

PEOPLE SCRUTINY COMMITTEE

MONDAY 1 OCTOBER 2018

10.30 am COUNCIL CHAMBER - COUNTY HALL, LEWES

MEMBERSHIP - Councillor Angharad Davies (Chair)
Councillors Charles Clark, Michael Ensor, Kathryn Field, Roy Galley,
Tom Liddiard, Laurie Loe, Jim Sheppard, John Ungar (Vice Chair),
Trevor Webb and Francis Whetstone

Mr Simon Parr, Roman Catholic Diocese Representative
Mr Matthew Jones, Parent Governor Representative
Mr Trevor Cristin, Diocese of Chichester Representative

AGENDA

- 1 Minutes of the previous meeting held on Monday 25 June 2018. *(Pages 3 - 8)*
- 2 Apologies for absence
- 3 Disclosures of interests
Disclosures by all members present of personal interests in matters on the agenda, the nature of any interest and whether the member regards the interest as prejudicial under the terms of the Code of Conduct.
- 4 Urgent items
Notification of items which the Chair considers to be urgent and proposes to take at the appropriate part of the agenda. Any members who wish to raise urgent items are asked, wherever possible, to notify the Chair before the start of the meeting. In so doing, they must state the special circumstances which they consider justify the matter being considered urgent.
- 5 Scrutiny review of Educational Attainment KS4 - progress on action plan *(Pages 9 - 46)*
Report by the Director of Children's Services.
- 6 East Sussex Local Safeguarding Children Board Annual Report - 2017/18 *(Pages 47 - 88)*
Report by the Director of Children's Services.
- 7 Reconciling Policy, Performance and Resources (RPPR) 2019/20 *(Pages 89 - 156)*
Report by the Chief Executive.
- 8 People Scrutiny Committee Work Programme *(Pages 157 - 186)*
Report by the Assistant Chief Executive.
- 9 Safeguarding Adults Board Annual Report and Strategic Plan *(Pages 187 - 260)*
Report by the Director of Adult Social Care and Health.
- 10 Any other items previously notified under agenda item 4

PHILIP BAKER
Assistant Chief Executive
County Hall, St Anne's Crescent
LEWES BN7 1UE

21 September 2018

Contact Stuart McKeown, Senior Democratic Services Adviser, 01273 481583,

Email: stuart.mckeown@eastsussex.gov.uk

PEOPLE SCRUTINY COMMITTEE

MINUTES of a meeting of the People Scrutiny Committee held at County Hall, Lewes on 25 June 2018.

PRESENT

Councillors Angharad Davies (Chair) Councillors Charles Clark, Michael Ensor, Kathryn Field, Roy Galley, Tom Liddiard, Laurie Loe, Jim Sheppard, John Ungar (Vice Chair), Trevor Webb, and Francis Whetstone; Dr Anne Holt, Mr Simon Parr and Mr Matthew Jones

LEAD MEMBERS

Cllr Keith Glazier, Leader of the Council
Cllr David Elkin, Deputy Leader of the Council and Lead Member for Resources
Cllr Bob Standley, Lead Member for Education and Inclusion, Special Educational Needs and Disability
Cllr Sylvia Tidy, Lead Member for Children and Families
Cllr Bill Bentley, Lead Member for Communities and Safety

ALSO PRESENT

Becky Shaw, Chief Executive
Stuart Gallimore, Director of Children's Services
Keith Hinkley, Director of Adult Social Care and Health
Becky Shaw, Chief Executive
Fiona Wright, Assistant Director (Education & ISEND)
Liz Rugg, Assistant Director, Safeguarding, LAC and Youth Justice
Samantha Williams, Assistant Director, Planning, Performance and Engagement
Justine Armstrong, Safer Communities Manager
Caroline McKiddie, Partnership Manager: Education, Employment & Training
Claire Turner, Public Health Consultant
Reg Hooke, Independent Chair Local Safeguarding Children Board
Douglas Sinclair, Head of Children's Safeguards & Quality Assurance
Claire Lee, Senior Democratic Services Adviser

1 APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from the Lead Member for Adult Social Care and Health, Councillor Maynard.

2 DISCLOSURES OF INTERESTS

2.1 Councillors Ungar and Webb declared personal, non-prejudicial interests as Members of the East Sussex Health and Wellbeing Board. Cllr Ungar also declared a personal, non-prejudicial interest as Co-Chair of Eastbourne and Lewes Community Safety Partnership.

3 URGENT ITEMS

3.1 There were none.

4 EAST SUSSEX LOCAL SAFEGUARDING CHILDREN BOARD SERIOUS CASE REVIEWS

4.1 The Committee considered a report outlining the learning from a Serious Case Review (SCR) undertaken during 2017/18 and a wider Learning and Impact Review undertaken by the Local Safeguarding Children Board (LSCB). The report was introduced by the Independent Chair of the LSCB, Reg Hooke, and the Head of Children's Safeguards, Douglas Sinclair. They highlighted the associated learning (i.e. points not directly arising from the case but learning which arises from the additional scrutiny provided by a SCR). For example, the issue of non-attendance at school and whose responsibility it is to follow this up or undertake a welfare visit, particularly the circumstances in which the Police or Children's Services should be involved.

4.2 The following points were made in response to the Committee's questions:

- The role of the child's father was looked at as part of the SCR. The father had some substance misuse issues but was regularly seen at school. The child had indicated that the father was involved regularly but was not in a relationship with the mother and was not part of the household.
- In relation to the role of the school, action was taken with regard to the child's non-attendance. The child's limp was presented as something she had always had and wasn't a significant issue with regard to the child's participation in school activities. The Committee was assured that the SCR did robustly investigate the school's action and processes, and the LSCB was satisfied that the child did not stand out in a safeguarding sense.
- The Committee received assurance that improvements have been made to communication between different agencies. There is now an integrated service for 0-5 year olds across Children's Centres and Health Visiting and processes are significantly better with regard to the automatic transfer of records from the midwifery team and birth records to health visitors. The Assistant Director, Early Help and Social Care expressed confidence that the system would not have 'lost' the child in the same way had these improved processes been in place at the time.
- The Learning and Impact Review looked at 147 recommendations across a series of reviews and identified a range of learning around key areas such as domestic abuse, 'hidden' children, safeguarding practice in schools and the complexity of working with large families (with three or more children). It was not always clear to see why a recommendation was made and the desired outcome - the SCR process has now been adapted to ensure this is clear. The Review has been discussed by the LSCB in order to identify changes to process and the SCR Action Plan has been signed off by the Board. A recommendations review process has now been built in after 1 or 2 years on to check their impact.

4.3 The Committee concluded that a key issue is having the ability to track a child across the system to ensure they don't go off the radar. From a County Council point of view this is particularly relevant to health visiting.

4.4 RESOLVED to request that future reports on SCRs provide an update on the subsequent progress of the child and family where possible.

5 SCRUTINY REVIEW OF RAISING THE AGE OF PARTICIPATION- 12 MONTH MONITORING REPORT

5.1 The Committee considered a further 12 month progress report on the recommendations arising from the Scrutiny Review of Raising the Age of Participation.

5.2 The following points were made in response to the Committee's questions:

- In relation to the Gatsby benchmarks it is too early to say how East Sussex compares to other areas or the position of schools with regard to achieving the benchmarks by 2020. However, the Committee was assured that significant work is ongoing with schools to establish their current position in relation to the benchmarks and there will be a review of progress in a year.
- The Committee was assured that work on mental health will continue to be aligned with schools.

5.3 The Lead Member for Education and Inclusion, Special Educational Needs and Disability highlighted the importance of this work in relation to Skills East Sussex. East Sussex is leading the way in terms of careers work and expects investment to be attracted as a result.

5.4 The Committee concluded that good progress has been made against the recommendations and that performance against targets is positive. The key issue relates to longer term sustainability but the evidence suggests that the Committee can be reasonably confident that the work is embedded.

5.5 RESOLVED:

- (1) to conclude the monitoring of this Scrutiny Review given the good progress made; and
- (2) to thank officers for their work and for keeping it under ongoing review.

6 WORK PROGRAMME

6.1 The Committee discussed its draft work programme which comprised a number of ongoing Scrutiny Reviews, Reference Groups and planned reports inherited from predecessor Scrutiny Committees.

Scrutiny Reviews

6.2 In relation to the 'Coping with Change – The Way Forward' Scrutiny Review the Committee RESOLVED:

- (1) to continue the Review on the basis of the updated Terms of Reference within the report; and
- (2) to appoint Cllr Galley to continue to Chair the Review Board and to appoint Cllrs Field, Loe and Whetstone and Matthew Jones to the Board.
- (3) To invite the Diocesan representatives to provide any further evidence to the Board during the next phase of the Review.

6.3 In relation to potential future Scrutiny Reviews, the Committee RESOLVED:

- (1) to appoint Cllrs Clark, Ensor, Liddiard and Sheppard to undertake scoping work for a potential Review of foster care;
- (2) to appoint Cllrs Davies, Ensor, Galley, Ungar and Webb to undertake scoping work in relation to a potential Review on the care home market;
- (3) to add isolation and loneliness and ESBT locality working to the list of potential future topics and to confirm home education as a potential topic;
- (4) to request that details of a current national consultation on home education are circulated to the Committee.

Reference Groups

6.4 Following discussion, the Committee RESOLVED:

- (1) that Cllrs Clark, Davies, Ensor, Ungar and Webb will take a lead role in monitoring the progress of the East Sussex Better Together and Connecting 4 You programmes on

behalf of the Committee, including identifying potential topics for Scrutiny Review in these areas;

- (2) to hold a further meeting of the Educational Attainment Reference Group in early 2019 and to request that the Group provides a summary of findings to the Committee. The Reference Group to comprise Cllrs Field, Galley and Whetstone.
- (3) to continue the Early Help Reference Group and that Cllrs Davies, Field, Galley and Whetstone be appointed to the Group.

Future reports

6.5 In relation to future reports for committee agendas and those to be circulated for information the Committee RESOLVED:

- (1) to retain all the reports listed for future Committee agendas;
- (2) to request an update report on Delayed Transfers of Care at the end of 2018 to be circulated for information;
- (3) to request that the SACRE report to be circulated for information in autumn 2018 focuses on issues with regard to participation in religious education and to request that a further annual SACRE report to be added to the Committee's agenda in March 2019;
- (4) to remove the update report on Health and Social Care Connect;
- (5) to remove the report for information on Children's Centres as this area will be examined by the Early Help Reference Group.

Forward Plan

6.6 The Committee RESOLVED to note the Forward Plan.

7 ANNUAL REVIEW OF SAFER COMMUNITIES PERFORMANCE, PRIORITIES AND ISSUES

7.1 The Committee considered a report which provided an annual review of Safer Communities performance, priorities and issues which was introduced by the Assistant Director - Planning, Performance and Engagement, Samantha Williams, and the Safer Communities Manager, Justine Armstrong-Smith.

7.2 The following points were made in response to the Committee's questions:

- Officers assured the Committee that there is sufficient flexibility within the partnerships and plans to adjust to emerging challenges. Officers provided examples where there has been a shift in emphasis within the Business Plan in response to new threats and challenges such as cybercrime, exploitation, drugs and cuckooing.
- In relation to funding provided by the Police and Crime Commissioner, this is now focused at district and borough level, plus some funding to work on issues on a pan-Sussex basis. The work of the Safer East Sussex team supports both county-wide and more local work, for example current work around County Lines and cuckooing. The team attends as many local meetings as possible and also plays a key role in translating national and regional policies into local work. Key relationships are in place and there have been recent discussions at Community Safety Partnerships to discuss meeting arrangements going forward.
- In relation to statistics on the number of people receiving drug treatment, East Sussex has a good record of people successfully moving through treatment first time and not subsequently coming back into the system which impacts on the figures for the numbers entering treatment. The county compares well nationally.
- Sussex Police are reporting a real challenge in keeping pace with cuckooing, particularly given the age profile which can be as young as 11, and the use of different types of property such as Air B&B and caravans which are less visible. The Lead Member for Children and

Families commented on the involvement of Children's Services and the LSCB in Safer Communities work, for example supporting County Lines work by taking children into care for protection.

- There are a range of actions underway via partnership working in relation to drug misuse and cuckooing, for example action in schools on exploitation incorporates exploitation related to drugs.
- In relation to the scale of modern slavery within the county, officers advised that Project Discovery in the Hastings and Rother area had made six referrals to the National Referral Mechanism since the start of year. A further six cases have been referred through other routes as it is not yet clear whether these cases are modern slavery. Eight people have come forward through other initiatives. Project Discovery is due to be rolled out across East Sussex which will enable a clearer picture of the issue to be obtained.

7.3 The Lead Member for Communities and Safety commented that the partnership arrangements in East Sussex work very well and enable partners to be reactive to current issues. There is a need to be engaged at regional level as well as within the county given the nature of crimes and the Police and Crime Commissioner funding arrangements are supporting liaison with other areas which will feed down into local partnership work.

7.4 The Committee RESOLVED to note the report.

The meeting ended at 12.30 pm.

Councillor Angharad Davies
Chair

This page is intentionally left blank

Report to: People Scrutiny Committee

Date of meeting: 1 October 2018

By: Director of Children's Services

Title: Scrutiny Review of Educational Attainment KS4 – Progress on the action plan.

Purpose: To update the Committee on the action plan to address recruitment and retention of teachers in East Sussex schools.

RECOMMENDATION:

The People Scrutiny Committee is asked to receive and consider the updated action plan to address recruitment and retention of teachers in East Sussex schools and the revised East Sussex Teacher Recruitment and Retention Strategy 2018 – 2020.

1. Background

1.1. On the 20 March 2017 the Children's Services Scrutiny Committee received a report from the Scrutiny Review Board on its review of Educational Attainment at Key Stage 4, attached as Appendix 1. The review investigated the issues and challenges that secondary schools and academies face in relation to the recruitment and retention of teachers and the potential impact this has on educational attainment.

1.2. Children's Services welcomed the Scrutiny Review and in particular the recognition that it gave to the importance of the recruitment and retention of teaching staff and senior leaders. An Action Plan was produced setting out the response to the recommendations made by the Scrutiny Committee. The report of the Review Board and the Action Plan was submitted to Cabinet for comment in June 2017 and to Full Council for approval in July 2017.

1.3. On the 2 March 2018 Children's Services Scrutiny Committee received an update on the action plan and the Committee asked that the revised East Sussex Teacher and Recruitment Strategy be circulated to the Committee once it was completed.

2. Supporting information

2.1 The Action Plan attached as Appendix 2 has been further updated and continues to show progress and outcomes of the actions in response to the six recommendations.

2.2 In recent years we have seen an increasing move away from Local Authority control and provision to an increasingly school-led system. This has meant a reduction in LA resources with government funding coming directly into schools and resulted in an increasingly fragmented system. In order to pursue quality and cohesion in our education provision and to maximise resources we are fostering collaborative partnerships across the system.

2.3 A central plank in the school-led system is the role of teaching schools. In East Sussex we currently have four Primary, three Secondary and one Special education teaching school who have formed a strong alliance based on collaboration. Teaching schools are regulated by the DfE and are required to provide:

- School to school support to raise standards
- Continuing professional development for teachers and school leaders
- Initial teacher training, in partnership with other schools and teaching school alliances

2.4 Within this context the revised Recruitment and Retention strategy attached as Appendix 3 draws together various work streams to encompass the contributions of the East Sussex Teaching School Alliance, East Sussex Teacher Training Partnership, East Sussex Education Improvement Partnerships, Orbis (East Sussex HR and Employee Services Team) and East Sussex Governor Forum. Each have been fully consulted and made contribution to the document.

2.5 The key features of the revised strategy are:

- The strategy has been streamlined into four key objectives which encompass and build on the work of the previous strategy. Each objective sets out what it is intended to achieve.
- Changes to key roles and responsibilities, most significantly the migration of initial teacher training (ITT) and the newly qualified teacher training (NQT), previously provided by the local authority, to the Teaching School Alliance.
- Incorporation of the growing body of research into teacher and school leader recruitment and retention. Factors cited by teachers and leaders as disincentives are reflected throughout: the desire for continued professional development and support from initial training through to leadership; the need to look after teachers' and school leaders' mental health and well-being (including work-life balance); and the satisfaction that comes from a sense of doing a worthwhile job.
- Maximising the resources that exist within the Local Authority and bringing various work streams together across organisational boundaries, for example the work of SLES and ISEND.
- Drawing on wider partnerships to gain the benefit of knowledge and resources

3 Conclusion and reasons for recommendations

3.1 The Committee is requested to note the updated action plan to address recruitment and retention of teachers in East Sussex schools and the revised East Sussex Teacher Recruitment and Retention Strategy 2018 – 20.

Appendices:

Appendix 1 – Scrutiny Review of Educational Attainment at Key Stage 4 – Report by the Review Board. March 2017

Appendix 2 – Children's Services Scrutiny Review of Educational Attainment at Key Stage 4 – Action Plan to address leadership and teacher shortages. September 2018

Appendix 3 - East Sussex Teacher Recruitment and Retention Strategy 2018 - 2020

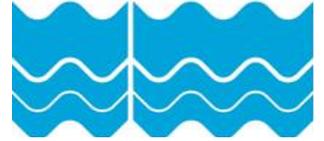
STUART GALLIMORE
Director of Children's services

Contact Officer: Elizabeth Funge
Tel. No. 01273 336879.

Email: elizabeth.funge@eastsussex.gov.uk

LOCAL MEMBERS: All.

BACKGROUND DOCUMENTS: None



Scrutiny Review of Educational Attainment at Key Stage 4 Report by the Review Board

Nicola Boulter, Parent Governor Representative (Chair)
Councillor Claire Dowling
Councillor Kim Forward
Councillor Roy Galley
Councillor Alan Shuttleworth

March 2017

Children's Services Scrutiny Committee – 20 March 2017

Cabinet – 18 April 2017

Full Council – 23 May 2017

Final report of the Scrutiny Review of Educational Attainment at Key Stage 4

Contents

Objectives and scope of the review	5
Background	5
Issues relating to teacher recruitment and retention	8
Workload Pressure and Accountability	8
Findings and Recommendations.....	10
East Sussex Teacher Recruitment and Retention Strategy 2015-2017	10
Succession planning and leadership	11
Recruitment Strategy - East Sussex as a unique place to live and work	11
Broadening the scope of the recruitment strategy	11
Partnership working between schools	12
Broadening the geographical area of search for recruits	12
Concluding comments	12
Appendix: Terms of reference, membership and evidence	13

	Recommendations	Page
1	East Sussex Teacher Recruitment and Retention Strategy 2015-2017	10
	<p>a) additional work is undertaken to understand the scale of the recruitment challenge in East Sussex. This would help the Children’s Services Department and local schools establish clear targets for teacher recruitment and in turn, enable progress to be effectively monitored; and</p> <p>b) more focus is given to the retention of existing teaching staff. This would include developing a clearer understanding of why teachers are leaving the profession and whether there are factors which are specific to East Sussex.</p>	
2	Succession planning and leadership	11
	<p>a) work is undertaken to identify those schools with effective succession planning policies; and</p> <p>b) having identified the range of successful policies which local schools have adopted, work is undertaken to update the current succession planning policy statement and to actively promote the new succession planning policy with governing boards and local schools. This would mean that governing boards and schools are better placed to promote suitably trained and motivated teachers to leadership roles at all levels as vacancies become available.</p>	
3	Recruitment Strategy - East Sussex as a unique place to live and work.	11
	<p>a) the Education Secretary’s recent announcement of the expansion of the ‘Opportunity Areas Programme’ to include Hastings and the further funding it attracts be investigated as a possible resource for improving teacher recruitment and retention rates.</p> <p>b) where appropriate, the scope of the investigation into the viability of developing housing projects as a way of attracting teachers as ‘key workers’ is widened; this should include exploring with all local borough and district councils the potential for including teachers as key workers within plans for future affordable housing projects.</p>	

4	Broadening the scope of the recruitment strategy	11
	<p>Consideration should be given to broadening the scope of the recruitment and retention strategy so as to explore other potential sources of recruitment and aligning these proposed developments within the 'Find Your Spark' recruitment campaign. This could include:</p> <ul style="list-style-type: none"> a) activities aimed at inspiring young people within our local schools to become teachers; and b) finding ways of encouraging parents who might be interested in teaching as a career. 	
5	Partnership working between schools	12
	<p>Schools should be encouraged to work together to find innovative ways to develop teacher training models which share resources and good practice, are cost-effective and produce quality teachers which meet the needs of our schools. Such partnership working should be encouraged and promoted by the Children's Services Department through the Schools Direct and SCITT programmes.</p>	
6	Broadening the geographical area of search for recruits	12
	<p>Work is undertaken to investigate developing an 'East Sussex Ambassador' role. This role would involve the Ambassador travelling to recruitment fairs across the country to promote East Sussex as a place to live and work. The role would require partnership working between schools, as the Ambassador role could be performed by appropriately trained senior staff and/or governors from different schools.</p>	

Objectives and scope of the review

1. At its meeting on 27 June 2016, the Children's Services Scrutiny Committee appointed a Scrutiny Review Board to conduct a scrutiny review of educational attainment in Key Stage 4. The Committee decided such a review was timely, as it would build on previous reviews of educational attainment relating to other, earlier Key Stages.
2. The primary indicator of educational attainment at Key Stage 4 is GCSE results. With this in mind, at its first meeting the Review Board considered a summary of the GCSE results for East Sussex for 2016. The Board welcomed the overall positive outcomes these (at the time provisional) results indicated. However, they were also struck by the stark difference in 'Attainment 8' outcomes between the top and bottom performing secondary schools/academies in East Sussex (a description of Attainment 8, Key Stages and other relevant aspects of the National Curriculum are provided in paragraph 7). The variability in outcomes led the Board to conclude it should investigate further and attempt to understand the causes of these differences.
3. More specifically, and following consideration of an overview of the barriers to sustained improvements in educational attainment, the Board decided to investigate the issues and challenges that schools and academies face in relation to the recruitment and retention of teachers and any impact this has on educational attainment.
4. A further goal of the review would be to make recommendations that would help schools/academies improve their teacher recruitment and retention rates. In turn, the Board hoped its recommendations would also ultimately not only help raise educational attainment overall, but also help close the gap between the top and bottom performing secondary schools/academies.

Background

5. The National Curriculum (NC) is a set of subjects and standards used by schools in England. It sets out what subjects are taught and the standards children should attain. Furthermore, the national curriculum is divided into blocks of years called Key Stages. At the end of each key stage, pupils are formally assessed. Key Stage 4 covers Years 10 and 11 (with pupils aged between 14 and 16). At the end of this stage most pupils take their GCSEs (or other national qualifications).
6. In recent years there have been a number of major developments relating both to the delivery of education and its assessment for children of compulsory school age. These developments are regularly cited as sources of additional pressures on teaching staff which may impact on recruitment and retention rates. Developments of particular relevance include:
 - the introduction of a new assessment framework that replaced national curriculum levels (which occurred within key stages) with a new process called 'Assessment Without Levels' (introduced in September 2015); and
 - the revised National Curriculum introduced for 2014 onwards.
7. Related to these developments, the Government announced that a new secondary school accountability system would be implemented from 2016. This included the introduction of a new headline measure called 'Attainment 8'. This measure records the achievement of a pupil across:
 - 8 qualifications including mathematics (double weighted) and English (double weighted);
 - 3 further qualifications that count in the English Baccalaureate (EBacc) measure; and
 - 3 further qualifications that can either be GCSE qualifications (including EBacc subjects) or technical awards from the DfE approved list.
8. The Government introduced this measure with the aim of encouraging schools to offer a broad, well-balanced curriculum. The Attainment 8 score for a school is based on the average of all its pupil's scores.

9. It is against this backdrop that the Board considered the 2016 provisional GCSE data for East Sussex schools. As highlighted above, the data indicates generally positive trends in East Sussex. However, it also highlights differences in Attainment 8 performance between secondary schools in the County as shown in the following table (with the top performing 'Attainment 8' school in East Sussex listed as number 1).

Provisional 2016 GCSE results for East Sussex Schools					
No.	Attainment 8 Score	Average Progress 8 Score	% 5+ A*-C Incl English & Maths	% A*-C English & Maths (basics measure)	No. of pupils at End of KS4
1	59	+0.56	81%	82%	188
2	56	+0.29	75%	76%	236
3	55	+0.14	72%	72%	228
4	55	+0.29	70%	72%	237
5	55	+0.38	73%	74%	148
6	55	+0.23	73%	73%	122
7	53	+0.33	72%	74%	233
8	53	+0.05	63%	66%	267
9	53	+0.36	72%	76%	231
10	52	+0.27	65%	68%	240
11	52	+0.24	66%	70%	192
12	51	-0.03	66%	71%	209
13	50	+0.07	60%	61%	197
14	50	+0.22	68%	69%	118
15	50	+0.47	58%	60%	228
16	49	-0.06	57%	59%	205
17	47	-0.12	56%	62%	170
18	47	-0.28	56%	59%	126
19	46	+0.11	46%	54%	97
20	46	+0.09	48%	58%	174
21	44	-0.41	46%	48%	118
22	43	-0.27	48%	51%	259
23	43	-0.20	53%	55%	92
24	42	-0.50	39%	43%	148
25	41	-0.57	39%	45%	181
26	41	-0.32	42%	42%	154
27	38	-0.75	38%	48%	21

Key	
	VA
	Local Authority
	Foundation Trust
	Academy

10. An additional 'Progress 8' column is also included within the table. Progress 8 aims to capture the progress a pupil makes from the end of primary school to the end of secondary school. It is a type of 'value added' measure, which means that pupils' results are compared to the actual achievements of other pupils with the same prior attainment. This data was not available to the Board at its early meetings and is included here as it provides, arguably, the most important attainment measure and a fairer picture of school performance.

11. The Board was concerned about what appears to be a significant variance in attainment outcomes in the above table. It is also an issue that the Children's Services Department recognises as requiring further attention: the 'Excellence For All 2016-17' strategy states that whilst notable progress has been made in improving outcomes on most indicators, this improvement "*is not consistent across all groups of pupils, and there remains too much variability across the county*".

12. Based on this and other evidence presented to them, the Board decided to investigate the causes of these differences in performance and began by considering the results of a survey conducted by the Standards and Learning Effectiveness Service (SLES), a team based within East Sussex County Council Children's Services Department. This survey asked schools for their views on what they considered the barriers to sustained educational improvement to be. The survey results identified the following four areas as key barriers:

- Curriculum change
- Young people's mental health
- Budget pressures
- Teacher recruitment.

13. Of these, the Board focussed on the challenges local schools face with regard to teacher recruitment and retention and potential links to educational attainment outcomes; this issue has national significance and the Board wished to understand the local situation in more depth.

14. Having identified the area of search, the Board also wished to explore whether there is indeed a causal link between attainment and recruitment and retention. This fundamental link has also been identified at the national level by key stake holders: for example, the House of Commons Education Committee states in its report on the recruitment and retention of teachers that "*The quality of education in England depends on the quality of the teachers in our schools*" (February 2017). A National Audit Office report also states that 'Teachers are critical to the success of all money spent in England's schools' ('Training new teachers' February 2016).

15. Board members undertook evidence-gathering visits to discuss these issues with local secondary Headteachers and Principals. These sessions provided valuable testimony for the review; for example, one Principal commented that "*in recent years the recruitment situation had deteriorated and that for certain subjects and positions schools may only have one applicant*". Another commented that "*where the number of applicants is low, there is less opportunity for schools to appoint high calibre candidates*".

16. Two recently retired local secondary Headteachers who now serve as Consultant Headteachers (CHTs) also attended as witnesses as part of the review in November 2016. CHTs provide support and challenge to serving Heads in order to improve outcomes for our local young people. All local maintained and academy secondary schools are supported by a CHT.

17. One CHT witness described one East Sussex school's struggle to appoint high quality teachers to help it raise educational attainment levels (the school in question appears in the bottom half of the provisional Attainment 8 scores cited in paragraph 8). In response to a question about whether the appointment of experienced, high calibre candidates would make a telling difference to the school's results, one of the CHT witnesses commented that "*good teaching would indeed directly and massively improve outcomes*".

18. Evidence was also considered regarding the importance of school leaders. For example, the 'School Leadership Challenge: 2022' report suggests that 'Good leadership is a key ingredient of good school performance. This is evident in England where schools with good leadership get better results and schools with weak leadership get worse results (report by 'The Future Leaders Trust', 'Teaching Leaders' and 'TeachFirst'). The importance of leadership roles within schools was also recognised locally, with one Principal saying "every school needs good leadership at all levels".

19. Many East Sussex schools and academies are clear that teacher recruitment and retention is a challenge for them. It is worth noting though that not all institutions believe they have a significant problem. For example, one local academy (which is ranked within the upper half of the above Attainment 8 table) indicated that it had not experienced many recruitment and retention problems recently because it is a school where the environment is such that people want to teach. It has an ethos of high quality teaching, high commitment, discipline and good attendance. The staff are very supportive of the school vision and their CPD is considered excellent. The resulting stability gives pupils confidence.

20. With the above preliminary findings in mind, the Board considered that:

- many East Sussex schools are facing significant recruitment and retention challenges; and
- based on both national and local sources, there is compelling evidence of a clear link between recruitment and retention challenges and educational attainment.

21. Given these initial findings, the Board focused on the relationship between recruitment and retention and educational attainment because it considered that that provided a realistic chance of developing practical recommendations to assist schools with the recruitment challenges they face. Such recommendations it was hoped, could then contribute toward the drive to sustained improvements in educational attainment at Key Stage 4.

Issues relating to teacher recruitment and retention

22. There are a wide range of issues which contribute to the pressures our schools are facing when trying to both recruit and retain existing teaching staff.

Secondary school population increase

23. The national secondary population rose to 2.76 million in 2016 (the first rise since 2005) as the increased births from 2002 reached secondary school age. The secondary school population is projected to continue increasing to 3.04 million by 2020 and further until 2025 when it will peak at 3.33 million (DfE 'National pupil projections – future trends in pupil numbers, July 2016). The implication of this projection is that unless class sizes increase, a significantly higher number of secondary teachers will be needed in the coming years.

Workload Pressure and Accountability

24. One CHT witness observed that *'teaching is a tough profession and keeping on top of workload is difficult. These pressures will get worse and this will lead to more teachers leaving the profession'*. At the national level workload is also recognised as a key pressure. For example, the Education Select Committee cites the Education Policy Institute's (EPI) finding that many teachers find their workloads unmanageable. When asked by the EPI about the extent to which they agreed with the statement 'My workload is unmanageable, 38% of teachers agreed and 13% strongly agreed, whilst only 3% strongly disagreed' (EPI 'Teacher workload and professional development in England's secondary schools – October 2016).

25. At more senior teacher levels, the issue of accountability, and especially the implications of the Ofsted judgements and school performance was seen by many as being a significant factor in recruitment. One East Sussex Principal commented that "people don't want to take on the responsibility to be accountable".

East Sussex as a place to live and work

26. There may also be issues which are peculiar to East Sussex:

- East Sussex is a coastal authority. This means the county does not have access to the same number of potential recruits living in neighbouring areas compared to a 'landlocked' authority.
- East Sussex has relatively high number of rural schools and recruiting to such schools can be more challenging (smaller schools can be perceived as having less career development prospects).
- It may also be more difficult to recruit to schools in the east of the county as in particular, younger recruits may be more drawn to living nearer to Brighton. One CHT witness stated that "*the nearer you are to Brighton the easier recruitment becomes*".

27. After considering the above range of pressures, consideration was given to the types of recruitment and retention problems that are apparent.

Subject specific issues

28. The evidence from national and local sources indicates that there are subjects where recruitment is more challenging. For example, the National Association of Headteachers (NAHT) survey for 2015 indicates that the subjects in which most respondents experienced recruitment difficulties were maths, science and English. Many schools also had problems with finding staff to teach languages, geography and history. In East Sussex, one Principal commented that there is a "*general shortage of maths teachers at all levels*".

Retention of staff

29. The National Audit Office reported that, between 2011 and 2014, the number of teachers leaving the profession rose by 11% overall. However, a number of different sources comment that there is not sufficient data on retention rates. For example, key data on retention rates by subject, region and route into teaching are not recorded by the Department for Education.

Leadership roles

30. The Board was presented with evidence relating to the importance of leadership roles within schools and the shortages faced. For example 'The School Leadership Challenge: 2022' report states that schools across England are set to face a leadership challenge in the next 5-7 years. Assuming no other changes to the system, there is a risk of a shortage of up to 19,000 leaders countrywide by 2022. The data suggests that this might be most acute in secondary schools, and that the situation could worsen across the country. One CHT witness commented that "*inspiring our middle leaders is really important. We need to develop new leaders as a priority*".

Further Evidence of pressures

31. The Children's Services Department's 'Teacher Recruitment and Retention Strategy in East Sussex' report recognises the growing and increasingly serious problem of teacher and headteacher recruitment and retention nationally which is also reflected locally. (Education Performance Panel – 23 June 2016). The same NAHT survey mentioned above supports this view and includes data showing that 20% of schools were not able to recruit at all and that 33% of schools report that their struggles in this area are the result of the significant numbers of teachers leaving the profession.

32. The Council's recognition of this subject as a critical issue is further demonstrated by the development of an 'East Sussex Teacher Recruitment and Retention Strategy 2015-17'. This strategy has the following four key aims and objectives:

Aim 1. East Sussex is shown as a diverse, vibrant and ambitious place to live and work. **Objective:** Create a local and national communication strategy to promote a positive and new perception of East Sussex that meets local needs.

Aim 2. Children and young people have access to inspirational, highly motivated, aspirational teachers and leaders. **Objective:** All school staff are entitled to access high quality and clear CPD opportunities at all career stages from ITT through to System leadership to support their development. Ensure that succession planning and talent management is identified within schools and Education Improvement

Partnerships.

Aim 3. The quantity of high quality teachers and leaders available to work in East Sussex education is increased to meet local needs. **Objective:** Ensure that sufficient ITT is available in East Sussex to meet local need which is coherent, flexible and understood by prospective trainees and school leaders.

Aim 4. The quantity, diversity and skill set of high quality governors available to work in East Sussex education is increased to meet local needs. **Objective:** Ensure that all governors have access to high quality training and support.

33. The development of the Department's recruitment and retention strategy, and within that the further development of a modern marketing strategy was welcomed by the Board. The overall effectiveness of these important strategies was also recognised. The Board considered that there are a number of practical recommendations which might assist the Children's Services Department and local schools with the challenges they are facing. The next section sets out the Board's findings and reasoning that lead to these recommendations.

Findings and Recommendations

East Sussex Teacher Recruitment and Retention Strategy 2015-2017

34. The Board noted that whilst local schools and East Sussex County Council have undertaken a wide range of teacher recruitment and retention activities prior to 2015, there was no single, over-arching strategy in place before then. The development of a strategy which brings this vital issue into focus was therefore welcomed.

35. However, given the fundamental links between educational attainment and teacher recruitment and retention, it was recommended that further work is undertaken to understand the level of need within East Sussex. This is necessary as it was not clear:

- how many teachers were required;
- at what level the need was being experienced;
- what subjects were a particular issue; and
- whether there are certain schools or areas that face more challenges than others.

36. Such an evidence based approach is advocated in the recent Education Select Committee's report which recommends that the Government should collect more 'granular' data on teacher retention rates; this would include the factors driving teachers away from the profession. The Board considered that if there was a cost-effective means to collect such data, a clearer picture about the level of need would be possible. This in turn would help the creation of a targeted recruitment strategy.

37. The Board also considered that whilst the issue of retention is mentioned within in the Department's strategy document, there was insufficient detail about how the local authority and local schools would go about improving this rate. The strategy should therefore place greater emphasis on retaining staff as this would be a cost-effective means of addressing teacher shortages. Increasing retention rates would also assist with addressing the leadership shortages identified in our schools.

Recommendation 1

- | |
|---|
| <p>a) Additional work is undertaken to understand the scale of the recruitment challenge in East Sussex. This would help the Children's Services Department and local schools establish clear targets for teacher recruitment and in turn, enable progress to be effectively monitored; and</p> <p>b) Greater focus is given to the retention of existing teaching staff. This would include developing a clearer understanding of why teachers are leaving the profession and whether there are factors which are specific to East Sussex.</p> |
|---|

Succession planning and leadership

38. The Board considered more could be done to promote the role of middle and senior leaders in schools. With this in mind, it was noted there are schools in East Sussex which appear to have effective succession planning policies in place that help inspire future leaders from amongst their own staff. Policies such as these should be more widely shared, as this could help schools create a larger pool of experienced staff to look to develop and promote from.

Recommendation 2

a) Work is undertaken to identify those schools with effective succession planning policies; and
b) having identified the range of successful policies which local schools have adopted, work is undertaken to update the current succession planning policy statement and to actively promote the new succession planning policy with governing boards and local schools. This would mean that governing boards and schools are better placed to promote suitably trained and motivated teachers to leadership roles at all levels as vacancies become available.

Recruitment Strategy - East Sussex as a unique place to live and work

39. The Review Board welcomed the deployment of a modern marketing strategy which promotes East Sussex as a place to live and work. However, whilst it recognised that part of this strategy would necessarily include highlighting the 'rural beauty and stunning coastline' of East Sussex, it was agreed that further consideration be given to identifying potential benefits which are both more tangible and possibly unique to our county. This is because, for example, every rural/ semi-rural local authority will be able to promote the beauty of its countryside.

40. As a result, the Board suggested that further innovative ideas for attracting recruits to the county are explored as part of the Department's current strategy for promoting East Sussex. This could include developing further the work already being undertaken to investigate the viability of developing housing projects as a way of attracting teachers as 'key workers'.

Recommendation 3

a) the Education Secretary's recent announcement of the expansion of the 'Opportunity Areas Programme' to include Hastings and the further funding it attracts be investigated as a possible resource for improving teacher recruitment and retention rates.
b) where appropriate, the scope of the investigation into the viability of developing housing projects as a way of attracting teachers as 'key workers' is widened; this should include exploring with all local borough and district councils the potential for including teachers as key workers within plans for future affordable housing projects.

Broadening the scope of the recruitment strategy

41. The Review Board considered that schools could spot young people with the potential to become teachers and encourage inspire them to think about pursuing a career in the profession.

Recommendation 4

Consideration should be given to broadening the scope of the recruitment and retention strategy so as to explore other potential sources of recruitment and aligning these proposed developments within the 'Find Your Spark' recruitment campaign. This could include:
a) activities aimed at inspiring young people within our local schools to become teachers; and
b) finding ways of encouraging parents who might be interested in teaching as a career.

Partnership working between schools

42. Evidence indicates there is a need to increase the teacher training capacity within the county. In response to this challenge, one Principal commented that schools should look to help themselves and that “*all schools should join together to pay for someone with experience to do teacher training*”.

43. The Board agreed that collaborative working of this kind should be positively encouraged. They noted with interest that one local secondary school is aiming to develop a teaching training model that would involve a number of local schools working in partnership to share teacher training costs.

44. The Board considered that partnership working of this kind would have the potential to create training packages that could be tailored to meet the specific needs of local schools, and at the same time, reduce costs.

Recommendation 5

Schools should be encouraged to work together to find innovative ways to develop teacher training models which share resources and good practice, are cost-effective and produce quality teachers which meet the needs of our schools. Such partnership working should be encouraged and promoted by the Children’s Services Department through the Schools Direct and SCITT programmes.

Broadening the geographical area of search for recruits

45. The County Council’s recruitment strategy primarily focuses on seeking recruits from within East Sussex. This local focus in recruitment is driven in part by the limited resources available to the department and schools. However, the recruitment challenge faced by East Sussex schools is such that we need to find innovative and cost-effective ways of making contact with potential recruits from both within *and* from outside the local area.

46. Developments of this kind would work in conjunction with the East Sussex Initial Teacher Training Group and School Direct.

Recommendation 6

That work is undertaken to investigate the development of an ‘East Sussex Ambassador’ role. This role would involve ‘Ambassadors’ travelling to recruitment fairs across the country to promote East Sussex as a place to live and work. Partnership working between schools would be needed to ensure that appropriately trained senior staff and/or governors from different schools are recruited as ambassadors.

Concluding comments

47. The Board decided to focus this scrutiny review on teacher recruitment and retention and links to achieving sustained improvements in educational attainment at Key Stage 4. It did this to produce a number of practical, attainable recommendations that it hopes will be of real assistance to young people in East Sussex.

48. Sustained improvements in educational attainment are difficult to achieve and the contributory factors that affect performance in this area are numerous and complex. The situation is further complicated by an educational landscape that is subject to wide scale change. With this in mind, it was agreed that there remains scope for specific issues being identified in future as possible scrutiny subjects.

Appendix: Terms of reference, membership and evidence

Scope and terms of reference

This scrutiny review was established by the Children's Services Scrutiny Committee on 27 June 2016 to consider and make recommendations on educational attainment in Key Stage 4.

Board Membership and project support

Review Board Members:

Nicola Boulter, Parent Governor Representative (Chair)

Councillor Claire Dowling

Councillor Kim Forward

Councillor Roy Galley

Councillor Alan Shuttleworth

The Project Manager was Stuart McKeown

Support to the Board

The Review Board would like to thank for their co-operation and assistance those schools and academies listed below who were visited as part of this review. The Board would also like to thank the Consultant Head Teachers for their helpful and interesting contributions at its meeting in November 2016. The Board were also grateful for the support provided by officers listed below from within the Children's Services Department.

School/Academy visits were undertaken by members of the Review Board:

Councillor Claire Dowling – Uckfield Community Technology College

Councillor Kim Forward – The Hastings Academy

Councillor Roy Galley – Beacon Academy

Witnesses providing evidence

Ian Jungius, Consultant Headteacher

Lesley Young, Consultant Headteacher

Support was provided by the following officers:

Fiona Wright, Assistant Director (Education & ISEND)

Elizabeth Funge, Head of Education Improvement

Julie Dougill, Senior Manager: Leadership and Governor Services

Review Board meeting dates

26 September 2016

28 November 2016

24 January 2017

Evidence papers

No.	Title of Evidence	Date
1	Excellence for All 16/17	20 09 16
2	Provisional GCSE results	20 09 16
3	Changes to performance table document	20 09 16
4	Department for Education Key Stage 4 Guidance	20 09 16
5	Department handout on Key Issues for September meeting	26 09 16
6	GCSE results table	26 09 16
7	Education Performance Panel report on Teacher Recruitment and Retention Strategy (from 23 06 16 meeting)	12 10 16
8	East Sussex Teacher Recruitment and Retention Strategy 2015-17	12 10 16
9	East Sussex Leadership Framework 2015-16	12 10 16
10	Guidance on Consultant Head teachers	12 10 16
11	Find your spark Briefing Note	25 11 16
12	Link to find to 'find your spark' pages	25 11 16
13	Links to career change and leader videos	25 11 16
14	SCITT Get Into Teaching - DFE guidance	28 11 16
15	The School Leadership Challenge - and brief over document	12 12 16
16	Key Stage 4 - 2016 Attainment and Progress	12 12 16
17	Update on the Teacher Recruitment and Retention Strategy in East Sussex	23 01 17
18	Link to comments from Sir Michael Wilshaw, Her Majesty's Chief Inspector of Education, Children's Services and Skills (until 2016)	23 01 17
19	Education Select Committee	21 02 17
20	National Audit Office 'Training New Teachers'	03 03 17

Contact officer for this review: Stuart McKeown, Senior Democratic Services Adviser and School Appeals Manager

Telephone: 01273 481583

Email: stuart.mckeown@eastsussex.gov.uk

East Sussex County Council, County Hall, St Anne's Crescent, Lewes BN7 1UE

This page is intentionally left blank

CHILDREN'S SERVICES SCRUTINY REVIEW of Educational Attainment at Key Stage 4 – Action Plan to address recruitment and retention of teachers in East Sussex schools			
SCRUTINY RECOMMENDATION		DIRECTOR'S RESPONSE AND ACTION PLAN	OUTCOME
East Sussex Teacher Recruitment and Retention Strategy 2015-2017			
R1	<p>a) additional work is undertaken to understand the scale of the recruitment challenge in East Sussex. This would help the Children's Services Department and local schools establish clear targets for teacher recruitment and in turn, enable progress to be effectively monitored; and</p> <p>b) more focus is given to the retention of existing teaching staff. This would include developing a clearer understanding of why teachers are leaving the profession and whether there are factors which are specific to East Sussex.</p>	<p>The East Sussex Teacher Recruitment and Retention Strategy has been updated with partners and stakeholders in order to embed and further develop strategies in relation to teacher recruitment and to place greater emphasis on the retention of staff.</p> <p>Action</p> <p>1.1 SLES to undertake a consultation with all schools to ascertain why teachers are leaving the profession in East Sussex in order to identify and local patterns. By July 2017</p> <p>1.2 SLES to undertake an analysis of which roles and specific subjects schools in East Sussex face a challenge in recruiting to. By July 2017</p> <p>1.3 SLES to update the next phase of the East Sussex Teacher Recruitment and Retention Strategy 2017-19. By July 2017</p>	<ol style="list-style-type: none"> 1. The timescale for the updated ESCC Teacher Recruitment and Retention strategy was revised to take account of the changing role of the Council and changes to teacher training routes from September 2019. 2. A revised strategy has been developed in partnership with the teaching schools, in order to reflect their growing role as centres for teacher and school leadership training and development. 3. The strategy was drawn together by the Local Authority to encompass the contributions of its partners: the East Sussex Teaching School Alliance, East Sussex Teacher Training Partnership, East Sussex Education Improvement Partnerships, Orbis (the East Sussex HR and Employee Services Team), and East Sussex Governor Services and Governor Forum. 4. The strategy has been adopted by the East Sussex Teaching School Network and Teacher

			<p>Training Partnership to ensure all partners are focused in the same direction</p> <p>1.1 An online survey of secondary schools showed that between September 2016 to January 2018 recruitment to the sciences, languages, computing, technology and mathematics were the most challenging. Of these, mathematics was overwhelmingly the area of shortage. Head of department positions were also difficult to fill in secondary schools.</p> <p>The DfE conducted research into the causes of the recruitment and retention crisis and in response published a toolkit for schools to help them reduce workload. This is being widely disseminated into schools and a number of conferences are being run locally, with DfE input and support.</p> <p>ESCC are working in partnership with Canterbury Christchurch University, Kent and Medway in an innovative ITT campaign. This is an exciting collaboration that will add strength to ITT training, teacher recruitment and retention in the region. It includes collaborative campaigns to promote teaching across the region</p>
Succession planning and leadership			
R2	<p>a) work is undertaken to identify those schools with effective succession planning policies; and</p> <p>b) having identified the range of</p>	<p>SLES acknowledges that the current succession policy needs to be updated to reflect current national and local developments regarding different models of leadership.</p>	<p>Our rapidly changing educational landscape requires a move from the traditional model of one headteacher for one school. Different leadership styles and models are required to meet the various needs and circumstances of East Sussex schools. We are working with our schools</p>

	<p>successful policies which local schools have adopted, work is undertaken to update the current succession planning policy statement and to actively promote the new succession planning policy with governing boards and local schools. This would mean that governing boards and schools are better placed to promote suitably trained and motivated teachers to leadership roles at all levels as vacancies become available.</p>	<p>Actions:</p> <p>2.1 SLES to work with the Primary External Advisors and the Secondary Headteacher Consultants to identify those schools with clear and effective succession planning policies. By July 2017</p> <p>2.2 SLES to work with schools and Governors to update the current succession planning policy. By Sept 2017</p> <p>2.3 SLES to work with colleagues to provide training opportunities for governors on the importance of succession planning and link this into the performance management cycle. By December 2016</p>	<p>and governing bodies to promote new models of leadership which open up career development opportunities and pathways for all staff. A partnership between SLES and the teaching schools sets out a clear progression pathway into systems leadership. Existing headteachers and middle leaders are encouraged and supported to take on system leadership roles which in turn provide deputies, assistant heads and others the chance to broaden their leadership experience. Teaching schools provide training for leadership at each level and SLES supports training for the growing number of newly appointed heads of school working to executive Headteachers. A network has been set up to support Executive Headteachers in meeting the demands of their role.</p> <p>2.1 Advisors, Consultants and SLES staff continue to work with schools to ensure there are effective succession planning policies in place and to share good practice. They work with schools to develop distributed models of leadership and to build the capacity of middle leadership. This includes subject leader hubs, a network for deputy headteachers and a head of school training programme. School staff with potential for leadership at middle, senior or executive level are encouraged and supported to undertake appropriate training and accreditation in order to take on more senior roles and to fill emerging leadership vacancies.</p> <p>2.2 The Succession Planning Policy was updated and is provided for governors to adopt This is currently available on czone under the Policy page:https://czone.eastsussex.gov.uk/policies/model-documents-for-education/ and on the governor website</p>
--	--	---	---

			<p>https://czone.eastsussex.gov.uk/school-effectiveness/leadership-development/east-sussex-leadership-framework/</p> <p>2.3 Training opportunities for governors were provided as follows: Governor Local Area Forums held at 4 locations across the county, 3 times a year. At the Spring 2016 forum one of the topics presented was 'Effective Succession Planning'. In the summer 2017 one of the topics presented was 'HT Performance Management and the School Improvement Plan'</p> <p>In addition the Governor Services training programme includes specific training sessions on Headteacher Performance Management for both primary and secondary governors. We have also launched from this year (January 2018) a new training session on 'Governor Retention and Succession Planning'.</p>
Recruitment Strategy - East Sussex as a unique place to live and work.			
R3	<p>a) the Education Secretary's recent announcement of the expansion of the 'Opportunity Areas Programme' to include Hastings and the further funding it attracts be investigated as a possible resource for improving teacher recruitment and retention rates.</p> <p>b) where appropriate, the scope of the investigation into the viability of developing housing projects as a way of attracting teachers as 'key workers' is widened; this should include exploring with all local borough and district councils the potential</p>	<p>SLES have worked with the East Sussex Communications team to develop a modern marketing strategy which promotes East Sussex as a place to live and work. The website and portal are now in place and an additional social media campaign has been implemented which has targeted teaching staff into senior leadership roles within East Sussex.</p> <p>Actions</p> <p>3.1 SLES to work with the Hastings</p>	<p>3.1 Recruitment and retention is incorporated into the</p>

	<p>for including teachers as key workers within plans for future affordable housing projects</p>	<p>Educational Improvement Partnership and Robsack Wood Teaching School to investigate whether funding from the Hastings Opportunity Areas Programme can be accessed to support teacher recruitment and leadership development programmes. By Dec 2017</p> <p>3.2 SLES to work with colleagues from the Communications team to make more explicit and promote on the website the range of housing support that can be offered to teachers as key workers. Dec 2017</p> <p>3.3 SLES to work with colleagues within Economic Development to establish an approach towards working with district and borough councils on key worker housing. July 2018</p>	<p>Hastings Opportunity Area's improvement agenda. Discussions are being held by an executive panel comprising representatives from RSC, DfE, Robsack Wood Teaching School, all Hastings academy trusts, special schools, and ESCC representatives.</p> <p>The DfE will be running a roadshow on tackling the workload challenge in Hastings later the autumn 2018.</p> <p>Nationally accredited leadership training (NPQ) for senior and middle leaders is being encouraged from Lewes and Hastings priority areas, sponsored by the DfE. These courses are provided locally by St Richard's Teaching School and Robsack Wood.</p> <p>3.2 Two home buying support schemes are listed on the relevant 'Find your Spark' web page accessed through https://www.eastsussex.gov.uk/changecareer</p> <p>A key worker housing scheme is not yet established in East Sussex. SLES will continue to work with Economic Development to raise further awareness with Districts and Boroughs on how key worker housing could help address some of the problems of teacher and recruitment in their local communities</p>
Broadening the scope of the recruitment strategy			
<p>R4</p> <p>Consideration should be given to broadening the scope of the recruitment and retention strategy so as to explore other potential sources of recruitment and aligning these proposed developments within the</p>	<p>Within the Find Your Spark media campaign a flyer was produced which went into all primary schools to promote and encourage parents who may be considering a career change to consider</p>	<p>A social media teacher recruitment programme is in place with some evidence of success. While the distribution of leaflet in primary schools was successful as leaflets could be easily sent into homes via children's book bags, investigation showed this system of communication does</p>	

<p>'Find Your Spark' recruitment campaign. This could include:</p> <p>a) activities aimed at inspiring young people within our local schools to become teachers; and</p> <p>b) finding ways of encouraging parents who might be interested in teaching as a career.</p>	<p>teaching, this can easily be extended to secondary schools.</p> <p>Actions</p> <p>4.1 SLES to produce a secondary school flyer which targets parents who may consider a change of career into teaching. By Nov 2017</p> <p>4.2 Work with the Post-16 Educational Improvement Partnership to establish and implement a programme with sixth formers which includes opportunities to visit schools on work placements and targets teaching as a positive and exciting career. By July 2018</p>	<p>not exist in secondary schools and so was not a viable means of reaching into homes.</p> <p>4.1 In place of the leaflet, the strategy is exploiting more popular social media as a wide-reaching and cost effective means of promoting teaching in East Sussex as a career. Further resources are being invested in the 'Find your Spark' campaign to further develop media exposure and new opportunities are being developed. Linked to the Find Your Spark web pages is a new 'talking head' video of a young NQT from Hastings now teaching maths in East Sussex. This has been used in Facebook and Instagram posts and has reached over 2,500 people.</p> <p>Twitter, Facebook and Instagram have been used to promote both teaching a career and East Sussex as a place to train and to teach. Paid advertisements on Facebook have generated over 800 leads (divided into those interested in teaching as a career and existing teachers looking for a senior leader role) and newsletters are sent to this group regularly with information on teacher recruitment events and senior leader job vacancies as appropriate. To date this has seen limited success.</p> <p>4.2. In response to 2017 pupil outcomes, funding delegated to schools through EIPs has been focussed on building the capacity within and across schools for improvement at all key stages. The focus of the Post-16 EIP has been on outcomes for vulnerable groups, GCSE English and Maths and A Level Attainment. As part of our strategy for securing post-16 participation, we continue to work with schools to ensure that pupils receive appropriate opportunities for career development, including increased opportunities for work placements and engagement with</p>
---	---	---

		employers.
Partnership working between schools		
R5 Schools should be encouraged to work together to find innovative ways to develop teacher training models which share resources and good practice, are cost-effective and produce quality teachers which meet the needs of our schools. Such partnership working should be encouraged and promoted by the Children's Services Department through the Schools Direct and SCITT programmes	<p>Currently secondary schools are members of the East Sussex Initial Teacher Training (ITT) network which includes all local Higher Education Institutions, School Direct providers, SCITT and the five teaching schools from across East Sussex who all offer teacher training programmes. They meet regularly and work together to promote all teacher training opportunities within East Sussex. In April 2017 four secondary schools will hear if their teaching school applications have been approved. If so, this will provide excellent opportunities to develop even further the range of local training opportunities and provide the lever for schools to work in partnership to develop their own secondary school SCITT. By July 2018</p> <p>Actions</p> <p>5.1 SLES to support School Direct partner secondary schools and the Teaching Schools to explore how they can work together to develop</p>	<p>The Teaching School Network is gaining strength. Since the last report two secondary schools (Beacon and Lewes Priory) and one primary school (Polegate) have been successful in their teaching school bids . This has added capacity within the system. SLES continues to support schools which are in a strong position to meet the requirements and take on this role. With the national move towards a school-led system the local authority's role in providing initial teacher training has changed. While the local authority remains the lead provider, the responsibility for management, administration and delivery of the primary ITT programme has been transferred to Robsack Wood Academy with effect from September 2018 with partner schools continuing to provide placements. During the course of the 2018/19 academic year, the LA will provide some capacity to co-ordinate the delivery of the programme and to support the transition to new ITT programmes from September 2019. At the end of the 2018-19 academic year, the LA will cease to be the lead provider.</p> <p>NQT provision is led, coordinated and overseen by St Richard's College, with other ES teaching schools contributing to the training offer. The local authority contributes to programme planning and monitors and supports the programme through representation on the</p>

	<p>new models of teacher training delivery.</p>	<p>strategic board.</p> <p>The DfE has launched a nationally accredited apprenticeship route into teaching which poses further implications for the traditional model of ITT delivery.</p> <p>Pilot trials outside of our region have shown the need for further work before it becomes a viable and attractive offer to potential applicants and providers. Once refined work will be undertaken with the ESCC Skills Education and Employment training team and the ESCC Apprenticeship Levy Strategy Manager to roll out.</p> <p>Significant change in 2019/20 will provide a useful opportunity to explore how secondary ITT can be developed and expanded and provide a transition vehicle to the new apprenticeship model of delivery.</p> <p>. The network is now attended by a DfE representative to ensure a flow of information between the TSN and DfE. The network seeks to develop a regionally co-ordinated approach to recruitment, marketing and signposting of trainee teachers and developing high quality teacher training</p> <p>5.1 Teaching schools offer affordable, continuing professional development for teachers at all stages of their career - from courses for newly qualified teachers to leadership training. An example is the NPQ accredited leadership at middle and senior levels, offered across the TSA, in partnership with the London University Institute of Education.</p> <p>ESCC SCITT recruitment data showed a significant proportion of students coming into teaching as a career</p>
--	---	---

		<p>following a role as teaching assistant in local schools. The Teaching Assistant page of the ESCC website is updated to promote career progression route from teaching assistant to ITT within ESCC schools. The university of Brighton now offers in-service degrees to Teaching Assistants.</p> <p>The 'Find your Spark' campaign is supporting Sussex Downs College 'Access to Teaching' pathway and is looking to extend this partnership to other FE colleges.</p> <p>The ESCC SCITT reported some success with a part time route. Consequently the ITT Forum is considering formalising this route for candidates suited to this model of training.</p> <p>ESCC are working in partnership with Canterbury Christchurch University as part of the Confederation for the Education of Teachers in East Sussex, Kent and Medway to transform the ways in which ITT provision supports teacher recruitment. The project will engage target schools systematically in ITT, improve the training, qualification and retention of staff in target schools and ultimately improve outcomes for pupils. This is a powerful partnership which brings the benefits of drawing on wider resources and expertise.</p>
<p>Broadening the geographical area of search for recruits</p>		
<p>R6</p>	<p>Currently through the East Sussex ITT network all providers have developed a</p>	<p>The partnership with Canterbury Christchurch University extends the reach of teacher recruitment to the area to</p>

<p>Work is undertaken to investigate developing an 'East Sussex Ambassador' role. This role would involve the Ambassador travelling to recruitment fairs across the country to promote East Sussex as a place to live and work. The role would require partnership working between schools, as the Ambassador role could be performed by appropriately trained senior staff and/or governors from different schools</p>	<p>joint approach to attending and offering Teach to train events and attendance at local University events, all of which are advertised through the East Sussex website www.eastsussex.gov.uk/teach and on websites of those offering Schools Direct. This group focuses on attending local events due to time and financial constraints on the staff involved.</p> <p>The Council has previously had mixed success with adopting Ambassador roles and would not propose to adopt it this time but consider it as part of the wider piece of work being undertaken to promote the Council.</p> <p>Actions</p> <p>6.1 Schools continue to work in partnership to promote opportunities to teach in East Sussex. By Dec 2017</p>	<p>Kent and Medway. This will broaden the geographic area of search for recruits.</p> <p>6.1 ESCC and Teaching School staff continue to plan, deliver and attend recruitment fairs across East Sussex. Around 15 have been held over the year.</p> <p>A schedule of planned 2017-18 recruitment events included drop in sessions held by all providers ahead of the 21/07/2017 deadline for applications, recruitment mornings held by Robsack Wood, SCITT drop in events held at Newick and St Richard's teaching schools.</p> <p>Get Into Teaching' events have been co-hosted by the University of Sussex; University of Brighton; Wood Primary Academy, Hastings; Manor Primary school, Uckfield; The Haven, Eastbourne; University of Brighton and Newick CE Primary School, Lewes. A Saturday morning Recruitment Event is held at St Richard's CC</p>
---	--	--

Rationale: The aim of this strategy is to secure and sustain high quality educational provision for the benefit of children, young people, their families and the wider community by recruiting and retaining high quality teachers and school leaders. In order to meet this aspiration, all providers of education across East Sussex will work in partnership to attract trainees into local initial teacher training provision, encourage teachers new to their careers to teach in the area, draw experienced teachers and leaders into the area, and retain the good teachers and leaders that we have in East Sussex. 0

This strategy has been drawn together by the Local Authority to encompass the contributions of the East Sussex Teaching School Alliance, East Sussex Teacher Training Partnership, East Sussex Education Improvement Partnerships, Orbis: the East Sussex HR and Employee Services Team, and East Sussex Governor Services and Governor Forum.

	Objective and intended impact on Recruitment and Retention	Who?	How?	When?
1.	<p>East Sussex is recognised as a diverse, vibrant and ambitious place for teachers and school leaders to live and work</p> <p>So that</p> <ul style="list-style-type: none"> - The East Sussex initial teacher training (ITT) offer is the offer of choice for teachers new to the profession - East Sussex attracts sufficient qualified and high quality teachers to meet growing demand - Sufficient numbers of teachers take up the challenge of working in rural and more deprived areas - Local teachers and middle leaders are attracted to leadership roles within the County 	<p>Local Authority marketing team</p> <p>Orbis- East Sussex HR and Employee Services Team</p> <p>Orbis- East Sussex Schools' Workforce Recruitment and Retention Service</p> <p>Local Authority marketing team and Teaching School Alliance</p>	<p>Continue to market teaching in East Sussex through the 'Find your Spark' campaign featuring case studies and promoting the East Sussex Teacher Training Partnership</p> <p>Support and provide advice to schools on all aspects of recruiting high-quality teachers and support staff via the Webshop on C-Zone</p> <p>Provide unlimited advertising on the East Sussex County Council website</p> <p>Promote school leadership, system leadership and executive leadership as exciting, challenging and rewarding roles within East Sussex. Celebrate local case studies and encourage dynamic leaders to promote working in East Sussex</p>	<p>July 2018- March 2019</p> <p>July 2018- March 2019</p> <p>Ongoing</p> <p>July 2018- March 2019</p>

Page 38	<p>- Existing school leaders have career advancement opportunities in executive headship</p>	Orbis- East Sussex HR and Employee Services Team	Support the recruitment and selection process for leadership posts e.g. Executive Headteacher, Headteacher, Deputy Headteacher, Assistant Headteacher, Head of School and School Business Manager	September 2018
		Local Authority Marketing Team and ES Teaching School Alliance	Continue to steer potential applicants to housing support for keyworkers eg https://www.homebuyerservic.co.uk/eligibility/key-worker-eligibility.html . Make available marketing literature for recruitment fairs.	April 2018 onward
		East Sussex Teacher Training Partnership and Teaching school Alliance	Keep websites under review to ensure they provide clear information about routes into teaching and signpost the training available locally. Provide schools with link to upload onto their websites.	May 2018 onward
		Hastings Opportunity Area Team	Continue to work with the Hastings Opportunity Area to promote teacher recruitment and retention in Hastings as area of social deprivation as an opportunity for professional development and fulfilment of moral purpose	Ongoing
		East Sussex Teacher Training Partnership and Local Authority	Engage in the Confederation for the Education of South East Teachers (CESET)* marketing and recruitment working group which is promoting teaching in the local area.	September 2018
		East Sussex Teacher Training Partnership	Continue county-wide recruitment events fairs involving all ITT partners.	Ongoing

		East Sussex Teaching School Alliance and Training Partnership	Continue annual events to attract people into careers in education eg as a teaching assistant or volunteer.	November 2018 and February 2019
		East Sussex Teacher Training Partnership	Explore a graduate teaching assistant route into ITT, and apprenticeship routes that build on BTEC or A level qualifications.	From September 2018
		East Sussex Teacher Training Partnership	Continue to learn about successful recruitment strategies from successful networks and providers in other areas	Ongoing
2	<p>Teachers new to the profession have access to local, high quality, responsive early career training which enables them to become effective and committed teachers.</p> <p>So that</p> <ul style="list-style-type: none"> - Potential trainees are attracted by routes into teaching that are relevant to them. - ITT provision equips them for the requirements and challenges of their role - Teachers new to the profession feel supported and are inspired to succeed 	<p>East Sussex Teaching School Alliances and Partnerships with other providers beyond East Sussex</p> <p>Local Authority and East Sussex Teaching School Alliance</p> <p>East Sussex Teacher Training Partnership</p> <p>East Sussex Teacher Training Partnership</p> <p>East Sussex Teacher Training Partnership and the DfE</p>	<p>Provide a range of accessible, locally based, teacher training routes accredited through School Direct and Universities of Brighton and Sussex</p> <p>Support transition of the SCITT to the East Sussex Teacher Training Partnership and establish the role of the Partnership Panel to quality assure consistent, high quality ITT provision across all partners</p> <p>Continue to monitor uptake of various routes into teaching and devise innovative routes that are responsive to demand.</p> <p>Provide a range of accessible, locally based, teacher training routes including flexible programmes.</p> <p>Keep up to date with DfE initiatives through RDD representation at East Sussex Teacher Training Partnership meetings and monthly</p>	<p>From September 2018</p> <p>From April 2018</p> <p>Termly and ongoing</p> <p>Ongoing</p> <p>From April 2018</p>

		East Sussex Teacher Teaching School Alliance and Local Authority	teacher recruitment bulletin: teacher.recruitmentbulletin@education.gov.uk	From April 2018
		East Sussex Teaching School Alliance	Support transition of newly qualified teacher (NQT) provision to the East Sussex Teaching School Alliances. Establish the role of a partnership panel to quality assure consistent, high quality NQT provision across all partners.	Pending- awaiting DfE announcement
		East Sussex Teaching School Alliance	Increase NQT induction period from one to two years to two (following National policy decision)	From September 2018
		East Sussex Teaching School Alliances and Local Authority	Strengthen the role of teacher educators and encourage high quality mentoring and coaching for new teachers. Consider accreditation eg at masters level	From May 2018
3	<p>All school staff have access to high quality CPD and career development opportunities</p> <p>So that</p> <ul style="list-style-type: none"> - All children and young people have access to highly qualified, effective and motivated teachers and leaders. - Teachers new to their career feel supported and are motivated to remain and progress in their chosen career 	East Sussex Teaching School Alliance and Local Authority	Liaise to ensure a broad coverage of CPD and CPLD, reduce duplication and address areas of identified need. Continue to map teaching school provision across East Sussex to provide a vibrant, accessible and relevant offer.	From September 2018
		East Sussex Teaching School Alliance and Local Authority	Publicise the suite of leadership training and qualifications provided locally and nationally including 'Women in Leadership' tailored to those with family or other care commitments.	From September 2018
		East Sussex Teaching	Keep websites under review to ensure they	Termly

	<ul style="list-style-type: none"> - Leaders at all levels feel challenged, supported and recognised - Leadership pathways support and encourage good practitioners to stay in the system as expert practitioners or as system leaders 	<p>School Alliance, EIPs and Local Authority</p> <p>St Marks Teaching School Alliance</p> <p>Local Authority</p> <p>Local Authority in consultation with East Sussex Teaching School Alliance</p> <p>East Sussex Teaching School Alliances in partnership with the Local Authority</p> <p>Local Authority and Teaching School Alliances</p> <p>EIP Executive</p> <p>East Sussex Governor Services</p>	<p>clearly signpost training on offer.</p> <p>Promote teachers engagement with class based research through the Chartered College Network</p> <p>Keep under review the demand for the Head of School programme</p> <p>Update and promote East Sussex Leadership CPD framework to make teachers aware of local and national leadership pathways available at all levels and in all phases.</p> <p>Continue to work together to recruit and train a growing number of SLEs who are deployed by Teaching Schools and the LA in delivering school to school support</p> <p>Continue to promote the role of system leaders and application for SLE, LLE, NLE for teachers who wish to stay in the classroom and leaders wishing to stay in their school</p> <p>Promote the role of EIP Lead Teachers as a route towards becoming an SLE. Plan the deployment of lead teachers in providing school to school support</p> <p>Provide ongoing training for governors so that they recognise the value of system leadership as a means of motivating, challenging and retaining high quality staff</p>	<p>July 2018</p> <p>September 2018 and April 2019</p> <p>October 2018</p> <p>Ongoing</p> <p>April 2018 and ongoing</p> <p>May 2018 and ongoing</p> <p>Ongoing</p>
--	--	---	---	---

		East Sussex Governor Services	Promote partnership working as a positive model for school leadership. Continue to offer bespoke training for governors when making decisions about school leadership appointments	Ongoing
		EIP Executive	Prioritise leadership development in Education Improvement Partnership (EIP) action plans and work together to identify opportunities for internships	July 2018
		EIP Executive	Ensure flexible approaches to succession planning and talent management are identified within schools and Education Improvement Partnerships.	July 2018
4	<p>School teachers, leaders and governors understand the importance of good mental health and emotional wellbeing (MHEW) and a healthy work-life balance for all.</p> <p>So that</p> <ul style="list-style-type: none"> - Teaching and school leadership is a healthy and rewarding career which attracts and retains high quality professionals - Leaders have the skills and support that they need to fulfil their role to a high standard while maintaining a sense of wellbeing - Governors understand the issues affecting recruitment and retention and are proactive in balancing appropriately high 	Local Authority	Appoint a MHEW adviser to raise awareness, lead whole school development through CPD and support a range of partners in developing good MHEW practices and interventions	March 2018
		Local Authority MHEW adviser	Involve all school in the development of a Wellbeing Framework. Encourage school to agree a named MHEW champion to support good practice and keep MHEW on the agenda for the whole school community	From September 2018
		EIP Executive	Continue to encourage EIPs representation on the County MHEW Board (reporting to the Local Transformation Board) and the Schools' Mental Health Working Group to promote collaboration around mental health, build confidence in recognising and addressing mental health and disseminate good practice.	From May 2018

expectations with concern for the MHWB of pupils and of staff	EIP Executive, Local Authority and Department for Education (DfE)	Promote a good work-life balance by raising awareness of workload pressures. Share widely the work undertaken by the Hasting Opportunity Area in partnership with the DfE.	From September 2018
	East Sussex Governor Services, St Marks TSA (lead school for DfE training) and ISEND	Provide governor and school leadership training in 'leading a mentally healthy school', supporting school leadership to embed an whole school approach to MHEW and Workload Reform to develop better understanding of the issues around good MHEW and its impact in teacher recruitment, retention and motivation	From November 2018
	East Sussex Governor Services	Encourage governing bodies to appoint a named MHEW governor to support schools' leadership teams in achieving a whole school approach	From July 2018

***CESET: The Confederation for the Education of South East Teachers**

Canterbury Christchurch University Partnership: Teaching and Learning Innovation Fund- Teacher Recruitment and Retention Project (2018)

The East Sussex Teaching Training Partnership and Local Authority are working in partnership with Canterbury Christchurch University as part of the Confederation for the Education of Teachers in East Sussex, Kent and Medway. The project brings together key ITT providers and lead schools for Schools Direct with local authorities, diocesan boards and other schools to transform the ways in which ITT provision supports teacher recruitment to strengthen initial teacher training (ITT), teacher recruitment and retention in the region. The project includes market research to pinpoint the subjects and geographic areas that face a challenge in recruiting, and undertake collaborative campaigns to promote teaching in the region. The project aims to improve the training, qualification and retention of staff in target schools from the early stages of their career through to the role of teacher educator, and ultimately improve outcomes for pupils. This is a powerful partnership which brings the benefits of drawing on wider resources and expertise.

This page is intentionally left blank

Committee:	People Scrutiny Committee
Date:	1 October 2018
Title of Report:	East Sussex Local Safeguarding Children Board (LSCB) Annual Report 2017/18
By:	Director of Children's Services
Purpose of Report:	To advise Committee Members of the multi-agency arrangements in place to safeguard children in East Sussex

RECOMMENDATION: the People Scrutiny Committee is recommended to receive and consider the LSCB Annual Report.

1. Background

1.1 Section 13 of the Children Act 2004 required each local authority to establish a Local Safeguarding Children Board (LSCB) for their area and specifies the organisations and individuals (other than the local authority) that should be represented on LSCBs.

1.2 Section 14 of the Children Act 2004 sets out the objectives of LSCBs, which are: (a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and (b) to ensure the effectiveness of what is done by each such person or body for those purposes.

1.3 [The Department for Education's guidance document 'Working Together 2015'](#) had set out the responsibility of the Chief Executive to appoint or remove the LSCB chair with the agreement of a panel including LSCB partners and lay members. The Chief Executive, drawing on other LSCB partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the LSCB. The Lead Member for Children should be a participating observer of the LSCB. For the period covering the 2017/18 Annual Report this legislation has remained relevant, however, in July 2018 a revised and updated version of [Working Together to Safeguard Children](#) was published following the legislative changes made within the Children and Social Work Act 2017. Working Together 2018 sets out differing arrangements which require three safeguarding partners: the local authority, police, and clinical commissioning groups, to publish new arrangements by the end of June 2019.

1.4 The LSCB Chair works closely with all LSCB partners and particularly with the Director of Children's Services. The Director of Children's Services has the responsibility within the local authority, under section 18 of the Children Act 2004, for improving outcomes for children, local authority children's social care functions and local cooperation arrangements for children's services.

1.5 The Chair must publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area. The annual report should be published in relation to the preceding financial year and should fit with local agencies' planning, commissioning and budget cycles. The report should be submitted to the Chief Executive, Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

1.6 The purpose of this report is to assess how we are doing in ensuring local services are keeping children safe. This is done in three main ways:

- Holding organisations to account at regular Board meetings
- Providing vital training to professionals through the East Sussex Safeguarding Children's Board (ESSCB) training programme
- Driving improved practices by conducting targeted reviews and audits of cases.

2 Supporting Information

2.1 The Ofsted inspection of the LSCB published in January 2014 found the LSCB to be 'good', one of the first boards in the country to receive this grading under the then new inspection framework. East Sussex County Council was inspected by Ofsted in accordance with the framework and evaluation schedule for Inspections of Local Authority Children's Services (ILACS) from 16 – 20 July 2018. This is a new inspection framework which was introduced in January 2018. The report highlights the role of the LSCB and the Council in providing oversight and challenge: *'Probing oversight and challenge from the corporate parenting board, scrutiny committee and the East Sussex safeguarding children's board are routine, all closely holding senior managers to account.'*

2.2 The annual report of the LSCB (**Appendix 1**) is submitted to the People Scrutiny Committee as part of the accountability arrangements for ensuring effective safeguarding and promotion of the welfare of children and young people in East Sussex. It outlines the work undertaken by the LSCB in 2017/18 and covers the third and final year of the business plan for 2015-18.

2.3 The key issues addressed by the LSCB in 2017/18 are highlighted in the report's introduction, together with a summary of key learning and achievements which includes:

- A commitment to listen to children and young people is central to how we seek to improve.
- Progress in our priority areas, including child exploitation.
- Effective scrutiny of the multi-agency Quality Assurance dashboard and escalation reports to the board.
- A significant range and volume of training was delivered reflecting the local and national safeguarding agenda.
- Embedding the learning from case reviews. During 2017/18 one Serious Case Review (SCR) was published: Family S, which concerned two children aged 7 years and 22 months who experienced hidden neglect. The children were living in home conditions that were deemed unfit for human habitation when discovered. The mother had successfully kept all professionals and wider family members away from the home. In addition the older child was found to have a significant physical impairment which had not been addressed and therefore means there will be a need for lifelong medical treatment.
- A Learning and Impact Review, to self-evaluate the impact that learning from SCRs and case audits has had.
- The use of Board 'break-out' sessions to focus on subjects such as: neglect, domestic abuse, and multi-agency working.
- The LSCB has two newly recruited Lay Members.

2.4 There have been four priorities that the LSCB has led on within the three year business plan;

- Tackling Child Sexual Exploitation
- Improving Safeguarding in Education
- On-line safety
- Tackling the impact of domestic abuse on children

3 Conclusion and Reason for Recommendations.

3.1 An effective Local Safeguarding Children Board is in place in East Sussex with an Independent Chair.

3.2 The People Scrutiny Committee is requested to receive and consider the LSCB Annual Report 2017/18, and to make any constructive observations, comments and recommendations that will assist the LCSB in its future work.

STUART GALLIMORE

Director of Children's Services

Contact Officer: Douglas Sinclair, Head of Children's Safeguards and Quality Assurance

Tel: 01273 481289

Local Members: All

Background Documents: LSCB Annual Report 2017/18

This page is intentionally left blank

East Sussex Local Safeguarding Children Board

Annual Report 2017-18



Contents

	Foreword by Reg Hooke, East Sussex LSCB Independent Chair	3
1.	Key Learning & Achievements 2017/18	4
2.	Governance Arrangements	
2.1	Overview of Board	5
2.2	Board structure and subgroups	5
2.3	Link to other partnerships	6
2.4	Safeguarding context	7
3.	Evaluation of Board progress on 2015-18 Priorities	8
3.1	Strengthen the multi-agency response to child sexual exploitation	8
3.2	Strengthen Safeguarding in all Schools (including Early Years and Further Education providers)	11
3.3	Strengthen the multi-agency response to children affected by domestic abuse	14
3.4	Coordinate a multi-agency approach to online safety for children, young people and their families	17
4.	Impact of Board Activity during 2017/18	18
4.1	Voice of the child	18
4.2	Lay Members	20
4.3	Quality Assurance	21
4.4	Serious Case Reviews	25
4.5	Training	26
4.6	Child Death Overview Panel	28
4.7	Pan Sussex Procedures	29
4.8	Local Safeguarding Children Liaison Group	30
4.9	Local Authority Designated Officer (LADO)	31
5.	Appendices	33
5.1	Board Membership	33
5.2	LSCB Budget	35
5.3	Links to other documents	37

Foreword by Reg Hooke, East Sussex LSCB Independent Chair



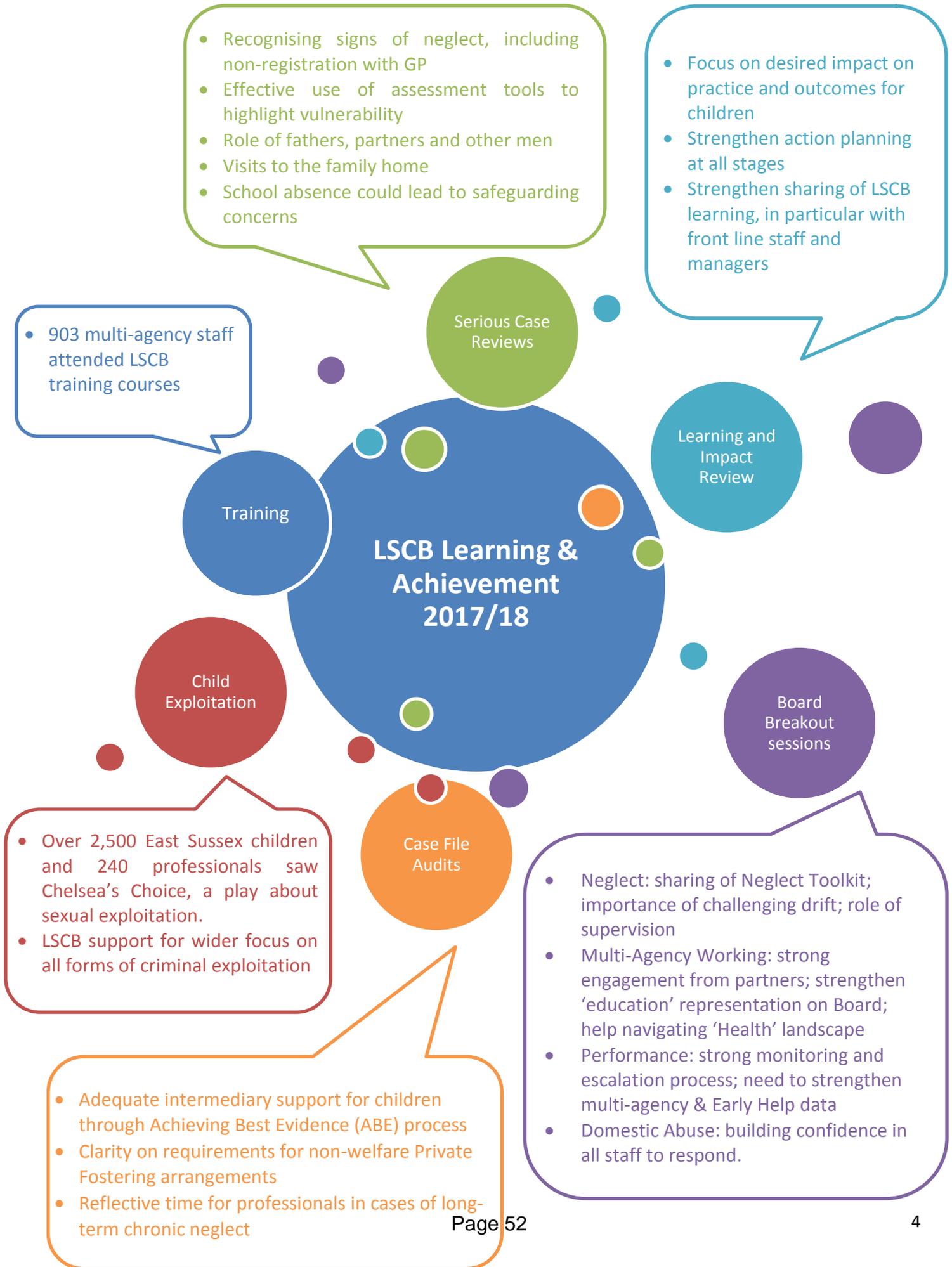
It is my privilege to present to you the annual report of the East Sussex Local Safeguarding Children Board (LSCB) 2017/18. This statutory partnership works to safeguard and promote the welfare of children in East Sussex by working with, and scrutinising the work of agencies with key responsibilities for keeping children safe. This includes staff working in health, social care, police, probation and education settings, as well as voluntary sector organisations. Our primary concern is the safety of children who are the most vulnerable, and who are most at risk of harm; we seek to ensure positive outcomes for these children. We do this in three main ways:

- holding organisations to account at regular Board meetings,
- providing vital multi-agency training to professionals, and
- improving practices by conducting targeted reviews and audits

I believe this year's report provides an excellent overview and summary of the work done to improve life and opportunities for specific risk groups across the county, as well as illustrating the learning and achievements of the LSCB. It is a big challenge to communicate the complexity and wide diversity of the LSCB's work. We have therefore worked hard to make this report accessible to a wide audience and, although there is considerable detail in it, much effort has gone into making it easy to read. With you, the reader, in mind, it has been carefully structured and uses a good number of graphics and other illustrations to help. I hope you find it informative.

The Overview on page 5 alludes to new national legislation and guidance that may mean potential changes to child safeguarding oversight arrangements from 2019 and these will be reported upon next year. In the meantime the LSCB will work closely with all partners to ensure future arrangements are at least as robust as the current ones in safeguarding the children of East Sussex.

1. Key Learning & Achievements 2017/18



2. Governance Arrangements

2.1 Overview of Board

The East Sussex Local Safeguarding Children Board (LSCB) is made up of senior representatives from all the organisations in East Sussex involved in protecting or promoting the welfare of children. The aim of the LSCB is to work cooperatively to safeguard all children in East Sussex and ensure that this work is effective. This requires proactive intervention for children who are abused; targeted work with children at risk of harm; and preventative work within the community, to develop a safe environment for children. A full list of LSCB Members can be found in Appendix 5A.

The LSCB was established in compliance with the Children Act 2004. The work of the LSCB is governed by the statutory guidance Working Together to Safeguard Children. The Government published an updated version of [Working Together to Safeguard Children](#) in March 2015.

A revised and updated version of Working Together was anticipated in 2017 following the legislative changes brought in by the Children and Social Work Act 2017. Towards the end of 2017 a further, and final, consultation was undertaken by Government, which LSCB contributed to. Working Together 2018 is likely to be published during 2018/19 and may mean potential changes for the LSCB. This will be the key focus of the 2018/19 Annual Report.

The key aims of the East Sussex Local Safeguarding Children Board are to:

- Ensure children in East Sussex are protected from harm;
- Coordinate agencies' activity to safeguard and promote the welfare of children; and
- Ensure the effectiveness of agencies' activity to safeguard and promote the welfare of children through monitoring and review.

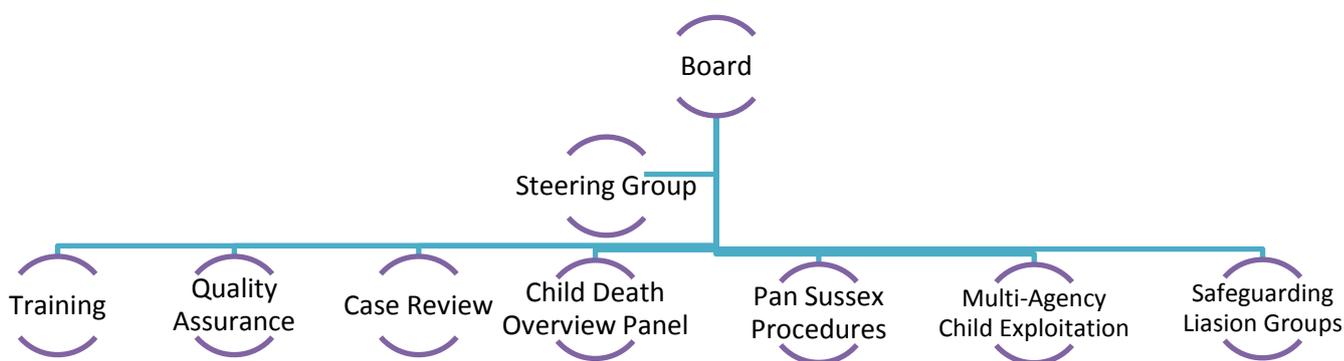
2.2 Board Structure and Subgroups

The Board is chaired by an Independent Chair and meets four times a year. The Independent Chair also chairs the LSCB Steering Group which meets four times a year. The main Board is supported by a range of subgroups that are crucial in ensuring that the Board's business plan and priorities are delivered. These groups ensure that the Board really makes a difference to local practice and children's outcomes.

Major functions:

- Ensure the coordination of child protection activity in East Sussex;
- Evaluate safeguarding activity
- Develop robust policies and procedures
- Coordinate multi-agency training on safeguarding which meets local needs
- Conduct audits and monitor performance of safeguarding activity
- Raise public and professional awareness of safeguarding issues
- Participate in the planning of services for children in East Sussex
- Carry out serious case reviews where abuse or neglect is known or suspected, and there is concern about the way in which agencies worked together
- Ensure that the wishes and feelings of children and young people, and their families, are considered in the delivery of safeguarding services.

Each subgroup has a clear remit and a transparent mechanism for reporting to the LSCB, and each subgroup's terms of reference and membership are reviewed annually.



2.3 Links to Other Partnerships

The Board has formal links with other strategic partnerships in East Sussex, namely the Health and Wellbeing Board; Adult Safeguarding Board; East Sussex County Council's Scrutiny Committee; the Children and Young People's Trust and Clinical Commissioning Groups. The commitment to these important links is set out in the [Joint Protocol – Partnership Working](#) which was agreed by all relevant Boards during 2016/17 and ensures that strategic priorities are better aligned and focussed on making child safeguarding everyone's business. The Joint Protocol will be reviewed and updated in 2018/19.

The LSCB Chair also maintains regular liaison with other key strategic leaders, for example, the Police and Crime Commissioner, neighbouring LSCB Chairs and Government inspection bodies.

The LSCB provides important peer challenge on areas of child safety and welfare to these partnerships, to ensure that activity to protect children is effective and coordinated. The LSCB does this by:

- Providing analysis and information on key safeguarding data and activity
- Identifying any issues or areas for improvement which require joint working and action by strategic partners in East Sussex
- Providing input and comment on the actions plans of other strategic partnerships
- Promoting and raising awareness of safeguarding issues and the work of the LSCB.

This Annual Report will be received by the East Sussex Health and Wellbeing Board; East Sussex County Council People's Scrutiny Committee; the Children and Young People's Trust; the Safeguarding Adults Board, and other LSCB member organisations' senior management boards. It will also be presented to the Clinical Commissioning Groups, and to the Police and Crime Commissioner.

2.4 Safeguarding Context

The information below is a summary of the safeguarding context in East Sussex. A full analysis of multi-agency safeguarding activity and the number of vulnerable children can be found in the [East Sussex LSCB Local Safeguarding Context 2017/18 document](#).



3. Evaluation of Board progress on 2015-18 Priorities

Between the beginning of April 2015 and the end of March 2018 the LSCB supported key priorities, or areas of work, as set out within the three year business plan. Now that the business period has ended, the sections below will consider each priority in turn, and summarise what has been achieved during this period. The progress made during the past year 2017/18 will also be highlighted with special 'spotlight' sections focusing on key events and achievements.

3.1 Strengthen the Multi-agency Response to Child Sexual Exploitation

During the past three years the LSCB has supported a wide variety of work to strengthen the multi-agency response to child sexual exploitation (CSE). During 2017/18 this work has also broadened to include all forms of child exploitation.

The key aims of this priority are to:

- Reduce the risk/incidence of children sexually exploited, missing and trafficked in East Sussex
- Ensure that CSE is embedded into the work of all LSCB agencies
- Disrupt organised crime groups linked to CSE
- Improve inter-agency response when there is evidence of CSE

What has been achieved:

- ✓ Multi-agency Child Sexual Exploitation Subgroups became well established and well attended. With agreement, and support of the LSCB during 2017/18, the Subgroup changed its name to Multi-Agency Child Exploitation Subgroup (MACE), to reflect better recognition of the changing nature of exploitation.
- ✓ A two day awareness raising event was held for 400 taxi drivers and local community businesses such as licenced premises and hoteliers, in recognition of the important role that they can have in the identification of children who are at risk of becoming victims of exploitation.
- ✓ Dedicated audits on CSE cases have been facilitated by the Quality Assurance (QA) Subgroup and MACE Bronze Subgroup. This ensures that work completed on cases involving exploitation is regularly reviewed and informs learning and practice.
- ✓ Following direct feedback from children and young people, Sussex Police launched a comprehensive awareness raising campaign about child sexual exploitation. This included the use of a wide range of media and social media to raise community awareness. The feedback and independent evaluation of the campaign demonstrated the significant success of the campaign.
- ✓ Support Pathways are well embedded e.g. East Sussex Child Sexual Abuse pathway provides coordinated response to disclosures of sexual abuse, including sexual exploitation. The pathway includes consideration of the support or therapeutic needs of every child who discloses sexual abuse, and SWIFT (Specialist Family Services) have a dedicated sexual risk practitioner to advise on each case.

Further progress made in 2017/18:

Operation Rattle was launched, building upon the existing good work around CSE between partners across East Sussex to support children and young people experiencing wider forms of exploitation. This includes being drawn into serious crime such as drug dealing, and being pressured into carrying weapons. The phrase “County Lines” refers to when drugs are being distributed by Organised Crime Groups (OCGs) from major cities. There have been two predominant methods for these OCGs supplying drugs: ‘cuckooing’ (i.e. taking over the home of vulnerable adults), and using children as runners. Operational Rattle has been raising awareness and coordinating the response to County Lines.

The MACE guidance was updated to reflect the changing nature of child exploitation. It is recognised that CSE and other forms of criminal exploitation are not mutually exclusive, and that the response to individual children must reflect the child’s individual needs and circumstances, which is set out in the guidance.

A Voluntary Sector partner, WiSE (YMCA What is Sexual Exploitation? project) launched their Boys and Young Men’s campaign which is a Sussex wide campaign, raising awareness about sexual exploitation happening to boys and young men. This has also led to new LSCB training course being run in conjunction with WiSE.

Work has taken place to raise the profile of Children Missing Education who may be vulnerable to exploitation. New updated attendance guidance for schools was created and disseminated and includes reference to the increased CSE risk when children are missing education.



Spotlight on Chelsea’s Choice

Chelsea’s Choice is a 40 minute production provided by AlterEgo Theatre Company. It is innovative and powerful in highlighting to young people, aged 12 years and over, the serious issue of child sexual exploitation (CSE). The production shows how young people, boys and girls, are groomed by adults who want to exploit them.

In June 2017 Chelsea’s Choice was performed at 21 Schools across East Sussex during a two week event. Over 2,500 children saw the production. Two teacher only sessions were held covering 140 teachers, and two professionals’ sessions were held with over 100 professionals attending from a range of agencies.

The LSCB coordinated the planning and delivery of this event as part of the priority on CSE. Chelsea’s Choice was commissioned by the five District and Borough Councils. In recognition of the need to offer support to pupils and teachers at each session, and further follow-up support, the LSCB funded, WiSE to attend all of the sessions that included children.





WiSE also undertook an evaluation exercise with the children who saw the performance. Evaluation postcards, designed with the LSCB, were placed on each chair at the beginning of each performance. Children were asked to answer 3 basic questions to score how much they knew about CSE at the start, and then again at the end of the performance, and were asked if they would recommend the performance to a friend.

In total 2,359 postcards were completed; 75% of the completed postcards evidenced an increase in children's knowledge of CSE after seeing the production. 90% of the completed postcards were answered "yes" they would recommend the performance to a friend.

Feedback from professionals attending the events included:

"Just wanted to say thanks for the opportunity to attend this, it was brilliant, emotional and thought provoking."

CJ

"I wanted to say thank you for organising the Chelsea's Choice session yesterday. The message that they delivered was very clear and excellently done. I was grateful for the opportunity to see it. "

DK

"Seeing the performance really had an impact on me, the actors and the play delivers the message so well and it is great that we are showing this to so many young people"

SH

Next Steps – looking beyond 2018:

Over the next 12 months, the LSCB will continue to support the response to the threat of child exploitation in all of its forms. The LSCB will monitor the work of the Multi-Agency Child Exploitation subgroup at the Steering Group and at the full Board, given the high-profile and changing nature of this work in East Sussex.

3.2 Strengthen Safeguarding in all Schools (including Early Years and Further Education providers)

Everyone who comes into contact with children and their families has a role to play in safeguarding children. Early years, school and college staff are particularly important as they see children daily and are in a position to identify concerns early and provide help for children, to prevent concerns from getting worse. Schools and colleges and their staff form a key part of the wider safeguarding system for children.

The key aims of this priority are to:

- Ensure that schools are aware of the implications for their children and staff of child sexual exploitation, radicalisation and the dangers online.
- Support all schools to complete individual Safeguarding Practice Reviews.
- Ensure the Schools' Designated Safeguarding Leads' training continues to be reviewed and updated.
- Ensure that all independent schools are linked into the LSCB Independent Schools Safeguarding Group.

What has been achieved:

- ✓ Strengthened and extended the Standards and Learning Effectiveness Service (SLES) Safeguarding Team now in place, and effectively support schools to develop their safeguarding functions.
- ✓ Significant improvement in the proportion of schools completing the Section 175 Safeguarding Audits.
- ✓ Range of services designed for schools to strengthen safeguarding practice, including: Whole School Safeguarding Training, focused support for Record Keeping and Single Central Records, and Safeguarding Practice Reviews.
- ✓ Significant uptake of Safeguarding Practice Reviews which provide an externally moderated view on the standards of safeguarding in an establishment.
- ✓ Well established Designated Safeguarding Lead (DSL) Network, which operates alongside the 9 existing School-to-School support alliances. This includes a DSL network with a specific Further Education focus.
- ✓ Regular DSL newsletter for all schools which provides updates and signposting of resources.
- ✓ Delivery of three annual *Best Practice in Safeguarding* Conferences for schools.
- ✓ Updated Record Keeping Guidance for Schools (September 2017) and the new model safeguarding and CP Policy for schools and the Code of Conduct for staff in schools (July 2017) were published in September 2017.

Further progress made in 2017/18:

Safeguarding continues to be a significant priority for schools, supported by key staff in ESCC. Schools and academies in East Sussex have demonstrated a greater commitment to keeping children safe by attending central training, requests for support, training and intervention work within schools, and readiness to participate in Designated Safeguarding Lead (DSL) networks which are now operating across the county. The current OFSTED common inspection framework retains a significant focus on safeguarding and there is an additional element now in OFSTED monitoring visits of “good schools” where safeguarding is of paramount importance in determining the type of inspection that will be commissioned. This external inspection focus supports our local work.

ESCC has supported the enhanced focus on safeguarding through the strengthening and extension of the SLES safeguarding team with a new full-time appointment of the Support and Intervention Manager role, from September 2017. There is now a small team of officers who are available to provide guidance and advice to schools. From April 2018 the SLES Senior Manager will also oversee work in nurseries and playgroups in order to ensure coherence of strategies and approaches across the whole age range.

Over the past three years, SLES has re-designed safeguarding support services to schools which are available on a traded basis, or fully funded by SLES where there are significant concerns. These include a Whole School Safeguarding Training package and specifically focussed support visits such as record keeping. The new range of safeguarding traded services provide schools with the opportunity to access expert advice and guidance which is up to date and compliant with local and national frameworks.

At the end of March 2018, 110 schools had already undertaken a full School Safeguarding Practice Review. All schools that have accessed the safeguarding practice review service have support with developing an action plan on the basis of the judgements, and an optional follow up sessions.



Spotlight on the s175 Safeguarding Audit

The 2017/18 175 safeguarding audit has been returned by 94% of schools to date – this represents a significant increase on 2015-16 returns and is further evidence of more schools understanding their key role in keeping children safe.

The 2017/18 175 safeguarding audit helps SLES to better understand schools’ strengths and areas for development. There is a programme of support in place for responding to the audits through enhanced training/targeted support

The DSL Network is now well established and attended. The networks have been successful in helping professional development, as well as in building capacity for schools to support each other in safeguarding practice. The LSCB and SLES also support and attend a refreshed DSL network for independent schools (ISSG).

The SLES Safeguarding team has updated the Whole Governor Body Training programme in safeguarding and has produced tools to help governors focus on keeping children safe in their schools. There is growing evidence through the S175 audit returns of governors reporting that they have the knowledge and tools to support and challenge schools to focus on safeguarding.

Independent Schools in East Sussex are invited to join the Independent Schools' Safeguarding Group (ISSG) which is supported by the LSCB and by SLES. The group now has a schedule of meetings which are increasingly well-attended, thus improving the continued professional development (CPD) opportunities for colleagues in independent schools.

Next Steps – looking beyond 2018:

- Update all school policies, guidance documents and training in line with Keeping Children Safe in Education 2018.
- Update the 175 audit on an annual basis and ask schools to return this annually.
- Increase the percentage of returns of the 157 Audit for Independent Schools 2018-19.
- ESCC, SLES and the Inclusion and Special Educational Needs and Disability (iSEND) teams are working with local Special Schools to offer training on how to keep children with complex special educational needs and disabilities safe. The first sessions will be offered for schools in autumn 2018.
- Offer a new supervision service for DSLs'.

3.3 Strengthen the Multi-agency Response to Children Affected by Domestic Abuse

During the past three years the LSCB has supported a wide variety of work to strengthen the multi-agency response to children affected by domestic abuse.

The key aims of this priority are to:

- Develop a domestic abuse protocol for schools, and support its implementation.
- Develop interventions to use with the perpetrators of domestic abuse, particularly to increase the awareness of the impact of domestic abuse on children.
- Review how Children's Services responds to domestic abuse.
- Raise public awareness of domestic abuse and the impact it has on children.

What has been achieved:

- ✓ Successful launch of 'the Portal' which offers a single point of contact and information for victims of domestic abuse living within East Sussex or Brighton and Hove.
- ✓ Established programme of group work for perpetrators of domestic abuse.
- ✓ Quality Assurance audit for domestic abuse cases, which evidenced good multi-agency work and support for families in all cases audited.
- ✓ Successful conference held on Coercive Control and Domestic Abuse, attended by 170 staff across a wide variety of partner agencies.
- ✓ Reviewed training offer so that domestic violence forms one of the key thematic training pathway, ensuring staff across agencies are well informed, and well equipped to intervene when children are affected by domestic abuse.
- ✓ Developed and rolled out a protocol for schools to guide them through working with children who have experienced domestic abuse.
- ✓ Effective Multi Agency Risk Assessment Conference (MARAC) process in place to share information and plan coordinated responses to high risk domestic abuse victims.
- ✓ Participation in Sussex wide awareness raising including the 16 days of action against domestic abuse campaign, and the white ribbon campaign.

Further progress made in 2017/18 includes:

At a presentation to the Board in January 2018, further information was shared about MARAC, learning from Domestic Homicide Reviews (DHRs) that related to domestic abuse cases, and the wider domestic abuse strategy so that Board members could focus on how their agency responds to domestic abuse and the impact on children.

A domestic abuse pathway, guidance and training was developed by CAFCASS and SWIFT (specialist family services) for private law cases where domestic abuse is a feature. A new Court template was agreed, along with associated guidance, by all three Sussex Local Authorities and is being used successfully.

The multi-agency LSCB training on 'Adopting a Whole Family Approach to Domestic Abuse and Promoting Safety' has proved hugely popular, with all courses run in 2017/18 being fully subscribed. This two day 'professional level' workshop gives an overarching and updated view on current research, theory and practice for professionals across a variety of agencies who work with domestic abuse cases.

The work with perpetrators of domestic abuse was reviewed, updated and has continued and evolved to include a perpetrator intervention programme rolled out to domestic abuse champions within Children's Services.

A specialist post, funded by Public Health, was created to assist the Single Point of Advice (SPOA) and Multi-Agency Safeguarding Hub (MASH) in assessing risk and responding to domestic abuse cases. This new post has also enabled the recommendations of the LSCB domestic abuse audit to be implemented in SPOA and MASH, and has assisted with supporting Schools with the Domestic Abuse protocol.

'The Portal' which was successfully launched in 2016, developed an East Sussex Directory of Interventions for 2017/18, and offered a series of parent victim focussed workshops which includes subjects such as: family courts, safe contact, parenting resilience, and the impact of domestic abuse on children.

A Pan Sussex Review of MARACs was completed in 2017 with positive findings for MARACs in East Sussex. A number of findings from the review were considered by a working group and a local action plan developed. There remain a number of areas of risk, including the increasing number of cases being brought to the MARAC. A review of whether children are being kept safe by MARAC plans is scheduled for 2018/19.

Next Steps – looking beyond 2018:

Prioritising domestic abuse work will continue via a strategic group made up of representatives from a wide variety of agencies.

During 2018 the Schools Safeguarding Audit will be repeated; this includes dedicated questions on the implementation and use of the domestic abuse protocol for Schools. The results will be used to target any further support required in order to make sure the schools workforce feels confident and knowledgeable about support children who are affected by domestic abuse.

In addition, Operation Encompass, a Police led initiative to inform Schools when domestic abuse has occurred in families, is being rolled out locally in a planned way.

During 2018 work is also taking place by partners in the Safer Communities Partnership to refresh the Domestic Violence and Abuse (DVA), Sexual Violence (SV) and Violence against Women and Girls (VAWG) Strategy. The LSCB will be a key contributor to this review.

3.4 Coordinate a Multi-agency Approach to Online Safety for Children, Young People and their Families

The aim of the LSCB has been twofold: to build the skills and resilience of children and families so that they make safe and positive use of the internet and social media; and that online safety for staff is integrated and considered as part of their overarching approach to keeping children safe online.

The key aims of this priority are to:

- Improve professional's knowledge about e-safety and how to support children, young people and parents to stay safe online.
- Improve children and young people's knowledge and confidence about how to keep themselves safe online
- Improve parent and carers' knowledge and confidence on how to help their children keep safe online.

What has been achieved 2015-18:

- ✓ Coordinated online safety resource available on the LSCB's website.
- ✓ Took part in Safer Internet Day raising awareness of online safety resources with the LSCB's 800 twitter followers
- ✓ Updated Pan Sussex Safeguarding and Child Protection Procedures to provide guidance on how to identify, intervene in and escalate safeguarding incidents such as online grooming and abuse, and youth produced sexual imagery
- ✓ Supported the development of a model online safety policy for schools
- ✓ Supported schools to develop their online safety education through workshops at the annual Safeguarding School Conferences, distribution of resources from national sources, including Ofsted, and regular work via the DSL networks.
- ✓ Supported Sussex Police's 'Sexting in Schools and Colleges' to raise awareness of, and how to manage, incidences of sexting.
- ✓ Supported the training of Youth Cabinet and CiCC members to become 'Digital Leaders' where young people become accredited trainers on online safety delivering peer-to-peer workshops and workshops for parents and carers.
- ✓ Developed guidance for schools on best practice in engaging parents and carers in online safety awareness raising.

Further progress made in 2017/18 includes:

Over 200 professionals, from a range of multi-agency backgrounds, have attended the LSCB's '**Safeguarding in a Digital World**' training course, since it began in December 2015. This training will remain a regular feature on the LSCB's Annual Training Programme. Feedback from the training course has been overwhelmingly positive with the majority of attendees saying the course was good or excellent with evaluations noting the positive impact on practice. Comments have included:

“I feel more aware of issues relating to safeguarding... as I work in ASC I have shared feedback from the training in my team meeting and discussed the overlaps with the client group we support.”

“I am going to talk to our Digital Leaders about online safety and their online 'language'. I would like to run a parent workshop to increase awareness.”

“Share relevant information and safeguarding policies/advice in practice and also with colleagues”



A total of 114 delegates attended the **Building Digitally Resilient Children conference** in January 2018, with over 45 schools represented. Seventy-eight percent of respondents rated the quality of the conference as excellent. Attendees said they would do the following things differently as a result of the conference event:

- *Organise a parent online safety workshop led by the young people*
- *Update our PHSE/computing curriculum and better liaise with our IT department.*
- *I learnt more about my own use of social media and how I need to be an online role model*
- *We will train some pupils as digital leaders and also get the older pupils to run assembly for younger pupils on internet safety*
- *Will be more open about talking to children about their online behaviour*
- *Develop further training for foster carers/ Looking at having foster carer training with young people present*

Of the 207 schools which completed the 2018 section 175 safeguarding audit all schools have online safety and acceptable use policies in place. Nearly all schools also teach pupils how to keep themselves safe online and on social media and have appropriate filtering and monitoring systems in place. Where schools rated themselves as having more work to do in this area, this was because they recognised the need to update these policies. This is a significant improvement from 2015/16 where only 43% of all schools rated themselves as having a written e-safety policy and procedures in place.

Nearly all (97%) of the 3089 Year 10 pupils in East Sussex who took part in the Health Related Behaviour Survey in 2017 said they had been told how to stay safe while online.

Next steps - looking beyond 2018:

The LSCB will continue to run training on safeguarding in a digital world and ensure that all safeguarding training considers the risks posed by the use of technology. LSCB managers will also continue to signpost professionals to resources via the LSCB's website and professional forums.

The Steering Group will be asked to agree that online safety – as a separate issue - no longer needs regular monitoring but should be integrated and considered as part of the overarching approach to safeguarding. This will then be monitored via the LSCB's Section 11 regular safeguarding audit process.

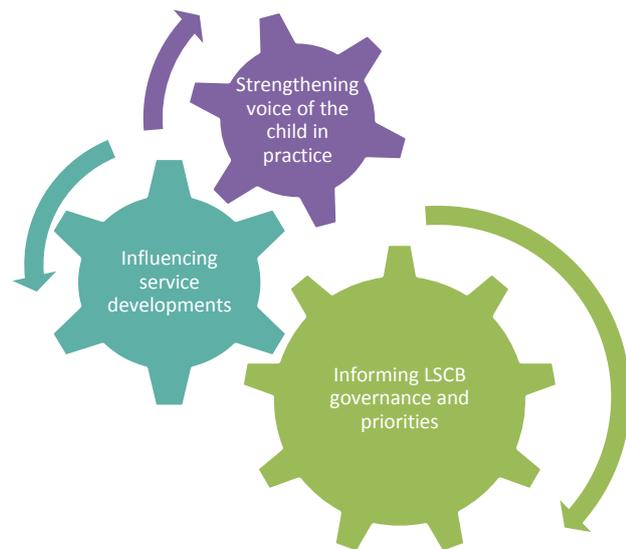
4. Impact of Board Activity during 2017/18

4.1 Voice of the Child

East Sussex Local Safeguarding Children Board strongly believes that children and young people should have a say when decisions are made which may affect them. We also believe that children and young people should have the means and opportunities to be able to raise issues which are important to them, and ensure they are listened to. By doing so, we believe that this will create a stronger child protection system that is more responsive to the needs of our most vulnerable children.

East Sussex LSCB endeavours to ensure that children and young people are appropriately involved in the governance and decision making of the board. The LSCB also challenges and holds Board members to account on their engagement and involvement of children and young people within their own agencies.

The LSCB has continued to request that all reports presented at the Steering Group or main Board meetings contain a section on the 'voice of the child'. Agencies are required to consider how the voice of the child has impacted on this area of work. These contributions have provided a rich evidence base of how services are responding to children's voices in the day to day delivery of services and in longer term strategic work. Examples include:



SPOA and MASH report to Board (January 2018)

- *“Effective screening decisions are informed by practitioners and managers seeking to understand the day to day experience for the child at home, in their school or education setting and in their community. Building relationships with children is a core part of the training of and supervision for staff at all levels.*
- *When the welfare and safety of children is being considered through formal Strategy Discussions, the experience of the child is also central to decision making. All social care staff have been reminded about the need to speak to children directly as part of reaching an effective assessment of risk. Keeping the experience of the child in mind is reinforced by the identification of a trusted adult for children at risk of or subject to exploitation.”*

Child Exploitation Update to Steering Group (March 2018)

- *“Effective safeguarding for children who go missing and/or are vulnerable to or experiencing criminal exploitation needs to be underpinned by an understanding of the day to day experience for the child. Understanding the barriers to engagement for individual children and ensuring the best chance for the child to be heard, relies on each child having a trusted adult and professionals developing good relationships with children. This is fundamental to our approach.”*
- *The experience of the child is the central focus of Multi Agency Criminal Exploitation (MACE) practice. There is clear evidence from Bronze meetings that children are listened to and heard and that their experience informs multi-agency risk assessment and planning in order to reduce vulnerability to Criminal Exploitation”*

The LSCB Lay Member attended the East Sussex Children in Care Council and Youth Cabinet, in summer 2017. The young people spoke about how they felt it was important for the LSCB to support parents to

engage with their children around online safety; asked what the LSCB was doing around road safety; and how the LSCB should improve its presence online.

As a result of these conversations, the LSCB agreed to contribute funding towards the 'Safeguarding Children in a Digital World' conference, held in mid-January, for children and young people, schools and professionals. While it was not possible for parents to also attend the event, one of the workshops focused on how professionals can engage parents in online safety, and the LSCB produced a guide for schools on how to engage parents. This was also circulated to all schools across East Sussex via the DSL network and is on the LSCB's website. The LSCB has also updated the advice and guidance for parents on online safety on the LSCB's website and focused on advice and guidance for parents in its communication around Safer Internet Day.

The LSCB Manager and Lay Member attended the East Sussex Takeover Day for young people in November 2017. The group talked about the role of the LSCB and of the agencies involved, the type of issues the LSCB is concerned about and numbers of vulnerable children and young people in East Sussex.

The LSCB manager has started working with the designers of the County's c360 website (www.c360.org.uk – the 'information portal' for East Sussex children and young people) to update the information on keeping safe. The



Takeover day provided the LSCB with the opportunity to consult with young people about what information they wanted on the website. This work will continue in to 2018/19.

Within the LSCB's training, the 'Voice of the Child' continues to be strengthened. At a Training Pool development session, three members of the Children in Care Council, along with adult supporters, attended to talk about their experiences and did a really powerful interactive exercise on separation and loss with the group. The LSCB also ran a course on 'Whole Family Approach – Integrating the Children and Families Act 2014 and the Care Act 2014 into Practice' where young carers came along with a supporter to present and deliver their experiences to a multi-agency group of LSCB and SAB participants.

Next steps – looking beyond 2018:

- Ongoing and meaningful engagement with Youth Cabinet and Children in Care Council.
- Involving young people in recruitment for new Lay Members and in the Section 11 Challenge Events.
- Strengthen the voice of the children in the LSCB's audit, training and case review work.
- Continue to develop and strengthen the safeguarding information available for children and young people on the county's c360 website.
- Consult with children and young people in the development of new safeguarding arrangements.

4.2 Lay Members

Lay Members are a critical part of the Board. They act as ambassadors for the community and for the LSCB by building stronger ties between the two, making the work of the LSCB more transparent. The Lay Members also act as a further independent insight on behalf of the public into the work of agencies and of the Board. Lay Members support the work of the Board by:

- Encouraging people living in East Sussex to become involved in child safety issues
- Helping people living in East Sussex to understand the work of the LSCB
- Ensuring that plans and procedures put in place by the LSCB are available to the public
- Assisting the development of links between the LSCB and community groups in East Sussex

In May 2016 Maria Bayne joined the LSCB as a new Lay Member and has brought with her knowledge and skills in relation to safeguarding international language students, as well as enthusiasm for all aspects of online safety, and talking to children and young people about safeguarding. During 2017/18 Maria has:

- ✓ Met with young people from the Children in Care Council and Youth Cabinet to talk about the role of the LSCB and their safeguarding priorities
- ✓ Attended the Annual Safeguarding in Schools Conference
- ✓ Delivered a workshop, with the LSCB Manager, at the November 2018 'Takeover Day' for children and young people.
- ✓ Met with the Head of Safeguarding and Assistant Director of Early Help and Social Care to find out more about their work and how it fits in to the overall structure of the LSCB.
- ✓ Contributed to the summary of the 2016/17 Annual Review



Next Steps – looking beyond 2018:

- Recruit further Lay Members to the team.
- Strengthening the engagement of Lay Members with local groups for youth voice.

4.3 Quality Assurance

The QA Subgroup is responsible for monitoring and evaluating the effectiveness of the work carried out by Board partners to safeguard and promote the welfare of children, and to give advice on the ways this can be improved. It does this through regular scrutiny of multi-agency performance data and inspection reports, and through an annual programme of thematic and regular case file audits. The group meets 6 times per year and is made up of representatives from NHS organisations, Sussex Police and East Sussex Children's Services.

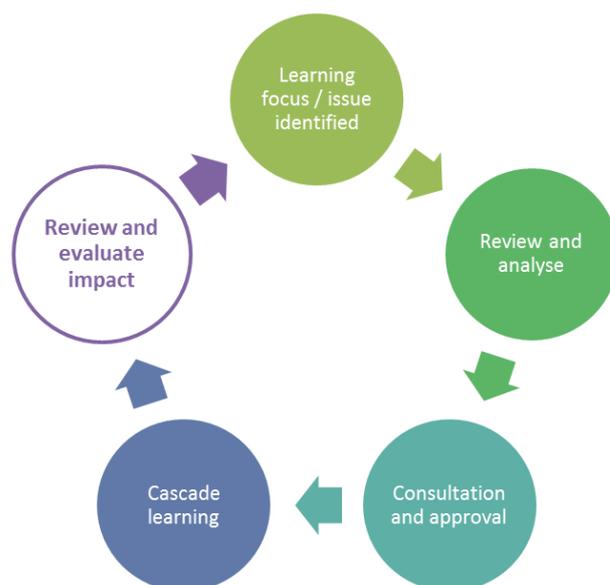
What has been achieved 2017/18:

- ✓ Strengthened the LSCB's Performance Dashboard to include a wider range of multi-agency data and make the impact of multi-agency work and outcomes for vulnerable children clearer to monitor.
- ✓ Conducted a 'Learning and Impact' Review of the LSCB's case review and audit work over the past three years. This involved reviewing the impact on practice, and outcomes for children, from the recommendations made in serious case reviews and audits, and identifying how the learning from LSCB activity could be strengthened.
- ✓ Developed and strengthened the 2018 'Section 11' toolkit which supports agencies to evaluate the effectiveness of their arrangements to safeguard and promote the welfare of children.
- ✓ Held a 'deep dive' audit on two long-term neglect cases, engaging a range of practitioners involved with the families. The approach allowed auditors to get a better view about the challenges of the work, and to recommend piloting a new way of working with families where there is neglect.
- ✓ During 2017/18 the QA sub-group held three thematic audits: Children with Disabilities, Sexual Abuse and Private Fostering. Auditors were also involved in the annual MACE audit on child exploitation.
- ✓ Developed the first learning summary for managers and practitioners on the findings from the Child Sexual Abuse Audit, which includes '[learning for practice](#)' discussion points for team meetings and group supervision.

The Quality Assurance Subgroup facilitated a 'LSCB Performance' breakout session at the November Board meeting; this was to ensure all Board members were engaged with the LSCB's performance management arrangements and to identify ways to strengthen the LSCB Performance Dashboard. While the LSCB agreed that oversight by the QA Subgroup and escalation process was robust, further improvements to the dashboard could be made.

Since November, the dashboard has been updated to include significant events and benchmarking, where available, and improved commentary. The Dashboard has been reorganised to better display 'multi-agency impact on practice' and impact on vulnerable children's outcomes. Additional indicators relating to children with health related vulnerabilities and children with family related vulnerabilities have been added. This has made it easier to link performance in similar areas and escalate indicators for LSCB attention at the Steering Group.

During 2017/18 the QA subgroup has overseen the ‘Learning and Impact’ Review of the LSCB’s case review and audit work. The review was tasked with providing an evidence base for the LSCB’s impact on frontline safeguarding practice and outcomes for children and families. 147 recommendations from serious case reviews, management reviews and case file audits, conducted over the past three years, were analysed to identify: a) any common learning, issues or areas for safeguarding development; and b) inform future learning and improvement activity or strengthen the LSCB’s capacity in this area. The results of the Learning and Impact Review were shared with Board members at the April Board meeting with a final report due to be published in summer 2018.



Spotlight on Learning & Impact Review

Recommendations to strengthen the capacity of the LSCB’s learning and improvement function included:

- ✓ Guidance for Serious Case Reviews amended to ensure recommendations are consistent in each report and proportionate to desired impact
- ✓ Recommendations and actions arising from serious case review work to be clearer and more specific about the desired impact and/or change to be achieved.
- ✓ Consider prioritising recommendations for immediate or longer term action
- ✓ Action planning more robustly tested with agencies and Board
- ✓ More frequent review of the impact of SCR work at QA Subgroup and Board
- ✓ Frequent sharing of learning with Training Subgroup to review and inform training plans.
- ✓ Strengthen ways to disseminate learning to front line staff, for example learning briefings.

During 2017/18 the QA Subgroup has steered the development of the pan-Sussex 2018 Section 11 self-evaluation audit tool. Section 11 of the Children Act 2004 places a statutory duty on organisations to make arrangements to safeguard and promote the welfare of children. The Section 11 Audit is a key source of evidence, for agencies and the LSCB, of how well organisations are working to keep children safe. In consultation with the QA subgroup, the ‘recognition and response to risk’ section was updated to include current safeguarding issues such as agencies recognition and response to: the role of fathers, male partners and significant males; safeguarding children who do not attend school; working with ‘hard to engage’ families; neglect; and online safety. The Section 11 audit tool was sent out to agencies at the start of April 2018 and results will be reported to the Board in autumn 2018, and captured in next year’s LSCB Annual Report.

During 2017/18 the QA sub-group held three thematic audits: Children with Disabilities, Sexual Abuse and Private Fostering and one 'deep dive' audit on neglect. The Forward Plan of thematic audits reflects the LSCB priorities, learning identified in Serious Case Reviews and issues identified from performance information. Additionally, many of the QA sub-group auditors took part in the annual Multi-Agency Child Exploitation audit. Of the 24 cases audited 9 were graded 'Good' and 13 were graded with elements of practice that 'require improvement'. The majority of the cases with this grading were as a result of specific individual gaps/weakness in practice. However, auditors identified elements of good practice in almost all of these cases.

In the majority of cases, auditors found: the immediate risk to the child was removed quickly after a disclosure or referral; very good multi-agency work and communication, including across local authorities; well attended strategy discussions; the child's needs were considered using relationship based practice; the voice of the child was carefully considered and reflected in child focussed work (including the use of specialist communication tools, observations and discussion with siblings to gain the views of children with disabilities); and assessment and support was good. In the neglect deep dive audit, auditors found evidence of: very good and creative practice to engage the parents and children, to create change and strong evidence of good relationship based practice.



Spotlight on Neglect Deep Dive Audit

The LSCB's Quality Assurance Subgroup conducted a 'deep dive' audit, involving practitioners engaged with the families, on two complex neglect cases in September 2017.

Both cases had had children's services involvement for around 20 years. They both involved large family groups with long term complex problems including parents out of employment, parents with a mental health diagnosis and children with differing needs and vulnerabilities.

The audit involved a reflective discussion with practitioners about what had enabled good practice with the family and what challenges they had faced at various key points.

There was evidence of very good and creative practice to engage the parents and children, to engender change and strong evidence of good relationship based practice. Recommendations included: Children's Services consider developing a way or working with families where there is long term chronic neglect.

- The East Sussex LSCB to raise a request with the Pan Sussex Procedures subgroup to consider whether the procedures could be worded to promote **group supervision to core group professionals in complex cases** and/or direct to local operational instructions (guidance to staff) that promote this
- Children's Services consider having a **legal advisor at Care Planning Forum meetings**. *This is now happening.*
- Social workers to also record the **positive achievements in the chronology so that professionals can see the family's potential** and what is working well.

Recommendations/findings made in 2017/18 included:

- The continuing local and national shortage of appropriately qualified intermediaries to support young children through the Achieving Best Evidence (ABE) process.
- Better local reporting of privately fostered children coming to England to study.
- The need for greater clarity and consistency around the requirements for Social Workers to undertake a home visit children who are placed in families by local language schools.
- The importance, in cases of long term chronic neglect, of having reflective time to robustly discuss cases within, and between, teams and agencies.
- Children's Services to consider developing a different strategic model of service delivery for long term chronic neglect.
- The LSCB to raise a request with the Pan Sussex Procedures subgroup to amend the procedures so that they can provide the basis for group supervision to core group professionals in complex cases.

The Quality Assurance subgroup has also started to produce 'learning briefings' for practitioners and managers on the key learning and recommendations arising from the subgroup's audit work. The first briefing, following the Child Sexual Abuse audit, included key findings, areas of good practice, recommendations made, links to further information, and 'learning for practice' discussion points to take forward in team meetings or group supervision.

Next steps – looking beyond 2018:

- ✓ Strengthen 'early help' performance information in the 2018/19 LSCB Dashboard.
- ✓ Update the LSCB's Learning and Improvement Framework to include recommendations from the LSCB's Learning & Impact Review.
- ✓ Ensure recommendations from the LSCB's Learning & Impact Review are taken forward in current/future Serious Case Reviews.
- ✓ Promote learning and best practice from the Section 11 evaluation of safeguarding practice.
- ✓ Consider how to better involve LSCB Lay Members and capture the voice of the child in audit work.
- ✓ Ensure that learning from audit work is regularly shared with the Training Subgroup so that recent learning is reflected in the LSCB's training programme.

4.4 Serious Case Reviews

The LSCB Case Review Subgroup meets every month and is a well-established multi-agency group which reviews cases and, using the guidance set out in Working Together, makes recommendations to the Independent Chair and Board, about whether a Serious Case Review (SCR), or another type of review is required.

Cases considered by the group are referred in by group members, professionals from partner agencies, or are identified by the Child Death Overview Panel.

Between April 2017 and March 2018, there were no new SCRs started, although a number of new referrals were considered. One SCR (which had begun in a previous year) was published. This concerned Family S, a case where two young children had experienced significant neglect.

The full SCR report can be accessed here: [Family S Serious Case Review](#).

In addition, a learning briefing can be accessed here: [Family S learning briefing](#). This provides a useful four page overview, including the reasons for undertaking a SCR, the key features of the case, headlines about the recommendations made, example of actions taken since the review, and further reading and links e.g. to the East Sussex neglect toolkit.

The final page of the learning briefing, which has been distributed widely and is available on the LSCB web-page, encourages teams to use the learning for practice questions to ensure the learning is disseminated:

Learning for practice

The LSCB invite you to discuss some of the issues raised in this serious case review in your team meetings or during group supervision. We encourage your responses to be included in your team minutes and forwarded to the safeguarding lead within your organisation.

Points for discussion:

- Signs of neglect**
 - ✓ What are the signs of neglect that might have been evident in a family like this?
 - ✓ How confident are you/your team at recognising neglect?
- Professional curiosity**
 - ✓ How are you professionally curious? How might you have been professionally curious with a family like this?

The slide features a circular diagram with five segments: 'Recognising signs of neglect, including non-registration with GP', 'Effective use of assessment tools to highlight vulnerabilities', 'Visits to the family home', 'Role of fathers, partners and other men', and 'school absence and managing safeguarding concerns'. A small number '4' is in the top right corner of the slide.

4.5 Training

East Sussex LSCB provides a thriving and well attended training programme, which is well respected by partner agencies. During 2017/18 the training programme continued to offer a diverse range of courses, including new subjects such as Harmful Practices and Child Sexual Exploitation: Boys and Young Men.



All of the forthcoming LSCB training courses can be accessed via the [ES Learning Portal - LSCB](#).

The LSCB Training Subgroup meets quarterly to review the training programme, and to analyse key data including: number of courses run, numbers of attendees, attendees by agency, courses that were cancelled (and reasons), use of free e-learning modules, and the evaluation/feedback from attendees. The Subgroup now also includes a regular slot on LSCB communication which links closely to training and learning e.g. learning briefings about audit outcomes and serious case reviews.

The LSCB training offer is planned and delivered by the LSCB Training Consultant alongside a 'pool' of 63 experienced local practitioners. Only a very small number of external expert trainers are commissioned to provide courses. The training pool, which delivers the majority of LSCB courses, is a valuable resource and mutually beneficial to the training programme and to the practitioners who deliver training as they are able to gain new skills alongside their day to day practice.

To support the training pool, three development sessions were held during 2017/18; this provided an opportunity to share knowledge and information, look at local and national developments, and ensure that the training pool is thanked for its contributions.

Between 1 April 2017 and 31 March 2018, 52 training courses were delivered, attended by 903 participants from a variety of statutory, private and voluntary agencies. In 2017/18 the LSCB ran approximately 10 fewer courses than the previous year, but achieved an increase in the number of overall participants. This is the result of targeted publicity for courses, and the work of the Training Subgroup.

The courses offered in 2017/18 cover a wide range of subjects, some examples being:

- ✓ **Understanding Safeguarding in a Digital World**
- ✓ **Working with Children and Young People with Mental Health Issues**
- ✓ **Identifying Sexual Abuse of Children**
- ✓ **Consent, Sex and Young People**
- ✓ **Learning from Serious Case reviews**
- ✓ **Safeguarding Children with Additional Needs and Disabilities**

Participants are invited to evaluate, and give feedback about, the training they attend. On average around 46% of participants complete the evaluation which is sent to them electronically after the training has taken place. Over time it has become clear that the online version of the evaluation form

results in more in-depth narrative or qualitative information, which can be used purposefully to review, inform, and improve the training offer.



Spotlight on Parental Mental Health

During 2017/18 there were five professional level workshops held on the Impact of Parental Health on Children and Young People, attended by 93 professionals. This training is designed and delivered collaboratively by CAMHS (Child and Adolescent Mental Health Service) and the LSCB.

Children who live with parents with severe and enduring mental health problems, particularly where there are additional risk factors such as drug and alcohol use and domestic abuse, are particularly at risk of harm. For example, parents and carers may: experience inappropriate or intense anger or difficulties controlling their anger around their children, have rapid or extreme mood swings, leaving children frightened, confused and hyper-vigilant, be withdrawn, apathetic and emotionally unavailable to their children, have trouble recognising children's needs and responding to them, and/or may neglect basic standards of hygiene and their own and their children's physical needs (NSPCC resource: [Cleaver et al, 2011](#); [Hogg, 2013](#))

Following the workshops, 31 attendees completed the evaluation/feedback questionnaire about the course, of those: 10 rated the course as 'Excellent', 14 gave an overall rating as 'Very Good' and 7 gave an overall rating as Good. All 31 attendees took time to write comments which gave a good level of feedback about the impact of this training course.

Below are some examples of answers to the question: 'How will your Learning Improve Outcomes for Children?'

"I have a more in depth understanding about how children react to their parents that have mental health issues and feel I now have the skills to look out for these indicators"

"My learning will improve as I will be able to see early signs of parent mental health and can use this knowledge to support parents in my setting"

"I shall include this learning when considering the day in the life of the child" feel that I am better able to discuss the impact on adult mental health on children and hope that through practice and use of the resources my confidence continues to develop in this area"

"Promote open discussion about mental illness in families. I feel more confident in raising questions to children & young people about their experiences & feel better equipped to respond"

The evaluation returns tell us that training is very well received with the vast majority of participants rating their training as either good or excellent. For example, in Quarter 4 (January, February and March 2018), 14 courses ran with a total of 235 participants, 46% of whom completed the evaluation survey. From those returns: 6% rated their training as 'average', 50% rated it as 'good', and 44% rated the training as 'excellent'

4.6 Child Death Overview Panel

The Child Death Overview Panel (CDOP) is a statutory function of the East Sussex LSCB. The overall purpose of the child death review process is to determine whether a death could have been prevented; that is whether there were modifiable factors which may have contributed to the death and where, if actions could be taken through national or local interventions, the risk of future death could be reduced. East Sussex LSCB is commissioned to also carry out this function on behalf of Brighton & Hove, and this CDOP therefore reviews the deaths of all children in East Sussex and Brighton & Hove.

The work of the CDOP

Between April 2017 and March 2018, the CDOP was notified of 42 deaths in total; 34 deaths were children living in East Sussex, and 8 deaths were children living in Brighton & Hove. The number of children who died has increased since last year when there were 32 deaths notified (21 in East Sussex and 11 in Brighton & Hove). During this period, the CDOP met 11 times, reviewing a total of 42 (34 East Sussex & 9 Brighton & Hove) deaths.

The CDOP is well attended. There is a strong commitment from the Chair and multi-agency panel members to carefully consider the information presented about each child death as this can make a real difference to keeping children safer by informing future practice. The opportunity to provide the panel function for Brighton and Hove LSCB widens the learning and knowledge sharing about child deaths, particularly where there may be preventable factors.

Local Developments, Challenges and Achievements

During the last year the CDOP co-ordinator function has been fulfilled by the CDOP co-ordinator for West Sussex CDOP. This has been a positive development and currently the three LSCBs are considering whether there could be closer working arrangements in the future which would enable all three areas to meet the requirements of the new national guidance for CDOPs which will be published soon.

An example of improved joint working across the three LSCBs has been the work undertaken in the last year on deaths from suicide. As all three LSCBs had experienced a number of such deaths, some of which have required serious case reviews, there was some co-ordinated work across the three LSCBs. All areas felt there was merit in better linking work on children and young people to improve our learning about risk and preventative factors. In February, facilitated by the LSCB Business Manager in East Sussex, the three Public Health leads from West Sussex, Brighton & Hove, and East Sussex met with a view to: pull together available data and analysis on suicides across Sussex; and scope areas that would benefit from a joint focus and sharing of best practice. The group met subsequently in July. These meetings have informed local suicide prevention thinking for children and young people which will be included in the updated Children and Young People's Mental Health Transformation Plan for East Sussex.

CDOP Recommendations to East Sussex LSCB 2017-18

If, during the process of reviewing a child death, the CDOP identifies: an issue that could require a serious case review (SCR); a matter of concern affecting the safety and welfare of children in the area; or any wider public health or safety concerns arising from a particular death or from a pattern of deaths in the area, a specific recommendation is made to the relevant LSCB.

During 2017/2018 there were no recommendations made to the LSCBs regarding the need for a serious case review and there were also no recommendations made regarding matters of concern about the safety and welfare of children, and wider public health concerns.

4.7 Pan-Sussex Procedures

[Child Protection and Safeguarding Procedures Manual](#)

The Pan Sussex Procedures Group reviews, updates and develops safeguarding policies and procedures in response to local and national issues, changes in legislation, practice developments, and learning from serious case reviews and audits. The procedures are a tool for professionals working with children and families across Sussex. The group meets four times a year and has a membership drawn from key agencies across the LSCBs in East Sussex, West Sussex and Brighton & Hove.



Spotlight on Pan Sussex Procedures Conference on Neglect

Each year the Pan Sussex Procedures Group hosts a conference based on an important area of practice development, and related to reviewed or updated procedures. In 2017 the theme of neglect was chosen, and a conference was held with over 100 delegates attending from a wider range of agencies.

The key themes of this conference included:

- The importance of remaining child focussed when identifying and tackling neglect
- Understanding, and working with disguised compliance (giving the appearance of cooperation)
- Understanding the long term impact of neglect on children
- Reflect on the timing and effect of professional intervention
- Sharing good practice across Sussex to improve outcomes for children



Local Safeguarding Children Boards
Pan Sussex Neglect Conference
Monday 27 November 2017, 9am-4.30pm
Brighton Racecourse, Freshfield Rd, Brighton BN2 9XZ

One of the key speakers at this event was Dr Jenny Molloy, author of *Hackney Child*, published in 2014. Jenny's presentation on childhood neglect and her reality of being invisible [as a child living with neglect] really set the tone for a thought provoking and purposeful conference.

4.8 Local Safeguarding Children Liaison Groups

The LSCB facilitates two 'Local Safeguarding Children Liaison Groups' (LSCLG) which cover the East and the West of the county. The group provides a dynamic forum for sharing information (e.g. about service developments or referral pathways), strengthens multi-agency working, disseminates learning, escalates practice issues, and promotes LSCB training courses relevant to topics discussed and group membership.

The group is very popular and is attended by a range of front-line practitioners and managers across partner agencies. In 2017/18 a total of 12 meetings were held.

The group's aims include:

- To promote positive working relationships, effective communication, and information sharing between agencies.
- To ensure the LSCB priorities and related action plans are implemented and learning from audits and serious case reviews is disseminated across partner agencies.
- To allow a safe forum for professional challenge and case discussion in order to learn, develop and improve practice.

The group invites guest speakers, or speakers from within the group membership, and covers a diverse range of topics. Some of the highlights of the meetings this year have been:

- ✓ Presentation on Foetal Alcohol Syndrome (FAS) – this included the latest research and practice, and led to group discussion about the lack of awareness of FAS by professionals working with children, and the wider population. Information was available for group members to take back to their teams to share.
- ✓ Presentation from the Principal Social Worker in Children's Services on the neglect strategy and toolkit - this led to discussion about responses to neglect and the experience of the child. Copies of the toolkit, which uses evidenced based tools to work with families, were available for group members to take away, use and share.
- ✓ Presentation on Unaccompanied Asylum Seeking Children (UASC) and the Government Dispersal Scheme – this included information about the work East Sussex are doing with vulnerable children, and a number of Syrian families, as part of the Government's national dispersal programme. Housing and education provision were highlighted as priority needs.
- ✓ Presentation on Electively Home Educated (EHE) Children – this included information about the number of EHE children in East Sussex, and discussion on the key safeguarding issues that can be relevant for this group of children. It was also an opportunity to discuss case examples, and the potential legislative changes which could raise the profile of this group of children. The LSCB training on 'Hidden Children' was also promoted at this session.
- ✓ Presentations by Hastings Voluntary Action, and Eastbourne Voluntary and Community Sector – this included practical information about the range of groups in East Sussex within the voluntary sector and how they support children and families.
- ✓ Presentation about the role of Primary Mental Health Workers (PMHW) – this included information about the weekly GP drop-in service and the Attention Deficit Hyperactive Disorder service. The group were keen to know about how to access the PMHW service and took back information to their teams.

Each year the Chair of the LSCLG invites feedback from group members to ensure the group remains purposeful and relevant. The feedback received indicated how valued the group is, and included the following comments:

“As a newer member of the group I would like to express how valuable I find attending the LSCLG. I have particularly valued the speakers who have attended to share information about the services they offer and the opportunity for discussion which I am then able to share with colleagues.” **Primary Care Safeguarding Trainer.**

“The subgroup provides the opportunity to look at different aspects of safeguarding from the perspective of a range of services and disciplines. It also helps in keeping up to date with current practice across a range of services.” **Area Manager for Health Visiting and Children’s Centres.**

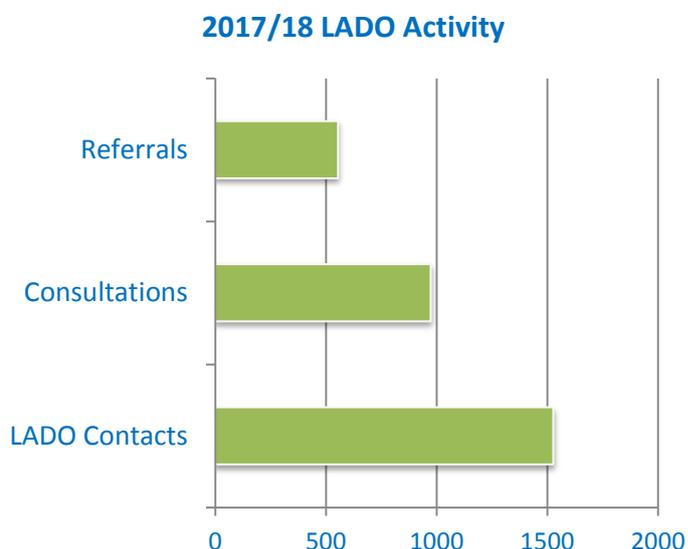
“I find the group very useful for keeping up with the local picture for safeguarding across the agencies. I find all the updates useful in getting a cohesive picture. The recent presentation on social media and apps was very useful and we used this in recent staff training and in some recent presentations with parents and carers around online safety.” **Designated Safeguarding Lead for a local school.**

4.9 Local Authority Designated Officer (LADO)

The LADO responds to allegations made about people who work with children. There were 1,528 LADO contacts in 2017/18, which is an average of 127 contacts per month or 29 new contacts per week. There were a total of 974 consultations during 2017/18, a slight increase on 964 from the previous year. Referrals to the LADO increased from 416 to 555, an increase of 33%. This increase in referrals means that the LADO now has an average of 140-175 open cases compared to 90-100 during 2016/17.

With the focus on case work, the increase in open cases during 2017/18 has impacted on the administrative capacity of the LADO. A new LADO case management system, to help with the recording and tracking of cases, should be available from July 2018 to help relieve pressure on the service.

Allegations about professional conduct was the highest category of referral at 35%, and allegations around suitability linked to a person’s private life accounted for 29% of all enquiries; overtaking physical abuse in professional role as the second highest category. There were 402 contacts regarding education staff, an increase of 25% from the previous year. Contact with schools increased by 20%, with Education being the highest referrer by a significant margin, followed by Social Care.



During 2017/18 there has been increased awareness regarding concerns linked to private tutors, including in elective home education settings, and recording has been strengthened regarding adults who have come to attention. National statistics suggest that at least 44% of teachers have, at some point, offered private tuition and approximately 25% of children have had some form of private tuition. It is estimated the industry is worth £2bn and it is currently unregulated. Locally, the LADO focus has been to promote the routine requesting of DBS checks and references by parents via schools.

Over the last year referrals were made about 29 sports coaches, 5 private tutors (two of whom have recently been subject to Police investigations), 9 drama or dance teachers, and 3 music teachers. If those adults are self-employed and not affiliated with a professional body, disrupting their activities in the event of serious concerns is a challenge, and work is ongoing around sharing information when risks are identified, in addition to developing safer practices for settings promoting activities or renting out their premises to individuals. The LADO is developing a leaflet giving advice to parents around safeguarding checks for tutors, sports coaches and other extra-curricular activities.

There have been some recent issues in East Sussex regarding safer recruitment of taxi drivers and passenger escorts. Safeguarding training is planned in 2018/19 with ESCC Transport for taxi licensing teams and providers. Topics will include understanding and effective reporting of child protection concerns, safer recruitment and allegations management to be set up with Transport over the next year, with a view to considering the need for additional training if required.

The LSCB's Managing Allegations training was delivered twice a year, but six sessions have taken place since January 2018 with a further three planned between October and December. The training has been updated and is run over four hours instead of three, to allow more time for case studies, incorporating learning from serious case reviews, DBS disclosures, safer recruitment, the role of HR and social media issues. This will continue to be kept under review, with additional dates offered if there is a demand for more sessions.

5. Appendices

(5.A) Board Membership

NAME	TITLE, ORGANISATION
Reg Hooke (Chair)	Independent East Sussex LSCB Chair
Sally Williams	Manager, East Sussex LSCB
Victoria Jones	Manager, East Sussex LSCB
Maria Bayne	Lay Member, East Sussex LSCB
Maxine Nankervis	LSCB Administrator

Alice Webster	Director of Nursing, East Sussex Healthcare NHS Foundation Trust (ESHT)
Allison Cannon	Chief Nurse, NHS Hastings & Rother Clinical Commissioning Group (CCG)
Debbie Barnes	Designated Nurse Safeguarding Children, East Sussex
Domenica Basini	Assistant Director for Safeguarding and Quality, Nursing and Quality Directorate NHS England
Jane Bruce	Deputy Chief Nurse, Sussex Partnership Foundation Trust (SPFT)
Jeanette Waite	Named Nurse for Safeguarding Children East Sussex
Sharon Gardner-Blatch	Deputy Director of Nursing, ESHT
Sue Curties	Head of Safeguarding, (Adults and Children) ESHT
Tracey Ward (Deputy Chair)	Designated Doctor Safeguarding Children, East Sussex
Vikki Carruth	Director of Nursing, ESHT
Sara Songhurst	South East Coast Ambulance Service (SECamb)

Carwyn Hughes	Det. Superintendent, Public Protection Command, Sussex Police
Fiona McPhearson	Det. Superintendent, Sussex Police
Hannah Willard	DCI Public Protection Command, Sussex Police
Jason Tingley	Head of Public Protection, East Sussex Police
Andrea Saunders	Head of the National Probation Service, Sussex
Debbie Piggott	KSS, CRC – Head of Service, Assessment & Rehabilitation
David Kemp	Head of Community Safety, East Sussex Fire & Rescue Service
Andrea Holtham	Service Manager, Sussex CAF/CASS

Jerry Lewis	Principal Deputy Head Teacher, Bede's Senior School
Jo Cruttenden	Student Services Manager, Plumpton College
Richard Green	Deputy Head Teacher, Chailey Heritage School
Richard Preece	Executive Head teacher, Torfield & Saxon Mount Federation
Sarah Pringle	Head Teacher, Seahaven Academy, Newhaven

Catherine Dooley	Senior Manager, Standards and Learning Effectiveness (5-19), Children's Services
Douglas Sinclair	Head of Safeguarding and Quality Assurance, Children's Services

Fraser Cooper	Safeguarding Adult Board Manager
George Kouridis	Head of Service Adult Safeguarding
Justine Armstrong	Safer Communities Manager
Liz Rugg	Assistant Director (Early Help & Social Care), Children's Services
Richard Grout	Legal Services Manager
Ruth Szulecki	Early Years Development Manager, Standards and Learning Effectiveness Service, Children's Services
Stuart Gallimore	Director of Children's Services
Sylvia Tidy	Lead Member for Children and Families
Tania Riedel	Operations Manager, Youth Justice Team, Children's Services
Vicky Finnemore	Head of Specialist Services, Children's Services
Victoria Spencer-Hughes	Consultant in Public Health

Jeremy Leach	Principal Policy Adviser, Wealden District Council
Malcolm Johnston	Executive Director for Resources, Rother District Council
Pat Taylor	Strategy & Commissioning Lead for Community & Partnership Lewes & Eastbourne District Councils
Verna Connolly	Head of Personnel and Organisational Development, Hastings Borough Council

Micky Richards	Change Grow Live, Director Operations
Kate Lawrence	Chief Executive Home-Start East Sussex

(5.B) LSCB Budget

Actual Income & Expenditure 2017/18

Actual Income 2017/18		Actual Expenditure 2017/18	
Sussex Police	£12,500	Independent Chair	£20,500
National Probation Service	£1,434	Business Manager(s) 1.4 FTE	£79,700
Kent, Surrey and Sussex (KSS) CRC	£2,500		
CAFCASS	£550	Administrator	£20,400
CCGs	£40,000	Administration	£6,825
Change Live Grow (CLG)	£750	Child Death Overview Panel (CDOP)	£33,300
East Sussex County Council (ESCC)	£168,000	Trainer	£53,700
Training Income	£12,380	Training Administration	£810
		Training Programme and Conferences	£6,700
		Projects	£16,100
		Pan Sussex Procedures	£2,015
Brighton & Hove CC contribution for CDOP	£12,500	IT Software & Hardware	£1,000
		Serious Case Reviews	£0
LSCB brought forward from 16/17	£35,736	Carry forward	£45,300
Total	£286,350		£286,350

Projected Income and Expenditure 2018/19

Projected Income 2018/2019		Projected Expenditure 2018/2019	
Sussex Police	£12,500	Independent Chair	£21,000
National Probation Service	£1,434	Business Manager(s) 1.4 FTE	£83,300
Kent, Surrey and Sussex (KSS) CRC	£2,500		
CAFCASS	£550		
CCGs	£40,000	Administrator	£20,100
Change Live Grow (CLG)	£750	Administration	£10,000
East Sussex County Council (ESCC)	£168,000	Child Death Overview Panel	£33,500
Training Income	£7,500	Trainer	£53,800
Brighton & Hove CC contribution for CDOP	£12,500	Training Administration	£1,000
		Training Programme and Conferences	£14,700
		Projects	£15,000
LSCB brought forward from 17/18	£45,300	Pan Sussex Procedures	£2,500
		IT Software & Hardware	£1,000
		Serious Case Reviews	£15,000
Total	£291,034		£270,900

(5.C) Links to other documents –

[East Sussex Health and Wellbeing Strategy \(2016-19\)](#)

[Sussex Police and Crime Commissioner – Police and Crime Plan 2017-21](#)

[East Sussex Safer Communities Partnerships' Business Plan \(2017-2020\)](#)

[East Sussex Safer Communities Partnership – Domestic Abuse Strategy 2014-19](#)

[East Sussex Safeguarding Adults Board - Annual Report 2016-17](#)

This page is intentionally left blank

Report to: **People Scrutiny Committee**

Date: **1 October 2018**

By: **Chief Executive**

Title of report: **Reconciling Policy, Performance and Resources (RPPR)**

Purpose of report: **To provide an overview of the Council's business and financial planning process (Reconciling Policy, Performance and Resources) and the Committee's ongoing role in this process.**

RECOMMENDATIONS:

The Scrutiny Committee is recommended to:

(1) agree key areas of interest/lines of enquiry for scrutiny and to ensure these are reflected in the Committee's future work programme;

(2) establish a scrutiny review board to consider the developing portfolio plans, core service offer, and savings proposals as they emerge in December and to submit scrutiny's final comments on them to Cabinet in January 2019.

1. Background

1.1 The *State of the County* report was agreed by Cabinet on 17 July 2018 and is an important annual milestone in the Council's integrated business and financial planning process known as *Reconciling Policy, Performance and Resources* (RPPR). It sets out the context and provides an overview of the latest position in preparation for more detailed planning for 2019/20 and beyond. The Council spends over £370m net each year and it is vital that these resources, in partnership with others, are deployed in the most effective way. The report is available at [*State of the County*](#).

1.2 The next three years will see more reductions in central Government funding together with growth in demand for services, particularly for older people. This means that, notwithstanding the value for money our services offer and the high Council Tax paid by local people, the services the Council can offer will be constrained. The *State of the County* report sets out the Core Offer, which will be funded according to the Council's priority outcomes, and is the best service offer the Council is likely to be able to afford.

1.3 The Core Offer will fulfil the Council's duties, offer support to those most in need, preserve some level of early help and prevention and assist with the economic development of the County. There are many variables, but the Council may reach this level of service by the end of 2020/21 and there is no guarantee that the Council will have sufficient resources to deliver even the Core Offer sustainably beyond that date unless the Government addresses the fundamental funding issues, which the Council shares with much of local government.

1.4 The Local Government Association (LGA) has estimated that there will be a £5.8bn funding gap by 2019/20 in local government nationally and the County Councils Network (CCN) has carried out research which shows that many County Council leaders are not confident that they can deliver balanced budgets beyond 2020/21 without additional cash from the Government. The projection of Government funding, based on what has currently been confirmed in the latest Local Government Financial Settlement, indicates that East Sussex County Council's funding will reduce by a further net £16.9m over 2019/20 – 2021/22.

1.5 The Council's business and financial planning is underpinned by its four priority outcomes, which provide a focus for decisions about spending and savings and will direct activity across the Council. The current four priority outcomes are:

- Driving sustainable economic growth;
- Keeping vulnerable people safe;
- Helping people help themselves; and
- Making best use of resources.

The priority outcome that the Council makes the “best use of resources” is a test that is applied to all activities.

2. Scrutiny engagement in RPPR

2.1 Scrutiny's contribution to the RPPR process is vitally important and is threaded through all scrutiny work. Each scrutiny committee has the opportunity to undertake forward looking reviews related to the services within its remit on an ongoing basis to identify opportunities for improved performance, efficiency or alternative delivery options. The new scrutiny arrangements mean that the two committees have a wider remit, which presents opportunities for them to gain an insight into relative priorities within portfolios, taking into account the Council's overall priority outcomes.

2.2 The insight and evidence gathered through this ongoing work is drawn together and enhanced in specific RPPR sessions which will, ultimately, enable each scrutiny committee to provide commentary and recommendations to be taken into account by Cabinet and Council before a final decision is taken on the updated budget and business plan early in 2019.

2.3 The **September/October 2018 scrutiny committees** have a particular focus on reviewing current portfolio plans and budget information to ensure a full understanding of the current context and future pressures.

2.4 The following attachments are provided to support the committee in these tasks:

- **Appendix 1** contains extracts from the Financial Budget Summary 2018/19 for the areas within the remit of this committee to provide the ‘big budget picture’ (both revenue and capital); the full document is at [Financial Budget Summary](#).
- **Appendix 2** contains the **current portfolio plan(s)** for the functions within the committee's remit.
- **Appendix 3** is an extract from the [State of the County](#) report which outlines the **Core Offer** for the services that are within the remit of the committee.

2.5 Based on this information, and Members' wider accumulated knowledge and evidence, the Committee is invited to identify any key areas of interest or lines of enquiry which it will pursue through subsequent RPPR sessions and/or its wider work programme (recommendation 1). It will be helpful for the committee to discuss how the committee's work programme will inform the ongoing RPPR process, and to identify any necessary additions or changes to the work programme arising from this discussion. This includes any additional information or reports required for the November meeting.

2.6 The scrutiny committee is asked to agree the membership of its RPPR scrutiny review board, which will then consider the developing portfolio plans and savings proposals in more detail as they emerge (recommendation 2).

2.7 The **November 2018 scrutiny committees** can explore the more detailed refined savings proposals which will have been considered by Cabinet in October and consider any additional information which was requested in September. Further additions or refinements to the Committee's ongoing work programme can be considered.

2.8 The **RPPR scrutiny review boards** meet in December 2018 to agree detailed comments and any recommendations on the emerging portfolio plans and savings proposals to be put to Cabinet on behalf of their parent scrutiny committees. The Chairs of all the scrutiny committees are invited to attend all the scrutiny review boards.

2.9 The **March 2019 scrutiny committees** review the process and their input into the RPPR process and receive feedback on how scrutiny input has been reflected in final plans. Any issues arising can be reflected in the future committee work programme.

2.10 Running alongside this process, whole-Council Member forums will ensure that Members can keep an overview of the emerging picture across all service areas including the impacts of national announcements on our plans. Chief Officers will also provide any briefings required by group spokespersons to assist them in contributing to the RPPR process and future savings and spending plans.

BECKY SHAW
Chief Executive

Contact Officer: Stuart McKeown
Telephone: 01273 481583
Email: stuart.mckeown@eastsussex.gov.uk

Local Members:

All

Background Documents:

State of the County report – Cabinet 17 July 2018
Financial Budget Summary 2018-2019

This page is intentionally left blank

Revenue Budgets - Adult Social Care

2017/18 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Physical Support, Sensory Support and Support for Memory & Cognition														
46,513 Residential & Nursing Supported & Other Accommodation	3,597	334	108	605	69,942	-	74,586	-	(1,678)	(18,732)	-	(20,410)	51	54,227
4,723 Accommodation	-	-	-	-	4,822	-	4,822	-	-	-	-	-	-	4,822
23,765 Home Care	5,545	1	320	101	19,834	-	25,801	-	(840)	-	-	(840)	63	25,024
1,859 Day Care	297	110	5	28	1,558	-	1,998	-	-	(416)	-	(416)	257	1,839
14,353 Direct Payments	-	-	-	-	15,043	-	15,043	-	-	-	-	-	-	15,043
(11,279) Other Services	1,573	21	52	1,032	1,123	-	3,801	(1,047)	(12,835)	(2)	-	(13,884)	(715)	(10,798)
(8,611) Fairer Charging *	-	-	-	-	-	-	-	-	-	(8,611)	-	(8,611)	-	(8,611)
464 Meals in the Community	14	-	-	469	-	-	483	-	-	-	-	-	-	483
71,787 Subtotal	11,026	466	485	2,235	112,322	-	126,534	(1,047)	(15,353)	(27,761)	-	(44,161)	(344)	82,029
Learning Disability Support														
1,240 Residential & Nursing Supported & Other Accommodation	1,603	103	13	68	32,876	-	34,663	-	-	(2,559)	-	(2,559)	28	32,132
1,685 Accommodation	1,792	79	28	32	10,542	-	12,473	-	(21)	(114)	-	(135)	(228)	12,110
1,051 Home Care	-	-	-	-	1,169	-	1,169	-	-	-	-	-	-	1,169
3,804 Day Care	2,359	145	33	5	1,398	4	3,944	-	(32)	(360)	-	(392)	322	3,874
3,942 Direct Payments	-	-	-	-	4,131	-	4,131	-	-	-	-	-	-	4,131
2,004 Other Services	1,720	2	87	98	643	-	2,550	(157)	(91)	(114)	-	(362)	5	2,193
(1,292) Fairer Charging *	-	-	-	-	-	-	-	-	-	(1,292)	-	(1,292)	-	(1,292)
52,434 Subtotal	7,474	329	161	203	50,759	4	58,930	(157)	(144)	(4,439)	-	(4,740)	127	54,317
Mental Health Support														
3,755 Residential & Nursing Supported & Other Accommodation	-	-	-	-	4,710	-	4,710	-	-	(744)	-	(744)	-	3,966
2,159 Accommodation	-	-	-	-	2,241	-	2,241	-	-	-	-	-	-	2,241
385 Home Care	-	-	-	-	428	-	428	-	-	-	-	-	-	428
61 Day Care	-	3	-	-	42	-	45	-	-	(4)	-	(4)	-	41
839 Direct Payments	-	-	-	-	879	-	879	-	-	-	-	-	-	879
(19) Other Services	-	-	-	-	189	-	189	(35)	(136)	-	-	(171)	-	18
(501) Fairer Charging *	-	-	-	-	-	-	-	-	-	(501)	-	(501)	-	(501)
6,679 Subtotal	-	3	-	-	8,489	-	8,492	(35)	(136)	(1,249)	-	(1,420)	-	7,072

Revenue Budgets - Adult Social Care

2017/18 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Substance Misuse Support														
456 Other Services	-	-	-	-	609	-	609	-	(133)	-	-	(133)	-	476
456 Subtotal	-	-	-	-	609	-	609	-	(133)	-	-	(133)	-	476
Other Adult Services														
2,151 Other Services	824	5	12	2,240	3,984	-	7,065	-	(4,826)	-	-	(4,826)	78	2,317
50 AIDS/HIV	-	-	-	-	50	-	50	-	-	-	-	-	-	50
2,201 Subtotal	824	5	12	2,240	4,034	-	7,115	-	(4,826)	-	-	(4,826)	78	2,367
2,885 Equipment & Assistive Technology	50	-	-	4,724	2,466	-	7,240	-	(3,386)	(544)	-	(3,930)	-	3,310
8,093 Supporting People	166	13	4	7	7,979	-	8,169	-	-	-	(518)	(518)	642	8,293
386 Safer Communities	332	-	3	278	185	-	798	-	(416)	-	-	(416)	4	386
4,214 Assessment & Care Management	25,232	71	427	448	1,182	-	27,360	(54)	(2,613)	(420)	-	(3,087)	155	24,428
(527) Management & Support	5,939	249	50	(4,237)	7,788	-	9,789	(1,616)	(2,633)	(110)	-	(4,359)	226	5,656
- Improved Better Care Fund and Disabled Facilities Grant	-	-	-	-	-	-	-	(21,792)	-	-	-	(21,792)	-	(21,792)
168,608 Total	51,043	1,136	1,142	5,898	195,813	4	255,036	(24,701)	(29,640)	(34,523)	(518)	(89,382)	888	166,542

* Fairer Charging is income from clients for non residential/nursing services. This represents contributions towards packages of care that may include a combination of Supported Accommodation, Home Care, Day Care, Direct Payments or Other Services.

ESBT included above 39,035 886 805 3,844 151,693 4 196,267 (18,749) (22,606) (26,953) (357) (68,665) 461 128,063

Main changes between years	£'000
Rebased Net Budget 2017/18	168,608
Growth & Demography	14
Inflation	7,077
Pay award	482
Savings	(9,600)
Transfers between	(39)
Departmental Estimate 2018/19	166,542

Revenue Budgets - East Sussex Better Together

2017/18 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Adult Social Care															
Physical Support, Sensory Support and Support for Memory & Cognition															
35,917	Residential & Nursing	3,112	320	87	517	53,604	-	57,640	-	(1,678)	(14,648)	-	(16,326)	42	41,356
3,832	Supported & Other Accommodation	-	-	-	-	3,914	-	3,914	-	-	-	-	-	-	3,914
18,951	Home Care	4,067	-	208	81	16,185	-	20,541	-	(552)	-	-	(552)	46	20,035
1,477	Day Care	297	97	5	28	1,161	-	1,588	-	-	(306)	-	(306)	178	1,460
10,787	Direct Payments	-	-	-	-	11,304	-	11,304	-	-	-	-	-	-	11,304
(8,856)	Other Services	1,258	21	42	812	840	-	2,973	(613)	(10,267)	(2)	-	(10,882)	(573)	(8,482)
(6,747)	Fairer Charging *	-	-	-	-	-	-	-	-	-	(6,746)	-	(6,746)	-	(6,746)
372	Meals in the Community	11	-	-	376	-	-	387	-	-	-	-	-	-	387
55,733	Physical Support, Sensory Support and Support for Memory & Cognition	8,745	438	342	1,814	87,008	-	98,347	(613)	(12,497)	(21,702)	-	(34,812)	(307)	63,228
Learning Disability Support															
25,305	Residential & Nursing	1,603	103	13	68	26,298	-	28,085	-	-	(2,065)	-	(2,065)	28	26,048
8,578	Supported & Other Accommodation	651	0	17	9	8,433	-	9,110	-	(17)	(8)	-	(25)	(198)	8,887
841	Home Care	-	-	-	-	935	-	935	-	-	-	-	-	-	935
2,626	Day Care	1,548	101	19	(2)	1,118	4	2,788	-	(32)	(226)	-	(258)	132	2,662
3,154	Direct Payments	-	-	-	-	3,305	-	3,305	-	-	-	-	-	-	3,305
1,479	Other Services	1,275	1	55	71	515	-	1,917	(126)	(73)	(73)	-	(272)	11	1,656
(1,034)	Fairer Charging *	-	-	-	-	-	-	-	-	-	(1,033)	-	(1,033)	-	(1,033)
40,949	Learning Disability Support	5,077	205	104	146	40,604	4	46,140	(126)	(122)	(3,405)	-	(3,653)	(27)	42,460
Mental Health Support															
3,002	Residential & Nursing	-	-	-	-	3,768	-	3,768	-	-	(595)	-	(595)	-	3,173
1,728	Supported & Other Accommodation	-	-	-	-	1,793	-	1,793	-	-	-	-	-	-	1,793
308	Home Care	-	-	-	-	342	-	342	-	-	-	-	-	-	342
50	Day Care	-	2	-	-	34	-	36	-	-	(3)	-	(3)	-	33
672	Direct Payments	-	-	-	-	704	-	704	-	-	-	-	-	-	704
(8)	Other Services	-	-	-	-	151	-	151	(28)	(109)	-	-	(137)	-	14
(401)	Fairer Charging *	-	-	-	-	-	-	-	-	-	(401)	-	(401)	-	(401)
5,351	Mental Health Support	-	2	-	-	6,792	-	6,794	(28)	(109)	(999)	-	(1,136)	-	5,658

Revenue Budgets - East Sussex Better Together

2017/18 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Substance Misuse Support														
- Residential & Nursing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Supported & Other Accommodation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Home Care	-	-	-	-	-	-	-	-	-	-	-	-	-	-
365 Other Services	-	-	-	-	487	-	487	-	(106)	-	-	(106)	-	381
365 Substance Misuse Support	-	-	-	-	487	-	487	-	(106)	-	-	(106)	-	381
Other Adult Services														
1,701 Other Services	637	4	10	1,704	2,766	-	5,121	-	(3,451)	-	-	(3,451)	62	1,732
- AIDS/HIV	-	-	-	-	38	-	38	-	-	-	-	-	-	38
1,701 Other Adult Services Total	637	4	10	1,704	2,804	-	5,159	-	(3,451)	-	-	(3,451)	62	1,770
2,097 Equipment & Assistive Technology	40	-	-	3,400	1,806	-	5,246	-	(2,420)	(435)	-	(2,855)	-	2,391
5,584 Supporting People	115	9	3	5	5,506	-	5,638	-	-	-	(357)	(357)	443	5,724
- Safer Communities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19,163 Assessment & Care Management	19,976	56	313	352	949	-	21,646	(43)	(2,079)	(336)	-	(2,458)	130	19,318
(2,128) Management & Support	4,445	172	33	(3,577)	5,737	-	6,810	(1,245)	(1,822)	(76)	-	(3,143)	160	3,827
- Improved Better Care Fund and Disabled Facilities Grant	-	-	-	-	-	-	-	(16,694)	-	-	-	(16,694)	-	(16,694)
128,815 Total Adult Social Care	39,035	886	805	3,844	151,693	4	196,267	(18,749)	(22,606)	(26,953)	(357)	(68,665)	461	128,063
Children's Services														
- Children's Centres	3,190	319	81	207	257	-	4,054	-	(688)	(244)	-	(932)	68	3,190
808 Early Help & Social Care - Policy Support &	50	-	1	143	579	-	773	(156)	(23)	-	-	(179)	148	742
4,556 ISEND	1,692	58	21	716	3,016	-	5,503	-	(26)	-	(268)	(294)	(927)	4,282
121 Admissions & Transport	-	-	-	-	-	-	-	-	-	-	-	-	120	120
176 Management & Support	244	-	2	41	10	-	297	-	(11)	(5)	-	(16)	(103)	178
5,661 Total Children's Services	5,176	377	105	1,107	3,862	-	10,627	(156)	(748)	(249)	(268)	(1,421)	(694)	8,512

Revenue Budgets - East Sussex Better Together

2017/18 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Public Health														
2,576 Health Improvement Services	-	-	-	-	2,578	-	2,578	-	-	-	-	-	-	2,578
4,210 Drug & Alcohol Services	-	-	-	-	4,210	-	4,210	-	-	-	-	-	-	4,210
2,871 Sexual Health Services	-	-	-	21	2,815	-	2,836	-	-	-	-	-	35	2,871
6,051 Health Visiting and School Nursing	-	-	-	-	6,051	-	6,051	-	-	-	-	-	-	6,051
520 NHS Health Checks	-	-	-	-	537	-	537	-	-	-	-	-	-	537
6,228 Management support and Public Health programmes	1,765	-	18	60	2,405	-	4,248	(18,816)	-	-	(1,917)	(20,733)	238	(16,247)
- Total Public Health	1,765	-	18	81	18,596	-	20,460	(18,816)	-	-	(1,917)	(20,733)	273	-
134,476 Total East Sussex Better Together	45,976	1,263	928	5,032	174,151	4	227,354	(37,721)	(23,354)	(27,202)	(2,542)	(90,819)	40	136,575

Revenue Budgets - Public Health

2017/18 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
3,733 Health Improvement Services	-	-	-	-	3,736	-	3,736	-	-	-	-	-	-	3,736
6,101 Drug & Alcohol Services	-	-	-	-	6,101	-	6,101	-	-	-	-	-	-	6,101
4,160 Sexual Health Services	-	-	-	30	4,080	-	4,110	-	-	-	-	-	50	4,160
8,769 Health Visiting and School Nursing	-	-	-	-	8,769	-	8,769	-	-	-	-	-	-	8,769
755 NHS Health Checks	-	-	-	-	778	-	778	-	-	-	-	-	-	778
(23,518) Management support and Public Health programmes	2,559	-	25	87	3,487	-	6,158	(27,270)	-	-	(2,778)	(30,048)	346	(23,544)
- Total	2,559	-	25	117	26,951	-	29,652	(27,270)	-	-	(2,778)	(30,048)	396	-
ESBT included above	1,765	-	18	81	18,596	-	20,460	(18,816)	-	-	(1,917)	(20,733)	273	-

Page 96

Main changes between years	£'000
Rebased Net Budget 2017/18	-
Growth	-
Inflation	-
Savings	-
Pay Award	-
Transfers between Departments	-
Departmental Estimate 2018/19	-

Revenue Budgets - Children's Services

2017/18 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Early Help & Social Care															
3,988	Children's Centres	4,132	399	104	291	439	-	5,365	-	(1,032)	(306)	-	(1,338)	(39)	3,988
1,010	Policy Support & Commissioned Services	388	-	7	193	723	-	1,311	(1,630)	1,007	(68)	-	(691)	185	805
2,584	Early Help Keywork Service	4,124	78	91	262	-	-	4,555	(422)	(371)	(146)	-	(939)	(533)	3,083
11,382	Locality Social Work & Family Assessment	8,022	-	172	385	3,761	-	12,340	(321)	(306)	-	-	(627)	115	11,828
22,569	Looked After Children	9,195	152	559	944	16,070	-	26,920	(1,568)	(426)	(1,458)	(270)	(3,722)	151	23,349
2,324	Other Children & Families	1,876	63	87	1,323	777	-	4,126	(760)	(360)	-	-	(1,120)	(501)	2,505
554	Youth Justice	1,240	26	41	37	194	-	1,538	(609)	(291)	-	-	(900)	(96)	542
44,411	Subtotal	28,977	718	1,061	3,435	21,964	-	56,155	(5,310)	(1,779)	(1,978)	(270)	(9,337)	(718)	46,100
Education & ISEND															
10,265	ISEND	12,618	88	298	1,800	32,570	-	47,374	(36,231)	(91)	(631)	(1,302)	(38,255)	(481)	8,638
479	Other Learning & Schools Effectiveness	314	-	-	73	-	-	387	(455)	-	-	-	(455)	448	380
3,323	Standards & Learning Effectiveness	3,018	-	60	23,876	557	-	27,511	(26,196)	(280)	(351)	(76)	(26,903)	2,026	2,634
14,067	Subtotal	15,950	88	358	25,749	33,127	-	75,272	(62,882)	(371)	(982)	(1,378)	(65,613)	1,993	11,652
-	Schools	127,010	11,138	62	9,701	57	-	147,968	(158,835)	-	-	(234)	(159,069)	11,101	-
Management & Support															
11,713	Admissions & Transport	426	-	6	22	-	-	454	(966)	-	(19)	-	(985)	12,028	11,497
-	Music	2,040	82	36	237	-	-	2,395	-	(643)	(1,708)	(4)	(2,355)	28	68
(2,878)	Management & Support	4,704	24	23	-	75	-	4,826	(3,607)	(1,144)	(400)	(1,761)	(6,912)	989	(1,097)
1,249	Safeguarding	1,188	-	41	116	2	-	1,347	-	(110)	(8)	-	(118)	10	1,239
10,084	Subtotal	8,358	106	106	375	77	-	9,022	(4,573)	(1,897)	(2,135)	(1,765)	(10,370)	13,055	11,707
68,562	Total	180,295	12,050	1,587	39,260	55,225	-	288,417	(231,600)	(4,047)	(5,095)	(3,647)	(244,389)	25,431	69,459
	ESBT included above	5,176	377	105	1,107	3,862	-	10,627	(156)	(748)	(249)	(268)	(1,421)	(694)	8,512

Main changes between years	£'000
Rebased Net Budget 2017/18	68,562
Growth	3,628
Inflation	525
Savings	(4,029)
Pay award	431
Transfers between Departments	342
Departmental Estimate 2018/19	69,459

Capital programme - Adult Social Care

Adult Social Care	Total Budget	Total Previous Years Spend	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Remaining Budget Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Older People's Service Improvements	536	405		131					131
Greenacres	2,350			1,250	1,050	50			2,350
LD Service Opportunities	5,092	3,427	1,279	386					1,665
Refurbishment of Facilities to meet CQC Standards	2,373	2,357	16						16
House Adaptations	2,719	719	13	387	400	400	400	400	2,000
Gross Expenditure	13,070	6,908	1,308	2,154	1,450	450	400	400	6,162
Scheme Specific Income	(3,150)	(1,900)		(1,250)					(1,250)
Net Expenditure	9,920	5,008	1,308	904	1,450	450	400	400	4,912

Capital programme - Children's Services

Children's Services	Total Budget	Total Previous Years Spend	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Remaining Budget Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Lansdowne Secure Unit	261	208	53						53
Seven Sisters Canoe Barn	24	22		2					2
Family Contact	188	156	32						32
House Adaptations for Disabled Children's Carers Homes	1,468	660	122	126	140	140	140	140	808
Schools Delegated Capital	12,688	7,826	899	859	824	791	760	729	4,862
Direct to Schools Capital	65		65						65
Schools Information Hub	230	144	86						86
Gross Expenditure	14,924	9,016	1,257	987	964	931	900	869	5,908
Scheme Specific Income	(13,038)	(8,056)	(1,017)	(861)	(824)	(791)	(760)	(729)	(4,982)
Net Expenditure	1,886	960	240	126	140	140	140	140	926

This page is intentionally left blank

Adult Social Care and Health

Portfolio Plan 2018/19 – 2020/21

September 2018

Page 101

Appendix 2

Contents

Contents	2
Cabinet Portfolio Lead Members.....	3
Portfolios Overview	4
Operating Principles.....	6
Structure Chart.....	7
Delivering Priority Outcomes.....	8
Performance Measures and Targets	14
Gross revenue budget.....	22
Revenue Budget	23
Capital Programme	25

Cabinet Portfolio Lead Members

Councillor Carl Maynard
Lead Member for
Adult Social Care and Health



Responsible for strategy and policy for all adult social care and public health matters.

Principal service area responsibilities covered in this plan include services for vulnerable adults including older people, learning disability, physical disability, mental health, public health and all ancillary activities.

Councillor Bill Bentley
Lead Member for
Communities and Safety



Responsible for strategy and policy for all communities and community safety matters.

Principal service area responsibilities in this plan include safer communities.

Community responsibilities are covered by the Communities, Economy and Transport Portfolio Plan. Coroner services and voluntary sector responsibilities are covered by the Governance Services Portfolio Plan.

Portfolios Overview

Adult Social Care

1.1 We are planning and delivering Adult Social Care support and services in the context of significant uncertainty in the national outlook, particularly beyond 2018/19. We look forward to the Green Paper on the future of Health and Social Care funding, whilst in the meantime we continue to manage increasing demand for services from an increasingly ageing local population.

1.2 The financial outlook is extremely challenging. If there are no new resources from Government, by 2021/22 the Council will be left with a minimum service offer. We will provide safeguarding for all ages and continue to support people whose care and support needs meet the nationally defined eligibility criteria.

1.3 Alongside the significant financial pressures, the ability of the local care market to deliver the level and quality of care required remains challenged. A number of providers have withdrawn from the market or failed to deliver the desired quality of service. This increases pressure on the whole health and social care system, hampering our ability to ensure timely discharge from hospital and offer individuals choice about how their care and support needs are met.

1.4 We continue to work in partnership, to deliver better health and social care outcomes for local people. We are working more effectively with our local NHS partners, designing and developing services with local people to improve their experience of health and social care services.

East Sussex Better Together (ESBT)

1.5 In July 2017 the ESBT core partner organisations approved plans for further health and social care integration in East Sussex. The discussions at Cabinet, the East Sussex Healthcare NHS Trust (ESHT) Board and the Clinical Commissioning Groups (CCG) Governing Bodies show that there is consensus across our local system that integration is the best way to improve services, health and wellbeing within the resources that we have. Although the level of change required is considerable, the gains that can be made

from adopting this future model will be significant. Evidence from other countries demonstrates that single health and care provider organisations can significantly improve a number of different areas including:

- clinical and financial sustainability;
- integration of client and patient information systems;
- shared working across the entire care pathway; and
- more proactive care and improved population health.

1.6 The ESBT Alliance partners have been working together in a virtual arrangement since April 2017 as part of our test-year. This has meant working together to achieve the same outcomes using our combined budget of approximately £850m. Given the complexity of setting up a new health and care organisation, as well as the single commissioning arrangements to deliver it, our plan is to strengthen our ESBT Alliance, as a stepping stone on the way to formal integration and a single health and care organisation in the future. We plan to do this by:

- moving towards single integrated leadership of our £850m commissioning budget; and
- moving towards single leadership and management of delivery and how services are organized.

1.7 Our aim is to shift the focus away from reactive urgent care to proactive community-based care and to improve the health of the population. We know that the best way to do this is to move to a single organisation and use one coherent commissioning, funding and contractual framework. By bringing together the organisations that are accountable for commissioning local health and care services, we will have greater influence to focus our resources and make improvements to the population's health and wellbeing, quality of services and finances and therefore the overall sustainability of the system.

Connecting 4 You (C4Y)

1.8 In the west of the county, in the High Weald Lewes Havens CCG, through C4Y, there are plans to transform health and social

care to meet the increasing demands placed upon us. “Communities of Practice” are being established to provide a streamlined health and social care service to local residents. The main priorities for this programme are to provide:

- Coordinated prevention and self-management;
- A single/streamlined point of access;
- Integrated community NHS and social care teams;
- A strategy for accommodation and ‘bed based’ care;
- A joint mental health strategy; and
- A review of Children’s Services.

Safer Communities

1.9 The East Sussex Safer Communities Partnership continues to deliver positive outcomes for local people against a diverse and challenging agenda. The Partnership will continue to work closely with the Sussex Police and Crime Commissioner, Local Safeguarding Children’s Board and Safeguarding Adults Board on shared work streams, particularly those that involve working with local communities and partners to keep Sussex safe. Sustaining existing work within the Partnership and developing new relationships with the voluntary sector is of particular importance to ensure that we are supporting those most vulnerable in the community.

1.10 The Modern Crime Prevention Strategy, published by the Home Office in March 2016 saw a change in the way we think about crime prevention, and represented the start of a fundamental shift in the way partners work together to prevent crime. Over the past decade, the world has changed significantly, and technology has transformed how societies, and criminals, operate. There has been a notable shift away from traditional crime types to new emerging threats such as cyber-crime, human trafficking and child sexual exploitation.

1.11 Serious and Organised Crime continues to be a particular focus of our work, and our priorities include vulnerable victims of fraud rogue trading and cyber-enabled crime; cyber-crime; vulnerable people being exploited and recruited by organised crime groups; and modern slavery and human trafficking.

Public Health

1.12 The role of Public Health is to promote, protect and improve health and wellbeing, and reduce health inequalities. To do that we provide and commission a number of statutory services, some of which are known as mandated services because the manner of delivery is prescribed nationally. Other services commissioned by Public Health are conditions of the Public Health Grant or services based on the needs of people locally and support the Council’s statutory responsibility for the improvement and protection of the health of people in East Sussex.

1.13 We know that as demand for both health and social care services continues to increase and the financial challenges facing the Council remain, we need to ensure a focus on prevention and early intervention. At a time of major transformation in East Sussex, developing an asset based approach to improving health and wellbeing presents a key opportunity. It involves mobilising the skills and knowledge of individuals and the connections and resources within communities and organisations to improve health and wellbeing, rather than focusing on problems and deficits. The approach aims to empower individuals and communities to help themselves and so enables them to rely less on public services.

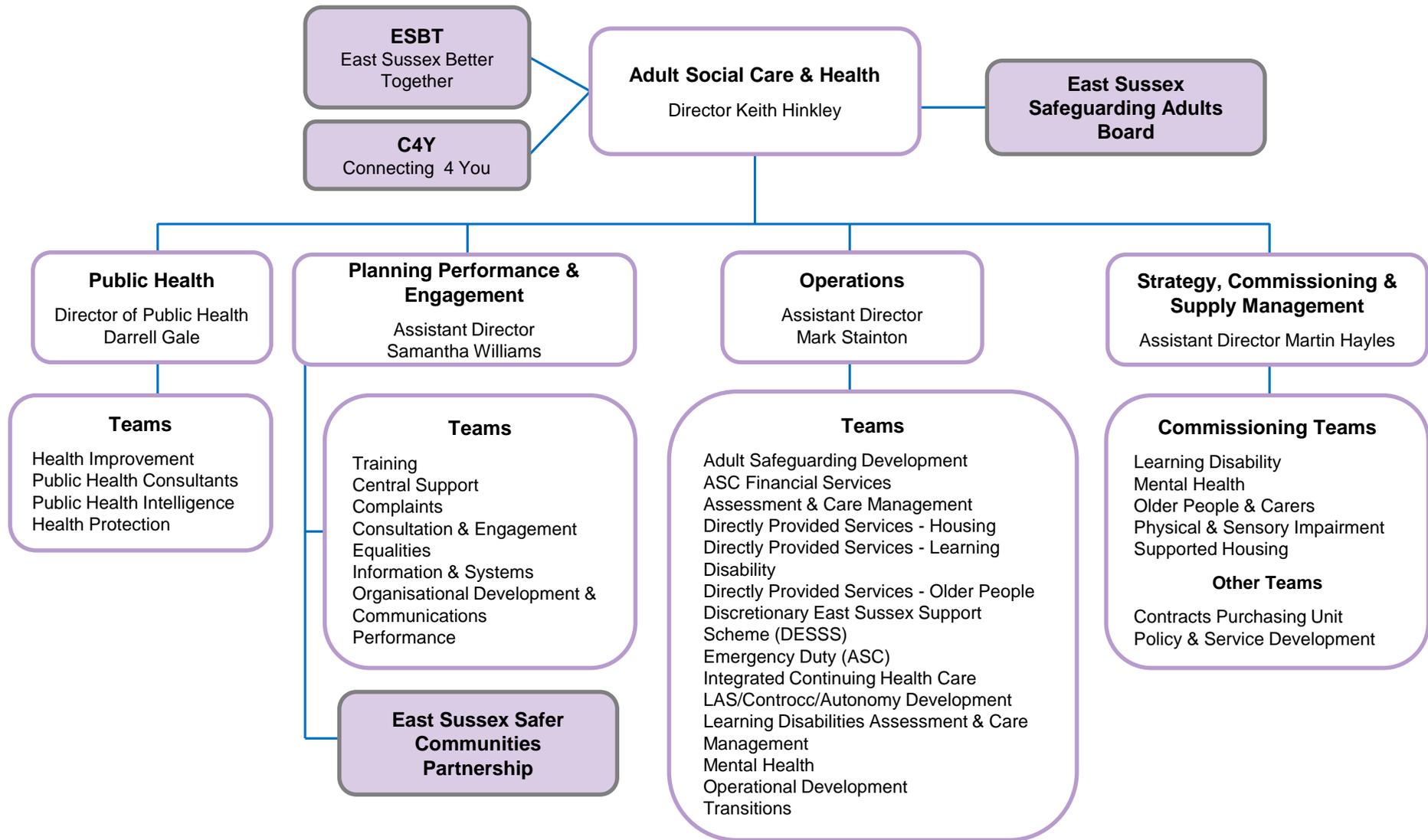
1.14 The grant in both 2018/19 and 2019/20 continues to be subject to conditions, including a ring-fence which requires the Council to use the grant exclusively for public health activities. Indicative allocations have been released for 2019/20 which shows a reduction of 2.6% on the grant for 2018/19. Savings plans are developed in line with Public Health budget information as it is released.

Operating Principles

The Council has agreed three operating principles that underpin how the Council works across all services and with partners:

- ❖ **Strategic commissioning:** using an evidence-based approach to assess and meet the needs of local people in the most effective way. We will specify and deliver appropriate services to secure the best outcomes and value for money for residents.
- ❖ **One Council:** working as a single organisation both through the processes we use, and how we work. We will work in a well connected way across Council teams so we harness all our energy and resources towards achieving our priorities and remove duplication. We will judge our success against outcomes for the whole population and the organisation (and whole local public sector) not against the interests of a particular group, team or department.
- ❖ **Strong partnerships:** recognising we are one part of a wider system, we will work effectively with partners across East Sussex and the region as well as with the wider public sector to ensure we learn from others, secure best value for money and maximise impact for our residents.

Structure Chart



Delivering Priority Outcomes

The Priority Outcomes

The Council has four overarching priority outcomes: driving sustainable economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources. Making best use of resources is the gateway priority through which any activity and accompanying resources must pass.

For each priority outcome there are specific delivery outcomes. These are referenced to performance measures in this Portfolio Plan.

Driving sustainable economic growth - delivery outcomes

1. Employment and productivity rates are high throughout the county
2. Individuals, communities and businesses thrive in East Sussex with the environment and infrastructure to meet their needs
3. The workforce has and maintains the skills needed for good quality employment
4. All children progress well from early years to school leaver and into education, training and employment

Keeping vulnerable people safe - delivery outcomes

1. All vulnerable people in East Sussex are known to relevant local agencies and services are delivered together to meet their needs
2. People feel safe at home
3. People feel safe with support services

Helping people help themselves - delivery outcomes

8. Commissioners and providers from all sectors put people first when providing services and information to help them meet their needs
9. The most vulnerable adults get the support they need to maintain their independence and this is provided at or close to home
10. Individuals and communities are supported and encouraged to be responsible, help others and make the most of community capacity and assets

Driving sustainable economic growth

Keeping vulnerable people safe

Helping people help themselves

Making best use of resources

Making best use of resources - delivery outcomes

11. Applying strategic commissioning to ensure resources are directed to meet local need
12. Working as One Council, both through the processes we use and how we work across services
13. Working in partnership to ensure that all publicly available resources are used to deliver maximum benefits to local people
14. Ensuring we achieve value for money in the services we commission and provide
15. Maximising the funding available through bidding for funding and lobbying for the best deal for East Sussex

Driving Sustainable Economic Growth

2.1 A healthy workforce is a key component of a sustainable local economy. Public health is working with colleagues in district and borough councils to support employers to take action to improve their employees' health. Alongside this, the newly commissioned public health integrated lifestyle service; One You East Sussex, will continue to roll out a programme of targeted NHS Health Checks. One You East Sussex will work with employers to offer Health Checks and advice and support to enable people to make changes to lifestyle to improve their health, in particular targeting employees who are unlikely to take up their check via their GP. 4,000 additional targeted Health Checks will be provided in 2018/19.

Keeping vulnerable people safe

2.2 Safeguarding Adults Board (SAB) areas of focus are:

- Making safeguarding personal (making sure adults are involved and consulted in the process of helping them to stay safe and agreeing goals to achieve) – ensuring these principles are central to safeguarding practice across all agencies.
- Adults with care and support needs, and their carers, will assist to shape the work of the SAB and safeguarding responses.
- Ensuring learning from reviews is effectively embedded into practice.
- Ensuring the effectiveness and transparency of the SAB to oversee and lead safeguarding activities that contribute to the prevention of abuse and neglect.

2.3 Below are some of the activities that the Safer Communities Partnership will be working on in relation to our four main priority areas:

- We will continue to work with the East Sussex Against Scams Partnership (ESASP) to protect and prevent the residents of East Sussex from becoming victims of scams. This includes asking organisations, businesses, clubs, charities and others to 'Take a Stand against Scams' and sign up to a charter pledging actions to help raise awareness of this harmful crime.

- We hosted a conference in January 2018, "Building Digitally Resilient Children", in partnership with Priority 1-54 and other agencies, to highlight how, as the digital world continues to evolve, the threats presented to children's safety intensify. Feedback from the event will ensure our work focuses on what schools and young people identify as key areas for them.
- We will continue to develop and promote online safety sessions within the East Sussex Community Safety Education Programme.
- We will develop opportunities for law enforcement and partners to engage in preventative work in relation to organised crime, particularly where young people might be vulnerable to being drawn into organised theft or supporting the trafficking and supply of controlled drugs.
- We will seek to improve the awareness of this crime type and increasing the reporting of modern slavery by developing and maintaining online resources for professionals and developing communications campaigns aimed at the general public using social media.

2.4 In addition to the priorities adopted by the Partnership, there are other community safety work streams, identified through the community, partnership or statutory requirements that we will be addressing. These include:

- Continuing to work with Brighton & Hove City Council and other commissioners to deliver a shared specialist service for victims/survivors of domestic and sexual abuse and developing a shared strategy to address Domestic Violence and Abuse, Sexual Violence and other forms of Violence against Women and Girls.
- Completing the process of re-commissioning of our drug and alcohol treatment service. The new service will focus on the priorities identified through our ongoing consultation with clients, families, community groups and professionals, which include dual diagnosis, protected characteristics, housing, and Education, Training and Employment. This work will also link with the principles of the East Sussex Better Together Alliance.
- Supporting mutual aid groups that assist those in recovery from drug and alcohol dependence in the county.

- Undertaking two confidential inquiries into those drug related deaths that have occurred within East Sussex.
- Supporting the Integrated Offender Management delivery group to undertake a two stage operational strategy process.
- Developing a partnership approach to preventing violent extremism by strengthening community resilience and building more cohesive communities.
- Working with their staff and local service providers to identify people who have been in the armed forces, to raise awareness and undertake training to provide support to the armed forces community.

2.5 We will continue to provide a number of programmes, though our Public Health budget, to help ensure vulnerable people are safe:

- Initiatives to address fuel poverty will continue to help the most vulnerable to remain warm and well.
- We will continue to work in partnership with East Sussex Fire and Rescue Service, to provide child safety advice and equipment, such as stair gates, to vulnerable families with young children.
- We will continue to roll out the commissioning of the Infection Control in Care Homes Champions and Accreditation Programme. This offers free training, support and accreditation to improve infection prevention and control in care homes, as well as to promote oral health and hydration, and to ensure that staff and residents receive appropriate vaccinations to prevent ill health.
- We will provide assurance for health protection across the system as a whole, including working with NHS England to improve rates of immunisation and screening coverage and agree remedial plans where targets are not being met and where improvements could be made.
- We are developing oral health improvement resources with parents and carers of children with special educational needs.

Helping people help themselves

2.6 Health and Social Care Connect (HSCC) provides the public and professionals with a single point for information, advice and

access to community health and social care services. This access point is available from 8:00am to 10:00pm every single day of the year and ensures that people get access to the right services in the right place without unnecessary delay.

2.7 The integrated community health and social care services have also launched a Discharge To Assess service that is designed to avoid unnecessary admissions to acute hospitals and, where an admission is necessary, ensures that people are discharged as soon as is safe and practical back to their own homes, or as close to home as possible.

2.8 Frail adults across East Sussex can now receive Technology Enabled Care Services (TECS), based on the severity of their needs. TECS is designed to monitor frail individuals through 'Telescreen' (proactive phone calls). These regular phone calls, initially to be provided by HSCC, allow operators to build up a picture of the client's ability to maintain their independence using a standardised frailty screening tool. Phase one began in October 2017 with all existing Telecare clients being offered the free Telescreen service. The ambition for phase two will make referrals available to wider Health and Social Care services including Primary Care. The intention is that this service will support community-based emergency responses by providing an alternative to ambulance call-outs, conveyance and hospital admission.

2.9 Locality Link Workers continue to work across the county, acting as a conduit between statutory services and communities and building links between the community, voluntary services and health and care services. These workers have a detailed understanding of the community and voluntary sector in their area and are ideally placed to work alongside partners to increase the amount of support available in communities, and enable health and care teams to link people with additional support that may be available through the community and voluntary sector

2.10 As part of ESBT and C4Y, Public Health is leading on a Personal and Community Resilience work stream to change the way that the whole system is oriented. Placing prevention, self-care, and asset based approaches, which value and grow the role that communities and individuals play in improving health outcomes, at

the centre of our health and care system. We are developing social prescribing approaches for the county which enable community support to be targeted to people's individual levels of needs.

2.11 Public Health commissions a number of services and programmes of support, including:

Sexual health – We have commissioned a fully integrated specialist sexual health and HIV service for our residents where contraception provision and genitourinary medicine (GUM) are provided together as one service. We have also commissioned feasibility pilots of HIV testing of all new GP registrants and all admissions to Medical Admission Units (MAU) in Eastbourne in order to test the National Institute of Clinical Excellence (NICE) guidance for testing in high HIV prevalence areas. The East Sussex sexual health website <http://www.eastsussexsexualhealth.co.uk/> has been redesigned to reflect the whole sexual health system and direct individuals to the nearest appropriate service depending on need.

Voluntary and community sector – In 2018/19 we will be focussing particularly on how we support local people to develop community led asset based support to build personal and community resilience.

Drugs and alcohol – We are aiming to change the emphasis from bedded care and residential rehabilitation to community detoxification and peer support for people in recovery. We will continue to work in partnership and develop local policies to prevent or reduce alcohol use by young people; develop community-based interventions through community engagement and establish community partnerships in high risk areas; organise targeted social marketing campaigns for safer drinking and behaviour change; and promote responsible sales and target problem premises e.g. through licensing and trading standards.

Services from General Practices and Community Pharmacies – We will continue to commission a range of public health services from GPs and pharmacies to increase access to help in priority areas. This includes commissioning all our GPs to offer and provide: 33,810 NHS Health Checks to their eligible patients in 2018/19; sexual health services such as long acting reversible contraception (LARC); STI testing and treatment; help for people to stop smoking; and drug and alcohol services.

Oral health – In addition to providing toothbrush packs to strengthen advice given by health visitors, we have commissioned an oral health improvement service with a train the trainer model, with the aim of improving the oral health of children and adults in care homes.

Public Mental Health – We will continue to promote the mental health and wellbeing of East Sussex residents through initiatives that impact across their lives, for example: the Baby Buddy app which promotes attachment and provides additional support for pregnant women and new mums experiencing perinatal mental health problems; provision of parenting support; skilling up frontline workers to promote good mental health; supporting and encouraging employers to promote good mental health in their workplaces, activity to improve the physical health of people with diagnosed mental health problems; and campaigns to raise awareness of mental health and to reduce stigma.

The multi-agency East Sussex Suicide Prevention Group coordinates suicide prevention through the suicide prevention action plan. A Beachy Head Risk Management Group focuses specifically on partnership work related to suicide prevention at Beachy Head.

Health Promotion Campaigns – In 2018/19 we will deliver a series of health promotion campaigns to raise awareness of key issues and the steps that people can take to improve their health and wellbeing. This includes Making Every Contact Count (MECC) and health promotion topic training tailored to meet the needs of different groups provided through One You East Sussex.

Embedding Health Improvement in Settings – By the end of 2018/19 GPs, pharmacies, nurseries and schools will have developed and delivered their own health improvement plans. In 2018/19 we will roll out Healthy Living Pharmacy Level 2 to support pharmacies in priority areas to deliver an enhanced health improvement offer.

Children – A range of support and services to enable schools and early years settings to contribute to improving the health of children and young people has been commissioned, this includes: a Personal, Social and Health Education (PSHE) support programme

for schools; and advice and training for nurseries, child minders and children's centres on healthy eating and physical activity. Healthy Active Little Ones (HALO); a child accident prevention home safety advice and equipment service in collaboration with East Sussex Fire and Rescue Service; and specialist public health advice to a range of partner organisations and within the Council, to support public health outcomes for children and young people.

2.12 Children's weight management – In 2018/19 we will be continuing the roll out of a new weight management service to support young people to maintain a healthy weight.

Making best use of resources

2.13 The Council has agreed to align its budgets for Adult Social Care, Public Health and part of Children's services with Eastbourne, Hailsham & Seaford and Hastings & Rother CCGs, as part of the transition to the ESBT accountable care model. This represents a step forward in demonstrating how we are taking a whole-systems approach to the planning and delivery of health and social care across the ESBT area. Together we spend around £850m on these services every year. As demand for services and the cost of service delivery continue to rise, it is essential that we make best use of our combined health and social care resources. By working together and aligning our budgets, we have begun to make improvements in care pathways across health and social care to ensure that we best meet the needs of people in East Sussex.

2.14 Whilst reportable delayed transfers of care have been improving since April 2017, with the daily average of delays improving from 108 in April to 79 in August, the number of stranded patients (length of stay of seven days or more) occupying acute beds at ESHT hospitals has been increasing. We will be implementing a number of actions to reduce Delayed Transfers of Care within the county including:

- implementation of the Ambulatory Care/Acute Medical (including Frailty) Assessment Model at both Eastbourne District General and Conquest Hospitals;
- implementation of Discharge to Assess pathway 1 (community home first principle) to support long stay admission avoidance

and to reduce unnecessary assessment in hospital and tackle stranded patients;

- rapid improvement in CHC assessments undertaken out of hospital;
- further improvements to the home care market to reduce packages of care delays; and
- improved use of Sussex Community Trust beds to support improved acute flow.

2.15 One of the key ways of delivering a more effective and efficient service to residents within the ESBT area is to establish an integrated service model. Integrated Locality Teams have already been established however further work is required to focus the development of integrated community services. The key developments are:

- local development of existing IT systems and business processes to support integrated working;
- modelling activity across the system to help identify the optimal apportionment of staff across the model;
- consultation and transfer to move staff into different teams combined with amended roles or management structures, where necessary;
- understanding the accommodation requirements of the operating model – including where co-location will be most critical to success and where the application of agile working standards will deliver the greatest benefit; and
- budget structures – pooling budgets where appropriate and/or ensuring that patients/clients are coded back to their originating locality, when appropriate, using NHS Number and GP Practice codes.

2.16 A major component of the ESBT programme is to improve urgent care services within the region. Urgent care is a term that describes the range of services provided for people who require same day health or social care advice, care or treatment. This is different from emergency care provided in Accident and Emergency departments (A&E). Under ESBT, the overarching vision is to adopt an integrated system-wide approach creating a long-term

sustainable solution for local people. Some of the forthcoming developments include:

- every hospital must ensure that patients who attend A&E and can be seen by primary care clinicians are identified, so that A&E departments are free to care for the sickest patients, including older people;
- every hospital and its local health and social care partners must ensure that patients are cared for in the right place and at the right time, including better and more timely hand-offs between their A&E clinicians and acute physicians, 'discharge to assess', 'trusted assessor' arrangements, streamlined continuing healthcare processes, and seven-day discharge capabilities;
- hospitals, primary and community care and local councils should also work together to ensure people are not stuck in hospital while waiting for delayed community health and social care;
- 24-hour 'core 24' mental health teams will be established to cover five times more A&Es by March 2019, than now;

- NHS 111 online will start during 2017, allowing people to enter specific symptoms and receive advice on how to manage their conditions;
- strengthen support to care homes to ensure they have direct access to clinical advice, including appropriate on-site assessment; and
- roll-out of standardised new 'Urgent Treatment Centres' (UTC), which will be open 12 hours a day, seven days a week, integrated with local urgent care services.

2.17 In 2018/19, as part of our Personal and Community Resilience programme, we are undertaking a focussed piece of work with Orbis procurement to develop effective ways of linking the social value secured through our procurement activity to the needs of our communities and to our shared priorities for improving health. Social Value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services above and beyond the benefit of the goods and services themselves, for example it can be used to bring in additional volunteering, fund a small grants programme, etc. We will be sharing these approaches with wider partners to support the whole system to better harness social value and improve health.

Performance Measures and Targets

*2017/18 Outturns when available or (Target)

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn (Target)*	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Maynard	Percentage of adult social care clients who contact us about their support who have not had to keep reporting their story	New measure	New measure 2018/19	≥25%	≥25%	≥25%	Services work seamlessly so that people only have to tell their story once. Delivery outcomes 5, 8 and 13.
	Number of carers who contact us about their support who have not had to keep reporting their story	New measure	New measure 2018/19	≥23%	≥23%	≥23%	
	Number of hospital bed days lost due to delayed transfers from hospital care (Daily average) CP	New measure	42	50	50	50	There are no unnecessary delayed discharges from hospital. Delivery outcomes 5, 9 and 11.
	Number of hospital bed days lost due to delayed transfers from hospital care due to Council social services (Daily average) CP	New measure	13	13	13	13	
	Number of hospital bed days lost due to delayed transfers from hospital care due to local NHS (Daily average) CP	New measure	26	34	34	34	
	The proportion of service users discharged from the Joint Community Rehabilitation Service that do not require on-going care	76%	74%	65%	65%	65%	Adults who have required support are able to live as independently as possible. Delivery outcome 9.
	National outcome measure: The proportion of people who use services who say that those services have made them feel safe and secure (Adult Social Care Survey) CP	83.6%	82.4%	≥83.6%	≥83.6%	≥83.6%	Services received by adults with long term support also have a positive impact on their safety. Delivery outcomes 6 and 7.
	National outcome measure: Proportion of working age adults and older people receiving self-directed support CP	100%	100%	100%	100%	100%	Adults are able to take control of the support they receive.
	National outcome measure: Proportion of working age adults and older people receiving direct payments CP	33.3%	31.3%	30%	30%	30%	Delivery outcomes 8 and 9.

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn (Target)*	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Maynard	The proportion of clients who find it easy to find information about services (Adult Social Care Survey)	79.4%	78.6%	≥76.8%	≥76.8%	≥76.8%	Adults who need our support are able to easily find the appropriate service information. Delivery outcome 8.
	Number of carers supported through short-term crisis intervention CP	688	695	675	750	750	To support carers when they most need it to enable them to carry on in their caring role. Delivery outcome 9.
	National outcome measure: Proportion of people who use services, who reported that they had as much social contact as they would like (Adult Social Care and Carers Survey)	51.3%	51.3%	≥48.9%	≥48.9%	≥48.9%	Adults supported by the department do not become socially isolated. Delivery outcomes 5 and 9.
	National outcome measure: Self-reported experience of social care users quality of life (Adult Social Care Survey)	19.9	19.6	≥19.4	≥19.4	≥19.4	To monitor various aspects of quality of life and the impact service provision has. Delivery outcomes 5 and 9.
	National outcome measure: The proportion of people who use services who have control over their daily life (Adult Social Care Survey)	83.6%	82.3%	≥80.5%	≥80.5%	≥80.5%	The services received by adults complement their ability to maintain control over how they live their lives. Delivery outcomes 5 and 9.
	National outcome measure: Overall satisfaction of people who use services with their care and support (Adult Social Care Survey)	69.9%	74.0%	≥70.0%	≥70.0%	≥70.0%	Adults who use adult social care services are satisfied by what they receive. Delivery outcomes 7 and 9.
	Satisfaction rates for people with mental health conditions arising from NHS mental healthcare	88%	82.1%	80% of respondents 'positive'	80% of respondents 'positive'	80% of respondents 'positive'	Adults who use mental health services are satisfied by what they receive. Delivery outcome 9
	Proportion of people with mental health conditions likely to recommend NHS mental healthcare	62.8%	50.9%	50% 'extremely likely' to recommend	50% 'extremely likely' to recommend	50% 'extremely likely' to recommend	

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn (Target)*	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Maynard	Outcomes for people with mental health conditions arising from NHS mental healthcare: number of people entering treatment	8,216	8,656	7,500	7,500	7,500	To monitor the number of people who are being supported by NHS mental health services. Delivery outcome 9
	Outcomes for people with mental health conditions arising from NHS mental healthcare: percentage of people completing treatment	53.2%	53.4%	50%	50%	50%	
	Outcomes for people with mental health conditions arising from NHS mental healthcare: waiting times	91% within 6 weeks & 99% within 18 weeks	90% within 6 weeks & 99.7% within 18 weeks	75% within 6 weeks & 95% within 18 weeks	75% within 6 weeks & 95% within 18 weeks	75% within 6 weeks & 95% within 18 weeks	Services are provided in a timely manner. Delivery outcomes 8, 9 and 11.
	Percentage of interventions for Joint Community Rehabilitation started within their required timescales	63.2% (Joint Community Rehabilitation)	70%	65%	65%	65%	Services are provided in a timely manner. Delivery outcomes 8, 9 and 11.
	Percentage of referrals for the Nursing Service met target against the 4 priority levels	87.9% (Nursing Service)	92%	88%	88%	88%	Services are provided in a timely manner. Delivery outcomes 8, 11, 12 and 13.
	Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales CP	90.4%	86%	90%	90%	90%	Monitor the number of contacts from health professionals that aren't taken any further. Delivery outcomes 8, 11, 12 and 13.
	Percentage of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services) CP	Go live date for referral system postponed	96%	(95%)	(95%)	(95%)	Support is available to those known to have dementia. Delivery outcomes 8 and 9.
	Commission new service capacity to achieve diagnostic rate of 67% of the estimated local prevalence of dementia CP	62.3%	67.4%	67%	67%	67%	Adults can maintain their independence. Delivery outcomes 8, 9 and 10.
	Number of people receiving support through 'STEPS to stay independent' CP	3,521	3,677	3,500	3,500	3,500	National outcome measure: Achieve independence for older people through rehabilitation/intermediate care
		90.5%	90.7%	>90%	>90%	>90%	

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn (Target)*	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Maynard	Number of adults with learning disabilities who live in their own home or with their family	946	951	950	950	950	As many adults with learning disabilities as possible are supported in the community as opposed to in residential homes. Delivery outcomes 9 and 10.
	Enhance the delivery of Technology Enabled Care Services (TECS) more rapidly and more widely across areas including falls; frailty; crisis response; medication management, to avoid hospital admissions or re-admissions. CP	New measure	7,446 people receiving TECS	7,686 people receiving TECS	7,926 people receiving TECS	8,166 people receiving TECS	To enable adults to maintain their independence. Delivery outcomes 8, 9 and 11.
	Number of providers registered with Support With Confidence CP	174	197	217	10% increase on 2018/19 outturn	10% increase on 2019/20 outturn	Increase the options for people who need support ensuring vulnerable people are given effective reliable support to help maintain their independence. Delivery outcomes 6, 7 and 9.
	The proportion of people who received short-term services during the year, where no further request was made for ongoing support CP	97.6%	93.3%	>90%	>90%	>90%	Provide effective early intervention to ensure people are given the support they need as quickly as possible, this will also reduce the need for more expensive intensive interventions at a later date ensuring the most effective use of resources. Delivery outcomes 9, 13 and 14.
	Number of Newly Qualified Social Workers (NQSW) recruited per relevant team per year across all the care groups	New measure	New measure	≥1	≥1	≥1	Ensure there are sufficient numbers of staff to meet future service requirements, particularly where there is a local and national shortage and there are high vacancy rates and difficulty recruiting. Delivery outcomes 5, 9 and 11.

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn (Target)*	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Maynard	Number of new service user interventions completed as part of the Integrated Lifestyle Service CP	New measure 2017/18	Integrated Lifestyle Service (ILS) started August 2017; Activity monitored to establish baseline	5,000	6,000	7,000	Support people (particularly those with multiple lifestyle risk factors such as smoking, excessive alcohol consumption, poor diet and low physical activity) to make changes to improve health outcomes and reduce their risk of developing conditions such as diabetes, cancer and heart disease. Delivery outcomes 9 and 10.
	The number of health and social care staff and voluntary sector organisations trained to deliver brief interventions and advice to promote, encourage and help people make healthier choices as part of the Making Every Contact Count (MECC) initiative CP	1,168	1,731	1,200	1,200	1,200	Frontline workers and volunteers across health, care and the wider system have the knowledge, skills and confidence to raise lifestyle issues with the people they are in contact with and provide brief advice or refer into services and support including help with self-care. Delivery outcomes 9 and 10.
	Cumulative percentage of the eligible population who have received an NHS health check since 2014/15 (five year period) CP	42%	52%	50%	50%	50%	People understand their future risk of developing vascular disease and make changes to their lifestyle, or receive additional clinical advice and support to reduce their risk. Delivery outcomes 9 and 10.
	Recommission children's weight management service and develop indicators.	New measure 2017/18	Children's weight management service commissioned	Baselines fully established	Targets to be set according to baseline	Targets to be set according to baseline	Tackling childhood obesity and reducing excess weight in children, by providing evidenced based weight management support to children and their families. Delivery outcomes 4 and 5.

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn (Target)*	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Maynard	Number of nurseries engaging in the grant programme to tackle obesity through early years settings.	New measure 2017/18	202 nurseries have submitted plans to tackle obesity	120 nurseries have plans to tackle obesity evidenced through audit	Programme ends	Programme ends	Tackling childhood obesity and reducing excess weight in children, by supporting nurseries to provide healthy food and physical activity, will have a positive impact on the health outcomes of children as well as encouraging the formation of positive habits at a young age. Delivery outcomes 4 and 5.
	Support and amplify six campaigns to improve the health of the local population: Stoptober, Active 10, Stay Well this winter, Be Clear on Cancer plus two ad hoc.	6/6	6	6	6	6	Using social marketing techniques to change health related behaviour e.g. to enable lifestyle change or to encourage people to change their health seeking behaviour in response to particular symptoms. Delivery outcomes 10.
	Percentage of care homes with identified infection control champion	New measure 2017/18	60%	75%	Programme ends 2019/20	Programme ends 2019/20	To support care homes to improve their infection prevention and control procedures through a two year programme of training, support and audit to include achieving accreditation to provide assurance of high standards of infection prevention and control. To include training on oral health and hydration in year two of the programme. Delivery outcomes 9 and 10.
	Percentage of Care Homes, signed up to the programme, with an Infection Control Champion with Level 1 accreditation in place	New measure 2017/18	(60%)	95%	Programme ends 2019/20	Programme ends 2019/20	To include training on oral health and hydration in year two of the programme. Delivery outcomes 9 and 10.
	Percentage of Healthy Living Pharmacy (HLP) Level 2 Pharmacies offering smoking cessation, combined sexual health services and flu vaccination services.	New measure 2018/19	New measure 2018/19	90%	90%	90%	To deliver high quality public health and clinical interventions focused on prevention, health improvement and protection in an alternative care setting. Delivery outcomes 9 and 10.

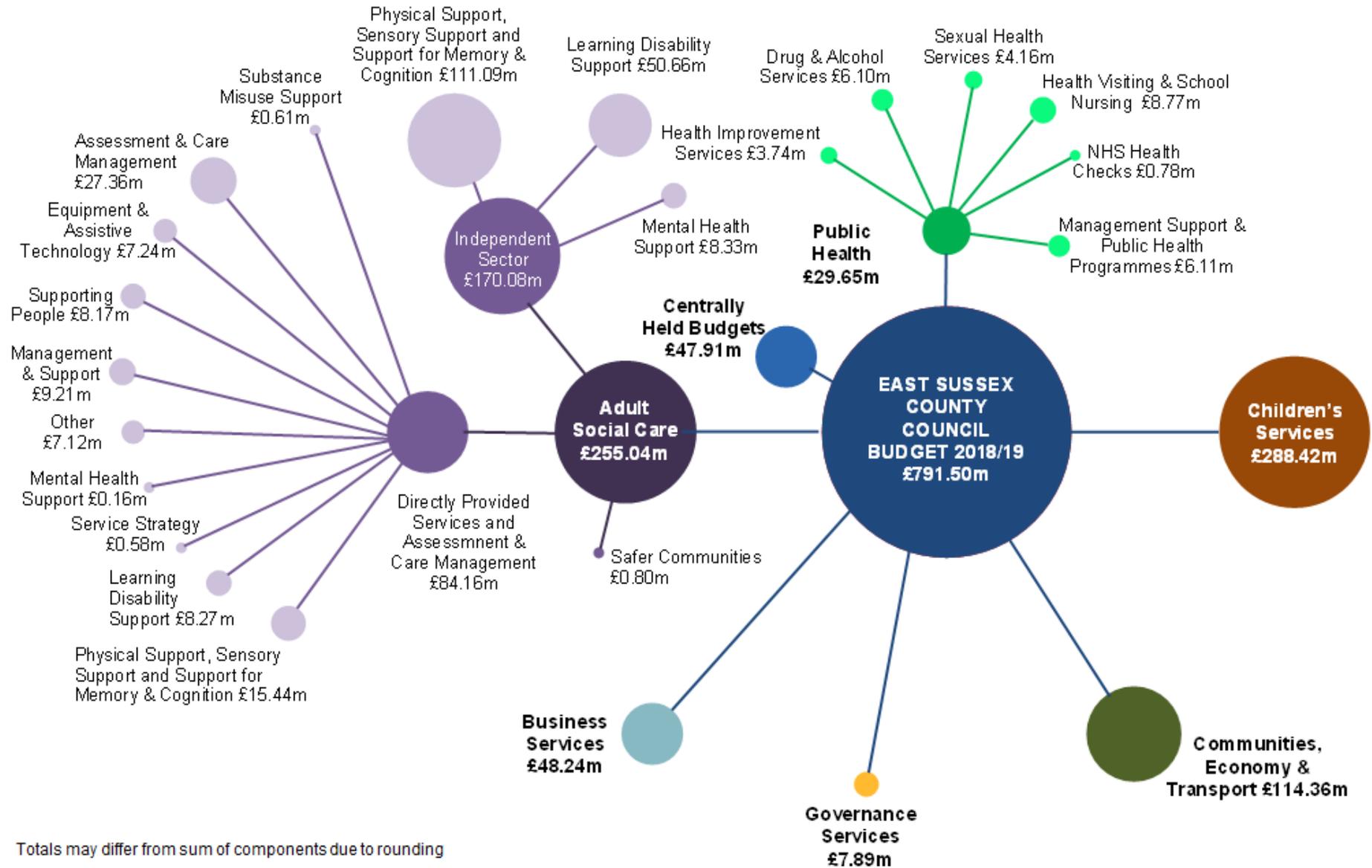
Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn (Target)*	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Maynard	Percentage of first attendances at a Genito-Urinary Medicine (GUM) clinic who were offered an appointment within two days	99.8%	99.4%	98%	98%	98%	Maintaining high rates of two day access to Genito-Urinary Medicine (GUM) clinics, ensuring prompt testing and treatment as required, and preventing onward transmission and negative sequels of STIs and HIV. Delivery outcomes 8 and 10.
	Percentage of first attendances at a Genito-Urinary Medicine (GUM) clinic seen within two working days	96.6%	96.9%	95%	95%	95%	
	Chlamydia rates - Rate of positive tests for Chlamydia in young people aged 16 to 25 years per 100,000 population	1,637	1,793	1,800	1,900	2,000	Achieving high rates of chlamydia positivity in people aged 16-25 years means that the right people are being targeted and that prompt treatment can be provided to reduce onward transmission and reduce total burden in the population. Delivery outcomes 8 and 10.
Cllr Bentley	The % of people affected by domestic violence and abuse who feel safe upon leaving the service CP	New measure	91%	80%	80%	80%	Vulnerable people affected by domestic violence feel safe and have the skills they need to improve their wellbeing and their self-esteem. Delivery outcomes 5, 6, 7 and 9.
	The % of people affected by rape, sexual violence and abuse who report, after at least 12 weeks of engagement with the service, that they are more in control of their lives and/or more optimistic about the future CP	New measure	77%	80%	80%	80%	Protect vulnerable people who have been the affected by rape, sexual violence and abuse, and provide them with skills which enable them to be more in control of their lives and more optimistic about the future. Delivery outcomes 5, 6, 7 and 9.
	The number of people in recovery in East Sussex who access Mutual Aid activities	2,925	4,020	>2,925	>2,925	>2,925	Increase the options of those in recovery, who benefit from mutual support and motivation from likeminded individuals to maintain their recovery. Delivery outcomes 5, 6, 7, 8, 9 and 10.

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn (Target)*	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Bentley	The number of Think: Protect: Connect, workshops delivered to schools and organisations in East Sussex, who have requested the programme to be delivered	New Measure 2017/18	37	200	200	200	Provide early effective intervention and awareness to primary school pupils on digital resilience and critical thinking skills in the online world. Delivery outcomes 5, 6 and 7.
	The number of partners signed up to the East Sussex Against Scams Partnership Charter	New Measure 2018/19	New Measure 2018/19	90	120	150	Increase awareness to those most vulnerable, by encouraging local organisations to protect and prevent people becoming victims of fraud and scams. Delivery outcomes 5, 6, and 10.

CP = Council Plan

Gross revenue budget

Revenue Budget 2018/19



Totals may differ from sum of components due to rounding

Revenue Budget

Revenue Budget £000									
Divisions	2016/17			2017/18			2018/19		
	Gross	Income	Net	Gross	Income	Net	Gross	Income + Net Recharges	Net
Adult Social Care:									
Physical Support, Sensory Support and Support for Memory & Cognition	88,883	(36,823)	52,060	100,585	(39,874)	60,711	111,091	(41,130)	69,961
Learning Disability Support	45,077	(4,000)	41,077	48,960	(4,081)	44,879	50,657	(4,076)	46,581
Mental Health Support	7,120	(1,158)	5,962	7,950	(1,285)	6,665	8,331	(1,284)	7,047
Subtotal Independent Sector	141,080	(41,981)	99,099	157,495	(45,240)	112,255	170,079	(46,490)	123,589
Physical Support, Sensory Support and Support for Memory & Cognition	15,094	(4,340)	10,754	15,720	(4,644)	11,076	15,443	(3,375)	12,068
Learning Disability Support	8,710	(1,114)	7,596	8,537	(980)	7,557	8,273	(537)	7,736
Mental Health Support	1,587	(1,563)	24	1,421	(1,407)	14	161	(136)	25
Substance Misuse Support	609	(133)	476	589	(133)	456	609	(133)	476
Equipment & Assistive Technology	5,407	(2,522)	2,885	6,294	(3,409)	2,885	7,240	(3,930)	3,310
Other	5,418	(2,989)	2,429	4,637	(2,436)	2,201	7,115	(4,748)	2,367
Supporting People	8,405	(213)	8,192	8,093	-	8,093	8,169	124	8,293
Assessment and Care Management	24,819	(609)	24,210	26,090	(1,876)	24,214	27,360	(2,932)	24,428
Management and Support	8,099	(1,108)	6,991	11,742	(12,799)	(1,057)	9,214	(25,880)	(16,666)
Service Strategy	530	-	530	530	-	530	575	(45)	530
Subtotal Directly Provided Services	78,678	(14,591)	64,087	83,653	(27,684)	55,969	84,159	(41,592)	42,567
Total Adult Social Care	219,758	(56,572)	163,186	241,148	(72,924)	168,224	254,238	(88,082)	166,156
Total Safer Communities	723	(337)	386	1,107	(722)	385	798	(412)	386
Public Health:									
Health Improvement Services	4,156	-	4,156	4,331	-	4,331	3,736	-	3,736
Drug and Alcohol Services	6,101	-	6,101	6,101	-	6,101	6,101	-	6,101
Sexual Health Services	4,160	-	4,160	4,160	-	4,160	4,160	-	4,160
Health Visiting and School Nursing	8,769	-	8,769	8,769	-	8,769	8,769	-	8,769
NHS Health Checks	930	-	930	755	-	755	778	-	778

Revenue Budget £000									
Divisions	2016/17			2017/18			2018/19		
	Gross	Income	Net	Gross	Income	Net	Gross	Income + Net Recharges	Net
Management Support and Public Health Programmes	6,091	(1,510)	4,581	3,874	-	3,874	6,108	(2,382)	3,726
Public Health Grant	-	(28,697)	(28,697)	-	(27,990)	(27,990)	-	(27,270)	(27,270)
Total Public Health	30,207	(30,207)	0	27,990	(27,990)	0	29,652	(29,652)	0

Capital Programme

Capital Programme, Gross £000						
Lead Member	Project	Total for Scheme	Previous Years	2018/19	2019/20	2020/21
Cllr Maynard	Develop Older People's Service Improvements (formerly Opportunities)	536	405	131	-	-
	Greenacres	2,350	-	1,250	1,050	50
	Review and develop LD accommodation and day services	5,092	4,706	386	-	-
	Refurbishment of Facilities to meet CQC Standards	2,373	2,373	-	-	-
	Fund over and above disabled facilities grant to adapt properties to enable people to stay in their own homes	**	**	468	250	250*

* Project extends beyond 2020/21. **Rolling programme: no total scheme value

Children's Services

Portfolio Plan 2018/19 – 2020/21

July 2018

Contents

Contents	2
Cabinet Portfolio Lead Members.....	3
Portfolios Overview	4
Operating Principles.....	6
Structure Chart.....	7
Delivering Priority Outcomes.....	8
Performance Measures and Targets	15
Gross Revenue Budget.....	22
Revenue Budget	23
Capital Programme	24

Cabinet Portfolio Lead Members

Councillor Sylvia Tidy

Lead Member for Children and Families



Responsible for strategy and policy for all Children's Services (social care) matters.

Principal service area responsibilities covered in this plan include child protection and family support, fostering and adoption for children, residential care for children, youth justice, youth services, and all ancillary activities (including children's centres).

Councillor Bob Standley

Lead Member for Education and Inclusion, Special Educational Needs and Disability



Responsible for strategy and policy for all Children's Services (education) matters.

Principal service area responsibilities covered in this plan include quality and standards in educational establishments, special educational needs and disability, school admissions and transport, early years and childcare, school organisation and place planning, skills (shared with economy) and all ancillary activities.

Portfolios Overview

1.1 Children's Services contributes to the Council's four key priority outcomes and has an important role to play in the development of strong partnerships to improve or maintain the outcomes for children, young people and their families across all agencies that work with children in East Sussex. This plan describes our aims for Children's Services for the next few years. It sets out how we will, within the context of the ongoing reduction of local government funding, continue working as one council, with our partners, to make sure we use the resources we have wisely to focus on the agreed priorities.

1.2 As a local authority we have legal obligations to provide services to our residents. These are set out in law and describe what we must do, at a minimum, to meet these obligations. Together with Children's Services Authorities across the country we are experiencing pressures from increasing demand and complexity in children's social care. With the financial pressures the Council has been dealing with since 2010, there are no easy choices for savings at a scale which do not have a direct or indirect effect on service users. In order to continue to provide our statutory services we will need to review services which we know make a difference and reduce future demand, for example early help services through which we provide early intervention and prevention work. These are not services we would choose to reduce if resources were no object, but those likely to be least damaging to those we serve from remaining resources.

1.3 One of our overriding principles is to work, with partners, with the right children and families, in the right way for the right amount of time to bring about change, helping to create a stable environment in which children can thrive and helping families to develop resilience and coping strategies to avoid public service dependency. Individual and community responsibility is of fundamental importance in helping us manage demand over the coming years, supported by good public health services (particularly for young children). We are working with partners to find alternative ways to fund open access youth provision. Young people discussed

the community resilience agenda on Takeover Day in November 2017, giving their views about what an asset-based approach to addressing health and social care might mean in relation to children and young people. This may include more opportunities for young people to volunteer and/or work with local groups to improve things in their own communities by finding out what community resources are currently available.

1.4 Working in partnership with schools, colleges, early years settings and providers, we will use our best efforts to target our limited resources to assist them in improving educational outcomes for all children and young people in the county, through a good, sustainable school system, improving participation and ensuring that every child does well and achieves their potential from the earliest years until they enter employment.

1.5 We will also work with schools and academies to assist them to be more inclusive in their support of children and young people with special educational needs and/or disabilities, promoting health, wellbeing and resilience and preventing problems from developing. In particular we will focus on reducing the number of requests for assessment, the number of children with Education, Health and Care Plans (EHCPs) and reduce the number of children placed in more expensive independent placements.

1.6 Given the scale of financial challenges, and to ensure a cost effective service, building on the Council's three operating principles we have set out eight key values which will shape the way we work. We will:

- Use strategic commissioning to challenge what we do and how we do it; we commission integrated services working closely with partner agencies.
- Take a proportionate approach to risk; we focus effort on more vulnerable families, providing effective intervention to achieve the change required.

- Work in partnership with Adult Social Care and Health and the NHS for the benefit of the whole population through East Sussex Better Together (ESBT) and Connecting for You (C4Y) focusing on the benefits of integrated working.
- Work with partners and communities to meet needs in new ways; we are building capacity for settings, schools and colleges to lead their own improvement and have developed capacity in Educational Improvement Partnerships (EIPs)
- Use demand management and forecasting to make sure we spend on the right things that make a difference and inform service design; for example we will use data for school place planning, to target school intervention and continue to develop the Special Educational Needs and Disability (SEND) forecasting model to inform the development of provision.
- Reduce costs through modern working practices, including making the most of the efficiency of our new social care information system, and the Child Protection Information

System (CP-IS), further developing integrated working and integrated systems to support this in the most efficient way. We will make the best possible use of technology, including our digital services, buildings and other assets, and adopt more agile working practices.

- Look for more opportunities to generate income, for example through Buzz Active activity centres and the music service.
- Train and support staff to build strong relationships with families to build resilience and enable change and improvement.

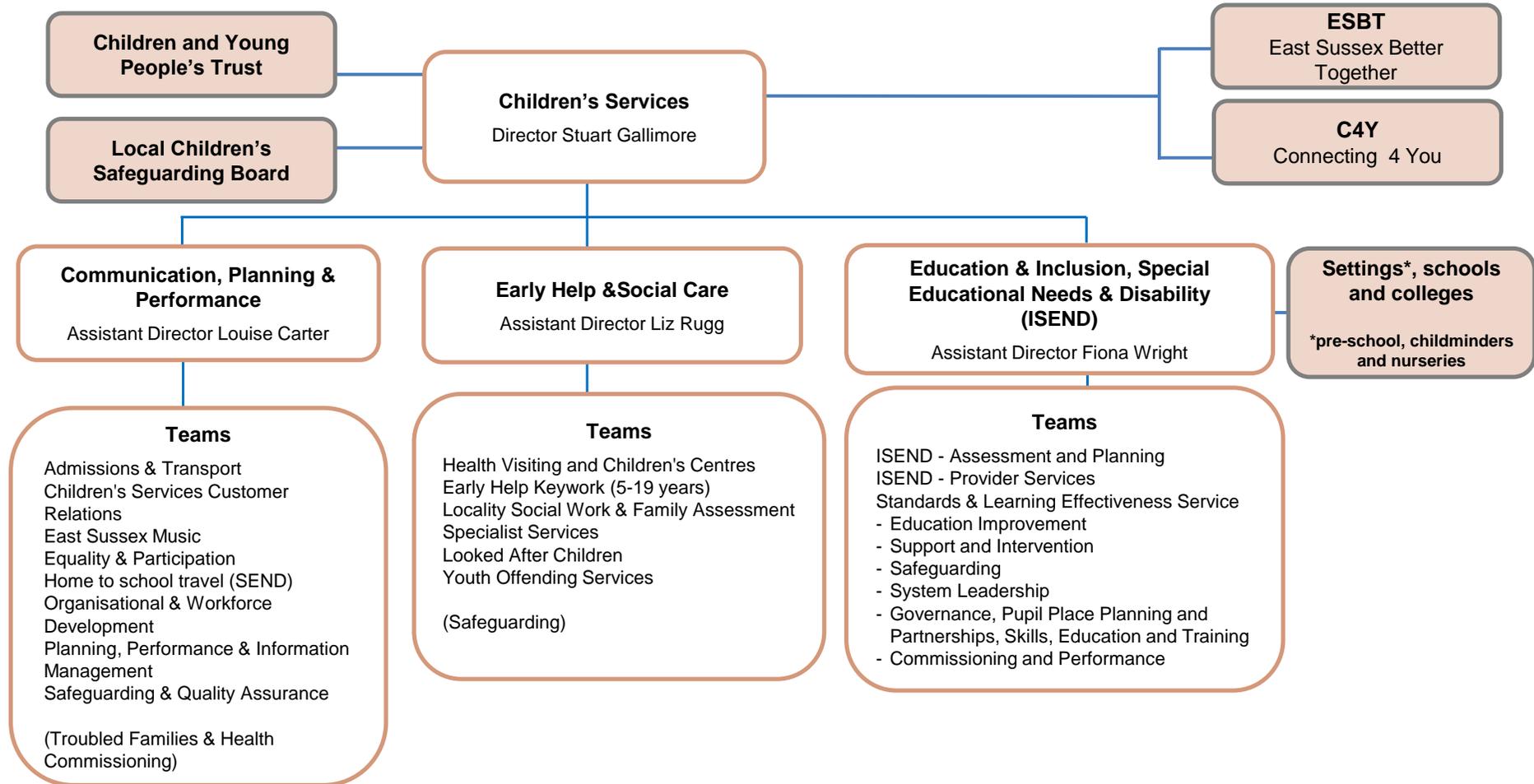
1.7 We will aspire, within the resources available, to deliver the best possible services and minimise any negative impacts of savings including on our ability to sustain or improve performance. This is reflected in the performance targets we have set.

Operating Principles

The Council has agreed three operating principles that underpin how the Council works across all services and with partners:

- ❖ **Strategic commissioning:** using an evidence-based approach to assess and meet the needs of local people in the most effective way. We will specify and deliver appropriate services to secure the best outcomes and value for money for residents.
- ❖ **One Council:** working as a single organisation both through the processes we use, and how we work. We will work in a well-connected way across Council teams so we harness all our energy and resources towards achieving our priorities and remove duplication. We will judge our success against outcomes for the whole population and the organisation (and whole local public sector) not against the interests of a particular group, team or department.
- ❖ **Strong partnerships:** recognising we are one part of a wider system, we will work effectively with partners across East Sussex and the region as well as with the wider public sector to ensure we learn from others, secure best value for money and maximise impact for our residents.

Structure Chart



Delivering Priority Outcomes

The Priority Outcomes

The Council has four overarching priority outcomes: driving sustainable economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources. Making best use of resources is the gateway priority through which any activity and accompanying resources must pass.

For each priority outcome there are specific delivery outcomes. These are referenced to performance measures in this Portfolio Plan.

Driving sustainable economic growth - delivery outcomes

1. Employment and productivity rates are high throughout the county
2. Individuals, communities and businesses thrive in East Sussex with the environment and infrastructure to meet their needs
3. The workforce has and maintains the skills needed for good quality employment
4. All children progress well from early years to school leaver and into education, training and employment

Keeping vulnerable people safe - delivery outcomes

1. All vulnerable people in East Sussex are known to relevant local agencies and services are delivered together to meet their needs
2. People feel safe at home
3. People feel safe with support services

Helping people help themselves - delivery outcomes

8. Commissioners and providers from all sectors put people first when providing services and information to help them meet their needs
9. The most vulnerable adults get the support they need to maintain their independence and this is provided at or close to home
10. Individuals and communities are supported and encouraged to be responsible, help others and make the most of community capacity and assets

Driving sustainable economic growth

Keeping vulnerable people safe

Helping people help themselves

Making best use of resources

Making best use of resources - delivery outcomes

11. Applying strategic commissioning to ensure resources are directed to meet local need
12. Working as One Council, both through the processes we use and how we work across services
13. Working in partnership to ensure that all publicly available resources are used to deliver maximum benefits to local people
14. Ensuring we achieve value for money in the services we commission and provide
15. Maximising the funding available through bidding for funding and lobbying for the best deal for East Sussex

Driving sustainable economic growth

2.1 We will contribute to driving sustainable economic growth by ensuring local people have the skills they need to succeed and that all children progress well from early years into education, training and employment. We will work to realise this through partnerships with early years settings, schools, colleges and other skills providers, working together to improve the skills and qualifications of children, increasing the number of children making good levels of progress at school each year and narrowing the gap for all groups of children and young people vulnerable to underachievement. Our aim is to ensure that every child attends a good school. In addition, our public health and targeted early help services will help parents to care for their children in ways which effectively promote their development and well-being, so that they can make the most of their opportunities in early years education, school and college.

Participation in Education, Training and Employment with Training

2.2 Working within available resources we will work with our partners to maximise the number of children participating in education, training and employment with training until they are 18, and work with internal and external partners to prepare children and young people for work and improve their employability and skills. In 2017/18:

- 84% of eligible 2 year olds took up a place with an eligible early years provider, which is significantly above the national average of 71%.
- The proportion of 16-17 year olds (years 12 and 13) whose education, training, or employment with training situation is not known is 1.3% (136 young people out of a cohort of 10,823) which is better than the national figure of 2.8% and the South East figure of 3.7%.
- In March 2018, 95% of young people were meeting the duty of Raising the Participation Age by either participating in education, training or employment with training or undertaking re-engagement provision at age 16 (Year 12). 88% at age 17 (Year 13) were meeting the duty.

- The percentage of Looked After Children (LAC) participating in education, training or employment with training at age 16 (Year 12) was 90% (56/62), and 87% (27/31) at age 17 (Year 13).

School Improvement

2.3 Our aim has been to build a sustainable school system across East Sussex that has the capacity and expertise to offer appropriate support and challenge to all schools and reduce the risk that schools are isolated or underperforming. Since 2012, the Standards and Learning Effectiveness Service (SLES) has been working to develop the local market for school improvement, this includes:

- commissioning new providers;
- facilitating school-to-school support;
- using outstanding school leaders;
- securing partnerships and federations between schools; and
- developing Education Improvement Partnerships (EIPs).

2.4 A priority for academic year 2017/18 has been to establish the funding and organisational arrangements which will support the EIPs to continue to work together productively and sustainably.

2.5 We have continued to sustain the improved performance in early years giving children a really good start.

- In academic year 2016/17 at the Early Years Foundation Stage 76.5% of pupils achieved a good level of development which is 5.8 percentage points above the national figure of 70.7%.

2.6 Excellence for All has been our strategy to secure this improvement. It sets out our commitment to create a truly excellent and inclusive education system for children and young people in East Sussex. As at February 2018 schools judged by Ofsted to be good or outstanding:

- 92.9% of primary schools against the national average of 89.9%.
- 100% of Special schools against the national average 93.7%.
- 77.8% of secondary schools against a national average of 80.1%.

2.7 As good corporate parents we have high aspirations for the children in our care and for young people as they leave care. We set appropriately challenging targets, supporting them to achieve healthy lifestyles, succeed in education and to find work. We use a personal education plan for each child to support them via their school, social worker, foster or residential carers and via the Virtual School so they can make progress in line with their peers and to achieve better in school than children in care nationally.

- 17 young people who were looked after are at university, with nine in their final year and one young person completing a Masters.

2.8 We are also encouraging young people into apprenticeships. This won't be appropriate for all young people and for those who are particularly vulnerable with complex needs, staff work with them to try and access appropriate employment and training opportunities.

Attendance and Exclusion

2.9 Across East Sussex, children and young people have lower rates of attendance and higher exclusion than their peers nationally. Standards and Learning Effectiveness Service and Inclusion, Special Educational Needs and Disability (ISEND) teams will work closely together with schools, Behaviour and Attendance Partnerships and EIPs to support them to identify ways in which they can develop best practice and secure improvement. There will be a focus on working with schools to change the behaviour of some families so that they ensure their children are in school, and on improving the quality of teaching and provision of support to ensure that children stay in school. In October 2017 we launched the Get a Grip campaign an innovative approach to changing parental behaviour. The impact of this will be evaluated in 2018/19.

2.10 The Hastings Primary Placement Panel (HPPP) has improved inclusion and permanent exclusion rates for the 20 schools involved.

- In academic year 2015/16, HPPP schools permanently excluded 15 children, which was 40.5% of the total primary permanent exclusions across East Sussex.
- In academic year 2016/17, HPPP schools permanently excluded five children, which was 22.7% of the total primary permanent exclusions across East Sussex.
- We have developed an Eastbourne Primary Placement Panel in 2017/18, as Eastbourne schools permanently excluded 12 children in academic year 2016/17 which was 54.5% of the total primary permanent exclusions across East Sussex.

Keeping vulnerable people safe

2.11 Targeted early help and children's social care services, together with public health services, make a significant contribution to the delivery of the Council priorities of keeping vulnerable people safe and helping people help themselves.

Early Help

2.12 Early identification is crucial to effective safeguarding. Effective delivery of the Healthy Child programmes, including universal development reviews for all children age 0-5, supports early identification of families with additional needs and we are working with health colleagues to continue this collaborative approach.

2.13 In Autumn 2016, the Children and Young People's Mental Health and Emotional Wellbeing Transformation Board introduced a new work stream in recognition of the importance of schools as a key setting for delivering prevention and early intervention for children and young people. Key outcomes in 2017 include:

- Funding was agreed to support schools to improve the resilience, emotional wellbeing and mental health of pupils.
- Development of an online counselling service.

Multi-agency early help and child protection system

2.14 A key focus is that we continue to work effectively with partners as part of the multi-agency early help and child protection system, which ensures that children and young people who are, or are likely to be, at risk of harm are identified, supported and protected. This is part of a wider multi-agency safeguarding system, underpinned by strong statutory multi-agency governance and scrutiny (by the East Sussex Safeguarding Children Board).

- The Single Point of Advice (SPOA), which was launched in May 2016, provides a 'front door' for all referrals for children who need either early help or social care support.
- We are working with partners, and particularly with schools, to build confidence and ensure that they only refer children who really need additional help.
- When it's clear that a social worker is needed the SPOA will work with one of the two Multi Agency Safeguarding Hubs (MASH), in Eastbourne and Hastings, which co-locate police and social work staff so that responses are joined up and prompt.

- The roll out of the Child Protection Information Sharing system enables NHS staff, nationally, to be aware when children who are looked after or subject to Child Protection (CP) plans are seen in hospitals anywhere in England.

Children's Social Care

2.15 Children's Services use IDACI (Income Deprivation Affecting Children Index)¹ expected rates to measure our performance against comparable authorities. Many performance indicators in East Sussex are below IDACI which does suggest that East Sussex is managing to keep activity levels below that of other similarly deprived authorities. There are, however, two areas where performance is above IDACI, Child Protection (CP) Plans and repeat CP plans, and other indicators where the trend is heading in the wrong direction. Of particular concern is the number of Looked After Children (LAC). The table below sets out comparative data for Child Protection Plans, repeat Child Protection Plans and Looked after Children up to March 2018.

¹ IDACI stands for Income Deprivation Affecting Children Index. It ranks areas in England from the most to the least deprived. IDACI expected rates are calculated using statistical techniques that compare variables.

Measure	March 2018	
	East Sussex	IDACI
The rate per 10,000 of children with a CP plan	51.9 (550 children)	42.1 (426 children)
The rate per 10,000 of children becoming subject to a repeat CP plan	14.0 (148 children)	10.7 (114 children)
The rate per 10,000 of LAC	57.2 (606 children)	59.0 (625 children)

2.16 There are pressures across the system and a rise in demand and costs as a result of external factors, for example, changes in the benefits system. Other reasons for the pressures include:

- Waiting lists for support in early help services which result in needs escalating and cases in social care not being stepped down to family keywork.

- Improved practice in Child Sexual Exploitation (CSE), domestic violence and neglect resulting in more children being identified who need to have a CP plan or become LAC. Some of these children have large sibling groups and are difficult to place in in-house fostering placements because of the level of need and the number of siblings, therefore, increasing the number of agency fostering placements.

- The Council has committed to taking the equivalent of 0.07% of the total child population over 3 years as Unaccompanied Asylum Seeking Children (UASC) which will mean the Council caring for about 72 UASC in total.
- There is an increasing number, albeit small, of young people with particularly complex needs who are requiring expensive and bespoke placements because private providers are currently unable or unwilling to meet the needs of these highly complex young people. This is often in the context of sexually inappropriate behaviour or mental health needs.

Accommodation provision for vulnerable young people

2.17 We are using £650k of corporate transformation funding, in partnership with colleagues from the District and Borough Councils, to enhance and diversify accommodation provision for vulnerable young people. This includes care leavers with severe, complex and/or multiple needs (aged 16 – 25) and under 18 young homeless people. One example is Crash Pad, emergency accommodation which has been developed to avoid the use of bed and breakfast.

Helping people help themselves

2.18 A key aim of both social care and targeted early help support is to enable families to become resilient and self-sufficient so that they only need universal services in order to thrive. All our support is designed to motivate and empower families so that they can achieve this goal.

Supporting Families

2.19 Financial sustainability is a key aim and the Department for Work and Pensions employment advisers, who are funded through the national Troubled Families (TF) programme, are co-located with family keyworkers. As part of the whole family assessment, families are offered support around financial sustainability. These advisers have been very effective in recent years in helping keyworkers and social workers get parents, and older young people, into work, or onto a pathway into work through training or volunteering:

- 106 adults moved from out of work benefits to paid employment under the first phase of the government's TF programme.
- A further 41 have moved to paid employment under the second phase from April 2015.
- Since April 2015 there have been 1,029 successful payment by results claims which represents a conversion rate of 60% (the percentage of cases being closed where a claim can be made).

2.20 We have developed a range of parenting programmes for families of children and teenagers to help parents increase their confidence, learn new skills and build their resilience. This approach means that resources are targeted at schools at key point of transition, within local communities and in partnership with other organisations to avoid escalation to more expensive and specialist services. As at April 2018:

- 678 parents have accessed one to one sessions.
- 1,311 parents have attended group work sessions.
- 173 parents have used an on-line intensive resource
- 64 accredited evidence based parenting interventions across the Council and partner organisations to improve the quality and effectiveness of the workforce
- 53 primary and seven secondary schools are working with the programme.

2.21 The volunteering programme run by Children's Centres has been very successful and has been retained to date as part of the integrated Health Visiting and Children's Centre service. Linking with new initiatives around community resilience which colleagues in Public Health are promoting, we have been keen to support individuals and communities to lead activities which promote health, wellbeing and economic development, for example by using Children's Centre buildings to run groups.

Inclusion, Special Educational Needs and Disability (ISEND)

2.22 ISEND has an important role to play in supporting children and young people to achieve their very best, keeping vulnerable people safe and helping people help themselves. We will help children and young people with Special Educational Needs and/or Disability (SEND) achieve their ambitions and ensure young people have a successful transition to adulthood. We will ensure that families and children are involved in the development and delivery of services, giving families more choice and control over the services they receive and providing a more personalised response.

2.23 We continue to see pressures on the number and cost of children with SEND. In meeting the demands, we have identified five priority areas which are aimed at bringing performance across the county in-line with national figures and statistical neighbours, and reducing pressure on the High Needs Block:

- Building capacity and influencing more inclusive practice in mainstream schools.
- Improving parental confidence in local provision.
- Robustly implementing the East Sussex post-16 pathways.
- Increasing the number of local special school places.
- Working with partners, East Sussex Better Together and Connecting for You, to take a joined up approach to planning the use of resources available.

2.24 Examples of the impact of this work include:

- In East Sussex there was a reduction, for the second year running, in the number of new Education, Health and Care Plans (EHCP). The total number issued over the 2017 calendar year reduced by 7.29% on the 2016 number. As at January 2018 the total number of Statements/EHCP maintained by East Sussex increased by 8.6% compared to 2016. This is lower in comparison to nationally which went up by 10.17% and the statistical neighbour group which increased by 11.08%. The total number of EHCP, maintained by the Council remains high (3.6% set against a national figure of 2.8% as at the most recent available data

from 2017), but this is evidence that we are sustaining the journey towards national levels.

- A bid for Department for Education (DfE) School Improvement Funding was successful and brings £250k directly into local secondary schools to improve practice for young people with SEND. Priory School will be leading on the offer to 15 secondary schools in the county.
- We provided considerable support to Free School applicants and the county was successful in securing agreement for three new schools (two special schools and one alternative education provider) from the DfE in April 2017. However, the impact from opening new Free Schools will not be seen until 2019/20 at the earliest.

Making best use of resources

2.25 We will contribute to the Council's priority outcome of making best use of our resources through strategic commissioning and consider changing our service offer in all areas to become more innovative, efficient and effective, whilst safeguarding vulnerable children and helping all children to succeed. We use robust evaluation, performance data and case auditing to ensure that the work with children and young people and families is effective and that we are investing in the right interventions.

2.26 Income generation is one of the key challenges where there is economic uncertainty. An example of this is the music service and the challenge they have in attracting and retaining pupils where there are pressures on the budget. We will maximise income generation through our traded offer with schools and reviewing fees and charges.

2.27 We will reduce management and administrative posts where possible to retain the resources available to the front line. Building on successful service change in the last three years we will continue to streamline support to families wherever possible, for example through the Family Keywork (Troubled Families) programme. We will review our policies and procedures to ensure best use of resources and we will also deliver services and provide access to services very differently in some areas, for example by:

- Shifting routine advice to the public and professionals from phone services to web pages.
- Communicating with clients online when that is appropriate.
- Collaborating with colleagues using web tools to avoid unnecessary travel time.
- Learning from joined-up data across partnerships.
- Using technology to its maximum potential in our joint working across the service.

2.28 In 2018/19 we plan to review several service areas for potential future savings, these include:

- The level of support given to Educational Improvement Partnerships and the level of performance monitoring of schools.
- Virtual School costs and commitments.

- Children's Centres, the Youth Service, and consider redesign options for all early help 0 – 19 services.
- Non-statutory social care services.
- Child and Adolescent Mental Health Service (CAMHS) and Chailey Heritage contracts which is funded by the Clinical Commissioning Groups (CCGs). If funding is released we would work with CCGs to see if this could be redirected to Early Help and preventative services.
- Support for schools to address attendance and exclusions and whether or not the traded offer with schools can be increased.

2.29 While savings have to be made we will take every opportunity to reduce any negative impacts through streamlining services and reviewing priorities carefully.

Performance Measures and Targets

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Driving sustainable economic growth							
Cllr Standley	The percentage of eligible 2 year olds who take up a place with an eligible early years provider CP	ESCC 86.2% National Average 70% as at March 2017	ESCC 84% National Average 71% as at March 2018	Above national average	Above national average	In line with national average	All children engage, attain and progress well from early years into education, training and employment <i>Delivery outcomes 3 and 4</i>
	The percentage of pupils achieving a "good level of development**" at the Early Years Foundation Stage CP *A pupil achieving at least the expected level in each Early Learning Goal (ELG) within the three Prime areas of learning, and at least the expected level in each ELG within the literacy and numeracy Specific areas of learning	Ac year 15/16 ESCC 75.7% National Average 69.3%	Ac year 16/17 ESCC 76.5% National Average 70.7%	Ac year 17/18 At or above national average	Ac year 18/19 At or above national average	Ac year 19/20 At or above national average	
	Proportion of pupils in all schools who achieved at least the expected standard in each of reading, writing and maths at Key Stage 2	Ac year 15/16 ESCC 52% National Average 54%	Ac year 16/17 ESCC 57% National Average 62%	Ac year 17/18 No more than 5 percentage points below national average	Ac year 18/19 No more than 5 percentage points below national average	Ac year 19/20 No more than 5 percentage points below national average	
	Average Progress 8 score for state funded schools CP The average Progress 8 score shows how much progress pupils at this school made between the end of key stage 2 and the end of key stage 4, compared to pupils across England who got similar results at the end of key stage 2	Ac year 15/16 ESCC +0.04 National Average -0.03	Ac year 16/17 ESCC 0.00 National Average -0.03	Ac year 17/18 At or above the national average	Ac year 18/19 At or above the national average	Ac year 19/20 At or above national average	

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Standley	The percentage of disadvantaged pupils achieving at least the expected standard in each of reading, writing and maths at Key Stage 2 CP	Ac year 15/16 ESCC 35% National Average 39%	Ac year 16/17 ESCC 41% National Average 48%	Ac year 17/18 No more than 7 percentage points below national average	Ac year 18/19 No more than 7 percentage points below national average	Ac year 19/20 No more than 7 percentage points below national average	The gap for disadvantaged children at all Key Stages does not widen so that all children attain and progress well from early years into education, training and employment <i>Delivery outcomes 3 and 4</i>
	The average Attainment 8 score for disadvantaged pupils CP	Ac year 15/16 ESCC 38.0 National Average 41.2	Ac year 16/17 ESCC 34.1 National Average 37.1	Ac year 17/18 No more than 3 points below national average	Ac year 18/19 No more than 3 points below national average	Ac year 19/20 No more than 3 points below national average	
	The percentage of young people meeting the duty of RPA (Raising the Participation Age) by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 16 (Year 12) CP	95.90%	95%	93%	93%	93%	Young people participate in education, training or employment with training until they are at least 18 improving their long term employment and health prospects <i>Delivery outcomes 3 and 4</i>
	The percentage of young people meeting the duty of RPA by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 17 (Year 13) CP	88.60%	88%	86%	86%	86%	
	The proportion of academic age 16-17 year olds whose Education, Employment and Training (EET) situation is not known	0.9%	1.3%	≤3%	≤3%	≤3%	

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Standley	Proportion of Primary schools judged by Ofsted to be good or outstanding	ESCC 91.5% National Average 90.8%	ESCC 92.9% National Average 89.9%	At or above the national average	At or above the national average	At or above the national average	All children attend a school that is judged to be at least good by Ofsted. All children progress well from early years, through compulsory schooling, into education, training and employment <i>Delivery outcome 4</i>
	Proportion of Secondary schools judged by Ofsted to be good or outstanding	ESCC 71.4% National Average 79%	ESCC 77.8 National Average 80.1%	No more than 3.5 percentage points below the national average	No more than 7 percentage points below the national average	No more than 7 percentage points below the national average	
	Proportion of Special schools judged by Ofsted to be good or outstanding	ESCC 100% National Average 93.9%	ESCC 100% National Average 93.7%	At or above the national average	At or above the national average	At or above the national average	
Cllr Standley	The percentage of exclusions in primary schools per school population in that year. (i) Fixed term (ii) Permanent	(i) Ac year 15/16 ESCC 1.74% National Average 14/15 1.10% (ii) Ac year 15/16 ESCC 0.10% National Average 14/15 0.02%	(i) Ac year 16/17 ESCC 2.44% National Average 15/16 1.21% (≤ 0.3 above national average) (ii) Ac year 16/17 ESCC 0.06% National Average 15/16 0.02% (≤ 0.15 above national average)	Ac year 17/18 (i) ≤ 1.0 (percentage points) above national average (ii) ≤ 0.1 (percentage points) above national average	Ac year 18/19 (i) ≤ 0.5 (percentage points) above national average (ii) ≤ 0.05 (percentage points) above national average	Ac year 19/20 (i) ≤ 0.25 (percentage points) above national average (ii) At or above national average	Reduced exclusions and improved attendance in primary and secondary schools. All children engage and participate well from early years into education, training and employment <i>Delivery outcome 4</i>

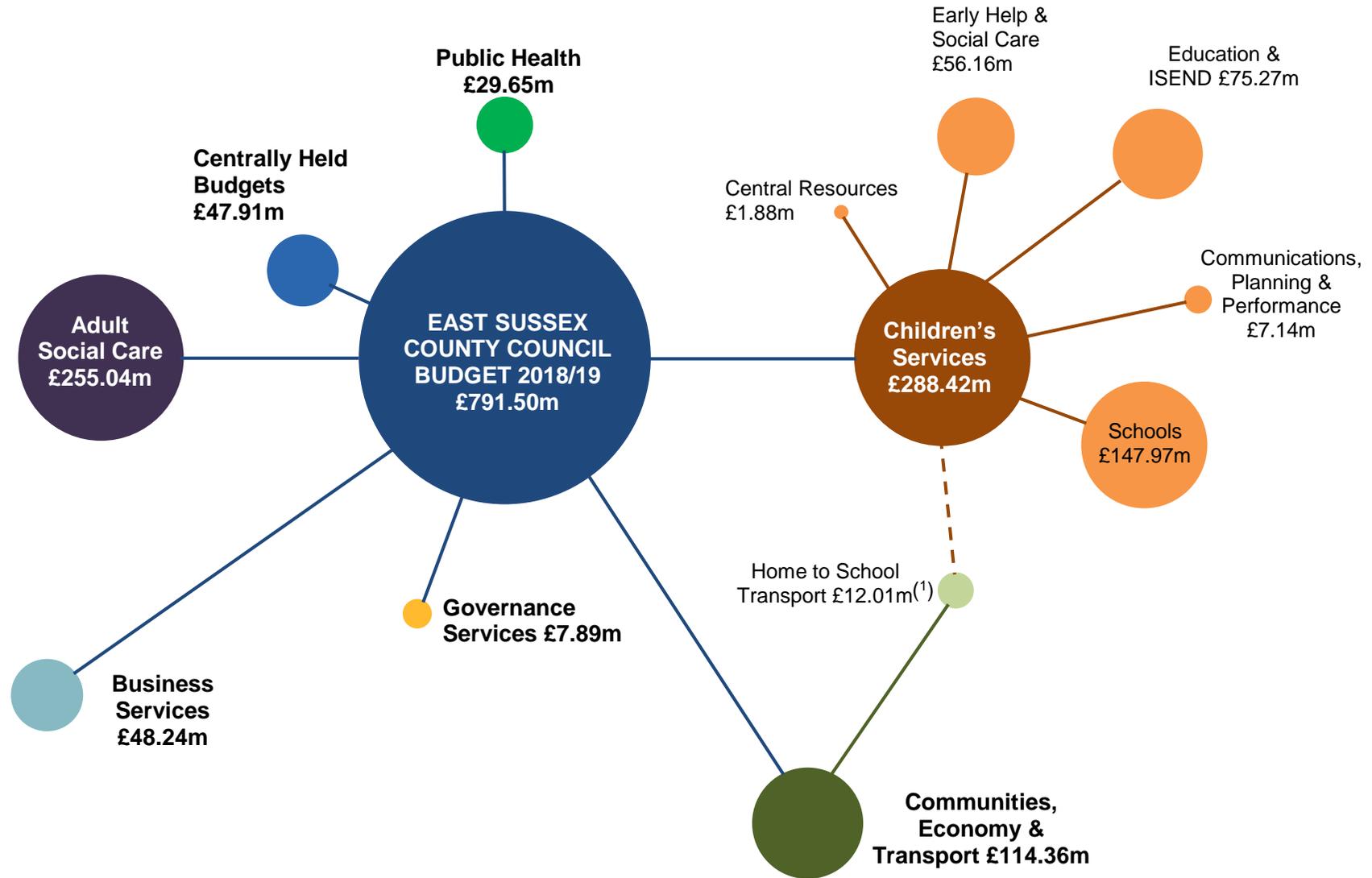
Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Standley	The percentage of exclusions in secondary schools per school population in that year. (i) Fixed term (ii) Permanent	(i) Ac year 15/16 ESCC 9.68% National Average 14/15 7.51% (ii) Ac year 15/16 ESCC 0.30% National Average 14/15 0.15%	i) Ac year 16/17 ESCC 12.42% National Average 15/16 8.46% (≤ national average) ii) Ac year 16/17 ESCC 0.24% National Average 15/16 0.17% (≤ 0.04 above national average)	Ac Year 17/18 (i) ≤ 3.5 (percentage points) above the national average (ii) ≤ 0.04 (percentage points) above the national average	Ac Year 18/19 (i) ≤ 3 (percentage points) above the national average (ii) ≤ 0.02 (percentage points) above the national average	Ac Year 19/20 (i) ≤ 2.5 (percentage points) above the national average (ii) At or above national average	Reduced exclusions and improved attendance in primary and secondary schools. All children engage and participate well from early years into education, training and employment <i>Delivery outcome 4</i>
	The percentage of children in primary schools who are persistently absent	Ac year 15/16 ESCC 8.89%	Ac year 16/17 ESCC 8.79% National Average 8.2% (≤1.5 above national average)	Ac Year 17/18 ≤ 0.6 (percentage points) above the national average	Ac Year 18/19 ≤ 0.3 (percentage points) above the national average	Ac Year 19/20 At or above the national average	

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Cllr Standley	The percentage of children in secondary schools who are persistently absent	Ac year 15/16 ESCC 13.12%	Ac year 16/17 ESCC 12.97% National Average 13.1% (≤1.5 above the national average	Ac Year 17/18 ≤0.5 (percentage points) above the national average	Ac Year 18/19 ≤ 0.25 (percentage points) above the national average	Ac Year 19/20 At or above the national average	Reduced exclusions and improved attendance in primary and secondary schools. All children engage and participate well from early years into education, training and employment <i>Delivery outcome 4</i>
Cllr Tidy	Average Progress 8 score for Looked After Children (LAC) CP	Ac year 15/16 ESCC -1.28 National Average -1.14	Ac Year 16/17 ESCC -0.87 National Average -1.18	Ac Year 17/18 No more than 0.05 percentage points below the national average for LAC	Ac Year 18/19 At or above the national average for LAC	Ac Year 19/20 At or above the national average for LAC	All children progress well from early years, through compulsory education, into education, training and employment <i>Delivery outcomes 3 and 4</i>
	The percentage of LAC participating in education, training or employment with training at academic age 16 (Year 12) CP	72%	90%	80%	80%	80%	Looked after Children participate in education, training or employment with training until they are at least 18 improving their long term employment and health prospects <i>Delivery outcomes 3 and 4</i>
	The percentage of LAC participating in education, training or employment with training at academic age 17 (Year 13) CP	71%	87%	70%	70%	70%	
	The percentage of Care Leavers at university	13%	13%	10%	10%	10%	

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Keeping vulnerable people safe							
Cllr Tidy	Rate of children with a Child Protection Plan (per 10,000 children) CP	45.0 (476 children)	51.9 (550 children)	57.1 (605 children)	54.6 (578 children)	52.2 (553 children)	Children at risk from significant harm are kept safe <i>Delivery outcomes 5 and 13</i>
	Rate (of 0-17 population) of referrals to children's social care services (per 10,000 children) CP	343.7	419	521.4	521.4	521.4	
	Rate (of 0-17 population) of assessments completed by children's social care services (per 10,000 children) CP	361	345	496.1	496.1	496.1	
	Rate of Looked After Children (per 10,000 children) CP	53.3 (564 children)	57.2 (606 children)	59 (625 children)	59 (625 children)	59 (625 children)	
	Number of Care Leavers in Bed and Breakfast accommodation (aged 16 – 18)	3	No care leavers placed in B&B accom.	No care leavers placed in B&B accom.	No care leavers placed in B&B accom.	No care leavers placed in B&B accom.	Care leavers, aged 16 – 18, are safe and appropriately supported <i>Delivery outcomes 5 and 6</i>
	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) CP (Adoption Scorecard)	2013-16 ESCC 517 days National Average 558 days	2014-17 ESCC 479 days National Average 520 days	Less than or equal to national average	Less than or equal to national average	Less than or equal to national average	Children are placed for adoption as quickly as possible in order to achieve permanency <i>Delivery outcomes 5 and 6</i>
	The proportion of women engaged with the Foundations Project post care proceedings, who do not have subsequent children removed	87%	87%	70%	70%	70%	Repeat removals of children from families who have already been through care proceedings are prevented and future costs of care proceedings are avoided <i>Delivery outcome 5</i>
	First Time Entrants (FTE) to the Youth Justice System per 100,000 population aged 10-17	256 FTE per 100,000	Pending	Maintain a rate of less than 300 FTE per 100,000 population	Maintain a rate of less than 300 FTE per 100,000 population	Maintain a rate of less than 300 FTE per 100,000 population	The rate of first time entrants to the youth justice system is maintained to improve outcomes for young children and reduce costs <i>Delivery outcome 5</i>

Lead Member	Performance measure (CP = Council Plan)	2016/17 Outturn	2017/18 Outturn	2018/19 Target	2019/20 Target	2020/21 Target	2016-21 Outcome Summary
Helping People help themselves							
Cllr Tidy	The proportion of children who receive a new birth review	68.77%	80%	80%	85%	90%	New born babies and one year olds are reviewed to check that they are developing well, have the best start in life and are able to progress to their full potential <i>Delivery outcome 8</i>
	The proportion of children who receive a 1 year review	88.84%	82%	80%	85%	90%	
Cllr Standley	Percentage of annual SEND review meetings where the child gave their view and/or participated CP	83.90%	94%	85%	90%	90%	Children and young people with SEND participate in decisions to ensure that their needs are understood, and they are supported to achieve their potential. <i>Delivery outcome 8</i>
	The proportion of respondents to the feedback surveys who agree that things have changed for the better as a result of ISEND Provider Services	85.04%	82%	70%	70%	70%	The services provided are making a difference to the lives of service users. <i>Delivery outcome 8</i>
Cllr Tidy	The proportion of respondents to the feedback surveys who agree that things have changed for the better as a result of getting targeted support from Early Help or Children's Centre Keywork Services CP	86.50%	88.46%	80%	80%	80%	
	Number of households eligible under the government's Troubled Families programme receiving a family support intervention CP	879 Cumulative since 2015: 1,771	855 Cumulative since start of the programme: 2,624	654 Cumulative 3,278	172 Cumulative 3450	All applicable families will be engaged by the programme by the end of 2019/20	Families supported by family keywork achieve their goals and the Council is able to maximize payment by results claims. <i>Delivery outcomes 8 and 10</i>

Gross Revenue Budget



(1) Home to School Transport is administered by Communities, Economy and Transport on behalf of Children's Services.
Totals may differ from sum of components due to rounding

Revenue Budget

Revenue Budget £000									
Divisions	2016/17			2017/18			2018/19		
	Gross	Income	Net	Gross	Income	Net	Gross	Income + Net Recharges	Net
Central Resources	2,905	(7,236)	(4,331)	3,151	(4,470)	(1,319)	1,879	(2,856)	(977)
Early Help and Social Care	57,474	(10,617)	46,857	58,334	(11,355)	46,979	56,155	(8,640)	47,515
Education and ISEND	70,710	(5,323)	65,387	81,729	(5,795)	75,934	75,272	(794)	74,478
Communications, Planning and Performance	19,584	(3,900)	15,684	19,759	(4,040)	15,719	7,143	8,280	15,423
DSG Non Schools	-	(59,167)	(59,167)	-	(68,751)	(68,751)	-	(66,980)	(66,980)
Schools	166,486	(166,486)	-	161,552	(161,552)	-	147,968	(147,968)	-
Total Children's Services	317,159	(252,729)	64,430	324,525	(255,963)	68,562	288,417	(218,958)	69,459

Capital Programme

Capital Programme, Gross £000						
Lead Member	Project	Total for Scheme	Previous Years	2018/19	2019/20	2020/21
Cllr Standley	Seven Sisters Canoe Barn - upgrade of the changing facilities	24	22	2	-	-
	Schools Delegated Capital - funding that schools attract for priority capital needs of buildings and grounds and for investment in capital equipment including ICT	**	**	859	824	791*
	Direct to Schools Capital	65	65	-	-	-
	Schools Information Hub	230	230	-	-	-
Cllr Tidy	Lansdowne Secure Unit	261	261	-	-	-
	Family Contact	188	188	-	-	-
	House Adaptations for Disabled Children's Carers Homes	**	**	126	140	140*

* Project extends beyond 2020/21

**Rolling programme: no total scheme value

This page is intentionally left blank

RPPR State of the County report, Cabinet 17 July 2018

Core Offer extract

5. Our Core Offer

5.1 With so much already taken out of our budget and more still to save, the County Council now needs to articulate a Core Offer of the realistic level of service we must provide, not merely to meet our statutory duties but to meet real local need. It will need to include an element of early intervention and prevention to prevent an escalation of urgent need and more expensive interventions. It will also include work to support the economy of the county – helping to ensuring that local people have access to well paid, high quality employment is one of the most important things we can do to build resilience and reduce dependency on public services. It is suggested that a Core Offer is developed on the basis set out below.

Highways

5.2 Our core offer:

- Provide sufficient maintenance to keep our highways, footpaths, verges, street lighting and traffic signals safe to use.

Community Services

5.3 Our core offer:

- Provide core archives and records services;
- Provide a statutory trading standards service (e.g. inspections and sampling for high risk food, animal disease control and prosecutions and enforcement actions);
- Provide a statutory Road Safety service:
 - carry out studies into road accidents, and take measures to prevent such accidents;
 - undertake Road Safety Audits on all internal highway improvement schemes;
- Provide a modern and sustainable Library and Information Service, based on current and future needs, and set up support for communities who wish provide a more local service;
- Provide a Gypsy and Travellers service and maintain Bridies Tan transit site and the four permanent traveller sites in East Sussex;
- Provide a core Emergency Planning service ; and
- Provide Registration Services.

Transport

5.4 Our core offer:

- Manage the National Concessionary Fares Scheme in East Sussex; and
- Operate Civil Parking Enforcement where it has been implemented.

Economy

5.5 Our core offer:

- Act as a strategic authority that intervenes, in partnership, decisively and cost effectively where it can make a difference, especially by leveraging in external funding.

Waste Disposal

5.6 Our core offer:

- Dispose of household waste collected by the borough and district councils (Integrated Waste Management Services (PFI) Contract); and
- Provide a limited number of household waste disposal centres.

Planning & Environment

5.7 Our core offer:

- Statutory Planning Service and Development Control service;
- Statutory Flood Risk Management; and
- Statutory Strategic Transport Planning (including delivery of the Local Transport Plan).

Support to schools and pupils

5.8 Our core offer:

- Plan for the right number of school places in the right locations in the county
- Administer a school admission process;
- Commission and purchase Home to School Transport where there is a statutory duty to do so;
- Safeguard children and young people;
- Manage referrals and undertake statutory assessments of children with SEND and commission suitable placements;
- Monitor performance of all schools: advise the Regional Schools Commissioner about concerns relating to academies and identify support for maintained schools at risk of being judged to have serious weaknesses or being placed in special measures by OFSTED;
- Work with schools to support vulnerable pupils who are at risk of or have been excluded or who are not attending; and
- Ensure children who are being educated at home receive suitable provision.

Children's Social Care

5.9 Our core offer:

- Provide care and support for children and young people where there is evidence that they have suffered significant harm or are at immediate risk of significant harm and provide an alternative home for children who are unable to live with their parents or in their extended family;
- Commission the health visiting service to undertake statutory checks and provide help and advice to parents;
- Provide key worker support for those families covered by the Government's Troubled Family programme and payments; and
- Arrange youth provision where others fund it but think we are best placed to deliver.

Older people and working age adults

5.10 Our core offer:

- Assess and meet critical and substantial need and commission and deliver services that meet that need directly or through the independent and voluntary sectors;
- Engage with the market to ensure that they are aware of and can meet current and future need; and
- Ensure a robust safeguarding system to protect vulnerable people.

5.11 This will be delivered through:

- Health and Social Care Connect – which allows people to
 - report abuse or neglect;
 - apply for care and support; and
 - get support for a carer.
- Locality Teams – multidisciplinary teams of professionals from health and social care. These can include nurses, therapists, social workers and proactive care practitioners to provide consistent care for local people;

- Joint Community Rehabilitation - occupational therapists, physiotherapists and support workers to provide re-ablement and rehabilitation services which help people restore or minimise loss of function and maximise independence and/or wellbeing;
- Equipment and Technology to support independent living; and
- Supporting People – where it provides a replacement for direct care.

How we will work

5.12 Our core offer:

- Members will be supported to fulfil their role as the democratic voice of local people;
- We will be open and transparent about what we do and the decisions we have made and provide information about how we run things;
- We will engage with local people and communities about their aspirations for their lives and respond to their feedback; and
- We will give the best possible customer service.

5.13 If agreed by Cabinet, the Core Offer will be further defined and costed over the summer and used as the basis for business and financial planning in the next three years. The scope and remit of service reviews currently underway will also be reviewed to ensure that they fit within the Core Offer and the resources likely to be available in three years' time.

5.14 Having defined this offer we need to ensure that the public and businesses are aware of it. We also need to engage with them in a discussion about the new offer to the community. The discussion will need to provide assurance that we will continue to strive to deliver the best Core Offer we can within the resources available; but that we also need to encourage and support behaviour change in our communities which will help to deliver positive outcomes for the county and create resilience in places where the Council can no longer step in.

This page is intentionally left blank

Report to: People Scrutiny Committee

Date of meeting: 1 October 2018

By: Assistant Chief Executive

Title: People Scrutiny Committee Work Programme

Purpose: To review and agree items for the People Scrutiny Committee's future work programme.

RECOMMENDATIONS: The Committee is recommended to:

- 1) review and agree any amendments to the work programme set out in Appendix 1, including agreeing agenda items for future Committee meetings and any changes or additions to the Committee's other scrutiny work;
 - 2) approve the recommendations of the Fostering Service Initial Scoping Board as set out in Appendix 2;
 - 3) approve the recommendations of the Care Market Initial Scoping Board as set out in Appendix 3 and appoint a Chair and Review Board to take forward the proposed Scrutiny Review of the Changing Care Market; and
 - 4) review upcoming items on the County Council's Forward Plan (Appendix 4) to identify any issues that may require more detailed scrutiny.
-

1 Background

1.1 The work programme is an important tool in ensuring the correct focus and best use of the Committee's time in scrutinising topics that are of importance to the residents of East Sussex, and the efficient and effective working of the Council. It also provides clarity for those who may be requested to give evidence to the Committee on the issues under review, and the questions the Committee requires answers to.

1.2 All reports and activities on the work programme should have a clear objective and purpose. Reports should not be "to note" or simply to provide information to the Committee, which could be provided as briefings outside of the formal Committee meetings.

1.3 Discussion of the work programme provides the Committee with the opportunity to consider topics that it may be of value to scrutinise, and to decide whether further scoping work is required. This provides a basis for deciding the best way of scrutinising a topic, the timescale, and who from the Committee will be involved in carrying out the review work. If there are a number of potential topics for review, Members can determine the priority of the work within the resources available to the Committee.

2 Supporting information

Work programme

2.1 The Committee is asked to review and agree any amendments to the items set out in its work programme (attached at Appendix 1). This includes reviewing and agreeing the Committee's future agenda items, its list of potential future scrutiny reviews, the work of its reference groups and the subject matter for any reports for information.

2.2 When considering potential topics for inclusion in the work programme, the Committee is asked to consider a range of questions. These include:

- Is the topic relevant to the Council's Corporate Priorities?
- Is the issue of concern or of relevance to East Sussex residents?
- Can Scrutiny have an impact and add value by scrutinising this issue, service or policy?
- Is the issue one that the Committee can realistically influence?
- Are the resources needed to undertake the review available?

2.3 Any suggestions for potential Scrutiny Review topics should be discussed with the Chair, or the relevant Senior Democratic Services Advisor, in advance of the Committee meetings. Capacity for a further Scoping Board will be created if the Committee agrees Recommendation 2 of this report. Taking into account the factors set out in paragraph 2.2, the Committee is therefore asked to consider whether there are potential areas for scrutiny which would support a new Scoping Board being appointed. The role of a Scoping Board is to carry out some initial work to establish possible lines of enquiry for a review, before determining whether to recommend to the Committee that a full Scrutiny Review be undertaken.

Fostering Service - Initial Scoping Board

2.4 At its meeting in June, the Committee agreed to appoint a 'Fostering Service' Initial Scoping Board. The Board considered a range of evidence relating to the Fostering Service. The Board also met with senior managers of the service on 28 August 2018. Having considered all the evidence presented to them, the Board agreed it would recommend to the Committee that there is not sufficient basis for a formal Scrutiny Review to be undertaken of this service area. However, the Board suggested several potential actions which the Children's Services Department agreed to respond to. Appendix 2 provides more detail about the evidence considered by the Board and the reasons for its recommendation.

Care Market - Initial Scoping Board

2.5 The Committee also agreed in June to appoint an Initial Scoping Board to gather evidence regarding the key challenges within the Adult Social Care market. The Scoping Board held two meetings with a range of officers from Adult Social Care: firstly, in August 2018, to examine the current state of the market and the key challenges; and secondly, in September 2018, to focus on how the challenges are being addressed. As a result of this work, the Scoping Board agreed to recommend that the Committee undertakes a Scrutiny Review of the 'Changing Care Market'. Appendix 3 sets out the proposed terms of reference for this review and the process followed by the Scoping Board for the Committee's approval. Members are also asked to appoint a Review Board and a Chair to take forward this review.

Forward Plan

2.6 A copy of the Council's Forward Plan of executive decisions for the period 1 September 2018 to 31 December 2018 is included at Appendix 4. The Committee is requested to review the forthcoming items on the Forward Plan to identify any issues within the remit of this Committee that may require more detailed scrutiny. The Forward Plan is revised and published on a monthly basis, and Committee members should regularly review the Forward Plan.

3. Conclusion and reasons for recommendations

3.1 An important part of managing the work of the People Scrutiny Committee is to have an agreed future work programme. This involves the Committee assessing its priorities, ensuring its ongoing reviews are completed in a timely fashion and identifying new areas for scrutiny.

PHILIP BAKER
Assistant Chief Executive

Contact Officer: Stuart McKeown, Senior Democratic Services Adviser

Tel. No. 01273 481583

Email: stuart.mckeown@eastsussex.gov.uk

BACKGROUND DOCUMENTS

None

This page is intentionally left blank

People Scrutiny Committee

Current Scrutiny Reviews		
Title of Review	Detail	Proposed Completion Date
Coping with Change – The Way Forward Scrutiny Review	<p>It was agreed by the Committee on 25 June that this Review would continue and that the following Members would be appointed:</p> <ul style="list-style-type: none"> • Cllr Galley (Chair) • Cllr Field • Cllr Whetstone • Councillor Laurie Loe • Matthew Jones (Parent Governor Representative) <p>Proposed timeline:</p> <ul style="list-style-type: none"> • 27 November 2018 final report of the Review Board to the Committee • 11 December report to Cabinet • 5 February report to Full Council 	Proposed final report to the People Scrutiny Committee 27/11/18
Initial Scoping Reviews		
Subject area for initial scoping	Detail	Proposed Dates
Fostering Service - Initial Scoping Review	<ul style="list-style-type: none"> • The Committee agreed on 25 June that there is merit in conducting an initial scoping exercise into the Fostering Service to include (but not be limited to) looking at the recruitment and retention of foster carers, and potentially ongoing support of foster carers. • The membership was agreed as: Cllrs Clark, Ensor, Liddiard and Sheppard. • The Initial Scoping Board concluded that it would <u>not</u> recommend to the Committee that a formal scrutiny review of this area be initiated. Whilst a review is not recommended at this time, the Board did make a number of suggestions which the Department undertook to take forward. 	<p>First meeting 28/8/18</p> <p>Scoping report back to Committee 1 October</p>
Care Market - Initial Scoping Review	<ul style="list-style-type: none"> • The Committee agreed on 25 June that there is merit in conducting an initial scoping exercise into the challenges within the local Care Market. • Membership of the initial Scoping Board: Cllrs Davies, Ensor, Ungar, Webb and Cllr Galley. • The Initial Scoping Board concluded that it would recommend to the Committee that a Scrutiny Review Board be appointed to undertake a review 	<p>First meeting 21/8/18</p> <p>Second meeting 6/9/18</p>

	<p>initially focused on the future direction of the care market, engagement with communities and individuals in relation to expectations and increasing resilience.</p> <ul style="list-style-type: none"> Proposed terms of reference will be considered by the Committee on 1 October. 	Review Terms of Reference to be consider by Committee 1 October
--	---	---

List of Suggested Potential Future Scrutiny Review Topics

Suggested Topic	Detail
CQC Area Review	Progress against the action plan – particularly the areas to be led by ASC. Originally proposed by the Adult Social Care and Community Safety Committee. <i>Care market scoping review originated from CQC recommendations.</i>
Prevention and Integration	Originally proposed by the Adult Social Care and Community Safety Committee.
Home Education	Issues relating to the increase in the numbers of children being home educated. Originally proposed by the Children’s Services Scrutiny Committee.
Isolation/Loneliness for both older and younger people	Issues relating to isolation and loneliness in both younger and older age groups and how this can be addressed.
ESBT locality working	To consider progress and effectiveness of ESBT locality working. <i>(An update report on this topic is likely to be added to the 27 November Committee agenda)</i>

Scrutiny Reference Groups		
Reference Group Title	Subject area	Meeting Dates
East Sussex Better Together/ Connecting 4 You Scrutiny Boards (Member-led Reference Group)	It was agreed to create a group of Members who will keep track of ESBT and C4You related matters. This group will monitor progress of the two programmes and will identify potential scrutiny topics. It will meet on an ad hoc basis. Membership of the group: Cllrs Ungar (lead), Davies, Webb, Ensor and Clark.	One off meeting to discuss approach 18/9/18
Strategic Commissioning Review of Early Help Scrutiny Reference Group	It was agreed by the Committee on 25 June that following Members would sit on this group: Cllr Davies, Cllr Galley, Cllr Field and Cllr Whetstone. The purpose of this reference group is to provide scrutiny input into the review of Early Help.	Next meeting: 16/10/18
Educational Attainment and Performance Scrutiny Reference Group	Established in light of discontinuation of Education Performance Panel. It was agreed by the Committee on 25 June that the following Members would remain on this group and that it would meet once per annum (in the spring): Councillor Roy Galley, Councillor Kathryn Field and Councillor Francis Whetstone	Next meeting: Spring 2019
Reconciling Policy, Performance and Resources (RPPR)	RPPR Board meeting to agree detailed comments and any recommendations on the emerging portfolio plans and savings proposals to be put to Cabinet on behalf of their parent scrutiny committees.	RPPR Board 10 December
Reports for Information		
Subject Area	Detail	Proposed Date
Delayed Transfers of Care	A written update on this subject.	By December 2018
SACRE	A written report on how secondary schools are performing in relation to the requirements of the National Curriculum with regard to Religious Education.	Autumn 2018

Training and Development		
Title of Training/Briefing	Detail	Proposed Date
Public Health Workshop	To gain a better understanding of the role, responsibilities and structure of the Public Health team	1/10/18
Briefing on ASC Green Paper	To gain a better understanding of the potential implications of the Government's Green Paper on Adult Social Care once published.	Tbc dependent on publication of Green Paper.
Future Committee Agenda Items		Author
All meetings		
Committee Work Programme	To manage the committee's programme of work including matters relating to ongoing reviews, initial scoping reviews, future scrutiny topics, reference groups, training and development matters and reports for information.	Senior Democratic Services Adviser
1 October 2018		
Safeguarding Adults Board Annual Report	<p>The Safeguarding Adults Board (SAB) Annual Report outlines the safeguarding activity and performance in East Sussex during the previous financial year, as well as some of the main developments in place to prevent abuse from occurring.</p> <p>The Strategic Plan sets out the aims and objectives of the SAB and is refreshed each year.</p> <p>To include a breakdown of safeguarding concerns by sector and by the agency making the referral. Also to include reference to an Association of Directors of Adult Social Services (ADASS) peer review of safeguarding in East Sussex.</p>	Independent Chair, East Sussex Safeguarding Adults Board

East Sussex Local Safeguarding Children Board	Presentation of the annual report of the Local Safeguarding Children Board.	Independent Chair, East Sussex Local Safeguarding Children Board
Educational Attainment in Key Stage 4	Teacher Recruitment and Retention: 12 Month monitoring report on progress with the Review Board's recommendations. The Children's Services Scrutiny Committee asked that the revised Teacher Recruitment and Retention Strategy document is shared with the Committee (either as part of this report or circulated separately for information).	Stuart Gallimore, Director of Children's Services
Reconciling Policy, Performance and Resources (RPPR) 2019/20	The Committee will start the process of examining the Departmental Portfolio Plans and budget for the 2019/20 financial year.	Becky Shaw, Chief Executive
27 November 2018		
'Coping With Change - The Way Forward' Scrutiny Review	To consider the final report of the Review Board.	Chairman of the Review Board, Councillor Roy Galley
Reconciling Policy, Performance and Resources (RPPR) 2019/20	The Committee will continue the process of examining the Departmental Portfolio Plans and budget for the 2019/20 financial year.	Becky Shaw, Chief Executive
7 March 2019		
Mental health – commissioned community services	A follow-up report providing an evaluation of the progress of commissioned mental health community services (following initial report in November 2017). Committee requested officers to explore the possibility of visiting a Wellbeing Centre as a precursor to the March 2019 follow-up report.	Kenny Mackay, Strategic Commissioning Manager (Mental Health)
Reconciling Policy, Performance and Resources (RPPR) 2019/20	To provide the Committee with an opportunity to review its input into the RPPR process for 2019/20 and suggest improvements to the process.	Becky Shaw, Chief Executive

20 June 2019		
East Sussex Local Safeguarding Children Board Serious Case Reviews	A report outlining the findings and outcomes of Serious Case Reviews undertaken by the LSCB during 2018/19.	Independent Chair, East Sussex Local Safeguarding Children Board
Annual Review of Safer Communities Performance, Priorities and Issues	To update the Committee on performance in relation to Safer Communities in 2018/19 and the priorities and issues for 2019/20 that will be highlighted in the Partnership Business Plan.	Sam Williams, Assistant Director – Planning, Performance and Engagement

Appendix 2

Initial Scoping Board Findings Report

Initial Scoping Board Subject Area	Fostering Service
Responsible Committee	People Scrutiny Committee
Recommendation of the Initial Scoping Board	<p>To recommend to the People Scrutiny Committee that there is not sufficient basis to undertake a review of issues relating to the Fostering Service.</p> <p>To recommend that the People Scrutiny Committee supports the suggestions of the Initial Scoping Board as set out in Section 3 of this report.</p>
Author	Stuart McKeown
Version	1
Date	19/09/18

1 Background

1.1 At its meeting on 25 June 2018, the People Scrutiny Committee agreed to appoint Councillors Clark, Ensor, Liddiard and Sheppard to undertake some initial scoping work with regard to the Fostering Service. The Board met on 28 August and discussed the key challenges facing the service and its views on whether there are sufficient grounds to recommend to the People Scrutiny Committee that a formal Scrutiny Review should be initiated.

2 Findings of the Initial Scoping Board

2.1 Members of the Initial Scoping Board agreed that there are insufficient grounds at this time to support a recommendation being made to the People Scrutiny Committee that a review of the Fostering Service be undertaken. In reaching this decision, the Initial Scoping Board carefully considered all the evidence presented to them. This included the following written materials circulated ahead of the meeting:

- The Education Select Committee's report into Fostering (December 2017)
- The DfE's report 'Fostering in England' (February 2018)
- The Government's response to the above two reports (July 2018):
- ESCC's 'Securing Sufficient Accommodation for Looked After Children 2017 to 2020'
- Annual Progress Report of East Sussex Fostering Service (01/04/17 to 31/03/18)
- Examples of marketing material used to promote fostering to the public (some additional items were also circulated at the meeting discussed below).

In addition, at the initial scoping meeting on 28 August 2018, Members also considered the detailed responses provided to them by:

- Liz Rugg, Assistant Director (Assistant Director, Early Help and Social Care)
- Adrian Sewell (Operations Manager, Fostering Team)

2.2 The evidence provided reassured Members that the Department are taking robust steps to address the major issues facing the Fostering Service. This includes the key issue of the retention and recruitment of carers. Members also noted that Ofsted have recently undertaken an inspection of Looked After Children Services at East Sussex. Whilst the report was still embargoed at the time of the meeting, Liz Rugg confirmed to Members that Ofsted had judged LAC services to be good. To be more specific with regard to the Fostering Service, Ofsted determined that the recruitment and retention processes are a success, that training is a strength and that support for carers is good.

2.3 Given the above and the other detailed evidence provided by the Department regarding the plans it is putting in place to meet future challenges, Members were satisfied that a review was not justified at this time. Not going forward with a review of this service area at this time will also have the benefit of enabling the People Scrutiny Committee to identify other areas for scrutiny (where there are possibly more pressing issues).

3 Actions

3.1 Whilst Members were positive about the Department's strategy and implementation, they did make a number of suggestions. These were welcomed by the Department, with an undertaking being given to look into the suggestions and report back to Members on the following items:

- **3.1a Borough and Districts.** Members noted that more could possibly be done to engage with Borough and District Councils. The Department therefore agreed to provide Members with copies of posters and other promotional material. Members could then approach other relevant local authorities and ask if they could use the facilities they manage to display in prominent places fostering service material.
- **3.1b Focus groups.** With a view to developing a clearer understanding of the experiences of users of the recruitment process (and other matters relating to the role), Members suggested the creation of focus groups. These groups would be made up of both experienced carers and new recruits. This could help the Department develop, for example, more targeted or refined recruitment campaigns.
- **3.1c Engagement with Schools.** Members asked whether more could be done to involve schools in the process of promoting the role of the foster carer. This could include using schools to display banners and posters promoting the role. It could also include possibly circulating literature to parents via schools. The Department undertook to look into the potential for this.

- **3.1d Review of progress made.** Members want to keep this area under review and therefore asked for an update on progress in one year's time. With this in mind, the Department undertook to:
 - Provide more detail regarding recruitment and retention developments in the Annual Looked After Children report to Cabinet and the Annual Progress Report of the East Sussex Fostering Service which is provided to the Corporate Parenting Panel.
 - The Operations Manager for the Fostering Service also undertook to provide updates to the Members on the Fostering Panel.

- **3.1e Members Parish magazine/newsletters.** Members suggested including reference to information about the fostering service in local parish magazines/newsletters.
- **3.1f Social Events for interested members of the public.** Members are aware that some charities hold coffee mornings and tea parties to raise funds. Developing this idea, it was suggested that the Department could organise informal social events which interested members of the public could attend. This would provide a non-intimidating, relaxed environment for potential recruits to discuss becoming carers.
- **3.1g Attendance at Fostering Panels.** Members were clear that the process for approving carers needs to be thorough. However, it was the personal experience of one of the Members that potential carers looked very intimidated when attending meetings of the Fostering Panel. A request was therefore made as to whether more could be done to make the process less daunting for lay members of the public when they are seeking approval as carers (who ordinarily would have little experience of dealing with such meetings). The Department agreed to look further into this and to discuss with the Chair of the Fostering Panel whether anything could be done to address this issue.

This page is intentionally left blank

Scrutiny Review Terms of Reference Document

Scrutiny Review	Scrutiny Review of the Changing Care Market
Responsible Committee	People Scrutiny Committee
Author	Claire Lee/Stuart McKeown
Version	1.0
Date	12/9/18

1 Background

1.1 East Sussex was selected to participate in the first round of Care Quality Commission (CQC) local system reviews that took place in the latter half of 2017/18. The focus of the review was the interface between health and social care, and the outcomes for older people moving through the system. The final report, received in January 2018, acknowledged the strength of shared vision and purpose, maturity of relationships, and focus on prevention and support for people to maintain their wellbeing.

1.2 Further work recommended by CQC included a system-wide response to effectively managing and shaping an affordable nursing home market and increasing domiciliary care. Coupled with Members' own awareness of pressures in the local care market (such as care home closures and delayed transfers of care (DTOCs) caused by a lack of home care or nursing care), the CQC recommendation prompted the People Scrutiny Committee to examine this area in more detail with a view to identifying any specific aspects which may be suitable for a focused review.

1.3 In June 2018 the People Scrutiny Committee established a Scoping Board to gather initial evidence and report back to the Committee. The Scoping Board held two meetings with a range of officers from Adult Social Care: firstly, in August 2018, to examine the current state of the market and the key challenges; and secondly, in September 2018, to focus on how the challenges are being addressed.

1.4 It is apparent to the Scoping Board that the range of challenges in the care market is significant and diverse, and that there is much work underway to address these and support the market, for example:

- Production of a Market Position Statement as the basis of engagement, market shaping and strategic commissioning intentions
- Successful work with care homes to improve CQC ratings
- Increased fee levels for providers to increase sustainability
- Significant engagement with providers to share issues and develop solutions
- Provision of staff training and development to providers
- Initiatives to address workforce challenges
- Close co-operation with the local NHS, particularly in relation to DTOCs.

1.5 It is also apparent to the Scoping Board that the care market will need to change significantly in the coming years to adapt to increasing demand, changing

public expectations and the reduced resources available to statutory services. The level of anticipated future demand due to an ageing population requires a forward looking, innovative approach to how care is provided and a partnership with individuals and communities to increase resilience. As East Sussex has a high level of self-funders this needs to include engaging with the wider public about planning for the future care needs of individuals and the wider population and how people and communities can 'help themselves'.

1.6 The Scoping Board has identified this future picture of care, in particular the engagement with communities and individuals, as the key area where a Scrutiny Review can add value at the current time, since this work is less developed and an area where Member insight into communities will be particularly valuable.

1.7 The Scoping Board also identified the future strategy for bedded care as an important area for scrutiny. However, a significant piece of work in this area is currently underway and will continue into early 2019. It is therefore recommended that the People Committee scrutinises a report on the proposed strategy for bedded care in March 2019 and at that point agrees the scope for a second phase of this review focused on the bedded care market, potentially covering questions such as:

- Do we have the right strategy in place to develop the bedded care market?
- What is the future role for our current Extra Care Housing facilities?
- How robust and sustainable are residential and nursing homes and what they are doing to adapt to changing circumstances?

2 Scope of the Review

2.1 The review will focus on the following lines of enquiry and key questions:

- What will the **care market** look like in five years' time and how will this be different from the present?
- How do **public perceptions** need to change to support this?
 - How can we work to change public and client perceptions of care and how it will be delivered?
 - How can we raise awareness about how social care is funded and the provision people may need to make for their own care?
 - How do we encourage individuals to plan ahead for their care needs, ahead of a crisis?
- How can we help and encourage people and communities to help themselves and become more **resilient**?
 - How successful is our current approach to developing community resilience?
- How does the **workforce** need to change to support the future care market?
 - What type of workforce will be needed in the future and how does this differ from the present, particularly in the home care/community market?

- How is the Council working to facilitate this change and can any more be done locally?

2.2 The Review will be based on the following **principles**:

- It will be forward looking and exploratory
- It will focus on what can be done locally in East Sussex (as opposed to changes requiring national action)
- It will focus on the specific role of the Council and what is within the Council's sphere of influence and can be achieved within available resources
- It will particularly aim to identify how individual councillors can contribute

2.3 The Review will focus on the care market in relation to **older people** (rather than specialist learning disability or working age adult services). This is because older people's services are the biggest area of demand and the fastest growing area of demand for Adult Social Care.

3 Review methods

3.1 It is anticipated that the Review Board will review documentary evidence, question witnesses and undertake research in order to gather evidence to inform its recommendations.

3.2 The following list is not exhaustive and will change and develop as the review progresses. As part of the review the Board members will:

- Speak to a range of witnesses, for example:
 - Voluntary sector organisations
 - Public Health – Community Resilience workstream
 - Adult Social Care workforce planning, education and training representatives
 - Representatives of care providers – e.g. nursing, residential, EMI, homecare, personal assistant, telehealth
 - Healthwatch
 - Representatives of the public, carers
 - Staff representatives
- Review a range of documentary evidence:
 - National evidence with regard to public perceptions of care
 - National evidence with regard to new care models
 - Findings from local engagement with the public and key stakeholders

4 Review Organisation and Responsibilities

4.1 Initial Scoping Board

The initial scoping for this review was undertaken by Cllrs Davies (Chair), Ensor, Galley, Ungar and Webb.

4.2 Review Board

- The Review Board is: *to be confirmed by the People Scrutiny Committee*
- The Chair of the Review Board is: *to be confirmed by the People Scrutiny Committee*

4.3 The Review Board is responsible for:

- Making decisions regarding the scope and direction of the review;
- Monitoring and control of the overall progress of the review;
- Agreeing where Board members will undertake evidence gathering activities as required by the review;
- Considering and providing challenge to all evidence presented to it; and
- Developing and agreeing the final report, including the findings and recommendations of the review.

4.4 Scrutiny Review Support

Support for the review will be provided by the Member Services Team to:

- Manage the review process;
- Undertake research as agreed by the Board;
- Draft the final report

The Lead Officer who will support the review from the Member Services Team is Stuart McKeown, Senior Democratic Services Adviser. Their role is to manage the review, ensuring its aims and objectives are met and that the final report is delivered to the People Scrutiny Committee within the agreed timescales.

5 Scrutiny Review Completion

5.1 When the review has been completed the Lead Officer will co-ordinate the production of a final report outlining the findings and recommendations for agreement by the Review Board. Once agreed, the Review Board will present this to the People Scrutiny Committee for it to agree the recommendations.

5.2 The report will then be presented to Cabinet for comment and County Council for approval. Progress updates on how the recommendations are being implemented by the department will be presented to the People Scrutiny Committee in due course (usually six and twelve months after the review has been approved by County Council).

6 Review Timetable

Based on the initial scoping of the review, the Review Board aims to submit the final report to the People Scrutiny Committee at the meeting to be held on 7 March 2019.

An initial timetable of the meetings and activities required to complete the review is outlined below. [*The number of review board meetings is not fixed and there can be more or less depending on the nature of the review. The Review Board will agree the number and content of the meetings and review activity*].

Activity	Timescale/Date
<u>Review Board Meeting</u> <ul style="list-style-type: none"> • Consider initial evidence • Review lines of enquiry/terms of reference • Agree further evidence gathering/requirements. 	October 2018
<u>Review Board Activity/Meeting</u> <ul style="list-style-type: none"> • Evidence gathering. 	November/ December 2018
<u>Review Board Activity/Meeting</u> <ul style="list-style-type: none"> • Evidence gathering. 	January 2019
Draft scrutiny review report and finalise findings and recommendations of the review.	January/February 2019
<u>Final Review Board Meeting to agree Report</u> Review Board meeting to agree draft report, findings and recommendations with input from key officers.	February 2019
Deadline for Report Dispatch	27 February 2019
<u>Report to People Scrutiny Committee for agreement</u>	7 March 2019
Report to Cabinet	23 April 2019
Report to Council	14 May 2019

This page is intentionally left blank

EAST SUSSEX COUNTY COUNCIL'S FORWARD PLAN

The Leader of the County Council is required to publish a forward plan setting out matters which the Leader believes will be the subject of a key decision by the Cabinet or individual Cabinet member in the period covered by the Plan (the subsequent four months). The Council's Constitution states that a key decision is one that involves

- (a) expenditure which is, or the making of savings which are, significant having regard to the expenditure of the County Council's budget, namely above £500,000 per annum; or
- (b) is significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions.

As a matter of good practice, the Council's Forward Plan includes other items in addition to key decisions that are to be considered by the Cabinet/individual members. This additional information is provided to inform local residents of all matters to be considered, with the exception of issues which are dealt with under the urgency provisions.

For each decision included on the Plan the following information is provided:

- Page 175 -
- the name of the individual or body that is to make the decision and the date of the meeting
 - the title of the report and decision to be considered
 - groups that will be consulted prior to the decision being taken
 - a list of other appropriate documents
 - the name and telephone number of the contact officer for each item.

The Plan is updated and published every month on the Council's website two weeks before the start of the period to be covered.

Meetings of the Cabinet/individual members are open to the public (with the exception of discussion regarding reports which contain exempt/confidential information). Copies of agenda and reports for meetings are available on the website in advance of meetings. For further details on the time of meetings and general information about the Plan please contact Andy Cottell at County Hall, St Anne's Crescent, Lewes, BN7 1UE, or telephone 01273 481955 or send an e-mail to andy.cottell@eastsussex.gov.uk.

For further detailed information regarding specific issues to be considered by the Cabinet/individual member please contact the named contact officer for the item concerned.

EAST SUSSEX COUNTY COUNCIL
 County Hall, St Anne's Crescent, Lewes, BN7 1UE

For copies of reports or other documents please contact the officer listed on the Plan or phone 01273 335274.

FORWARD PLAN – EXECUTIVE DECISIONS (including Key Decisions) –1 September 2018 TO 31 December 2018

Additional notices in relation to Key Decisions and/or private decisions are available on the [Council's website](#).

Cabinet membership:

Councillor Keith Glazier - Lead Member for Strategic Management and Economic Development

Councillor David Elkin – Lead Member for Resources

Councillor Bill Bentley – Lead Member for Communities and Safety

Councillor Rupert Simmons – Lead Member for Economy

Councillor Nick Bennett – Lead Member for Transport and Environment

Councillor Carl Maynard – Lead Member for Adult Social Care and Health

Councillor Sylvia Tidy – Lead Member for Children and Families

Councillor Bob Standley – Lead Member for Education and Inclusion, Special Educational Needs and Disability

Date for Decision	Decision Taker	Decision/Key Issue	Decision to be taken wholly or partly in private (P) or Key Decision (KD)	Consultation	List of Documents to be submitted to decision maker	Contact Officer
14 Sep 2018	Lead Member for Education and Inclusion, Special Educational Needs and Disability	East Sussex Music small group and individual instrumental tuition service A decision will be made whether to retain or close the East Sussex Music small group and individual instrumental tuition service from September 2019.	KEY	This report includes an analysis of an open public consultation which will have been responded to by members of the public including children and young people, schools,	Report, other documents may also be submitted	Lucy Morgan-Jones 01273 482149

				staff and other organisations with an interest in music. This decision impacts on all wards in the county		
17 Sep 2018 Page 177	Lead Member for Transport and Environment	Ghyll Road, and Sheepsetting Lane, Heathfield traffic calming scheme To consider objections received to the advertisement of the Notice for the introduction of the speed cushions and raised tables associated with the scheme		Local Member	Report, other documents may also be submitted	Chris Tree 01273 482247
17 Sep 2018	Lead Member for Transport and Environment	Opening hours at Crowborough and Eastbourne Household Waste Recycling sites To consider changes to week day and weekend opening hours at these sites	KEY	Local Members	Report, other documents may also be submitted	Karl Taylor 01273 481170
17 Sep 2018	Lead Member for Transport and Environment	Wealden Local Plan - Proposed Submission Consultation To consider the response and representation to Wealden Local Plan	KEY	Local Members	Report, other documents may also be submitted	Ellen Reith 01273 481708

		Proposed Submission				
18 Sep 2018	Cabinet	Council Monitoring: Quarter 1 2018/19 To consider the Council Monitoring report for the first quarter of the financial year 2018/19.			Report, other documents may also be submitted	Jane Mackney 01273 482146
18 Sep 2018	Cabinet	Ofsted Inspection of Local Authority Children's Services To consider the Ofsted Inspection report of Local Authority Children's Services			Report, other documents may also be submitted	Amanda Watson 01273 481339
18 Sep 2018	Lead Member for Resources	Land at the Causeway, Lewes Declaring land at the Causeway, Lewes surplus to County Council requirements	KEY	Local Member	Report, other documents may also be submitted	Graham Glenn
25 Sep 2018	Lead Member for Economy	Escalate grant funding Responsibility for Regional Growth Fund monies previously administered by Kent County Council			Report, other documents may also be submitted	Vera Gajic 01273 482205
9 Oct 2018	Cabinet	Reconciling Policy, Performance and	KEY		Report, other	Jane Mackney

Page 178

		Resources To consider an update on the Council's Core Service Offer and the Medium Term Financial Plan			documents may also be submitted	01273 482146
15 Oct 2018	Lead Member for Transport and Environment	Allocation of the 2018/19 Community Match Funding to a number of community led local transport schemes To seek approval of the proposed allocation of match funding to a number of community led transport improvement schemes	<i>KEY</i>	Draft circulated to all Members, and cross party Member Panel to consider draft schemes.	Report, other documents may also be submitted	Sarah Valentine 01273 335724
15 Oct 2018	Lead Member for Transport and Environment	Highway Policy Review Seeking agreement to proposed changes and updates to Highway Service policies including: • Asset Management Policy and Strategy • Drainage Policy • SCRIM and Skidding Resistance Policy and Procedure		Internal consultation with relevant ESCC and highways service teams.	Report, other documents may also be submitted	Stephanie Everest, Mathew Jasper 01273 481847

15 Oct 2018	Lead Member for Transport and Environment	New Eastern County Highways Maintenance Depot Project To use funding from Capital Maintenance Budget 2019/20 to progress and complete the project to build the new highway maintenance depot off Queensway, Hastings to replace the existing eastern depots.		Local Member	Report, other documents may also be submitted	Dale Poore 07775 664161
18 Oct 2018 Page 180	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Grovelands Community Primary School - new Special Educational Needs facility To seek approval to publish statutory notices in respect of a proposal to establish a Special Educational Needs facility at Grovelands Community Primary School		Local Member	Report, other documents may also be submitted	Gary Langford 01273 481758
18 Oct 2018	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Peacehaven Heights Primary School - new Special Educational Needs facility To seek approval to publish statutory notices in respect of a proposal to establish a Special Educational Needs facility at Peacehaven Heights Primary School		Local Member	Report, other documents may also be submitted	Gary Langford 01273 481758
18 Oct 2018	Lead Member for Education and Inclusion, Special Educational Needs	Proposed Admission arrangements for community and controlled schools in East Sussex 2020-21-permission to consult.	KEY		Report, other documents may also be submitted	Jo Miles 01273 481911

	and Disability	Lead member is being asked for permission to consult on the proposed admission arrangements for community and controlled schools in East Sussex for the 2020-21 academic. A formal consultation will then be undertaken, with the admission arrangements finally determined at the lead member meeting in February 2019 year as required by the School Admissions Code 2014.				
25 Oct 2018 Page 181	Lead Member for Communities and Safety	<p>Petition to reduce the speed limit to 30mph on Marley Lane, Battle on the portion between Marley Grain Store and Petley Wood riding stables</p> <p>To decide whether a reduced speed limit on Marley Lane, Battle would be appropriate or whether it is a priority for the County Council</p>		Local Member	Report, other documents may also be submitted	Michael Higgs 01273 482106
27 Nov 2018	Lead Member for Adult Social Care and Health	<p>Six-monthly update on progress with implementation of Adult Social Care and Health Reconciling Policy, Performance and Resources decisions made at Cabinet on 26th June 2018.</p> <p>The Lead Member will receive an update on progress with the implementation of the Adult Social Care and Health RPPR decisions for 2018/19 as agreed at Cabinet on 26th June 2018. The Lead Member will be asked to consider and comment on the</p>			Report, other documents may also be submitted	Kirstie Battrick 01273 482016

		progress made.				
10 Dec 2018	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Grovelands Community Primary School - new Special Educational Needs facility To determine the statutory notice in relation to a proposal to establish a special educational needs facility at Grovelands Community Primary School		Local Member	Report, other documents may also be submitted	Gary Langford 01273 481758
10 Dec 2018 Page 182	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Peacehaven Heights Primary School - new Special Educational Needs facility To determine the statutory notice in relation to a proposal to establish a special educational needs facility at Peacehaven Heights Primary School		Local Member	Report, other documents may also be submitted	Gary Langford 01273 481758
11 Dec 2018	Cabinet	Council Monitoring: Quarter 2 2018/19 To consider the Council Monitoring report for the second quarter of the financial year 2018/19 as part of the Council's Reconciling Policy, Performance and Resources (RPPR) budget monitoring process.			Report, other documents may also be submitted	Jane Mackney 01273 482146
11 Dec 2018	Cabinet	Treasury Management Annual Report 2017/18 and mid year report 2018/19.	KEY		Report, other documents may	Ola Owolabi

		To consider a report on the review of Treasury Management performance for 2017/18 and the outturn for the first six months of 2018/19, including the economic factors affecting performance, the Prudential Indicators and compliance with the limits set within the Treasury Management Strategy.			also be submitted	01273 482017
11 Dec 2018	Cabinet	Looked After Children's Services Annual Report 2017/18 To consider the performance of the Looked After Children's Service for 2017/18			Report, other documents may also be submitted	Teresa Lavelle-Hill 01323 747197
11 Dec 2018	Cabinet	Annual Audit Letter 2017/18 To consider the Annual Audit Letter			Report, other documents may also be submitted	Ola Owolabi 01273 482017

This page is intentionally left blank

Report to: People Scrutiny Committee

Date of meeting: 1 October 2018

By: Director of Adult Social Care and Health

Title: Safeguarding Adults Board (SAB) Annual Report

Purpose: To present the SAB Annual report as required by the Care Act 2014

RECOMMENDATION:

The Committee is recommended to comment on and note the contents of the report.

1 Background

1.1 The SAB Annual Report (Appendix 1) outlines the multi-agency safeguarding activity for vulnerable adults in East Sussex between April 2017 and March 2018.

1.2 Appendix 2 outlines a breakdown of safeguarding enquiries by sector and by the agency making the referral for 2017-18, as requested by the Scrutiny Committee.

2 Supporting information

2.1 Four safeguarding adult review (SAR) referrals were made in 2017 – 18. Of these referrals, one is being taken forward as a Serious Case Review by the Local Safeguarding Children's Board (LSCB), as the majority of the concerns occurred before the person turned eighteen years of age.

2.2 The second referral is still under consideration by the SAR sub-group as, at the time of this report, the case is still subject to a section 42 safeguarding enquiry by the local authority and a serious incident process by a health provider.

2.3 The third referral was for a woman with complex support needs who was found deceased in her room in a mental health inpatient unit, with her cause of death recorded as methadone toxicity. A serious incident investigation was completed by the health provider, and the case was subject to a coroner's inquest. A SAR was not required as all the appropriate learning points had been gained from the coroner's inquest and serious incident process.

2.4 The fourth referral, regarding a woman in her nineties who was living with family members when she died and concerns have been raised over possible abuse and neglect, is being taken forward as a discretionary SAR and learning from this will be reported later in the year.

2.5 The number of safeguarding enquiries completed appears to have decreased significantly since 2016 – 17 (decreasing from 4,222 to 1,450). This is because of a change in the way safeguarding activity is recorded following lessons learned in the previous year. Previously, all safeguarding concerns were recorded as enquiries and these enquiries were managed in proportion with the degree of risk associated with each concern raised. Now concerns and enquiries are recorded separately.

2.6 In 2016 – 17, the most common form of abuse reported was neglect followed by physical and then emotional abuse. In 2017 – 18, neglect is still the most common type of abuse with 49% of all enquiries undertaken comprising, at least in part, neglect. Physical and emotional abuse remain the second and third most common forms of abuse accounting for 29% and 26% respectively.

2.7 As in previous years, the most common reported location of abuse is in the adult at risk's own home (32%). This is a drop from 37% in 2016 – 17. The second most common location continues to be residential care homes, accounting for 30%. This is an increase from 23% in 2016 – 17. Reported abuse in nursing homes has reduced from 18% to 13% whilst cases in mental health hospitals have increased from 1% to 5% of all cases.

2.8 In 2017 – 18, in 89% of enquiries there was an identified risk to the adult and action was taken. In 91% of cases the risk was either reduced or removed completely. This is a slight increase from 90% in 2016 – 17. It should be acknowledged that it is unlikely that risk will be reduced or removed in 100% of cases, as individuals may exercise choice and control over the steps taken by authorities to mitigate the risk. The proportion of cases where risk remains has dropped significantly from 10% to 5%.

2.9 Nationally, 73% of adults who lack capacity to make informed decisions about the enquiry receive support. In East Sussex, 96% receive support. This is the same proportion as reported in 2016 – 17, but a target of 100% remains in place.

ADASS Peer Review of Safeguarding

2.10 This review, undertaken in March 2018, was positive overall of adult social care and found no issues with Safeguarding Adults practice. The key message is that we should provide opportunities to take more risks and support and empower staff to do so. An action plan has been implemented to support this and key elements of it are highlighted below:

- A new threshold decision making guidance tool for partners and providers to enable improved identification of safeguarding concerns.
- A new consultation function that brings together safeguarding expertise to support and enable providers and partners to identify safeguarding concerns from non-safeguarding concerns.
- A streamlined and outcome focused LAS system for recording safeguarding concerns and enquiries.
- Options / solutions for identifying organisational abuse using LAS.
- A standardised system for providing feedback on outcomes to referrers, and seeking feedback from adults who have experienced a safeguarding intervention.

2.11 The action plan has been implemented on a phased basis over a 12 month period and is due for completion in July 2019. The majority of the plan will be completed by March 2019; the streamlined and outcome focused LAS system will be completed by July 2019 following the LAS upgrade due in February 2019.

3. Conclusion and reasons for recommendations

3.1 This report has shown the continued effort of the County Council and partner agencies to work together to safeguard adults. The SAB will ensure learning from SARs conducted under the Care Act 2014 is shared and embedded into practice appropriately in the coming year. Adult Social care is focused on developing a multi-agency strategy for Prevention in Adult Safeguarding and is looking forward to implementing this with partners from April 2019.

KEITH HINKEY
Director of Adult Social Care and Health

Contact Officer: George Kouridis
Tel. No. 01273 337936

Email: george.kouridis@eastsussex.gov.uk

LOCAL MEMBERS: All.

BACKGROUND DOCUMENTS: None

This page is intentionally left blank

East Sussex Safeguarding Adults Board

Annual Report

April 2017 to March 2018

“Our vision is for all agencies to work together effectively to enable the citizens of East Sussex to live free from abuse and neglect, and to promote widely the message that safeguarding is everybody’s business”



You can get all our publications in a format to suit you. If you would prefer this report in an alternative format or language please ask us. Please phone Health and Social Care Connect on 0345 60 80 191.

Contents

Foreword	0
Comments from Healthwatch East Sussex	0
Executive summary	0
Glossary of key terms.....	0
Our vision	0
Raising a safeguarding concern	0
Progress on 2017 – 18 priorities.....	0
1.1 Ensure the effectiveness and transparency of the SAB to oversee and lead adult safeguarding and the prevention of abuse	0
2.1 Ensure Section 42 safeguarding arrangements are in place under the Care Act, with appropriate feedback and review arrangements	0
3.1 Focus on personalising and integrating safeguarding responses, and measure safeguarding outcomes that bring safety and people’s wishes together	0
4.1 Allow the voice of clients, carers, and the local community to be heard in safeguarding policy and practice.....	0
4.2 Ensure that people are aware of safeguarding and know what to do if they have a concern	0
5.1 Ensure that all people involved in safeguarding have the appropriate skills, knowledge and competencies.....	0
5.2 Ensure clear links exist between partnership boards with accountability arrangements documented and understood to avoid duplication of workstreams	0
Conclusion.....	0
Appendix 1 – SAB Budget 2017 – 18.....	0
Appendix 2 – Additional updates from SAB partners	0
Appendix 3 – Partners of the East Sussex SAB.....	0

Foreword



Welcome to the East Sussex Safeguarding Adults Board Annual Report 2017 – 18.

The Safeguarding Adults Board (SAB) oversees work to protect vulnerable people, and ensures that we have safeguarding arrangements that are working well and improving.

This year saw the publication of our first Safeguarding Adults Review (SAR), since the introduction of the Care Act 2014. The findings of this review are outlined in the report, and the SAB has worked tirelessly to ensure the learning it provides is embedded in services to improve outcomes for those in need.

To assist embedding of learning, the SAB recruited a Quality Assurance & Learning Development Officer, shared with the Brighton & Hove SAB, and held a conference focussed on key issues from the SAR, namely self-neglect and mental capacity. The SAB has refreshed its strategic plan for the next three years, and all partner agencies of the SAB are committed to this for the effective safeguarding of adults in East Sussex.

We hope you find this report interesting and are assured of the commitment of the East Sussex SAB to continual improvement and decisive action when things go wrong.

A handwritten signature in black ink, appearing to read 'G. Bartlett'.

Graham Bartlett

Independent Chair, East Sussex Safeguarding Adults Board

Comments from Healthwatch East Sussex



I have continued in my role as Chair of the Clients and Carers Safeguarding Advisory Network, and have been encouraged by the progress made in 2017 – 18. This includes development of a Making Safeguarding Personal leaflet aimed at those who are experiencing a safeguarding enquiry, as well as plans for development of a video of an adult's own safeguarding story. This will be available in 2018 – 19 and we hope it will encourage others to speak up earlier where they may need a safeguarding intervention.

I have been involved again this year in the recruitment process for an additional lay member for the SAB, and am pleased that the SAB continues its commitment to seek the views of adults, carers and partner agencies in renewing its strategic plan.

It is also encouraging to see the priority the SAB has given to talking to local people and communities around safeguarding in the community (everyone's responsibility), by joining Healthwatch East Sussex engagement activities. This is a great example of working collaboratively on shared priorities which again Healthwatch would like to see continued in 2018 – 19.

Looking forward, I am also delighted to see a refresh of how the SAB hears directly from people with care and support needs who experience the safeguarding process to influence the strategic direction of the Board.

Healthwatch will continue to seek the views of those who use care and support services, and will ensure partner agencies are held to account within SAB activities where required.

Elizabeth Mackie

Volunteer & Community Liaison Manager, Healthwatch East Sussex

Executive summary

This annual report outlines safeguarding activity and performance in East Sussex between April 2017 and March 2018, as well as some of the main developments that have taken place to prevent abuse from occurring.

Highlights contained in the report are as follows:

Priority 1.1: Ensure the effectiveness and transparency of the Safeguarding Adults Board to oversee and lead adult safeguarding and the prevention of abuse

- Peer challenge events were introduced following completion of a safeguarding self-audit tool by SAB member agencies, and were held in July 2017 and January 2018.
- These events involved a ‘critical friend’ approach where agencies were asked to provide more detailed explanation and evidence of their safeguarding practice, including policies, training and safer recruitment processes. Action plans for future improvements are being monitored by the Performance, Quality & Audit sub-group.

Priority 2.1: Ensure Section 42 safeguarding arrangements are in place under the Care Act, with appropriate feedback and review arrangements

- An updated version of the Sussex Safeguarding Adults Policy and Procedures has recently been launched and is available [online](#). The purpose of the rewrite was to reduce repetition, and incorporate policy and legal updates as well as learning from safeguarding adult reviews, audits and developments in practice.
- Four safeguarding adult review (SAR) referrals were made in 2017 – 18. Of these referrals, one is being taken forward as a Serious Case Review by the Local Safeguarding Children’s Board (LSCB), as it was agreed the LSCB is best placed to undertake the review as the majority of the concerns occurred before the person turned eighteen years of age.

A second referral is still under consideration by the SAR sub-group as, at the time of this report, the case is still subject to a section 42 safeguarding enquiry by the local authority and a serious incident process by a health provider.

A third referral was for a woman with complex support needs, including alcohol and substance misuse, mental health problems and long periods of homelessness. She was found deceased in her room in a mental health

inpatient unit, with her cause of death recorded as methadone toxicity. A serious incident investigation was completed by the health provider, and the case was subject to a coroner's inquest. The SAR sub-group was of the view that a SAR was not required because there was not a concern that partner agencies could have worked more effectively to protect the adult, and all the appropriate learning points had been gained from the coroner's inquest and serious incident process.

The fourth referral, regarding a woman in her nineties who was living with family members when she died and concerns have been raised over possible abuse and neglect, is being taken forward as a discretionary SAR and learning from this will be reported later in the year.

- One SAR was published in 2017 – 18. This review evaluated multi-agency responses to the death of a man aged 64 (Adult A), from Kent, who was living in a care home with nursing in East Sussex, commissioned by NHS West Kent Clinical Commissioning Group. Adult A died as a result of systemic sepsis, infection of his legs, diabetes and cirrhosis. He was subject to a Deprivation of Liberty in his best interests as he was deemed to lack mental capacity to decide where to live. There were concerns of self-neglect as he often refused care and treatment.

Twenty three recommendations were accepted by the SAB following the review, in relation to placements, case co-ordination, mental capacity and mental health, safeguarding, advocacy, and disseminating learning. A joint action plan with the Kent & Medway SAB was put in place to ensure learning outcomes were achieved and to try to avoid similar cases occurring in the future. The recommendations and the action plan can be found online, along with the report. In addition, learning briefings regarding the review and the interface between self-neglect and safeguarding have been developed, and can be accessed at the same online location at the following address:

<https://www.eastsussexsab.org.uk/safeguarding-adult-reviews-2/>

Priority 3.1: Focus on personalising and integrating safeguarding responses, and measure safeguarding outcomes that bring safety and people's wishes together

- The number of safeguarding contacts has gone up from 4,222 in 2016 – 17 to 5,551 in 2017 – 18. Of the total contacts received in 2017 - 18, 4,467 (81%) were considered safeguarding concerns
- The number of enquiries completed appears to have decreased significantly since 2016 – 17 (decreasing from 4,222 to 1,450). This is because of a change in the way safeguarding activity is recorded following lessons learned in the previous year. Previously, all safeguarding concerns were recorded as enquiries and these enquiries were managed in proportion with

the degree of risk associated with each concern raised. Now concerns and enquiries are recorded separately.

- In 2016 – 17, the most common form of abuse reported was neglect followed by physical and then emotional abuse. In 2017 – 18, neglect is still the most common type of abuse with 49% of all enquiries undertaken comprising, at least in part, neglect. Physical and emotional abuse remain the second and third most common forms of abuse accounting for 29% and 26% respectively. The proportion of cases involving emotional abuse continues to increase. This is because there is greater acknowledgement that abuse such as physical abuse and financial abuse can often have an emotional or psychological impact which is also being reported.

The most significant proportional differences since 2016 – 17 are a 2% increase in emotional abuse from 16% to 18%, and a 1% decrease in sexual abuse from 5% to 4%.

- As in previous years, the most common reported location of abuse is in the adult at risk's own home (32%). This is a drop from 37% in 2016 – 17. The second most common location continues to be residential care homes, accounting for 30%. This is an increase from 23% in 2016 – 17. Reported abuse in nursing homes has reduced from 18% to 13% whilst cases in mental health hospitals have increased from 1% to 5% of all cases.

Priority 4.1: Allow the voice of clients, carers, and the local community to be heard in safeguarding policy and practice

- In 2017 – 18, in 89% of enquiries there was an identified risk to the adult and action was taken. In 91% of cases the risk was either reduced or removed completely. This is a slight increase from 90% in 2016 – 17. It should be acknowledged that it is unlikely that risk will be reduced or removed in 100% of cases, as individuals may exercise choice and control over the steps taken by authorities to mitigate the risk. The proportion of cases where risk remains has dropped significantly from 10% to 5%.
- Nationally, 73% of adults who lack capacity to make informed decisions about the enquiry receive support. In East Sussex, 96% receive support. This is the same proportion as reported in 2016 – 17, but a target of 100% remains in place.

Priority 4.2: Ensure that people are aware of safeguarding and know what to do if they have a concern

- Throughout April and May 2017, staff members from the Safeguarding Development Team, alongside representatives from Trading Standards and Sussex Police, were involved in a campaign to raise awareness of financial abuse. A total of 70 contacts was made with members of the public and 174

with care staff, including personal assistants, staff employed by home care providers and care home / nursing home managers. The campaign was viewed by 12,787 people on Twitter and 13,665 on Facebook. Across both platforms, the campaign was shared or retweeted 212 times.

Priority 5.1: Ensure that all people involved in safeguarding have the appropriate skills, knowledge and competencies

- Operational officers in Sussex Police have received training from the force lead for vulnerability and stalking. This has been complemented by a comprehensive communications strategy, both internally and externally under the #ThisIsVulnerability work. Specialist domestic abuse training has been delivered to all operational staff in partnership with the domestic abuse charity, Safe Lives.
- Additional updates from SAB partners, including key safeguarding initiatives and progress on priorities, are included in Appendix 2 of this annual report.
- Multi-agency self-neglect training has continued throughout the last 12 months. Four sessions were held with a total of 63 attendees representing adult social care, health, police, ambulance service, probation and housing. Based on research commissioned by the Department of Health, the training centred on the perspective of the self-neglecting individual.

Priority 5.2: Ensure clear links exist between partnership boards with accountability arrangements documented and understood to avoid duplication of workstreams

- Regular meetings take place between representatives of the SAB, LSCB, Safer Communities Partnership and Children and Young People's Trust, reflecting the [Partnership protocol](#) that was developed in 2016 – 17.
- Through the implementation of this protocol, it was agreed in 2017 – 18 that the Safer Communities Partnership would provide the lead strategic oversight for the modern slavery agenda, with the SAB supporting by way of undertaking a multi-agency audit and ensuring the updated Sussex Safeguarding Adults Policy and Procedures include more detailed and up-to-date information regarding this type of abuse.
- A formal review of the Partnership protocol has been postponed and will take place in 2018 – 19.

Conclusion

In presenting the progress made against our key priorities for 2017 – 18, this annual report has shown the continued effort of all partner agencies to work together to safeguard adults from abuse and neglect.

We have published the findings of our first safeguarding adults review (SAR) under the Care Act 2014, and we are confident that the action plan developed with the Kent & Medway SAB will ensure that the recommendations are translated into real change.

Embedding organisational change following reviews and audits continues to be a challenge for all safeguarding adults boards. So, we welcome the opportunity to participate in a research project taking place in 2018 – 19. Working alongside the University of Sussex and six other SABs, we will be looking into how to achieve organisational change.

Our recently updated [strategic plan for 2018 – 2021](#) provides full details of our future plans that have been highlighted at the end of each section in this report. These plans will ensure adults with care and support needs are safeguarded from abuse and neglect as effectively as possible.

Glossary of key terms

Safeguarding concern A 'safeguarding concern' is when someone has reasonable cause to suspect that an adult with care and support needs, who is unable to protect themselves because of those needs, is experiencing or is at risk of abuse or neglect.

Three key tests in the Care Act The three key tests relate to adults covered by these safeguarding procedures.

Safeguarding duties apply to any adult who meets the three key tests, namely:

- has needs for care and support (whether or not the local authority is meeting any of those needs), and
- is experiencing, or is at risk of, abuse or neglect, and
- as a result of those care and support needs is unable to protect themselves from the risk or experience of abuse or neglect.

Once the local authority has reasonable cause to believe an adult meets these tests, the Section 42 duty to undertake a safeguarding enquiry is triggered. However, the local authority may still decide to undertake an enquiry where the three tests in the Care Act are not met

Note Carers are also covered by these procedures where they meet the three tests set out above.

Safeguarding enquiry The action taken or instigated by the local authority in response to a concern that abuse or neglect may be taking place.

An enquiry can range from a conversation with the adult to a more formal multi-agency plan or course of action.

A safeguarding enquiry starts when the initial information gathering has established that all three of the Section 42 criteria are met or, where the criteria are not met, the decision has been made that it is necessary and proportionate to respond as a safeguarding enquiry (ie. 'other safeguarding enquiry').

Section 42 enquiry Those enquiries where the adult meets **all** of the Section 42 criteria ie. the three key tests.

The local authority must make, or cause other agencies or organisations to make, enquiries when the Section 42 duty is triggered.

Other safeguarding enquiry Enquiries where an adult does not meet all of the Section 42 criteria but the local authority has the power under the Care Act to undertake an enquiry where it considers it necessary and proportionate to do so.

Safeguarding Adults Board (SAB) Safeguarding Adults Boards (SABs) are multi-agency partnerships that are committed to the effective safeguarding of adults in their local area.

A vital aspect of the work of a SAB is to ensure information is available to the public, staff working in partner agencies, adults with care and support needs, and informal carers.

The Care Act 2014 sets out the core purpose of a SAB as ensuring that local safeguarding arrangements are effective and take account of the views of the local community. In setting out to achieve this, it must:

- Publish an annual report outlining its work and the findings of any Safeguarding Adults Reviews. The report must be available to member organisations and the public.
- Publish a strategic plan each financial year with key objectives, consulting with Healthwatch and developed with local community involvement. The SAB must also take account of the views of people who use care and support services, their families and carer representatives.
- Undertake any Safeguarding Adults Reviews (SARs).

Safeguarding Adults Review (SAR) Safeguarding Adults Boards must arrange a SAR when an adult in its area has experienced, or dies as a result of, serious abuse or neglect (known or suspected), and there is concern that partner agencies could have worked more effectively together. The aim of the SAR is to identify and implement learning from this.

Making Safeguarding Personal (MSP) A 'Making Safeguarding Personal' approach means safeguarding responses should be person-led and outcome-focused.

The person should be engaged in a conversation about how best to respond to their safeguarding situation in a way that enhances their involvement, choice and control as well as improving their quality of life, well-being and safety.

Our vision

“

Our vision is for all agencies to work together effectively to enable the citizens of East Sussex to live free from abuse and neglect, and to promote widely the message that safeguarding is everybody's business.

”

To achieve this vision, the Board will:

- Actively promote collaboration and commitment between organisations.
- Work together on prevention strategies.
- Listen to the voice of adults with care and support needs and carers to deliver positive outcomes.

The East Sussex SAB is committed to the principles of Making Safeguarding Personal ie. to listen to what the adult or their representative would like to achieve, and by ensuring the most appropriate support is available.

Raising a safeguarding concern

No-one should have to live with abuse or neglect – it is always wrong, whatever the circumstances.

Anybody can raise a safeguarding concern for themselves or another person. Do not assume that someone else is doing something about the situation.

You can raise a concern in the following ways:

Phone: 0345 60 80 191 (8am to 8pm 7 days a week inc. bank holidays)

Email: [Health and Social Care Connect](#)

Text: 07797 878 111

Contact the Police on 101 or in an emergency 999

Find out more from our [safeguarding leaflet](#).

Progress on 2017 – 18 priorities

1.1 Ensure the effectiveness and transparency of the SAB to oversee and lead adult safeguarding and the prevention of abuse

SAB budget

The SAB budget for 2017 – 18 consisted of financial contributions from the core partners of the SAB, namely Adult Social Care & Health (ASC&H), Sussex Police and the Clinical Commissioning Groups (CCGs). East Sussex Healthcare NHS Trust (ESHT), East Sussex Fire and Rescue Service (ESFRS), Sussex Community NHS Foundation Trust (SCFT) and the National Probation Service, also contributed financially to the working of the Board.

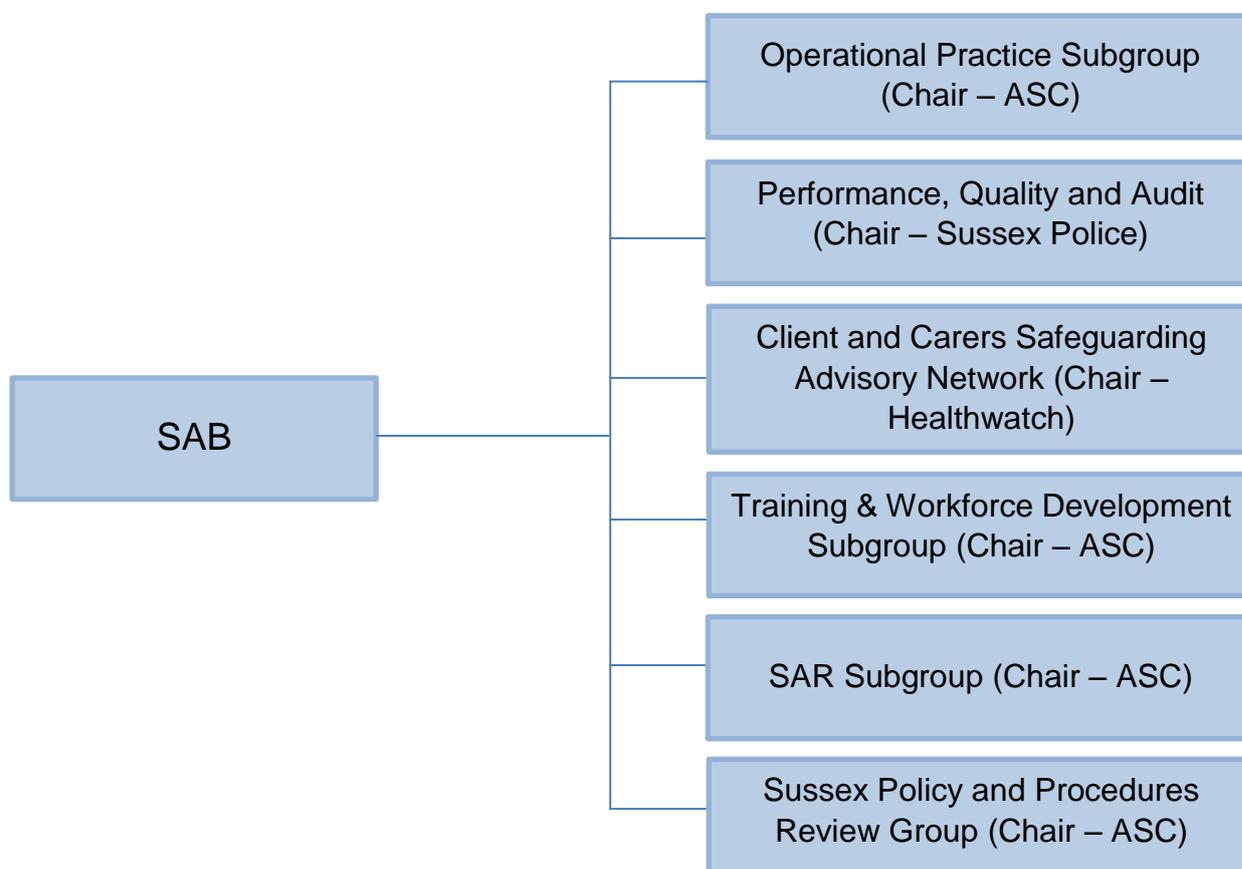
The following areas were identified for the budget to support the SAB in what is required of it under the Care Act, and to inform future business planning:

- Independent Chair
- SAB Development Manager
- SAB Administrator (0.5 FTE)
- Quality Assurance & Learning Development Officer (0.6 FTE)
- Multi-agency training and safeguarding promotions / awareness
- Safeguarding policy and procedures
- SAB website
- Safeguarding adult reviews

Please see Appendix 1 for more details on the end of year budget.

Governance and structure of the SAB

The descriptions below provide information on the role and make up of the SAB's sub-groups and workstreams.



Operational Practice Sub-group This group co-ordinates local safeguarding work, and ensures the priorities of the SAB are put into place operationally. Currently, its particular focus is to ensure an outcomes-focused approach is embedded in safeguarding practice, as well as ensuring advocacy provision will meet the Care Act duties.

Performance, Quality & Audit Sub-group This group establishes effective systems for monitoring, reporting and evaluating performance across agencies, and links annual reporting to improvement planning. The group highlights staffing groups or service areas that require further awareness or training.

Multi-agency Training & Workforce Development Sub-group This group is responsible for delivering the objectives of the training strategy 2015 – 18, and overseeing training opportunities in key safeguarding matters affecting a number of agencies. Currently, the group is focused on developing multi-agency self-neglect training.

Sussex Policy and Procedures Review Group This consists of the statutory partners of the SABs across Sussex, with the purpose of reviewing and updating the safeguarding procedures in line with any policy and legal updates.

Clients & Carers Safeguarding Advisory Network This network enables two-way communication and exchange of information between the SAB and clients and carers to improve safeguarding experiences and inform policy development.

The network has expanded its membership to include organisations that support and represent people with disabilities, mental ill health and learning disabilities, together with older adults and carers.

Safeguarding Adult Review (SAR) Sub-group This consists of the statutory partners of the East Sussex SAB, and meets monthly with the purpose of considering cases that may require a safeguarding adult review, and makes a recommendation to the SAB Chair.

Peer challenge events

Peer challenge events were introduced following completion of a safeguarding self-audit tool by SAB member agencies, and were held in July 2017 and January 2018.

These events involved a 'critical friend' approach where agencies were asked to provide more detailed explanation and evidence of their safeguarding practice, including policies, training and safer recruitment processes. Action plans for future improvements are being monitored regularly by the PQA sub-group.

Quality Assurance & Learning Development Officer

Recruitment of this fixed-term post was made on a shared basis between the East Sussex SAB and the Brighton & Hove SAB. The main purpose of this post is to focus on the implementation of learning from reviews and audits, and ensuring action plan improvements are made across agencies.

Learning briefings have been developed following case audits, and they can be accessed [here](#).

Named GP for Adult Safeguarding

The Clinical Commissioning Groups recruited a Named GP for Adult Safeguarding in 2017 – 18.

The Named GP offers advice and support regarding safeguarding concerns arising in primary care, as well as delivering training. She is also a member of the Safeguarding Adults Review Sub-group.

Peer review

An action plan has been developed to address areas for improvement highlighted by the South East ADASS Peer Review of adult safeguarding in East Sussex, undertaken in March 2018.

Recommendations to address the areas for improvement have been identified, and comprise the core elements of the action plan.

The action plan will be implemented on a phased basis over 9 – 12 months, and will not require additional annual investment nor the creation of new posts.

Future plans

- Review the impact of the Quality Assurance & Learning Development Officer post, to consider future plans for this post.
- The East Sussex SAB will take part in a research project, alongside eight other SABs, with the University of Sussex, to investigate how existing research and review findings can more effectively be implemented through organisational learning.

2.1 Ensure Section 42 safeguarding arrangements are in place under the Care Act, with appropriate feedback and review arrangements

Care Act 2014 duties

An updated version of the [Sussex Safeguarding Adults Policy and Procedures](#) has recently been launched and is available online.

The purpose of the rewrite was to reduce repetition, incorporate policy and legal updates as well as learning from safeguarding adult reviews, audits and developments in practice.

The principles, legal requirements and guidance under the Care Act and the Care and Support Statutory Guidance remain the same.

The policy and procedures provide an overarching framework to ensure a proportionate, timely and professional approach is taken, and that adult safeguarding is co-ordinated across all relevant agencies and organisations.

The definition of adults within the Care Act which the Board seeks to protect is any person aged 18 years or over who:

- has needs for care and support (whether or not the local authority is meeting any of those needs), and
- is experiencing, or at risk of, abuse or neglect, and
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of, abuse or neglect.

These three criteria are referred to as the 'three key tests'.

The Care Act places statutory duties on SABs as follows:

- It **must** publish a strategic plan for each year that sets out how it will meet its objectives. In developing this plan the SAB **must** consult Healthwatch and the local community.
- It **must** publish an annual report.
- It **must** develop policies and procedures, promote multi-agency training and develop preventative strategies.
- It **must** conduct any safeguarding adult reviews.

Fire safety and prevention

Multi-agency activity to reduce the risk of fire-related harm in the community is closely monitored. A data sharing agreement between East Sussex Fire and Rescue Service and ASC was implemented in October 2014 to support the strategy to reduce the number of fire deaths, fire injuries and fires in domestic dwellings. The effectiveness of this agreement continues to be monitored. Since April 2017, approximately 1,480 clients have received, or have a confirmed appointment to receive, a home safety visit as a specific result of the agreement.

Safeguarding adult reviews

Safeguarding Adults Boards have a statutory duty under the Care Act to undertake safeguarding adult reviews (SARs) – formerly known as serious case reviews.

This is when:

- An adult dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult.
- An adult is still alive but has experienced serious abuse or neglect and there is concern that partner agencies could have worked more effectively to protect the adult.

SABs can undertake reviews in any other circumstance where an adult has care and support needs.

Four referrals were made in 2017 – 18. Of these referrals, one is being taken forward as a Serious Case Review by the Local Safeguarding Children's Board (LSCB), as it was agreed the LSCB is best placed to undertake the review as the majority of the concerns occurred before the person turned eighteen years of age.

A second referral is still under consideration by the SAR sub-group as, at the time of this report, the case is still subject to a section 42 safeguarding enquiry by the local authority and a serious incident process by a health provider.

A third referral was for a woman with complex support needs, including alcohol and substance misuse, mental health problems and long periods of homelessness. She was found deceased in her room in a mental health inpatient unit, with her cause of death recorded as methadone toxicity. A serious incident investigation was completed by the health provider, and the case was subject to a coroner's inquest. After considering information provided by the agencies involved, the SAR sub-group was of the view that most agencies had engaged and communicated with each other in providing support to the adult, so there was not a concern that partner agencies could have worked more effectively to protect the adult to a level that would require a SAR. Learning points from the coroner's inquest and from the serious incident process were taken forward and a decision

was reached that there would not be any further learning or value to be achieved by undertaking a SAR.

However, given the complexities of this case, public health professionals and substance misuse commissioners are considering whether any clearer systems or guidance are required for professionals to support people with similar needs to this adult. The SAR sub-group will be kept informed of this action.

The fourth referral, regarding a woman in her nineties who was living with family members when she died and concerns have been raised over possible abuse and neglect, is being taken forward as a discretionary SAR and learning from this will be reported later in the year.

SAR – Adult A

One referral was made in 2016 – 17, and the review was published in October 2017.

The review evaluated multi-agency responses to the death of a man aged 64 (Adult A), from Kent, who was living in a care home with nursing in East Sussex, commissioned by NHS West Kent Clinical Commissioning Group (CCG). Adult A died as a result of systemic sepsis, infection of his legs, diabetes and cirrhosis. He was subject to a Deprivation of Liberty (DoL) in his best interests as he was deemed to lack mental capacity to decide where to live. There were concerns of self-neglect as he often refused care and treatment.

The SAR was led by independent reviewers who examined the following areas:

1. How care placements were organised and reviewed.
2. How health and social care professionals worked together across geographical borders.
3. How Adult A was engaged with.
4. How mental capacity and deprivation of liberty were assessed.
5. How the interface between the Mental Capacity Act (MCA) and the Mental Health Act (MHA) was understood and applied by professionals.
6. How care and treatment plans were agreed and followed.

The review found that the adult's continual refusal of care and treatment was respected by professionals, despite the fact he had been deemed to lack capacity to make decisions about his own wellbeing. The review called for agencies to work more closely together to share information and expertise, and to improve knowledge among professionals of the legislation which governs when interventions can be made against the wishes of those who are deemed to lack capacity to make informed decisions themselves. The review also found there had

been a lack of strong leadership in co-ordinating the adult's care by the commissioner of the service, and a lack of knowledge around safeguarding and legal matters by the commissioners and the nursing home provider.

The review demonstrates how crucial it is for all agencies to work closer together, sharing expertise to plan and deliver the best possible services to meet people's care and support needs.

Twenty three recommendations were accepted by the SAB following the review, in relation to placements, case co-ordination, mental capacity and mental health, safeguarding, advocacy, and disseminating learning. A joint action plan with the Kent & Medway SAB was put in place to ensure learning outcomes were achieved and to try to avoid similar cases occurring in the future.

The recommendations and the action plan can be found online, along with the report. In addition, learning briefings regarding the review and the interface between self-neglect and safeguarding have been developed, and can be accessed at the same online location at the following address:

<https://www.eastsussexsab.org.uk/safeguarding-adult-reviews-2/>

Multi-agency safeguarding audits 2017 – 18

Best interests decisions

One of the recommendations from the safeguarding adults review (Adult A, outlined above), was that the SAB should conduct an audit of cases to evaluate the outcomes of Mental Capacity Act (MCA) best interests decision-making, with particular reference to assessing multi-agency involvement and clarity about leadership responsibility.

This audit was undertaken by representatives of Adult Social Care & Health (ASC&H), Sussex Partnership NHS Foundation Trust (SPFT), East Sussex Healthcare Trust (ESHT), East Sussex Clinical Commissioning Groups (CCGs), South East Coast Ambulance NHS Foundation Trust (SEC&A), and Sussex Police.

What is working well?

- In some cases, professionals demonstrated a good understanding of the decision-specific nature of mental capacity assessments and the importance of providing additional support where necessary.
- In one case, support was provided by a specialist Learning Disability Nurse which assisted the process considerably.

- There were good examples where other professionals and family members were consulted when best interests decisions were made, and there were good examples of inter-agency working and communication (although this was not evident in every case).

What can we improve?

- Awareness of the decision-specific nature of mental capacity assessments.
- The way disagreements in relation to mental capacity assessments are resolved.
- Record-keeping and information sharing in relation to mental capacity assessments and best interests decisions.

In light of these development areas, the SAB has agreed the following actions will be implemented in 2018 – 19:

- Development of a multi-agency MCA policy and procedure, which will include a review and resolution mechanism in relation to disputed mental capacity assessments.
- Development of multi-agency MCA training, to complement existing single agency training.
- A [learning briefing](#) highlighting the findings of the audit will be shared amongst frontline staff

Modern slavery and human trafficking

This multi-agency audit was undertaken by the East Sussex SAB, on behalf of the Sussex Modern Slavery Network, to assess whether the needs of adults with care and support needs, who are known or suspected to be victims of modern slavery, are appropriately addressed.

The audit was undertaken by representatives of ASC&H, the Safe in East Sussex team, SPFT, CCGs, ESHT, Sussex Police, and Change, Grow, Live (CGL).

A sample of four cases was audited. These involved suspected forced drug dealing, human trafficking, sexual exploitation and financial exploitation.

What is working well?

- In one case a safeguarding enquiry was undertaken despite the ‘three key tests’ not appearing to be met, given the level of concern and potential

vulnerability of the adult, with good professional curiosity being evidenced by staff.

- Appropriate information was shared between the police and ASC&H.
- Quick action was taken by Sussex Police to reduce risk in two of the cases in particular.

What can we improve?

- Awareness of the National Referral Mechanism (NRM) and duty to notify form (MS1).
- The provision of information available to staff and the public regarding modern slavery.
- Training available to frontline staff.

In light of these development areas, the SAB has agreed the following actions will be implemented in 2018 – 19:

- Development of a multi-agency tiered training approach for modern slavery and human trafficking.
- Clarity to be provided on the safeguarding pathway in cases involving modern slavery and human trafficking.
- A [learning briefing](#) highlighting the findings of the audit will be shared amongst frontline staff.

Note Further information on the initiatives undertaken regarding modern slavery in 2017 – 18 can be found on page 45 of this report.

Managing allegations against people in a position of trust

In line with Care Act 2014 requirements, a framework and process has been established for how allegations against people in positions of trust, working with adults with care and support needs, should be responded to, in order to promote an individual's suitability to work with adults. Responsibility for this lies with the ASC&H Local Authority Designated Officer (LADO).

The concerns managed have related to individuals who:

- Work with adults with care and support needs.

- Have behaved in ways that have harmed an adult or child.
- Have committed criminal offences against adults or children.
- Have behaved towards adults or children in a way that indicates they may pose a risk of harm.

The key behaviours that have required the LADO's involvement, at times working in partnership with the Children's Services LADO, are:

- Allegations and incidents of sexual assault or offences.
- Allegations and incidents of domestic violence.
- Allegations and incidents of inappropriate conduct outside of the workplace that may pose a risk to adults with care and support needs, and potential to bring their employer or their profession into disrepute.
- Involvement of Children's Services, in particular child protection enquiries relating to the child(ren) of a person employed or volunteering with adults with care and support needs.
- Misuse or inappropriate use of social media including WhatsApp, Twitter and KiK and, where appropriate, involvement from POLIT (Paedophile On-Line Investigation Team).
- Staff who are unsuitable to work in health and social care settings, and have been removed from their professional role and referred to their professional body, where appropriate. Thereby, the risk of abuse or misconduct has been reduced or eliminated.
- Proportionate information has been shared consistently by the LADO with employers, student bodies and voluntary organisations to enable personnel procedures to be invoked, or risk assessments and effective risk management to be undertaken.
- The LADO has ensured employers have clear safeguarding and personnel procedures in place, and are carrying out investigations accordingly. The ASC&H LADO and Children's Services LADO have worked jointly in collaboration with key partners to review and support the Sussex safeguarding adults policy and procedures.
- A protocol for managing allegations in respect of people in positions of trust has been developed for ESCC Adult Social Care & Health staff.

- A dataset is in place to record information which is GDPR compliant. This details the person of concern, their gender identification, type of abuse, professional role, type of employer, and actions taken.
- Strong links have been established with Children's Services colleagues, and regular meetings take place between both departments' LADOs. Links have also been forged with Brighton & Hove City Council ASC & Children's LADO to support cases involving geographical boundaries, and this is proving effective in practice. Links have also been established with the CCGs, ESHT and West Sussex ASC.

The SAB will continue to monitor the LADO's activity in 2018 – 19, and ensure there is clarity on the response to allegations about people in a position of trust.

Future plans

- 'Market test' the updated Sussex Safeguarding Adults Policy and Procedures with frontline staff.
- Development and launch of the multi-agency Mental Capacity Act policy and procedures.
- Update the multi-agency self-neglect guidance.

3.1 Focus on personalising and integrating safeguarding responses, and measure safeguarding outcomes that bring safety and people's wishes together

Domestic violence and abuse

[The Portal](#) continues to provide a single point of access for victims and survivors of domestic and sexual violence and abuse, to find advice and support in East Sussex and Brighton & Hove. Other commissioned services also provide support to victims of domestic violence and abuse across the county, including Refuge (which operates five refuges in East Sussex) and Home Works (which provides flexible and tailored support to prevent homelessness).

During 2017 – 18, new initiatives have been funded or delivered, including:

- Work in health care settings, with domestic violence and abuse specialists located in a local hospital and primary care settings (funded by the Hastings & Rother Clinical Commissioning Group).
- Reviewing domestic abuse training, and running a course for practitioners from Children's Services, Adult Social Care & Health, and other professionals. This is delivered, in partnership, by the Local Safeguarding Children's Board (LSCB), the SAB and Safer Communities Partnership to reflect the need to adopt the 'Whole Family' approach.
- Developing a coercive control training module in partnership with Sussex Police, the LSCB and the SAB.
- Marking the 16 Days of Action and securing White Ribbon Status, alongside a range of events and activities hosted by district and borough Community Safety Partnerships. Locally, the Eastbourne, Lewes, Wealden and Hastings district and borough councils have all secured White Ribbon status.

The Safer Communities Partnership has also continued work in the following areas:

- Delivering the Multi-Agency Risk Assessment Conference (MARAC) for the highest risk victims of domestic violence and abuse, with a focus on continuous improvement and ensuring that professionals can access training with the roll-out of courses on risk identification and referral.
- Delivering a Champions Network, to bring together practitioners from a range of agencies, and to further strengthen community and agency responses across the county.

- Delivering the Women's Aid 'Ask Me' scheme to create safe spaces in the local community to increase public awareness and promote opportunities for disclosure.

Change, Grow, Live (CGL@thePortal) has expanded their Health Independent Domestic Violence Advisor service to Eastbourne, Hailsham and Seaford, building on the Hastings and Rother pilot which took place in 2016 – 17. The service has been funded until 2019. CGL has also piloted a service based within Eastbourne and Hastings police to review repeat standard risk and hard-to-engage cases that are not being escalated, and are being viewed as individual incidents.

Financial abuse and scams

The East Sussex SAB identified a need for a financial abuse strategy to combat financial abuse of adults with care and support needs, in recognition that where there are other forms of abuse there is often likely to be financial abuse occurring too. Moreover, financial abuse is the most commonly reported type of abuse that people experience in later life. The aims of the strategy are to ensure:

- Activity is co-ordinated between partners of the SAB to prevent and respond to financial abuse.
- Clarity of the roles of partner agencies.
- Recognition of activities already taking place.
- Identification of any overlaps and joint working opportunities to reduce duplication.
- Improvements in the consistency of signposting, responses and messages to the public and adults with care and support needs.
- Identification of gaps and actions needed.

The full strategy can be accessed [here](#).

Alongside this strategy, the Safer Communities Partnership has continued to develop responses for vulnerable victims of fraud, rogue trading and cyber-enabled crime.

Mass marketing mail scams are often targeted at vulnerable or disadvantaged consumers, and causes approximately £5 – 10 billion of detriment to UK consumers each year. Some victims even struggle to identify themselves as victims, and respond because it helps with feelings of loneliness.

Locally, effective links have been made between East Sussex Trading Standards Service, Sussex Police, the National Trading Standards (NTS) Scams Team, East Sussex Fire and Rescue Service, and Adult Social Care & Health.

The Scams Working Group has now evolved to a bi-annual networking and engagement event to provide a platform for all partners in the voluntary and statutory sectors to showcase their work against scams. To build upon the success of the working group, each networking and engagement event incorporates a facilitated forum to test practice, share operational procedures, share research and plan strategies.

The NTS Scams Team works across England and Wales, and engages with local authorities and partner agencies to identify and support victims of scams. As part of this, officers from the East Sussex Trading Standards Service visit scam victims identified by the NTS Scams Team, usually accompanied by an Age UK or Citizens Advice Bureau representative. The NTS Scams Team also runs the Friends Against Scams initiative which aims to increase the awareness of scams throughout the UK.

This is supported by the East Sussex Against Scams Partnership (ESASP) which is a partnership of organisations – businesses, charities, church groups, clubs, community enterprises, councils, societies, voluntary groups and other partners. Partners are committed to the ESASP Charter's three key aims which are:

- Raising awareness and de-stigmatising scams.
- Prevention and protection.
- Identification and recording.

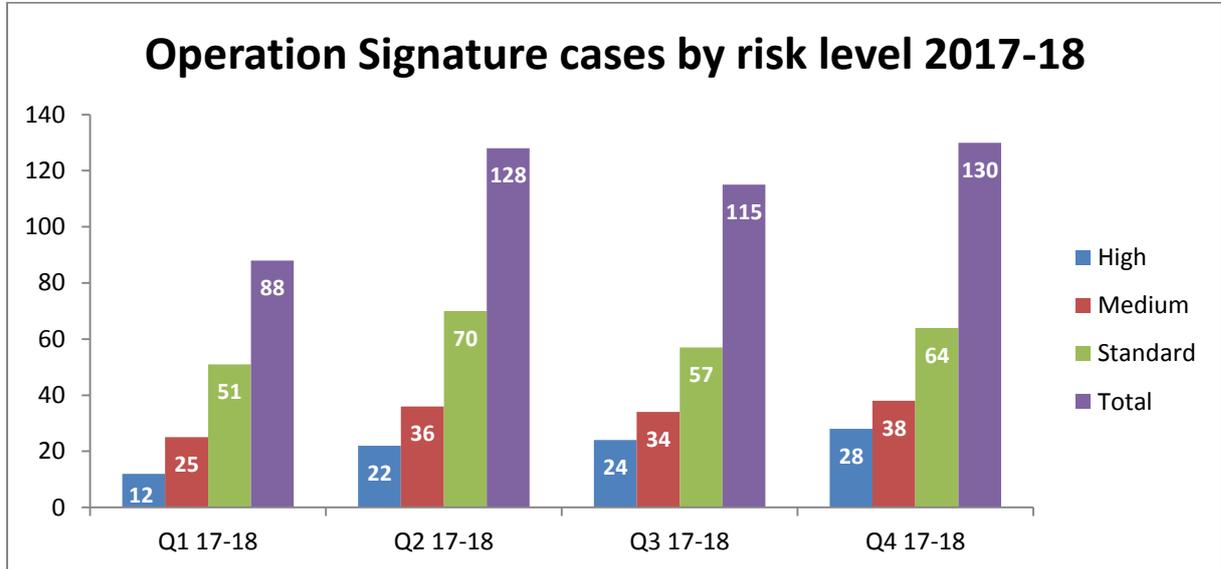
Over 80 partners have pledged their commitment to taking a stand against scams by signing up to the Charter, and the number continues to grow.

Future plans include:

- Increasing the number of Charter partners, and continuing to provide scams and fraud awareness raising activities to existing members such as the Sussex Armed Forces Network and Dementia Action Alliances.
- Continuing to strengthen communications with Charter partners; sharing key messages, providing newsletter articles and maximising social media output for Charter partners.
- Holding an annual networking and engagement event which will incorporate a facilitated forum to test practice, share operational procedures, share results of surveys and plan strategies.

Operation Signature

Operation Signature is the operational response of Sussex Police to scam mail fraud. It identifies and supports vulnerable, and often elderly, victims of this type of fraud within Sussex. The chart below shows the number of cases identified in East Sussex during 2017 – 18.



The Police and Crime Commissioner (PCC) funded two specialist caseworker posts, under Victim Support, to provide frontline support to vulnerable victims of fraud and prevent future victimisation. These posts have established clear pathways with other relevant support agencies, and began taking cases from Operation Signature in January 2017. The support provided has shown that the majority of victims are continually being targeted and affected by scam and nuisance phone calls, and an increase has been seen in romance frauds.

The PCC will continue to fund these posts for the next financial year, and the SAB will continue to monitor the impact this has.

Analysing safeguarding activity



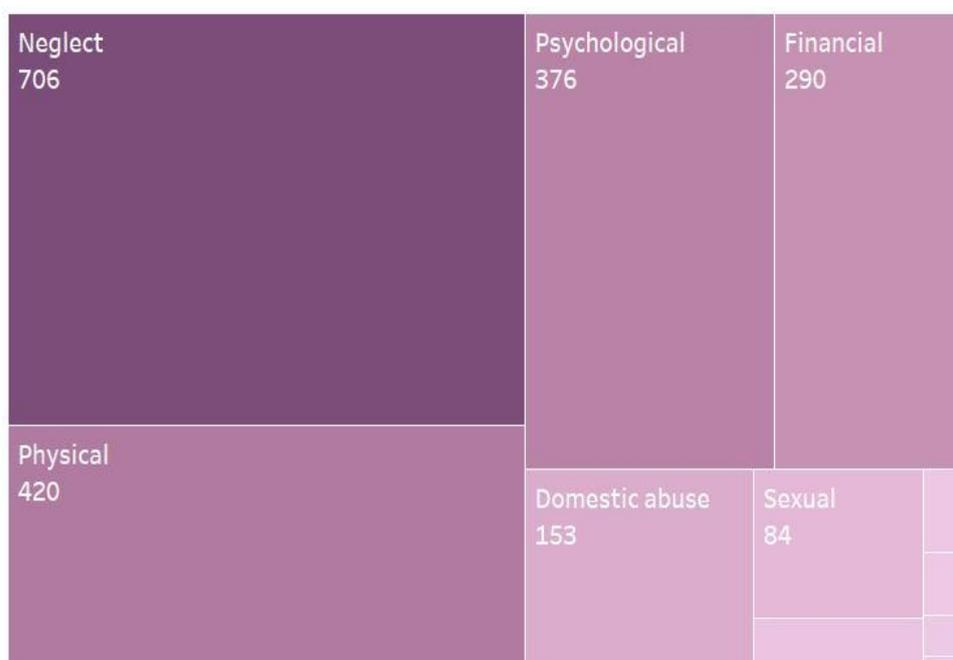
Note The figure for completed enquiries is not a proportion of the figure given for enquiries started as some completed enquiries would result from concerns

received prior to 2017 – 18 and correspondingly some enquiries started in 2017 – 18 would still be ongoing at the end of the financial year.

The number of safeguarding contacts has gone up from **4,222** in 2016 – 17 to **5,551** in 2017 – 18. Of the total contacts received in 2017 - 18, **4,467 (81%)** were considered safeguarding concerns.

The number of enquiries completed appears to have decreased significantly since 2016 – 17 (decreasing from **4,222** to **1,450**). This is because of a change in the way safeguarding activity is recorded following lessons learned in the previous year. Previously, all safeguarding concerns were recorded as enquiries and these enquiries were managed in proportion with the degree of risk associated with each concern raised. Now concerns and enquiries are recorded separately.

Types of abuse investigated in 2017 – 18



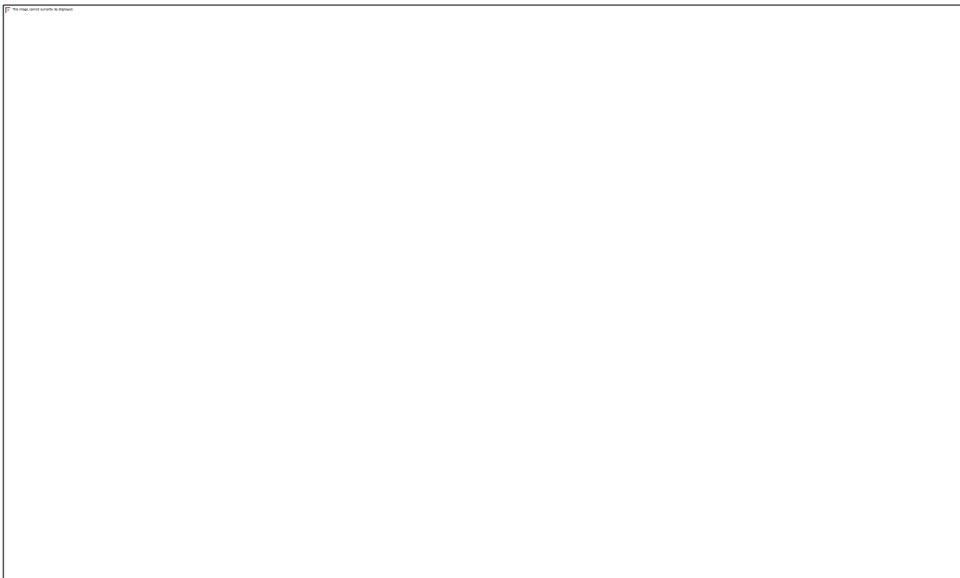
Type of abuse	Count
Neglect	706
Physical	420
Psychological	376
Financial	290
Domestic abuse	153
Sexual	84
Self-neglect	30
Discriminatory	12
Organisational	9
Sexual exploitation	6
Modern slavery	2

Note The total types of abuse will exceed the total completed enquiries as some enquiries involve multiple types of abuse.

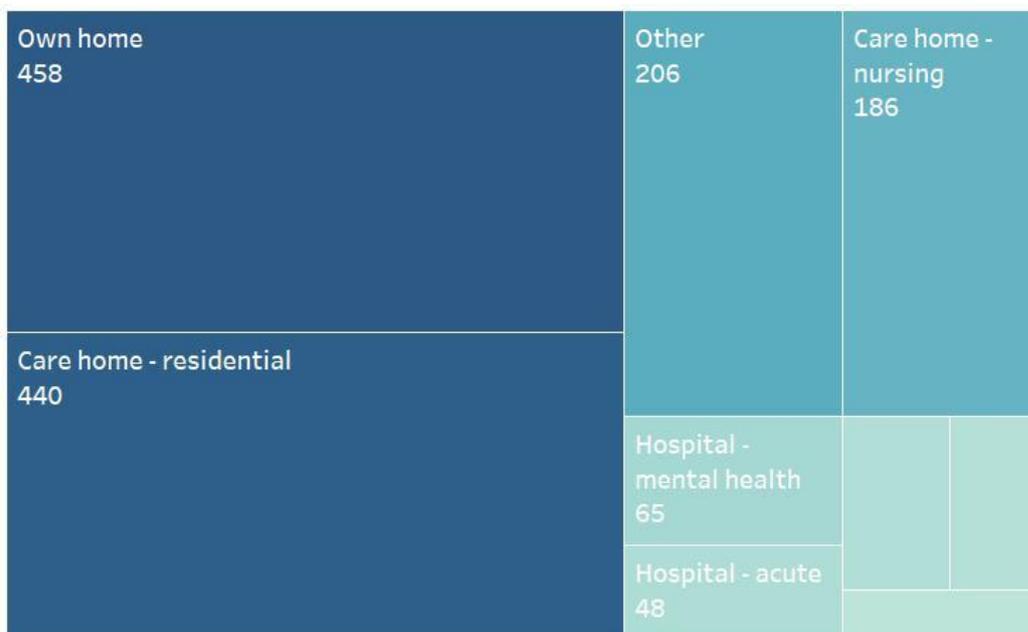
In 2016 – 17, the most common form of abuse reported was neglect followed by physical and then emotional abuse. In 2017 – 18, neglect is still the most common type of abuse with **49%** of all enquiries undertaken comprising, at least in part, neglect. Physical and emotional abuse remain the second and third most common forms of abuse accounting for **29%** and **26%** respectively. The proportion of cases involving emotional abuse continues to increase. This is because there is greater acknowledgement that abuse such as physical abuse and financial abuse can often have an emotional or psychological impact which is also being reported.

The most significant proportional differences since 2016 – 17 are:

- A 2% increase in emotional abuse from 16% to 18%.
- A 1% decrease in sexual abuse from 5% to 4%.



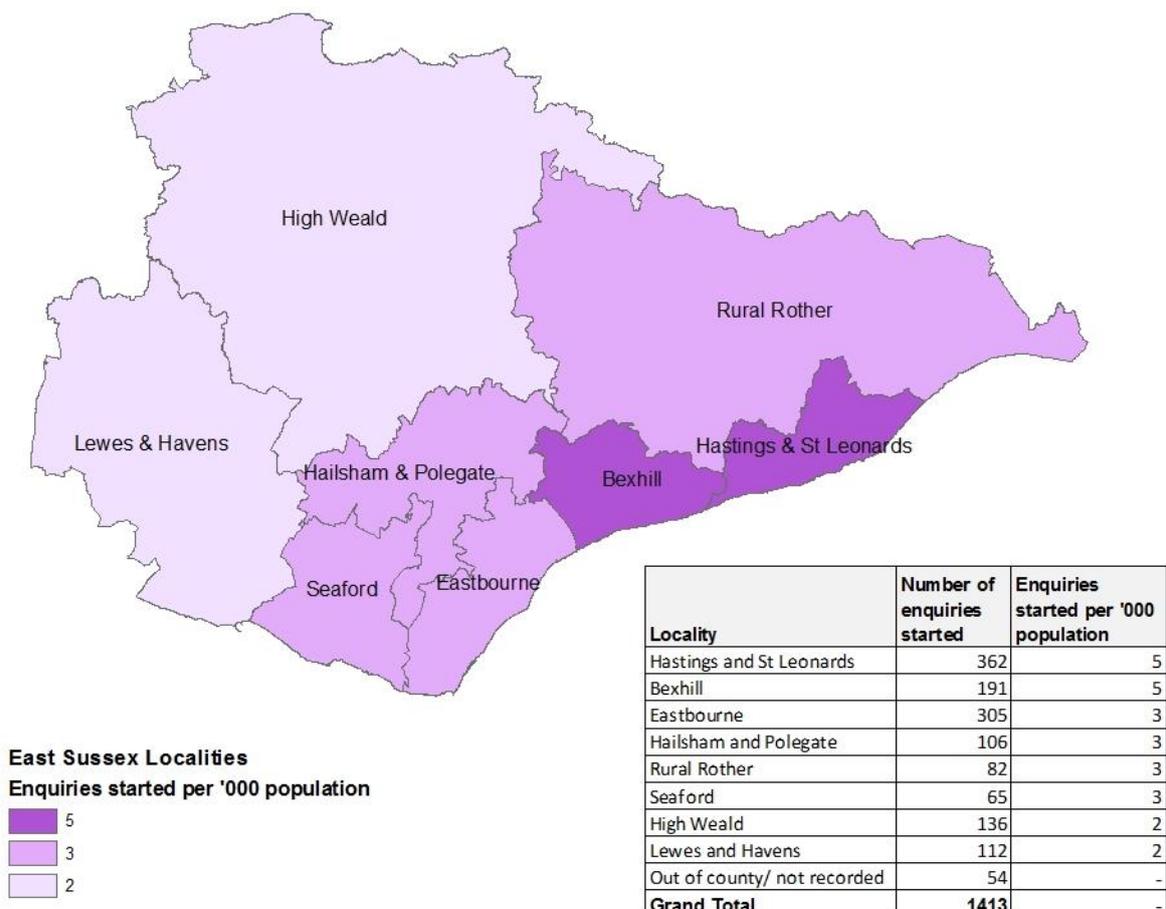
Locations of abuse



Location of abuse	
Own home	458
Care home - residential	440
Other	206
Care home - nursing	186
Hospital - mental health	65
Hospital - acute	48
Community service	43
Hospital - community	37
Community setting	23

As in previous years, the most common reported location of abuse is in the adult at risk's own home (**32%**). This is a drop from **37%** in 2016 – 17. The second most common location continues to be residential care homes, accounting for **30%**. This is an increase from **23%** in 2016 – 17.

Reported abuse in nursing homes has reduced from **18%** to **13%** of all reported abuse whilst cases in mental health hospitals have increased from **1%** to **5%** of all cases.



Source of risk



In **45%** of the enquiries completed, the source of risk was known to the adult (up from **39%** in 2016 – 17). In **18%** of cases, the source of risk was not known to the adult (down from **31%** in 2016 – 17) and in the remaining **37%** of cases the source of risk was social care staff, an increase from **30%** in the previous year. The main reason for this change is improvements in the recording of details relating to the source of risk so fewer cases are being recorded as 'not known to adult'.

4.1 Allow the voice of clients, carers, and the local community to be heard in safeguarding policy and practice

Quality assurance activity in Adult Social Care & Health

Quality assurance activity in Adult Social Care & Health (ASC&H) includes analysis of audits, and feedback from stakeholders and adults who have been involved in safeguarding enquiries.

Over the past 12 months the Safeguarding Development Team has been involved in developing a mechanism to promote greater opportunities for feedback from adults involved in safeguarding enquiries. This has been built directly into the safeguarding recording system used by ASC&H. It creates a means of evaluating individual's outcomes in line with Making Safeguarding Personal (MSP), and promotes an approach in which ASC&H as a whole moves towards ensuring that feedback from adults involved in safeguarding enquiries is gathered routinely as part of the enquiry itself.

Since this change was implemented, ASC&H has received a significant increase in feedback questionnaires from adults regarding their experiences of being involved in safeguarding enquiries, and this feedback has helped to promote learning and development in adult safeguarding. However, the number is still low and the SAB has included a priority in the [strategic plan for 2018 – 2021](#) to increase feedback rates.

Between April 2017 and March 2018, the Safeguarding Development Team (SDT):

- Completed audits on **123** cases, consisting of responsive audits, threshold audits (to ensure clear distinctions are made between safeguarding concerns and cases which need to be taken into an enquiry), full case audits, audits of mental capacity assessments, and multi-agency modern slavery audits.
- Received feedback from **9** stakeholders via questionnaires.
- Received feedback from **14** adults regarding their experiences of the safeguarding enquiry from questionnaires and interviews.

From this quality assurance activity, the following strengths and areas for development were identified:

Strengths

- Effective, planned multi-agency partnership working.

- Enquiries reflect an appropriate weighing up of risks and protective factors.
- A Making Safeguarding Personal approach with regard for the welfare and safety of adults, and the outcomes they wish to achieve is central to enquiry activity.

Key areas for development

- Understanding of what constitutes a safeguarding concern, and consideration of the extent to which abuse or neglect is a contributory factor within that concern.
- To ensure feedback from adults is embedded within the safeguarding process, and that the adult's views are sought from the outset of the enquiry and reviewed throughout.
- To continue to improve practice in relation to applying the principles of the Mental Capacity Act, particularly regarding the need to evidence in mental capacity assessments that all practical steps have been taken to support people to maximise their decision making ability.

Brenda's story

Brenda lives in a residential care home. She developed needs for care and support after a severe stroke, resulting in physical disability and communication difficulties.

The care home manager raised a safeguarding concern after Brenda disclosed that she was worried her son had been taking money from her account. Brenda did not want to inform the police as she knew her son was experiencing financial difficulty and she had previously given him permission to access her account if he needed money.

Brenda was referred for Care Act advocacy in relation to the safeguarding enquiry. With support from the advocate she identified her desired outcomes as:

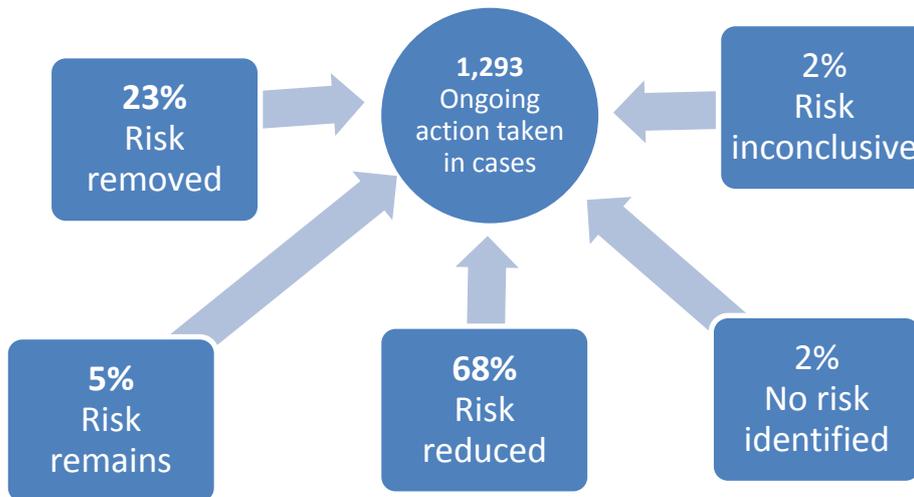
- Wanting her son to stop taking money from her account.
- Wanting to maintain her relationship with her son and for him to continue to visit her.
- Wanting to explore if another person could provide help in managing her finances.

Brenda was supported by her advocate to attend a safeguarding meeting, and the following safeguarding measures and outcomes were achieved:

- The local authority Client Affairs Team agreed to take responsibility for supporting Brenda with her finances.
- Brenda's son was offered support to access advice around maximising his benefits.
- Brenda was able to maintain her relationship with her son, and he acknowledged he should not have taken money from Brenda's account.

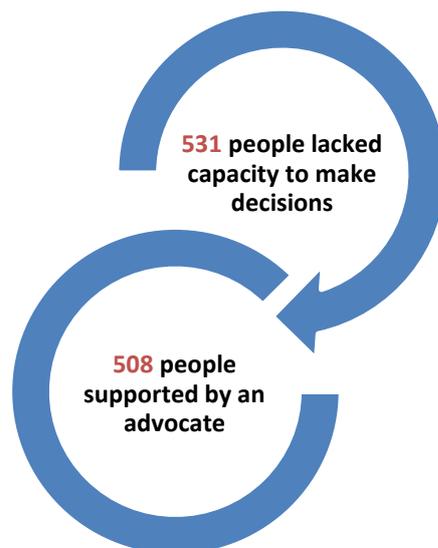
Analysis of outcome data

Impact on risk



In 2017 – 18, in **89%** of enquiries there was an identified risk to the adult and action was taken. In **91%** of cases the risk was either reduced or removed completely. This is a slight increase from **90%** in 2016 – 17. It should be acknowledged that it is unlikely that risk will be reduced or removed in 100% of cases, as individuals may exercise choice and control over the steps taken by authorities to mitigate the risk. The proportion of cases where risk remains has dropped significantly from **10%** to **5%**.

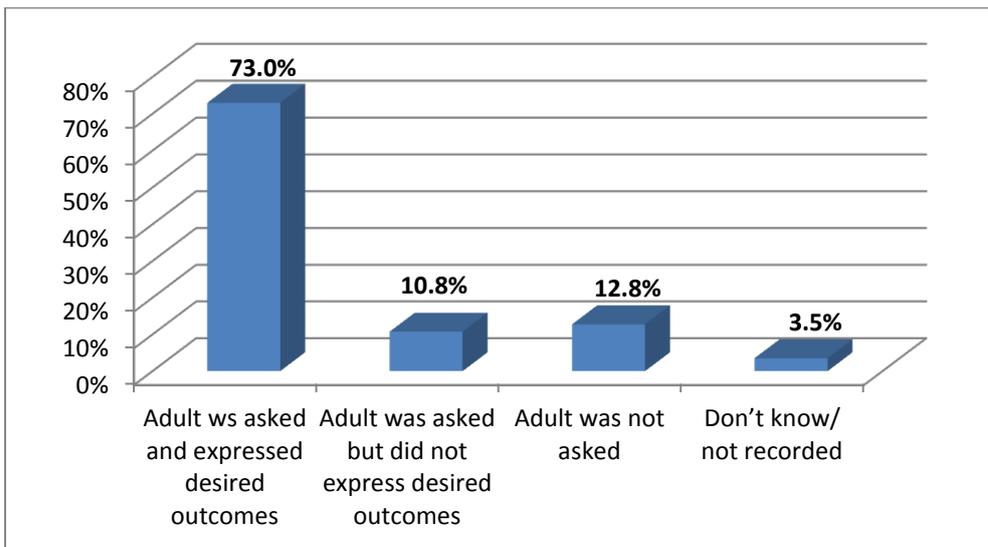
Support for adults at risk who lack capacity to make informed decisions



Nationally, **73%** of adults who lack capacity to make informed decisions about the enquiry receive support. In East Sussex, **96%** receive support. This is the same proportion as reported in 2016 – 17, but a target of 100% remains in place.

Outcomes achieved through safeguarding

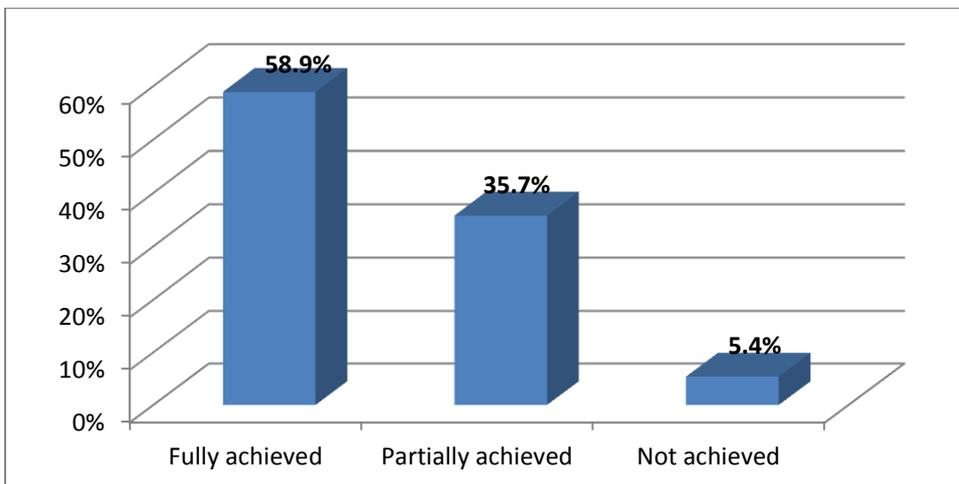
Number of adults who were asked for their desired outcomes:



In East Sussex, this is the first full year that this information has been available. **84%** of adults were asked about their desired outcomes in 2017 – 18. This is significantly higher than the figure of **67%**, of the local authorities that submitted data relating to this in 2016 – 17.

A review of cases where outcomes were not asked found that these were all cases where the adult lacked capacity to make decisions in relation to the enquiry.

Of those who identified outcomes, the proportion whose outcomes were met:



In East Sussex, this is the first full year that this information has been available. Of the local authorities that submitted data relating to this in 2016 – 17, **95%** reported that identified outcomes had been either fully or partially achieved, matching the local picture in 2017 – 18.

It is acknowledged that there will always be cases where outcomes will not have been achieved, for example, where desired outcomes are beyond the remit and

control of the enquiry or enquiry manager, or where the situation has changed from the initial desired outcomes that were recorded.

Learning from complaints

We take all complaints about our safeguarding processes seriously, as they help us to learn and improve how we do things in the future.

We aim to work with complainants in a mutually respectful way, and respond to concerns fairly and openly. Managers will generally look into any concerns that have not been considered within the enquiry, when the enquiry has been closed. This is to ensure the focus of the safeguarding enquiry is maintained appropriately.

Findings are informed by looking at whether we have followed our processes in the way that we would expect. This is done through discussions with complainants and practitioners, and looking at records. When things have gone wrong we want to put things right to avoid someone else having the same experience in the future.

Because of the nature of safeguarding, we can expect that some people will not agree with the decisions or the outcomes of our enquiries. We do, however, always try to explain the actions we have taken and resolve any ongoing issues, wherever possible.

The total number of complaints recorded for Adult Social Care & Health for 2017 – 18 was 433. Of these 20 related directly to safeguarding, this is **4.5%** of the total complaints received.

In addition to these 20 complaints, two MP / councillor enquiries were received. This represents **1.5%** of the total number of MP / councillor enquiries received in 2017 – 18, which was 150 enquiries.

This compares to 18 complaints and four MP / councillor enquiries in 2016 – 17.

The 20 complaints received can be broken down as follows:

Complaint outcome	
Not upheld	13
Partially upheld	6
Upheld	0
No outcome recorded – enquiry is ongoing	1
Total	20

These complaints were broken down into the following complaint sub-categories:

Complaint sub-categories	
Disputed outcome	7
Information	6
Manner / attitude / respect of staff	2
Placement	1
Policy	1
Quality	2
Responsiveness	1
Total	20

Key themes

Of the complaints received from clients or their representatives, key themes were about:

- Outcomes of safeguarding enquiries, including the actions agreed in the safeguarding plan.
- The safeguarding process, particularly around communication and support provided during safeguarding enquiries.
- Our decisions not to take concerns into safeguarding enquiries.

Some complaints were from former workers and care providers involved in enquiries, and they were concerned about:

- Communication and delays during safeguarding enquiries.
- Outcomes of safeguarding enquiries.

Learning and actions

We recorded learning at an individual, service and organisational level. Examples of learning and changes included:

Process and recording

- In response to delays in sending out minutes, improvements were made to the system for generating minutes.
- When information was recorded incorrectly, we apologised for the errors and amendments were made to correct and clarify the information. This has included addendums added to minutes.

Partnership working

- We have reviewed and improved how we confirm and clarify issues that have been raised through a different process, for example, this often applies to the relationship between the complaints and safeguarding process.
- We continue to reflect upon how safeguarding enquiries are conducted, and how we ensure collaborative relationships with partners and providers to achieve the outcomes wanted by clients.

Compliments

We received three compliments about the safeguarding process from clients and their representatives:

“I spoke at length with N this evening and she was very helpful and informative. I finally felt listened too and that the care needs of my father will now hopefully be addressed. It has been distressing to have to go to such lengths to get to this point, however, N has given me confidence that action will now be taken. My priority was to safeguard my father and obtain help and I feel like this has finally happened this afternoon. I would like to pass on my thanks for N’s interaction with me today.”

“Thank you to you and S for your advice and support over this past difficult period. It’s appreciated.”

“Just wanted to say a huge thank you for your support and dedication with W’s case.”

The Safeguarding Development Team received the following feedback from adults and their representatives:



Lay members

The role of lay members is to enable effective ties to be developed between the SAB and the local community, and to ensure the work of the SAB is transparent and accessible.

Lay members support the work of the Board by:

- Contributing to the development of strategies and plans to respond to and prevent abuse and neglect.
- Challenging the work of the SAB where required.
- Bringing an awareness and knowledge of the diverse communities and individuals living in East Sussex.

“I have now had the opportunity to support the Board in my role as lay member for another year, and have remained impressed by the strategic oversight of the Board in its role to ensure vulnerable adults are effectively safeguarded.

It is clear a good deal of learning develops from ongoing policy and practice reviews, and concise action plans are developed which attempt to ensure this learning impacts on the front-line of service provision.

There is still more work that can be done to monitor the impact of all implemented strategies to truly assess their efficacy and to measure their impact on the desired outcomes.

Additionally, it feels important to increase participation of the broader community, to ensure the Board’s strategies truly reflect the community it is hoping to serve, to maximise the opportunity to develop proactive strategies to prevent abuse and to strengthen and develop the reactive strategies in responding to abuse. Furthermore, this would enable the Board to gain an insight into the effectiveness of the activities in practice, such that the Board’s role is dynamic and responsive and wholly in touch with the practice ‘on the ground’.”

Board lay member, 2018

Making Safeguarding Personal (MSP) leaflet

This leaflet was developed by members of the Client and Carers Safeguarding Advisory Network, alongside the Safeguarding Development Team in ASC&H. It is available to give to all adults who are being supported through a safeguarding enquiry, to better inform them what they can expect within an MSP approach. This approach aims to ensure adults are involved and consulted while helping to keep them safe, and to have regular discussions about their desired outcomes.

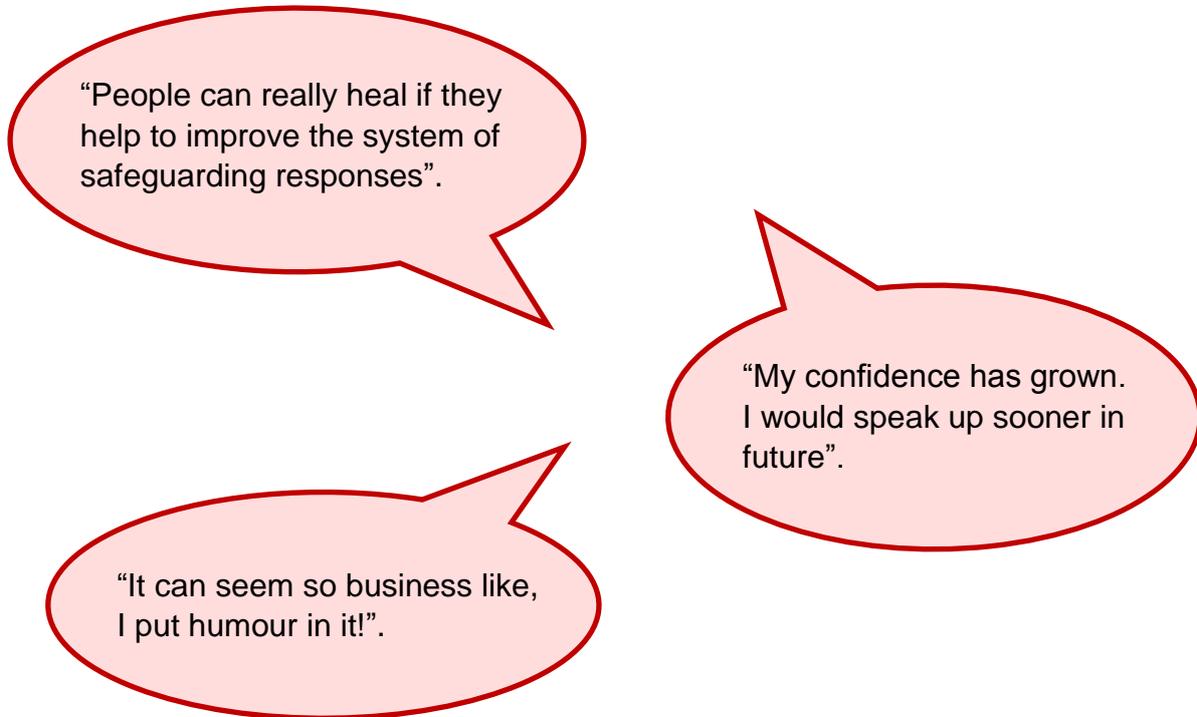
The leaflet can be accessed [here](#).

Service user involvement

An adult with care and support needs who has a personal experience of safeguarding has continued to play an active part in the Client and Carers Safeguarding Advisory Network, including assisting with the development of the

[Making Safeguarding Personal leaflet](#). Future plans include the development of a video to share their personal experience.

The following quotes demonstrate the benefits of being involved in the work of the SAB, from their perspective:



Making Safeguarding Personal audit (Sussex Community NHS Foundation Trust)

The Adult Safeguarding team completes an audit of all requests to make enquiries received from the local authority to establish whether Making Safeguarding Personal (MSP) has been considered, and that the wishes and outcomes of patients and family / carers has been met.

- The 2015 – 2016 findings indicated that MSP was appropriately captured in 44% of enquiries. This could be as a result of the new Care Act adult safeguarding process.
- The 2016 – 2017 findings evidenced a positive increase, with MSP being appropriately captured in 68% of enquiries.
- The 2017 – 2018 findings again evidenced a positive increase, with MSP being captured in 74% of enquiries.

Going forward into 2018 – 2019, MSP is reported on quarterly, utilising the above annual data as our baseline to measure our success regarding:

- the quality and effectiveness of communication, and
- appropriately capturing MSP within the safeguarding adults process.

4.2 Ensure that people are aware of safeguarding and know what to do if they have a concern

Financial abuse campaign



Throughout April and May 2017, staff members from the Safeguarding Development Team, alongside representatives from Trading Standards and Sussex Police, were involved in a campaign to raise awareness of financial abuse.

The campaign comprised a series of events, including presentations to home care providers and home care forums, and holding public stalls in day services. The campaign was also promoted through social media and via posters and leaflets distributed to libraries and health settings, including hospitals and health centres.

A total of **70** contacts were made with members of the public and **174** with care staff, including personal assistants, staff employed by home care providers and care home / nursing home managers. The campaign was viewed by **12,787** people on Twitter and **13,665** on Facebook. Across both platforms, the campaign was shared or retweeted **212** times.

Mental Capacity Act (MCA) and self-neglect event



Dr Suzy Braye



Andrew Parker, OPG

The MCA and self-neglect event was held at The View Hotel, Eastbourne, in April 2018. Attended by over 100 delegates from a range of agencies, the key note speech was delivered by Dr Suzy Braye, and followed by a presentation from the Office of the Public Guardian (OPG).

In response to the safeguarding adults review for Adult A and the recommendations ratified by the SAB, the event focussed on the following areas:

- Learning from local and national case reviews.
- Identifying the challenges when people are faced with clients showing signs of self-neglect. What is it they need to work through? What do they need to do, and who do they communicate with?
- Increasing understanding of the complexities of supporting and intervening with people who self-neglect, with particular emphasis on mental capacity.
- Increasing understanding of the legal remedies available to intervene in situations where people are assessed as lacking capacity, or where there is fluctuating capacity and / or differing professional opinions.
- Considering how to translate the learning into improving multi-disciplinary practice.

Feedback gained from delegates at this event will be considered in the update of the self-neglect guidance planned for launch in the autumn 2018.

Future plans

- Further develop use of social media by the SAB for increased community engagement.
- Monitor the impact of the financial abuse strategy across SAB partner agencies.
- Launch an updated safeguarding leaflet for the public alongside an updated Easy Read version.
- Produce an Easy Read version of the 'Making Safeguarding Personal' leaflet.

5.1 Ensure that all people involved in safeguarding have the appropriate skills, knowledge and competencies

Key training figures and initiatives

Adult Social Care & Health safeguarding training

April 2017 – March 2018

Course title	No. of courses
Safeguarding adults: basic awareness	11
Safeguarding adults and the law	3
Safeguarding and the Care Act	4
Safeguarding adults: refresher	20
Making safeguarding enquiries for Enquiry Managers / Officers	5
Safeguarding adults – train the trainer / Train the Trainer Forum	3
Using coaching skills to support an adult to identify their desired outcome	3
Mental Capacity Act 2005	22
Deprivation of Liberty Safeguards	12
Coercion, control and stalking	3
Bespoke courses	26

KWANGO safeguarding adults e-learning

April 2017 – March 2018

Organisation	Number of learners
ESCC	5,149
Hospitals and Clinical Commissioning Groups	1,201
Independent care sector	7,441

On 1st July 2018, KWANGO will be closing. Consequently, ESCC is developing its own e-learning modules on the following topics:

- Safeguarding awareness
- Mental Capacity Act and DoLS

These modules will be underpinned by the Care Act, and have a local flavour: referring to the Sussex Safeguarding Adults Policy and Procedures and the competency framework.

Three modules on domestic abuse have already been written and are available for all staff.

Multi-agency training

Self-neglect

We have continued to deliver this training throughout the last 12 months. In the four sessions there were a total of 63 attendees representing adult social care, health, police, ambulance service, probation and housing. Based on research commissioned by the Department of Health, the training centred on the perspective of the self-neglecting individual. Feedback from the sessions highlighted learning and specifically how staff:

- Understand the importance of relationship building and the complexity of why individuals self-neglect.
- Understand that multi-agency meetings can be called by any of the professional agencies involved.
- Became aware of the underlying reasons for self-neglect and the thoughts of the individuals.
- Understand the importance of giving time and flexibility to individuals.
- Found it helpful to link current research to their own learning.

Priorities for 2018 – 2019

Modern slavery

In response to the increasing demand to raise awareness of staff about the types, prevalence and implications of modern slavery, we will be offering a multi-agency training pathway from October 2018. This is not designed to replace training already provided by individual organisations, but to enhance this and encourage a more collaborative response to tackle the issue.

Tier 1: Raising awareness This tier is for all staff. The Home Office [modern slavery awareness booklet](#) provides an up-to-date, easy-to-read resource setting out some of the key facts about modern slavery. To supplement this, Home Office research '[A typology of modern slavery offences in the UK](#)' has broken down the broad categories of modern slavery into 17 distinct types of offence identified in the UK. This booklet will help to inform staff and increase understanding of the issues.

Tier 2: e-learning module This tier is aimed at staff requiring a bit more information and in-depth knowledge because of their role. The module explores:

- The 17 types of modern slavery (signs, symptoms, barriers to disclosure) in more detail.
- The global, national and local context.
- How to apply the learning to clients, carers and other people we may come into contact with in our day-to-day work.

Tier 3: Single Point of Contact (SPOC) training This tier is aimed at staff taking on the role of a SPOC. This face-to-face training is multi-disciplinary and will:

- Increase knowledge and understanding of legislation, policy and practice.
- Ensure an understanding of the role of the SPOC.
- Provide an opportunity to share experiences.
- Enable learning from others.
- Establish a network for peer support.

The SAB will continue to work with the Pan Sussex Modern Slavery Network in 2018 – 19. The network was established to bring together all the organisations across Sussex that are committed to tackling modern slavery, and establish effective pathways and responses to concerns raised regarding modern slavery.

Coercion and control

During 2017, Adult Social Care & Health piloted a course on coercion and control. Jointly facilitated with Sussex Police, the training explored:

- The legal context.
- How to identify coercion and control.
- Mental capacity, coercion and control.
- How to support victims to gather evidence effectively.

- How to ensure your personal safety.
- How to use the Risk Indicator Checklist for coercion and control.

We are now in a position to roll this out on a multi-agency basis, and will be promoting dates through SAB members later in 2018.

Key safeguarding initiatives and training figures from SAB partner agencies can be found in Appendix 2.

5.2 Ensure clear links exist between partnership boards with accountability arrangements documented and understood to avoid duplication of workstreams

Regular meetings take place between representatives of the SAB, LSCB, Safer Communities Partnership and Children and Young People's Trust, in accordance with the [partnership protocol](#) that was developed in 2016 – 17.

Through the implementation of this protocol, it was agreed in 2017 – 18 that the Safer Communities Partnership would provide the lead strategic oversight for the modern slavery agenda, with the SAB supporting by way of undertaking a multi-agency audit (detailed on page 16), and ensuring the updated Sussex Safeguarding Adults Policy and Procedures include more detailed and up-to-date information regarding this type of abuse.

A formal review of the partnership protocol has been postponed, and will take place in 2018 – 19.

Future plans

- Further development of multi-agency training opportunities including modern slavery, coercion and control and Mental Capacity Act.
- Establish robust referral pathways for concerns involving suspected modern slavery and human trafficking.
- Review of the partnership protocol.

Conclusion

In presenting the progress made against our key priorities for 2017 – 18, this annual report has shown the continued effort of all partner agencies to work together to safeguard adults from abuse and neglect.

We have published the findings of our first safeguarding adults review (SAR) under the Care Act 2014, and we are confident that the action plan developed with the Kent & Medway SAB will ensure that the recommendations are translated into real change. The full report and action plan can be accessed [here](#).

Embedding organisational change following reviews and audits continues to be a challenge for all safeguarding adults boards. So, we welcome the opportunity to participate in a research project taking place in 2018 – 19. Working alongside the University of Sussex and six other SABs, we will be looking into how to achieve organisational change.

To ensure that all staff involved in safeguarding have the appropriate skills, we will continue to deliver multi-agency training courses in 2018 – 19. Our particular focus for next year will be to promote courses on modern slavery and human trafficking, and coercion and control.

We will also be evaluating the effectiveness amongst frontline staff of our newly launched safeguarding policy and procedures.

Our recently updated [strategic plan for 2018 – 2021](#) provides full details of our future plans that have been highlighted at the end of each section in this report. These plans will ensure adults with care and support needs are safeguarded from abuse and neglect as effectively as possible.

Appendix 1 – SAB Budget 2017 – 18

Income		Expenditure (excluding VAT)	
East Sussex County Council	£71,000	SAB Development Manager	£61,750
Sussex Police	£20,000	SAB Administrator	£14,232
East Sussex Healthcare NHS Trust (ESHT)	£10,000	Quality Assurance & Learning Development Officer	£16,708
NHS Hastings and Rother Clinical Commissioning Group (CCG)	£5,000	Independent Chair	£8,999
NHS Eastbourne, Hailsham and Seaford CCG	£5,000	Multi-agency Training programme (inc. admin. and safeguarding promotional materials)	£3,171
NHS High Weald Lewes Havens CCG	£5,000	Policy and procedures	£667
East Sussex Fire and Rescue Service (ESFRS)	£5,000	SAB Website	£935
Sussex Community NHS Foundation Trust	£4,250	SARs / Multi-Agency Reviews (facilitator and venue costs)	£4,919
National Probation Service	£2,500		
Carry forward from 2016-17	£8,768		
Totals	£136,518		£111,381

Appendix 2 – Additional updates from SAB partners

Clinical Commissioning Groups (CCGs)

Progress on 2017 – 18 priorities

- **Awareness of Mental Capacity Act (MCA) / DoLS and application to practice**

Workshops with a specialist MCA component have been held.

Safeguarding adults review learning briefings have been disseminated.

CCG work with provider organisations regarding MCA continues, and includes analysis of audit and assurance regarding actions to identify weakness in practice.

- **Continue to work with primary care colleagues to promote understanding of safeguarding issues including MCA, domestic violence and abuse, modern slavery, PREVENT and self-neglect**

The Named GP for Adult Safeguarding has had an increased profile within the CCGs. This has helped to increase awareness of safeguarding issues in day-to-day practice.

An MCA policy that can be adopted by primary care colleagues has been written and approved. It includes a flowchart and guide regarding mental capacity and best interest decision making.

Domestic abuse awareness continues, and continuation and expansion of the domestic violence and abuse pilot to Eastbourne, Hailsham and Seaford and Hastings and Rother CCGs has been agreed.

- **Continue partnership working to improve the health and wellbeing of adults who may be at risk across East Sussex**

The Designated Nurse has continued to work with ASC colleagues, and has an expanded role within the Training Sub-group to jointly develop and deliver training across East Sussex health and social care providers regarding modern slavery.

The Designated Nurse has worked closely with ASC colleagues to provide an independent health opinion and overview of safeguarding concerns, and has participated in complex multi-agency self-neglect meetings regarding substance misusers.

Information sharing meetings regarding care home quality concerns continue to act as a vehicle to intervene at an early stage to address issues that may have a negative impact on health and wellbeing.

- **Continue with the Transforming Care Programme**

The CCGs continue to engage with health and social care colleagues to build upon the progress made to date and ensure that improvements in service provision for adults with a learning disability continue. Additionally, the CCGs continue to engage with the LeDeR programme, and ensure that any emerging themes are addressed and any lessons embedded into practice.

- **Ensure learning from safeguarding adult reviews and domestic homicide reviews is disseminated across health and social care**

Briefings have been developed jointly with the SAB and disseminated across health and social care providers.

Learning from both local and national reviews will continue to be incorporated into training and supervision sessions.

Joint work will continue to ensure that lessons are embedded into, and have a positive impact upon, practice.

Throughout 2017 – 18, the CCGs have worked collaboratively and effectively with the SAB and partner agencies to ensure that there are effective safeguarding arrangements in place across health and social care.

The CCGs have continued to hold their provider organisations to account to ensure robust safeguarding arrangements are in place, providing both challenge and leadership as required.

With the progress towards Sustainability and Transformation Plans (STP) there will be significant challenges due to the complexity of commissioning arrangements and the changing landscape of health and social care. Designated professionals and safeguarding teams will need to be proactive and at the forefront of decision making to ensure the health and wellbeing of the populations they serve.

Adult safeguarding activity / initiatives

- The pilot promoting domestic violence awareness and referral routes has been extended to include Eastbourne, Hailsham and Seaford, and Hastings and Rother primary care practices.
- The Health Independent Domestic Violence Advisor (HIDVA) post at the Conquest Hospital has been re-commissioned for another year, funded via Healthy Hastings and Rother and the Office of the Police Crime Commissioner.
- The CCGs have continued to promote and raise the profile of adult safeguarding within primary care practices, with links being forged with

Safeguarding Leads, the Named GP for Adult Safeguarding and Designated Nurse.

- Face-to-face safeguarding training for primary care staff is now delivered either in-house at surgeries or when places are available at CCG monthly training sessions.

Priorities for 2018 – 19

- To continue to improve awareness of domestic abuse, and appropriate responses by health professionals.
- To continue to improve application of the MCA, and promote awareness of the Court of Protection and Office of the Public Guardian.
- To improve understanding of, and the response to, self-neglect.
- To increase awareness of modern slavery and human trafficking, and appropriate responses.
- To develop an STP safeguarding profile, including safeguarding awareness and accountability within commissioned services.
- To continue partnership prevention work.

Care for the Carers (CFTC)

Progress on 2017 – 18 priorities

- **Ongoing training and reflective practice with staff**
Safeguarding has been a regular topic of reflective discussion, safeguarding training has been delivered, and staff have continued to recognise indicators of abuse and raise safeguarding concerns appropriately.

Adult safeguarding activity / initiatives

- Joint working protocols have been developed between CFTC and various agencies, including Age UK, Friends, Families and Travellers, British Red Cross, Homeworks, STEPS and Amaze. The protocols seek to ensure that carers get the support they need when they need it, thereby achieving positive impacts for people with care and support needs.
- CFTC has worked in partnership with ESHT to develop guidelines to involve carers in relation to carers' admission. This includes guidance for ESHT

staff to follow in relation to implementing emergency plans for adults with care and support needs when a carer is admitted to hospital.

- Twenty seven staff (100% of workforce) have completed safeguarding adults training, through either e-learning or more in-depth face-to-face training, in the last three years. Several staff have also attended other safeguarding related training, including Mental Capacity Act and Deprivation of Liberty Safeguards.
- In 2017 – 18, feedback from carers has been overwhelmingly positive about the impact of Care for the Carers' services on their lives. There has been a demonstrable improvement in carers' wellbeing, achieved by support and advice and counselling services.

Priorities for 2018 – 19

- Ongoing training and reflective practice with frontline staff.

Change, Grow, Live (CGL)

Adult safeguarding activity / initiatives

- CGL@thePortal holds a weekly Peer Support Group where information and identified needs and concerns are fed back to the Service Manager and Team Leaders. Our 'You said, we did' approach of responding to service user requests has resulted in the introduction of step-down services for our client group.
- East Sussex drug and alcohol recovery service (STAR) continues to contribute to Coroner's inquests, and to embed a process of learning across the service from investigations into deaths. This has led to a significant increase in our offer of naloxone pens resulting in 91.7% of eligible service users being offered a naloxone pen. In addition, more staff have completed suicide prevention training, and we have joined the East Sussex Suicide Prevention Group.
- In 2017 – 2018, CGL STAR established a 'dual diagnosis working together agreement' with SPFT mental health services in Hastings, and we are working to replicate this agreement in Eastbourne in 2018 – 2019. This aims to improve the experience of people who need to access both mental health services and substance misuse services by enabling them to get their needs met through a combined approach which is informed by the expertise of both services.

- 78% of STAR staff have completed safeguarding adults classroom training and 89% completed our e-learning package. All CGL@thePortal staff have completed safeguarding adults classroom and online training.
- Both CGL and STAR services have progressed recommendations from the domestic abuse audit undertaken by the SAB in 2016 – 17, including improving the quality of information shared at MARAC, by staff bringing all relevant information on research forms to these meetings (the audit had shown only the updated information had been brought for a multiple repeat victim).

Priorities for 2018 – 19

- To train staff within CGL STAR on newly implemented modules on our case records database for managing safeguarding concerns.
- To produce a 'Positions of Trust' policy.
- To produce and implement improved safeguarding governance guides for services.
- To review our safeguarding adults policy.

East Sussex Fire and Rescue Service (ESFRS)

Progress on 2017 – 18 priorities

- **Develop our safeguarding audit process to provide improved internal reporting**
The Safeguarding Panel oversees the audit process which is undertaken on a quarterly basis with random selection from a number of safeguarding areas including adults, children and Firewise.
- **Embed modern slavery training**
This is incorporated within the new Cylix on-line training course as well as a one-day advanced training course.
- **Embed training on the identification and classification of hoarding, and implement a multi-agency hoarding framework**
The multi-agency hoarding framework has now been adopted by the East Sussex SAB and is available to all agencies.

Adult safeguarding activity / initiatives

- ESFRS has adopted a new safeguarding e-learning course, written specifically for Fire & Rescue Services. The training course is mandatory for all staff and community volunteers and is to be undertaken in April / May annually. The course includes child and vulnerable adult safeguarding, domestic abuse, modern slavery, PREVENT and female genital mutilation.
- All senior managers, staff and volunteers who are engaged in work or activities that bring them into direct contact with vulnerable people, such as the Education Team, will undertake a one-day safeguarding course on a bi-annual basis.

Priorities for 2018 – 19

- To ensure that our new on-line training course is undertaken by all staff and volunteers.
- To encourage greater uptake of reporting concerns through the 'coming to notice' reporting mechanism once safeguarding training has been widely rolled-out.

East Sussex Healthcare NHS Trust (ESHT)

Progress on 2017 – 18 priorities

- **Improve consistency in recording mental capacity by reviewing documentation, training and encouraging staff to access advocacy where appropriate**

Last year's audit on mental capacity indicated that there were inconsistencies in the recording of mental capacity. A further audit has been undertaken and is due to be published in the summer.

Mental Capacity Act (MCA) training has been reviewed and increased from a one-off training session to three yearly. The audit indicated that staff knowledge of the MCA was varied depending on their frequency of application. We have introduced on-line MCA and DoLS training so that it is more accessible to staff groups.

The training review has enabled our Safeguarding Specialists to spend more time in clinical areas, supporting staff in the application of the MCA and undertaking DoLS assessments when required.

More information regarding advocacy is available to staff and members of the public, and safeguarding training does now refer to the use of an advocate.

- **Take steps to ensure that information is available to adults and their families about safeguarding adults and who to contact if they have a concern, including access to the SAB website**

Information about safeguarding, and who to contact where there is a concern, is now available to adults and their families on the ESHT website.

The level 1 safeguarding leaflet and training materials are being updated, and the ESHT safeguarding intranet site is currently under review.

- **A review of the information available to ensure it is in a variety of formats for those with specific communication needs**

ESHT will continue to review the information formats available, as well as promoting the use of the interpreter service.

Adult safeguarding activity / initiatives

- This year has seen an increase in the visibility of the Safeguarding Specialist Nurses both in the acute and community clinical areas in order to address some of the concerns raised, to provide greater safeguarding support, and for the learning from safeguarding enquiries to be shared with healthcare professionals.
- ESHT has reviewed its policy and procedures regarding allegations of abuse by staff. The management of allegations against ESHT staff for both adult and child safeguarding has been aligned into a single policy. This has enabled the Local Authority Designated Officer (LADO) to be included as well as ESHT Human Resources and the Safeguarding Specialists' role and responsibilities in regards to allegations to be more clearly defined.
- Feedback from training delivered by ESHT Safeguarding Specialists has been mainly good to excellent. Training is under review to ensure that it is current and fit for purpose.

Priorities for 2018 – 19

- To embed the revised governance arrangements for the operational and strategic safeguarding groups and safeguarding adults team.
- To continue to progress the work within the ESHT safeguarding annual work plans including highlighting any amber and red actions where more evidence of implementation is required for positive assurance.
- To continue to work towards the recommendations outlined in the Adult A Action Plan, specifically Recommendation 8.

- To continue to review safeguarding training, introduce level 3 safeguarding adults training, to include Self-neglect and Modern Slavery.
- Deliver PREVENT awareness training throughout the Trust, and address areas of low training compliance.
- To introduce structured safeguarding adults supervision for ESHT professionals working in areas where there is increased patient vulnerability.
- To maintain our engagement with the LeDeR programme for investigating and learning from deaths where the person had a learning disability.

Kent, Surrey, Sussex Community Rehabilitation Company (KSS CRC)

KSS CRC staff are responsible for identifying vulnerable adults with whom they work directly or indirectly. This may be adults supervised under statute or other adults in any service user's circle, including family and potential victims. At the start and throughout the service user's sentence, the Responsible Officer is required to identify key issues of vulnerability that relate to the service user's life, not only from a service user perspective, but in partnership with other key agencies including statutory, non-statutory and third sector. Identified risks are then managed with the service user and relevant agencies to reduce any identified concerns.

Progress on 2017 – 18 priorities

- **Ensure frontline staff have access to SAB training to consolidate prior learning and experience**
Online safeguarding adults training and mental health training is mandatory for all staff.
- **Embed the updated Sussex safeguarding adults policy and procedures to ensure staff feel confident in managing safeguarding concerns**
The policy has been revised to include assessing mental capacity, and re-launched across the organisation. There is a mandatory requirement for all policies to be discussed in supervision and team meetings.
- **Our Strategic Lead to review how serious case review, safeguarding adult review and serious further offence learning is shared across the organisation and incorporated at local team level**
Specific actions are identified and allocated appropriately to individuals or included in a strategic implementation plan. Organisational learning will be pulled together by the Excellence and Effectiveness Manager and shared across operational teams.

Adult safeguarding activity / initiatives

- Articles on neglect, 'Making Safeguarding Personal' and stalking were placed within the KSS CRC staff magazine to raise awareness, aid identification and promote swift responses to concerns.
- Staff have been actively encouraged to attend specialist safeguarding training, and team discussions have been held on policies and procedures, which are fundamental in supporting early detection and intervention to prevent escalation of safeguarding concerns.

Priorities for 2018 – 19

- The Strategic Safeguarding Lead will be attending team meetings across the three counties to ascertain frontline practitioners' safeguarding needs i.e. are policies accessible and understandable, do they feel they are missing any type of training, is there any other way the Lead can support staff in fulfilling their statutory safeguarding duties?
- Review of safeguarding policies (including staff safeguarding policy) to include stalking behaviours.
- To continue to publish articles that raise staff awareness of a variety of safeguarding issues.

National Probation Service (NPS)

The NPS responsibilities include sentence planning, assessment, supervision, risk management, monitoring and enforcement of multi-agency public protection arrangements (MAPPA), and preparation of Crown and Magistrates Court assessments of convicted offenders.

The NPS provides a public protection service to children and adults, working in partnership with other agencies.

Adult safeguarding activity / initiatives

- Significant improvements in our risk assessments and subsequent risk management plans.
- Continued positive developments in our MAPPA practice and management of some of the most dangerous offenders in Sussex.

- Increased awareness of our staff of the NPS role in adult safeguarding, not only in terms of public protection but also in relation to the vulnerability of our service users.
- Our adult safeguarding policy has been updated and circulated to managers and staff.
- Learning from safeguarding adults reviews.
- Promotion of safeguarding awareness week.
- Adult safeguarding e-learning and class-based training has been provided for staff.

Priorities for 2018 – 19

- To fully implement our Safeguarding Practice Improvement Tool in all our risk management plans.
- To increase our partnership working and community presence, especially in relation to work with rough sleepers and the homeless.
- To promote reflective practice and peer learning in relation to safeguarding.
- To ensure that our Safeguarding Practice Improvement Tool drives up the quality of our risk management plans in direct relation to safeguarding actions as well as safeguarding objectives in sentence plans.

Sussex Community Foundation Trust (SCFT)

Progress on 2017 – 18 priorities

- **Ongoing audit of Making Safeguarding Personal**
This is detailed on page 41 of this report.
- **Continue to monitor and develop advice line processes**
445 staff contacts were made to the Adult Safeguarding Advice Line, which included detailed mental capacity and DoLS advice and support. 89% of contacts where advice was provided led to a safeguarding concern being raised.

- **Develop further assurance and governance processes for Section 42 safeguarding enquiries and individual management reviews**

In order to provide assurance that health-related S42 enquiry findings and actions have been taken forward internally to support trust-wide learning, the Adult Safeguarding Team has worked in partnership with the Heads of Nursing and Governance to provide a process for taking actions forward. A monthly narrative of all current safeguarding enquiry / summary of involvement / individual management review / SAR work is shared with Area Directors and the Heads of Nursing and Governance, and there is now core attendance by Adult Safeguarding at locality Harm Free Care Meetings to share and learn from findings and actions.

Adult safeguarding activity / initiatives

- The updated 'Safeguarding adults: Roles and competencies for health care staff – Intercollegiate Document' is expected to require enhanced knowledge. Accordingly, in 2017 – 2018, our current level 3 adult safeguarding training cohort was extended to Band 6 and above Nursing and Allied Health Professionals (AHP) frontline staff who support adult care delivery. This staff group was chosen because they line manage and support all clinical care delivery by frontline staff.

Priorities for 2018 – 19

- Rolling internal audit of Making Safeguarding Personal.
- To continue to capture data via advice line contacts that evidences the care and support that SCFT delivers to patients to protect them from harm or abuse.
- Following the provision of level 3 adult safeguarding training to Band 6 and above Nursing and AHP adult services frontline staff, we propose to open up level 3 training to all bands of Nursing and AHP staff (Bands 3 – 7) working in frontline clinical care so that level 3 training becomes 'business as usual' within adult services.

To support staff to achieve level 3 adult safeguarding training, the Adult Safeguarding Team will provide training across the Trust on a bi-monthly basis. In addition to this, there are alternative methods of training: e-learning, workbook completion, and attending external events such as pan-Sussex Safeguarding Adults Board conferences. The aim of alternative methods of accessing level 3 training is to reduce the need for staff to travel to venues which may increase time spent away from frontline care delivery.

South East Coast Ambulance Service NHS Foundation Trust (SECAMB)

Adult safeguarding activity / initiatives

- Level 3 safeguarding adults face-to-face training was delivered to 100% of operational managers, 999 and 111 call centre clinical staff.
- PREVENT training was delivered to 85% of staff across the Trust.
- Mental Capacity Act e-learning training was delivered to 94% of staff across the Trust.
- There was an 8% increase in referral activity across the whole Trust.
- A comprehensive review of how allegations are managed across the whole Trust was undertaken. This looked back at all disciplinary cases over the preceding two years to identify gaps. Improved links between HR and safeguarding have now been established to ensure there is safeguarding oversight in all cases which might have a potential safeguarding element.
- Quality Assurance Visits undertaken across the whole Trust have included safeguarding, asking staff to share their experiences both around keeping patients safe, and how supported and safe they feel within the organisation.
- Infographic posters have been developed. Each month a poster detailing referral activity, reporting themes and a case study focussing on lessons learnt is produced and distributed to all Trust locations. Case studies may be based on a complaint, safeguarding enquiry, published serious case review / safeguarding adults review etc.

Priorities for 2018 – 19

- Continue to embed the links between HR and safeguarding.
- Continue to engage with the culture change work being undertaken within the Trust to ensure that the vulnerabilities of both staff and patients are considered and appropriate support is offered.
- To deliver training to all patient-facing staff regarding harmful behaviours with a focus on coercive and controlling behaviours and staff groups who may be at increased risk.
- Develop bespoke training for HR and staff support (i.e. Wellbeing Hub and union representatives).

- Increase capacity within the safeguarding department to improve staff support within the Trust. This includes a plan to have a named safeguarding link in each operational unit and the recruitment of a dedicated Freedom to Speak-up Guardian with a supporting locality network.

Sussex Partnership NHS Foundation Trust (SPFT)

Progress on 2017 – 18 priorities

- **Planned improvements to the clinical record system with regard to the recording of safeguarding activity including the development of a specific safeguarding flag**
A safeguarding flag has been developed and implemented.
- **Improvements to data collection and reporting to ensure data is both more accessible and more accurate**
Data collection has improved and we are now reporting on a wider data set.
- **Development of new safeguarding team enabling greater emphasis on advice, scrutiny and training for staff**
The new team is in place.
- **Ensuring learning from safeguarding adults reviews (SARs) and other reviews is prioritised and undertaken**
Learning from SARs has been prioritised with a trust-wide focus on all relevant SARs.
- **Review of safeguarding adults policy and development of specific PREVENT strategy**
Our safeguarding adults policy has been revised and is currently awaiting ratification. A PREVENT policy has been developed and published.
- **Development of identified safeguarding leads in all care groups and areas**
Strategic safeguarding leads for each local authority area have been identified. With the introduction of the safeguarding liaison practitioner role, we are working with all adult teams and placing leadership responsibility for safeguarding with team leaders and managers.

Adult safeguarding activities / initiatives

- SPFT seeks patient and carer feedback through the Sussex Experience Survey. In 2018 – 19, we are planning to undertake safeguarding

awareness sessions with patients in our inpatient units and this will open opportunities for feedback.

- The new post 'safeguarding adults liaison practitioner' has responsibility for supporting and advising staff members and teams, raising awareness of safeguarding in the organisation, and providing training.

Priorities for 2018 – 19

- Improved and timely data reporting.
- Development of level 3 safeguarding adults face-to-face training.
- Compliance with NHS England requirements regarding PREVENT training.
- Raised awareness and improvements in practice – embedding safeguarding culture in everyday practice.
- To continue to provide governance and assurance through the local safeguarding management groups.
- To continue to play an active role as a member of Safeguarding Adults Boards in the promotion of safeguarding across Sussex.
- Improved learning and governance with regard to safeguarding adults reviews and domestic homicide reviews.

Sussex Police

Progress on 2017 – 18 priorities

- For the last year, Sussex Police has had a dedicated senior officer leading and developing the force's approach to vulnerability, including stalking. Officers have received training to improve the identification of stalking, (which can often be reported as crimes such as harassment, criminal damage, or malicious communications). The force is also working with Veritas Justice to establish a specialist support service for people who are affected by stalking.
- Operation Signature has continued to develop as the force's response to frauds perpetrated against vulnerable, often elderly, people. Our local Prevention Teams work with victims to implement safety plans to prevent further victimisation, whilst specialist officers in each Safeguarding Investigation Unit are available to assist in safeguarding those victims who are most vulnerable.

- Sussex Police has worked extensively with partners to tackle organised criminal networks, often known as County Lines. County Lines refers to cases where drug dealers, often from London, travel to towns outside of London. Characterised by violence, vulnerability and exploitation, they are known to exploit children by drawing them into drug dealing and other criminal activity, but they will also target vulnerable adults to take control of houses and flats from which to deal their drugs. This is known as Cuckooing. Operation Cuckoo has been developed in response to this kind of exploitation and now forms part of our established multi-agency response to County Lines drug dealing.
- Domestic Abuse Matters training has been delivered force-wide to all practitioners and supervisors, with approx. 2,500 staff receiving training. Domestic Abuse Matters highlights the vulnerabilities of adults and children who are exposed to domestic abuse.

Sussex Police has over 200 domestic abuse mentors who act as champions on their teams to ensure the best service is given. The force has also pushed the use of Domestic Violence Protection Orders and the Domestic Violence Disclosure Scheme to help protect people

Adult safeguarding activity / initiatives

- Missing persons – initiatives to try to reduce repeat occurrences, in particular prevention interviews. Enabled by Police Transformation Project Funding, we will undertake prevention interviews during 2018 and report on the pilot by March 2019. This pilot applies to selected child and adult cases. If successful, consideration will be given to introducing this permanently.
- Our adult safeguarding policy has been reviewed, updated, and circulated across the organisation.
- We have continued to support the multi-agency work undertaken by the Safeguarding Adults Board, including chairing the Performance, Quality & Audit sub-group.
- Operational officers have received training from the force lead for vulnerability and stalking. This has been complemented by a comprehensive communications strategy, both internally and externally under the #ThisIsVulnerability work. Specialist domestic abuse training has been delivered to all operational staff in partnership with the domestic abuse charity, Safe Lives.

Priorities for 2018 – 19

- Sussex Police adult safeguarding improvement plan. This is an aspirational working plan and subject to change and revision.

- Development of Force Management Statements required by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, over four years. We are developing a consistent return regime that incorporates organisational governance, operational standards and performance. This information will be the benchmark for sharing with partners.
- Improving knowledge and awareness amongst officers and staff, specifically around adult safeguarding (under the Care Act and in accordance with the pan-Sussex procedures).
- Improving performance in relation to the completion of the Vulnerable Adult at Risk (VAAR) form. This will be done through the Combined Assessment of Risk Form (SCARF) review process which includes a review of the VAAR to ensure it remains fit for purpose. A workshop has taken place with further development around IT and communications. This will be formulated into a formal strategy this year.
- Improving knowledge and awareness of mental capacity. This will be achieved by teams completing online training.

Appendix 3 – Partners of the East Sussex SAB

Partners of the East Sussex Safeguarding Adults Board are:

- East Sussex Adult Social Care
- Hastings & Rother Clinical Commissioning Group, Eastbourne, Hailsham & Seaford Clinical Commissioning Group, High Weald Lewes Havens Clinical Commissioning Group
- Sussex Police
- Care For The Carers
- Change, Grow, Live (CGL)
- District and borough council representation
- East Sussex Fire and Rescue Service
- East Sussex Healthcare NHS Trust
- Healthwatch
- HMP Lewes
- Homecare representatives
- Kent, Surrey, Sussex Community Rehabilitation Company
- Lay members
- Local Safeguarding Children's Board
- National Probation Service
- NHS England
- Registered Care Association
- South East Coast Ambulance Service NHS Foundation Trust
- Sussex Community Foundation Trust
- Sussex Partnership NHS Foundation Trust
- Trading Standards
- Voluntary and Community Sector representation

Appendix 2

Safeguarding Enquiries started 2017-18 by source of concern (the referrer)

A total of 1,413 enquiries were started during the year 2017-18. The table below gives a breakdown of the numbers recorded shown by the main source of concern.

Social Care Staff (CASSR & Independent)	525
Other	299
Health Staff	297
Police	116
Family Member	101
Self Referral	31
Housing	17
Friend / Neighbour	15
Care Quality Commission	10
Education / Training / Workplace Establishment	1
Other Service User	1
Grand Total	1,413

(CASSR - Council with Adult Social Services Responsibility)

Chart 1 shows the enquiries started by main source of concern as a percentage of the total number of enquiries started.

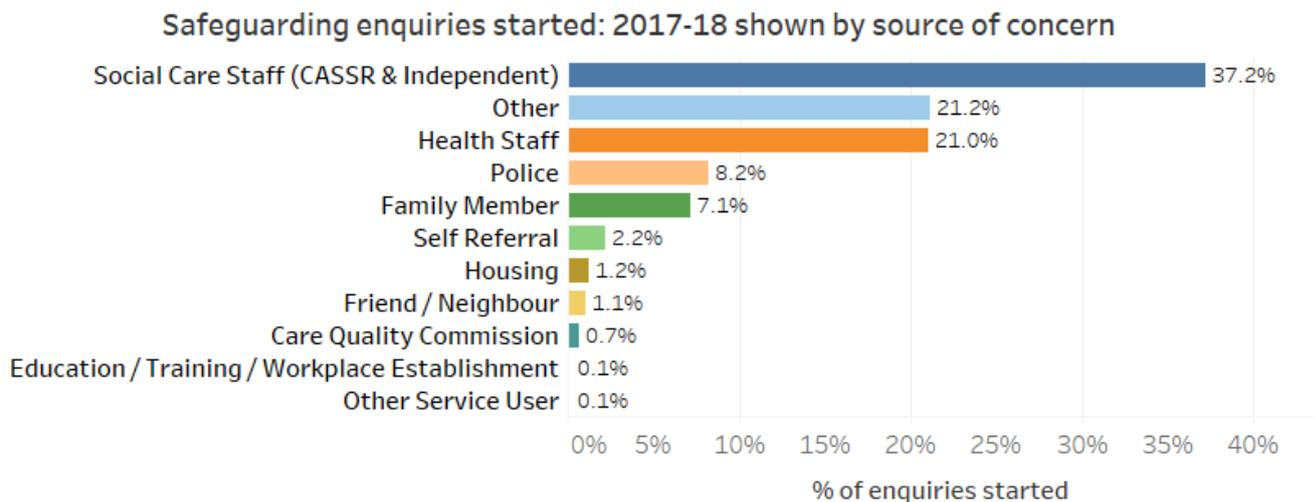


Chart 1

Chart 2 gives a further breakdown where a secondary source of concern was recorded.

Safeguarding enquiries started: 2017-18 shown by source of concern with further breakdown

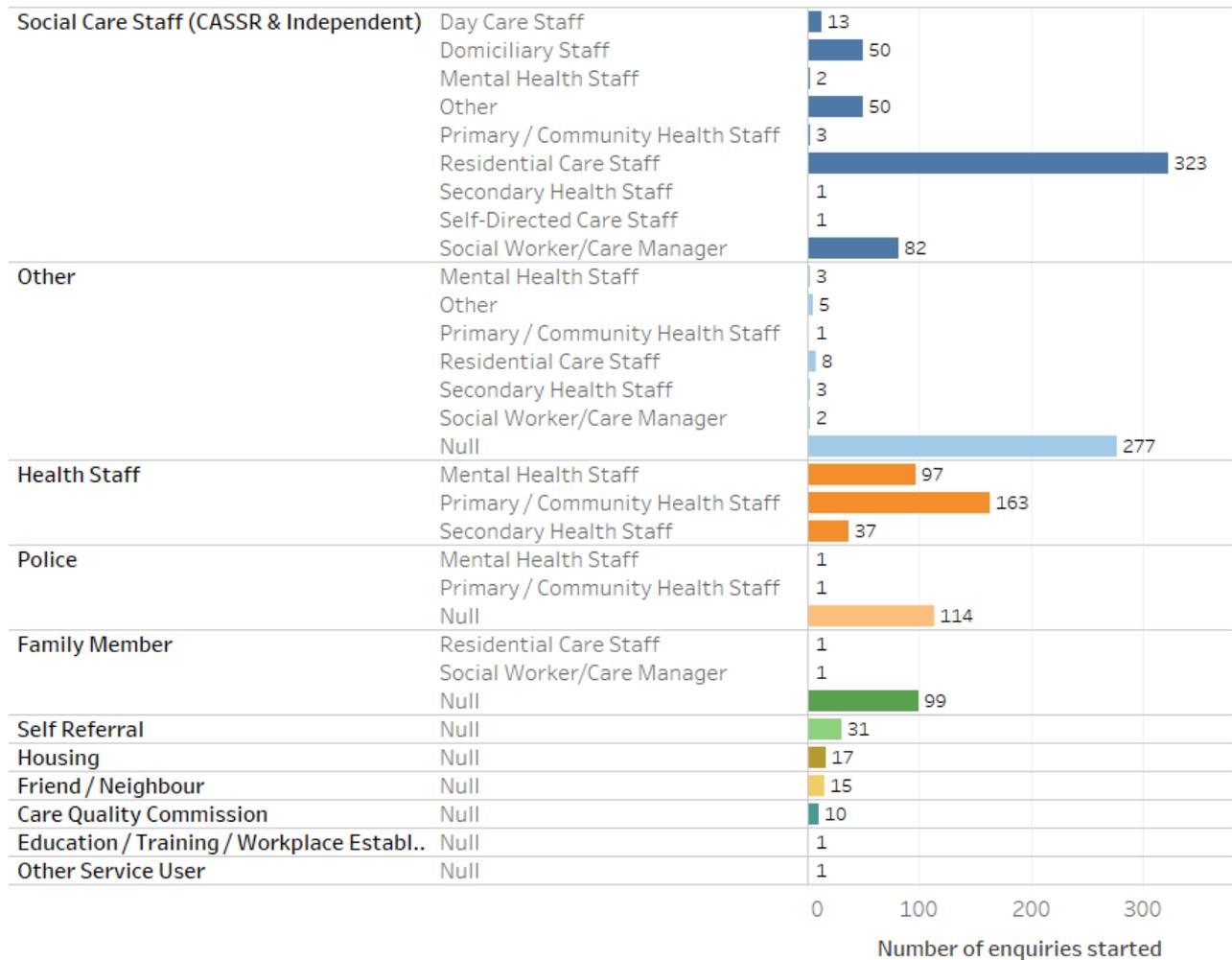


Chart 2