

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

Date: **3 September 2010**

By: **Chief Executive**

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

Purpose of report: **To enable the Committee to consider and comment on the detailed planning for 2011/12 and beyond as outlined in the State of the County report**

RECOMMENDATION: The Scrutiny Committee is recommended to

- (1) inform Cabinet of any comments or changes it wishes to propose to the policy steers and Council Promise and their contribution to the objectives of the Council;**
 - (2) establish a scrutiny board to act on behalf of the Committee to provide ongoing input into the RPR process until March 2010, and in particular to consider the detailed departmental portfolio plans when available; and**
 - (3) identify any issues to include in the Committee's future work programme.**
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1. Background

1.1 The State of the County 2010 report was presented to Cabinet on 27 July 2010. 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. At that meeting Cabinet:

- agreed a provisional cash limit for 2011/12 and asked Chief Officers, in consultation with others including Scrutiny Committees, to model the service impacts and savings in preparation for them to be reviewed by Cabinet as part of setting of medium term cash limits following the Comprehensive Spending Review in October 2010; and
- asked Lead Members to review with Chief Officers the Council's promise and policy steers in the light of the changing local and national circumstances.

1.2 Attached to this report are the current policy steers at Appendix 1. These provide the structure within which business and financial planning is developed and were agreed by the County Council in 2009; also included are draft policy steers for 2011/12 for discussion by the Scrutiny Committee.

1.3 Appendix 2 contains the emerging local priorities identified by Cabinet. The portfolio report (at Appendix 3) sets out more detail against each policy steer:

- what we set out to achieve
- the current position about what we achieved subsequently
- key areas for improvement.

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 previous years. It is also an opportunity for the Scrutiny Committee to highlight any issues to include in its future work programme.

2.2 The Scrutiny Committee is asked to review and comment on the current policy steers and the *Council Promise* which lie within the Committee's remit. Policy steers should:

- Describe what we can expect to achieve over the medium term (2 – 3 years);
- Incorporate sufficient clarity to be able to determine whether they will have been, or are being, delivered ie. appropriate measures and targets can be set against them;
- Have resources attached to them;
- Help to build a picture (either explicitly or implicitly) of non priority services or functions.

2.3 The Committee might also wish to take account of the following pointers when making any recommendations about the policy steers:

- Policy steers need to reflect the severity of the economic outlook and emerging local priorities.
- Scrutiny commentary is particularly valuable where there is a particular tension between 'universal' services and 'targeted' services – either within a service or between departments.
- Scrutiny is invited to make judgements about value for money for areas of above average costs, and to provide challenge to ensure return on investment by increased performance.
- Scrutiny is invited to question the extent to which the key 'areas for improvement' identified in the portfolio report (appendix 3) are still valid and relevant.

2.4 While the detail of the government's spending review will not be known until October 2010, Council departments have already absorbed some in-year cuts and are planning for further budget reductions over the three years from 2011/12. This economic reality means that each department and Lead Member has had to look carefully at current policy steers and take steps to ensure they reflect how services will have to be targeted and prioritised in future.

3. Next steps

3.1 In December 2010 /January 2011 the scrutiny RPR Boards will consider the detailed portfolio and budget plans and the emerging savings strategy, and comment in detail upon whether:

- The amended policy steers are reflected satisfactorily within the proposed key areas of budget spending for 2011/12 and beyond;
- All possible efficiencies are identified, and the likely impact of those savings on services provided to County Council customers.

BECKY SHAW
Chief Executive

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Local Member: All

Background Documents

None

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.

Previous policy steers	Proposed new policy steers
<p>Improve how people access information, advice, help and support through joint work with partners.</p>	<p>1. Improve information and advice to enable people to make the right choices about the support they need, at the right time, irrespective of their ability to pay</p> <p>Can include Joint Access and Information Project (JAIP); Resource Directory; Support with confidence; navigators etc and can measure usage of resource directory / support with confidence? Ideally a reduction in people requiring assessment or a levelling off of demand!?</p>
<p>Improve significantly how we safeguard vulnerable adults in partnership with health services and the police.</p>	<p>2. Ensure Adult Social Care support is accessible, proportionate and that we protect vulnerable adults from harm</p>
<p>Develop disability and mental health services that ensure the effective transition of young people from children's services to adult social care.</p>	<p>Can include Social Care Direct project; Advocacy and Brokerage; Self Directed Support (SDS) pathway changes etc and measure e.g. % going through simple versus complex pathway; timeliness of assessments and reviews; Safeguarding</p>
<p>Continue to improve equity and equality of opportunity for all through our service delivery and as an employer.</p>	
<p>Lead improvements to the well-being of local communities across East Sussex through joint working with partners.</p>	<p>3. Continue to invest in prevention and early intervention to keep people healthy and to maximise opportunities for rehabilitation and recovery</p> <p>Can include Living at Home Service (LAHS); Outcomes from Intermediate Care Strategy; Integrated Plan stuff; Prevention and measure e.g. reductions in packages following reablement; Department of Health milestone</p>
<p>Support more older people and vulnerable adults to live safely in their own homes and local community.</p>	<p>4. Make a strategic shift in resources towards Older Peoples Services over the next five years, to ensure our resources are fairly and equitably distributed</p> <p>Can include Learning Disability residential Project & Mental Health projects; Measures can include residential and nursing placements</p>
<p>Improve how we plan and commission services with Health and Housing to promote quality, better outcomes, improved customer care and cost-effectiveness.</p>	

Previous policy steers	Proposed new policy steers
<p>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.</p>	<p>5. Give people more control and choice about how their needs are met by making best use of family and community support networks and by developing the range of support and services available</p>
<p>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.</p>	<p>Can include User Led Organisation (ULO) project; third sector commissioning; re & decommissioning activity; community engagement; efficiencies from more effective procurement; integrated</p>
<p>Improve opportunities for vulnerable people to positively engage with their communities and further encourage participation in local services and activities.</p>	<p>commissioning/procurement outcomes etc. Measures can include ULO outcomes; outcomes from engagement & how influence service development etc</p>

Local emerging priorities

The importance of having clear local priorities in the rapidly changing policy and financial context has been consistently recognised by Members, most recently at the whole Council Forum and subsequent Cabinet meeting. The performance story for Children's Services at appendix 3 provides more detail about the direction of travel. This appendix provides an overview of the emerging areas and the direction of travel in the next few years in our five key areas.

1. Building the economy and prosperity of East Sussex

1.1 A key focus for the County Council, using all possible tools and levers, is to ensure the conditions are right for sustainable economic development for the area. We recognise that we are responsible for one of the most beautiful parts of the UK and that people choose to live here and want to stay because of the excellent quality of life that the area provides – our coastline, history and national parks attract millions of people annually. Our challenge is to ensure that we protect what is good about the area, while seeking to ensure we have sustainable economic growth so that a greater proportion of the population can fully benefit from what the area has to offer.

1.2 We are realistic - while East Sussex is part of what is generally seen as the prosperous South East, it has many of the characteristics of less economically vibrant areas in the North of England. It is the 7th poorest and economically underperforming county in England with the private sector economy mainly consisting of micro businesses with 90% of companies employing less than 10 people.

1.3 The coastal areas of East Sussex are amongst the most dependent in the country on public sector employment and are therefore likely to be disproportionately affected by the reductions in public sector spending. We need to ensure that as the size of the public sector reduces, we are doing all we can to encourage the growth of the private sector.

1.4 We will do this using the creation of a local enterprise partnership to deliver a private sector led, evidence based, re-launch of our economic development strategy – building on the good progress we have made to-date and acting with renewed vigour in areas where progress is not as fast as it needs to be. At the core of the strategy will be raising the prosperity of East Sussex through improved school attainment and work force skills, enterprise creation, access to funding and increased investment in infrastructure (both the Link Road and broadband). We understand that economic development requires a workforce with the right skills, decent homes for people to live in, a transport infrastructure that enables people to easily move around and a business environment that is conducive to growth. All of these are complex issues that need to be addressed.

1.5 We want to see more young people leaving school with the necessary qualifications and skills to enter employment, education or training. This starts with a higher take-up of early years education and improved educational attainment overall, with a narrowing of the attainment gap for vulnerable groups. Our work with young people who are not in education, employment or training (NEETs) will concentrate on those most in need such as teenage mothers and children and young people with Special Educational Needs and disabilities.

1.6 We will support and challenge our schools, colleges and settings to achieve these high standards for all groups of young people and to secure Ofsted gradings that recognise their high levels of overall effectiveness. We will give priority to monitoring those standards and to identifying where early intervention is required through the School Improvement Partner programme in order to prevent a school falling into an Ofsted category. We will encourage greater cooperation and collaboration between schools and colleges so that the best practice is identified for sharing across providers and especially so for commissioning specific support where improvement is required. We recognise that our young people are entitled to be taught by highly

skilled and experienced professionals who readily adapt to changing expectations and so we will give further priority to ensuring high quality continuous professional development for the whole children's services workforce.

1.7 We are working with partners to develop apprenticeship provision across a wide range of job roles across the county. As part of this work we are identifying the barriers that prevent some vulnerable young people from accessing apprenticeships and working with partners to build the support mechanisms that will enable them to access this route into work.

1.8 As corporate parents, we want to ensure that our children & young people in and preparing to leave care, have access to the same opportunities as their peers who are not in care; taking the example of a young person who accesses work or training opportunities via family/family friends, we as corporate parents need to strive to provide similar opportunities, support and encouragement to enable all vulnerable children and young people to reach their full potential.

1.9 We recognise the power the County Council has as a local employer and customer of local businesses extending the work we have already done through initiatives like Build East Sussex, to a wider range of our work. This will include commissioning our services in a way that stimulates small and medium size enterprises (SMEs) and strengthens the local skills base by providing development in the workforce beyond ESCC (including in Social Care through independent sector care providers and possible social enterprise models). We will continue the work already started with Voluntary and Community Sector and other partners on ensuring residents are not financial excluded – especially older people and working families.

1.10 The Bexhill and Hastings Link Road is much more than a pure transport project. It is the single most important component for delivering the regeneration of Hastings and its construction will enable the release of strategic new employment and housing land in Bexhill for development. These are key parts of the established regeneration plans as well as allowing other projects, currently constrained by congestion on the A259 corridor, to be delivered. In the current economic climate it is even more important to regenerate the local economy, which will in itself reduce public spending by reducing unemployment.

1.11 The need to regenerate the economy of the Bexhill and Hastings area has been recognised for over forty years. The Government's Indices of Multiple Deprivation recognise Hastings as one of the most deprived areas in England, as well as the most deprived community in the South East. Lack of an effective transport infrastructure, in particular the lack of connectivity between the two towns themselves and with other parts of the south east, is a major factor in the overall economic and structural problems facing the area. Proposals to address these problems have been central to strategic plans for the area over several decades. These culminated in recommendations from the South Coast Corridor Multi-Modal Study in 2002, and an invitation to East Sussex County Council from the Secretary of State for Transport in 2003, to develop the current proposals for a link road between Bexhill and Hastings. The work that has been completed since the rejection of the by-pass proposals in 2001 and development of the proposals, for which planning permission has been secured and for which the Secretary of State is asked to confirm the three orders before him, demonstrates that the current proposal is the only feasible way of delivering the route that is needed for the regeneration of Bexhill and Hastings.

1.12 Consequently failure to deliver this project would result in further delay and decline in Hastings and Bexhill and leave no obvious solution to the serious problems facing the area. These problems must be addressed in the short term in order to secure the longer term future prospects of the area and significantly improve its economic performance, thereby reducing the existing burden on the public sector in terms of funding and benefits.

1.13 Our endeavour is to build a vibrant economy by working with partners to maximise residents' income through employment and progression in employment through improved skills. There will, however, be people who could be vulnerable to financial disadvantage, for example

people on pensions and families on low wages. Working with partners, we will assist those people by advising on maximising benefit take up, effective use of savings; and effective income and debt management.

1.14 We will have a relentless focus on building the partnerships needed to lever in the investment to address these issues, encouraging and supporting business – so that we achieve the ultimate goal - increasing prosperity for existing and future residents of East Sussex.

2. Vulnerable Adults

2.1 The County Council is committed to delivering further improvements in the performance of Adult Social Care, taking into account available resources, and to ensuring its services are increasingly personalised. The Coalition Government has reinforced the requirement to develop real choices for people in how their care needs are met. We will work with our statutory, independent, voluntary and community sector partners to provide the best support we can for local people within our collective resources. We will commission services that are efficient and effective and will meet our objectives by delivering:

- *Self Directed Support:* Enabling people to manage their own care and to ensure people receive a fair and equitable level of resource that reflects their needs, focussing on prevention and early intervention, recovery and reablement.
- *Choice:* Developing a market for social care services that truly enables people, whether funded by the department or funding their own care, to access personalised services centred around their individual needs, that are efficient, effective and of good quality
- *Universal Services:* Ensuring services are available to the whole community, aimed at reducing people's dependency on publicly funded services and improving local resident's quality of life. This will include: information, advice and signposting services, preventative services, and reablement services.
- *Supporting Local Communities:* Through partnership working with service users, carers and local communities and by providing targeted investment in voluntary and community groups that improves the health and wellbeing of local residents, whilst also preventing demand for publicly funded services.

3 Vulnerable Children

3.1 Keeping children and young people safe remains a key priority. We will also continue to take our responsibilities as a Corporate Parent seriously ensuring that we protect vulnerable children and young people from harm whilst minimising disruption to their lives. Our ability to invest in early intervention services will be more limited given that many of the Government grants which support these areas of work have been, or are likely to be cut. As a result we will be looking closely at what works and what does not work to ensure we focus our resources where they can have the greatest impact. We will also be looking at how we can work more effectively with our partners across the Children and Young People's Trust to protect vital front line services. In reality we will be working with fewer children and young people and their families, targeting our resources on the most vulnerable.

4. Roads and Infrastructure

4.1 East Sussex does not enjoy the benefits of a significant trunk road network and the maintenance of our existing asset is crucial for our residents and business. Following the severe winter weather we have invested more money into improving the condition of our road network. In addition to increasing the life of our roads this will be a key factor in the competitiveness of the contract rates we are able to secure when we seek a new highways contact arrangement. This increase in investment over the next two years will enable us to reduce expenditure on reactive maintenance allowing us to pay back the borrowing which enabled this increased investment and ultimately reducing the cost of providing a highway service. It is highly unlikely the current government will invest in new roads given the high levels of capital investment required. It is also

expected that the criteria for assessing the business case for new schemes will change putting greater emphasis on alternative forms of transport and will support carbon reduction. This makes the existing road network even more vulnerable without a strong asset management focus. Without maintenance on the road network the asset would deteriorate leading to social and economic impacts.

4.2 Road safety remains a priority. While this service area saw significant reductions in grant (100% reduction in road safety capital, 27% in road safety revenue grant) our residents see a reduction in the number of people Killed and Seriously Injured (KSI) as important. Most public petitions are about road safety or speed reduction schemes. The work of the road safety teams is currently largely reactive, responding to requests and petitions and although we have seen an overall reduction in KSI the level remains high. We will need to fundamentally change the way we use the small resource to deliver improvements including dealing with sites that are proven to be unsafe and in need of improvement, in coordination with the Police and Fire Services. In future road safety will have a much greater focus on additional enforcement activities, education and behavioural awareness for high risk groups. This approach will reduce the overall cost while keeping a strong focus on reducing the number of KSIs.

4.3 We are in the 7th year of our Waste PFI. Notwithstanding any contractual and financial implications of changing or varying the contract we run the risk of severe financial penalty through landfill tax. We know landfill tax will increase and the completion of our waste facilities will reduce our reliance on landfill. Without these facilities the cost of disposing of waste would be unaffordable. We are currently part way through the construction of our energy recovery facility, have completed our composting facility and have new materials handling facilities around the county. Our Contract with Veolia is for 30 years at a cost of approximately £30m and attracts PFI credit of approximately £2.9m pa. We are currently developing our Waste Core Strategy which will consider how we deal with both municipal solid waste and commercial, industrial, construction and demolition waste. This strategy will eventually be tested at an examination in public and will determine how we manage our waste in the future. In conjunction with this, work with the Boroughs and Districts as waste collection authorities will try to secure joint arrangements for the collection of waste and its delivery into the contract. The recent joint waste agreement will assist this push.

4.4 The revocation of the South East Plan and the Regional Economic Strategy means that a significant gap has been created between national planning policy and local policy. This does create potential risks in relation to economic growth, social development and environmental protection, whilst an opportunity for local authorities to work collaboratively with their communities in determining their own strategies and priorities.

4.5 The County Council needs to take the lead in developing a county wide infrastructure plan covering the short, medium and longer term. As part of the Local Enterprise Partnership development, this requires integrating a number of strands of strategic policy development, that we already are engaged in to create a coherent framework for infrastructure provision. These include:

- housing through the Local Development Frameworks (LDF) and Local Investment Plans (LIP);
- transport through the Local Transport Plan (LTP); and
- economic development through the local economic assessment process.

4.6 Such an infrastructure plan would need to:

- include LTP elements;
- enable locally determined housing requirements to be serviced;
- include waste and water infrastructure; and
- reflect environmental constraints and considerations.

4.7 This will help shape the development, and subsequently reflect the content, of LDF Core Strategies. It would also provide the foundation for any tariff based system to replace section 106 legal agreements in securing contributions to infrastructure from developments and enable better co-ordination of infrastructure provision in tandem with development.

4.8 We now have an opportunity, working with the Local Economic Partnership process, to establish the basis for a local strategy for the county to integrate these policy strands and set the framework for the delivery of infrastructure necessary to serve our community and regenerate the economy.

5. Community Safety

5.1 In all our consultation with residents the need for us to tackle crime, fear of crime and community safety features as a high priority. There is no evidence that this is going to change and addressing this need must remain a priority for all our services, using whatever resources we have to support people being safe. While vitally important, this is not just about direct criminal activity such as burglary or physical violence. It is about being safe on the roads, being protected from rogue traders, older people not feeling intimidated by the activities of the young or people under the influence of too much alcohol or drugs and support mechanisms being in place when things go badly wrong in the family resulting in domestic violence.

5.2 Huge progress has been made in the reduction of reported crime, helped by investments that have supported a multi-agency approach to many of the issues. However, both the police and local government are facing significant reductions in funding over the next 4 years and much of the funding has been grants for specific initiatives that is unlikely to be available beyond 2011/12. This makes it even more important that all mainstream services make community safety a key priority and look at how they can leverage more value from the funding that will remain.

5.3 The funding challenges will need to be met by even more focussed multi-agency partnership working than before, but with real challenge to make sure that any activity is really adding value. The community safety partnerships have already undertaken a complete review of their activities so that we have a set of clear priorities that can be delivered with the available resources.

Democratic accountability and leadership

6.1 In this time of change Members' roles as community leaders and the democratic voice of local people, both as individuals and collectively in the County Council, will be vital to ensure that the people of East Sussex are getting the best from all public services. This extends beyond those services for which the County Council is directly responsible and needs to seek to ensure residents are enabled to build the kind of communities in which they wish to live and work. Effective support will be provided to members through the provision of information and lobbying activities to help them carry out their role.

Adult Social Care Portfolio

1. Introduction by Lead Member

Adult Social Care in East Sussex delivers personalised support, irrespective of illness or disability, to maintain the independence and wellbeing of local vulnerable adults. Year on year we have continued to support more people to remain living independently in their own homes with increasing levels of choice and control over the support they receive.

We have continued to improve our performance over the last year and have been judged by the Care Quality Commission as 'performing well' across all of the seven outcomes we are measured against. This is an improvement on the previous year and reflects the significant progress we have made through our partnership working to safeguard vulnerable adults from abuse.

We do, however, face significant challenges to meet increasing demand for services in extraordinary economic circumstances. Our local population continues to grow and people are living longer, therefore more people need support to improve or retain their independence, quality of life and personal dignity.

We need to ensure we distribute our resources fairly and equitably across the range of people in need of support from Adult Social Care. In order to do this, we recognise the need to make a strategic shift in resources towards Older People's services over the next five years. We remain committed to investing in prevention and early intervention to keep people healthy and to maximise opportunities for rehabilitation and recovery. This investment will continue to reduce the need for crisis intervention and acute care and reliance on long term institutional care.

Working with local health partners, we have developed the Joint Integrated Plan for Health, Social Care and Wellbeing in East Sussex (2010- 2015). Delivery of this plan will ensure we are optimising our collective resources to best effect by ensuring service investment is based on national research, local evidence and draws on best practice to provide better care and value for all.

We are working closely with local service providers and Voluntary and Community organisations to develop and deliver more personalised services for people who need support from Adult Social Care. During 2010/2011 we are developing support arrangements through advocates and brokers to ensure people get the right advice and support to exercise choice and control over how their social care needs are met.

Overall, the scale of the challenge facing Adult Social Care is unprecedented, both here in East Sussex and more broadly across the country. We do, however, have an excellent record in delivering improvements in our services in challenging circumstances and are confident that we can continue to do so. Over the summer we will be reviewing our Adult Social Care Policy Steers to ensure they are fit for purpose for the next few years.

The remainder of this document describes Adult Social Care performance, challenges and priorities for improvement, grouped under the following four areas: Universal Services; Prevention and Early Intervention; Choice and Control (Self Directed Support), and 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 Personalisation agenda, we are working towards universal information, advice and advocacy service for people needing services and their carers irrespective of their eligibility for public funding.

There are a number of initiatives we are developing, in partnership, to deliver the Universal Offer including:

- Building capacity within the voluntary and community sector across East Sussex to provide information and advice to the communities they support, including clear roles and responsibilities through our contracting and commissioning arrangements.
- Developing local User Led Organisations in line with the learning from the Department of Health Funded projects, including their role.
- Ensuring joint working with other East Sussex County Council projects and workstreams. For example, the inclusion of transport and leisure services in the universal offer is emerging as an expectation from the Department of Health.
- Developing a 'First-stop' model to provide more joined up information across Health and Social Care.
- A central hub of information managed electronically to ensure consistency, which accesses both local and national information sources.
- Enhancing distributions of 'hard-copy' materials at key public access and information points.
- Developing a free information service that will be available to all regardless of their eligibility for publicly funded care.

Overall, we are well placed to achieve the following national targets:

- That the council has put in place arrangements for universal access to information and advice.
- The public are informed about where they can go to get the best information and advice about their care and support needs. (April 2011)

2.2 Where are we now?

The Putting People First regional milestones report, for quarter ending December 2009, shows that East Sussex is one of 17 out of 19 authorities in the South East region (89%) that have plans in place to meet the Department of Health target of User Led organisation in place by the end of 2010. East Sussex is leading the way in helping others to develop user-led organisations, in partnership with East Sussex Disability Association, having developed a toolkit to help organisations become user-led.

East Sussex was one of only 9 authorities in the South East Region (47%) who have a strategy for universal access to information, support and guidance for adult social care.

The foundations of universal services were set through the Joint Information and Access Project and recommendations from our Equality Impact Assessments implemented.

People told us that they have difficulty in finding out about local services and what information and support is available. Feedback from the Older People's Engagement Day and the five Supporting People consultation cafes all had access to information and advice as their top priority. To address this major area of concern, the Joint Primary Care Trust and Adult Social Care Access & Information Project (JAIP) have:

- Dedicated document displays with key health and social care information available in 250 locations, including GP surgeries and community hubs.

- Improved awareness of health and social care and information services on both websites.
- Produced, printed and distributed a “Roadmap” to over 500 locations, containing key contact details for Adult Social Care, Primary Care Trust and Children’s Services. Versions include credit card sized, flier/ posters.

We have improved information and advice through a number of initiatives:

- Advice and Information on income management is available from Social Care Direct; joint Adult Social Care and Department of Work and Pensions finance visiting officers; and Outreach services such as Age Concern; and County Connect.
- County Connect secured Corporate ‘Invest to save’ funding of £99,000 over three years to fund partner organisations to signpost requests for assistance to appropriate agencies. The coordinated approach to referrals has made significant reductions in the number of hours spent seeking relevant advice or services enabling an increasing the number of people who can be helped.
- 50 people accessed the Southeast Interpreting and Translating Service to get translations and interpreting of our publications in other languages.
- 58 people have been supported to access services with advocacy from Friends, Families and Travellers and Sompriti.
- More than 40,000 copies of ‘Forward from 50’ – A guide to later life in East Sussex, have been distributed since 2008.
- 5000 newsletters to promote UK Older People’s Day (October 2009) were distributed to promote events. The newsletters signposted people to local services such as Age Concern, the Library & Information service, volunteering, electric blanket testing, Exploring East Sussex and the Independent Living Service. This partnership approach celebrated the contributions that older people make to our society, tackled social isolation and created a positive view of later life.

More carers received information and advice over the last year following assessment or review from 1,395 in 2008/09 to 1,570 in 2009/10. Carers have told us through the voluntary User Survey for Carers that 65% found the information and advice they received was helpful.

We have supported 632 self-funders through the ‘Support to Access Care Services’. The team works with people who are required to fund their own care, helping them to commission an appropriate service. This is an increase on the 400 self funders supported in 2008/09. This year 94.75% of service users who used Support To Access Care Services (STACS) felt that the information received from STACS had allowed them to make an informed choice.

We piloted three new advocacy support arrangements for older people, disabled people and carers; and developed an independent support planning and brokerage project which will be implemented in 2010/11. We supported 150 people through these three advocacy pilots. The outreach advocacy was provided through three surgeries at local directly provided services venues. We have also worked with local Black and Minority Ethnic (BME) focused providers to increase the uptake of advocacy in BME communities.

To support these developments, 108 people attended seven multi-agency workshops for support brokerage in June and July 2009, representing perspectives from Adult Social Care, voluntary and community organisations, including User Led Organisations and independent sector service providers. The workshops were designed to understand the definition of support brokerage, develop a local understanding of what roles and services are in place at the current time to support Self Directed Support, identify any gaps in current support services, ways of working and suggest potential strategies to fill them.

This year we have improved access to services and information, with greater awareness raised through the Support Brokerage and the advocacy pilots; the increase in support to carers, the increase in Self funders accessing services and the Adult Social Care leaflets distributed across East Sussex at the 250 locations.

Initiatives such as the 'Forward from 50' handbook, and the leaflet distribution ensure that people are able to make informed choices about their care.

We have continued to develop our relationships with minority communities in East Sussex, and The Equality and Diversity Steering Group, champion and advise on taking forward the Adult Social Care Equality and Diversity policies and practices. Voluntary and community sector partners are members of this group. The Steering Group is supported by the Inclusion and Advisory Group who act as a group of "critical friends" to advise Adult Social Care managers during the process of equality impact assessments of services and new developments. This year 14 impact assessments have been completed and recommendations have been included in the Adult Social Care Business Plan. An outcome from this work is that the access to interpreting and translating budget as been revised, partners are being consulted on a proposal for each provider to have a budget for translating and interpreting services to ensure this provision is accessible.

We have 25 members of 3 BME health and social action forums across the county, members are informed about social care and how personalisation can support them in community life.

2.3 What are our key areas for improvement

We have a strong platform from which to build capacity within the voluntary and community sector to provide information and advice, and to develop local user led organisations. All new developments will be informed by Equality Impact Assessments.

The challenge over the coming year is to ensure that developments are sustainable and that people get the right information, at the right time. The 'Buy Support with Confidence' scheme will ensure people can access high quality accredited service and have more confidence in the services they purchase.

We are committed to supporting 9 organisations to become user led organisations. These will be supported by a user led organisation toolkit. This development will also support the work undertaken in building local social capital to support sustainability within local communities.

We have put in place foundations to address the transport issues created by the rural and urban profile of East Sussex, the centralisation of Adult Social Care transport sourcing and arranging to provide a brokerage service and procure the most appropriate mode of transport, will reduce social isolation.

In order to ensure that we are meeting people's needs through support planning and brokerage, we will evaluate the project to inform future developments.

3. Prevention and Early Intervention

We will identify people at risk and through early intervention support people's 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 our investment in preventative services as a priority for 2010/2011. Outcomes from 2009/2010 demonstrate the return on this investment in terms of the numbers of people who have been able to access information, advice and support thereby preventing the need for adult social care services.

We will continue to concentrate on our partnership work with all stakeholders to address the wellbeing and community engagement through 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), this 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;
- 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.

Key deliverables for prevention under Putting People First are:

- That processes are in place to monitor across the whole system the impact of this shift in investment towards preventative and enabling services. This will enable efficiency gains to be captured and factored into joint investment planning, especially with health. (National Milestone October 2010)
- That there is evidence that cashable savings have been released as a result of the preventative strategies and that overall social care has delivered a minimum of 3% cashable savings. (National Milestone April 2011)

The Safeguarding Vulnerable Adults Board, chaired by the Director of Adult Social Care, oversees the programme of work to ensure we continuously improve outcomes in this area.

3.2 Where are we now?

Performance against National Indicator Set Indicators

NATIONAL INDICATOR	2009/10 target	2009/10 outturn
NI 125 Intermediate Care: proportion of people 65+ who are still at home three months after a period of rehabilitation/ intermediate care	>88%	85.51%
NI 131 Delayed Transfers of Care for patients 18+ (per 100,000 population aged 18+)	<16	14.7
NI 132 Proportion of social care assessments completed within 28 days (for new clients aged 18+)	>90%	88.20%
NI 133 Proportion of social care packages received within 28 days of the end of the assessment (for new clients aged 18+)	>90%	95.08%
NI 135 Carers receiving needs assessment or review and a specific carer's service, including advice and information	19.03	23.31%

Joint Commissioning Strategies and activity all promote investment in evidence-based, cost effective service models, with an emphasis on prevention and early intervention as a mechanism to promote independence and delay reliance upon costly bed based institutional models of care.

The Integrated Health, Social Care and Wellbeing plan (April 2010- March 2015) reinforces our agreed commitment to the delivery of existing commissioning strategies and plans and commits to strategically significant joint work that will ensure effective services for health, social care and wellbeing in East Sussex. The plan focuses on key priorities for the County Council, PCTs which will have greatest impact for local people. There will be benefits for residents, patients, service users/carers, children/young people/students as appropriate, and indeed for the partners themselves. The plan identifies how investment from reactive provision towards preventative and enabling rehabilitative interventions for 2010/11.

We have made significant progress through The East Sussex Intermediate Care Framework, outcomes include:

- The Integrated Community Access Points (ICAP), launched in September 2009 has had 6,876 referrals to date. Between February and March 2010 228 referrals were taken at night through the Integrated Night Service (INS), with 476 hospital admissions avoided.
- We have increased the number of people supported through the Living at Home Service (a reablement service which helps people improve their independent living skills) with 1,428 people supported in 2009/10 compared to 1,363 in 2008/09.
- The number of Living at Home service users who no longer require ongoing care has improved, at 457 (33.6%) users for 2009/10 compared to 373 (27.4%) in 2008/09.

We have improved outcomes in relation to Safeguarding Vulnerable Adults through ensuring that we listen to service users views, 32 service user / carer interviews were conducted in 2009/10. Themes and consequent learning from the interviews were shared through: discussion in bimonthly safeguarding action plan meetings with managers, within individual practitioner supervisions; reflective practice forums facilitated by Coordinators, and to the Safeguarding Board subgroups and within the quarterly report.

Staff are experienced and well trained, 100% of relevant staff in post as at 31 March 2010 received training addressing work with vulnerable adults. Staff skills are developed through a range of Safeguarding competencies, including managers and staff in back office functions. We have also increased the percentage of staff from independent sector providers who received safeguarding adults training has increased significantly from 36% in 2008/09 to 48.5% in 2009/10.

We have raised awareness on Safeguarding information to older people through the East Sussex Seniors Association (ESSA) Newsletters, distributed to 4,200 Older People, and, provided Safeguarding training for representatives from ESSA, each of the Older Peoples Forum and the Disabled People's Participation Group (DPPG).

This year Adult Social Care has significantly improved the governance and monitoring of Safeguarding through the work of the Safeguarding Board, this is chaired by the Director of Adult Social Care. We have sought the views of service users and carers to inform service action plans and raised awareness of Older People through the distribution of information through newsletters.

There have been improved outcomes for carers with carers able to access a range of well developed support, ranging from the Carers Respite Emergency Service (CRESS) to one off payments to enable carers to balance their caring role with a life of their own. CRESS now has over 1,900 carers registered. The service offers short-term, home-based care and carers will identify three people/care providers who will step into the caring role at short notice and in an emergency. It allows carers to have peace of mind that if something. In 2009/10 a total of 3,930 carers were assessed or reviewed, of which, 3,717 received a service following assessment or review (94.6%).

In October 2009 a project started to deliver breaks for carers of people with dementia, already 1,800 breaks to carers in rural areas have been delivered.

We have made significant progress since 2008/09 with the Prevention and Early Intervention agenda including:

- 150 people attended an Older People's Engagement Day in June 2009 to refresh the Time of our Lives action plan (a plan to improve and promote the quality of later life).
- 3,614 new service users (65+) have received Telecare in 2009/10 to enable them to live at home independently. This is an increase from the 3,239 in 2008/09.
- 993 East Sussex residents have benefited from the Supporting People handyperson Grant, a partnership project with the district and borough councils, health and probation services.
- 458 Health Action Plans completed to support people with a learning disability with hospital admissions.
- 1,852 people have accessed the 'Home Works' service, part of the Supporting People programme which provides housing related support to help vulnerable people keep their accommodation or successfully move into new accommodation.
- The "Navigator Service" has been mainstreamed. A survey of individuals supported via the Navigator Service reported a 20% decrease in self-reported emergency hospital attendances and overnight stays. 950 people have accessed the Navigators and Independent Living Service. This is a free service aimed at helping people aged over 60 to live independently at home through a number of services including offering people a subsidy for simple aids for daily living.

3.3 What are our key areas for improvement

Our investment in preventative and reablement services is a priority for 2010/11. This priority will ensure that where ever possible people remain independent and the demand on resources is reduced. Within the current economic climate, challenges to sustainability are created, and therefore processes will be in place to monitor the impact of this shift in investment. This will enable efficiency gains to be captured and factored into joint investment planning by October 2010, with the aim of releasing 3% cashable savings by April 2011 in line with the national PPF milestones.

The delivery of key targets identified in the Integrated Health, Social Care and Wellbeing plan will ensure that services are commissioned and procured efficiently and provide value for money. The integration of health and social care community services for adults will be scoped out, and the Integrated Community Equipment Service recommissioned to ensure a sustainable equipment service model that reflects joint requirements.

For adults with dementia and their carers, the priority is to develop a multi-agency action plan, to raise awareness, decrease carer breakdown and unnecessary residential care admission, and to build on the outcomes that have placed East Sussex as a model of good practice for dementia care.

We are committed to continuous improvement for safeguarding adults through increasing people's awareness with a countywide awareness raising campaign, and through learning from serious case reviews. We have committed to improving the skills of the workforce through safeguarding competencies to achieve key outcomes of keeping people safe.

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?

During 2009/10 we finalised 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. Ongoing work to deliver self directed support includes:

- 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.

Future key milestones for Self Directed Support include:

- That every council area has at least one user-led organisation who are directly contributing to the transformation to personal budgets. (National milestone December 2010)
- All new service users / carers (with assessed need for ongoing support) are offered a personal budget. (National Milestone October 2010)
- That at least 30% of eligible service users/carers have a personal budget. (National target: April 2011)

4.2 Where are we now?

Performance against National Indicator Set Indicators

NATIONAL INDICATOR	2009/10 target	2009/10 outturn
NI 136 People supported to live independently through social services	3007.75	3537.59
NI 130 Social Care clients receiving Self Directed Support: Direct Payments and Personal budgets	19%	19.98%
NI 141 Percentage of vulnerable people achieving independent living - Supporting People indicator	70.73%	85.24%
NI 142 Percentage of vulnerable people who are supported to maintain independent living - Supporting People indicator	98.34%	98.78%
NI 145 Adults with learning disabilities in settled accommodation at their last assessment or review	>58.1%	52.44%

The Care Quality Commission assessed us as “performing well” against the seven outcomes for 2008/09. Choice and Control is the fourth outcome that we are assessed against.

We made significant progress and improved outcomes for users through Putting People First (PPF), including the development of personal budgets, and implementation of the self assessment questionnaire and resource allocation system from April 2010. We engaged staff, partners and Councillors from the outset. Learning from the pilot informed the revision of the Self Directed Support Pathway for roll out in April 2010. A workforce change plan has been agreed by the PPF Programme Board.

The PPF Regional milestones report (for quarter ending December 2009) shows that East Sussex is one of 12 out of 19 authorities in the South East Region (63%) who confirmed its “very likely” they will achieve the target of at least 30% of eligible service users/ carers having a personal budget by April 2011.

In addition East Sussex was one of 12 out of 19 authorities (63%) who said it was fairly likely stakeholders will be clear about the impact that personal budget purchasing by individuals will have on the procurement of services and future provision to meet the local needs.

During 2009/10 a total of 1,900 service users and 1,716 carers received self directed support and / or direct payments. Outcomes to support users and carers with direct payments or personal budgets include:

- 500 leaflets sent to clients of A4e describing the role of Personal Assistants, two newsletters providing information sent to over 900 direct payments.
- A total of 147 service users/ employers and personal assistants have attended training or had 1-1 support to develop their skills.

Commissioners have engaged with local people to identify need to ensure that people have real choices within the current financial climate, through consultations on the Improving Life Chances strategy, Joint Commissioning Strategy for carer and Supporting People.

Outcomes include commissioning based on shared knowledge of local population needs, and resources are invested with partners to achieve transformation priorities:

- 60 people representing 30 organisations attended the first Learning Disability provider forum.
- 2,000 small business invited to take part in questionnaire on market development.
- 203 stakeholders attended 4 joint Adult Social Care and Primary Care Trust “Closer to Home” engagement events in December 2009.

- A joint mental health population based needs assessment set the context and prevalence of different mental health problems in our local population, this informed the re-design of day services, primary care services and the rolling out of expanded psychological therapies by allocating resources to reflect where psychiatric needs could be expected to be greatest.
- 8 new or expanded pilot Community Transport Schemes were implemented.
- Carers Respite Service re-commissioned resulted in more choice of service providers, reduced unit costs and improved demand management and resource allocation by including the service in the ASC assessment process.

To ensure sustainable market development with real choices and control for people we have:

- 68 third sector contracts with a current value of £5.4m in place, following the principles of Putting People First and outcomes focussed approach.
- Domiciliary respite service retendered to ensure more equitable access to flexible home-based respite provided either by an organisation on our framework of approved providers or through a Direct Payment. Carers will be able to access or Support with Confidence Scheme in future if they wish to employ an individual to provide this care.
- An advocacy project for carers provided by the voluntary sector has provided advocacy support to 78 carers and will be retendered and continued in 2010/11.

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 is service user and carer representation on all partnership boards. We have engaged 150 delegates at the Older People's Engagement Day which informed the Time of Our Lives Action Plan for 2009-2011 ensuring priorities for the plan were set by older people's experiences and views. In addition, 187 people attended the Supporting People Cafes, we listened to people's views and the specification for sheltered housing was revised.

We fully involve our Service Users, Carers and the wider community in service development outcomes include:

- A Day Services and Work Group involved eight service users who reviewed the re-commissioning of day and vocational mental health services. As a result 4 new contracts have been awarded, a set of standards developed by users for user involvement in commissioning used for all mental health commissioning projects – e.g Residential Services commissioning, and will be used in 2010-11 to implement Self Directed Support in Mental Health.
- The first "Through Our Eyes" learning disability service user inspection took place in October 2009. 17 inspections have been undertaken in day and respite services to date, outcomes include improvements to ratings on subsequent visits to information available on Service User notice boards at four units, and choice of refreshments available in 3 units, the impact of actions undertaken between inspections and improvements is monitored.

The foundations to deliver choice and control were set in 2008/09, this year we have made significant improvements with our work in developing advocacy services, supporting the market development to ensure real choices for people with training for personal assistants and commissioning based on local population need.

4.3 What are our key areas for improvement

We will meet national targets for Self Directed Support. We will have at least one user-led organisation contributing to the transformation to personal budgets by December 2010. At least 30% of eligible service users and carers will have a personal budget by April 2011. We will continue to develop self directed support we will refresh Joint Commissioning Strategies, developing a range of housing options, modernising day opportunities, and improving access to advocacy and brokerage.

The local area workforce strategy and action plan which will ensure that the personalisation agenda is embedded throughout the Adult Social Care workforce. The improvements made provide a strong platform to ensure Putting People First is both successful and sustainable.

We will ensure that we continue to fully involve our users, their carers and the wider community through the implementation of the recommendations from the Strategic Review of Engagement, and an overhaul of measuring the Customer Experience across all service areas. We will further support Carers with peer volunteering and mentoring.

People have told us that there need to be more housing options to meet demand. In order to further improve outcomes for people we will have a Supported Housing Development Strategic Plan by July 2010 to inform the way forward, and increase the number of extra care flats by the end of 2011.

Transport remains a key priority to reduce social isolation, we will centralise ASC transport Sourcing and arranging to provide a brokerage service and procure the most appropriate mode of transport.

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 want to develop social capital, largely through recognising the role and value of volunteering, formal and informal networks and community-led action brings to personalisation. A healthy, strong and sustainable third sector is critical to building social capital; this is especially significant given the 'reach' that third sector organisations supply in addition to contracted activity.

We will continue supporting the third sector which is uniquely placed to deliver on social capital, increases choice and the potential of the market to deliver personalised support. The third sector also provides community representation, particularly through user lead organisations, which is key to delivering engagement strategic priorities.

5.2 Where are we now?

We are developing local social capital to establish innovative ways of delivering preventative support from a range of services through the Time of Our Lives Strategy Action Plan and the Promoting Healthy Older Age Steering group. Significant progress has been made in improving community transport across East Sussex. An independent review of our third sector contracts informed the development of social capital, including commissioning to ensure people can exercise choice about the care they purchase. Advocacy and brokerage pilots also informed commissioning activities.

People have been supported to take part in community life through:

- ESSA, with East Sussex County Council support secured a £3,000 grant from the Equalities & Human Rights Commission to deliver a workshop on 'breaking down barriers' on 18 March 2009. 24 older people heard presentations on cultural identity, including personal experiences from a BME woman living in a village community and a transgender woman.
- 105 people with learning disabilities are currently supported in voluntary work.

- People are encouraged to take part in community life through the use of the Library & Information Service. A mobile library visits rural locations across the county with information and advice as well as loaning books. Outcomes include:
 - Over 1,300 people last year accessed the free Home Library Service
 - Basic computer skills sessions are provided through a 'computer buddies programme' and around 75 'silver surfer' sessions for older people were delivered in libraries last year.
 - 250 public access computers upgraded in libraries.
- Your County magazine produced by the county council three times a year is distributed to every household in the county (235,000 homes). Last year articles included information on Reporting Abuse, Buy with Confidence Scheme, Acting FAST saves lives (Stroke Campaign), Guided Walks in East Sussex, Volunteering in the Countryside, new range of audio books available at the library, and free things to do in the Summer. Residents can also sign up for the magazine online and register for e-monthly updates.

In January 2009 The Community Relations Team formed to bring together officers working on engagement into one unit to ensure that voices are heard, including the Older People's Engagement Officer, who works with ESSA to build social capital and strengthen the "voice of older people"; A Community Engagement Equalities Officer who supports BME and under-represented groups in engaging on their specific issues and developing stronger networks; The Race Equality Mental Health Team (REMHT) engage with local BME communities in order to improve mental health well being.

In February 2010, the REMHT held a conference "Improving Wellbeing in BME communities" to raise awareness and to engage with the communities on the priorities of the team. There were 116 delegates and 25 speakers, facilitators, staff and musicians who attended. Delegates included mental health service providers, Adult Social Care and Primary Care Trust representatives, voluntary organisations and service user and community members. The REMHT aim to build up social networks, reduce social isolation and to seek people's views on what helps to maintain a healthy mind. Over the last year, the team have gathered cultural perceptions of mental health from engagement with Bangladeshi, Polish, middle eastern and Gypsy and Traveller communities. This information was shared at the Conference to help raise awareness.

East Sussex recognises the importance of providing support to carers, to alleviate stress and avoid crises leading to potentially abusive interactions. This year two large consultations were undertaken as part of the Carers Commissioning Strategy refresh. In February 2009, 3,200 surveys were distributed and two focus groups held. The Council website was updated with feedback and a leaflet outlining key findings. Feedback was provided directly to people who participated in the events. A draft plan for support for carers from 2010-2015 (the Joint Commissioning Strategy for Carers) was drawn up based on what carers told us in Phase One of the consultation and the Government's priorities for support. To confirm we had understood carers' needs correctly, we tested the draft plan in Phase Two of the consultation and asked Care for the Carers to host a conference for carers, themed around the consultation, as well as providing information. The new strategy addresses the specific needs and responded to what carers told us: We will commission a range of individual flexible services, strengthen the emergency respite care system and set up an Action Group to take work forward. All services provided by Adult Social Care will make reference to carers and recognise their support needs and ensure new initiatives (e.g. Putting People First) pay particular attention to carers' needs.

5.3 What are our key areas for improvement

We have to make continued progress as a department and we have built a robust foundation followed by significant performance improvement last year, and are ready to tackle the challenges ahead.

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:

- Implement recommendations from review of third sector contracts including the ability of voluntary organisations to build social capital in communities.
- Supporting working carers or those wishing to return to work through the creation of a 'Carers Charter' for local employers.
- Hosting a learning disability employment conference aimed at local employers.
- More choice available for carers with carers support grants and carers personal budgets.

6. Value for Money

In preparation for our Reconciling Policy and Resources medium term planning process for 2010/11 and the following three years, Adult Social Care assessed itself against the outcomes from John Bolton's (Director of Strategic Finance, Social Care, Local Government and Care Partnerships) work along with other work already in hand as part of the departmental review of its resources and assessment of efficiency and value for money. The council's strategic view is that where departments spend above average levels compared to other counties, or other benchmarking data shows that unit costs are high, that action for Adult Social Care is taken to reduce spend and deliver efficiencies so that spend is more in line with average benchmarking data. We are committed to moving resources from Working Age adults to Older people, and providing more community based services and supported housing, to ensure a fair and equitable distribution of our resources.

Examples of how Adult Social Care is delivering this objective are described below:

Capital expenditure: In 2009/10; the 5 Year capital programme supported the following developments:

- Warwick House – a £5m project which is an inter-departmental scheme to develop the existing library in Seaford to provide library services, older people day services and learning disability supported housing, in partnership with a registered social landlord. An exciting opportunity that demonstrates the real benefits that can be achieved through collaborative working.
- Downlands, Peacehaven. A £6.4m scheme to develop older people extra care housing accommodation opened. Adult Social Care made a capital contribution to the scheme of £700,000, with the remaining funding coming from Department of Health grants (£3.2m) and developer contributions.
- Pembury Road, Eastbourne. This is a scheme to develop older people extra care facilities in partnership with Eastbourne Borough Council and a registered social landlord. The Adult Social Care capital programme has identified £500,000 as a contribution.
- In addition to specific named schemes, there are resources available to support the development of supported accommodation and extra care housing schemes, £4m over 5 years. The Specialist Housing Programme Board, a multi-agency group has been set up to take forward.

As part of the Valuing People Now transfer of commissioning and social care responsibilities for adults with learning disabilities from Health to Local Authorities, 24 properties will be transferring to Adult Social Care, which will provide a significant boost to the capital asset base for the long term development of services.

Opportunities to access specific corporate "Invest to Save" funding to support changes to services and deliver efficiencies have been sought. Outcomes include:

- Working Age Adults – Specialist Supported Housing bid secured £1.097m, which will fund the project structures within Mental Health and Learning Disabilities that aim to deliver the transfer of individuals from residential accommodation into supported housing options. These projects will deliver the policy steer of helping more people to live independently in their own homes, plus ensure that resources are realigned to support more people to receive services.

- County Connect secured funding of £99,000 over three years to fund partner organisations to signpost requests for assistance to appropriate agencies. The coordinated approach to referrals has made significant reductions in the number of hours spent seeking relevant advice or services enabling an increasing the number of people who can be helped.

Adult Social Care is now in the final year of a £5.4m Social Care Reform Grant to support the transformation of services and back office support systems to deliver to the objectives of Putting People First. The grant has been used to fund, for example, the project infrastructure, invest in system and service developments and specific pilots for advocacy and brokerage services.

Adult Social Care has been successful in previous years in achieving its savings targets. For 2009/10 £4.25m savings have been identified against a NI179 target of £3.977m. The target savings for 2010/11 is £5.481m, the department recognises that this is a very challenging target, however, the pressure to meet the increasing demand for services, within limited financial resources, means that difficult decisions will need to be made to ensure this target is achieved.

The Medium Term Financial Plan set in 2009/10, for 2010/11 to 2013/14, reflected the strategic direction of Adult Social Care, and assumed that there will be no cash limit increase in the period, the department's plans were aligned accordingly. At that time, future budgets reflected: inflationary pressures (£10.7m), the increased demand for services (£13.1m), the impact of reductions in specific government grants (£2.1m), developments within Directly Provided Services (£5.4m), Extra Care Housing developments (£779,000), Investment in Telecare and Specialist Equipment Services (£285,000), the establishment of the Adult Social Care Emergency Duty Service (£328,000) and the impact of changes to staffing terms and conditions (226,000). The total pressures of £33m have been offset by savings targets of £29.1m, including: the impact of improvements in procurement and service developments, within the context of personalisation (£23.1m) and the ongoing review and development of Directly Provided Services. (£6m)

The current economic climate, and the increased likelihood of cuts in funding streams from 2011/12 onwards mean that the update of the Medium Term Financial plan from 2011/12 will need to address what and how services continue to be delivered within limited resources.

We will achieve the strategic shift of resources towards older people's services through delivery of the Integrated Plan objectives, decommissioning and re-commissioning of services to ensure we procure high quality services at the right price. Given the current financial climate, the need to make best effect of the resources we have, is even more critical.