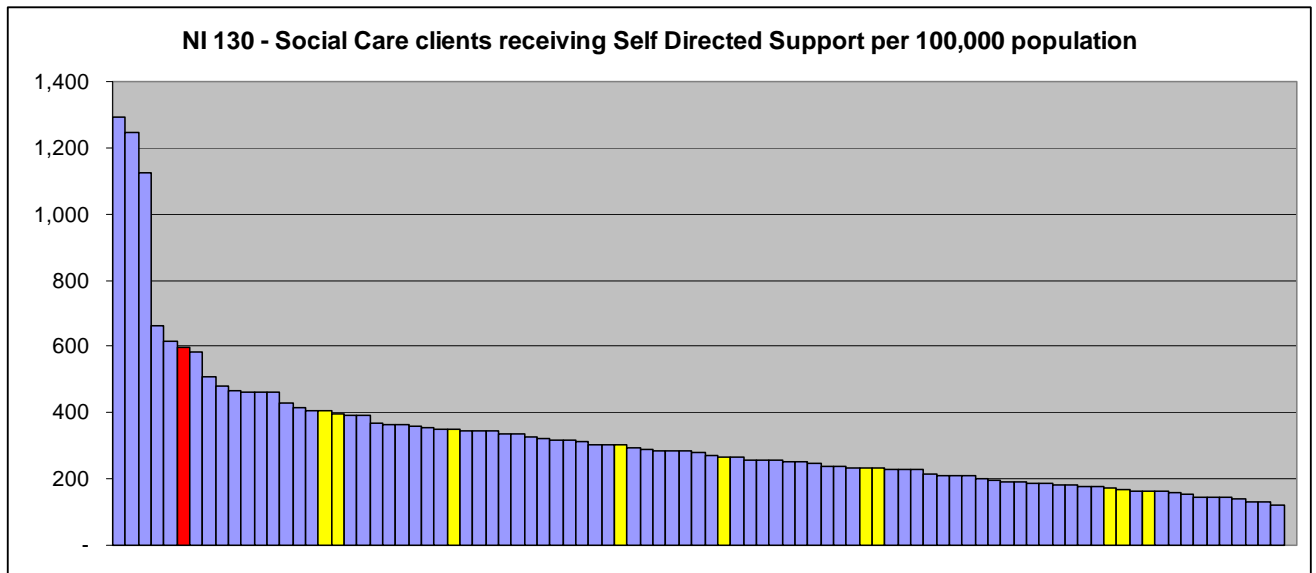
The East Sussex Local Area Agreement includes National Indicator 130: Self Directed Support, and the national target of ensuring at least 30% of people who receive support from Adult Social Care have a personal budget by March 2011.

In order to deliver this aspect of the Putting People First agenda, we also need to make changes our back office systems and procedures to ensure that people the allocation of personal budgets is fair and proportionate to need across all client groups.

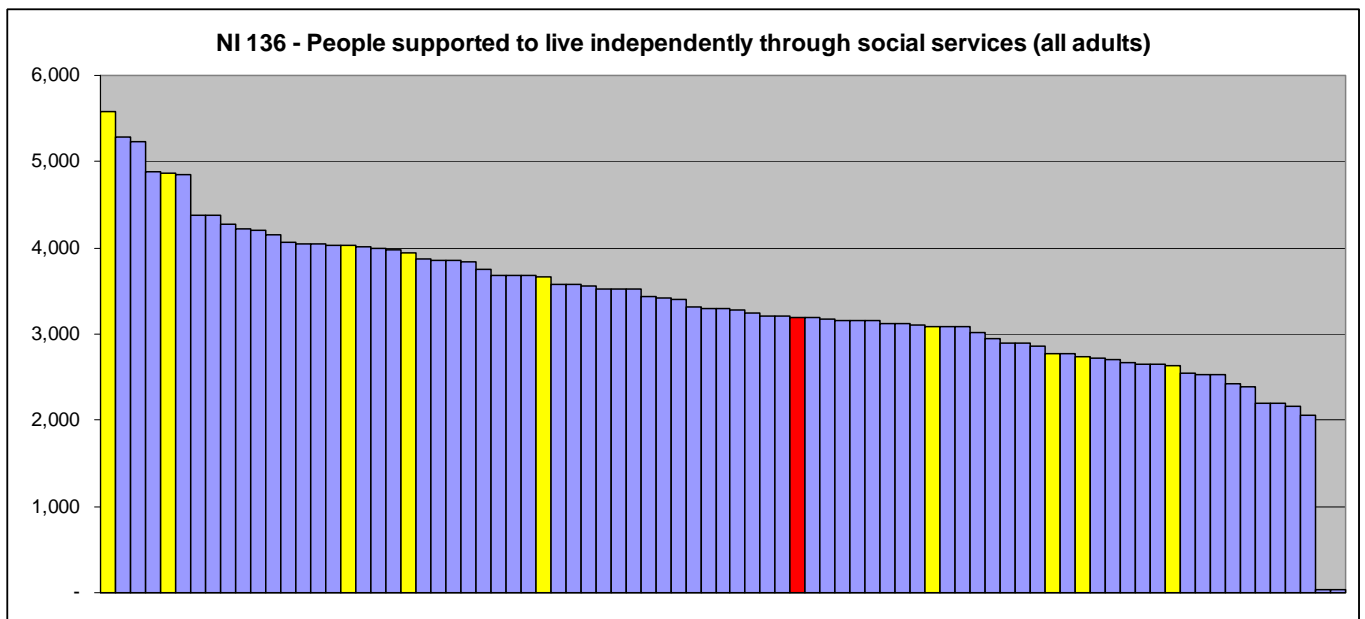
4.2 Where are we now?

NATIONAL INDICATOR	08/09 target	Out-turns 2008/09
NI136 People Supported to live independently through social services (All Adults)	2,887.86	3189.29
NI135 Carers receiving needs assessment or review & a specific carers service, or advice or information	15.85%	22.1%
NI130 Social care clients receiving self directed support per 100,000 population (Rolling Calculation)	452.0	598.5
NI141 Percentage of vulnerable people achieving independent living		81.98%
NI142 Percentage of vulnerable people who are supported to maintain independent living	98.34%	98.83%
NI145 Adults with Learning Disabilities in settled accommodation		58.5%

Early 2008/09 benchmarking shows that our performance against the national indicators for self directed support and helping people to live at home is comparatively good. Please note that this information is subject to audit. East Sussex performance is shown by the red bar and our comparator group is shown by the yellow bars.



- East Sussex's provisional out-turn for 2008/09 is 598.5
- The average from the early benchmarking, based on 92 authorities provisional data is 318.1



- East Sussex's provisional out-turn for 2008/09 is 3189.29
- The average from the early benchmarking, based on 83 authorities provisional data is 3352.67

Direct Payments enable people to have more choice and control over their care and are largely regarded as the forerunner to individual budgets. We have made significant improvements in the delivery of direct payments over the last two years with over 2500 service users and carers are now receiving Direct Payments compared to 1945 in March 2008.

An initiative to provide one-off Direct Payments to both carers and service users has been very successful and has demonstrated a reduction in need for higher-level support. The following quotes illustrate the value to carers:

- *£1,500 for a young man who was going blind, severely depressed and accessing acute Mental Health Services to enable him to enrol in a Sports Massage course. Almost 2 years on this young man is no longer access acute services, has completed his course and has employment.*
- *A woman accessing Mental Health acute services 3 times a year was awarded gym membership 2006/7 has not been admitted since and reapplied in 2007/8 to expend her membership for a further year.*

Adult Social Care use Direct Payments, in a range of ways, across client groups to enable service users to self-direct their care and support. For example, over 450 service users have chosen to receive Direct Payments in order to employ a personal assistant. Whilst personal assistants provide personal care services, they usually also provide support to the service user so that they can participate on social and community activities. Examples include supporting service users to go on holiday, to direct amateur theatre productions, to go swimming and to attend line dancing classes.

Our Putting People First dedicated Self Directed Support team leads on developing Individual budgets, including Direct Payments. We are piloting our approach to personal budgets with a number of existing clients and have a roll out programme during 2009/2010.

In order to give service users and carers more choice and control about the services we develop and commission, it is essential that they are involved in decision making about policy and service developments. There are service user and carer representation on all partnerships boards. The boards are responsible for overseeing the development, implementation and monitoring of commissioning strategies and plans. For example, there are 3 members of East Sussex Senior Association, on the Older People's Partnership Board which oversees the Joint Commissioning Strategy for Older People. The Older Peoples' Engagement Day in March 2008 informed the action plan for the Time of Our Lives Strategy for 2008-09.

Strong Voices, Big Ideas, the East Sussex Learning Disability Joint Commissioning Strategy won the 'Public and Patient Involvement' category of the national NHS Alliance Acorn Awards for a strong commitment to involve people who use services and other stakeholders. The "Involvement Matters Team" (Learning Disability

Reference group) feed in experiences of other service users via “packs” empowering wider Learning Disability Community.

Carers are directly involved in the Carers Strategy Group and have for some years taken an active role in determining priorities for the allocation of the Carers Grant for recommendation to elected members. This role has expanded with the development of the Joint Commissioning Strategy for Carers Services and a Commissioning Sub-group has been set up that manages the process of prioritisation for funding. This includes the distribution of a newly established “Development Fund” set up to specifically address gaps identified by the Commissioning Strategy and supporting Needs Analysis leading to the commissioning of seven new projects for hard to reach carers. For example an Action in Rural Sussex (AIRS) / Alzheimer’s project supporting carers in rural Wealden, a befriending service for carers in rural areas and an over-night service to enable carers in rural areas to take a break. There is also direct carer involvement on the Older Peoples Partnership Board.

There are active mental health action groups in the east and west of the county with service users fully engaged. A Day and Vocational Services Commissioning project has been undertaken together with service users in Mental Health. This has involved reviewing all our services in terms of service outcomes, quality and value for money. Services are currently being re-specified and commissioned. Service users are involved in this process at all levels and stages and are part of the on-going contract monitoring process.

4.3 What are our Key Areas for Improvement

During 2009/2010 we will finalise our Self Directed Support Pathway which will enable service users to be at the centre of their support planning and give them more choice and control over the services they receive. This, coupled with the roll of personal budgets, represent significant changes in the way we deliver services and will have a direct impact on the way people work and the roles that they have.

We also have a range of other targets which are set out in our business plans. In terms of increasing choice and control, these include:

- Refreshing our Joint Commissioning Strategies and implementation plans for Carers, Older People and for People with Learning Disabilities.
- We are also working closely with Housing partners to develop a range of housing options that provide high quality, choice, and independent living, reducing the reliance on long term / permanent residential care.
- We are modernising day opportunities by providing a broad range of services which fulfil current and future needs and expectations.

5. Social Capital

The policy steers which relate to Social Capital are:

- ❖ Improve opportunities for vulnerable people to positively engage with their communities and further encourage participation in local services and activities.
- ❖ Lead improvements to the well-being of local communities across East Sussex through joint working with partners.

5.1 What are we trying to achieve?

We will build Social Capital, develop the community and encourage people to make use of all resources available to them in the community, through their own personal networks (family and friends) as well as different types of community groups and the voluntary sector.

5.2 Where are we now?

We have continued to work on the development and implementation of our joint commissioning strategies for carers, older people's services, mental health and learning disability.

Our "Closer to Home" events with health, researched what local service users, carers, members of the public, and health and social care staff thought of our current provision of information in light of Putting People First.

All our joint commissioning strategies, have been based on extensive user and stakeholder engagement, are accountable for their delivery through multi-agency and stakeholder Partnership Boards, and are now beginning to deliver the new services and service improvements people have told us that they want.

Examples of improvements delivered through the strategies include:

- changing the nature of day opportunities for people with mental health needs by commissioning a service based on a recovery and inclusion model.
- anti-bullying and employment projects commissioned through the Learning Disability Development Fund.
- embedding early intervention and prevention approach in older people's services by mainstreaming the Partnerships for Older Peoples Projects, developing the Time of Our Lives Strategy with older people & the 'Forward from 50' information resource.
- development of the Downlands Extra Care scheme which is due for completion in August 2009.
- commissioning services to meet identified gaps for carers in rural areas and for those with specific needs such as carers of younger people with dementia; review and commissioning of a new information and advice service for equipment and adaptations.

- commissioning a new community support service for people recovering from stroke and re-commissioning of Supporting People services.

Our Joint Commissioning Strategies are the formal expression of our commitment to working with partners to jointly deliver improved economy, efficiency and effectiveness, numerous examples of which have been outlined previously. Further specific examples include:

- The Joint Chief Executives Group of Adult Social Care, PCTS and major health providers have given strong support to developing more systematic, evidence based and 'joined up' systems for making investment and disinvestment decisions. The focus on financial return on investment has helped to set clear and Specific Measurable Achievable Realistic Time (SMART) objectives.
- Partnerships for Older People Projects has provided evidence about activity levels, costs and satisfaction / quality of life in early intervention services that has allowed more robust commissioning decisions to be made. The locally developed quality of life survey has provided credibility to arguments about investing in preventative services.

A joint approach to Learning Disability and Supported Housing, with the PCT's has been agreed with the purpose of enabling the transition to strategic commissioning and planning of supported housing for people with a learning disability to take place across the county in a systematic way.

'Champion' roles will inform our work on developing social capital. This and other examples of the direct involvement of local people, focus on health and wellbeing issues and the personal impact of wider system changes on individuals.

'Forward from 50, a guide to later life in East Sussex' was developed through collaboration with a number of older people and voluntary organisations representing older people and carers. The guide provides information on keeping healthy and well, keeping safe, financial, legal and housing matters and dealing with life changes. The success of this project culminated in an East Sussex County Council Excellence Award 'Highly commended for partnership working'.

For Learning Disability service users there has been widespread awareness-raising on abuse, anti-bullying and other safeguarding issues, accompanied by a range of leaflets to encourage reporting of such incidents.

An anti bullying project in Eastbourne developed innovative practice for recording incidents and supporting victims of Hate Crime, and developing partnerships with key agencies such as the Police, Trading Standards and service providers. This pilot led to the development of a county wide Hate Crime project that is currently building on this work and disseminating the good practice and awareness county wide. A key outcome of this project to date has been a Hate crime DVD called "9 in 10", this has been developed by the County Council and has been used in schools and other settings to raise awareness of the experience of hate crime faced by people with learning disabilities and the effect it has had on their lives. There are plans for DVD's

to be developed in the future around issues of housing, employment and community safety.

East Sussex recognises the importance of providing support to carers, to alleviate stress and avoid crises leading to potentially abusive interactions. Work with Care for the Carers and individual carers themselves has led to provision of a much wider range of options than previously available.

The Police Placement Project is a Constabulary initiative which involves student police officers spending a week in a learning disability community placement, as part of their basic training. This innovative scheme helps raise awareness and understanding of the needs of people with learning disabilities and the challenges they face within the community.

5.3 What are our Key Areas for Improvement

We have to make continued progress as a department and we are aware of the key Government and County Council priorities that we need to deliver. "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.

The Commissioning Strategies outline the local priorities and these are implemented through our Three Year Plan and Business Plans, ensuring value for money.

Planned actions to achieve our objectives in relation to commissioning and use of resources include :

- User and, or, Carer representation on all strategic boards by 31/12/09 and extended involvement in service development and evaluation.
- Ensuring that the development and refresh of services, commissioning strategies, and service specifications promote equality of access and ensure the needs of diverse groups are better met.
- Develop and refresh commissioning strategies and implementation plans which will:
 - result in responsive, high quality services, increased choice, promotion of independence and cost-effectiveness.
 - evidence that they have responded to stakeholder views
 - include prevention / early intervention
 - include further workforce development with health and other partners to support the joint commissioning strategies

Value for money

The Adult Social Care Department has over the last three years implemented a major transformation of business systems and processes, which has resulted in significant improvements in efficiency. To date we have achieved net efficiency savings in excess of £11.2m after investment in the transformation of services totalling £3.3m to date.

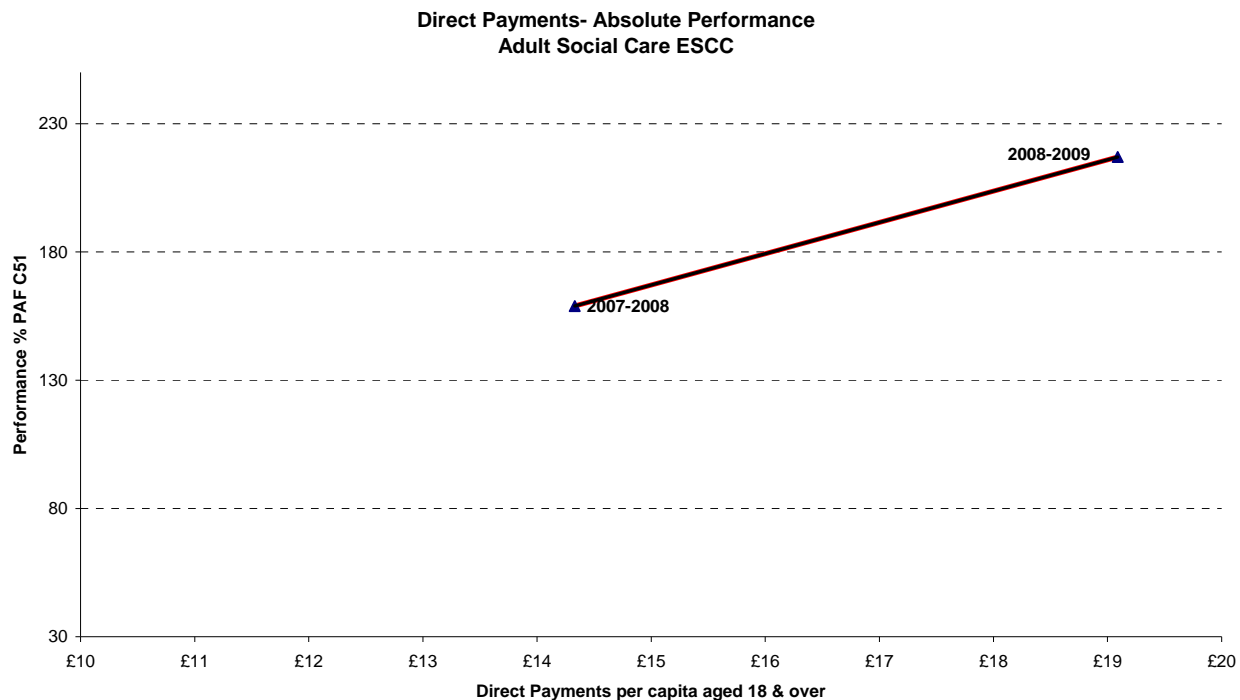
These improvements have been achieved over the last three years through a range of actions which include the following. We have:

- 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.

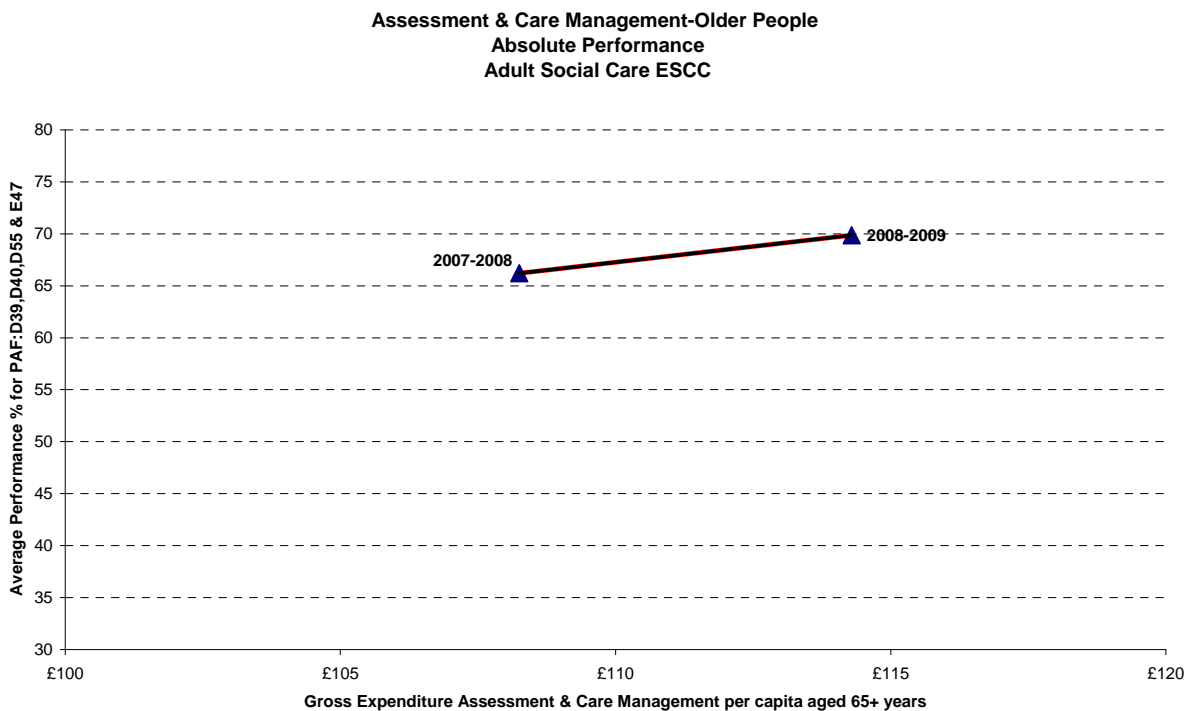
During the last three years, we have consolidated and validated our baseline financial and activity data. The improvements in our performance indicators are detailed below :

INDICATOR	05/06 Out-turn	06/07 Out-turn	07/08 Out-turn	08/09 Out-turn
B12 - Cost of intensive social care for adults (BVPI)	£534	£554	£496.00	£493.00
B17 - Unit cost of home care for adults	£15.80	£15.90	£14.29	£14.30

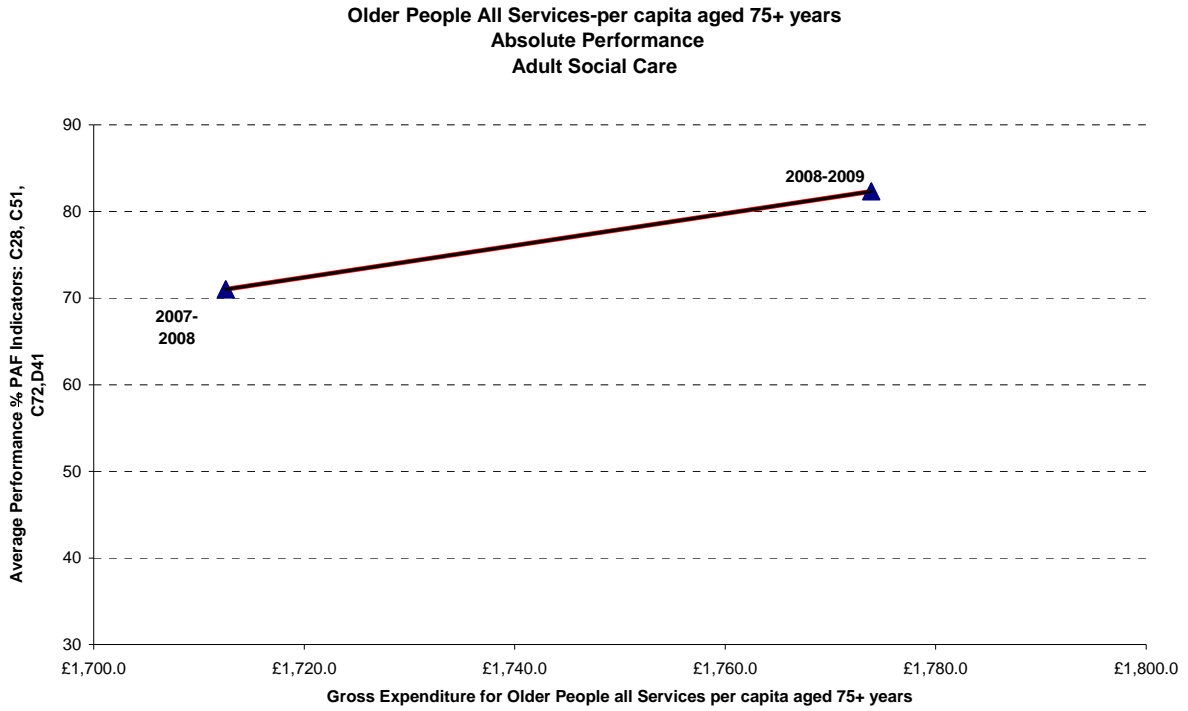
The following charts show our performance, spend and direction of travel in key areas:



The above illustrates the significant improvement in the number of service users in receipt of direct payments in 2008-09



Improvements in the provision of Assessment and Care Management services are illustrated over leaf.



The above illustrates the continued improvements being made within older peoples services to deliver against key indicators.