



## **PEOPLE SCRUTINY COMMITTEE**

**THURSDAY, 16 SEPTEMBER 2021 AT 10.30 am**

**COUNCIL CHAMBER, COUNTY HALL, LEWES**

MEMBERSHIP - Councillors Johanna Howell (Chair) Sam Adeniji, Charles Clark, Penny di Cara, Chris Dowling, Kathryn Field, Nuala Geary, Wendy Maples, Stephen Shing, John Ungar (Vice Chair) and Trevor Webb

Mr Trevor Cristin, Diocese of Chichester Representative  
Mr Simon Parr, Roman Catholic Diocese Representative  
Ms Nicola Boulter, Parent Governor Representative

### **AGENDA**

- 1 Minutes of the previous meeting 17 June 2021 (*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 Reconciling Policy, Performance and Resources (RPPR) (*Pages 9 - 98*)  
Report by the Chief Executive
- 6 Work programme (*Pages 99 - 120*)
- 7 Annual Review of Safer Communities (*Pages 121 - 170*)  
Report by the Director of Adult Social Care
- 8 Developing Care Markets Bedded Care Strategy (*Pages 171 - 186*)  
Report by the Director of Adult Social Care
- 9 Safeguarding Adults Board Annual Report (*Pages 187 - 230*)  
Report by the Director of Adult Social Care
- 10 Any other items previously notified under agenda item 4

PHILIP BAKER  
Assistant Chief Executive

County Hall, St Anne's Crescent  
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8 September 2021

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**NOTE:** As part of the County Council's drive to increase accessibility to its public meetings, this meeting will be broadcast live on its website. The live broadcast is accessible at:

[www.eastsussex.gov.uk/yourcouncil/webcasts/default.html](http://www.eastsussex.gov.uk/yourcouncil/webcasts/default.html)

## PEOPLE SCRUTINY COMMITTEE

MINUTES of a non-statutory meeting of the People Scrutiny Committee held on 17 June 2021.

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PRESENT: Councillors Johanna Howell (Chair) Sam Adeniji, Charles Clark, Penny di Cara, Chris Dowling, Kathryn Field, Nuala Geary, Wendy Maples, Stephen Shing, John Ungar (Vice Chair) and Trevor Webb.

Mr Trevor Cristin, Diocese of Chichester Representative

LEAD MEMBERS: Councillor Bob Bowdler, Lead Member for Children and Families.  
Councillor Carl Maynard, for Adult Social Care and Health  
Councillor Bob Standley Lead Member for Education and Inclusion, Special Educational Needs and Disability

ALSO PRESENT: Mark Stainton, Director of Adult Social Care  
Stuart Gallimore, Director of Children's Services  
Darrel Gale, Director of Public Health

Councillors Abul Azad, Paul Redstone and Steve Murphy.

### 1 MINUTES OF THE MEETING HELD ON 11 MARCH 2021

1.1 RESOLVED to agree the minutes as a correct record.

### 2 APOLOGIES FOR ABSENCE

2.1 Apologies were received from Mr Simon Parr, Roman Catholic Diocese Representative and Ms Nicola Boulter, Parent Governor Representative.

### 3 DISCLOSURES OF INTERESTS

3.1 There were none.

### 4 URGENT ITEMS

4.1 There were none.

### 5 COVID-19 RESPONSE AND IMPLICATIONS

5.1 Mark Stainton, Director of Adult Social Care introduced the report and responded to a number of questions asked by the Committee. The key issues discussed included:

- **Sussex Care Homes BAME (Black Asian and Minority Ethnic) Staff Network:** Members asked for more detail about the first virtual network meeting of the Sussex Care Homes BAME Staff Network which took place in March 2021. In response the Director informed the Committee that despite some initial uncertainty amongst some attendees, the event was well-received. Attendees

welcomed the opportunity to discuss in an open and frank manner with both peers and system leaders the challenges they have faced during the pandemic. The meeting provided important feedback as it clarified to the Department the key challenges which are either unique to frontline BAME workers or which impact on all staff, but which are potentially more pronounced for workers in this group. Whilst a positive start, the Director informed Members that he accepts that the work undertaken so far constitutes only the first steps 'on a long journey' which will help identify and seek to address specific issues that BAME colleagues are facing.

- **Mandatory Covid-19 vaccination of care home workers:** The Committee discussed reports in the national media that the Government was considering introducing a mandatory requirement for care home staff to be vaccinated. Members were keen to understand the potential impact of this on staff recruitment and retention if there were significant levels of resistance to the measure and asked the Director to comment. In response Members were informed that although this is not currently government policy the Department are anticipating it will be a mandatory requirement. To provide some local context, the Director also commented that 95% of care home residents have received at least one dose of the Covid-19 vaccine and that 85% of staff had also received at least one dose. The Director also confirmed that the Department will always follow government advice and guidance on best practice in this area. Having said that a key challenge facing the care sector will be how to deal with staffing issues should vaccination become a mandatory requirement. For example, there are individuals who are unable to receive the vaccine for medical reasons. As a result, the care sector hope that if introduced any new measures will allow for some degree of flexibility to help manage individual staffing issues.
- **Support for Care Homes:** The Committee discussed the issues faced by care homes in East Sussex during the pandemic, noting reports in the national media regarding the financial challenges facing the care sector. The Committee therefore asked for more detail about the support provided to care homes in East Sussex and for figures on the numbers of care homes closed as a direct result of the pandemic. In response Members were informed that in addition to the slightly above inflation rate the County Council has paid for placements to private care homes, the Government has also provided significant amounts of financial support to the care sector. Despite this support, it remains the case that a significant number of care home residents tragically lost their lives during the pandemic. As a result, many care homes are experiencing financial challenges as they do have normal rates of occupancy. This in turn means the long-term viability of a significant number of care homes in the county is uncertain. As this is a national issue though the County Council, along with other local authorities, have reported concerns about the sustainability of the care home market to the Department of Health and Social Care. In terms of closures, Members were also informed that in East Sussex two Care Homes have closed as a direct result of Covid-19 outbreaks, with the residents being safely transferred to alternate care provision.
- **Covid-19 safety measures in care homes:** The Committee asked for more detail regarding the mitigations taken to prevent the spread of Covid-19 in care homes. More specifically Members asked about the issue reported in the

national media of Covid-positive hospital patients being discharged directly into care homes and whether this happened in East Sussex. In response, the Director informed the Committee that based on information from the two main NHS Acute (Hospital) Trusts in East Sussex, every patient was tested for the virus prior to hospital discharge. Furthermore, and in line with government policy, new admissions to care homes are required to isolate for two weeks. The Committee were also informed that where possible, care home staff have been divided into red and green categories to help further reduce the risk that residents are exposed to the virus. Furthermore, pathways have been established to deal safely with hospital patients who are medically fit for discharge, but who had tested positive for Covid-19. The pathways including admission to one of a number of designated care home settings within local NHS Community Hospitals. The Committee also sought clarity about the roles of Milton Grange and Firwood House in Eastbourne during the pandemic. In response Members were informed that Milton Grange was adapted to include a red unit which was dedicated to receiving Covid-19 positive clients (with its own staffing separate from the rest of the service). Firwood House has been retained as part of the Department's business continuity contingency plan in case of a catastrophic failure of a care home elsewhere in the county (such as a fire or flood). During the height of the pandemic Firwood House was 'effectively loaned' to the NHS for approximately a month as this helped local hospitals cope with the very high levels of demand caused by the pandemic.

5.2 The Committee RESOLVED to note the report.

## 6 PUBLIC HEALTH UPDATE

6.1 Darrell Gale, Director of Public Health introduced the report and responded to questions asked by Members. The key issues discussed included:

- **Lateral Flow Tests for Covid-19:** The Committee asked for the Department's views on the effectiveness of Lateral Flow Tests (LFT). In response Members heard that LFTs are widely accepted as a useful tool in limited circumstances. For example, and as LFT results can be produced quickly, they were used to help with the repatriation of lorry drivers to the continent over the Christmas period. Nonetheless the more accurate Polymerase Chain Reaction (PCR) test should always be used for those with new symptoms. In response to a question about which agency pays for the Lateral Flow Tests used in care settings, the Committee were informed that the funding is provided by central government. Members also questioned the value for money of the LFT programme. In response the Committee Members heard that there is a general concern about the value for money offered by these tests if their use is not targeted effectively (as LFTs remain an effective tool for use in limited circumstances of the kind described above). Furthermore as LFT kits contain plastic it would also be appropriate for environmental reasons to limit their use to only the most appropriate circumstances.
- **Community Testing Programme.** In response to a question about what scope do local authorities have to undertake 'mass testing', the Committee heard that proposals are submitted to central government for evaluation and that applications can and have been refused.

- **Impact of the new UK Health Security Agency:** The Committee asked about the implications of the merging of Public Health England into the new UK Health Security Agency. In response Members were informed that with regard to changes at the national level, the Department is still working its way through the implications, but is focused on trying to ensure the strengths of the current system are maintained where possible. At the local level, the County Council will retain its core resources and funding for commissioned services such as the healthy child programme and so the Director does not believe the national change will have a significant impact on that role.
- **Programmes to reduce obesity and links to food security projects:** The Committee asked the Department to provide more detail on initiatives which aim to help reduce rates of obesity and the link between such programs and food security projects. In response, Members were provided with some examples of how obesity is being tackled locally. For example, and with regard to children's health and wellbeing, Health Visitors provide a key source of advice and guidance on promoting healthy lifestyles and advice on diet and nutrition. The Committee were also informed that additional funding has recently been received following a heightened national focus on tackling obesity. The Covid-19 pandemic has also helped raise awareness of the precarious nature of food security with Health Visitors providing feedback on the challenges some families are facing in this area. Whilst food security is not a major aspect of the Department's work, as mentioned above providing advice and guidance on diet and nutrition is part of the children's health programme. In response to a question about access to outdoor activities the Committee were informed of a number of related programmes. For example, last year the County Council linked with the Eastbourne and Lewes Walking Festival. Furthermore, and in the context of the pandemic, a modified version of the 'Beat the Street' game was provided with support last year (Beat the Street is a game which encourages individuals and groups to compete and earn points by exploring their area on foot or by bicycle). It was also clarified that Beat the Street is a relatively expensive programme to deploy and therefore it has recently only been operative in parts of the county where other local authorities have decided to provide support.
- **Delta Covid Variant in East Sussex:** In response to a question, Members were informed that Lateral Flow tests do respond to all variants of the virus. However, it is only through a PCR test that the actual strain of virus can be identified. The Committee also heard that current indications are showing that the Delta variant rates are low in East Sussex, with these estimated to make up around 50% of current cases (whereas nationally it is believed around 90% of new cases are of the Delta variant).
- **Healthy Weight programme.** In response to a question about the resumption of measuring of children as part of the Healthy Weight programme, the Director confirmed that it is anticipated this will recommence. However, it had not yet been agreed whether the programme would seek to 'catch-up' with those children who were not measured during the lockdown.
- **Killed and Seriously Injured (KSI) on East Sussex roads.** The Committee discussed the KSI rate in East Sussex and asked for more information on how

the budget for this area is spent and what work is being undertaken in this area. In response, Members heard that this is a particularly important area of activity as unfortunately East Sussex is an outlier in terms of the rate of people killed and seriously injured on its roads. It was also clarified to the Committee that funding in this area is all spent within the Communities, Economy and Transport (CET) Department of the County Council. Members were also provided with some examples of the innovative types of work being undertaken to reduce the local KSI figure. For example, research undertaken by Public Health indicates that sending reminder letters to individuals who have previously been penalised for speeding is beneficial. The letters remind recipients of the unpleasant experience of being fined and this seems to help influence behaviour and make it more likely that they will continue to avoid speeding in the future.

6.2 The Committee RESOLVED to note the report.

## 7 PEOPLE SCRUTINY COMMITTEE WORK PROGRAMME

7.1 The Committee discussed its Work Programme which is comprised of a number of ongoing scrutiny reviews, reference groups and planned reports. In the context of the non-statutory meeting, Members agreed to submit their preferences for membership of a number of scrutiny groups which had been previously established. The Committee agreed it would consider the appointments at its September meeting. Membership of the following bodies was discussed: the Loneliness and Isolation Scrutiny Reference Group, the Health and Social Care Integration Programme (HASCIP) Reference Group, the Educational Attainment and Performance Scrutiny Reference Group and the Scrutiny Review of School Exclusions.

7.2 The Committee agreed that it would be beneficial to have an 'Away Day' which would allow it to focus on discussing and agreeing its priorities for the coming months. As a result, the Committee requested that arrangements are made for an Away Day to take place in the autumn.

7.3 The Committee noted the Council's Forward Plan of decisions in Appendix 2 of the report.

7.4 The Committee RESOLVED to:

- 1) Agree to hold an 'Away Day' work planning session in the autumn to discuss and agree the Committee's priorities for the future Work Programme, including topics for scrutiny reviews.
- 2) Submit preferences for membership of various scrutiny groups which the Committee would then consider at its next meeting.
- 3) Note the Council's current Forward Plan of decisions

Councillor Johanna Howell  
Chair



**Report to:** People Scrutiny Committee

**Date of meeting:** 16 September 2021

**By:** Chief Executive

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

**Purpose:** 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.

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## **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) Agree what further information is required for consideration by the Committee at its November meeting; and**
  - (3) Establish a scrutiny review board to consider the developing Portfolio Plans and Medium Term Financial Plan and to submit Scrutiny's final comments on them to Cabinet in January 2022.**
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## **1. Background**

1.1 The *State of the County* report was agreed by Cabinet on 13 July 2021 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 set out the current context and provided an overview of the latest position in preparation for more detailed planning for the 2022/23 financial year and beyond. A copy of the report is available at [State of the County](#).

1.2 The *State of the County* report gives our up to date understanding of how the Council will need to continue to respond to the wide range of policy, demographic and financial drivers which influence the outlook for the authority, including the implications of Covid-19, both in the short and longer-term. The RPPR process, bringing together our policy, business and financial planning and risk management, provides the vehicle for the Council's service and financial planning in this changing environment.

1.3 The financial uncertainty created by the impact of Covid-19, coupled with continued uncertainty around future levels of Government funding, has made providing a clear picture of the Council's future financial position difficult. The financial outlook remains unclear with a further one-year financial settlement anticipated for 2022/23 and key national reforms in areas such as the Fair Funding Review, Business Rates Retention and Adult Social Care having been subject to further delay.

1.4 The updated Medium Term Financial Plan (MTFP) for the financial years 2022/23 to 2024/25 has a revised total deficit of £18.415m by 2024/25, with a projected £1.734m deficit in 2022/23. The MTFP will be developed further during the RPPR process as more information becomes available. The savings plans have also been updated to remove some planned savings and take account of slippage in other savings proposals.

1.5 By managing our resources carefully over many years, and with the additional short-term Government Covid support, we have been able to maintain stability in service provision through the period of the pandemic and our current position is secure. However, the financial outlook in the medium term remains very challenging and uncertain. We have a limited window of opportunity now to consider any further preparations we can make for the period ahead. The State of the County report outlined that the impact of Covid-19 had provided the opportunity to reset the 2021/22 budget and release £8.855m as a one-off reserve contribution. Proposals will be brought forward in the autumn for potential areas for one-off investment which would help us better manage future demand for services or support the delivery of priorities in highways, infrastructure and climate change.

## 2. Scrutiny engagement in RPPR

2.1 Scrutiny's contribution to the RPPR process is vitally important and is threaded through all scrutiny work. The insight and evidence gathered through previous and ongoing scrutiny 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 Council Plan, budget and MTFP early in 2022.

2.2 The **September 2021 Scrutiny Committees** have a particular focus on reviewing current service and budget information as well as existing savings plans to ensure a full understanding of the current context and future pressures for the areas within the remit of each Committee.

2.3 The following attachments are provided to support the Committee in these tasks:

- **Appendix 1** is a copy of the updated **savings plans** for the services that are within the remit of the Committee, which were presented as part *State of the County* report.
- **Appendix 2** contains the **current Portfolio Plans** for the functions within the Committee's remit.
- **Appendix 3** contains extracts from the **Financial Budget Summary 2021/22** for the areas within the remit of this Committee to provide the 'big budget picture' for revenue (the full document is at [Financial Budget Summary](#)); and
- **Appendix 4** contains the latest updated **Capital Programme 2021/22 - 2029/30** (from the *State of the County* report).

2.4 Based on the information in this report, 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. This includes any additional information required for the November meeting to inform the Committee's input to the RPPR process.

2.5 The Scrutiny Committee is also asked to agree the membership of its RPPR scrutiny review board, which will then consider the developing MTFP and Portfolio Plans in more detail as they emerge.

2.6 The **November 2021 Scrutiny Committees** can consider any additional information which was requested in September and any updated information reported to Cabinet during the autumn. Further additions or refinements to the Committee's ongoing work programme can also be considered.

2.7 The **RPPR scrutiny review boards** meet in December 2021 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.

2.8 The **March 2022 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.

2.9 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.

**BECKY SHAW**  
**Chief Executive**

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**Savings 2021/22 to 2023/24**

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Communities, Economy & Transport	594	1,462	100	2,156
Children's Services	134	893	0	1,027
Business Services / Orbis	136	0	1,242	1,378
<b>Total Departments</b>	<b>864</b>	<b>2,355</b>	<b>1,342</b>	<b>4,561</b>

<b>Slippage c/f from prior year(s)</b>	<b>Total Savings</b>
<b>£'000</b>	<b>£'000</b>
2,039	4,195
46	1,073
789	2,167
<b>2,874</b>	<b>7,435</b>

Children's Services

East Sussex County Council - Savings 2021/22 to 2023/24		Gross budget	Net budget	Savings				Protected characteristics								Slippage c/f from prior year(s) £'000	
		2018/19	2018/19	2021/22	2022/23	2023/24	Total	Age	Disability	Gender / Transgender	Ethnicity	Marriage / Civil Partnership	Pregnancy /Maternity	Religion / Belief	Sexual Orientation		No significant relevance
Activity	Savings Proposal and impact Assessment	£'000	£'000	£'000	£'000	£'000	£'000										
<b>Children's Social Care</b>																	
Early Help	Following Lead Member decisions and remodelling the Early Help Service, there will be a reduction in the family key work service, which has been deferred until 2021/22 and 2022/23. Savings will be generated in 2021/22 as a result of ceasing to run services from 10 children's centres and 2 nurseries.	9,592	5,652	134	893		1,027	-		-	-		-				46
<b>TOTAL Children's Services</b>				134	893	0	1,027										46

# Adult Social Care and Health

## Portfolio Plan 2021/22 – 2023/24

July 2021

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## 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, Community safety, the Voluntary Sector and all ancillary activities.

## Portfolios Overview

### Adult Social Care

1.1 Improving the wellbeing of East Sussex residents drives this portfolio plan. The particular demands facing Adult Social Care and Health (ASCH) locally reflect local demographic changes, financial constraints over the last decade, and the need to integrate more closely with health and develop closer working with the voluntary and community sector.

1.2 East Sussex has a growing elderly population, already at levels that will not be reached nationally for decades. Compared to 2020, by 2024 there will be an increase in the population of working age people (age 18-64) of 4,407 (1.4%), however the population of older people (age 65+) will increase by 12,252 (8.3%) to 159,200. Of those, 4.3% of people will be aged 85+, a significantly greater proportion than England, 2.7%. East Sussex will be ranked 2nd in England for the highest proportion of population 85+.

1.3 While the population will be getting older, the level of need will also be increasing. By 2024, 41,060 older people (age 65+) are projected to have a limiting long-term illness whose day to day activities are limited a little (up 10.4%), 31,500 limited a lot (up 11.2%). 12,350 older people (65+) are projected to have dementia (up 10.7%).

1.4 In December 2019 a new coronavirus (subsequently named COVID-19) emerged and quickly spread throughout the globe, being declared a pandemic by the World Health Organisation on 11 March 2020. The UK government introduced the Health Protection (Coronavirus) Regulations 2020 for England in February to put in place measures to delay spread of the virus by introducing powers to keep individuals in isolation where public health professionals believed there was reasonable risk. On 23 March a stay-at-home order was announced, which came into force on 26 March and was partially lifted on 1 June. The Coronavirus Act 2020 was passed on 25 March which sought to increase capacity in the health and social care sector and easements in the Care Act 2014 local authority responsibilities. These changes temporarily relaxed local authorities' duties to conduct needs assessments and prepare

support plans to enable us to prioritise services offered to ensure the most urgent and serious care needs are met. The UK government has also created additional specific responsibilities for local government which affect Adult Social Care and Public Health along with the other departments in the Council, such as supporting those who were advised to shield by quarantining at home due to being Clinically Extremely Vulnerable.

1.5 The UK Government subsequently arranged risk into tiers. Areas were placed into the relevant tier based on transmission rates, with varying levels of restrictions to reduce transmission. East Sussex was in Tier 1, which was Medium Risk, due to the rate of positive tests per 100,000 people. However, as transmission rates increased and resulted in an increase in burden on NHS hospital beds, a national lockdown was implemented from 3 November to 2 December. Following this lockdown, the categorisation and criteria for the Tiers was tightened. East Sussex was placed into Tier 2, High Risk, which places restrictions on the hospitality sector.

1.6 Adult Social Care and Health has had to respond to this health emergency by adapting the way we provide support to vulnerable adults. Prior to the pandemic most assessments of need would be undertaken through visits to clients' homes or to assessment clinics. The need to observe social distancing and the stay at home order has resulted in the majority of assessments and other contacts being undertaken by telephone, video conferencing and/or email. Other areas impacted by the requirement to ensure social distancing have been our directly provided services, independent sector care homes and home care providers, occupational therapy services and financial assessments.

1.7 It has been recognised that a longer-term review of the adult social care and health model is needed to ensure that support continues to be provided while the pandemic is ongoing. The Adult Social Care and Health Programme has therefore been initiated to recommend new ways of working that ensure we continue to meet our statutory responsibilities under the Care Act and any new responsibilities specific to the pandemic. The Programme has a

## Adult Social Care and Health

number of workstreams which cover the contact and assessment pathway and associated support functions and is governed by the Departmental Management Team. The Programme will need to take into account the potential long-term impacts of COVID-19 on our population as we are seeing increasing levels and complexities of individuals needs due to a decline in general physical health and interruptions in their care and support. There are also the impacts of “long COVID” to consider, which seem to be affecting a proportion of those who have suffered with the virus for a number of months afterwards.

1.8 The Programme will seek to deliver new models of working, which will change the way we communicate with clients and partner organisations. We will need to develop new systems to enable quick and easy methods for people to access and update their information. Alongside improving outcomes and maximising efficiency this will also enable us to contribute towards the Council’s Climate Change Agenda through reduced travel. However, our IT systems are not currently fit for purpose to facilitate this communication easily, particularly for those who struggle to use computers. We will be very mindful of the challenges and barriers to digital communication as we develop alternative ways to communicate that keep our clients and their families, and our staff, safe from COVID-19.

1.9 Despite these significant and unprecedented challenges to how we operate the ASC offer remains unchanged. We will continue to:

- Provide information and advice for all adults seeking care and support.
- Assess need and arrange help for individuals and their carers who are eligible for support from Adult Social Care.
- Provide support that reduces the need for social care in the longer term and/or prevents the need for a more expensive service.
- Safeguard vulnerable adults who are at risk of harm or abuse.
- Work efficiently and provide value for money.

1.10 At the time of writing, a number of vaccines against COVID-19 are proving viable and efficacious. There is a hope that we will

see a gradual return to life as it was before the pandemic, however, this is not guaranteed and we therefore need to continue to prepare and plan our services with the ultimate aim of keeping our vulnerable clients and staff as safe as possible.

1.11 The Council’s partnership work with the NHS takes place in the wider context of the Sussex Health and Care Partnership (SHCP), which formally became the Sussex Integrated Care System (ICS) in April 2020. East Sussex is one of three place-based partnerships within the Sussex ICS, (alongside Brighton and Hove and West Sussex), with the Council being a lead partner with our local NHS in the East Sussex Integrated Care Partnership. Together we have agreed our East Sussex Health and Social Care Plan which sets out our shared Council priorities and commitments in the NHS Long Term Plan, and our ambitions to deliver greater levels of integrated care, early intervention and prevention to improve health and wellbeing outcomes and reduce health inequalities in our population

1.12 In November 2020 NHS England and NHS Improvement (NHSEI) published *‘Integrating Care: Next steps to building strong and effective integrated care systems across England’*. This sets out proposals to support greater collaboration in 2021/22 across health and social care partners, and options for giving ICSs a firmer footing in legislation from April 2022. It describes how providers of primary care, community health and mental health services, social care and support, community diagnostics and urgent and emergency care should work together, with meaningful and delegated budgets, to join up services through partnerships at place level to create the following offer to their populations:

- Access to clear advice on staying well.
- Access to a range of preventative services.
- Access to simple, joined up care and treatment when this is needed.
- Access to digital services (with non-digital alternatives) that put the citizen at the heart of their own care.
- Access to proactive support to keep people as well as possible, where they are vulnerable or at high risk.
- Joint approaches to employment, training, procurement and

## Adult Social Care and Health

volunteering activities and use of estates, allowing the NHS to play a full part in social and economic development and environmental sustainability.

- Linking with other public and voluntary services that have an impact on people's day to day health for example through improving local skills and employment or ensuring housing and accommodation opportunities.

1.13 In 2021/22 we will continue to strengthen our integrated approaches to planning, commissioning, delivering and transforming services across health and social care, and our work with our District and Borough Council and Voluntary and Community Sector (VCS) partners, to further develop all the elements of this offer for our population.

### **Integrated commissioning for population health**

1.14 Working together to respond to the pandemic response has accelerated and influenced our integrated commissioning leading to:

- Greater levels of collaborative working across commissioners and providers to design and agree service developments, pathways, and models of care, and a shared responsibility for delivery.
- An integrated support offer for providers across all sectors from our health and social care commissioning teams including support for care homes and ongoing improvements to quality and clinical care, and development of services and new models of care across different care settings.

1.15 In 2021/22 in the context of our developing Sussex Integrated Care System we will work together with NHS commissioners to build on this and develop a framework setting out how we will jointly deliver our commissioning functions for our East Sussex population, covering:

- Our understanding of our population's health and care needs, and understanding demographic modelling and demand for care and the wider determinants of health, including using data analysis and information to underpin how integrated commissioning and our approach to population health is

developed.

- Planning and prioritising how to address those needs, improve residents' health and tackle health inequalities, and agreeing the shared outcomes that our place-based Integrated Care Partnership will deliver.
- Shaping models of integrated care, services and investment decisions and bringing together our collective resources and allocating them so that they can have the most impact for our population.
- Informing modelling of demand and capacity requirements now and in the future – including understanding the relationship between capacity requirements in different parts of the system, for example bedded capacity across acute, community health and nursing/residential care, to support delivery of our target operating model for community health and social care services.

1.16 Our approach will include working across our wider partnership including with our emerging Primary Care Networks, District and Borough Councils and Voluntary and Community Sector (VCS) partners to develop our wider integrated working in communities in East Sussex. This will enable a coordinated approach to supporting prevention and wellbeing and taking action together on the causes of ill-health and health inequalities.

1.17 As a result of our work in 2021/22, by April 2022 we aim to have in place a way of coordinating our work in communities across East Sussex, driven by the data and insight all of our organisations hold, that enables our Integrated Care Partnership to deliver the shared priorities and outcomes that are important for our population.

### **Provider collaboration and integration across health and social care**

1.18 During 2020/21 our overall focus for integration as a health and social care system has been the way we can further integrate our services to support people during the COVID-19 pandemic, including our out of hospital support and discharge hubs to ensure timely discharge and appropriate care.

1.19 Our well-established integrated management arrangements

## Adult Social Care and Health

and community health and social care services target operating model (TOM) have been critical enablers of our pandemic response, where this has required coordination and grip across our system. For example, our community bedded care has achieved optimum treatment length of stays, and this has been maintained this during and after the first phase of the pandemic.

1.20 We have already taken steps to remove the barriers to our health and social care staff working effectively together, including co-locating teams in Eastbourne to increase care coordination and multi-disciplinary working for people with complex long term care needs; piloting Home First hospital discharge pathways to support people to leave hospital and have their needs assessed in either their own homes or in care home settings, and; increasing shared access to key summary information through IT development.

1.21 We have reviewed our overarching community health and social care services TOM to take account of the learning during the pandemic and agreed the projects that will further embed the TOM in 2021/22 as part of our integration programme. Projects cover embedding hospital discharge hubs, the development of integrated community rapid response teams, further roll out of Home First hospital discharge pathways and the shared IT developments to support the delivery of joined up health and social care.

1.22 To support this, in 2021/22 we will also jointly explore how we can best organise ourselves with our NHS provider partners to deliver the next phase of health and social care integration for our residents, including:

- How we can pool our resources further and combine our planning and delivery functions to deploy our collective resources and have the most impact for our population.
- The further potential for generic roles and shared or joint line management arrangements, building on the arrangements that we have already put in place to support integrated care delivery.
- Working with our emerging Primary Care Networks and providers of mental health and wellbeing services, to collaborate on providing a care and support offer that can be wrapped around high risk and vulnerable people who have long term conditions and complex care needs.

1.23 Work will take place in 2021 to agree the scope, roadmap, and milestones for delivering the next phase of integration by April 2022. There will be a key focus on team building and development across our services and organisations to build ownership of how are plans fit with the broader offer to our communities in East Sussex and developing the proposals to deliver it.

## Safer Communities

1.24 The breadth and diversity of the East Sussex Safer Communities Partnership empowers us to continue creating innovative multi-agency platforms to educate and increase resilience in the community. We continue to build new relationships and respond to new challenges brought on by the COVID-19 pandemic as well as explore new ways to mitigate against harm to individuals, families and communities.

1.25 The diversification of social media and other digital technology creates new avenues for criminals and abusers to exploit our most vulnerable people, but equally creates new routes for our partnerships to foster relationships, promote confidence and establish community resilience.

1.26 Political and economic pressures within the UK and internationally will also influence the means and opportunities for criminals to exploit vulnerable people as well as the community's ability to respond effectively to them in good time. We therefore continue to establish new networks and create targeted programs to meet those new, emerging and established risks.

1.27 We are growing our networks across our partners our strategies to reaffirm our commitments to address the diverse and interconnected risks associated with serious and organised crime, including county lines, modern slavery & human trafficking and fraud related harm. There is a key focus to finding pathways to reduce harm through contextual safeguarding strategies using expertise across public and voluntary & community sectors. By providing further public education and co-ordinating early-intervention strategies we commit to further reducing and mitigating the harms caused by misinformation, isolation and exploitation by organised criminals.

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1.28 We are developing more multi-agency approaches to tackling drug and alcohol-related harm by sharing expertise in policing & probation, public health, and the voluntary & community sector. Through engaging law enforcement, diversionary approaches, and treatment & recovery services together we continue to tackle drug-related crime, reduce supply, and prevent death or serious harm to provide the stability users and their families to integrate within their communities.

1.29 Our work in preventing and protecting individuals from becoming victims of serious violent crime, including knife crime, is strengthening as we remodel our relationships with professionals in education, health, social services, housing, youth services, and victim services. Our serious violence reduction strategies will centre on identifying and intervening to prevent risk and harm early, especially for habitual weapons carriers and those in social networks linked to drug use/supply and organised crime.

1.30 We will be commissioning and delivering more specialist services alongside Brighton & Hove City Council and other commissioners for victims and survivors of domestic violence and abuse, sexual violence, and other forms of violence including stalking, harassment and harmful practices. We will be working across our partnership to review our working practices to ensure our services are connected, efficient and focused on providing long-term effective support for victims and survivors by integrating them back into their local communities. New services will go live from April 2021.

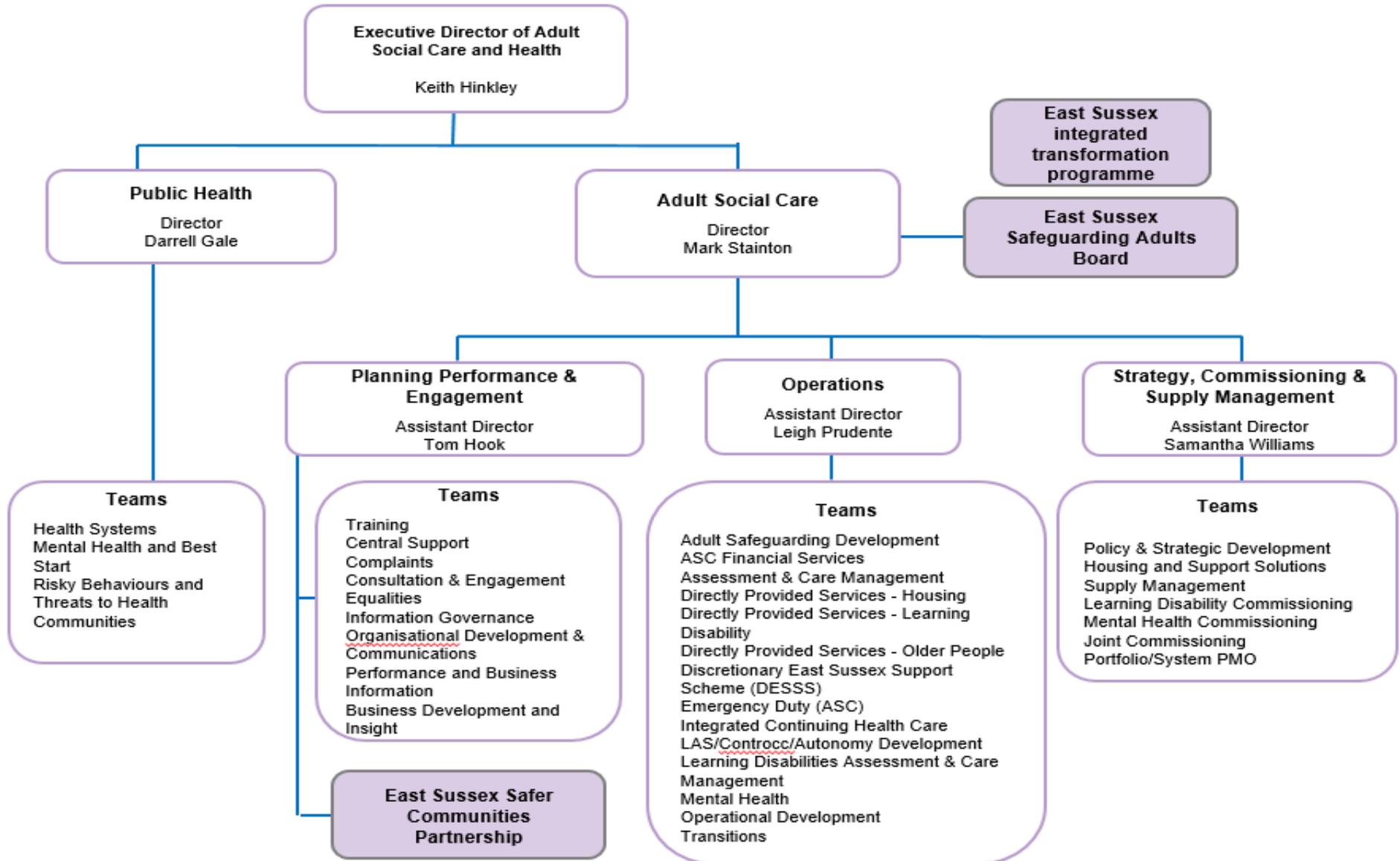
## Public Health

1.31 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.

1.32 The pandemic has brought about some very specific new tasks and functions for Public Health and the challenges of adapting services and responding to new and emerging needs will continue to shape much of our work. This does not change the role of Public Health or the challenges identified pre COVID-19. 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.

1.33 The Council had started a comprehensive review of Public Health including how the Public Health grant is spent. We have adapted our approach and aim to marry up the needs and demands identified before COVID-19 with the needs and demands brought about by COVID-19 to ensure a coherent and effective future work plan.

# 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 in the short and long term. Making best use of resources in the short and long term 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. East Sussex businesses are supported to recover and grow through the delivery of the Economy Recovery Plan
2. The county's employment and productivity rates are maximised
3. Individuals, communities and businesses thrive in East Sussex with the environmental and social infrastructure to meet their needs
4. The workforce has and maintains the skills needed for good quality employment to meet the needs of the future East Sussex economy
5. The value of our role as both a significant employer and a buyer of local goods and services is maximised
6. All children progress well from early years to school leaver and into education, training and employment



### Keeping vulnerable people safe - delivery outcomes

7. All vulnerable people in East Sussex are known to relevant local agencies and services are delivered together to meet their needs
8. People feel safe at home
9. People feel safe with services
10. We work with the wider health and care system to support people affected by Covid-19 to achieve the best health outcomes possible

### Helping people help themselves - delivery outcomes

11. Commissioners and providers from all sectors put people first when providing services and information to help them meet their needs
12. The most vulnerable get the support they need to maintain their independence and this is provided at or as close to home as possible
13. Through our work with others, individuals and communities are encouraged to maintain and develop local mutual support systems

### Making best use of resources in the short and long term - delivery outcomes

14. Working as One Council, both through the processes we use and how we work across services
15. Delivery through strong and sustained partnership working across the public, voluntary community, and private sectors to ensure that all available resources are used to deliver maximum benefits to local people
16. Ensuring we achieve value for money in the services we commission and provide
17. Maximising the funding available through bidding for funding and lobbying for the best deal for East Sussex
18. To help tackle Climate Change East Sussex County Council activities are carbon neutral as soon as possible and in any event by 2050

## Driving Sustainable Economic Growth

2.1 The COVID-19 pandemic has had a severely negative impact on the UK's economy. The global tourism sector has been decimated and many industries have been affected. In East Sussex in November 2020 there were 26,000 more people claiming universal credit or JSA than in March 2020. 31% of working age people in the population were receiving the government employment support scheme by July 2020, with a higher than the national average of people affected.

2.2 The Community Hubs, which were set up with District and Borough councils and other partner organisations to support the Clinically Extremely Vulnerable population, had been contacted by 6,400 people by November 2020 for help with food and supplies, and information and advice.

2.3 An increase in poverty levels is therefore predicted as a result of the pandemic, with a number of businesses failing and a rise in redundancies and unemployment rates. This is likely to have an impact on population health and future demand for care and support, as having enough money for daily living is one of the biggest determinants of health outcomes.

2.4 Adult Social Care and Health (ASCH) is seeking to support the delivery of this priority by continuing to provide Community Hubs as a key source of support to those in need of food and supplies during the pandemic. The telephone line for the Community Hubs has been incorporated into the Health and Social Care Connect contact centre with dedicated resources to manage incoming calls and make outgoing calls to those deemed at risk.

2.5 ASCH is a major contributor to the East Sussex economy – In East Sussex there were an estimated 19,000 jobs in adult social care split between local authorities (8%), independent sector providers (84%) and jobs for direct payment recipients (8%) in 2019/20. Adult social care has an experienced 'core' of workers. Workers in East Sussex had on average 9.1 years of experience in the sector and 73% of the workforce had been working in the sector for at least three years.

2.6 Adult social care is a growing sector. Across England it has increased by 9% since 2012, and in the South East region it increased by 8% since 2012. If the workforce grows proportionally to the projected number of people aged 65 and over then the number of adult social care jobs in the South East region will increase by 37% (from 260,000 to 360,000 jobs) between 2020 and 2035.

2.7 In 2019/20 the adult social care sector was estimated to contribute £41.2 billion per annum to the English economy. Almost half of this is estimated to be the wage bill of the sector.

2.8 We have continued to support people working in independent care settings by changing the training we provide from classroom settings to blended training. Care providers and their employees can continue to undertake essential training to enable them to continue to work safely and legally with their clients.

2.9 A number of measures have been put in place to support staff wellbeing during this period, including regular webinars that staff can access to sustain morale whilst working remotely.

2.10 We are establishing a new workplace health programme which aims to support employers, from micro through to large, to develop their credentials as healthy workplaces and to take a lead role in health promotion. The East Sussex Workplace Health Accreditation Scheme will be launched Spring 2021 and will support improvements to employee health and wellbeing whilst providing recognition for good practice. Embarking on the accreditation process will be free and available to any business that is based, or has sites, in East Sussex. Other initiatives included within the programme: the delivery of expert led webinars to support business during and after the COVID-19 pandemic; a new website containing information, resources, and training available to employers and signposting; and regular monthly newsletters.

## Keeping vulnerable people safe

2.11 Our top priority currently is to limit transmission of COVID-19 which has a particularly devastating effect on the elderly. This has meant that we have had to change the way in which we

## Adult Social Care and Health

communicate with people, moving to telephone and online communication in place of face to face conversations where this is appropriate. The ASCH Programme will develop new ways to conduct assessments safely and to ensure that safeguarding vulnerable adults remains a priority within everything we do. Where we need to visit or meet with clients or their families, staff will use the necessary personal protective equipment (PPE) to reduce the risk of transmission.

2.12 The ASCH Programme is looking at the implications of COVID-19 on current care and support models by identifying those who have been most vulnerable during the pandemic and considering how their needs for care and support may have changed. We will identify and review models of care and support that may not be sustainable in the current circumstances and look for ways to invest in new and enhanced models which will meet any unmet needs.

2.13 These include changes to the way we provide services directly to clients. In Older People's services we have had to reduce the number of places available at our day centres to ensure people attending are able to maintain social distancing. In Learning Disability Day Services, we have temporarily changed the way we run sessions from two to three sessions per day, with a new evening session now offered. Our ability to offer transport for clients to access the day services across both older people and learning disability has been affected by the need for social distancing in vehicles. Transport has been prioritised for those who need it. In all day services we have made structural changes to ensure our clients and staff can access the buildings safely. Staff across both services have been incredibly flexible and understanding to be able to implement these temporary changes.

2.14 A key area of focus for the ASCH Programme is maintaining good social work practice throughout the pandemic. We will continue to audit case files to identify any areas of concern. The impact of the pandemic on our workforce has meant working from home for most people, not always in ideal situations, particularly in regard to sensitive conversations with clients and their representatives. We will be exploring ways in which we can offer

more flexible support, for example into the early evening and at weekends, where there is a need for this.

2.15 The Safeguarding Adults Board (SAB) is a multi-agency partnership, made up of statutory and voluntary partners as well as lay members, established to promote well-being and oversee Safeguarding Adults work county-wide. The SAB areas of focus are:

- Adults, carers and the local community assisting to shape the work of the SAB and safeguarding responses.
- Ensuring the SAB provides strategic leadership to embed the principles of safeguarding across agencies and contribute to the prevention of abuse and neglect.
- Establishing robust feedback mechanisms on safeguarding policies and procedures.
- 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.
- Ensuring learning from reviews is effectively embedded into practice to facilitate organisational change across agencies.
- Ensuring the workforce is equipped to support adults appropriately where abuse and neglect are suspected. This will include emerging themes of coercive control and domestic abuse, modern slavery, cuckooing, and safeguarding rough sleepers.

2.16 The East Sussex Safer Communities Partnership continues to build relationships with partners across Sussex to meet its evolving challenges, including the changes in patterns of crime, abuse and isolation enabled or exacerbated by the COVID-19 pandemic. Those with complex and interconnected needs like substance dependence, mental ill-health and unsustainable accommodation remain increasingly vulnerable to neglect and exploitation.

2.17 In order to promote safe, healthy and sustainable communities it consults with agencies across business, health & social care and the community/voluntary sector to deliver education, intervention and prevention strategies across a range of areas. The

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Partnership is consulting with its members to refine their working goals and strategies in line with upcoming legislative changes:

- The Serious Violence Bill, placing new duties on schools, police, councils and health authorities to prevent serious violence.
- The Domestic Abuse Bill, aiming to reform how the justice system and partner agencies work with victims of domestic abuse.
- The National Probation Service and regional Community Rehabilitation Companies merging in June 2021.
- Changes to the Channel management process under the government's Prevent anti-extremism program, giving more responsibility and autonomy to local government safeguarding panels.
- New recommendations arising from an independent review of the Modern Slavery Act.

2.18 The Partnership agreed the following four priority areas for this year: Serious Organised Crime; Serious Violent Crime; Domestic Violence & Abuse, including Rape & Sexual Violence and Abuse, Stalking & Harassment and Harmful Practices; and Drugs- and Alcohol-Related Harm.

2.19 It retains its focus in other areas where progress continues to be made within the Partnership and where other partnerships lead on major projects: Preventing Violent Extremism; Supporting Offender Management Strategies by Addressing Accommodation Issues; Supporting the Safer Sussex Road Partnership; and Preventing and Addressing Anti-Social Behaviour and Hate-Crime

Running through all these areas is its responsibility to increase public consciousness of online safety to promote a positive and healthy relationship to digital media.

2.20 In tackling Serious Organised Crime it is:

- Safeguarding young people who are at risk of exploitation by offering intervention programs in schools as part of local contextual safeguarding, a whole-community approach to promoting learning, safety and independence.
- Delivering its Communities Against Exploitation Campaign together with key partners to build community resilience against

serious & organised crime by revealing its origins, warning signs and how to report it.

- Supporting people accessing East Sussex's Community Hubs by sharing Community Safety information and awareness-raising material.
- Delivering Against Exploitation workshops to young people to recognise exploitative and abusive patterns of behaviour and where to get help.
- Co-ordinating activity across the Council to meet the requirements of the Modern Slavery Act by raising awareness amongst staff and the community, risk assessing its supply chains with commissioners and contractors, and helping deliver targeted staff training and multi-agency training sessions to single points of contact.
- Supporting the pan Sussex Anti-Slavery Network in creating strategies to eradicate modern slavery and exploitation.
- Raising awareness of emerging fraud and scam trends to its partners through newsletters and direct training.
- Partnering with Sussex Police and Trading Standards to identify, support and educate people vulnerable to fraud through Operation Signature, under ESCC's duty to safeguard against financial abuse enshrined in the Care Act.
- Growing its community-based Charter Partners and developing scams and fraud awareness material for dissemination across this network.
- Delivering the Get Safe Online programme alongside Sussex Police to encourage active learning about cyber-crime and prevent residents becoming victims.

2.21 Within its work to prevent and address Serious Violent Crime it is:

- Collaborating with its partners to expand the scope and achievements of the East Sussex Violence Reduction Unit (VRU), set up to address and prevent serious violence.
- Highlighting current and proposed VRU campaigns to partners and other agencies to keep them aware of pre-emptive opportunities to intervene where children, young people & adults are at risk of committing serious violence or suffering its effects.

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- Creating and evaluating violence prevention strategies by intelligence-sharing with partners to produce perpetrator profiles, highlighting offenders' risks, vulnerabilities, and networks.
- Giving resources and guidance to partners to support them in tackling local issues surrounding serious violence.

2.22 It works to tackle Domestic and Sexual Violence and Abuse by:

- Working alongside the Office of the Police and Crime Commissioner and NHS East Sussex CCG to deliver more specialist services for survivors of domestic & sexual abuse from April 2021.
- Evaluating how the pan-Sussex Strategic Framework for Sexual Violence & Abuse is governed to reduce duplicated effort and develop tools to reliably measure the efficacy of its services while still highlighting the experience of victims and survivors.
- Consulting with partners across Sussex to create multi-agency Action Plans to help us intervene early, change perpetrators' behaviour, and help families and communities recover.
- Providing training to professionals across health, community, and social care through its local Champions Network to encourage early and effective prevention, outreach and intervention.
- Working with housing providers, refuges, and therapists to trial new approaches for managing complex & repeat cases of abuse, alongside creating new resources for professionals.
- Refining its Multi-Agency Risk Assessment Conference (MARAC) process to improve ASC's links to primary healthcare services to ensure the wellbeing of survivors.
- Creating profiles of serial domestic violence perpetrators in East Sussex by considering wider family, community, and safeguarding contexts.
- Creating coordinated services new perpetrator-centred programs to challenge behaviour, stop cycles of abuse and promote positive relationships.

2.23 To reduce Drugs and Alcohol-Related Harm it is:

- Providing services and guidance for users, families and communities affected by drug & alcohol misuse through the Council's Drug and Alcohol Treatment Service. This is delivered by specialist providers using existing resources and local community aid projects to care for and integrating participants into society where they can make positive contributions.
- Working closely with local health and social care teams to create 'wrap-around' intervention programs for substance misusers, addressing wider social, housing and health issues to achieve better integration and confidence in living away from dangerous links to substance misuse.
- Growing and re-mapping its joint working with Public Health, Sussex Police & other community safety partnerships to ensure drug & alcohol misuse is treated as a broader health and community safety issue.
- Developing & refining Project Adder – an initiative combining specialists in social care, community drug rehabilitation and prison in-reach – to offer diversionary, treatment and enforcement programs to reduce drug-related offending and death from crack and opiate misuse in Hastings.
- Completing specially themed Drug Related Death conferences in areas like homelessness and trauma-informed care to reflect on good practice, areas for improvement how to integrate its approach with Public Health and other community professionals.

## Public Mental Health

2.24 We will continue to pursue a range of projects and initiatives aimed at improving the mental health and wellbeing of East Sussex residents. This includes new work to help mitigate the additional impact of COVID-19, for example: understanding and addressing loneliness and social isolation; community development work aiming to increase sources of support and help seeking amongst men; aiding schools to better help young people with emotional based school avoidance. We will also continue to support schools in their role, through leading on the Schools and Colleges Mental Health Network and developing the School Health Service mental health Tier 2 offer.

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2.25 The multi-agency East Sussex Suicide Prevention Group coordinates suicide prevention activity through the suicide prevention action plan. The East Sussex Coastal Suicide Prevention Group has a reinvigorated work plan, underpinned by a newly established research programme and a strong partnership approach.

2.26 East Sussex Public Health also take a lead role in delivering the ICS suicide prevention programme which takes a wide and varied approach to addressing some of the key risk factors for suicide. This includes: social media campaigns; training for frontline staff; development of General Practitioner training roles; A&E brief intervention follow-up; bereavement support; Real Time Surveillance systems; and bespoke advice for people at risk of debt.

## Housing

2.27 Key plans include work both to reduce the likelihood of homelessness; and how best to support people who are homeless (including those newly at risk/made homeless due to COVID-19) and people who previously had been rough sleepers. The work includes both new works related to COVID-19 and work that was underway prior to the pandemic. Prior to COVID-19, the annual DPH report 2020 on Health and Housing included recommendations to both reduce homelessness and to support who are insecurely housed. New roles of link workers for people living in temporary and emergency accommodation are being developed to provide holistic assessments of people's health, well-being, social and finance/ employment needs. Since COVID-19, new roles have been developed and are in place to support those people into pre-employment and employment support (the new Employment Co-ordinators); support to people who had been rough sleepers (a new Clinical Psychologist and two new mental health workers to support trauma-based care; access to dental care and flu jab; support to winter night shelter alternative accommodation; support to engage to enable access into pre-employment support). Other work includes an approach to better link housing and planning.

## Warmer Homes

2.28 Public Health continue to work closely with system partners to lead on a comprehensive fuel poverty reduction programme. Central to this is the free Warm Home Check service providing advice and offering funded home improvements for the most vulnerable, enabling them to keep warm and well at home. Externally funded partnership projects also provide either first-time central heating or low-carbon heating and home insulation for low-income households living in the least energy efficient homes. We raise awareness through communications activities and training health, housing and social care professionals and voluntary sector workers to support identification and referral of vulnerable people who live in a cold home.

## Healthy Child Programme

2.29 Public Health are lead commissioners for the Healthy Child Programme, which includes the provision of the School Health Service and Early Help Integrated Service (Health Visiting/ Children's Centres). Over the next two years, we plan to continue with the implementation of the recently launched East Sussex Healthy Schools Programme, and embedding of the Healthy Active Little Ones (HALO) programme for early years settings (which now supports a broader range of health and wellbeing topics and includes an awards programme). Other planned developments include: School Health Service mental health and PSHE offer; East Sussex wide expansion of the successful Hastings Antenatal Project; developing and strengthening offer to young parents and provision of perinatal of counselling project for parents a partnership approach to reducing Sudden Infant Death and childhood injuries (and the re-commissioning of the East Sussex Child Home Safety Advice and Equipment Service); and initiatives to support peri-natal mental health and new fathers. We will also continue to support the delivery of high quality personal, social, health and economic (PSHE) education through the ongoing development of East Sussex PSHE Hubs and commissioned support.

**Impacts of Covid-19**

Health Protection - Impacts of Covid-19

2.30 Significant work continues to keep pace with rapid developments in guidance, data production, testing sites and test and trace services.

2.31 The work of Infection control has extended well beyond the usual remit during the pandemic. Work will continue to commission rapid rollout of training programmes for care and education settings. Work will also continue to promote screening programmes and flu vaccinations. We continue to have a joint collaborative and co-ordinated approach to supporting East Sussex care settings including care homes, extra care housing and supported housing in managing COVID-19 outbreaks with the aim of reducing transmission, protecting the vulnerable and preventing increased demand on healthcare services. Infection control support for care homes is normally provided by CCGs. During the pandemic we have supported the training being delivered by commissioning a provider to provide bespoke service IPC COVID-19 training and we will continue to support where requested.

2.32 During the Pandemic response we have been working collaboratively with the NHS and ICS in Sussex on the National/ Regional Influenza Programme. The programme will target areas of lower uptake, especially BAME, pregnant women and areas of deprivations.

2.33 We will participate in providing clinical leadership and advice to inform the delivery of the COVID-19 Vaccination Programme across Sussex Integrated System. We act as clinical professionals to inform on subject matter including on immunology, infection prevention and control, public health, vaccination service provision, pharmaceutical technology and regulation and medical, nursing, Allied Health professionals and pharmacy professional practice. It is too early to present any meaningful information on the rollout of a vaccine but logistically this will be an enormous undertaking with great deal of effort required by all those working in social care and health.

2.34 It is difficult to convey the sheer amount of data that has been generated by multiple sources. It has been painstakingly pieced together to help inform decision making and rearranged and presented in different ways to ensure it can be clearly understood by partners, stakeholders and the public and that they are on the journey of understanding with us.

2.35 The Clinical Cell started in March and has successfully responded to internal and external queries working with teams across the council and across Districts and Boroughs to bring in specialist advice and support for a range of situations including:

- Support in accessing COVID-19 testing for specific individuals and groups that fall outside of mainstream testing options.
- Advice on interpreting national guidance.
- Care home visiting policy and procedures and the role of Director of Public Health in assessing the local epidemiological picture to enable care home visits.
- Responding to queries raised by Councillors and Members of Parliament on behalf of their constituents.
- Support for the local tracing partnership team and management of escalations.
- Supporting the NHS and Health system working on logistic planning to prepare for the roll -out of COVID-19 vaccination.

2.36 A Local Outbreak Plan is in place and has been subject to continued update to reflect local learning and latest guidance. The plan outlines the action needed for outbreaks to support care homes and schools, high risk places, settings and communities and vulnerable people. The development of this plan was led by public health but a collective effort across a range of partners, including all parts of the Council, Police, Public Health England, ESHT, CCG, Districts and Boroughs, Sussex Resilience Forum, Health Watch.

2.37 A number of one-off projects are underway, some of which are mentioned here, to complement and support existing work within the system. As the funding is one-off, proposals are designed to effect change which will remain after the end of the project, through building system capability, supporting groups to work together, mitigating against some of the impacts of lockdown (such as increased alcohol consumption, impacts on mental health and

## Adult Social Care and Health

loneliness and social isolation) or reinforcing the positive side-effects of lockdown (such as increased physical activity, housing rough sleepers).

2.38 Access to testing has improved alongside increases in lab processing capacity at a national level. We have worked across the system to help set up:

- Three local testing sites (LTS) in Bexhill, Eastbourne and Hastings. We are in discussion for additional LTS sites in Wealden.
- Numerous locations where we deploy Mobile Testing Units (MTU) sites for 2-3 days.
- The Regional Testing Site (RTS) at Plumpton racecourse (in West Sussex RTS also operate at Tangmere and Gatwick).

2.39 Tracing was passed to Local Authorities in late November to contain COVID-19 onward transmission. The programme is known as Local Tracing Partnerships. The purpose is to trace people who have tested positive for COVID-19 (defined as a 'case') whom the national COVID-19 test and trace team have failed to contact. The national team attempt to trace for 34 hours after which the case is passed to the East and West Sussex County Council (ESCC/WSCC) combined local tracing partnership team. The call centre (based in WSCC but using local phone numbers) will check all case details with District and Borough records and attempt contact by text and phone. Failure to trace the case may mean that District and Borough Environmental Health Officer teams attend the home address to provide advice on isolation and assess where there might be additional needs or further action required. In some cases, welfare checks by the police will be required.

### Clinically Extremely Vulnerable People

2.40 As of 2 June 2021 there are a total of 38,073 people identified as clinically extremely vulnerable in East Sussex. The definition of people considered CEV has broadened as part of the new Risk Model, defined by the Government. Originally, there were 21,672 CEV people identified in East Sussex, with a further 5,431 (under 70 years old) and 11,066 (over 70 years old and those under 70 in formal care settings) added on 15 and 22 February, respectively.

2.41 The below sets out an overview of work undertaken throughout the first national lockdown and 12 weeks of shielding (March to July), the second national lockdown (5 November to 2 December 2020), and the third period of restrictions (20 December 2020 to 31 March 2021).

2.42 Clinically extremely vulnerable people (CEV) were given specific advice, and in East Sussex were supported via:

- National registration and supermarket priority schemes (via the National Shielding Support Service, NSSS), and requests for local authority call back, which are completed by the County Council's Health and Social care Connect (HSCC).
- Proactive contact to assess CEV needs and ensure they're met, completed by the Council via email when available and calls on a prioritised basis via external call centres.
- Local online advice and helplines supporting access to food and basic support.
- A new food distribution service was rapidly set up in April for people shielding at home that had not yet received their food parcel from the national government and had no other access to food and essentials during lockdown. Approximately 11,500 food boxes were delivered to over 1,000 households between April and end of July.
- Public information campaigns by the Council, online and offline.

2.43 Support to a wider cohort of vulnerable people was provided through Community Hubs. Community Hubs are led by a partnership of District and Borough Councils, Voluntary Action (VAs) organisations, and other local voluntary community and social enterprise (VCSE) organisations. The Community Hubs have continued as the public's main point of contact for advice and help with general pandemic-related concerns. They are integrated with business as usual contact centres and will currently continue until 31 March 2021.

2.44 Demand for people needing support with meeting their basic needs or access to food and contact to the Community hubs was significantly lower during the second national lockdown in November. The key factors influencing lower demand than the previous lockdown are thought to include:

## Adult Social Care and Health

- Familiarity with the concepts and practicalities of social distancing and other restrictions.
- Shorter expected duration of the measures.
- Greater emphasis in national and local messaging and offer on independence, choice and self-support with help from families, friends, neighbours and NHS Volunteer Responders.
- Better joint working across system partners.
- Continuity of key services, which were more disrupted in the first lockdown.
- Better planned, improved and more targeted services following on from learning and planning from the first wave.

2.45 It is unclear at this stage the impacts of COVID-19 in the following areas: those with long term conditions; the impacts on people's mental health and wellbeing; the impact of delayed access to health services; and the reported numbers of people experiencing long COVID-19. These areas will continue to be monitored and the operational response to these will be delivered through Public Health and Adult Social Care as part of the broader whole system response.

### Personal Protective Equipment

2.46 Since April 2020 we have issued over 3 million emergency supplies of PPE across the county to a range of internal and external teams, including providers, GPs, pharmacies, and crematoriums. We continue to supply PPE to internal teams and to meet the needs of external services where emergency supply is required.

### Care sector impacts

2.47 Since March 2020 all parts of the social care sector have been responding to the pandemic, including making changes to service delivery to care for the most vulnerable people in our population during lockdown, physical distancing, shielding and isolation, as well as to discharge pathways to rapidly allow for surge capacity in hospitals within our system.

2.48 An East Sussex Care Homes Resilience Plan was developed to draw together our work as a health and social care system on infection prevention and control, training, PPE, reducing workforce movement, quarantining, stepping up NHS clinical support, comprehensive testing and building the workforce. A process has

been put in place to monitor the delivery of mutual aid support to care homes jointly across primary, community, acute and social care with representation from care sector leads. In June and July 2020 we distributed the first allocations of Infection Control Fund made to East Sussex from National Government to support the whole market, and the second allocation is in progress.

2.49 We will continue to work as a whole health and social care system to manage existing and new challenges and requirements as they arise from COVID-19, and deliver co-ordinated support to enable our local independent care sector to provide safe, effective care for our population. This will focus on all aspects of social care, including care homes, home care, Personal Assistants, Extra Care, and supported housing, and for the Council will be managed alongside significant financial risks that have arisen from the pandemic.

### **Helping people help themselves**

2.50 Health and Social Care Connect, the ASCH contact centre, has continued to operate fully throughout the pandemic and will continue to provide a single point for information, advice and access to community health and social care services 7 days a week, from 8am to 8pm, with the addition of the Shielded Line support for periods of national or local lockdowns. HSCC operates from offices to allow robust telephony and IT systems to be used, ensuring that staff can respond to the high numbers of calls received on a daily basis. The ASCH Programme will develop the systems already in use to enable these to be used as effectively from a home base as from the office, for those staff who are self-isolating or for periods when it is not possible to physically accommodate the full team in the office, to ensure there is no impact on the service provided.

2.51 Between April and December 2020, HSCC received an average of just over 11,700 contacts per month, this compares to an average of 11,470 per month in the same period in 2019 (an increase of 2%).

2.52 Hospital discharges to social care settings during the pandemic have been managed by NHS staff, which is a temporary shift from the usual process where people in hospital requiring care

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on leaving will be assessed by social workers based in the hospital, and have their assessed care needs met through the adult social care department. With NHS staff taking the lead on managing discharges a number of clients have been discharged to community care settings which will in time revert to the ASCH department for ongoing funding. It is likely that these settings will be at a higher cost than would have been negotiated through the ASCH Brokerage service, and this will have an impact on our budget in the future. In the initial response to the pandemic the care home sector was affected by residents who were discharged from hospital without being tested for COVID-19, leading to some infections within care settings. There is also now a new requirement for care home providers to input into a national Capacity Tracker tool which provides the Government with oversight of bed capacity in the health and social care system. We are increasing the resources within the Supply Management service to provide additional support and engagement with care homes and home care providers to help the sector remain sustainable.

2.53 The integrated community health and social care services have implemented Discharge To Assess (D2A)/Home First pathways. The pathways are designed to avoid prolonged stays in hospital for people awaiting assessment or commissioned services to enable their discharge. Where possible D2A will aim to avoid unnecessary admissions to hospital, and where an admission is necessary, it will ensure that people are discharged as soon as is safe and practical, back to their own homes or to a D2A bed to have their assessments and services arranged outside of an acute hospital.

2.54 Frail adults across East Sussex can receive Technology Enabled Care Services (TECS), to help manage risks and maintain independence at home. TECS includes Telecare, which offers a range of sensors and detectors to meet different needs, such as wearable alert buttons, fall detectors or medication dispensers. The sensors can be monitored 24/7 by a local contact centre. Environmental sensors, such as smoke alarms or flood detectors are also linked to the centre for automatic alerts. Individuals can also benefit from scheduled live or recorded telephone calls to provide welfare checks or reminders during periods of reablement.

2.55 Adults across East Sussex can access our reablement service, which works with adults for a time limited period to support them to maximise their independence and reduce the need for ongoing care and support.

2.56 Our Occupational Therapy service offer preventative clinics around the county where adults and carers can access advice and information on maintaining independence, as well as access some daily living equipment without the need for a full statutory assessment.

2.57 Occupational Therapy services have been affected by the pandemic through the requirement for staff to work from home and to temporarily suspend the clinics which were in operation for people requiring assessments and equipment. The need to ensure social distancing to reduce transmission of the virus to vulnerable adults has seen a risk assessment approach to visits, with people with lower needs being triaged to a pilot Virtual Assessment process. A new, temporary clinic is being explored to provide an assessment centre based on health clinic models whilst the normal OT clinics are suspended. There are a number of protective factors which will need to be considered and implemented if clients are to access the clinic, and these need to be manageable. OT assessments in the longer term will be dependent on robust systems and processes to enable these to be undertaken remotely where this is clinically appropriate. OT services are also looking to the future, by establishing an Occupational Therapy Apprenticeship Scheme with Brighton University, and extending our student placement offer to include physiotherapists and paramedics. It is anticipated that these measures will help with recruitment and retention to keep the OT service stable and functioning. We will need to be responsive to the anticipated increase in demand for OT services through our clients suffering deconditioning and lack of access to health management services during the pandemic lockdown period, and through the effects of long COVID on those who are and will suffer with the longer term post-viral effects.

2.58 One of our key objectives, which has been highlighted and prioritised by the pandemic, is to invest in systems which will enable clients to access information, advice and support using digital

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platforms. A virtual assistant, or 'chatbot', is going to be developed for the Blue Badge service which will provide much quicker answers to questions than the telephone and email service does currently. We will expand the systems we already have in place to open these to clients who wish to access their case information. Clients will be able to provide documentary evidence much more quickly and easily than at present, reducing the administrative burden on both them and on our staff.

### Health Systems

2.59 Over the next three years we will continue our systematic approach to prevention, health improvement and reducing health inequalities through the services we commission and the approaches we take to meet population health needs in the following areas:

- We will work with General Practice and community providers to embed proportionate universalism into the mandated NHS Health Check programme, as a foundation to reducing inequalities in health outcomes. We will ensure that our partners within the Integrated Care Partnership and Integrated Care System understand, support and maximise the programme's impact as a systematic intervention to identify, prevent and reduce the risk of cardiovascular and other non-communicable diseases. We aim to improve the subsequent entry from health checks to interventions that address smoking, harmful alcohol consumption, obesity, sedentary lifestyles and the detection of conditions such as hypertension, hypercholesterolemia, nondiabetic hyperglycaemia/ diabetes and atrial fibrillation. We will ensure good quality checks are reaching the right people through regular monitoring of coverage and performance. We will support efficiencies where appropriate to align checks with other existing programmes e.g. learning disability or BAME health checks.
- In spring 2021 we will launch the updated East Sussex Healthy Weight Partnership plan (2021-2026) which is a whole systems approach to supporting healthy weight developed collaboratively with partners during 2019/20. We are also working to improve oversight and profile of the Partnership within the emerging Integrated Care Partnership and Integrated Care System. We

will continue to work with partners across East Sussex to implement the plan which covers nutrition physical activity from wider determinants, e.g. increasing opportunities for active transport and the availability of healthy affordable food, through prevention activities and interventions such as individual weight management programmes. We aim to ensure strong links to our communities and to clinical services to deliver improvements in population health. As a result of the extensive food poverty revealed by COVID-19 we are also working with partners in each district and borough to set up or strengthen local food partnerships as a means of improving food security and availability for our population. In recognition of the benefits of exercise and access to outdoor space on mental as well as physical health we will work collaboratively with colleagues on joint projects to improve outcomes for our population

- We will work with the commissioned integrated wellbeing and lifestyle service One You East Sussex to continue to adapt weight management, smoking cessation, health checks and behaviour change services as the COVID-19 pandemic passes, ensuring that successful and popular remotely provided services continue to be provided where appropriate, and that face to face services can be reinstated for those who would benefit most from them. We aim to work collaboratively with newly emerging NHS health improvement programmes for weight management and smoking cessation to ensure synergies are maximised and duplication minimised, and to improve uptake of services by people identified through NHS Health checks in primary care as being able to improve their health through accessing interventions.

### Planning

2.60 A new post of Strategic Lead for Creating Healthy Places will support the county and district and borough councils to best enable the built and natural environment to improve health and wellbeing and reduce inequalities. This will be enacted through supporting planning policy, development management and health impact assessment. There will be a strategic framework including the Public Health priority areas for getting health into place.

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Ultimately a small team will support this work, based in the district and borough planning teams.

### Asset based community development

2.61 Public Health continues to commission an Asset Based Wellbeing Programme (Making it Happen). This is delivered by Sussex Community Development Association and partner organisations, supporting target communities in East Sussex to make positive change in their neighbourhoods. This is a 5.5 years programme that started in September 2019 and is initially focussed on 17 neighbourhoods within East Sussex. It uses the principles of Asset Based Community Development to build the confidence and capability of people to come together to tackle issues that matter to them most, with a focus on what is positive and works well in particular populations. The programme contributes to the Council's 'Helping People to Help Themselves' priority, encouraging residents and communities to work together to build better local communities, meet local need, and support individuals to stay independent. An evaluation partner will seek to understand the impact that the programme is having on key outcomes such as people feeling more connected to their community.

### EU SHIFT Project

2.62 We are a project partner of a European 2 Seas project titled SHIFT examining the sexual health needs of those aged over 45. Initial reports from this study have started a public conversation about sexual health in the over 45s being reported through national and international press

### Sexual Health services

2.63 Access to contraception and STI services remains greatly reduced due to COVID-19 service delivery model restrictions. Drop-in sessions are not possible, and access is dependent on phone triage. Often phones are engaged or there are long waits. This is giving rise to a significant drop-in activity and poses worrying long term health and social care outcomes.

2.64 Of particular concern is the continued and significant reduction in Sexually Transmitted Infections (STI) and HIV testing. There has been a rising rate in the use of Emergency Hormonal

Contraception (EHC) and abortion in all ages and a repeat abortion rise. Induced abortion for termination of pregnancy implies that contraception supplies have been exhausted, missed or not used. Aside from the obvious emotional cost, the financial cost of induced abortion is significantly higher than contraception or EHC.

2.65 Condom provision has dropped by 65% compared to the previous year in the absence of face to face services. Limited coil and implant services are slowly resuming. Services are encouraging self-administration of contraceptive depot injections. Online provision of STI and HIV testing has been extended. Online provision of EHC and contraception starter packs (bridging) has been procured to September 2022 and includes chlamydia screening, pregnancy testing and condoms for those requesting EHC from the Council. Online provision of condoms has been expanded to all those aged over 13 years of age.

2.66 The risks for East Sussex residents include the potential for undiagnosed communicable STIs (and onward transmission including HIV), increased unintended pregnancy and the negative sequelae of both. The challenges of and fall out from COVID-19 pose significant pressures for our usual aims to promote good sexual health.

### **Making best use of resources**

2.67 It is very helpful in the wider context of the pandemic and the history of austerity that the Council is not required to make any savings in 2020/21, which means that Adult Social Care and Health does not need to consider making cuts to the services we provide. The pandemic has of course meant that resources have been diverted into the emergency response and business continuity and supporting the independent sector to continue providing care. The additional costs of the pandemic have been funded from national grants from Government which has been used for: planning and delivery of support to CEV's; contacting CEV's, triaging and signposting; food access; funding allocated to district & borough councils, the VCSE, town & parish councils and mutual aids; and; project leadership, management, coordination, project delivery and general Council 'back office' costs to support CEV's.

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2.68 There are a number of other areas which have been identified through the ASCH Programme for further investment to ensure that we are in the best position possible to support our vulnerable residents despite the constraints of the pandemic. We will invest in developing online tools to enable people to engage with us in a way that suits them, including a user-friendly online financial assessment tool to reduce the need for face to face financial assessments and makes clear at an early stage whether a client is likely to need to pay towards their care. Investment in the programme will be managed within the overall Adult Social Care three-year financial plan. This recognises that the schemes within the programme will deliver realisable benefits in the medium term. The financial impact of these schemes will be monitored as part of the department's ongoing demand modelling and is expected to deliver a net financial benefit in the longer term.

2.69 Overall our plans to revisit and refresh our previous (pre-pandemic) plans for how we can further develop our ICP and integrated delivery of services in East Sussex, are designed to make best use of our collective resources and improve our population's health and outcomes. This includes our work to agree where our integrated working can have the most significant impacts for our population, and what we will need to deliver during 2021/22 to further strengthen our ICP by 2022.

2.70 To ensure we make continuous progress our in year integration programme focusses on our collective shared priorities across children and young people, community, urgent care, planned care and mental health with an emphasis on the shared quality, efficiency, and productivity gains that can be made through integrated working, as well as improving outcomes.

2.71 At the beginning of 2020/21 the programme was paused in order to deliver the pandemic emergency response. We have since made significant progress as a system to update and reset our in-year integration programme in order to incorporate the learning from new ways of working that were rapidly developed as part of our emergency response, and sustain new models of delivery where there have been agreed benefits.

2.72 As part of this we have reviewed our overarching target operating model (TOM) for community health and social care services across the county that was agreed in 2019/20, in light of the learning from delivering the response to COVID-19, and taking account of the recently published Hospital Discharge Service Guidance. The following areas are now the revised priority projects which will be delivered in the coming 12 – 18 months:

- **Joint review and development of hospital discharge processes** - embedding the hospital discharge hubs that have been developed as part of the pandemic response, including for out of county acute pathways.
- In the context of the above work some specific projects to support Home First Pathways:
  - **Developing a multi-disciplinary, integrated rapid response community team** to support delivery of Home First Pathway 1 (hospital discharge to own home with a package of support), and;
  - **Reviewing Home First Pathway 3** (discharge to temporary nursing or residential beds for assessment), across acute and community health and social care processes and a strategic approach to commissioning, procurement and supplier management of beds.
- **Continuing to implement the use of SingleView** - in community health and social care and linking other key systems in order to give a summary view for staff across more key services.

2.73 A critical focus for our system will continue to be avoiding attendance and admissions to hospital where alternative services can be provided, and ensuring that patients are discharged to their own homes or into appropriate care settings in a timely and appropriate way.

2.74 Our current system focus has necessarily shifted to the immediate collaborative working required to rapidly improve the flow of patients Medically Ready for Discharge (MRD) from hospital, as we move into the winter period. This includes increased use of Home First Pathway 1 (discharge to a person's own home with a package of care), an increase in same day discharges, and more

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effective utilisation of Discharge to Assess (D2A) and community bed provision. This work will complement the broader community programme of work set out above, which is designed to embed more sustainable system working in this area and improve longer term health and wellbeing for frail older people and those with multiple long-term conditions. We expect to see impacts being evidenced over the next three months as the new processes start to embed, and these will be further formalised in 2021/22 as part of our community TOM.

2.75 It is also the intention to establish strong links between the community health and social care TOM and our system work in the following areas:

- Developing and delivering a system approach to supporting care homes through building on the East Sussex Care Homes Resilience Plan, clinical support offer and mutual aid support and the primary care Directed Enhanced Service developments to deliver a cohesive model of support to the care market.
- The potential to develop a strategic partnership approach to workforce with Primary Care Networks, community health providers and Adult Social Care relating to allied health professional and new practitioner roles.
- Links with wider integrated working in our communities, including the work to develop a sustainable model for the Community Hubs that were created by the Council, district and borough councils, the VCSE, and CCG in response to COVID-19 and lock down.

2.76 A project is also taking forward further expansion of the High Intensity User service that was successfully introduced last year in East Sussex, refining the offer and delivering to a wider potential cohort of people who frequently use emergency services including opportunities to collaborate with Brighton and Hove.

2.77 Work has been taking place to develop and shape a single plan and integration programme for Mental Health services in East Sussex and the following key areas of focus have been agreed for project development in 2021/22:

- **Emotional wellbeing services** – developing integrated teams aligned with Primary Care Networks to ensure improved access to a wide range of primary care based mental health services, including Improved Access to Psychological Therapies (IAPT) and Health in Mind
- **Community Services enhancements** – to provide a consistent range of specialist services for adults with personality disorders, eating disorders and rehabilitation in line with the NHS Long Term Plan commitments
- **Housing and supported accommodation needs and pathways** – working with district and borough council partners as part of wider work on accommodation related support to ensure a focus on mental health accommodation needs

### Primary care

2.78 General Practice and Community Pharmacy play a vital role, given their footfall, for opportunistic delivery of public health commissioned services including smoking cessation, NHS Health Checks and contraception and STI testing. COVID-19 has seriously affected access to primary care. The situation prompted earlier and additional review of service delivery and how they might be made more effective through targeting, signposting to specialist services and aligning with existing service provision.

### Publicly owned green space

2.79 We plan to work with partners in East Sussex to develop a methodology for understanding the natural capital, social and health and wellbeing value of publicly owned green spaces. The aim is that these methodologies will support organisations to understand the potential of green and open spaces in public ownership for delivering benefits for nature and people - thus increasing their relevance across a range of public sector objectives including climate change, health and wellbeing, biodiversity and environmental quality.

### Public Health as a centre for excellence

2.80 We will continue to host four Foundation Year doctors and at least one Speciality Trainee in Public Health. We will enable our team to be 'research ready' and develop and strengthen links with

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our local universities and other academic partners including the National Institute for Health Research.

### Arts and Culture

2.81 Public Health are working with partners to explore ways of bringing the health and wellbeing benefits of engaging with and participating in creative and artistic activities to the wider population through health and care services. Everyday Creativity is a COVID-19 recovery project under development focusing on groups most affected by the pandemic including young people, the homeless, personal assistants, newly unemployed, and residents of care homes and their families.

2.82 Annual Procurement Forward Plans were introduced during 2019/20 to enable the Council to maintain an oversight of procurement activity across a full range of Council services. The Forward Plans also enable the Procurement team to plan ahead and prioritise resource on the projects where they can add most value. Procurement Officers worked with their service stakeholders and commissioners to develop the Forward Plans for each directorate area across the Council. For 2020/21, there will be an

estimated 18 projects being worked on by Procurement over £1m in value, covering the areas of this Portfolio. Attached as Appendix 1 are the details of these projects.

### Impact of COVID-19 on performance measures

2.83 COVID-19 has impacted on the delivery of some performance measures due to the re-prioritisation of services as part of our response to the pandemic. Capacity for rehabilitation and reablement has reduced as a result of COVID-19 due to the temporary redeployment of rehab services to support Covid positive patients in the Community. Additionally, NHS Hospital Discharge Covid-19 Funding has been in place since March 2020 to support the timely discharge of patients from hospital to community. When a person is discharged under this scheme all care is fully funded by the NHS. As a result of this, Direct Payments were not offered as an immediate option but instead discussed with individuals as and when NHS Funding ceased and funding was picked up by Adult Social Care. This in turn has impacted on the performance indicator for Direct Payments and will continue to do so in the first half of 2021/22 as NHS Funding under Hospital Discharge continues.

## Performance Measures and Targets

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2016-21 Outcome Summary
Cllr Maynard	The proportion of service users discharged from the Joint Community Rehabilitation Service that do not require on-going care	72%	<u>56%</u>	>55.0%	>55.0%	>55.0%	Adults who have required support are able to live as independently as possible. Delivery outcome 12.
Cllr Maynard	Percentage of older people who are delayed from discharge when they are medically fit <b>CP</b>	New measure 2021/22	<b>New measure 2021/22</b>	Establish baseline	To be set 2021/22	To be set 2022/23	Adults who have required support are able to live as independently as possible. Delivery outcome 12.
Cllr Maynard	National outcome measure: The proportion of people who use services who say that those services have made them feel safe and secure ( <b>Adult Social Care Survey</b> ) <b>CP</b>	83.6%	<b>Cannot be implemented due to COVID-19</b>	≥87.0%	≥87.0%	≥87.0%	Services received by adults with long term support also have a positive impact on their safety. Delivery outcomes 8 and 9.
Cllr Maynard	National outcome measure: Proportion of working age adults and older people receiving self-directed support <b>CP</b>	100%	<b>100%</b>	100%	100%	100%	Adults are able to take control of the support they receive. Delivery outcomes 11 and 12.
Cllr Maynard	National outcome measure: Proportion of working age adults and older people receiving direct payments <b>CP</b>	32.9%	<u>33.9%</u>	≥34.3%	≥34.3%	≥34.3%	Adults who have required support are able to live as independently as possible. Delivery outcome 12.
Cllr Maynard	The proportion of clients who find it easy to find information about services ( <b>Adult Social Care Survey</b> )	75.7%	<b>N/A</b>	>73.1%	>73.1%	>73.1%	Adults who need our support are able to easily find the appropriate service information. Delivery outcome 11.
Cllr Maynard	Number of carers supported through short-term crisis intervention <b>CP</b>	921	<b>100</b>	390	390	390	To support carers when they most need it to enable them to carry on in their caring role. Delivery outcome 12.

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Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2016-21 Outcome Summary
Cllr Maynard	National outcome measure: Proportion of people who use services, who reported that they had as much social contact as they would like ( <b>Adult Social Care Survey</b> )	52.4%	N/A	≥50.0%	≥50.0%	≥50.0%	Adults supported by the department do not become socially isolated. Delivery outcomes 7 and 12.
Cllr Maynard	National outcome measure: Self-reported experience of social care users quality of life ( <b>Adult Social Care Survey</b> )	19.7	N/A	≥19.5	≥19.5	≥19.5	To monitor various aspects of quality of life and the impact service provision has. Delivery outcomes 7 and 12.
Cllr Maynard	National outcome measure: The proportion of people who use services who have control over their daily life ( <b>Adult Social Care Survey</b> )	82.5%	N/A	≥80.7%	≥80.7%	≥80.7%	The services received by adults complement their ability to maintain control over how they live their lives. Delivery outcomes 7 and 12.
Cllr Maynard	National outcome measure: Overall satisfaction of people who use services with their care and support ( <b>Adult Social Care Survey</b> )	68.3%	N/A	>68.0%	>68.0%	>68.0%	Adults who use adult social care services are satisfied by what they receive. Delivery outcomes 9 and 12.
Cllr Maynard	Satisfaction rates for people with mental health conditions arising from NHS mental healthcare	81.8% of respondents 'positive')	<b>80.7%</b>	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 12.
Cllr Maynard	Proportion of people with mental health conditions likely to recommend NHS mental healthcare	47.4% 'extremely likely' to recommend	<b>50.3%</b>	50% 'extremely likely' to recommend	50% 'extremely likely' to recommend	50% 'extremely likely' to recommend	The services received by adults complement their ability to maintain control over how they live their lives. Delivery outcomes 7 and 12.

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Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2016-21 Outcome Summary
Cllr Maynard	Outcomes for people with mental health conditions arising from NHS mental healthcare: number of people entering treatment	9,513	7,483	7,500	7,500	7,500	To monitor the number of people who are being supported by NHS mental health services. Delivery outcome 12
Cllr Maynard	Outcomes for people with mental health conditions arising from NHS mental healthcare: percentage of people completing treatment	51.2%	44.5%	50%	50%	50%	Adults who use mental health services are satisfied by what they receive. Delivery outcome 12
Cllr Maynard	Percentage of interventions for Joint Community Rehabilitation Reablement started within 5 days timescales	69%	59%	60%	60%	60%	Services are provided in a timely manner. Delivery outcomes 11, 12 and 14.
Cllr Maynard	Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales CP	84%	87% (Apr – Feb 20)	90%	90%	90%	Services are provided in a timely manner. Delivery outcomes 11, 14, 15 and 16.
Cllr Maynard	Percentage of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services) CP	98%	98% (April – Feb 20)	95%	95%	95%	Monitor the number of contacts from health professionals that aren't taken any further. Delivery outcomes 11, 14, 15 and 16.
Cllr Maynard	Number of people receiving support through housing related floating support CP	4,261	7,829	5,000	5,000	5,000	Adults can maintain their independence. Delivery outcomes 11, 12 and 13.
Cllr Maynard	National outcome measure: Achieve independence for older people through rehabilitation/intermediate care	90.5%	89%	>90%	>90%	>90%	Services are provided in a timely manner. Delivery outcomes 11, 14, 15 and 16.

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Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2016-21 Outcome Summary
Cllr Maynard	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. <b>CP</b>	8,629 people receiving TECS	8,486	8,500 people receiving TECS	8,500 people receiving TECS	8,500 people receiving TECS	To enable adults to maintain their independence. Delivery outcomes 11, 12 and 14.
Cllr Maynard	Number of providers registered with Support With Confidence <b>CP</b>	246	296	326	10% increase on 2021/22 outturn	10% increase on 2022/23 outturn	Increase the options for people who need support ensuring vulnerable people are given effective reliable support to help maintain their independence. Delivery outcomes 8, 9 and 12.
Cllr Maynard	The proportion of people who received short-term services during the year, where no further request was made for ongoing support <b>CP</b>	92.9%	88.1%	>90.5%	>90.5%	>90.5%	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 12, 16 and 17.
Cllr Maynard	Number of Newly Qualified Social Workers (NQSW) recruited per relevant team per year across all the care groups	1 per relevant team	≥1	≥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 7, 12 and 14.

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Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2016-21 Outcome Summary
Cllr Maynard	Building upon existing joint and partnership working and in the context of the development of Integrated Care Systems (ICS) design, agree and implement: i - An integrated commissioning model. ii - An integrated provider model for Health and Social Care in East Sussex. <b>CP</b>	New measure 2021/22	<b>New measure 2021/22</b>	Service models developed and approved by the East Sussex Health and Social Care system and an implementation timetable with key milestones agreed.	Service models implemented	No targets set beyond 2022/23	Through joint and partnership working ensure all available resources are used to deliver maximum benefits to local people and achieve value for money Delivery outcomes 10, 15 and 16
Cllr Maynard	Number of households vulnerable to the effects of living in a cold home that have received a Warm Home Check	483	<b>TBC</b>	500	500	500	Protect the most vulnerable people from the harmful effects of fuel poverty and living in a cold home by providing support and interventions to help households keep warm and well. Delivery outcomes 8, 12 and 17.
Cllr Maynard	Healthy Active Little Ones (HALO) Programme: Proportion of early years settings who have gained the HALO Award or HALO Excellence Award (or achieved improvement in line with specified award criteria)	<b>N/A</b>	<b>N/A</b>	20%	40%	60%	Support early years settings to adopt and embed a 'whole-setting approach' to health and wellbeing – including aspects such as policy development, teaching and learning, staff professional development, engaging with parents/carers, and children's voice – contributing to improved school readiness and health & wellbeing outcomes for children and families. Delivery outcome 6.

Adult Social Care and Health

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2016-21 Outcome Summary
Cllr Maynard	East Sussex Healthy Schools Programme: Proportion of schools who have achieved 'Healthy Schools' status via the School Health Check (self-assessment tool).	New measure 2021/22	N/A	25%	50%	75%	Support schools and colleges to adopt and embed a 'whole-school approach' to health and wellbeing – including aspects such as policy development, teaching and learning, staff professional development, engaging with parents/carers, and pupil voice – contributing to improved health and wellbeing outcomes for children and families.  Delivery outcome 6.
Cllr Maynard	Healthy Weight Partnership (HWP) Plan– progress against actions agreed by HWP in three priority areas- food, physical activity, environment:	New measure 2021/22	N/A	Local food partnerships are established in each district and borough and have action plans in place	Place-based physical activity plans, which are co-produced with local partners, are in place in each district and borough	Demonstrate improvement or maintenance across indicators associated with healthy weight and physical activity	Work collaboratively with partners, using a whole system approach, to tackle unhealthy weight (both overweight and underweight) and physical inactivity, with a focus on system-wide prevention and early intervention.  Delivery outcomes 12 and 13.

Adult Social Care and Health

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2016-21 Outcome Summary
Cllr Maynard	Number of new service user interventions started through One You East Sussex as part of the Integrated Lifestyle Service <b>CP</b>	6,432	4,673	7,000	To be confirmed following PH Review consultation	To be confirmed following PH Review consultation	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 12 and 13.
Cllr Maynard	Improving targeting of NHS Health Checks <b>CP</b>	New measure 2021/22	N/A	100% GP practices recommence delivery of NHS Health Check service including targeted service	45% uptake rate by eligible patients from IMD1 (baseline 38.4%)	50% uptake rate by eligible patients from IMD1	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 12 and 13.
Cllr Maynard	Through the Drug and Alcohol Funding streams commission services that sustain the development of the recovery community in East Sussex <b>CP</b>	New measure 2020/21	Commission services	Commission services	To be set 2021/22	To be set 2022/23	The rates of people entering recovery from drug and alcohol misuse are maximised and the stigma associated with misuse is reduced. Delivery outcomes 7, 12 and 13.

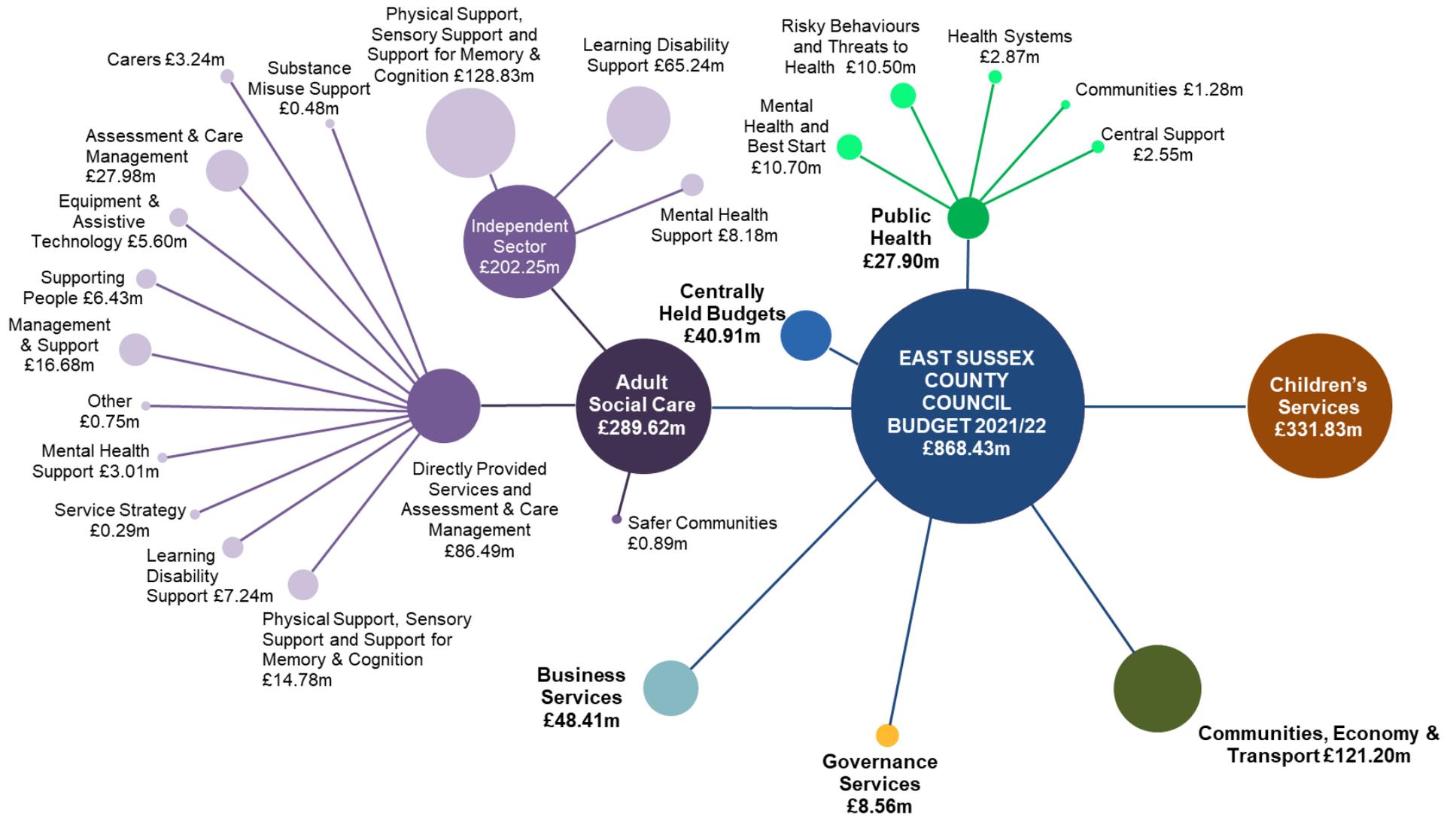
Adult Social Care and Health

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2016-21 Outcome Summary
Cllr Maynard	The % of people affected by domestic violence and abuse who have improved safety/support measures in place upon leaving the service <b>CP</b>	New measure 2021/22	N/A	80%	80%	80%	To enable vulnerable people who have been affected by domestic violence to feel more in control of their life, and better able to make decisions to increase their safety. Delivery outcomes 7, 8, 9, 11 and 12.
Cllr Maynard	When they leave the service the % of those affected by rape, sexual violence and abuse who have improved coping strategies <b>CP</b>	96%	94%	88%	88%	88%	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 7, 8, 9, 11, 12.
Cllr Maynard	The number of community safety training and awareness raising sessions delivered to organisations within the county, including schools, staff, partners and the wider community	167	110	100	100	100	Provide early effective training and awareness to organisations within East Sussex, including schools, staff, partners and the wider community around community safety Delivery outcomes 7, 8, 9, 11, 12 and 13.

CP = Council Plan

**Gross revenue budget**

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Totals may differ from sum of components due to rounding

## Revenue Budget

Revenue Budget £000									
Divisions	2019/20			2020/21			2021/22		
	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net
<b>Adult Social Care:</b>									
IS - Physical Support, Sensory Support and Support for Memory and Cognition	114,782	(42,589)	72,194	120,380	(43,514)	76,866	128,832	(44,007)	84,825
IS - Learning Disability Support	56,941	(4,302)	52,639	63,737	(4,878)	58,859	65,243	(4,877)	60,366
IS - Mental Health Support	7,437	(1,042)	6,394	7,822	(1,805)	6,017	8,178	(2,305)	5,873
<b>Subtotal Independent Sector</b>	<b>179,160</b>	<b>(47,933)</b>	<b>131,227</b>	<b>191,939</b>	<b>(50,197)</b>	<b>141,742</b>	<b>202,253</b>	<b>(51,189)</b>	<b>151,064</b>
Physical Support, Sensory Support and Support for Memory and Cognition	14,864	(3,997)	10,867	14,927	(4,470)	10,457	14,783	(4,473)	10,310
Learning Disability Support	7,161	(544)	6,617	7,163	(236)	6,927	7,244	(237)	7,007
Mental Health Support	3,008	(2,984)	24	3,008	(2,985)	23	3,008	(2,985)	23
Substance Misuse Support	591	(115)	476	591	(115)	476	476	-	476
Equipment & Assistive Technology	6,304	(3,346)	2,958	5,599	(3,101)	2,498	5,599	(3,101)	2,498
Other	460	-	460	434	-	434	745	-	745
Supporting People	6,253	736	6,989	6,830	(310)	6,520	6,434	(310)	6,124
Assessment & Care Management	25,943	(2,991)	22,952	26,528	(3,558)	22,970	27,983	(3,361)	24,622
Carers	3,515	(2,821)	694	3,188	(2,494)	694	3,239	(2,545)	694
Management & Support	14,248	(26,682)	(12,435)	19,607	(29,004)	(9,397)	16,684	(28,916)	(12,232)
Service Strategy	290	-	291	290	-	290	290	-	290
<b>Subtotal Directly Provided Services and Assessment and Care Management</b>	<b>82,637</b>	<b>(42,744)</b>	<b>39,893</b>	<b>88,165</b>	<b>(46,273)</b>	<b>41,892</b>	<b>86,485</b>	<b>(45,928)</b>	<b>40,557</b>
<b>Total Adult Social Care</b>	<b>261,797</b>	<b>(90,677)</b>	<b>171,120</b>	<b>280,104</b>	<b>(96,470)</b>	<b>183,634</b>	<b>288,738</b>	<b>(97,117)</b>	<b>191,621</b>
Safer Communities	336	-	336	484	(25)	459	885	(425)	460
<b>Total Adult Social Care incl Safer Communities</b>	<b>262,133</b>	<b>(90,677)</b>	<b>171,456</b>	<b>280,588</b>	<b>(96,495)</b>	<b>184,093</b>	<b>289,623</b>	<b>(97,542)</b>	<b>192,081</b>
<b>Public Health:</b>									
Mental Health & Best Start	9,431	-	9,431	10,429	-	10,429	10,705	-	10,705
Risky Behaviours and Threats to Health	10,770	50	10,820	11,318	50	11,368	10,500	50	10,550
Health Systems	3,216	-	3,216	3,083	(17)	3,066	2,866	-	2,866

Adult Social Care and Health

Revenue Budget £000									
Divisions	2019/20			2020/21			2021/22		
	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net
Communities	1,138	(398)	740	643	-	643	1,278	-	1,278
Central Support	3,349	(1,006)	2,344	3,846	(1,649)	2,197	2,554	(981)	1,573
Public Health Grant	-	(26,550)	(26,550)	-	(27,702)	(27,702)	-	(26,971)	(26,971)
<b>Total Public Health</b>	<b>27,904</b>	<b>(27,904)</b>	<b>0</b>	<b>29,318</b>	<b>(29,318)</b>	<b>0</b>	<b>27,902</b>	<b>(27,902)</b>	<b>0</b>

**Capital Programme**

Capital Programme, Gross £000						
Lead Member	Project	Total for Scheme	Previous Years	2021/22	2022/23	2023/24
Cllr Maynard	Greenacres	2,598	2,454	144	-	-
	House Adaptations Fund over and above disabled facilities grant to adapt properties to enable people to stay in their own homes	**	**	50	50	50

\* Project extends beyond 2021/22. \*\*Rolling programme:

## Appendix 1: Annual Procurement Forward Plans

Details of all projected ASC procurements over £1m during 2021/22 are provided below.

<b>Service</b>	<b>Contract Description</b>	<b>Start date for procurement work to begin (estimated)</b>	<b>Start date of new contract(s) or extension (estimated)</b>
Housing & Support Solutions	Block Nursing Beds Dynamic Purchasing System	July 2019	April 2022
Housing & Support Solutions	Residential & Nursing Dynamic Purchasing System	July 2019	April 2022
Housing & Support Solutions	Domiciliary Care Services	June 2019	February 2023
Housing & Support Solutions	Care & Support at Extra Care Housing Schemes	April 2020	February 2023
Housing & Support Solutions	Supported Accommodation service at McKendrick House/Pathways	April 2020	July 2021
Housing & Support Solutions	Homeworks	September 2019	November 2021
Housing & Support Solutions	Floating Support Service West	September 2019	November 2021
Housing & Support Solutions	Floating Support Service East	September 2019	November 2021
Learning Disabilities	Hastings and Rother Properties	May 2020	January 2022
Joint Commissioning	Integrated Community Equipment Service	August 2021	April 2023
Housing & Support Solutions	Telecare	August 2021	April 2023
Health Improvement	Integrated Lifestyle Services	June 2020	August 2021
Sexual Health	Specialist Sexual Health Services	May 2021	October 2022
Payments	Direct Payment Client Support Services	July 2021	April 2022
Payments	Direct Payment Client Support Services	July 2021	April 2022
Mental Health	Provision Community Connectors Services in East Sussex (Lot 1)	October 2021	April 2022
Mental Health	Transformational Mental Health Services	October 2021	April 2022
Sexual Health	Web based HIV & STI sampling and diagnostics	February 2022	November 2022
Housing & Support Solutions	East Sussex Domestic Violence and Abuse Refuge Service	November 2020	November 2021

Data subject to change according to the RPPR process'

# Children's Services

## Portfolio Plan 2021/22– 2023/24

July 2021

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## Cabinet Portfolio Lead Members

### **Councillor Bob Bowdler**

**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 service and all ancillary activities.

### **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. We will continue working as one council, with our partners, to make sure we use the resources we have wisely.

1.2 Our planning processes for 2021/22 and beyond have taken into consideration the immediate and future impact of the pandemic alongside other trends and pressures and reflect recovery alongside ongoing work.

1.3 In our response to the pandemic we made changes to the way we work. These changes were based on robust assessment of what is needed to effectively deliver services to children and young people and their families. We will consider any lessons learned that have arisen from the local pandemic response to ensure we continue to provide services to those that need them safely, effectively and efficiently.

1.4 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 in addition to the impact of the pandemic.

1.5 In line with the Council's Core Offer, which will be funded according to the priority outcomes, we aim to provide the best service offer we are likely to be able to afford. This will allow us to fulfil our duties, offer support to those most in need, preserve some level of early help and prevention where it helps manage demand, and assist with the economic development of the county.

1.6 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.

1.7 Working to mitigate the impacts of the pandemic we will help to create a stable environment in which children can thrive and help families to develop resilience and coping strategies to avoid public service dependency. Individual and community responsibility is fundamental in helping us manage demand over the coming years, supported by good public health services (particularly for young children).

1.8 We will further develop the Integrated 0-19 Early Help service and a whole system, whole family approach to support us to create a more sustainable system and to improve outcomes for children, young people and families.

1.9 During the pandemic we saw a rise in the number of children on child protection (CP) plans, in part due to CP plans not ceasing as it was difficult to end plans safely if children were not being seen regularly at school and some contact by social work staff was happening virtually. We will continue our targeted work to focus on a safe reduction in the number of plans assuming that we will be able to continue with face to face visiting and schools remain open.

1.10 Our partnership infrastructure with schools, colleges, early years settings and providers, is the key local mechanism for delivering our shared ambitions and improving educational outcomes for all children and young people in the county. We will help schools to create a sustainable self-improving school system which meets the needs of all pupils and prepares them for the next stage in their education and lives.

1.11 During the pandemic there has been an increased expectation on councils to support schools during lockdown to provide places for vulnerable children and children of key workers, to support with the provision of remote learning and then to play a key

## Children's Services

role in the full return to education. In this new context, the Standards and Learning Effectiveness Service (SLES) will have an additional focus for the 2020/21 academic year on:

- Planning, preparation and support for schools in potential local lockdowns;
- Increased support for vulnerable pupils, including safeguarding, addressing learning loss and ensuring attendance;
- Ongoing co-ordination of services for schools including monitoring the progress of vulnerable schools and supporting them to make rapid improvement;
- Managing the impact of Covid-19 on early years providers and ensuring that we maintain sufficient places for the future; and
- Supporting young people into education, employment and training during a period of rising unemployment and economic downturn that will disproportionately impact 18 - 24 year olds.

1.12 We will work with settings, schools, academies and colleges to assist them to discharge their responsibilities for the inclusion of all learners. This will include those who are disadvantaged and/or have Special Educational Needs and/or Disabilities (SEND); promoting good mental health, emotional wellbeing and resilience; and removing barriers to accessing education close to their local communities. In particular, we will extend our work with all educational settings to develop their understanding of children's behaviour and continue to roll out training in the Therapeutic Thinking approach to reduce the occurrence of behaviour that is difficult and dangerous. This approach uses protective and educational consequences not sanctions; seeking to use consequences to safeguard learners and developing safer ways for learners to communicate their needs. This leads to improved mental health and emotional wellbeing, which improves outcomes for all learners in the setting. We maintain our focus on supporting schools to secure good attendance of their pupils and reduce the number of learners they exclude.

1.13 During the pandemic we saw an increase in the demand for support for children who experienced poor mental health and emotional wellbeing. We will continue to target work around these children and families, and support schools to develop their universal offer so that children can access timely interventions.

1.14 Working in partnership with health colleagues we will work to deliver the priorities for children and young people, in the East Sussex Plan for local health and social care integrated working. Our five key priority areas are:

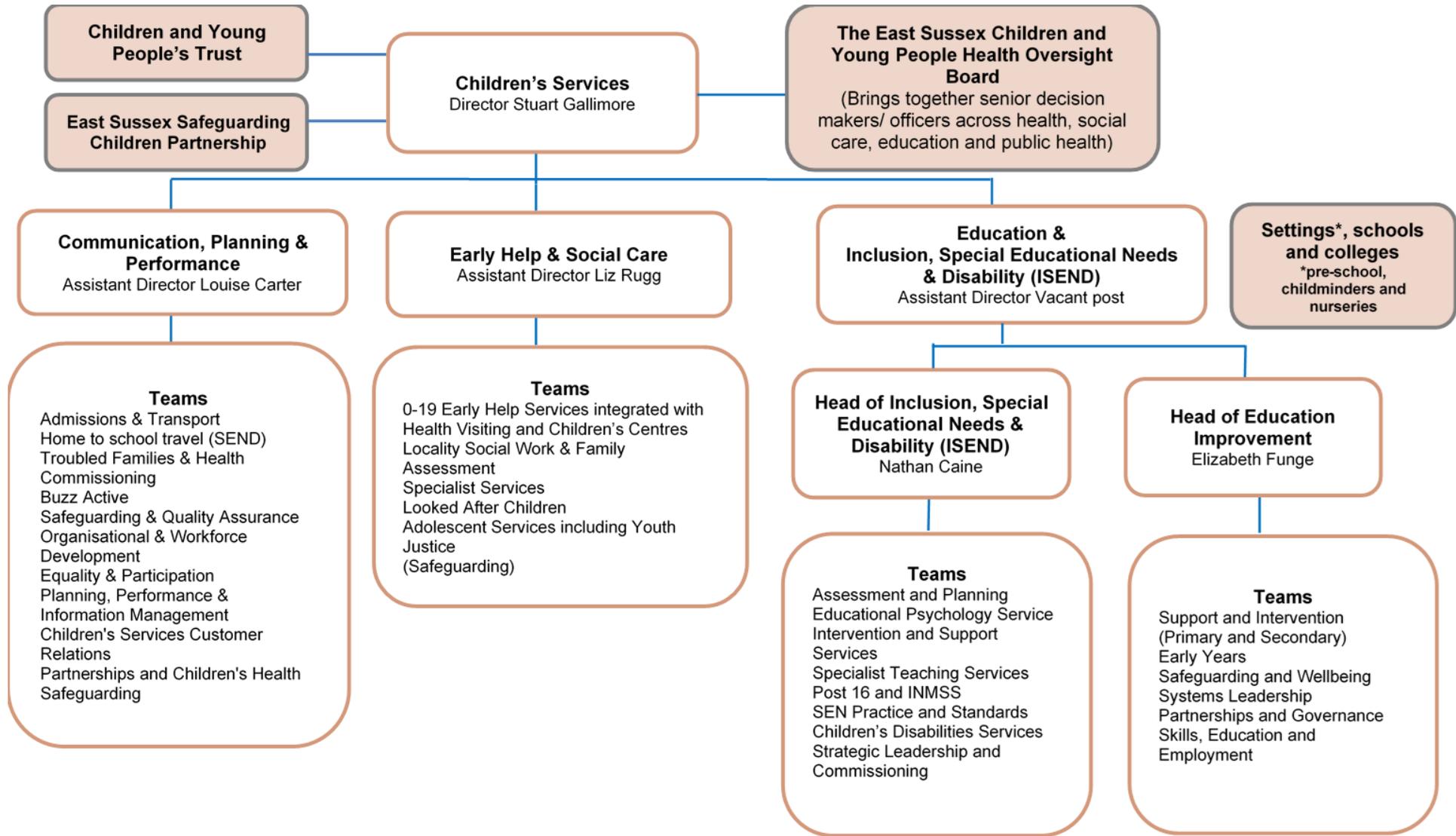
- universal child health offer;
- children and young people's mental health and emotional wellbeing;
- safeguarding (including contextual safeguarding);
- looked after children; and
- disability pathways.

1.15 Through the partnership network of organisations which constitute the Children and Young People's Trust, we aim to work across health, social care, education, and criminal justice. We will work with partners in the statutory and voluntary sector to progress our priorities. We will continue to work with partners to support them to bring in additional resources to focus on three priority areas:

- involving young people in developing preventative services;
- enhancing support for parents and carers; and
- partnership working with schools and colleges to improve outcomes.

1.16 We will aspire, within the resources available, to deliver the best possible services within the changing context of Covid-19 and minimise the impacts including on our ability to sustain or improve performance. This is reflected in the performance targets we have set.

# 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 in the short and long term. Making best use of resources in the short and long term 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. East Sussex businesses are supported to recover and grow through the delivery of the Economy Recovery Plan
2. The county's employment and productivity rates are maximised
3. Individuals, communities and businesses thrive in East Sussex with the environmental and social infrastructure to meet their needs
4. The workforce has and maintains the skills needed for good quality employment to meet the needs of the future East Sussex economy
5. The value of our role as both a significant employer and a buyer of local goods and services is maximised
6. All children progress well from early years to school leaver and into education, training and employment

### Keeping vulnerable people safe - delivery outcomes

7. All vulnerable people in East Sussex are known to relevant local agencies and services are delivered together to meet their needs
8. People feel safe at home
9. People feel safe with services
10. We work with the wider health and care system to support people affected by Covid-19 to achieve the best health outcomes possible

### Helping people help themselves - delivery outcomes

11. Commissioners and providers from all sectors put people first when providing services and information to help them meet their needs
12. The most vulnerable get the support they need to maintain their independence and this is provided at or as close to home as possible
13. Through our work with others, individuals and communities are encouraged to maintain and develop local mutual support systems



### Making best use of resources in the short and long term - delivery outcomes

14. Working as One Council, both through the processes we use and how we work across services
15. Delivery through strong and sustained partnership working across the public, voluntary community, and private sectors to ensure that all available resources are used to deliver maximum benefits to local people
16. Ensuring we achieve value for money in the services we commission and provide
17. Maximising the funding available through bidding for funding and lobbying for the best deal for East Sussex
18. To help tackle Climate Change East Sussex County Council activities are carbon neutral as soon as possible and in any event by 2050

## **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 promote high standards and fulfilment of potential so that all pupils can benefit from at least a good education. We will work with schools and colleges to:

- improve the skills and qualifications of pupils;
- increase the number of pupils making good levels of progress at school each year; and
- improve the outcomes of pupils vulnerable to under-achievement.

2.2 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.

### School planning and access

2.3 We will plan for the right number of good school places in the right locations in the county. We will:

- ensure there are sufficient early years and school places where they are needed, including SEND provision;
- co-ordinate and administer the admission process; and
- provide home to school transport where we have a statutory duty to do so.

### Participation in Education, Training and Employment with Training

2.4 We will work with our partners, within available resources, to promote post 16 participation in education and training, including provision and support for vulnerable groups and young people with learning difficulties/disabilities. We will work with internal and external partners to prepare young people for work and improve their employability and skills. This will include developing and utilising new online resources and virtual engagement activities and

events, in response to the restrictions imposed due to the pandemic.

2.5 We will support post-16 providers to understand and respond to local skills needs and economic priorities and how these have changed as a result of the pandemic. Agreed actions will be driven forward through the East Sussex Economy Recovery Plan, under the priority mission 'Building Skills, Creating Jobs'. We will work with partners to ensure we make best use of the opportunities and initiatives announced as part of the Government 'Plan for Jobs' response to the pandemic, including Kickstart, Youth Hubs, Sector Based Work Academies, incentives for apprenticeships and traineeships and an increase in work coaches to help ensure all young people have the opportunity to progress into the world of work.

### School Improvement

2.6 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. Excellence for All has been our strategy to secure this improvement and a focus on high quality learning, leadership and governance will drive this forward.

2.7 The updated Excellence for All strategy was published in September 2019. The strategy outlines the shared vision, values and ambitions we, and our partners, have for creating an excellent education system in East Sussex where no pupil or educational establishment is left behind. There is a sharper focus on those who are vulnerable or disadvantaged and on how we will deliver improvement through the partnership structures in the county. Excellence for All will be updated in 2021. It will address our learning from the pandemic and the ways in which we can harness the creative solutions we developed to tackle the challenges of lockdown, to long-term effect.

### Corporate parents

2.8 As good corporate parents we have high aspirations for the children in our care and for young people as they leave care. We

## Children's Services

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 and a pathway plan for each young person to support them via their school, social worker, foster or residential carers and via the Virtual School. This ensures that they can make progress in line with their peers and achieve better in school than children in care nationally, so that they can become successful adults. We have extended support for our care leavers who become parents including the establishment of Care Leavers Council/parents group/peer mentoring for older care leaver parents to mentor new parents.

### Attendance and Exclusion

2.9 Across East Sussex, our learners have lower rates of attendance and higher exclusion than their peers nationally. Standards and Learning Effectiveness Service (SLES), and Inclusion, Special Educational Needs and Disability (ISEND) teams will continue to work closely together with schools through the Behaviour and Attendance Partnerships, Education Improvement Partnerships (EIPs) and the Primary and Secondary School Improvement Boards to support them to identify ways in which they can develop best practice and secure improvement.

2.10 There will be a continued focus on working with schools to improve the engagement 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 pupils engage in learning and stay in school.

2.11 We will share the learning from targeted resource projects, such as the strategic school improvement fund exclusions and attendance projects and the Hastings Opportunity Area attendance strand, to ensure we maximise impact across the county.

2.12 It is essential that educators understand that all behaviour has a cause and a purpose and staff must actively identify what the behaviour is communicating and support that underlying need through reasonable adjustments to the curriculum, environment, provision and behaviour policies. Development work through

ISEND/SLES strategic change is focussed on this central premise. Our new 'Therapeutic Thinking' programme for schools develops understanding and confidence in this area; building capacity in our schools to meet needs, increase learner engagement and reduce exclusion.

### **Keeping vulnerable people safe**

2.13 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

2.14 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. We will deliver this via an integrated service with health visitors as part of the 0-19 Early Help service where it helps us manage the demand for higher cost services.

2.15 Since Autumn 2016, the Children and Young People's Mental Health and Emotional Wellbeing Transformation Board has been developing a number of initiatives to improve the Mental Health and Emotional Wellbeing of children and young people. This has included:

- a schools Mental Health and Emotional Wellbeing Adviser to work with schools so that they become more confident in supporting their pupils;
- a successful bid to develop Mental Health in Schools teams (see 2.33);
- the Single Point of Advice (SPOA), an integrated 'front door' between Children's Services and the Child and Adolescent Mental Health Service (CAMHS) to streamline referral pathways and get children and families the right help more quickly; and
- the roll out of the iRock drop in centres across the county.

## Children's Services

The Joint Targeted Area Inspection in February 2020 had a focus on the emotional wellbeing/mental health of children and young people locally and the inspection team commended many of the initiatives and services that are in place in the County. A multi-agency action plan has been developed to improve services still further and that planning will also be linked to the findings of a Sussex wide review of Children & Young Person's Emotional Health and Wellbeing Service Review which was published May 2020.

### Multi-agency early help and child protection system

2.16 We continue to work effectively with partners as part of the multi-agency early help and child protection system. This system 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 Partnership).

2.17 We will provide a statutory social care offer to safeguard children at risk of harm. This includes protecting children, looking after children who are in our care, helping care leavers become successful adults, and managing efficient and effective fostering and residential services.

- When it's clear that a social worker is needed the SPOA will work with one of the two Multi Agency Safeguarding Hubs (MASH) which cover the whole of East Sussex and are based in Eastbourne and Hastings. The MASH co-locate police and social work staff so that responses are joined up, effective and prompt.
- The Child Protection Information Sharing system is now embedded and 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

2.18 Children's Services use IDACI (Income Deprivation Affecting Children Index) expected rates to measure our performance against

comparable authorities. IDACI ranks areas in England from the most to the least deprived, IDACI expected rates are calculated using statistical techniques. Many performance indicators in East Sussex are below IDACI which suggests that East Sussex is managing to keep activity levels below that of other similarly deprived authorities. Although the numbers of children protected via formal interagency Child Protection (CP) plans remains above IDACI. Higher rates of children on CP plans are not feeding through to increases in looked after children where numbers have stayed broadly stable and below IDACI.

2.19 There are pressures across the children's social care system and a rise in demand and costs as a result of external factors, for example:

- Increased costs for placements for often very complex children who can't be cared for within the family setting. As a result, we will consider whether the Council can develop more places in our children's homes. We are also developing more supported housing options for older young people by contracting with partners.
- Working with the West Sussex County Council, Brighton and Hove City Council and Surrey County Council we have launched the Regional Adoption Agency, Adoption South East, in line with the Government timescale. Working in a regional way will bring a greater range and number of adopters so that we can find loving permanent homes for children more quickly.
- The Council has committed to taking the equivalent of 0.07% of the total child population over three years as Unaccompanied Asylum Seeking Children (UASC) and to participate actively in the National Transfer Scheme which will mean the Council caring for about 72 UASC 16-18 in total. The amount that the Council can recoup from Central Government is insufficient to cover the costs for these children and young people and this becomes particularly acute when they become care leavers to whom the Council has ongoing support responsibilities.

## Children's Services

2.20 We will work with partners to prevent young people from offending and to respond effectively when they do and to develop our response to the criminal exploitation of children.

2.21 In 2020/21 the Council allocated additional funding for two projects: an extension to the existing Family Group Conference Service which allows wider family networks to develop plans to support children who are in need of protection or who may enter care; and No Wrong Door, a model developed successfully in North Yorkshire, which has seen a significant reduction in the numbers and costs of supporting children and young people who are on the edge of care or who are in the care system. Unfortunately given the impact of the pandemic it has proved difficult to take either project forward but we plan to pick up progress in 2021.

### Accommodation provision for vulnerable young people

2.22 As corporate parents we will continue to ensure that looked after children live in a place where they are safe and cared for. We continue to work in partnership with colleagues from the District and Borough Councils and with a range of providers from both the private and voluntary sectors to extend and develop housing options for vulnerable young people. This includes care leavers with severe, complex and/or multiple needs (aged 16 – 25) and young homeless people under 18.

### Holiday activities and food programme

2.23 Children's Services will be taking a lead in the development of the Holiday Activities and Food Programme (HAF) for East Sussex. Funds have been made available to every local authority in England to coordinate free holiday provision, including health food and enriching activities for children who receive benefits-related free school meals. This Department for Education programme aims to cover the Easter, summer and Christmas holidays in 2021. The programme will deliver six weeks of activity (four hours a day, four days a week). This will cover one week at Easter, four weeks in the summer and one week in the Christmas holidays.

## Helping people help themselves

2.24 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. Following a review, the early help aspects of this support will be increasingly targeted on family keywork, working with families with specific vulnerabilities such as parental substance misuse and/or mental ill health. We know that this both helps families and helps the Council manage demand for more expensive services. As part of the plan to deliver the outcomes of the Early Help review, 16 children's and youth centres have been retained in areas of highest need.

2.25 Ongoing government funding has now been confirmed for the Supporting Families (previously Troubled Families) programme in 2021/22. We will use this to support keywork and we will also work with partners to promote a whole system, whole family approach and identify as many external funding streams as possible to sustain family support programmes and youth work.

2.26 The East Sussex Children & Young People's Trust (CYPT) hosted a series of six workshops during August and September 2020 to engage with partners across the multi-agency workforce about our shared experiences of supporting families during the pandemic and to identify areas of development to improve our whole system, whole family working and our response to the Supporting Families [Early Help System Guide](#)

2.27 The volunteering programme will be sustained in our 0-19 Early Help Service so that individual and communities can lead activities that promote health, wellbeing and good development for children.

### Inclusion, Special Educational Needs and Disability (ISEND)

2.28 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 SEND achieve their ambitions and

## Children's Services

ensure young people have a successful transition to adulthood. We will:

- carry out statutory assessments of pupils with SEN, who have significant barriers to learning;
- use our best endeavours to secure the right education provision for those with the greatest need;
- fulfil our statutory duties to safeguard and promote the welfare of disabled children who meet the threshold under the continuum of need;
- where possible, work to build capacity in Early Years setting to ensure vulnerable young children can attend pre-school settings from two years old and can be supported to attend and succeed in mainstream school; and
- build on our learning from the challenges arising when ensuring continuity of education during the pandemic to ensure that schools continue to prioritise education for the most vulnerable.

2.29 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.

2.30 We will ensure that pupils with SEND have good educational outcomes and are able to access high quality SEN provision in their local community education and care settings. We will also ensure that there is a sufficiency of specialist educational placements to provide for the forecast numbers of children with the most complex SEND.

2.31 The SEND Strategy 2018 – 2021 which is designed to improve outcomes for pupils with SEND across East Sussex has four shared strategic aims which were jointly identified by professionals from education, health and social care and parent/carers and community groups. These aims have been used to shape activities across the service to ensure that tangible improvements are made to the provision for children with SEND:

- Improving communication with families, children and young people.

- Building capacity for inclusion in settings, schools, colleges and services.
- Effective transition at every stage including advanced planning of the journey of the child.
- High quality provision, services, outcomes and aspirations.

2.32 We provided considerable support to free school applicants and the county was successful in securing agreement for four new schools (three special schools and one alternative education provider) from the Department for Education in April 2017. The first school, The Workplace, an alternative provision free school and Ropemakers Academy, a special school for children with social, emotional and behavioural difficulties opened in September 2020. The Flagship School, a special school for children with autism and social, emotional and mental health difficulties is due to open in September 2021.

2.33 We have also supported two new Specialist Facilities to open in secondary schools (from September 2020), in Lewes and Robertsbridge, which will offer additional provision for pupils with autism. Based on the success of these, and the specialist facilities in primary schools that were opened in 2019, we are looking to develop the facilities programme further and bring more capacity to local mainstream schools.

2.34 We are developing a coordinated strategy of support for schools and colleges to meet the mental health and emotional well-being needs of pupils, ensuring that advice is consistent and evidence-based. During the pandemic, we developed new offers to children, families, and schools to support emotional wellbeing and we will use the understanding gleaned through these to inform future developments. The county was also successful in its bid for three Mental Health Support Teams (MHSTs) as part of the government's trailblazer scheme, which will become fully operational in summer 2021 working across 45 schools and providing early mental health support for a population of 24,000 pupils.

**Making best use of resources in the short and long term**

2.35 We will contribute to the Council's priority outcome of making best use of our resources and using our learning from the pandemic to ensure our services are 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 our work with children and young people and families is effective and that we are investing in the right interventions.

2.36 Income generation is one of the key challenges where there is economic uncertainty. We have developed a range of successful traded services, for example Buzz Active, our schools' Information Governance Service, ISEND and SLES services. We will maximise income generation through our traded offer with schools and review fees and charges.

2.37 We will look to maximise government funding to provide opportunities for the employment of young people through apprenticeships and the Kickstart scheme.

2.38 We will review our policies and procedures to ensure best use of resources. We will also deliver services and provide access to services very differently in some areas, for example by continuing to:

- shift routine advice to the public and professionals from phone services to web pages;
- communicate with service users digitally where appropriate;
- collaborate with colleagues using web tools to avoid unnecessary travel time; and
- use technology to its maximum potential in our joint working across the service.

2.39 We are developing a digital strategy for children's services to co-ordinate digital activity and to plan future developments. The strategy will build on the innovative practices introduced due to new ways of working during the pandemic and embed changes in working practices that reduce the need to travel/encourage less travel. It will help us to maximise technology, avoiding duplication

and ensure efficiencies. It will also help us to ensure that children and families and staff are supported to use technology safely.

2.40 We are working to improve the use of our data by using the Ministry of Housing Communities and Local Government's (MHCLG) Data Maturity Model which is part of their approach to assist local strategic partnerships responsible for the Supporting Families [Early Help System](#). Through this we want to use data to further our understanding of needs across East Sussex and specific areas within the county, optimising services and support, and efficiently evidencing successful family outcomes.

2.41 The phase 2 new build extension of Lansdowne secure children's home, which was recently completed includes several credentials which will assist with lowering the carbon emissions of the site. These include:

- a ground source heat pump which provides the building with heating or cooling depending on the time of year. This was sized to accommodate the recent extension;
- 14 new solar photo voltaic roof panels which will provide the building with an estimated annual generation of approximately 4800 kWh; and
- as part of the Phase 2 car parking provision, we have suitable power infrastructure to install 2 Electric Vehicle (EV) Charging points, once a county-wide EV Charging strategy has been agreed.

2.42 The new Specialist Facility, which opened at Lewes Priory in September 2020, offering additional provision for pupils with autism (see paragraph 2.32) has large solar panels on the roof which will provide much of the power for lighting.

2.43 Tackling Domestic Violence and Protect the Environment /Tackling Plastic Pollution were the top issues voted for by young people in the East Sussex in the 2020 Make Your Mark national ballot. The Youth Cabinet is working with Community Safety Partnership, Public Health, Children's Services and others, to gather pupils' views about violence against women and girls and co-produce school-based resources to encourage positive

## Children's Services

relationships. Last year, the Youth Cabinet developed a youth-led schools environment audit, which will be promoted to schools in East Sussex and will be used as a template for schools to use nationally in 2021.

2.44 The Youth Cabinet campaigns will include ensuring the views of children and young people's experiences during the pandemic are shared with decision-makers. They will continue to encourage proactive communication with young people about the impact on their education, family, emotional wellbeing and social life. Priority issues identified through the UK Youth Parliament will be discussed jointly by the East Sussex Youth Cabinet and the Children in Care Council in order to inform their 2021 campaigns.

2.45 We will work with partners, for example, through the Children and Young People Trust and the Children and Young People Health Oversight Board to involve young people in supporting equality priorities. This will include working with them to improve understanding and the experiences of different groups of people. The Youth Cabinet will also promote guidance for schools on promoting a whole school approach to equality and the race equality guidance.

2.46 We will progress our Equality Strategy working with our communities, council and external partners and staff, especially through the CS Equality Champions Group and the Early Help and

Social Care Equality Leads Group. The priority areas for equality are to improve:

- effective data collection and monitoring related to equality protected characteristics;
- fair access and positive outcomes from inclusive services;
- effective engagement with groups and people with equality protected characteristics or from minority and marginalised backgrounds;
- inclusive partnerships and commissioning;
- personal safety and tackling harassment;
- workforce knowledge and understanding; and
- diversity and inclusion in recruitment and retention.

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

2.48 Annual Procurement Forward Plans were introduced during 2019/20 to enable the Council to maintain an oversight of procurement activity across a full range of Council services. The forward plans also enable the Procurement team to plan ahead and prioritise resources on the projects where they can add most value. Procurement officers worked with their service stakeholders and commissioners to develop the forward plans for each directorate area across the Council. For 2021/22, there will be an estimated four projects being worked on by Procurement over £1m in value, covering the areas of this Portfolio. Attached as Appendix 1 are the details of these projects.

## Performance Measures and Targets

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2018-24 Outcome Summary
Cllr Standley	The percentage of eligible 2 year olds who take up a place with an eligible early years provider <b>CP</b>	ESCC 86% National Average 68%	<b>ESCC 90% National Average 69%</b>	Equal to or above the national average	Equal to or above the national average	Equal to or above the national average	All children engage, attain and progress well from early years into education, training and employment  Delivery outcomes 4 and 6
Cllr Standley	The percentage of pupils achieving a "good level of development*" at the Early Years Foundation Stage <b>CP</b> <i>*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</i>	Ac Year 18/19 ESCC 76.0% National Average 71.8%	<b>Ac Year 19/20 Measure not monitored as assessments cancelled due to COVID-19</b>	Ac Year 20/21 Measure will not be monitored as assessment results will not be published	Ac Year 21/22 To be set 21/22	Ac Year 22/23 To be set 22/23	All children engage, attain and progress well from early years into education, training and employment  Delivery outcomes 4 and 6
Cllr Standley	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 18/19 ESCC 62.7% National Average 65.3%	<b>Ac Year 19/20 Measure not monitored as assessments cancelled due to COVID-19</b>	Ac Year 20/21 Measure will not be monitored as assessment results will not be published	Ac Year 21/22 To be set 21/22	Ac Year 22/23 To be set 22/23	All children engage, attain and progress well from early years into education, training and employment  Delivery outcomes 4 and 6
Cllr Standley	Average Progress 8 score for state funded schools <b>CP</b> <i>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</i>	Ac Year 18/19 ESCC -0.06 Nat Average -0.03	<b>Ac Year 19/20 Measure not monitored as exams cancelled due to COVID-19</b>	Ac Year 20/21 Measure will not be monitored as exam results will not be published	Ac Year 21/22 To be set 21/22	Ac Year 22/23 To be set 22/23	All children engage, attain and progress well from early years into education, training and employment  Delivery outcomes 4 and 6

Children's Services

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2018-24 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 <b>CP</b>	Ac Year 18/19 ESCC 45.9% National Average 51.5%	<b>Ac Year 19/20 Measure not monitored as assessments cancelled due to Covid-19</b>	Ac Year 20/21 Measure will not be monitored as assessment results will not be published	Ac Year 21/22 To be set 21/22	Ac Year 22/23 To be set 22/23	The gap for disadvantaged pupils at all Key Stages is kept as small as possible so that all children attain and progress well from early years into education, training and employment  Delivery outcomes 4 and 6
Cllr Standley	The average Attainment 8 score for disadvantaged pupils <b>CP</b>	Ac Year 18/19 ESCC 33.6 National Average 36.6	<b>Ac Year 19/20 Measure not monitored as exams cancelled due to Covid-19</b>	Ac Year 20/21 Measure will not be monitored as exam results will not be published	Ac Year 21/22 To be set 21/22	Ac Year 22/23 To be set 22/23	The gap for disadvantaged pupils at all Key Stages is kept as small as possible so that all children attain and progress well from early years into education, training and employment  Delivery outcomes 4 and 6
Cllr Standley	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) <b>CP</b>	93.7%	<b>94.9%</b>	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  Delivery outcomes 4 and 6

Children's Services

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2018-24 Outcome Summary
Cllr Standley	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	86.3%	89%	86%	86%	86%	Young people participate in education, training or employment with training until they are at least 18 improving their long term employment and health prospects Delivery outcomes 4 and 6
Cllr Standley	The proportion of academic age 16-17 year olds whose Education, Employment and Training (EET) situation is not known	1.3%	1.2%	No more than 3%	No more than 3%	No more than 3%	Young people participate in education, training or employment with training until they are at least 18 improving their long term employment and health prospects Delivery outcomes 4 and 6
Cllr Standley	Proportion of Primary schools judged by Ofsted to be good or outstanding	ESCC 94% National Average 87.8%	Measure not monitored as inspections are unlikely to resume before April 2021 due to Covid-19	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 Delivery outcome 6

Children's Services

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2018-24 Outcome Summary
Cllr Standley	Proportion of Secondary schools judged by Ofsted to be good or outstanding	ESCC 88.5% National Average 76.2%	<b>Measure not monitored as inspections are unlikely to resume before April 2021 due to Covid-19</b>	No more than 2 percentage points below the national average	No more than 2 percentage points below the national average	No more than 2 percentage points below 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  Delivery outcome 6
Cllr Standley	Proportion of Special schools judged by Ofsted to be good or outstanding	ESCC 100% National Average 91%	<b>Measure not monitored as inspections are unlikely to resume before April 2021 due to Covid-19</b>	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  Delivery outcome 6
Cllr Standley	The percentage of exclusions in primary schools per school population in that year. (i) Fixed term (ii) Permanent	Ac Year 18/19 (i) ESCC 1.92% National Average 17/18 1.4% <i>0.52 points above national average</i>  (ii) ESCC 0.07% National Average 17/18 0.03% <i>0.04 points above national average</i>	<b>Ac Year 19/20 Measure not monitored due to COVID-19 and school closures</b>	Ac Year 20/21  Measure not being monitored due to COVID-19 and school closures	Ac Year 21/22  To be set 21/22	Ac Year 22/23  To be set 22/23	Reduced exclusions and improved attendance in primary and secondary schools. All children engage and participate well from early years into education, training and employment  Delivery outcome 6

Children's Services

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2018-24 Outcome Summary
Cllr Standley	The percentage of exclusions in secondary schools per school population in that year: (i) Fixed term (ii) Permanent	Ac Year 18/19 (i)ESCC 13.41% National Average 17/18 10.13% <i>3.28 points above national average</i>	<b>Ac Year 19/20 Measure not monitored due to COVID-19 and school closures</b>	Ac Year 20/21 Measure not being monitored due to COVID-19 and school closures	Ac Year 21/22 To be set 21/22	Ac Year 22/23 To be set 22/23	Reduced exclusions and improved attendance in primary and secondary schools. All children engage and participate well from early years into education, training and employment  Delivery outcome 6
	Ac Year 18/19 (ii)ESCC 0.27% National Average 17/18 0.20% <i>0.07 points above the national average</i>						
Cllr Standley	The percentage of children in primary schools who are persistently absent	Ac Year 2018/19 ESCC 9.40% National Average 17/18 8.70% <i>0.7 points above the national average</i>	<b>Ac Year 19/20 Measure not monitored due to COVID-19 and school closures</b>	Ac Year 20/21 Measure not being monitored due to COVID-19 and school closures	Ac Year 21/22 To be set 21/22	Ac Year 22/23 To be set 22/23	Reduced exclusions and improved attendance in primary and secondary schools. All children engage and participate well from early years into education, training and employment  Delivery outcome 6
Cllr Standley	The percentage of children in secondary schools who are persistently absent	Ac Year 18/19 ESCC 17.12% National Average 17/18 13.9% <i>3.22 points above the national average</i>	<b>Ac Year 19/20 Measure not monitored due to COVID-19 and school closures</b>	Ac Year 20/21 Measure not being monitored due to COVID-19 and school closures	Ac Year 21/22 To be set 21/22	Ac Year 22/23 To be set 22/23	Reduced exclusions and improved attendance in primary and secondary schools. All children engage and participate well from early years into education, training and employment  Delivery outcome 6

Children's Services

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2018-24 Outcome Summary
Cllr Bowdler	Average Progress 8 score for Looked After Children (LAC) CP	Ac Year 18/19 ESCC 1.35 National Average 1.25	<b>Ac Year 19/20 Measure not monitored as exams cancelled due to COVID-19</b>	Ac Year 20/21 Measure will not be monitored as exam results will not be published	Ac Year 21/22 To be set 21/22	Ac Year 22/23 To be set 22/23	All children progress well from early years, through compulsory education, into education, training and employment  Delivery outcomes 4 and 6
Cllr Bowdler	The percentage of LAC participating in education, training or employment with training at academic age 16 (Year 12) CP	84%	<b>87%</b>	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  Delivery outcomes 4 and 6
Cllr Bowdler	The percentage of LAC participating in education, training or employment with training at academic age 17 (Year 13) CP	<b>78%</b>	<b>75%</b>	70%	70%	70%	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  Delivery outcomes 4 and 6

Children's Services

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2018-24 Outcome Summary
Cllr Bowdler	The percentage of Care Leavers at university	10.53%	13%	10%	10%	10%	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 Delivery outcomes 4 and 6
Cllr Bowdler	Rate of children with a Child Protection Plan (per 10,000 children) CP	50.9 543 children	49.4 525 children	49.4 525 children	To be set 2021/22	To be set 2022/23	Children at risk from significant harm are kept safe Delivery outcomes 7 and 15
Cllr Bowdler	Rate (of 0-17 population) of referrals to children's social care services (per 10,000 children) CP	393	359	≤539	≤539	≤539	Children at risk from significant harm are kept safe Delivery outcomes 7 and 15
Cllr Bowdler	Rate (of 0-17 population) of assessments completed by children's social care services (per 10,000 children) CP	333	303	≤557	≤557	≤557	Children at risk from significant harm are kept safe Delivery outcomes 7 and 15
Cllr Bowdler	Rate of Looked After Children (per 10,000 children) CP	56.5 601 children	57.6 612 children	57.6 612 children	To be set 2021/22	To be set 2022/23	Children at risk from significant harm are kept safe Delivery outcomes 7 and 15
Cllr Bowdler	Number of Care Leavers in Bed and Breakfast accommodation (aged 16 – 18)	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.	No care leavers placed in B&B accom.	Care leavers, aged 16 – 18, are safe and appropriately supported Delivery outcomes 7 and 8

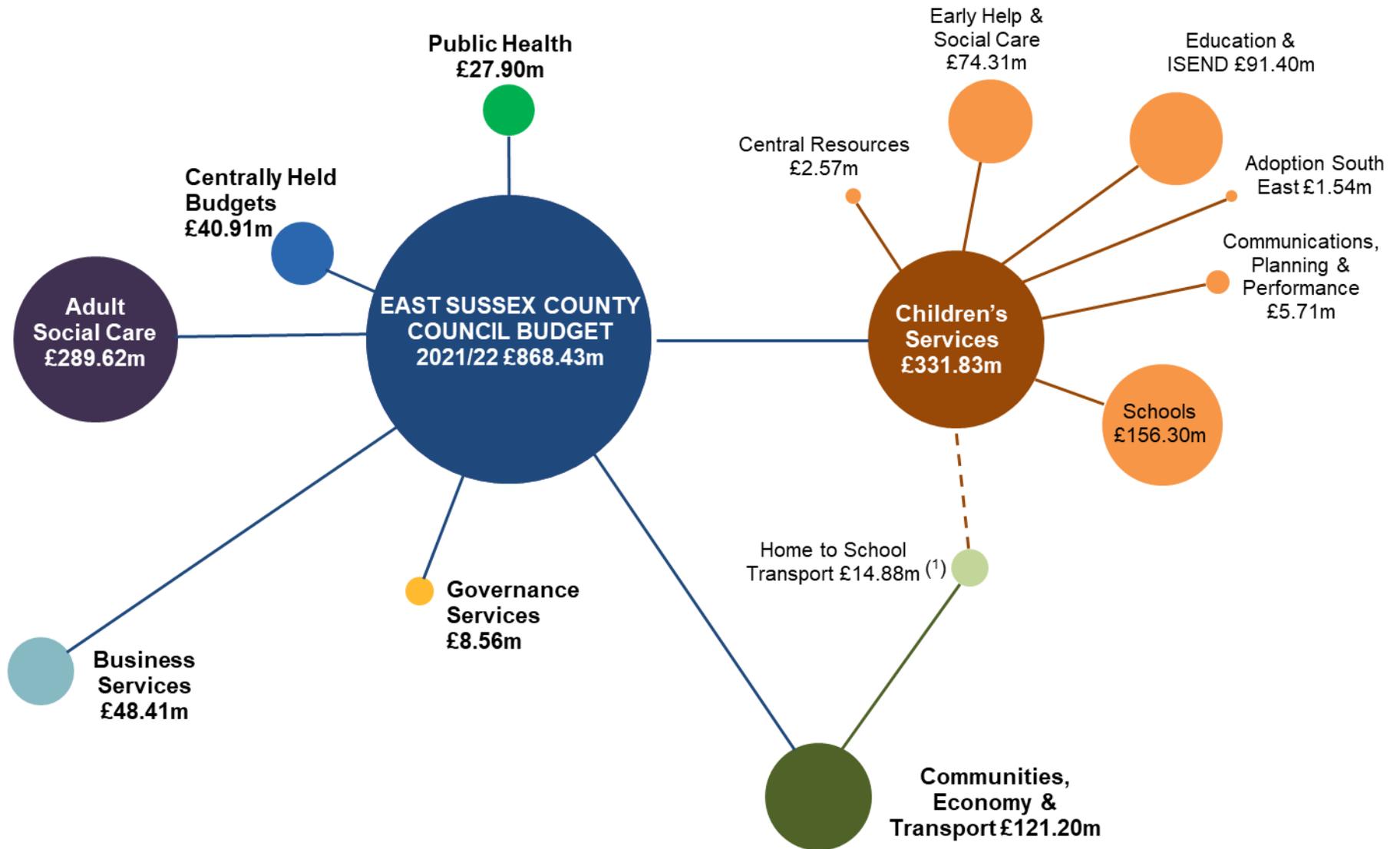
Children's Services

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2018-24 Outcome Summary
Cllr Bowdler	First Time Entrants (FTE) to the Youth Justice System per 100,000 population aged 10-17	242 FTE per 100,000 population	142 FTE per 100,000 population (Q3 data awaiting Q4 outturn)	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  Delivery outcome 7
Cllr Bowdler	The proportion of children who receive a new birth review	84.9%	67.5%	75%	80%	85%	Newborn 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  Delivery outcome 11
Cllr Bowdler	The proportion of children who receive a 1 year review	85.1%	79.2%	80%	85%	85%	Newborn 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  Delivery outcome 11
Cllr Standley	Percentage of EHCP (Education, Health and Care Plans) annual review meetings where the child gave their view and/or participated CP	88.5%	94.1%	85%	85%	85%	Children and young people with SEND participate in decisions to ensure that their needs are understood, and they are supported to achieve their potential.  Delivery outcome 11

Children's Services

Lead Member	Performance measure (CP = Council Plan)	2019/20 Outturn	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target	2018-24 Outcome Summary
Cllr Standley	The proportion of respondents to the feedback surveys who agree that things have changed for the better as a result of ISEND Services	74.8%	74.9%	60%	65%	65%	The services provided are making a difference to the lives of service users. Delivery outcome 11
Cllr Bowdler	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 the 0 – 19 Early Help Service <b>CP</b>	89%	91%	85%	85%	85%	The services provided are making a difference to the lives of service users. Delivery outcome 11
Cllr Bowdler	Number of households eligible under the government's Supporting Families programme receiving a family support intervention <b>CP</b>	1,028 Cumulative 4,306	816	900	To be set 2021/22 pending information from Government	To be set 2022/23 pending information from Government	Families supported by family keywork achieve their goals and the Council is able to maximise payment by results claims. Delivery outcomes 11 and 13

# Gross Revenue Budget



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(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	2019/20			2020/21			2021/22		
	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net
Central Resources	1,573	(1,091)	482	2,639	(1,171)	1,468	2,573	(1,368)	1,205
Early Help and Social Care	59,572	(8,904)	50,668	67,560	(11,305)	56,255	74,314	(13,088)	61,226
Education and ISEND	84,605	(5,501)	79,104	89,112	(1,770)	87,342	91,401	(2,184)	89,217
Communications, Planning and Performance	7,530	9,021	16,551	5,070	12,196	17,266	5,709	12,774	18,483
Adoption South East	-	-	-	1,114	(226)	888	1,537	(561)	976
DSG Non Schools	-	(69,491)	(69,491)	-	(74,381)	(74,381)	-	(75,831)	(75,831)
Schools	142,131	(142,131)	-	146,200	(146,200)	-	156,300	(156,300)	-
<b>Total Children's Services</b>	<b>295,411</b>	<b>(218,097)</b>	<b>77,314</b>	<b>311,695</b>	<b>(222,857)</b>	<b>88,838</b>	<b>331,834</b>	<b>(236,558)</b>	<b>95,276</b>

## Capital Programme

Capital Programme, Gross £000						
Lead Member	Project	Total for Scheme	Previous Years	2021/22	2022/23	2022/23
Cllr Bowdler	House Adaptations for Disabled Children's Carers Homes	**	**	50	50	50
Cllr Standley	Schools Delegated Capital	**	**	760	729	0

\* Project extends beyond 2021/22. \*\*Rolling programme: no total scheme value

## Appendix 1: Annual Procurement Forward Plans

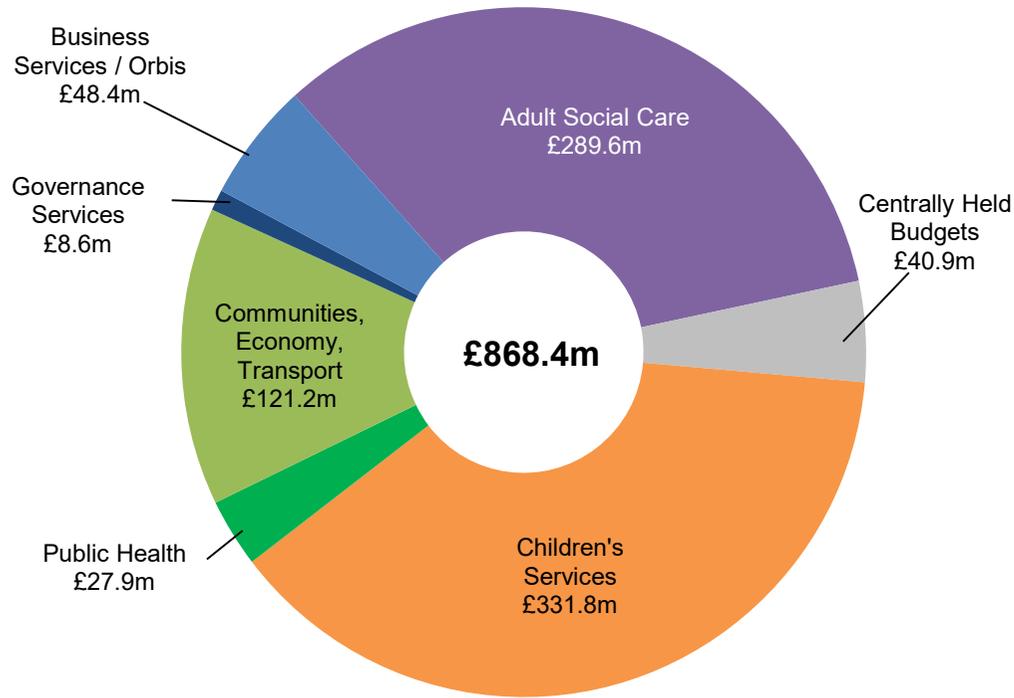
Details of all projected Children's Services procurements over £1m during 2021/22 are provided below.

Data subject to change according to the RPPR process

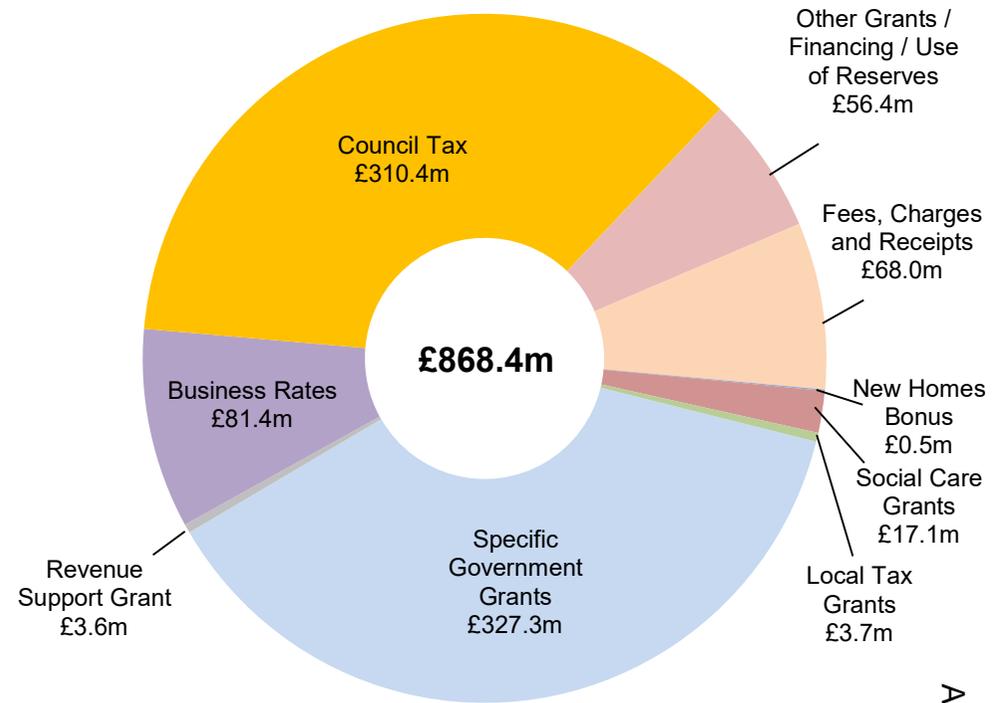
<b>Service</b>	<b>Contract Description</b>	<b>Start date for procurement work to begin (estimated)</b>	<b>Start date of new contract(s) or extension (estimated)</b>
Looked After Children	Framework for Provision of Fostercare Services	March 2022	April 2023
Education and ISEND	DPS for Standards and Learning Effectiveness Service (SLES)	April 2021	September 2022
Education and ISEND	Targeted Information, Advice & Guidance Service	March 2021	October 2021
Looked After Children	Therapeutic Adoption Care (formerly Post Adoption Support)	June 2021	April 2022

# Revenue Budget Summary 2021/22 - gross revenue budget

## How we will spend your money (gross)

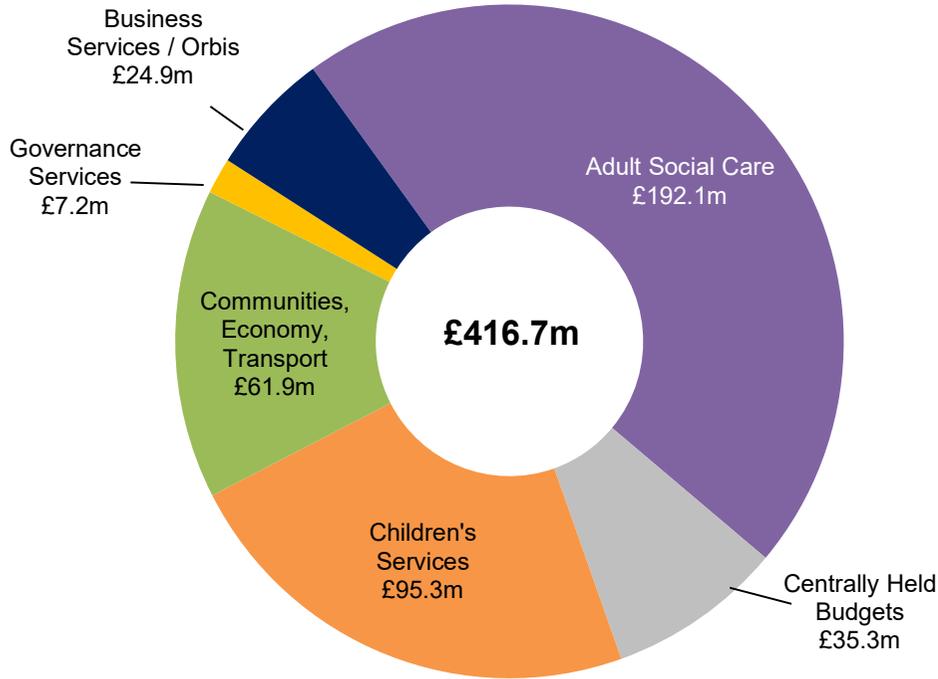


## Where the money comes from (gross)

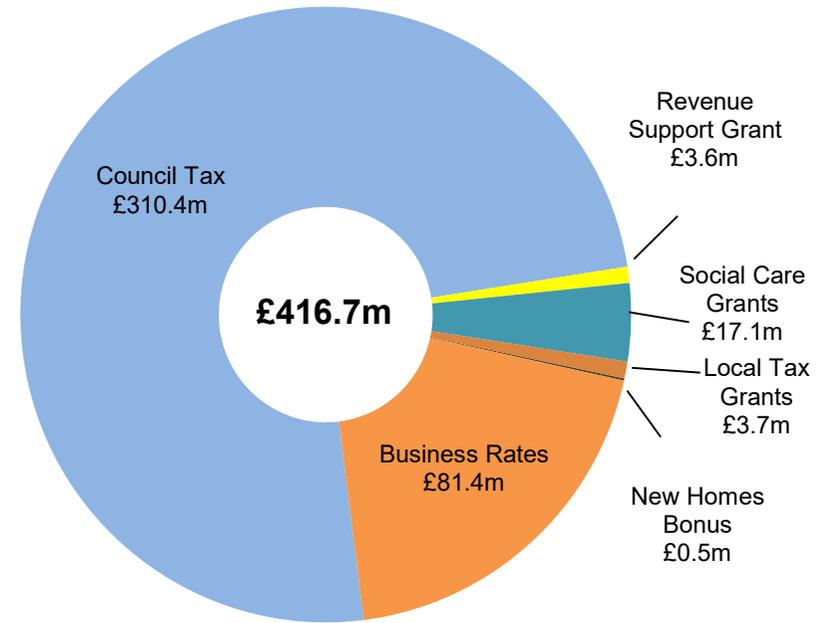


# Revenue Budget Summary 2021/22 - net revenue budget

## How we will spend your money (net)



## Where the money comes from (net)



## Revenue Budget Summary 2021/22 - budget changes 2020/21 to 2021/22

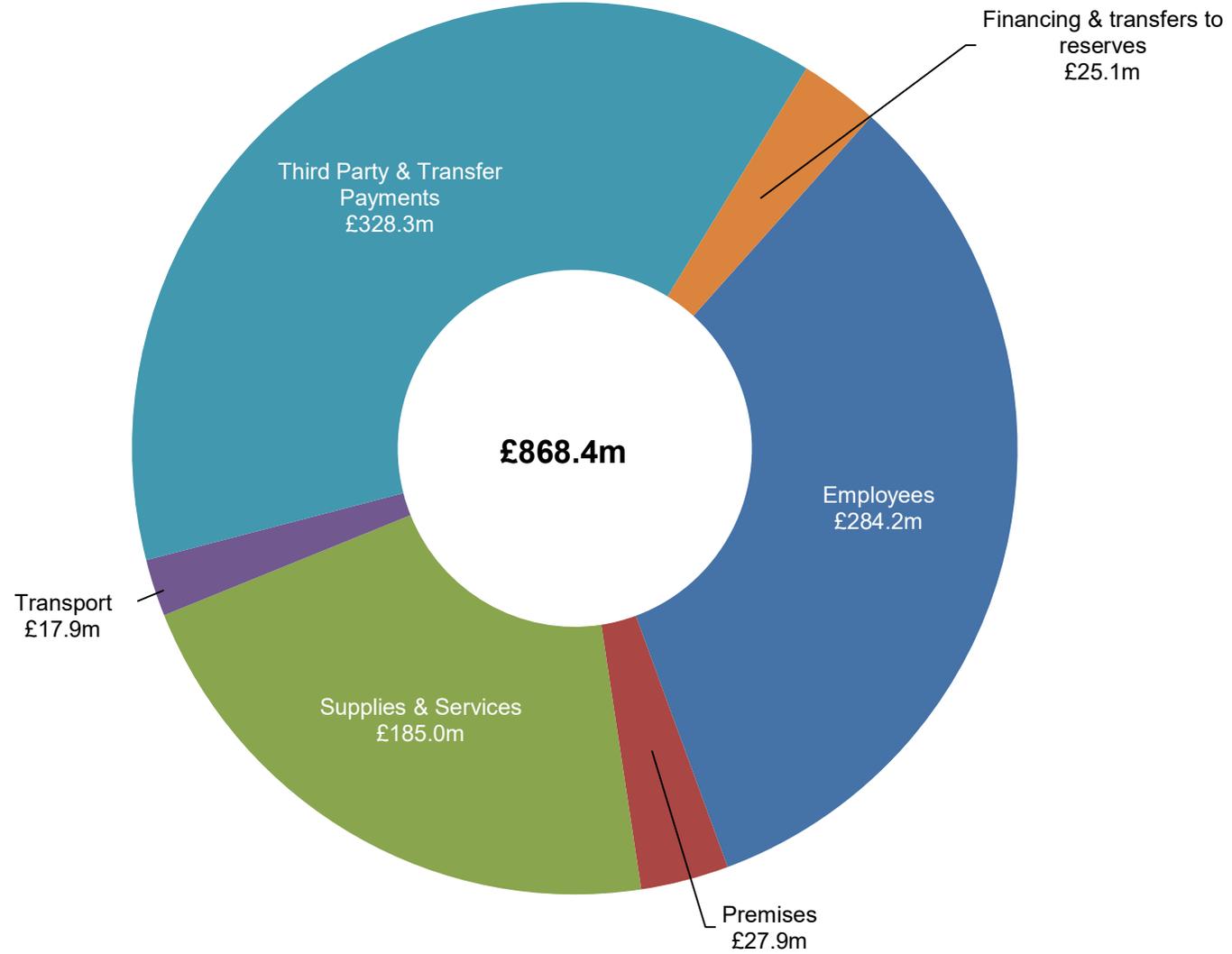
	2020/21 Rebased Net Budget £'000	Additions £'000	Reductions £'000	2021/22 Net Budget £'000	Change	
					£'000	%
Adult Social Care	184,093	8,006	(18)	192,081	7,988	4.34%
Public Health	-	-	-	-	-	0.00%
Business Services / Orbis	24,036	966	(136)	24,866	830	3.45%
Children's Services (inc. schools)	88,838	6,595	(157)	95,276	6,438	7.25%
Communities, Economy & Transport	61,330	1,206	(594)	61,942	612	1.00%
Governance Services	6,987	222	-	7,209	222	3.18%
<b>Total Departments</b>	<b>365,284</b>	<b>16,996</b>	<b>(905)</b>	<b>381,374</b>	<b>16,091</b>	<b>4.40%</b>
Centrally held budgets	38,227	3,191	(6,047)	35,371	(2,856)	-7.47%
<b>Total</b>	<b>403,511</b>	<b>20,187</b>	<b>(6,952)</b>	<b>416,745</b>	<b>13,235</b>	<b>3.28%</b>

# Revenue Budget Summary 2021/22 - subjective analysis

Department	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
Adult Social Care	53,145	899	1,129	13,551	220,895	4	289,623	(29,525)	(31,979)	(36,382)	(400)	(98,286)	744	192,081
Public Health	2,047	-	16	112	25,727	-	27,902	(26,971)	-	-	(1,248)	(28,219)	317	-
Business Services / Orbis	2,813	11,193	115	31,803	2,474	11	48,409	(2,501)	(3,062)	(9,042)	(359)	(14,964)	(8,579)	24,866
Children's Services	193,512	11,306	1,623	48,218	76,972	203	331,834	(262,521)	8,498	(5,465)	(370)	(259,858)	23,300	95,276
Communities Economy & Transport	16,637	4,146	14,991	82,463	543	2,420	121,200	(5,677)	(19,925)	(16,868)	(1,040)	(43,510)	(15,748)	61,942
Governance Services	5,378	317	58	1,998	808	-	8,559	(53)	(207)	(256)	(800)	(1,316)	(34)	7,209
<b>Services</b>	<b>273,532</b>	<b>27,861</b>	<b>17,932</b>	<b>178,145</b>	<b>327,419</b>	<b>2,638</b>	<b>827,527</b>	<b>(327,248)</b>	<b>(46,675)</b>	<b>(68,013)</b>	<b>(4,217)</b>	<b>(446,153)</b>	<b>-</b>	<b>381,374</b>
Centrally held budgets	10,693	-	-	6,809	900	22,504	40,906	(70)	-	-	(5,465)	(5,535)	-	35,371
<b>Total</b>	<b>284,225</b>	<b>27,861</b>	<b>17,932</b>	<b>184,954</b>	<b>328,319</b>	<b>25,142</b>	<b>868,433</b>	<b>(327,318)</b>	<b>(46,675)</b>	<b>(68,013)</b>	<b>(9,682)</b>	<b>(451,688)</b>	<b>-</b>	<b>416,745</b>

# Revenue Budget Summary 2021/22 - subjective analysis

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# Revenue Budgets - Adult Social Care

2020/21		2021/22														
Rebased Net Budget		Employees	Premises	Transport	Supplies and Services	Third Party & Transfer Payments	Financing and Transfer to Reserves	Total Expenditure	Government Grants	Other Grants and Contributions	Fees, Charges & Receipts	Financing and 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	
<b>Physical Support, Sensory Support and Support for Memory &amp; Cognition</b>																
50,864	Residential & Nursing	3,910	209	86	373.00	74,464	-	79,042	-	(3,140)	(18,479)	-	(21,619)	126	57,549	
6,334	Supported & Other Accommodation	-	-	-	-	6,537	-	6,537	-	-	-	-	-	-	6,537	
27,306	Home Care	6,017	-	344	93.00	22,462	-	28,916	-	(810)	-	-	(810)	3	28,109	
1,550	Day Care	208	97	-	29.00	1,485	-	1,819	-	-	(429)	-	(429)	149	1,539	
17,716	Direct Payments	-	-	-	-	18,386	-	18,386	-	-	-	-	-	-	18,386	
(6,624)	Other Services	695	17	14	6,108.00	2,080	-	8,914	(2,018)	(13,534)	-	-	(15,552)	-	(6,638)	
(9,824)	Fairer Charging *	-	-	-	-	-	-	-	-	-	(10,347)	-	(10,347)	-	(10,347)	
-	- Meals in the Community	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>87,322</b>	<b>Subtotal</b>	<b>10,830</b>	<b>323</b>	<b>444</b>	<b>6,603.00</b>	<b>125,414</b>	<b>-</b>	<b>143,614</b>	<b>(2,018)</b>	<b>(17,484)</b>	<b>(29,255)</b>	<b>-</b>	<b>(48,757)</b>	<b>278</b>	<b>95,135</b>	
<b>Learning Disability Support</b>																
38,785	Residential & Nursing	1,615	104	8	92.00	40,932	-	42,751	-	-	(3,318)	-	(3,318)	25	39,458	
18,726	Supported & Other Accommodation	1,691	22	32	23.00	12,619	-	14,387	-	(21)	(137)	-	(158)	16	14,245	
1,287	Home Care	-	-	-	-	1,367	-	1,367	-	-	-	-	-	-	1,367	
3,761	Day Care	1,904	136	32	63.00	1,765	4	3,904	-	-	(389)	-	(389)	312	3,827	
7,369	Direct Payments	-	-	-	-	7,641	-	7,641	-	-	-	-	-	-	7,641	
2,211	Other Services	1,296	10	68	82.00	982	-	2,438	(153)	(5)	(98)	-	(256)	5	2,187	
(1,352)	Fairer Charging *	-	-	-	-	-	-	-	-	-	(1,352)	-	(1,352)	-	(1,352)	
<b>65,787</b>	<b>Subtotal</b>	<b>6,506</b>	<b>272</b>	<b>140</b>	<b>260.00</b>	<b>65,306</b>	<b>4</b>	<b>72,488</b>	<b>(153)</b>	<b>(26)</b>	<b>(5,294)</b>	<b>-</b>	<b>(5,473)</b>	<b>358</b>	<b>67,373</b>	
<b>Mental Health Support</b>																
3,191	Residential & Nursing	-	-	-	-	3,902	-	3,902	-	-	(538)	-	(538)	-	3,364	
2,596	Supported & Other Accommodation	-	-	-	-	2,702	-	2,702	-	-	-	-	-	-	2,702	
395	Home Care	-	-	-	-	431	-	431	-	-	-	-	-	-	431	
33	Day Care	36	3	1	15.00	35	-	90	-	(52)	(2)	-	(54)	-	36	
1,018	Direct Payments	-	-	-	-	1,055	-	1,055	-	-	-	-	-	-	1,055	
(695)	Other Services	-	-	-	-	3,005	-	3,005	(34)	(4,166)	-	-	(4,200)	-	(1,195)	
(497)	Fairer Charging *	-	-	-	-	-	-	-	-	-	(497)	-	(497)	-	(497)	

# Revenue Budgets - Adult Social Care

2020/21		2021/22													
Rebased Net Budget	£'000	Employees	Premises	Transport	Supplies and Services	Third Party & Transfer Payments	Financing and Transfer to Reserves	Total Expenditure	Government Grants	Other Grants and Contributions	Fees, Charges & Receipts	Financing and 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
6,041	<b>Subtotal</b>	36	3	1	15.00	11,130	-	11,185	(34)	(4,218)	(1,037)	-	(5,289)	-	5,896
	<b>Substance Misuse Support</b>														
476	Other Services (including residential)	-	-	-	-	476	-	476	-	-	-	-	-	-	476
476	<b>Subtotal</b>	-	-	-	-	476	-	476	-	-	-	-	-	-	476
	<b>Other Adult Services</b>														
434	Other Services	568	-	4	36.00	137	-	745	-	-	-	-	-	-	745
434	<b>Subtotal</b>	568	-	4	36.00	137	-	745	-	-	-	-	-	-	745
2,498	<b>Equipment &amp; Assistive Technology</b>	-	-	-	3,316.00	2,283	-	5,599	-	(2,557)	(544)	-	(3,101)	-	2,498
6,520	<b>Supporting People</b>	560	13	-	4.00	5,857	-	6,434	-	(310)	-	-	(310)	-	6,124
459	<b>Safer Communities</b>	457	-	3	-	425	-	885	-	(25)	-	(400)	(425)	-	460
22,969	<b>Assessment &amp; Care Management</b>	25,522	79	391	1,115.00	877	-	27,984	(54)	(3,191)	(132)	-	(3,377)	15	24,622
694	<b>Carers</b>	1,271	-	88	390.00	1,490	-	3,239	-	(2,545)	-	-	(2,545)	-	694
(9,107)	<b>Management &amp; Support</b>	7,395	209	58	1,812.00	7,500	-	16,974	-	(1,623)	(120)	-	(1,743)	93	15,324
-	<b>Improved Better Care Fund and Disabled Facilities Grant</b>	-	-	-	-	-	-	-	(27,266)	-	-	-	(27,266)	-	(27,266)
184,093	<b>Total</b>	53,145	899	1,129	13,551	220,895	4	289,623	(29,525)	(31,979)	(36,382)	(400)	(98,286)	744	192,081

\* 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.

Main changes between years	£'000
<b>Rebased Net Budget 2020/21</b>	<b>184,093</b>
Growth / Pressures	1,702
Inflation	6,304
Savings	-
Pay award	-
Tfrs between depts	(18)
<b>Departmental Estimate 2021/22</b>	<b>192,081</b>

# Revenue Budgets - Public Health

2020/21 Rebased Net Budget	2021/22							Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	£'000								
10,429 Mental Health and Best Start	-	-	-	-	10,704	-	10,704	-	-	-	-	-	-	-	10,704
11,368 Risky Behaviours and Threats to Health	13	-	-	60	10,427	-	10,500	-	-	-	-	-	-	50	10,550
3,066 Health Systems	-	-	-	9	2,857	-	2,866	-	-	-	-	-	-	-	2,866
643 Communities	-	-	-	-	1,278	-	1,278	-	-	-	-	-	-	-	1,278
(25,506) Central Support	2,034	-	16	43	461	-	2,554	(26,971)	-	-	(1,248)	(28,219)	267	(25,398)	
<b>- Total</b>	<b>2,047</b>	<b>-</b>	<b>16</b>	<b>112</b>	<b>25,727</b>	<b>-</b>	<b>27,902</b>	<b>(26,971)</b>	<b>-</b>	<b>-</b>	<b>(1,248)</b>	<b>(28,219)</b>	<b>317</b>	<b>-</b>	

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Main changes between years	£'000
Rebased Net Budget 2020/21	-
Growth / Pressures	-
Inflation	-
Savings	-
Pay Award	-
Tfrs between depts	-
Departmental Estimate 2021/22	-

# Revenue Budgets - Children's Services

2020/21		2021/22													
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	
<b>Early Help &amp; Social Care</b>															
1,141		1,959	-	10	129	660	-	2,758	(1,746)	(77)	-	-	(1,823)	206	1,141
5,747		6,689	407	181	507	100	-	7,884	-	(2,072)	(55)	-	(2,127)	(96)	5,661
13,060		8,663	-	221	386	3,764	-	13,034	-	(262)	-	-	(262)	25	12,797
31,745		11,740	210	554	2,280	27,923	203	42,910	(1,961)	(246)	(3,785)	-	(5,992)	195	37,113
3,079		1,931	32	86	49	4,038	-	6,136	(2,254)	(398)	-	-	(2,652)	(195)	3,289
695		1,179	28	31	29	326	-	1,593	(617)	(281)	-	-	(898)	-	695
<b>55,467</b>		<b>32,161</b>	<b>677</b>	<b>1,083</b>	<b>3,380</b>	<b>36,811</b>	<b>203</b>	<b>74,315</b>	<b>(6,578)</b>	<b>(3,336)</b>	<b>(3,840)</b>	<b>-</b>	<b>(13,754)</b>	<b>135</b>	<b>60,696</b>
<b>Education &amp; ISEND</b>															
11,651		17,593	95	275	5,460	38,220	-	61,643	(48,278)	(112)	(652)	-	(49,042)	(781)	11,820
775		3,780	-	105	24,859	529	-	29,273	(26,730)	(1,259)	(227)	(99)	(28,315)	1,816	2,774
281		214	-	-	73	187	-	474	(192)	-	-	0	(192)	-	282
<b>4,707</b>		<b>21,587</b>	<b>95</b>	<b>380</b>	<b>30,392</b>	<b>38,936</b>	<b>-</b>	<b>91,390</b>	<b>(75,200)</b>	<b>(1,371)</b>	<b>(879)</b>	<b>(99)</b>	<b>(77,549)</b>	<b>1,035</b>	<b>14,876</b>
887		1,257	-	36	243	-	-	1,536	-	(563)	-	-	(563)	2	975
-	<b>Schools</b>	132,018	10,508	59	12,605	1,110	-	156,300	(178,372)	14,023	-	(100)	(164,449)	8,149	-
<b>Management &amp; Support</b>															
13,335		436	-	7	263	1	-	707	(1,089)	-	(20)	(171)	(1,280)	14,886	14,313
3,094		4,508	26	25	1,223	114	-	5,896	(1,282)	(149)	(718)	-	(2,149)	(922)	2,825
1,348		1,545	-	33	112	-	-	1,690	-	(106)	(8)	-	(114)	15	1,591
<b>17,777</b>		<b>6,489</b>	<b>26</b>	<b>65</b>	<b>1,598</b>	<b>115</b>	<b>-</b>	<b>8,293</b>	<b>(2,371)</b>	<b>(255)</b>	<b>(746)</b>	<b>(171)</b>	<b>(3,543)</b>	<b>13,979</b>	<b>18,729</b>
<b>88,838</b>	<b>Total</b>	<b>193,512</b>	<b>11,306</b>	<b>1,623</b>	<b>48,218</b>	<b>76,972</b>	<b>203</b>	<b>331,834</b>	<b>(262,521)</b>	<b>8,498</b>	<b>(5,465)</b>	<b>(370)</b>	<b>(259,858)</b>	<b>23,300</b>	<b>95,276</b>

Main changes between years	£'000
<b>Rebased Net Budget 2020/21</b>	<b>88,838</b>
Growth / Pressures	6,040
Inflation	555
Savings	(134)
Pay Award	-
Tfrs between depts	(23)
<b>Departmental Estimate 2021/22</b>	<b>95,276</b>

## Capital programme - Adult Social Care

Adult Social Care	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Remaining Budget Total
	MTFP Period										
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Specific Projects:</b>											
Greenacres	120	144									264
House Adaptations	50	50	50	50							200
<b>Gross Expenditure</b>	<b>170</b>	<b>194</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>464</b>
S106 & CIL											
Other Specific Funding	(120)	(144)									(264)
<b>Net Expenditure</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>

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## Capital programme - Children's Services

Children's Services	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Remaining Budget Total
	MTFP Period										
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Target led basic need:</b>											
Schools Delegated Capital	791	760	729	0							2,280
<b>Specific Projects:</b>											
House Adaptations	50	50	50	50							200
Conquest Centre redevelopment	83										83
<b>Gross Expenditure</b>	<b>924</b>	<b>810</b>	<b>779</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,563</b>
S106 & CIL											
Other Specific Funding	(791)	(760)	(729)								(2,280)
<b>Net Expenditure</b>	<b>133</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>283</b>

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## Capital Programme Update

### 1 Background

- 1.1 The capital programme 2020/21 to 2029/30 approved as part of the Budget in February 2021 had a total programme expenditure of £586.0m, funded from a combination of Formula Grants (£211.6m), Section 106/Community Infrastructure Levy (CIL) Contributions (£41.8m), Specific Project Grants (£44.8m), Capital Receipts (£19.0m), Reserves and revenue set aside (£40.9m) and borrowing (£227.9m).
- 1.2 The capital programme focusses on the delivery of targeted basic need to enable the Council to continue to deliver services as efficiently as possible. Basic need for the purposes of the capital programme is currently:
- Place: ensuring we meet future need;
  - Asset Condition: maintaining our assets to an agreed level;
  - ICT Strategy: ensure that our ICT is fit for purpose for delivering modern council services in a digital era and protecting data.
- 1.3 Investment beyond basic need, including asset enhancements and strategic investments is considered separately via business cases. Business cases should support organisational strategic direction. Payback is expected as agreed in the Business Case and will annually be used to reduce the borrowing requirement as part of affordability management. As such these are not included in the capital programme until their overall impact, including funding implications, have been assessed and approved.

### 2 Capital Programme Update

Table 1 below summarises the gross movements to the approved capital programme since budget setting in February 2021, noting that the first 3 years of the programme to 2023/24 are approved, whilst the remaining years to 2029/30 are indicative to support longer term planning against priority outcomes for capital investment. The movements reflect the 2020/21 outturn position and other updates in accordance with the approved governance and variation process. The detailed programme is provided at Annex 1.

Table 1 - Capital Programme (gross) movements (£m)	2020/21	MTFP Programme			2024/25 to 2029/30	Total
		2021/22	2022/23	2023/24		
<b>Approved programme at February 2021</b>	<b>78.735</b>	<b>92.085</b>	<b>65.581</b>	<b>52.822</b>	<b>296.755</b>	<b>585.978</b>
Approved Variations (see 2.2)	2.534	9.094	1.311	0.082	0.000	<b>13.021</b>
2020/21 Net Slippage (2.4)	(9.723)	8.921	0.474	-	0.328	<b>0.000</b>
2020/21 Underspend (2.4)	(0.357)	-	-	-	-	<b>(0.357)</b>
2020/21 Covid-19 Related (2.4)	1.156	-	-	-	-	<b>1.156</b>
2020/21 Expenditure (2.4)	(72.345)	-	-	-	-	<b>(72.345)</b>
Programme Reprofiles	-	(14.638)	10.772	0.632	3.234	<b>0.000</b>
<b>Total Programme</b>	<b>0.000</b>	<b>95.462</b>	<b>78.138</b>	<b>53.536</b>	<b>300.317</b>	<b>527.453</b>

- 2.1 Net nil approved variations to the programme since Budget in February 2021 total a gross £13.021m and are summarised in Table 2 below:

<b>Table 2 – Net nil approved variations since February 2021</b>	<b>Gross Variation (£m)</b>
Schools Delegated Capital Expenditure 2020/21 (Specific Grant and Section 106)	1.521
Bridge Assessment & Strengthening - Adopted Structures (Commutated Sums)	0.313
Other Integrated Transport Schemes (Additional Grant)	0.022
Emergency Active Travel Fund (Specific Grant)	1.389
The Keep Equipment (Revenue Set Aside)	0.030
Getting Building Fund Various (Local Enterprise Partnership (LEP) Specific Grant)	4.366
Eastbourne Fisherman's Quayside & Infrastructure Development Project (LEP Specific Grant)	0.360
Skills for Rural Businesses Post-Brexit (LEP Specific Grant)	1.495
Salix Solar Panel Scheme (Specific Grant and Revenue Set Aside)	0.343
Hastings Bexhill Movement and Access Programme (CIL Contribution)	0.300
Covid-19 Recovery: Libraries Targeted Support (Covid-19 Contain Outbreak Management Fund Specific Grant)	0.250
Additional Schools Condition Allocation Grant (Additional 2021/22 Specific Grant)	1.076
Lansdowne Phase 2 (Specific Grant Funding)	0.126
House Adaptations for Disabled Children's Carers Homes (Capital Reserve)	0.110
Modernising Back Office Systems implementation (Financial Management Reserve)	1.320
<b>Total Gross Variations</b>	<b>13.021</b>

- 2.2 Despite the pressures due to the Covid-19 pandemic, in total 2020/21 capital expenditure was £72.3m. Against an approved programme (including net nil variations) of £81.3m, resulting in a net variation of £9.0m. A detailed report on outturn can be found in the end of year council monitoring report to Cabinet in June 2021. The variation comprises; slippage of £9.7m, reprofiled to future years, a (net nil) underspend of £0.4m on the planned programme, and £1.1m of additional costs associated with Covid-19 related pressures that will be funded by Covid-19 grant.
- 2.3 The revised programme also reflects reprofiles reviewed and approved by the Capital Strategic Asset Board (CSAB).

### **3 Programme Update and Review / RPPR Next Steps**

- 3.1 In February 2021, Full Council approved the 20-year Capital Strategy which underpinned a nine-year planned capital programme established to achieve agreed targets for basic need investment in support of the Council Plan. This was as a result of the ten-year programme not being extended for an additional year. This was because it was not considered meaningful to do so; with the one-year Spending Review (SR) on 25 November 2020 only setting government department's revenue and capital budgets for 2021/22 and providing no certainty over future years capital grants. Work will now be progressed as part of RPPR 2022/23 to extend the programme by a further 2 years to maintain a 10-year planning horizon and link into and support the Council's other strategies.

**The Capital Strategy** will also be reviewed to ensure it continues to drive investment ambition in line with the Council's priorities and to include and embed equality impact assessments (EQIAs) as part of the capital RPPR process. Whilst also providing for appropriate capital expenditure, capital financing and treasury management within the context of sustainable, long-term delivery of services. Updates to the Capital Strategy approved in February 2021 included

the emerging relevance of Environment, Social and Governance (ESG) considerations. The strategy will now be further updated to support the climate emergency, declared by the Council in 2019, and its target of achieving carbon neutrality from its activities as soon as possible and in any event by 2050. Work to tackle climate change has become a part of ESCC's core business due to national legislation and is a key priority for the Council, opportunities for investment will be considered as basic need.

- 3.2 The pressures and issues that Covid-19 has presented are unprecedented and has thrown many of the current planning assumptions off course. Over the summer, services will not only have to explore their revenue offer but whether the current targeted basic need investment and capital strategy remain appropriate to support the post Covid-19 service offer and Council Plan. Any ongoing pressures on the programme will continue to be reviewed as part of the Council's performance monitoring process and funding options will be considered if specific mitigations are not forthcoming.

As well as a general review and all services being asked to consider their specific investment need, there are a number of specific issues arising that are set out below: -

- **Highways Maintenance:** Highways condition survey work is currently being carried out to review the extent of any underlying deterioration to the county's road systems. Any additional investment in highways will be considered in the context of the Highways Assets Management Strategy, and consideration given to how additional investment could be achieved, its implications, and how value for money can be assured. In addition, the Highways Maintenance programme will be further informed by the Highways contract re-procurement, details of which is reported as part of a separate report to Cabinet in July 2021.
- **Special Education Needs and Disability (SEND) School Places:** The current capital budget allocation for Special Education Need provision is £3.2m over the MTFP period, however, this continues to be an area of pressure for local authorities and additional funding will be required in East Sussex. SEND provision is currently being reviewed to ascertain what level needs to be provided across the county to minimise the revenue impact of alternative expensive placements. The outcome of this will be considered as part of the wider review of the capital programme during the RPPR process this year to inform 2022/23 onwards.
- **Schools Basic Need:** School Basic need requirements are currently under review for the latest data available and impact of revised local plans by Districts and Boroughs. This will be considered as part of the wider review of the capital programme during the RPPR process this year to inform 2022/23 onwards.
- **Workstyles investment:** a joint review of investment need (including on IT&Digital) to support changing workstyles where the impact of the pandemic has provided opportunities to accelerate planned changes of new working practices.
- **Carbon Neutral Commitment:** The Council declared a climate emergency in 2020. Work will be undertaken to review potential additional investment in carbon reduction projects to support the Council's aims, such as achieving a 13% year on year carbon reductions within our estates, integration of carbon reduction schemes as part of the planned maintenance programme and transport decarbonisation.
- The performance of East Sussex in relation to **Learning Disability settled accommodation** is below the national average. The Council's strategy is to increase supported living provision for adults with a learning disability in East Sussex, in line with the principles of Building the Right Support (2015). A number of developments, which would require capital investment, are being considered that would introduce additional accommodation options for adults with a learning disability.

- 3.3 A **Levelling Up Fund** was announced by government as part of the Spending Review in November 2020 to provide investment funding to local authorities for infrastructure improvements such as town centre and high street regeneration, local transport projects, and cultural and heritage assets. The Council has submitted a bid for £8.0m from the fund to deliver

infrastructure works to replace Exceat Bridge on the A259 near Seaford. If the bid is successful, then the capital investment will be added to the capital programme in accordance with the approved governance and variation process.

- 3.4 As part of RPPR process at February 2021, the ongoing capital risk provision of £7.5m was approved. This risk provision is a permission to borrow for emerging risks and is managed through ensuring Treasury Management capacity rather than representing funds that are within the Council's accounts. Its utilisation, if approved by CSAB would, therefore, require additional borrowing and be reported through the RPPR process and quarterly monitoring in the normal way. There are a number of risks and uncertainties regarding the programme to 2023/24 and beyond which have necessitated holding a risk provision, these risks include:
- Excess inflationary pressures on construction costs;
  - Uncertainty about delivery of projects in the programme, e.g. highways and infrastructure requirements;
  - Any as yet unquantifiable impact of supply issues and cost increases associated to EU Exit and Covid-19;
  - Any as yet unknown requirements;
  - Residual project provision (previously removed) if required; and
  - Uncertainty regarding the level of government grants and the ability to meet CIL and S106 targets.

3.6 As part of the RPPR process Capital Strategic Asset Board (CSAB) will review the adequacy of the level of provision for risks in the current programme.

#### 4 Funding Update

- 4.1 In total there has been £6.6m of **additional non-specific government funding** announced since the budget for highways and schools investment. In accordance with the approved Capital Strategy, this funding would normally be used to reduce the level of borrowing currently required to support the core programme as the Council funds in excess of the grant provided in these areas. However as noted at 3.4 above these areas are will be reviewed as part of the RPPR process this year and this funding will be held to support in the first instance, any emerging additional need. The increases are as follows:

- **Highways Maintenance Funding (Block and Pothole Funding):** The Department for Transport (DfT) announced the allocation of highways maintenance funding to local authorities for the financial year 2021/22 in February 2021. The Council's share being £13.375m, which represents an increase of £2.939m compared to that originally assumed in the capital programme.
- **High Need Provision Capital Allocation:** The Council has received notification of new capital funding of £1.274m in 2021/22.
- **Schools Basic Need Allocation:** The recently announced School Basic Need allocation to support the provision of new school places in 2022/23 has increased by £2.368m.

- 4.2 Work will also continue to review and update estimates of other sources of capital programme funding as follows:-

- **Borrowing:** The current approved Capital Programme of £527.5m includes a borrowing requirement of £227.9m to 2029/30. This will be updated as part of the RPPR process and in line with the Capital Strategy.
- **Capital Receipts:** Review and refinement of Property Services schedule of capital receipts will be undertaken to ascertain if further receipts might be included in support of the programme as their risk reduces. This is supported by the work undertaken by property recently and successfully getting a number of surplus properties to the point of sale.
- **Infrastructure Contributions (Section 106 and Community Infrastructure Levy):** Joint working across finance and CET will continue to identify and draw down contributions to support the planned programme. There continues, however, to be a risk that the current

target for Infrastructure Contributions to support the programme is too high. This is the result of increased burdens of planning system reform and the trend of Community Infrastructure Levy contributions focusing on transport infrastructure work not included within the programme (this is added via approved variation once identified and in line with the Capital Strategy), therefore the current target will be reduced where possible. As part of 2020/21 outturn it has therefore been proposed that the target is reduced by £2.7m, reflective of the additional contribution to Capital Reserve for 2020/21 from Treasury Management underspend.

## **5 Conclusion**

- 5.1 This report provides an update on current approved capital programme as part of the annual RPPR cycle. Work will now be progressed as part of the RPPR 2022/23 process to extend the programme by a further 2 years to maintain the 10-year planning horizon and link into and support the Council's other strategies. The Capital Strategy and programme will be reviewed, considering other Council strategies and to include environmental considerations, and revised targeted basic need expectations once the outcome of the various reviews are known. As defined in the Capital Strategy, any requirements outside basic need will need to be supported by a business case.

## ANNEX 1 – Detailed Capital Programme

CAPITAL PROGRAMME 2021/22 to 2029/30	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 to 2029/30 £'000	Total Programme £'000
Older People's/LD Service Improvements (House Adaptations)	50	50	50		150
Greenacres	154				154
<b>Adult Social Care Gross</b>	<b>204</b>	<b>50</b>	<b>50</b>		<b>304</b>
Scheme Specific Resource - Specific Funding	(154)				(154)
<b>Adult Social Care Net of Specific Funding</b>	<b>50</b>	<b>50</b>	<b>50</b>		<b>150</b>
SALIX Contract	428	350	350	2,100	3,228
Property Agile Works	122	81			203
Lansdowne Secure Unit - Phase 2	314				314
Special Educational Needs	800	1,600	800		3,200
Special Provision in Secondary Schools	730	150			880
Disability Children's Homes	242				242
Westfield Lane (delivered on behalf of CSD)	466	724			1,190
Core Programme - Schools Basic Need	16,686	6,218	6,714	45,480	75,098
Core Programme - Capital Building improvements	8,163	12,907	7,982	47,892	76,944
Core Programme - IT & Digital Strategy implementation	9,068	14,410	10,999	33,065	67,542
IT & Digital Strategy implementation (utilising automation)	24				24
<b>Business Services Gross</b>	<b>37,043</b>	<b>36,440</b>	<b>26,845</b>	<b>128,537</b>	<b>228,865</b>
Scheme Specific Resource - Specific Funding	(742)	(350)	(350)	(2,100)	(3,542)
Scheme Specific Resource - S106 and CIL Contribution	(4,925)	(185)	(1,806)		(6,916)
<b>Business Services Net of Specific Funding</b>	<b>31,376</b>	<b>35,905</b>	<b>24,689</b>	<b>126,437</b>	<b>218,407</b>
House Adaptations for Disabled Children's Carers Homes	160	50	50		260
Schools Delegated Capital	760	729			1,489
Conquest Centre redevelopment	47				47
<b>Children's Services Gross</b>	<b>967</b>	<b>779</b>	<b>50</b>		<b>1,796</b>
Scheme Specific Resource - Specific Funding	(760)	(729)			(1,489)
<b>Children's Services Net of Specific Funding</b>	<b>207</b>	<b>50</b>	<b>50</b>		<b>307</b>
Broadband	2,364	3,300	200	2,783	8,647
Salix Solar Panels	257	86			343
Bexhill and Hastings Link Road	1,660	252			1,912
BHLR Complementary Measures	97	33			130
Economic Intervention Fund - Grants	388	512	385	1,003	2,288
Economic Intervention Fund - Loans	375	625	500	848	2,348
Stalled Sites	100	229			329
EDS Upgrading Empty Commercial Properties		7			7
Community Match Fund	106	1,143			1,249
Newhaven Port Access Road	459	79	20	776	1,334
Real Time Passenger Information	139	91	60	61	351
Queensway Depot Development (Formerly Eastern)	818	273			1,091
Hailsham HWRS	146				146
The Keep	97	49	96	849	1,091
Other Integrated Transport Schemes	3,574	4,535	3,069	18,114	29,292
Exceat Bridge Replacement (Formerly Maintenance)	551	368			919

Emergency Active Travel Fund - Tranche 1	6				6
Emergency Active Travel Fund - Tranche 2	1,443				1,443
Core Programme - Libraries Basic Need	370	742	449	2,694	4,255
Covid-19 Recovery - Libraries Targeted Support	250				250
Core Programme - Highways Structural Maintenance	16,812	17,521	18,047	120,236	172,616
Core Programme - Bridge Assessment Strengthening	1,249	1,339	1,708	10,834	15,130
Core Programme - Street Lighting and Traffic Signals - life expired equipment	1,713	1,545	1,592	10,587	15,437
Street Lighting and Traffic Signals - SALIX scheme	1,636				1,636
Core Programme - Rights of Way Surface Repairs and Bridge Replacement Programme	627	615	465	2,995	4,702
<b>LEP/SELEP schemes - delivery not controlled by ESCC</b>					
Eastbourne Town Centre Phase 2	1,637	937			2,574
Bexhill Enterprise Park North	1,940				1,940
Eastbourne/South Wealden Walking & Cycling Package	525	2,402			2,927
Hailsham/Polegate/Eastbourne Movement & Access Corridor	456	663			1,119
Hastings Bexhill Movement and Access Programme	2,325	3,523			5,848
Sidney Little Road Business Incubator Hub	381				381
Skills for Rural Businesses Post-Brexit	3,113				3,113
Bexhill Creative Workspace	369				369
Eastbourne Fisherman's Quayside & Infrastructure Development Project	1,440				1,440
<b>Getting Building Fund - Fast Track Business Solutions</b>	3,500				3,500
<b>Getting Building Fund - Observer Building</b>	778				778
<b>Getting Building Fund - Restoring Winter Gardens</b>	1,324				1,324
<b>Getting Building Fund - Creative Hub 4 Fisher Street</b>	107				107
<b>Getting Building Fund - Riding Sunbeams</b>	2,527				2,527
<b>Getting Building Fund - Sussex Innovation Falmer</b>	200				200
<b>Getting Building Fund - UTC Maritime and Sustainable Technology Hub</b>	1,300				1,300
<b>Getting Building Fund - Accessing Charleston</b>	89				89
<b>Gross LEP/SELEP schemes sub total</b>	<b>22,011</b>	<b>7,525</b>			<b>29,536</b>
<b>Scheme Specific Resource - LEP Contribution</b>	<b>(6,264)</b>				<b>(6,264)</b>
<b>Scheme Specific Resource - S106 and CIL Contribution</b>	<b>(151)</b>	<b>(633)</b>			<b>(784)</b>
<b>Net LEP/SELEP schemes sub total</b>	<b>15,596</b>	<b>6,892</b>			<b>22,488</b>
<b>Communities, Economy &amp; Transport Gross</b>	<b>57,248</b>	<b>40,869</b>	<b>26,591</b>	<b>171,780</b>	<b>296,488</b>
<b>Scheme Specific Resource - Specific Funding</b>	<b>(6,331)</b>	<b>(2,319)</b>	<b>(82)</b>		<b>(8,732)</b>
<b>Scheme Specific Resource - LEP Contribution</b>	<b>(6,264)</b>				<b>(6,264)</b>
<b>Scheme Specific Resource - S106 and CIL Contribution</b>	<b>(881)</b>	<b>(738)</b>	<b>(110)</b>	<b>(395)</b>	<b>(2,124)</b>
<b>Communities, Economy &amp; Transport Net of Specific Funding</b>	<b>43,772</b>	<b>37,812</b>	<b>26,399</b>	<b>171,385</b>	<b>279,368</b>
<b>Total Programme Gross</b>	<b>95,462</b>	<b>78,138</b>	<b>53,536</b>	<b>300,317</b>	<b>527,453</b>
<b>Scheme Specific Resource - Specific Funding</b>	<b>(7,987)</b>	<b>(3,398)</b>	<b>(432)</b>	<b>(2,100)</b>	<b>(13,917)</b>
<b>Scheme Specific Resource - LEP Contribution</b>	<b>(6,264)</b>				<b>(6,264)</b>
<b>Scheme Specific Resource - S106 and CIL Contribution</b>	<b>(5,806)</b>	<b>(923)</b>	<b>(1,916)</b>	<b>(395)</b>	<b>(9,040)</b>
<b>Total Programme Net of Specific Funding</b>	<b>75,405</b>	<b>73,817</b>	<b>51,188</b>	<b>297,822</b>	<b>498,232</b>

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<b>Report to:</b>	<b>People Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>16 September 2021</b>
<b>By:</b>	<b>Assistant Chief Executive</b>
<b>Title:</b>	<b>People Scrutiny Committee Work Programme</b>
<b>Purpose:</b>	<b>To review and discuss the People Scrutiny Committee's future work programme.</b>

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**RECOMMENDATIONS:** The Committee is recommended to:

- 1) review and discuss agenda items for future Committee meetings, including items listed in the work programme set out at Appendix 1;**
  - 2) discuss topics for Scrutiny Reviews to be included in the Committee's future work programme; and**
  - 3) review upcoming items on East Sussex County Council's Forward Plan as set out at Appendix 2 and 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 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 and future scrutiny reviews***

2.1 The Committee is asked to review and discuss any amendments to the items set out in its work programme (attached at Appendix 1). This includes reviewing 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. Any provisional actions discussed at the meeting will be formally considered by the committee at its next meeting in September.

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 Adviser, in advance of the Committee meetings.

### ***Forward Plan***

2.4 A copy of the Council's Forward Plan of executive decisions for the period 1 September 2021 to 31 December 2021 is included at Appendix 2. 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 regularly reviewing its 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**

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### Appendices

Appendix 1 – People Scrutiny Committee – Work Programme

Appendix 2 – Council's Forward Plan of executive decisions 1 September 2021 – 31 December 2021

## People Scrutiny Committee - Work Programme

Current Scrutiny Reviews		
Title of Review	Detail	Proposed Completion Date
School Exclusions	<p>The Committee agreed in March 2020 to undertake a Scrutiny Review of issues relating to school exclusions. The Committee also agreed the Terms of Reference proposed by the Scoping Board and appointed a Review Board to undertake the review:</p> <ul style="list-style-type: none"> <li>• Membership of the Review Board: to be confirmed at September 2021 meeting.</li> <li>• Due to the COVID-19 pandemic and its effect on the availability of schools to contribute to further work on this review, it has been paused with the intention to recommence it at a suitable future date.</li> </ul>	Review currently on hold due to pressures arising from COVID-19.
Initial Scoping Reviews		
Subject area for initial scoping	Detail	Proposed Dates
To be agreed.		
Suggested Potential Future Scrutiny Review Topics		
Suggested Topic	Detail	
Developing Care Markets/Bedded Care Strategy	<p>Following an initial scoping exercise of issues relating to the developing care market and the Council's bedded care strategy, the Committee agreed on 14 November 2019 to postpone further scrutiny activity on this area for 18 months (to mid-2021). This will allow the Adult Social Care department to continue to develop its workstreams in relation to this area of work.</p> <p>Following a request made at its meeting in March 2021, an update report on developments relating to Bedded Care will be considered by the Committee at its meeting in September 2021.</p>	
Elective Home Education	The Committee noted issues relating to an increase in the numbers of children being home educated and that this has increased in response to the COVID-19 pandemic. The Committee understand that a relevant Private Member's Bill has not yet completed its progress through Parliament. The expectation is that national guidance will follow in due course (although there is not a clear date for	

	this). The Committee therefore agreed to revisit this subject once the Government has published its guidance.	
COVID-19 response and implications	<p>A range of topics related to COVID-19 have been suggested for future scrutiny by Committee Members, including:</p> <ul style="list-style-type: none"> <li>• Public Health role – e.g. planning, resources, working with others.</li> <li>• The work of care staff during the pandemic and impact on recruitment and retention, including use of agency staff and experiences of BAME care workers.</li> <li>• Support to care homes, including health service input.</li> <li>• The experience of carers during the pandemic.</li> <li>• The impact of Covid-19 on Departments and the services they provide.</li> </ul> <p>The Committee will consider whether to undertake work on these topics at the appropriate time when capacity allows.</p>	
<b>Scrutiny Reference Groups</b>		
<b>Reference Group Title</b>	<b>Subject area</b>	<b>Meeting Dates</b>
Health and Social Care Integration Programme (HASCIP) Reference Group	<p>The Committee agreed to establish a Reference Group to monitor progress of the East Sussex Health and Social Care Integration Programme (HASCIP) and identify areas for future scrutiny. It will review HASCIP progress reports provided to the Health and Wellbeing Board (HWB) and meet on an ad hoc basis as required to consider issues arising in more detail.</p> <p>Relevant Health and Wellbeing Board reports to be circulated to the group as they become available.</p> <p>The Reference Group last met on 28 October 2020, with a further meeting proposed for Autumn 2021.</p> <p>Membership of the group: to be updated at the Committee's September 2021 meeting.</p>	<p>Next meeting:</p> <p>Proposed date for Autumn 2021</p>
Loneliness and Resilience Scrutiny Reference Group	<p>The Committee agreed to establish a Loneliness and Resilience Scrutiny Reference Group at its meeting in March 2021. The purpose of the group will be to provide scrutiny input into a loneliness project being undertaken by the Adult Social Care and Health Department. The project will aim to develop practical solutions that will help address some of the key negative impacts of loneliness on local communities in East Sussex.</p>	<p>Next meeting:</p> <p>Proposed for November 2021</p>

	<p>The Group's first meeting took place in August 2021.</p> <p>Membership: to be updated at the Committee's September 2021 meeting.</p>	
Strategic Commissioning Review of Early Help Scrutiny Reference Group	<p>The purpose of this Reference Group is to provide scrutiny input into the Children's Services Department review of Early Help services.</p> <p>The Reference Group requested an opportunity to review progress with the implementation of the revised Early Help strategy in spring 2021, but as some changes were postponed this may be subject to review.</p> <p>Membership: to be confirmed</p>	<p>Next meeting:</p> <p>Further meeting TBC if appropriate</p>
Educational Attainment and Performance Scrutiny Reference Group	<p>The Committee agreed in June 2018 to establish a Reference Group to focus on reviewing data on educational attainment in East Sussex and related issues. The group meets on an annual basis.</p> <p>Membership: to be updated at the Committee's September 2021 meeting.</p>	<p>Next meeting:</p> <p>Early 2022</p>
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 the scrutiny committee.	<p>Next meeting:</p> <p>To be confirmed</p>
<b>Reports for Information</b>		
<b>Subject Area</b>	<b>Detail</b>	<b>Proposed Date</b>
Better Care Fund	Following a request made by the Committee at its meeting in March 2021, the Director of Adult Social Care undertook to provide Members with a briefing on developments relating to the Better Care Fund. As the Department are yet to receive updated guidance from central government for the 2021/22 financial year, the timescale for producing the briefing is still to be confirmed.	To be confirmed.
<b>Training and Development</b>		
<b>Title of Training/Briefing</b>	<b>Detail</b>	<b>Proposed Date</b>
Briefing on ASC Green Paper	To gain a better understanding of the potential implications of the Government's Green Paper/Adult Social Care reforms once published.	Dependent on publication by Government
People Scrutiny 'Away Day'	A session for the committee members to discuss the potential items for the future programme, agree priorities and the type of work to be carried out (e.g. reports at committee, briefings, scoping scrutiny reviews and establishing reference groups etc.).	To be confirmed.

<b>Future Committee Agenda Items</b>		<b>Author</b>
<b>18 November 2021</b>		
Reconciling Policy, Performance and Resources (RPPR) 2022/23	The Committee will continue the process of examining the Departmental Portfolio Plans and budget for the 2022/23 financial year.	Becky Shaw, Chief Executive
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
East Sussex Safeguarding Children Partnership (ESSCP)	Presentation of the annual report of the East Sussex Safeguarding Children Partnership.	Independent Chair, East Sussex Safeguarding Children Partnership
<b>March 2022</b>		
Reconciling Policy, Performance and Resources (RPPR) 2021/22	To provide the Committee with an opportunity to review its input into the RPPR process for 2022/23.	Becky Shaw, Chief Executive
Standing Advisory Council for Religious Education (SACRE) Annual Report	To update the Committee on the work of SACRE, with the report to include a further update on secondary school performance in relation to the requirements of the National Curriculum and Religious Education.	Roy Galley, Chairman of SACRE / Stuart Gallimore, Director of Children's Services
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
<b>June 2022</b>		

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
<b>September 2022</b>		
Reconciling Policy, Performance and Resources (RPPR) 2023/24	The Committee will begin the process of examining the Departmental Portfolio Plans and budget for the 2023/24 financial year.	Becky Shaw, Chief Executive
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
Safeguarding Adults Board - Annual Report	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.	Chair, Safeguarding Adults Board

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## 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, individual Cabinet member or officer 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. Only key decisions to be taken by officers are included.

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

- Page 107 -
- the name of the individual or body that is to make the decision and the date of the meeting or relevant time period for an officer decision
  - the title of the report and decision to be considered
  - groups that will be consulted prior to the decision being taken
  - a list of documents that will be considered when making the decision
  - 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. Key decisions taken by officers will not be taken at a meeting – documents listed can be made available on request to the contact officer, with the exception of those which contain exempt/confidential information.

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](mailto:andy.cottell@eastsussex.gov.uk). For further detailed information regarding specific issues to be considered by the Cabinet, individual Member or officer 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 2021 TO 31 December 2021**

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 Nick Bennett – Lead Member for Resources and Climate Change

Councillor Rupert Simmons – Lead Member for Economy

Councillor Claire Dowling – Lead Member for Transport and Environment

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

Councillor Bob Bowdler – 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
September 2021	Director of Adult Social Care and Health	<p>Tender Award for the Provision of Residential Care, and Care and Support to people with Learning Disabilities in the Hastings and Rother area</p> <p>To endorse and authorise the recommended Provider to be awarded the Contract for Residential Care, and Care and Support to people with Learning Disabilities in the Hastings and Rother area, following a competitive tendering process.</p> <p>These are existing residential services supporting up to 30 adults with a learning</p>	<b>KD</b>	The Residential care homes forming part of this tender are in the Hastings and Rother area (Fairlight, St Leonards-on-sea, Bexhill, Broad Oak, Northiam). Clients of the services and their families have	Report, other documents may also be submitted	Fraser Cooper  07818 525216

		disability, and the tender was required due to the current contract coming the end of the term.		been informed of the tender process. Market engagement with prospective bidders was held in April 2021, and NHS England have also been informed		
13 Sep 2021 Page 109	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Excellence for All strategy 2021 – 2023 For the Lead Member to approve the content of the Excellence for All 2021 – 2023 strategy, which has been written by the Standards and Learning Effectiveness Service within the Children's Services Department.			Report, other documents may also be submitted	Elizabeth Funge 01273 336879
13 Sep 2021	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Lowering the age range at Cradle Hill Community Primary School To seek Lead Member approval to publish statutory notices in respect of a proposal to lower the age range at Cradle Hill Community Primary School to enable the governing body to provide early years provision on the school site.		Local Members Parents School	Report, other documents may also be submitted	Jane Spice 01323 747425
13 Sep 2021	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Update to home to school transport policies for mainstream and SEND pupils			Report, other documents may also be submitted	Jo Miles 01323 747425

14 Sep 2021	Lead Member for Resources and Climate Change	Notice of Motion: To support the Climate and Ecological Emergency Bill To consider a report on the Notice of Motion that the Council supports the Climate and Ecological Emergency (CEE) Bill and make a recommendation to Full Council.			Report, other documents may also be submitted	Andy Arnold 01273 481606
20 Sep 2021	Lead Member for Transport and Environment	Notice of Motion concerning the Government's proposed planning reforms Consideration of a Notice of Motion submitted by Cllr Godfrey Daniel and seconded by Cllr Chris Collier. It reads: "East Sussex County Council believes planning works best when developers and the local community work together to shape local areas and deliver necessary new homes and facilities; and therefore calls on the Government to protect the right of communities to object to individual planning decisions."			Report, other documents may also be submitted	Ed Sheath 07725 622407
20 Sep 2021	Lead Member for Transport and Environment	Petition to consider a request for improvements at the junction of Nursery Lane and the A22 To consider a petition requesting a post to prevent parking and further signage to improve road safety for residents of Nursery Lane. A petition was presented to the Chairman of the County Council on 25 May 2021. He has asked that the Lead Member for Transport and Environment considers the issues raised by the petitioners			Report, other documents may also be submitted	Kelly Burr 01273 482824
20 Sep 2021	Lead Member for	Provision of an on street advisory disabled		Local Residents	Report, other	Rebecca Newby

	Transport and Environment	bay To consider concerns raised by objectors and approve the provision of an advisory disabled parking bay in The Mount, Uckfield			documents may also be submitted	01273 336434
21 Sep 2021	Lead Member for Adult Social Care and Health	<p>Learning Disability Day Services Permanent Service Model Consultation</p> <p>During the pandemic Learning Disability Day Services changed the service model to manage the capacity of the buildings without having to reduce the amount of day service provision offered to people with a learning disability. Changes were also made to ensure we did all we could to reduce the risk of infection from Covid-19.</p> <p>Some of these changes have had a positive impact on the way services are delivered and the experience of people using the services. This consultation is to make the following temporary changes to the day services permanent:</p> <ul style="list-style-type: none"> <li>- To provide the service across three sessions a day: AM, PM, and Twilight rather than as whole days.</li> <li>- To provide the service in 'support bubbles' of up to 15 people</li> <li>- To provide sessions based in the community that are independent of the building-based service.</li> </ul> <p>These changes will improve the experience</p>	<b><i>KD</i></b>	<p>There have been two consultations for these proposals. Staff have been consulted with regard to changing their working patterns.</p> <p>Clients, parents, carers and other stakeholders have been consulted regarding the change of the model of delivery outlined above.</p> <p>An Equalities Impact Assessment was completed for these interim arrangements and is being updated as part of the consultation</p>	Report, other documents may also be submitted	Richard Lewis  01273 337765

		of people using the service by providing a more personalised approach, broaden what is available by increasing the length of the day and community activities and equip the service to respond to any future situations such as the current pandemic				
21 Sep 2021	Lead Member for Adult Social Care and Health	Residential and Nursing Care Contracts To seek Cabinet approval for consultation with residential and nursing care providers and for the issuing of revised Terms and Conditions for the Framework contract following consultation	<b>KD</b>	Consultation will be with residential and nursing care providers.	Report, other documents may also be submitted	Tamsin Peart 07881 282732
21 Sep 2021	Lead Member for Adult Social Care and Health	Sexual Health Services re-model consultation This report will describe the findings of the sexual health procurement consultation and equality impact assessment with recommendation for future model of service delivery	<b>KD</b>	Public consultation closed on 22nd July	Report, other documents may also be submitted	Tony Proom 01273 335252
30 Sep 2021	Cabinet	Annual Progress Report on East Sussex County Council's Climate Emergency Plan To consider the annual report on the Council's progress towards becoming carbon neutral.			Report, other documents may also be submitted	Andy Arnold 01273 481606
30 Sep 2021	Cabinet	Council Monitoring: Quarter 1 2021/22 To consider the Council Monitoring report for the first quarter of the financial year 2021/22 as part of the Council's Reconciling Policy, Performance and Resources			Report, other documents may also be submitted	Victoria Beard 07894 708914

		(RPPR) budget monitoring process.				
30 Sep 2021	Cabinet	East Sussex – Local Cycling & Walking Infrastructure Plan Endorsement of the plan to enable ESCC & their partners to utilise the document to secure funding.			Report, other documents may also be submitted	Lisa Simmonds 01273 336515
30 Sep 2021	Cabinet	East Sussex, Brighton & Hove and the South Downs NPA Waste and Minerals Plan Review To recommend to Full Council that; the Proposed Submission of the Plan is published for statutory public consultation; that authorisation is given to subsequently submit the Plan to the Secretary of State for Examination, and; to provide authorisation to the Director of CET to agree to any draft modifications to the Plan in order to make it sound and for these modifications to be published for consultation.	<b>KD</b>		Report, other documents may also be submitted	Edward Sheath 01273 481632
30 Sep 2021	Cabinet	Home care and extra care contract re-tender To consider proposals in relation to the re-tendering of home care and extra care service provision from January 2023 when the current contracts end.	<b>KD</b>	Home care provision is Countywide.  We have already consulted with a range of internal and external stakeholders including home care providers, care workers,	Report, other documents may also be submitted	Sarah Crouch 01273 481110

				clients and carers.		
30 Sep 2021	Cabinet	<p>Introduction of a Department for Transport approved Lane Rental Scheme in East Sussex</p> <p>To consider the introduction of a lane rental scheme in East Sussex for works on the highway which could encourage utility companies, and highway authorities, to work quickly and/or to avoid working during traffic sensitive times.</p>	<b>KD</b>		Report, other documents may also be submitted	Pippa Mabey 01273 335506
30 Sep 2021	Cabinet	<p>Reconciling Policy, Performance and Resources (RPPR) 2022/23 - Update</p> <p>Cabinet is asked to consider progress in business and financial planning for 2022/23</p> <p>To provide Cabinet with an update on the RPPR financial and service planning process for 2022/23 including a financial strategy with options for further investment in highways, infrastructure and climate change.</p>	<b>KD</b>		Report, other documents may also be submitted	Claire Lee 07523 930526
30 Sep 2021	Lead Member for Strategic Management and Economic Development	<p>Sea Change Sussex - grant agreements</p> <p>To consider proposed changes to grant agreements suggested by Sea Change Sussex for the Bexhill Park Enterprise North and Fast Track Business Solutions projects.</p>	<b>P</b> <b>KD</b>		Report, other documents may also be submitted	Alex Colbran 07729 108123
1 Oct 2021	Lead Member for Resources and	Council Tax Reduction Scheme: Response to consultations	Open		Report, other documents may	Ian Gutsell

	Climate Change	The report will ask the Lead Member to approve the response to the consultation by Lewes District Council and Rother District Council on changes to their Council Tax Reduction Scheme, which will see a move to 100% discount under certain circumstances.			also be submitted	01273 481399
1 Oct 2021	Lead Member for Resources and Climate Change	Lease extension to The Arches, 1-3 Braybrooke Terrace, Hastings TN34 1TD To consider extending the term of the existing lease of The Arches, 1-3 Braybrooke Terrace, Hastings in order to enable the tenant to secure funding for major repairs and alteration works.			Report, other documents may also be submitted	Jenni Freeborn 07734 227936
1 Oct 2021	Lead Member for Resources and Climate Change	Modernising Back Office Systems (MBOS) Programme Resources Procurement To review the procurement outcome and approve the contract award for a flexible services contract to provide support to the MBOS programme where internal skills are not available.	<b>P</b> <b>KD</b>		Report, other documents may also be submitted	Graham Forsdyke 07849 309420
12 Oct 2021	Lead Member for Resources and Climate Change	Approval of a Lease for Business Space Accommodation. Approval of a lease for business space accommodation to meet the operational requirements of the Communities, Economy and Transport Department. The decision required is to agree that the Council will take a commercial lease and to delegate authority to the Chief Operating Officer to sign the final lease agreements.	<b>P</b> <b>KD</b>	Local Member	Report, other documents may also be submitted	Peter Smith 01273 337647

12 Oct 2021	Lead Member for Resources and Climate Change	Ringmer Swimming Pool To consider the outcome of the market testing exercise to ascertain expressions of interest in the future management of the Ringmer Swimming Pool.		Local Member	Report, other documents may also be submitted	Pauline Young 01273 481180
12 Oct 2021	Lead Member for Resources and Climate Change	Transfer of freehold of the Cuckoo Trail Transfer of that part of the Cuckoo Trail that is held freehold by East Sussex County Council to Wealden District Council subject to due diligence	<b>KD</b>		Report, other documents may also be submitted	Zoe Tweed 01273 336104
18 Oct 2021 Page 116	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Final decision on the Proposed re-designation of Special Educational Needs facility at Wallands Community Primary School. Subject to the outcome of the consultation the Lead Member will be asked to take a final decision on a proposal to re-designate the SEN facility at Wallands Community Primary School from 1 September 2022, to also include pupils with a primary need of Autistic Spectrum Disorder (ASD).  Wallands Community Primary School has a designated specialist facility for up to 16 pupils aged 4-11 with speech, language and communication needs (SLCN). East Sussex County Council is proposing to extend the designation of the facility from 1 September 2022, to include pupils aged 4-11 with a primary need of Autistic Spectrum Disorder (ASD).	<b>KD</b>		Report, other documents may also be submitted	Gary Langford 01273 481758

		The change in designation will enable the council to meet a growing need for places for pupils aged 4-11 with ASD, linked to a reduction in demand for SLCN places.				
18 Oct 2021	Lead Member for Education and Inclusion, Special Educational Needs and Disability	In year admission arrangements 2021-22 To agree the changes to in year admission arrangements for 2021-22 required by the School Admissions Code 2021 (currently before parliament). These changes will involve a new co-ordinated scheme for community and Voluntary Controlled schools (as consulted), as well as tighter timescales for in year admissions to reflect the deadlines in the new Code.	<b>KD</b>		Report, other documents may also be submitted	Jo Miles  01273 481911
18 Oct 2021	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Permission to Consult on Proposed Admission Arrangements for 2023-24 To agree to consult on the proposed admission arrangements for Community and Voluntary Controlled schools in East Sussex for the 2023-24 academic year (and on the proposed co-ordinated schemes of admission for the same year), as required by the School Admissions Code 2021.	<b>KD</b>		Report, other documents may also be submitted	Jo Miles  01273 481911
18 Oct 2021	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Update to home to school transport policy for SEND pupils of statutory school age Changes to the above policy to reflect improvements to the appeals process and ability for applicants to request ability to make verbal representation at appeals panel hearings.			Report, other documents may also be submitted	Alison Mills  01273 336670

18 Oct 2021	Lead Member for Transport and Environment	Community Match Schemes 2021/22 To authorise expenditure of £150,000 (£50,000 maximum match funding per scheme) in 2021/22 as contribution towards three Community Match schemes at Burwash, Rotherfield & Spatham Lane Ditchling.	<b>KD</b>		Report, other documents may also be submitted	Andrew Keer 01273 336682
18 Oct 2021	Lead Member for Transport and Environment	Proposed East Sussex Bus Service Improvement Plan (BSIP) Approve the proposed East Sussex Bus Service Improvement Plan, prior to submission of the BSIP to the Department of Transport by the 31 October 2021 deadline. The BSIP proposals has been developed in collaboration with East Sussex bus operators, having engaged with stakeholders and members of the public. The Government's funding allocations to local transport authorities for future bus service improvements are expected to be based on the strength and ambition of their BSIPs.	<b>KD</b>		Report, other documents may also be submitted	Craig Lamberton 07711 164203
18 Oct 2021	Lead Member for Transport and Environment	Provision of an on street advisory disabled bay To consider concerns raised by objectors and approve the provision of an advisory disabled parking bay in James Avenue, Herstmonceux		Local Member Local Residents	Report, other documents may also be submitted	Clare Akehurst 01323 463402
15 Nov 2021	Lead Member for Education and	East Sussex School Organisation Plan 2021-2025			Report, other documents may	Gary Langford

	Inclusion, Special Educational Needs and Disability	<p>To seek Lead Member approval to publish the East Sussex School Organisation Plan, covering the period 2021 to 2025.</p> <p>The purpose of the School Organisation Plan is to understand the projected demand for school places in the future and to set out where we think we will need to commission additional places or re-organise existing provision to meet that demand.</p>			also be submitted	01273 481758
22 Nov 2021	Lead Member for Transport and Environment	<p>Petition calling on the County Council to address cycling measures in Alexandra Park, Hastings</p> <p>The petition "calls upon East Sussex County Council to remove their support for a shared cycle/pedestrian pathway through the lower part of Alexandra Park, between Dordrecht Way and Bethune Way. Otherwise there will be inevitable conflict between pedestrians, children, dogs, buggies, cyclists, the elderly and the blind."</p>			Report, other documents may also be submitted	Tracey Vaks 01273 482123
13 Dec 2021	Lead Member for Education and Inclusion, Special Educational Needs and Disability	<p>Final decision on the proposal to lower the age range at Cradle Hill Community Primary School</p> <p>To take the final decision on the proposal to lower the age range at Cradle Hill Community Primary School</p>			Report, other documents may also be submitted	Jane Spice 01323 747425
14 Dec 2021	Cabinet	Annual Accounts for Lewes Charitable Trust Annual position statement of accounts for onward submission to Charity Commission			Report, other documents may also be submitted	Sam McManus 07919 298416

14 Dec 2021	Cabinet	<p>Council Monitoring: Quarter 2 2021/22          To consider the Council Monitoring report for the second quarter of the financial year 2021/22 as part of the Council's Reconciling Policy, Performance and Resources (RPPR) budget monitoring process.</p>			Report, other documents may also be submitted	Victoria Beard <i>07894 708914</i>
14 Dec 2021	Cabinet	<p>Treasury Management Annual Report 2020/21 and mid-year report 2021/22          To consider a report on the review of Treasury Management performance for 2020/21 and the outturn for the first six months of 2021/22, including the economic factors affecting performance, the Prudential Indicators and compliance with the limits set within the Treasury Management Strategy.</p>			Report, other documents may also be submitted	Ian Gutsell <i>01273 481399</i>

<b>Report to:</b>	<b>People Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>16th September 2021</b>
<b>By:</b>	<b>Director of Adult Social Care</b>
<b>Title:</b>	<b>Annual Review of Safer Communities Performance, Priorities, and Issues</b>
<b>Purpose:</b>	<b>To update the Committee on performance in relation to safer communities in 2020/21, and priorities and issues highlighted in the Partnership Business Plan 2020 - 2023</b>

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## **RECOMMENDATIONS:**

**To consider and comment on performance in 2020/21 and the priorities and issues identified for 2020 -2023**

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### **1. Summary Performance Highlights 2020/21**

1.1 Restrictions on people's movements during the Covid-19 lockdowns caused dramatic changes in crime opportunities, with Sussex Police recording a decrease of 16.2% in reported crimes from the previous year, with significant reductions in reported burglaries, theft, and serious violence.

1.2 The overall number of anti-social behaviour (ASB) incidents rose sharply by 73.9%, and ASB crimes rose by 41.1%; this increase is linked to how Sussex Police categorised breaches of the COVID-19 regulations.

1.3 Drug Trafficking Offences increased by 30.1%.

1.4 Although in general, domestic abuse incidents and crimes reported to Sussex Police have been increasing year on year in line with national trend data, the impact of the pandemic shows a decrease of 5.5% in domestic abuse reported crimes during this period.

1.5 Only 26 referrals to the commissioned domestic abuse community service last year were from the over 60s age group. Given the demographics of East Sussex, older people are under-represented in referrals which also reflects the national picture.

1.6 East Sussex commissioned drug and alcohol treatment services had a significantly lower rate of successful alcohol completions than the national average (26.1% compared to 36.7%); this is being addressed through an Improvement Plan with the Provider.

### **2. Background Information**

2.1. The East Sussex Safer Communities Partnership (SCP) is responsible for developing a Community Safety Business Plan which addresses shared strategic priorities for community safety across its members. This enables the Partnership to make use of economies of scale in tackling priorities across districts and boroughs, identifying regional changes in the activities

and resources of criminals or vulnerable people, and accessing opportunities for county-level funding. In East Sussex local drug and alcohol strategies form part of the Safer Communities Business Plan.

2.2. The County Council's priorities for community safety are informed by the East Sussex Safer Communities Partnership business planning process in a three-year business planning cycle.

2.3. In preparation for the three-year plan 2020 - 2023, the Safer East Sussex Team (SEST) undertook research to inform the partnership priority setting process. The information was then shared with partners at a partnership development morning. Following agreement by the Board on the community safety priorities for the three years ahead, a Partnership Business Plan was developed. The plan is refreshed on an annual basis following a strategic assessment of community safety, and the partnership is in its second year of the current business planning cycle. The Business Plan is attached at Appendix 1 of this report and sets the direction for Partnership work for 2021/22.

2.4. In addition to the SCP there are four local Community Safety Partnerships in East Sussex. Each of these partnerships publish a plan to address the issues raised in their local area and as defined by their own partnerships.

2.5. The Strategic Assessment of Community Safety exploring national and local trends and the impact of national policy and legislation, is undertaken every three years with an annual refresh, in order to select work streams and plan activity for the year ahead. In two-tier authorities one document may be produced which encompasses all of the districts within that area. The 2021/22 Strategic Assessment will be considered at the Safer Communities Partnership Board meeting on 21<sup>st</sup> September 2021.

2.6. The Safer Communities Partnership priorities are interconnected and crosscutting, aligning with the priorities of other Partnerships to keep East Sussex safe. A Joint Partnership Protocol between the Safer Communities Partnership and Safeguarding Adults Board, Safeguarding Children Partnership, and the Children and Young People's Trust facilitates the identification of shared priorities and joint working.

### **3. Performance Metrics**

3.1 Over the past three years there have been significant changes nationally in the way that performance metrics are evaluated. Agencies have moved away from numerical targets and measures, focussing instead on broader outcomes over longer periods. This is reflected in the Sussex Police and Crime Plan for 2017 - 21, and the Sussex Police Operational Delivery Plan 2019/20. The Safer Communities Partnership has also mirrored this trend and has developed a headline report, which monitors outcomes and activity as opposed to output targets.

3.2 On the 14 April 2021 the Policing Minister wrote to Police & Crime Commissioners outlining new national crime and policing measures across six areas: homicide, serious violence, drug supply, neighbourhood violence, cyber-crime, and victim satisfaction, with a particular focus on victims of domestic abuse. If finalised, national benchmarks will be established, based on traditional data such as recorded crime as well as new measures including the number of police referrals into drug treatment programmes, and hospital admissions for youth stabbings.

3.3 Flexibility in how any changes to the policing measures noted above are monitored by the Safer Communities Partnership Board may be needed in order to align with Government and Sussex Police priorities. Progress against the national measures would be reviewed on a quarterly basis by the Crime, Policing and Performance Board (CPPB), chaired by the Policing Minister.<sup>1</sup>

## 4. Community Engagement

4.1 The East Sussex Reputation Tracker Survey is carried out annually to gather information from a cross-section of approximately 1,000 East Sussex residents. Part of this survey asks residents to select three Community Safety Priorities and three types of Anti-Social Behaviour (ASB) that they feel are most important for the Safer Communities Partnership to tackle. These results are used to inform its Strategic Assessment and in selecting its ongoing priorities<sup>2</sup>; no survey was completed in 2020 while the 2021 edition was completed in June/July 2021 during a time in which COVID-lockdowns were undergoing national review.

4.2 Community Safety areas most chosen by East Sussex residents as first, second or third priorities were Sexual Violence & Abuse (39.5%), Serious Violent Crime including Knife Crime (37.6%) and Online Safety, Harassment & Abuse (32.3%). The most significant increases in areas being chosen were in Online Safety, Harassment & Abuse (increasing from 19.5% in the 2019 survey to 32.5% of respondents), Fraud & Scams (7.6% to 14.3%) and Reducing Reoffending (12.9% to 17.5%). Online Safety, Harassment and Abuse was the first choice for 12.6% of respondents, a rise from 7.0% in 2019, and the second most-chosen priority area after Serious Violent Crime (19.8%; 19.0% in 2019).

4.3 The Anti-Social Behaviour (ASB) areas most chosen as first, second or third priorities were Drug Dealing in Public Places (33.6%), Underage Drinking (32.4%) and Aggressive Street Begging (26.8%). The most significant increases in areas being chosen were in Verbal Abuse / Intimidation in Public (increasing from 15.2% of respondents in 2019 to 24.3% in 2021) and Fly-Tipping (from 10.4% to 18.1%).

4.4 There was a significant decrease in respondents choosing Anti-Social Driving/Speeding as a priority (from 25.1% to 17.9%) which is most likely a reflection of the decreased use of cars and motorbikes during the county's COVID-related lockdowns in 2020 and 2021.

4.5 From across the available options more respondents chose their priorities as a result of having themselves or their relatives directly experience them (63.1% vs. 50.0% in 2019), with the most significant increases in Online Safety, Harassment & Abuse (from 22 respondents to 97 in 2021), Road Safety (from 46 to 109 respondents), and Serious Violent Crime (from 64 to 83 respondents).

4.6 Verbal Abuse & Intimidation saw a significant increase in the number of respondents reporting direct experience (104 respondents vs. 69 in 2019) as did Vehicle Crime (60 respondents vs. 26 in 2019), Drug Dealing in Public Places (117 respondents vs. 87 in 2019) and Littering (81 respondents vs. 50 in 2019).

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<sup>1</sup> Minutes of the meeting of the City of London Police Authority Board, 20<sup>th</sup> April 2021. Available at:

<https://democracy.cityoflondon.gov.uk/documents/s152193/210420%20-%20COLPAB%20-%20Public%20Minutes%20Draft.pdf>

<sup>2</sup> Residents were given a pre-defined list of 14 priority areas and asked to rank from 1 to 3, with 1 being the most important. A full detailed analysis at district/borough & postcode level (where available) can be obtained from Ryan Weedon, Safer Communities Analyst, Safer East Sussex Team

## 5. Headline Activity Sussex Police Data 2020/21

5.1 Over the last few years new challenges and new types of crime have surfaced. There has been a notable shift away from traditional crime types to emerging threats such as cyber-crime, human trafficking, child criminal exploitation and serious organised violence related to County Lines<sup>3</sup>.

5.2 On the 23rd March 2020 the UK went into lockdown, significantly changing the way people live, and the way in which criminals operate. Restrictions on people's movements caused dramatic changes in crime opportunities. Nationally, many crime types from shoplifting to burglary declined, while other crime types, including domestic violence and online crimes (from fraud to child sexual abuse) increased. As we ease out of lockdown, the nature of criminality will change once again, and it is a challenge to predict the impact that the lifting of restrictions will bring, and the further impact of any future variant waves on society. Many of the crimes that will have occurred during the pandemic are harmful and hidden crimes that are under-reported, and there are many vulnerable groups of people needing support.

5.3 In the year to end March 2021 Sussex Police recorded a total of 32,374 offences in East Sussex compared to 38,654 the previous year, a decrease of 16.2% (- 6,280 crimes) and in line with decreases seen across Sussex overall<sup>4</sup>. The overall number of anti-social behaviour (ASB) incidents rose sharply by 73.9% to 16,892 over this period (+ 7,178 incidents) and ASB crimes rose by 41.1% to 1,803 (+525 crimes)<sup>5</sup>. This included significant increases to Nuisance and Personal forms of ASB; these increases can be linked to how Sussex Police have categorised breaches of COVID-19 regulations and therefore may not necessarily indicate an overall rise in ASB.

5.4 Crime types which have experienced the most significant changes since 2019/20 include Burglary (-37.6% to 1,639 crimes in 2020/21), Theft (-33.3% to 4,508 crimes in 2020/21) and all Vehicle-related offences (-42.5% to 1,511 crimes in 2020/21). Decreases have been seen in Shoplifting (-35.4%) and Burglary Business & Community (-31.1%) as businesses in hospitality and retail have been closed for significant periods due to COVID lockdowns, and high-density public spaces have seen reduced footfall.

5.5 One significant crime-type increase was in Drug Trafficking Offences, increasing by 30.1% to 238 crimes in 2020/21; this is again reflective of trends across Sussex as a whole.

5.6 Serious Violent Offences<sup>6</sup> have decreased by 19.5% to 297 crimes over 2020/21; there were two homicides in this period compared to eight in 2019/20. A profile of Serious Violence in November 2020<sup>7</sup> showed that serious violent offences occurred roughly equally in public and non-public places; only Hastings showed a significant imbalance with 64% of offences

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<sup>3</sup> County Lines is a major, cross-cutting issue involving drugs, violence, gangs, safeguarding, criminal and sexual exploitation, modern slavery, and missing persons. It involves child criminal exploitation (CCE) with gangs using both vulnerable children and adults to move drugs and money from urban to market towns. Gangs establish a base in the market location, typically by taking over the homes of local vulnerable adults by force or coercion in a practice referred to as 'cuckooing'.

<sup>4</sup> Performance Information Unit, Sussex Police

<sup>5</sup> East Sussex Neighbourhood Support Team, Sussex Police

<sup>6</sup> Serious Violent Crime is defined by Sussex Police through using the Home Office crime sub-groups *Homicide* and *Violence with Injury* with an exception within all *Assault with Injury* offences to include only the offences with wording "grievous bodily harm" or wounding with intent", and excludes all *Actual Bodily Harm* offences

<sup>7</sup> Claire Rivers, Sussex Violence Reduction Partnership, April 2021 - *Serious Violent Crime Problem Profile – East Sussex: Public Place and Non-Public Place Serious Violent Crime*

occurring in public. All Violence with Injury Offences decreased by 18% (-879 crimes to 4,006) across East Sussex, in a pattern similar to Brighton and West Sussex.

## 6. Domestic and Sexual Violence and Abuse

6.1 Through 2020/21, domestic abuse incidents have seen peaks and troughs without a significant overall difference in annual figures.

6.2 Police data for East Sussex generally over the past few years, reflects the national trend of an increase in domestic abuse-related crimes - up to the start of the pandemic which has had an impact on the volume of these offences along with other crimes.

6.3 Between 2017 and 2020, all Districts and Boroughs experienced increases in domestic abuse related crimes with an average East Sussex increase of 28% during this time. Eastbourne and Rother experienced the highest increases (49% and 33%) and Wealden and Hastings the lowest increases (19% and 12%).

6.4 As a result of the impact of the pandemic, Police data for domestic abuse-related crimes for the rolling Year May 2020 – April 2021 shows a decrease of 5.5% (6,035 down from 6,384 in the rolling year May 2019 – April 2021). The shift from a gradual increase to a gradual decrease in the data, started in October 2020.

6.5 Police data for East Sussex for the rolling year May 2020 – April 2021 for non-crime incidents with a domestic abuse marker also shows a very slight decrease of 0.7% from the rolling year May 2019 – April 2020 (decreasing from 4,286 to 4,258).

6.6 Between April 2020 and end March 2021, 986 high risk domestic violence and abuse cases were discussed at the East Sussex Multi-Agency Risk Assessment Conferences (MARACs)<sup>8</sup>. This is a decrease of 6% when compared to the previous year and is notable for being out of sync with a 10% increase in national referrals in this period.

6.7 This recent decrease notwithstanding, ESCC MARACs continue to discuss above the expected number of cases (based on the estimate of 40 cases per 10,000 adult females), remaining at an average of 44 cases per 10,000.

Historic MARAC data for context:

<b>Financial Year</b>	<b>ELW (Number of cases discussed)</b>	<b>HR (Number of cases discussed)</b>	<b>BH (Number of cases discussed)</b>
2020/2021	559 (10% decrease on previous year)	427 (2% decrease on previous year)	697 (2% decrease on previous year)
2019/2020	623	428	714
2018/2019	513	375	706
2017/2018	411	325	552
2016/2017	308	320	468
% increase between 2016/2017 to 2020/21	81% increase	33% increase	32% increase

<sup>8</sup> Safe Lives MARAC data, April 2021 to March 2021. Further published data can be found at <https://safelives.org.uk/node/2036>

6.8 Repeat referral rates in 2020/21 accounted for 34% of all cases discussed in Eastbourne, Lewes, and Wealden, and 28% of cases discussed in Hastings and Rother; both within Safe Lives' recommended range of 28% to 40%.

6.9 There was an increase in the number of children associated with MARAC referrals in the household, rising from 1,700 in 2019/20 to 1,844 in 2020/21, a rise of just under 9%. Children are a significant feature of high-risk discussion and the increase in numbers has an additional resource impact on ESCC Children's Services in terms of researching this number of cases/ children.

6.10 East Sussex MARAC referrals from groups with specific protected characteristics fall within the expected/ recommended range for people who identify as lesbian, gay, bisexual and/or transgender (LGBT), and for male victim/ survivors. Referrals for victim/ survivors with disabilities are significantly higher than the expected range, comprising over 40% of referrals to MARAC in Hastings and Rother; referrals of people from Black and Minority Ethnic (BAME) communities are higher than expected, in particular in the West of the County:

April 2020-March 2021

Indicator	National figure	Most similar force group	SafeLives recommends	Sussex Police force	Eastbourne, Lewes & Wealden	Hastings & Rother
BAME	16.60%	10.10%	0.10%	4.90%	4.80%	1.40%
LGBT	1.40%	1.50%	2.5% - 5.8%	2.70%	3.00%	3.50%
Disability	7.50%	7.30%	19%+	20.90%	30.60%	40.30%
Males	6.00%	5.80%	5% - 10%	6.20%	8.90%	10.10%
Victims aged 16-17	1,320	212	-	26	4	4
Cases where victims aged 16-17	1.20%	1.40%	-	0.90%	0.70%	0.90%
Number of young people aged 17 or below harming others	1,076	166	-	20	4	6

6.11 During 2020/21, the Change, Grow, Live (CGL, then known as the 'Portal') commissioned community domestic abuse services received 2,707 referrals. Referrals increased to an average of 58 medium/high risk referrals received each week in Q4, an increase of 3.86% compared to Q3. This follows the slight dip in Q3 (50 referrals per week) after the annual seasonal high in Q2. The impact of the second lockdown and the dip in referrals in Q3 were not seen to the same extent during Q4 and the third lockdown, where arguably restrictions were not followed as stringently as they had been previously.

6.12 Only 26 referrals to CGL last year were from the over 60s age group. Given the demographics of East Sussex, older people are under-represented in referrals to CGL and to domestic abuse services nationally. Engagement workshops and meetings with key stakeholders in East Sussex, including organisations and agencies working with older people, had been carried out as part of the recommissioning of DVA services in 2019. This engagement work highlighted specific barriers for older people accessing support for domestic abuse, which reflects national research findings around generational norms impacting on victims not framing their experience as domestic abuse and/or feeling comfortable reporting to the Police; reliance on the perpetrator financially and/or for caring responsibilities; more reluctance to leave the family home; and being less likely to know where to seek support. Older people are

also more likely to seek support from ‘older people’s services’ than a domestic abuse organisation.

6.13 There has also been an increase in complexity of vulnerabilities of peoples accessing support from CGL and this trend has also been reported by the specialist rape and sexual violence service, Survivors Network. This includes an increase in those with mental health needs and suicidal ideation. A Complex Needs Worker has been recruited within CGL to address this trend with a focus on mental health, homelessness, and substance misuse.

## 7. Drug and Alcohol Treatment

7.1 The table below shows the data relating to the commissioned adult drug and alcohol treatment service for 2020/21 with comparison data for England:

Treatment Group	Numbers in Treatment East Sussex	Successful Completions	Successful Completions
		East Sussex	England data
Opiates	1063	4.3%	5.3%
Alcohol	678	26.1%	36.7%
Non-Opiates	239	31.0%	33.4%

7.2 Numbers in treatment have remained relatively stable over the past three years with no significant increases or decreases through 2020/21.

7.3 The commissioned provider has produced an Improvement Plan and commissioners are closely monitoring progress against this, with a focus on increasing the availability of ambulatory alcohol detox services across the county.

## 8. Partnership Priorities April 2020 to March 2023

8.1 The priorities set for the 2020/23 Partnership Business Plan were set following a partnership Development Day during which the recommendations of the full strategic assessment were discussed and agreed. The following priority areas have been agreed following the refreshed strategic assessment:

- a) **Serious Organised Crime** - Reduce the vulnerability of individuals and communities to being drawn into or becoming victims of organised crime by supporting whole-community approaches which combine policing, education, and social services.
- b) **Serious Violent Crime** - Break up patterns and cycles of violent crime - especially knife crime – by creating and sustaining multi-agency partnerships which are better at

sharing intelligence, supporting victims, rehabilitating offenders, and intervening earlier when our community identifies at-risk people.

- c) **Domestic Abuse** - Challenge and end cycles of abuse by creating working environments which give professionals more time and resources to identify and understand vulnerable peoples' specific needs, create safe-spaces, and adopt criminal justice strategies to challenge and reform the behaviour of offenders.
- d) **Drugs and Alcohol Related Harm** - Create long-lasting reductions to the harm caused by substance misuse in our communities including social isolation, crime, and health risks through a combination of outreach, treatment/recovery, diversion, and enforcement approaches which support vulnerable people, their families, and communities.

8.2 Partners have also agreed that the following work streams would be maintained:

- a) **Violent Extremism** - Reduce the power and reach and extremist networks through outreach, education, and early intervention, including risk-assessing vulnerable people and creating networks which identify extremist behaviour and break apart its links to violence and other serious crime.
- b) **Reducing Re-Offending** - Foster supportive and safe communities by reducing the risk and seriousness of reoffending, through bringing together agencies to consider accommodation as a major pillar in aiding released prisoners to access community services and transition to civilian life.
- c) **Anti-Social Behaviour and Hate Crime** - Enable our households and communities to remain safe by identifying hotspots where incidents and patterns of anti-social behaviour, hate and abuse occur, alongside creating effective enforcement strategies and coordinating services for young and at-risk people to offer education and prevention.
- d) **Road Safety** - Reduce deaths and serious injuries by ensuring that road networks are safe, drivers are properly educated and incentivised against unnecessary risk-taking or anti-social driving and ensuring road infrastructure remains fit for purpose.

8.3 Running across all these themes is the use of **social media and other digital technology**. Partnership member organisations are proactive in using social media to communicate between Partnerships and with our communities and are committed to expanding and improving access to technology, educating the public about its uses, and offering protection and support against its potential risks and dangers.

8.4 For those areas that have not been agreed as priorities, such as street communities, it is important to note that these are being dealt with through other partnership structures. It is also important to note that the partnership remains interested and actively involved in these areas of work, providing support where appropriate. The full descriptions of the Partnership priorities are set out in the attached Business Plan (**Appendix 1**).

## 9. Community Safety Developments in East Sussex 2021

9.1 There are a number of challenges and opportunities on the horizon that will impact on partnership work over the coming year:

- a) Readings of the Police, Crime Sentencing & Courts Bill, placing new duties on schools, police, councils, and health authorities to prevent serious violence.
- b) The implications and requirements of the Domestic Abuse Act, which aims to reform how the justice system and partner agencies work with victims of domestic abuse.
- c) The National Probation Service and regional Community Rehabilitation Companies re-unifying in June 2021.
- d) Changes to the Channel management process under the government's Prevent anti-extremism program, giving more responsibility and autonomy to local government safeguarding panels.
- e) New recommendations arising from an independent review of the Modern Slavery Act.

## 10 Supporting Information – Funding and Finance

10.1 There are no specific financial implications arising from this report.

10.2 Sussex Police and Crime Commissioner (SPCC) funding for community safety is directly allocated to District and Borough Council based Community Safety Partnerships.

10.3 Safer Communities Partners have applied for and successfully secured several new funding streams during 2021/22:

- a) Changing Futures Programme fund – pan-Sussex bid awarded July 2021 to end March 2024; total funding: £4,425,000 to effect systems change for people experiencing severe and multiple disadvantage.
- b) Safer Streets (2) fund – Wealden District Council awarded £309,453 for 12 months for target hardening measures/ CCTV in Hailsham through 2021/22.
- c) Respite Rooms fund – Hastings Borough Council awarded July 2021 to end March 2024; total funding £310,650 to provide a safe, single gender space for a short period of time with intensive, trauma informed support so women affected by domestic abuse and homelessness can make choices and decisions around next steps for recovery.
- d) Accommodation for Ex-Offenders Scheme – Hastings Borough Council awarded £255,000.00 from July 2021 to end March 2023.
- e) Home Office Violence Reduction Fund via the Sussex Violence Reduction Partnership £130,000 for Children's Services to deliver the College Central Project and MACE Family Keywork.
- f) Home Office/ Public Health England (PHE) - £1.95 million for Project ADDER, a project to address the use of heroin and crack cocaine running between 2020 and end March 2021, in Hastings.
- g) PHE Universal Funding - £390,000 through 2021/22 County-wide funding to strengthen the links between the criminal justice system and the drug and alcohol treatment system, to reduce the number of drug related deaths and increase the numbers of people in treatment.
- h) PHE Inpatient Detox Funding - £72,422 through 2021/22 to increase the capacity of in-patient detox treatment on a regional level.
- i) PHE £94,325 - funding to improve the employability of East Sussex residents affected by drug and alcohol misuse disorders.

10.4 Additionally, Safer Communities Partners are planning to bid for, or waiting for the outcome of the following funding bids:

- a) Safer Streets (3) VAWG funding – the SPCC has submitted two pan-Sussex partnership bids to end March 2022 to address Violence Against Women and Girls: a primary bid for £549,493.80 to provide a Safe Space app, relationships work in schools, bystander training, VAWG Community Navigators, Street Pastors, and CCTV; and a secondary bid for £412,763 for lighting and CCTV in parks across Sussex.
- b) Night-Time Economy VAWG fund – amount to be confirmed.
- c) Local Leadership Integration Fund – amount to be confirmed.

10.5 ESCC was awarded £1,069,272 MHCLG funding for 2021/22 to provide support for victim/ survivors of domestic violence and abuse in safe accommodation; East Sussex district and borough councils also received funding to facilitate their contribution to the underpinning pan-Sussex needs assessment and strategy development.

10.6 ESCC has increased its baseline contribution into Domestic Abuse Refuge provision for the new contract starting 1<sup>st</sup> November 2021, from £343,000 pa to £535,380 pa, with additional one-off budgetary resource of £338,802 ring-fenced for capital spend to improve refuge buildings.

10.7 Non-recurrent 'Invest to Save' funding secured from ESCC to fund Against Violence Events: £25,000; a 'Get Safe on Line' digital package for three years: £33,000; an independent evaluation of partnership 'Trailblazer' work to support people to secure accommodation on leaving prison; and £650,000 to purchase a property to locate substance misuse treatment services in Hastings.

10.8 Pan Sussex additional Serious Violence Home Office Funding for the SWITCH programme £228,084 and also for Trauma-Informed multi-agency training across Sussex £290,778.

## **11. Conclusion and Reasons for Recommendations**

11.1 The East Sussex Safer Community Partnership continues to focus on keeping communities safe; protecting vulnerable people and identifying and responding to risk of harm, in the context of legislative parameters, including the application of new legislation in the Domestic Abuse Act and the Police, Crime, Sentencing and Courts Bill. A partnership priority is to effect system change to improve outcomes for people who experience severe and multiple disadvantage, which relates to a combination of substance misuse, accommodation, offending behaviours, domestic violence and abuse, and mental and physical health needs. During the COVID 19 pandemic the Safer East Sussex Team continued to work with partners to deliver the Safety Communities Partnership priorities and ensure the ongoing provision of commissioned services for people experiencing substance misuse and domestic and sexual violence and abuse.

11.2 The Committee is asked to consider and comment on the performance and achievements of the Partnership and their plans for 2020 to 2023.

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## **APPENDICES**

Appendix 1 – The Partnership Business Plan 2020 to 2023

Appendix 2 - Best Practice Examples of Community Safety Work carried out in 2020/21

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# East Sussex Safer Communities Partnership Business Plan 2020-2023



east sussex  
safer  
communities  
partnership

**2021/22 Edition**

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## Executive Summary

The East Sussex Safer Communities Partnership brings together partners from across local government, health & social care, law & justice and the voluntary and community sector to identify and tackle issues affecting community safety.

Anxiety, isolation and confidence all profoundly affect the likelihood of vulnerable people reporting their concerns to families, public agencies or voluntary organisations. This means that the number of crimes reported, incidents attended or interventions completed can only ever partially reflect the magnitude of these issues our vulnerable people face and the harms they experience.

The impact COVID-19 had had on East Sussex's community safety since March 2020 will take much more time to be fully understood. We have already seen significant changes in anti-social behaviour (+65% vs. 2019-20) and domestic abuse incidents (+5-7%) over the last year while we expect significant longer-term changes to crime, disorder and behaviour in coming years.

By completing a Strategic Assessment - looking at new legislation and highlighting regional trends in crime, behaviour and health - this partnership has chosen eight workstreams on which to focus its efforts.

In 2021/22 the East Sussex Safer Communities Partnership has selected four **priorities** through this information-gathering process, and 4 **workstreams** through our other partnership mechanisms.

### Priorities:

**Serious Organised Crime**

**Serious Violent Crime**

**Domestic & Sexual Violence**

**Drugs & Alcohol-Related Harm**

### Workstreams:

**Violent Extremism**

**Reducing Reoffending**

**Anti-Social Behaviour & Hate Crime**

**Road Safety**

This Plan shows how our partnerships have come together to examine trends and changes in these key working areas over 2020/21, an overview of their achievements in addressing them and how we have developed further plans to build on our work in 2021/22.

Further details on the work the East Sussex Safer Communities Partnership does can be found at <https://www.safeineastsussex.org.uk>

## Foreword

East Sussex remains a safe place to live, work and visit. The East Sussex Safer Communities Partnership aims to protect our communities against harm and build their resilience against crime, disorder and the effects of substance misuse. Connecting and supporting partnerships spanning private, public and voluntary sectors is essential to this effort and recognises that tackling risk and vulnerability must be proactive, inclusive and forward-looking.

Many people in East Sussex live with complex and interconnected needs including mental and physical ill-health, substance misuse, insecure accommodation, social isolation and loneliness. Over 2020/21 many more people have become unexpectedly vulnerable while those already vulnerable have been at risk of further isolation and anxiety. Meanwhile criminals continually adapt their methods to exploit others for personal gain based on changes in our community's vulnerabilities.

Community safety suffers where professionals struggle to identify and support vulnerable people who may not engage with public or voluntary services; these risks and vulnerabilities therefore often remain unseen, unclear or misunderstood. Fostering meaningful relationships with vulnerable people, bringing perpetrators of crime and anti-social behaviour to account, and educating everyone about risk and harm prevention are central to improving community safety and confidence.

This partnership brings partners from Adults and Children's Services, district & borough councils, Health & Social Care, Police, Probation and other partners to identify and tackle the most impactful problems affecting community safety. This Plan sets out how we are encouraging new, more consequential relationships with partners who can approach community safety in refreshing and productive ways.

In the last year our partners have worked together to plan new strategies for community safety based on several upcoming changes at national level:

- Readings of the Police, Crime Sentencing & Courts Bill, placing new duties on schools, police, councils and health authorities to prevent serious violence
- Enactment of The Domestic Abuse Act, reforming how key agencies empower victims of domestic abuse and reform the behaviour of perpetrators
- The National Probation Service (NPS) and regional Community Rehabilitation Companies (CRCs) merging in June 2021
- Changes to the Channel management process under the government's Prevent anti-extremism program, giving more responsibility and autonomy to local government safeguarding panels
- New recommendations arising from an independent review of the Modern Slavery Act

Over 2021 and 2022 our plans, priorities and partners will evolve to address the challenges that our communities face and the expertise available to do so.

## About East Sussex

### Education

- 11.7% of secondary pupils have EHCPs or identified as having SEN<sup>1</sup>
- 592 Looked After Children (56 per 10,000)
- 5.6% of 16-17yr olds not in education or training (NEET, 4.4%) or unknown (1.2%): in worst 20% of local authorities<sup>2</sup>
- 47.4% achieving Level 9-5 passes in GCSE English & Maths (vs. 52.4% South East average)<sup>3</sup>



### Housing

- 3,115 households considered homeless or at risk (2019/20)
  - 11.47 per 1,000 households, Eastbourne
  - 12.03 per 1,000 households, Hastings

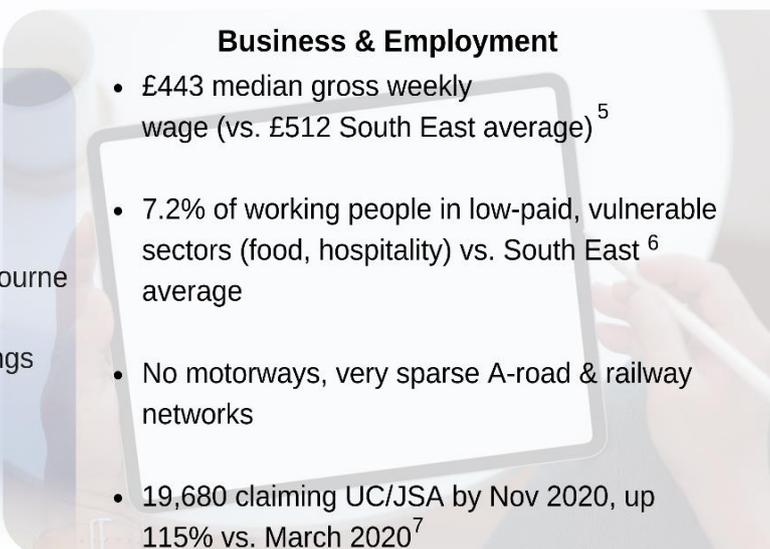


Main support needs:

1. Mental & physical health
2. Escaping domestic abuse
3. Ending cycles of repeat homelessness

### Business & Employment

- £443 median gross weekly wage (vs. £512 South East average)<sup>5</sup>
- 7.2% of working people in low-paid, vulnerable sectors (food, hospitality) vs. South East<sup>6</sup> average
- No motorways, very sparse A-road & railway networks
- 19,680 claiming UC/JSA by Nov 2020, up 115% vs. March 2020<sup>7</sup>



### Population & Health

- 12.4% aged over-75; currently 7th-highest among county / unitary authorities  
Projected to be 16.1% by 2030<sup>8</sup>
- Large gap between life expectancy & healthy life:
  - Males: 16.2 years
  - Females: 23.5 years<sup>9</sup>



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## Our Partners, Roles & Responsibilities

The East Sussex Safer Communities Partnership brings together local authorities, the NHS East Sussex CCG, Sussex Police and other statutory and non-statutory partners to share resources and discuss strategic priorities.

Following the 2007 Crime & Disorder Regulations multi-tier authorities like those in East Sussex created a county-wide strategy group to coordinate community safety priorities across its partners. Our East Sussex Safer Communities Partnership is accountable for its achievements and areas for further development through East Sussex County Council's lead member for Adult Social Care to its Scrutiny Committee. We also work closely with our Public Health colleagues to develop strategies in areas such as drug and alcohol treatment.

This setup offers greater opportunities to consult with the organisations we bring together from within East Sussex's districts and boroughs, whose own plans guide and support our overall priorities:

### District & Borough Community Safety Partnerships (CSPs)

[Safer Wealden Partnership](#)



[Eastbourne & Lewes Community Safety Partnership](#)



[Safer Hastings Partnership](#)



[Safer Rother Partnership](#)



Each of these local partnerships are themselves formed from a range of public service, health, policing, and voluntary & community sector (VCS) organisations. They conduct their own strategic assessments and publish plans to address the priorities identified in their local area.

**Sussex  
Police & Crime  
Commissioner**

The [Sussex Police & Crime Plan](#) sets out the strategic police and crime priorities for how policing services will be delivered in Sussex across 2021/24.



Sussex Police uses its yearly Operational Delivery Plan to outline how it will deliver the objectives set out in its new Police & Crime Plan to protect local communities, prosecute criminals and provide effective support to victims, witnesses and the public.



East Sussex Fire & Rescue Service's [Safer Communities Business Plan](#) sets out its main commitments to better utilise its resources to educate and empower the public through its wider Prevention activities, including and delivering Home Safety Visits to reduce risk within the home.



Her Majesty's Prisoner & Probation Service (HMPPS) [Business Plan](#) and [Business Strategy](#) sets out the main objectives and performance measures in its strategy to reduce reoffending and improve public protection by integrating the core aims and resources of its constituent agencies



The [East Sussex Health and Social Care Plan](#) outlines how the NHS East Sussex CCG - formed from the merging of three CCGs in East Sussex in April 2020 - will reduce local health inequalities and deliver sustainable long-term health & social care support. This sets out partnership priorities including improving outcomes for vulnerable and/or disadvantaged adults and specialist support for vulnerable children and young people, including action on County Lines.

By having this partnership of agencies – many of whom are themselves multi-agency partnerships - we can share experience and expertise in ways which allow our combined efforts and ambitions to be far greater than can be realised by working alone.

The advantages of this type of partnership-working can include making large joint bids for government or charitable funding, identifying regional changes in the activities of criminals or vulnerable people, and an improved ability to horizon-scanning for new trends and themes affecting local hotspots or larger regions.

To help identify where other partners' ideas and priorities are shared, this partnership also has a Joint Partnership Protocol in place with [East Sussex Safeguarding Adults Board](#), the [East Sussex Safeguarding Children Partnership](#), the [East Sussex Health and Wellbeing Board](#) and [East Sussex Children and Young People's Trust](#).

To ensure the voices of local young people are included in community safety planning, the [East Sussex Youth Cabinet](#) develops peer consultation including the Make Your Mark Survey to develop strategies to take on issues which our young people wish our partnerships to highlight.

## Identifying our Partnerships' Priorities

Our partnerships identify East Sussex's key priorities for community safety every year by completing a Strategic Assessment of Community Safety. This process analyses statistical data from public agencies and residents' surveys as well as bringing together assessments completed by other agencies and looking at new and upcoming legislation. Through this rigorous process we can scan for emerging trends across health, crime and public confidence in East Sussex and compare against trends at regional and national level.



By looking within East Sussex and to wider political and economic contexts we can re-examine our priorities or adopt new ones based on the level of risk to our residents, how likely they are to grow in scale and how interconnected they are to other factors affecting our community's safety.

As criminals adjust their *modus operandi* in response to our communities adopting remote, digital lifestyles we are creating new means and resources to identify, challenge, divert and prosecute them as well as safeguard our vulnerable people.

As the UK's response to Brexit unfolds over 2021 we anticipate significant changes in how certain forms of criminal activity and disorder including modern slavery & human trafficking (MSHT) and violent extremism develop.

As our partnerships have adapted their services due to COVID-19 we have seen that changes to employment, community services and mental and physical health disproportionate affected our most vulnerable people.

The longer-term health, social and behavioural effects of COVID-19 will take years to develop and will require more focused and proactive collaboration across our partnerships to identify and address.

Using this information partners have agreed the following four areas as priorities:

- **Serious Organised Crime, including County Lines, Modern Slavery & Human Trafficking, and Fraud Related Harm**

- **Serious Violent Crime, including Knife Crime**

- **Domestic Violence & Abuse, Rape & Sexual Violence and Abuse, Stalking & Harassment and Harmful Practices**

- **Drugs and Alcohol Related Harm**

By considering the key recommendations of our Strategic Assessment and those completed by our partners across their specialist areas, our Partnership is also placing focus on improving outcomes in the following workstreams:

- **Preventing Violent Extremism**

- **Reducing Reoffending**

- **Anti-Social Behaviour & Hate Crime**

- **Road Safety**

Running across all these themes is the use of **social media and other digital technology**. Our partners are all proactive in using social media to communicate between partnerships and with our communities.

All our partners continue to commit to expanding and improving access to this incredibly useful technology, educate the public about its uses and offer protection and support against its potential risks and dangers.

Some areas not listed in this document as priorities or partnership workstreams, including support for street communities, are overseen by other partnership structures like our district & borough Community Safety Partnerships (CSPs).

## Measuring Progress

Our partnerships aim to provide a balanced and sustainable approach to measuring overall success throughout their work by outlining broad, long-term aims and the activities and strategies needed to achieve them.

Across our priorities and workstreams areas we evaluate our success against the following themes:

- Creating resilient, cohesive communities adaptable to shock as well as to gradual changes in risk
- Improving confidence in vulnerable people and our wider community & promoting integration by improving communication, education and encouraging the reporting of harmful, risky or beneficial behaviour
- Reducing vulnerability to harm, fear or harm and knocks in confidence for individuals, families & communities

### **Serious Organised Crime**

Reduce the vulnerability of individuals and communities to being drawn into or becoming victims of organised crime by supporting whole-community approaches which combine policing, education and social services

### **Serious Violent Crime**

Break up patterns and cycles of violent crime - especially knife crime – by creating and sustaining multi-agency partnerships which are better at sharing intelligence, supporting victims, rehabilitating offenders and intervening earlier when our community identifies at-risk people

### **Domestic & Sexual Violence & Abuse**

Challenge and end cycles of abuse by creating working environments which give professionals more time and resources to identify and understand vulnerable peoples' specific needs, create safe-spaces and adopt criminal justice strategies to challenge and reform the behaviour of offenders

### **Drugs & Alcohol-Related Harm**

Create long-lasting reductions to the harm caused by substance misuse in our communities including social isolation, crime and health risks through a combination of outreach, treatment/recovery, diversion and enforcement approaches which support vulnerable people, their families and communities

### **Violent Extremism**

Reduce the power and reach and extremist networks through outreach, education and early intervention, including risk-assessing vulnerable people and creating networks which identify extremist behaviour and break apart its links to violence and other serious crime

### **Reducing Reoffending**

Foster supportive and safe communities by reducing the risk and seriousness of reoffending, through bringing together agencies to consider accommodation as a major pillar in aiding released prisoners to access community services and transition to civilian life

### **Anti-Social Behaviour (ASB) & Hate Crime**

Enable our households and communities to remain safe by identifying hotspots where incidents and patterns of anti-social behaviour, hate and abuse occur, alongside creating effective enforcement strategies and coordinating services for young and at-risk people to offer education and prevention

### **Road Safety**

Reduce deaths and serious injuries by ensuring that road networks are safe, drivers are properly educated and incentivised against unnecessary risk-taking or anti-social driving, and ensuring road infrastructure remains fit for purpose

Some of the measures our partnerships monitor are in [Appendix A](#), which we report through our Safer Communities Board.

## Our 2020/21 Achievements and 2021/22 Plans

### Serious Organised Crime

#### Modern Slavery and Human Trafficking (MSHT)

Modern Slavery and Human Trafficking (MSHT) covers a range of offences including forced criminality, labour exploitation, domestic servitude and sexual trafficking as well as the recruitment and movement of victims by force, deception or coercion. Suspected cases are reported through a voluntary National Referral Mechanism (NRM) to the Home Office.

Our partnerships are addressing this extremely harmful criminal activity by creating and sharing educational support with charities, public services and law enforcement. This aims to uncover and break apart the real and potential connections of MSHT to drug and alcohol misuse including the use of violence to ensure cooperation and ill-treatment in domestic environments.

#### Over 2020/21 our partnerships have been:

- Providing training to ESCC councillors based on Local Government Association guidance about the role they can play in raising awareness of modern slavery and embedding work to tackle modern slavery within councils
- Collaborating across the Sussex Anti-Slavery Network to create action plans ensuring all of East Sussex's local authorities maintain their pledges to end modern slavery, human trafficking and exploitative child labour in the county, under United Nations Global Sustainable Development Goal 8.7
- Introducing specific communication for Single Points of Contact (SPOCs) to provide updates around policy, practice and support developments
- Developing the ESCC modern slavery internal group by welcoming more departmental representatives and delivering bespoke training to frontline staff to ensure its core focus remains steady under the Modern Slavery Act

#### **Project Discovery**

Project Discovery brings together enforcement agencies, district & borough councils and other local organisations to identify and disrupt organised crime, human trafficking and modern slavery. This year it has particularly focused on identifying dangerous and unlicensed House of Multiple Occupancy (HMOs) and business premises.

The labour exploitation sector has seen a rise in workers failing to be provided with adequate safety equipment e.g. forced to live on site with no hot water or washing facilities. There have been examples of this in East Sussex. Recently a company was found to be doing such at a derelict shop in Eastbourne. A new working connection with the Health and Safety Executive meant probation notices were issued on the company and building, leading to the landlord removing the company off the site.

Discovery are also forming a joined-up approach with Enterprise, a joint agency program ran by the Metropolitan Police to explore the sector in further details, visiting sites of concern and acting wherever possible.

Discovery's partnership working has also allowed intelligence-gathering from across law enforcement and the local community to identify and track key people suspected of supplying boats to cross-Channel smugglers. By combining local knowledge and the resources of Border Force and other agencies the project made arrests and broke apart a small but significant international smuggler supply network across Kent and Sussex, with prosecutions brought by the NCA.

### **We are expanding our work throughout 2021/22 by:**

- Developing bespoke training for all relevant commissioners to safeguard against modern slavery or human trafficking practices in their supply chains
- Exploring new opportunities to support the Sussex Anti-Slavery Network's ongoing development, including Modern Slavery Workshops giving practical guidance about recognition, reporting and prevention across the partnership
- Delivering training to the Single Point of Contact Modern Slavery Network in partnership with the East Sussex Safeguarding Adults Board
- Developing further interventions through Project Discovery from its origins in Hastings & Rother to disrupt modern slavery across East Sussex and safeguard victims against further exploitation or abuse

### **Fraud-Related Harm**

Fraud and scams constitute the most common form of crime in the UK yet remains severely under-reported. People and businesses experience harm from financial loss and from the anxiety, mistrust and embarrassment coming from being cheated out of money, time and trust.

Over 2020 and 2021 the need for families and businesses to complete online transactions has caused a rise in cyber-enabled shopping, banking and investment fraud. The broad range of people using social media and online shopping/banking tools means that no age group is especially immune to being victims of fraud.

In 2020 more than 3,400 reports of fraud were made to Action Fraud, the UK's referral mechanism for reporting fraudulent activity for businesses or individuals, resulting in £14.3million in losses<sup>1</sup>. Sussex Police's Operation Signature notes that vulnerable victims in East Sussex are targeted most by courier fraud – usually coming from calls or emails from criminals posing as civil servants or banks – as well as by doorstep scammers and telephone fraudsters. Trading Standards has reported 60 cases of doorstep crimes being reported in the financial year up to March 2021<sup>2</sup>.

The 100+ members of the East Sussex Against Scams Partnership (ESASP) continues to share real-time intelligence to meet its aims of de-stigmatising scams, identifying new trends and coordinating prevention and protection programs. Organisations like the Sussex Neighbourhood Watch Federation support the ESASP by using its own email and newsletter networks to showcase other partners' key scams & fraud prevention messages to tens of thousands of subscribers.

### **Our work throughout 2020 and 2021 has included:**

- Holding an ESASP engagement event with partners from Sussex Police, The Involvement Matters Team, Sussex Elder Abuse Recovery Service and Age UK jointly contributing updates on emerging trends and good practice
- Using Facebook, Twitter and online newsletters to publicise local campaigns such as call-blocker projects & the scam mail [Scamnesty](#) in support of the National Trading Standards (NTS) Scams Team
- Sharing online resources with our ESASP Charter Partners to build local resilience against COVID-related fraud & scams as well as other commercial, relationship and other cyber-enabled fraud

### **Over 2021/22 our partnerships are:**

- Exploring new opportunities to diversify the range of our ESASP Charter Partners to help us create tailored, local scams & fraud awareness-raising activities
- Supporting ESCC's [Being Digital Strategy](#) by exploring national initiatives like the [Get Safe Online](#) programme, which provides easy-to-understand information about cyber-crime and cyber-safety through social media campaigns, staff awareness training and web resources
- Delivering more awareness-raising resources across our partnerships to encourage the proactive management of emerging trends in fraud & scams

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<sup>1</sup> <https://www.actionfraud.police.uk/data>, accessed April 2021

<sup>2</sup> East Sussex Trading Standards

- Giving further preventative training to frontline workers and community groups who may be in the position to spot cyber-enabled crime, or may themselves be vulnerable to it

## County Lines

East Sussex remains vulnerable to organised crime groups setting up large, flexible networks, often including children and vulnerable adults coerced into permitting their homes being used to deal drugs (known as cuckooing) or being used as agents to sell drugs across county lines. Our partnerships bring together agencies from across police, education, Children's Services and community safety to identify people at risk and provide targeted interventions to children and families at risk of exploitation.

Much of our partnerships' work supporting young people and their families is undertaken through developing an contextual safeguarding approach, which recognise that schools, neighbourhoods and peer relationships as well as families must be included when considering how to safeguard vulnerable people from abuse and exploitation.

The Multi-Agency Child Exploitation (MACE) subgroup of the [East Sussex Safeguarding Children's Partnership](#) coordinates much of the partnerships' work in identifying key areas where support is needed to support children and families most at risk of being exploited by criminals under a four-tier approach (prepare, prevent, protect, and pursue)

A multi-agency core of professionals including police, Child & Adolescent Mental Health Services (CAMHS), Children's Services and others work to identify local patterns of risk and develop effective education and early-intervention tools services to equip children and families with the skills needed to make safe and healthy choices, avoid situations which increase the risk of exploitation and report concerns when they feel they or anyone else may be at risk.

From April 2020 to January 2021, 51 young people have been discussed at MACE, with 63% aged 15 or 16 (32 children), with most young people coming from the larger towns of Eastbourne (16) and Hastings (16) as well as Wealden (14). A total of 1,340 reports of missing children episodes were made between April 2020 and January 2021, creating an extra 18 reports every month compared to 2019/20. These numbers represent a long-term trend where more young people are considered at risk across many different forms of child exploitation.

### **Over 2020/21 our partnerships have been:**

- Refreshing the Safer East Sussex [Stay Safe Directory](#) – the county's community safety education publication - to expand the list of workshops and education resources available from local organisations to help professionals educate and safeguard young people against crime and exploitation

- Supporting the Hailsham Contextual Safeguarding project by setting up awareness-raising activities for schools, youth groups, businesses and licensed premises, including preventative work on underage alcohol sales, education child-labour legislation and presentations on illegal drugs
- Delivering Against Exploitation workshops in schools around criminal exploitation and virtual sessions for parents on criminal exploitation and County Lines in Uckfield
- Developing multi-agency cuckooing interventions by bringing together Sussex Police, Adult Social Care, substance misuse services and other partners to disrupt County Lines networks and devise new strategies to safeguard vulnerable victims

**By developing this work and looking ahead to 2021/22 we will:**

- Continue to develop and deliver interventions to schools and the wider community as part of local contextual safeguarding arrangements with partners to safeguard young people who are at risk of being exploited by organised criminals
- Build resilience in our communities to serious and organised crime by showing them what it looks like, where it might happen and how to report it by delivering a Communities Against Exploitation Campaign
- Develop further tools to educate young people and families on tips to avoid and report serious and organised crime by delivering Against Exploitation Workshops, so they can recognise exploitative and abusive relationships and situations and know where to get help if they need it

## Serious Violent Crime, including Knife Crime

Reducing the number of serious violent incidents - and the number of people at risk of being victims or perpetrators of serious violence - is a key focus in East Sussex, one in which is partners feel must be done under a public-health approach which target the causes of violence at their source, involving the entire community.

Across East Sussex all violent crime <sup>3</sup>(including sexual offences and violence not causing injury) rose 3.1% in the year to September 2020, with knife crime increasing dramatically following the easing of some lockdown measures in May 2020.

All serious violence offences – those causing death or serious injury – rose 10% (364 offences), and 330 serious knife crimes – violent crimes where blades or pointed instruments were used – were reported across East Sussex. Threats to kill using a knife rose 57% in this time, following disturbing national trends.

The primary focus of serious violence reduction in East Sussex is on shaping prevention and early-intervention work, with an emphasis on people who frequently carry weapons in public or are linked to drug use/supply in relation to organised crime. Adopting this approach enables our partnerships to more critically examine incidents of serious violent crime which are linked to other offences to shape how Policing, Health and other services intervene earlier and reduce the number of these crimes and the harms they cause.

In 2019 the Sussex policing area was given funding to establish a [Violence Reduction Partnership \(VRP\)](#). This brought together police, local government, Public Health, community leaders and other partners and is in place for all partners to gain greater insight into the root causes of local violent crime and how to break apart patterns of violence.

Strategies being developed across East Sussex support what we anticipate the Government's new requirements will be for a specific public-health duty for authorities to tackle serious violence, covering working between police, local councils, local health bodies, Education and Youth Offending Services.

By creating and growing these partnerships over 2020/21 we will ensure that relevant services work together to share data, field intelligence and experience to understand and address the root causes of serious violence, including knife crime. New guidance will be published in due course to support the legislation and the East Sussex VRP will be at the forefront of this work.

### **Over 2020/21 our partnership has been:**

- Developing the East Sussex VRP Action Plan and Outcomes Framework – adopting a public-health approach - to identify and tackle the risks and vulnerabilities to individuals and communities posed by serious violence

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<sup>3</sup>Sussex Police CSP Performance report – October 2019 to September 2020

- Directing funding to support local charities to support the design and delivery of targeted activities for young people at risk of being drawn into serious violence in hotspot areas in Hastings and Eastbourne
- VRP funding was awarded to Children's Services for projects at:
  - College Central sites across East Sussex using Youth Offending Team (YOT) practitioners, engaging students with specialised offending and exploitation-themed sessions
  - Developing key-work intensive family services to provide for children within the MACE (Multi-Agency Child Exploitation) cohort, creating whole-system strategies for whole families to reduce the risk of serious violence
- Creating detailed problem profiles of hotspots in Eastbourne and Hastings alongside focused victim & perpetrator models to create action plans to target local prevention and enforcement

**Throughout 2021/22 we will build upon our learning by:**

- Collaborating across prison, probation, Health and Adults' & Children's Services to expand the East Sussex VRP's scope, including developing an integrated plan to rehabilitate violent offenders, improve the confidence and knowledge of young people and break links between serious violence, drugs and anti-social behaviour & Hate Crime
- Improving intelligence-sharing across our partners to develop perpetrator profiles - highlighting offenders' risks, vulnerabilities and social networks – to inform the development, targeting and evaluation of prevention activity
- Sharing the lessons learnt from East Sussex VRP projects across our partnerships to ensure local authorities and their networks are aware of pre-emptive opportunities to intervene where children, young people & adults are at risk of committing serious violence or suffering its effects
- Support partner organisations to engage with local communities by providing access to networks, educational tools and support to empower them to actively take part in tackling issues that affect them
- Aiming to expand the work done by street pastors in Eastbourne and Hastings by supporting Safe Space – an NHS-commissioned service providing safe spaces for people vulnerable in the night-time economy due to injury, substance intoxication or seeking refuge from abuse or violence – and expanding its ability to offer services to all age groups

## Domestic Violence & Abuse, Rape & Sexual Violence and Abuse, Stalking, Harassment and Harmful Practices

Our partnerships continue creating new multi-agency structures to give timely, vigorous, and sustained support to survivors of all forms of domestic and sexual violence.

As the Domestic Abuse Bill looks to be enacted sometime in 2021, its principles create new opportunities for partners to coordinate our aims and resources across East & West Sussex, Brighton and Hove, and alongside the Office of the Sussex Police & Crime Commissioner.

This comes at a time where lockdown pressures have impacted domestic life and the ability of refuge or mutual aid services to provide one-to-one support. In the period April - November 2020 there were 27 recorded emergency A&E admissions across East & West Sussex linked to assaults occurring at home, 50% more than the entire financial year 2019-20<sup>i</sup>. The Health Independent Domestic Violence Advisor contract went live in October 2020 and is now a core element of the commissioned service across East Sussex for the next five years.

By establishing and coordinating new partnerships we aim to remove many of the bureaucratic and structural barriers existing across authority boundaries. This openness should encourage and incentivise our partner agencies to unlock the resources needed for professionals to create more robust and accessible short- and long-term services for vulnerable people and their families.

By forming a Pan-Sussex Local Partnership Board our partnership aims to refine our working practices, reporting its progress to the Ministry of Housing, Communities and Local Government (MHCLG). This sits within our broader goals to create more efficient and accountable services which give more time and resources to professionals to bring about sustained change across safe-spaces, criminal justice and behaviour management. By doing this we will bring together more partners across public and voluntary/community services in the understanding that tackling domestic & sexual violence remains a community responsibility.

### **Over this year we have been:**

- Developing a pan-Sussex Strategic Framework to build and monitor our services and partnership approach, focusing on four key areas:
  1. Prevention & early intervention
  2. Producing coordinated and easily accessible services
  3. Creating measures to challenge and influence the behaviour of perpetrators
  4. Creating networks across health, justice and other community agencies

- Commissioning a CCG-funded Health Independent Domestic Violence Advisor (HIDVA) service to assess and signpost potential victims to specialist services following treatment in hospital settings, as well as to train and support professionals identifying potential abuse

**Throughout 2021/22 we will be:**

- Conducting a comprehensive needs assessment and drafting a new Safer Accommodation Strategy to grow more flexible, integrated resources and spaces for people seeking refuge from abuse
- Recommissioning our domestic abuse and violence refuge services across East Sussex from November 2021
- Creating an Action Delivery Plan using ambitious and achievable indicators in a co-ordinated community response to domestic and sexual violence & abuse across Sussex to achieve the four main goals in our Strategic Framework, and address inequalities in accessing services
- Working with the East Sussex Youth Cabinet to develop and analyse a county-wide survey to understand young people's views and experiences of domestic violence that will inform the Safer Community Partnerships' strategies
- Realigning our Multi-Agency Risk Assessment Conference (MARAC) process to the new Victim Hub to ensure the partnership response to high risk victims is effective and efficient
- Working with partners across Sussex to improve how our systems identify and support people experiencing multiple disadvantage such as domestic abuse, who may not meet the criteria for any one statutory service but still need trauma-informed care to ensure their needs are met
- Coordinating services and strategies with partners to specifically address the safety of women and girls in public streets and on beaches to reduce sexual harassment and assault

<sup>1</sup>Hospital Episode Statistics (HES) data accessed via DAE, NHS Digital Hospital activity up to the end of November 2020 (likely incomplete for admissions for the last week of November). Due to the way HES data is submitted by Trusts, processed by NHS Digital and made available to local Public Health teams, the numbers are subject to change.

## Drug & Alcohol-Related Harm

Harm caused by drug- and alcohol-related crime and ill-health remains ever-present across East Sussex and continues to be felt most profoundly in our more deprived areas. Our partnerships' focus is to break links between drug & alcohol misuse, serious violent & organised crime like cuckooing, imprisonment and the disproportionate harms these substances cause to families and local communities.

As our services adjust to COVID-19 we strengthened our communications and digital resources to offer remote support while preserving COVID-secure face-to-face contact with vulnerable groups like the street community. We will continue to grow our digital platforms to improve mutual aid and treatment services as well as publish regular newsletters to support our Partners in Recovery meetings to provide essential up-to-date knowledge to professionals.

We have also coordinated two major consultations relating to Drug and Alcohol Harm in 2020, "[A conversation about drugs and alcohol](#)" and "[Continuing the conversation; lets focus on alcohol](#)". These brought service users, providers and community groups together to critically evaluate the projects commissioned through the Drug and Alcohol Innovation Fund, giving context and direction to an overarching Alcohol Harm Strategy.

Our partners continue to include feedback from users and partners to shape and re-commission services and partnership projects, such as:

- Bringing together Change, Grow, Live (CGL) and GP surgeries to support the Dependence Forming Medication (DFM) Project, supporting patients who wish to reduce the use of prescribed medication like opioids and benzodiazepines
- The RADAR project, using peer guidance and creative arts activities to support members of the street community in or seeking substance misuse recovery
- The provision of specialist recovery support for women delivered by Oasis Women's Recovery Service (OWRS) and for the Armed Forces Community through the East Sussex Veterans Hub (ESVH)
- Working with [Adfam](#) to provide meaningful support life for families and carers of people affected by drugs and alcohol and training for family support professionals
- Co-sponsoring harm reduction projects for vulnerable people in temporary accommodation delivered by St Leonards-on-Sea-based Seaview Project and Merrick House

## Project ADDER



Project  
**ADDER**

Addiction, Diversion,  
Disruption, Enforcement  
and Recovery

Project ADDER is a Home Office-led initiative to support the Hastings community prevent the harm caused by opiate and crack cocaine by adopting a public-health approach. Its main outcomes are to reduce associated deaths, decrease overall opiate and crack use and target criminal offending related to its sale and distribution.

Using £5million from the Government's Shared Outcomes Fund between November 2020 and March 2023 our partnerships are establishing prison in-reach services, specialist nursing and outreach teams as well as building on projects and partnerships already in East Sussex. This is to ensure our services target the health and social aspects of drug consumption as well as reducing related crime.

Project ADDER sets out three work areas:

- Improving Enforcement by coordinating police and public sources to target drug dealers and reduce supply
- Providing Diversionary services for people in custody, in the community and within prisons to minimise the risk of reoffending and safeguard children & families through a Criminal Justice Intervention Team (CJIT)
- Enhancing Treatment & Recovery services by fostering specialist outreach teams and rehabilitation services to help engage people in effective long-term treatment

Further information on Project ADDER can be requested by emailing [ProjectAdder@eastsussex.gov.uk](mailto:ProjectAdder@eastsussex.gov.uk).

### Over 2020/21 we have been:

- Critically reviewing Drug Related Deaths that have occurred in East Sussex by bringing together partners and stakeholders to identify key shortfalls and areas for improvement, with the aim of crafting better early-intervention and risk-management strategies
- Creating a 5-year Alcohol Harm Strategy ready for April 2021, using feedback from consultations throughout 2020 to create strategies helping people form

healthier relationships with alcohol, protect their families and communities from its potential harms and engage in effective treatment & recovery

- Coordinating statutory and voluntary/community sector partners to deliver diversionary programs for offenders with substance disorders such through as [Checkpoint](#), an MoJ-supported early-intervention initiative giving structured support to challenge and divert offenders' behaviour from the point of charge

**Our key actions over 2021/22 are:**

- Using further reviews of Drug Related Deaths as gatekeepers to discussing themes like homelessness or physical & mental health to reflect on good practice, areas for improvement and how to focus resources on areas of work which can address the underlying causes of drug related deaths
- Offering an expanded range of treatment services through our adult Drug and Alcohol Treatment Service, in its second year of a new contract, to significantly reduce the number of re-referrals
- Supporting the [East Sussex Family Drug & Alcohol Court \(FDAC\)](#) through SWIFT as it runs a year-long trial using a specialist court to support evidence-based treatments and care plans for families addressing mental health and domestic violence issues affecting substance-misusing parents through a specialist, multi-disciplinary team, supported by fortnightly reviews
- Using diversionary interventions funded through Project ADDER to divert those involved in some types of offending relating to opiate and crack cocaine use away from the court system and into specialist support interventions

## Preventing Violent Extremism

East Sussex continues to be considered a low-risk area for violent extremism, however our partnerships remain vigilant and horizon-scan for the likely effects that personal circumstances and wider political changes may have on vulnerable peoples' likelihood of forming violent extremist views.

We review our early-intervention and education programs and track emerging threats posed by extremists across the political spectrum as outlined in the East Sussex annual Counter Terrorism Local Profile (CTLP).

The Prevent strategy forms one arm of the UK Government's overall CONTEST counter-terrorism framework. East Sussex Channel Panel provides local support by coordinating panels to risk-assess vulnerable groups and individuals with support from Adult Social Care/Children's Services, police, health specialists and other partners.

Once assessed, if a vulnerability is identified and an individual consents to support, relevant professionals can then develop tailored early-intervention activities as part of their support plan - which can include specialist education, mental health support and mentoring - to challenge extremist ideologies or beliefs.

### **Over 2020/21 our partnerships have been:**

- Delivering Relation-SHOPs programs in primary schools to encourage young people to form positive relationships within their community by sharing opinions respectfully and avoiding harmful or disrespectful language
- Coordinating a development day for Channel practitioners alongside the National College of Policing to share good practice and develop consistent ways to give vulnerable people timely, appropriate support
- Promoting the national Counter Terror Policing Network's [Act Early](#) campaign and new website launch, which was set up to encourage family and friends to share concerns that a friend or loved one could be vulnerable to radicalisation

### **Over 2021/22 we are:**

- Identifying emerging local counter-terrorism risks in partnership and coordinating activity to mitigate them through the East Sussex Prevent Board
- Incorporating new national Channel guidance into our local structures to provide appropriate support across the county
- Working in partnership with police to establish police-led panels (PLPs), designed for people or groups not considered suitable for the voluntary Channel programme but who still require intervention and risk-management

## Reducing Reoffending

Around 20 people per month are released from prison into East Sussex without specific accommodation to act as home. Many of our released offenders are high-risk offenders with complex and interconnected needs including mental and physical ill-health, substance misuse disorders and connections to domestic abuse.

A lack of sustainable accommodation is one of eight areas of need criminal justice partners typically assess to be linked to offending behaviour; finding accommodation and the services required to keep people secure there is key to supporting a person's ability to successfully reintegrate back into society.

Our partnerships' continue to develop a better understanding how providing sustainable accommodation for prison-leavers should feed into a whole-systems approach which integrates ex-offenders back into society. Much of this work stem has grown from our partnerships' research undertaken alongside the Sussex Criminal Justice Board (SCJB), and our efforts to coordinate this across East Sussex's local districts and boroughs.

We work with the Rough Sleepers Initiative (RSI) to provide outreach and specialist health and substance-misuse support for all rough sleepers, many of whom have previously served custodial sentences.

### **Trailblazers**

Over 2020 Her Majesty's Prison and Probation Service (HMPPS) Reducing Reoffending Directorate began the process of identifying four local sites across England & Wales capable of adopting a 'whole-system approach' to reducing reoffending and test new ways of working with partner agencies and stakeholders.

In February 2020 East Sussex submitted an application for Trailblazer status to the HMPPS, which it received in October 2020 for its strength of collaboration between a wide range of partners (Rough Sleeper Initiative, local Housing authorities, ESCC and the National Probation Service) to improve outcomes for prison leavers.

Our Trailblazer builds on existing partnerships which embrace a systems-wide approach to reducing homelessness by devising new solutions to finding accommodation and improving pathways to community services. The Trailblazer partners are developing a move-on accommodation model of support for prison leavers that compliments current temporary accommodation arrangements.

With this Trailblazer status we also have support from the HMPPS Reducing Reoffending Trailblazer Team, which operates as a centralised national support infrastructure with a single oversight manager, to help draw in resources and support to unblock national issues which cannot be influenced locally.

### **Over 2020-21 our work across East Sussex has included:**

- Using our research alongside the RSI to better understand the specific shortages in accommodation for prison-leavers, explore securing accommodation and designing new pathways to ensure ex-offenders receive community support
- Incorporating specialists from substance misuse recovery and criminal justice into the Rough Sleeper Initiative's multidisciplinary team to provide tailored support for prison-leavers experiencing multiple complex needs
- Consulting alongside Prison and District & Borough council Housing professionals to begin the process of integrating Housing Options Officers into Lewes prison's in-reach services
- Integrating our Trailblazer whole-systems approach to reducing reoffending into the East Sussex Housing Officers Group (ESHOG) and other partnerships in Public Health and Housing
- Continuing multi-agency work to reduce the offending of people misusing drugs or alcohol such as the STAR Criminal Justice Intervention Team (CJIT) participating in Cuckooing meetings across the county, holding IOM meetings in Hastings and Eastbourne and the work of MoJ-supported [Checkpoint](#)

### **Over 2021-22 we are expanding our work by:**

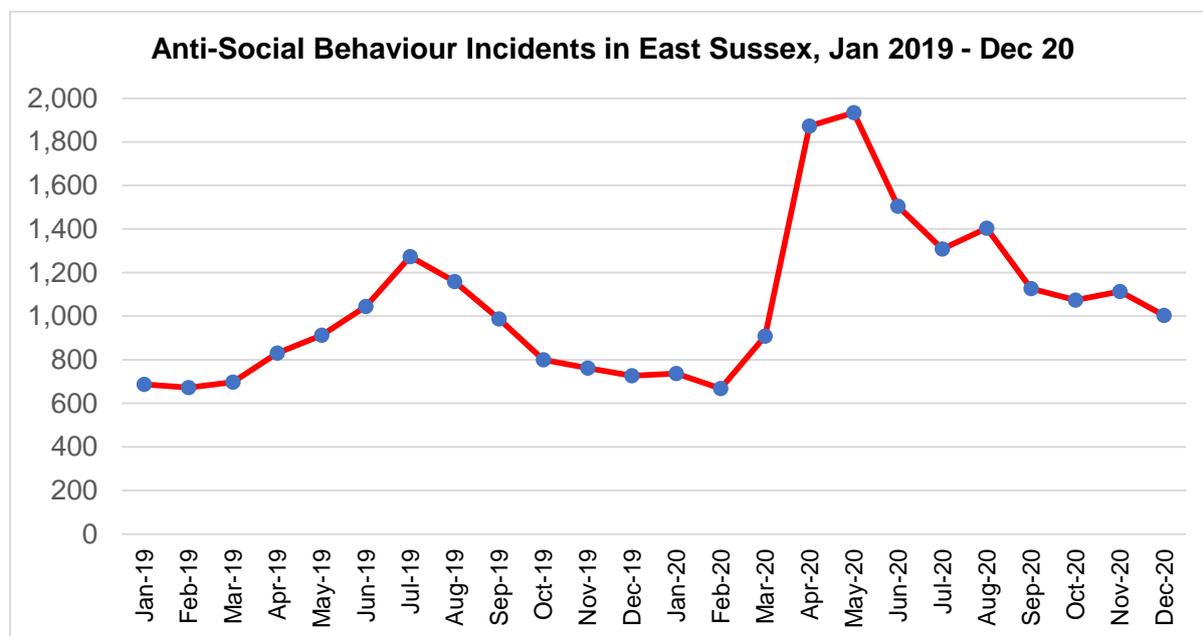
- Creating new and improved pathways for prison & probation Duty-to-Refer Notifications to offer timely access to community services, as well as expand housing and other support where there is no legal duty for local authorities to provide prevention of relief from homelessness
- Exploring more funding and third sector collaborative opportunities to support the main objectives of our Trailblazer work
- Embedding a specialist Prison Housing Options Officer into criminal justice settings aiming reduce homelessness upon release, provide timelier access to critical services and set up pathways for longer-term community integration
- Working alongside the RSI to better assess the complexity of our prison-leavers' needs in order to improve multi-disciplinary strategies for supporting people during their transition back to civilian life
- Developing specific prison in-reach services to support those who are affected by opiate and crack cocaine use through Project Adder during and after prisoners' releases

## Anti-Social Behaviour (ASB) & Hate Crime

Anti-social behaviour covers a range of behaviours affecting individuals and communities including excessive noise, verbal abuse and intimidation, littering/fly-tipping, vandalism and public drinking.

ASB tends not to be caused by any specific age-group, gender or community and can originate from homes, businesses or in public spaces. Because ASB can come from such a variety of sources and cause different levels and types of harm, a bank of interventions need to be adopted with effective legislation and local powers needed to intervene early and reduce the risk of it escalating to more harmful types of crime or disorder.

Lockdowns have also disrupted the ability of local partnerships and the schemes they support to offer diversion and education activities in-person, however financial, planning and coordination support has continued and grown.



ASB incidents have risen sharply over 2020/21, particularly during the lockdowns of March/April 2020<sup>4</sup>. Sussex Police, local authorities and social landlords have seen escalating issues between neighbours being reported as nuisance and local environmental issues grow and risk leading to violence, damage or disorder.

Fly-tipping and littering in East Sussex is investigated by district and borough councils, with over 3,000 cases reported every year since 2017. In East Sussex it tends to occur in mostly rural areas in isolated driveways, accessways and farm margins; in urban areas, tips of white goods can be found in alleys and under-monitored 'un-owned' grounds.

<sup>4</sup> Police.uk, Sussex Police data, January to December 2020

Public Space Protection Orders (PSPOs) can be issued to define areas where new powers can operate to prohibit activities like street-drinking; some have been in place since 2017, such as to deal with related nuisance behaviour in Hastings, street-drinking in Eastbourne and aggressive begging in Rother. Links to local PSPOs in place across East Sussex can be found here for [Rother](#), [Wealden](#), [Eastbourne & Lewes](#) and [Hastings](#).

### **Working with Street Communities, Designing-out ASB & Using Local Powers, Bexhill-on-Sea**

Following repeated reports of ASB from among the street community by residents and businesses in Bexhill-on-Sea - including aggressive begging and verbal abuse, public drinking & drug-dealing and urinating in public alleyways near shops – Rother District Council & the Rother Neighbourhood Policing Team (NPT) joined with local residents to find sustainable ways to address the local community's well-being and safety. All parties wanted to reduce the effects to residents' quality of life and mental health while safeguarding members of the street community against the risk of harm from exploitation, drug/alcohol misuse or any confrontations escalating to violence.

Alongside local councillors, the NPT and Rother District Council improved their referral mechanisms for local housing support and substance misuse services as well as providing a measured enforcement system for people repeatedly causing issues by issuing Community Protection Notices and warnings to repeat offenders. Alongside a local PSPO, these measures were designed to include positive interventions to access services and housing as well as restrictions upon repeat offenders to discourage ongoing anti-social behaviour. Following a Fire Risk Assessment, the alleyway alongside a local shop had a full-width gate installed, with 50% of the cost provided by the Rother Joint Action Group (JAG).

Since these measures were in place, local complaints have fallen sharply, and a residents' survey found quality of life has improved significantly. Across East Sussex, using a combination of these measures is now considered a key part of improving response times to escalating ASB issues which meet local needs, deliver against the principles of the Office of the Police & Crime Commissioner (OPCC) and reduces the overall threat and risk of future issues, as well as reducing harm to those already affected.

Increased reporting of Hate Crime is also a priority area across East Sussex's district and borough local CSPs and for Sussex Police. In the year to September 2020<sup>5</sup>, Hate Crimes reported in East Sussex rose by 31% from 681 to 841 reports, with particular increases in hate relating to race (522), sexual orientation (139) and disability (108). Unlike ASB, reported incidents peaked in July 2020 when the UK's first lockdown measures were relaxed and public spaces and businesses opened up.

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<sup>5</sup> Office of National Statistics, 2021. Recorded crime data by Safety Community Partnership Area, September 2019 – September 2020

Our partnership continues to focus on working with children and young people to challenge hate-related behaviour in schools and their local community. During lockdowns Youth Prevention Officers and partners across East Sussex delivered awareness and de-escalation sessions to schools/colleges remotely.

In East Sussex there are only rare reports of individuals ever being offenders or victims repeatedly; where Hate Crimes are reported to Sussex Police risk assessments are completed with all victims to identify hotspots and mitigate against further harm. This is supported by Victim Support services offering intensive Hate Crime support services to all Hate Crime victims, regardless of perceived risk.

Hate & Anti-Social Behaviour Risk Assessment Conferences (HASBRACs) - multi-agency forums combining Police, local authorities, Landlords, Adults & Children's Services, mediation services and other agencies - identify medium- and higher-risk victims and coordinate policing, housing and community sector support.

### **Community mediation**

This highlights a dispute discussed and resolved by mediation services in 2020 in Hastings for a neighbour dispute.

Mrs A is often alone at home recovering from one of multiple health conditions. The B family moved next door and began completing DIY in their garden, upsetting Mrs A with loud noise and how she thought it might impact her view of her own garden. This culminated in Mrs A approaching the B family in their garden, shouting and swearing over the garden fence, in front of their children.

Mrs B felt threatened and called the police, who attended, discussed the issue and suggested a referral to the [Hastings and Rother Mediation Service](#). Two specially trained mediators visited both families to discuss how mediation works and drew up a mediation plan. This began with initial telephone calls, establishing a good rapport and encouraging both families to begin face-to-face meetings.

In COVID-safe conditions the A & B families were able to express their concerns with the help of a trained mediator. Mr A apologised for her confrontational behaviour, while Mr Batchelor apologised for not checking with neighbours before completing noisy DIY. In one meeting they shared plans for the remaining garden work to reassure Mrs Anderson her view would be unaffected.

After their last meeting, Mrs A told the service she felt a weight had been lifted off her shoulders, while Mr B said that this mediation service provided a safe space to talk through all the issues and find a manageable way forward.

### **Over 2020/21 our partnerships have:**

- Continued to enforce ASB-related PSPOs, including coordinating specialist support to members of the street community and prosecuting those repeatedly breaking restrictions
- Co-ordinated multi-agency HASBRACs alongside specialist victim support services and voluntary sector expertise to triage, manage and resolve medium- or high-risk cases of ASB, including case mediation
- Installed environmental improvements and monitoring to design-out and deter against antisocial behaviour through the Safer Streets Fund in Eastbourne and Hastings, including CCTV, alleygating and overgrown vegetation removal
- Created publicity campaigns to promote the use of 'community triggers', referral forms for residents concerned about longstanding, unresolved ASB
- Provided FireWise advice to children and young people with a fascination for fire through the Fire & Rescue Service, working to address associated risk factors for fire-starting as a form of escalating ASB
- Supporting youth diversionary activities such as maintaining connections to Youth Radio and developing recreation facilities across the county
- Coordinating and funding specialist mediation services to victims of anti-social behaviour across East Sussex, through [Hastings & Rother Mediation Service](#) & [Mediation Plus](#)

### **Over 2021-2022 our partnerships will add to this work by:**

- Supporting the HASBRACs and sharing their good practice across our partners in how to risk-assess and review ASB cases across the county, to critically examine how ASB or Hate incidents can be resolved in partnership
- Coordinating further consultations with residents, town planners and Sussex Police support to implement environmental methods to deter ASB and Hate Crime and minimise their impact on victims and their communities
- Giving further training to professionals working with victims of ASB including advocacy training to tackle under-reporting and establishing better information-sharing practices through the Empowering-Communities Inclusion & Neighbourhood management (E-CINS) system and other reporting
- Coordinating further support for young people to reduce the impact of ASB & Hate Crime on vulnerable communities by supporting youth diversionary schemes across the county, alongside re-establishing those unable to run in-person services in 2020/21

## Road Safety

Reducing road casualties and tackling anti-social driving are a key priority across East Sussex. Its high concentration of single-carriageway and rural roads significantly increase the risk of being killed or seriously injured (KSI). Speeding, aggressive driving/riding and lacking road awareness are key contributory factors that contribute to fear for drivers/riders and pedestrian alike.

Other road-related issues including excess noise and inconsiderate parking add to the frustrations of local people and local communities, who consistently cite the need to promote road safety as a key concern in residents' surveys.

### People killed or seriously injured (KSI) on East Sussex Roads, 2017 – 2020<sup>6</sup>

Calendar Year	Killed	Seriously Injured	Totals
2017	26	345	371
2018	21	334	355
2019	14	394	408
2020	17	276	293

Local and national action remains focussed around the principles of enforcement, engineering and education, supported by effective engagement between agencies, residents and communities.

The pan-Sussex partnership tasked with improving road safety is the Sussex Safer Roads Partnership (SSRP), joining teams from Brighton & Hove City Council, East & West Sussex County Councils and Fire & Rescue Services, Sussex Police and Highways England. It develops strategies and campaigns to raise awareness of road safety law and deliver preventative measures to encourage safe road use.

Safety cameras, high visibility mobile enforcement operations and the Community Speedwatch initiative are some of SSRP's tools to promote behavioural change on the roads. Sussex Police operate marked and unmarked vehicles to remain alert for motorists who are speeding, driving anti-socially or distracted as well as ensure all roads users remain safe by wearing seatbelts and maintaining vehicle standards.

In East Sussex, ESCC and Highways England are responsible for adopting engineering solutions to road safety concerns, including investigating serious traffic incidents to determine if road or sign engineering can reduce the risk of further harm. ESCC continue to provide road safety education in school and colleges to ensure young people understand how to easily and quickly reduce the risk that their action or inaction on the road can cause harm to others and themselves.

There are Road Safety Action Groups for the Eastbourne, Lewes and Wealden areas and the Hastings & Rother area which report to their own community safety

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<sup>6</sup> Safer Sussex Road Partnership Data Portal, accessed April 2021: <https://ssrp.shinyapps.io/dataportal/>

partnerships; their work supports the SSRP and local road safety priorities. These include [Community Speedwatch](#), community campaigns and [Safe Drive Stay Alive](#), and ESFRS's multi-agency presentations for young people aged 16 and 17 to reduce their risk of death and injury on the road through better decision-making.

**Over 2020/21 our main achievements have come through:**

- Running educational campaigns tailored to strategic priorities within the SSRP: motorcyclists, new drivers, pedestrians and occupational drivers, as well as specialist and local programs like [Deer Aware](#)
- Refining local methods to reliably and safely use fixed and mobile roadside speed cameras to deter speeding and support enforcement strategies
- Promoting the growth of new and existing Community Speed Watch groups, including giving training, equipment and logistical support to volunteers
- Monitoring the progress of [Operation Crackdown](#), allowing residents to report anti-social road use and abandoned vehicles online

**Over 2021 and 2022, alongside continuing the programs run this year, we are:**

- Analysing the outcomes of ESCC's Behaviour Change projects to help draft future road safety initiatives, ensuring their impacts are targeted and long-term
- Expanding the Strategic Casualty Reduction approach to ESCC's road safety engineering work, using additional funding to address the level of casualties experienced along our rural A and B roads
- Focusing awareness campaigns on issues highlighted by the National Roads Policing Plan, such as speed; drink/drugs driving; mobile phone use, as well as campaigns that promote the safety of vulnerable road users.
- Coordinating with partners like Sussex Police and the South East Coast Ambulance service (SECAmb) to rollout and update the virtual Safe Drive Stay Alive program for schools, colleges and home-educated young people
- Examining how we can effectively engage local communities to help assess the impact that anti-social driving has on pedestrians and vulnerable road users, identify location of concern and trial new interventions
- Continuing engagement with road users to change the behaviours that put themselves and others at risk and to reduce levels of anti-social driving and riding

## Appendix A: Partnership Measures

The number of reports of fraud by East Sussex residents to Operation Signature
The number of reports of Doorstep Crime in East Sussex to East Sussex Trading Standards
The number of young people in East Sussex considered to be at high risk to child exploitation and discussed at the Multi-Agency Child Exploitation (MACE)
The number of episodes of children who are reported missing in East Sussex
The number of community safety training and awareness raising sessions delivered to organisations within the county, including schools, staff, partners and the wider community
The number of potential victims of modern slavery and human trafficking to the National Referral Mechanism (NRM) investigated by Sussex Police, regardless of source
The number of reported incidents of Serious Violent Crime in East Sussex
The number of reported incidents of Serious Knife Crime in East Sussex
The number of referrals accepted onto the REBOOT scheme
The number of Domestic Abuse Incidents and Crimes recorded in East Sussex
The total number of cases discussed at the MARAC in East Sussex
The % of people affected by rape, sexual violence and abuse have improved coping strategies upon leaving the service
The % of people affected by domestic violence and abuse who have improved safety/support measures in place upon leaving the service
The number of Adults in treatment for Substance Misuse in East Sussex (rolling 12 months)
The number of Young People accessing the East Sussex Under 19s Substance Misuse Service
The % of people accessing Mutual Aid recovery services who feel they can manage more independently as a result of using the service
The % of all receiving drug & alcohol treatment, who successfully completed treatment and did not re-present within 6 months
The % of people accessing mutual aid recovery services who feel more confident as a result of using the service
The number of drugs related deaths recorded in East Sussex

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## APPENDIX 2: BEST PRACTICE EXAMPLES OF COMMUNITY SAFETY WORK 2020/21

### PRIORITY CRIME

#### Modern Slavery

- In September 2020 alongside leads from Adult Social Care, Children’s Services and Sussex Police, the Safer East Sussex Team delivered Modern Slavery training to ESCC members covering legislation, the different types of exploitation, the local and national picture, duties of the local authority and crucially how councillors can help tackle modern slavery.
- **The Modern Slavery Pledge** was signed by Chief Executive Becky Shaw, Council Leader Councillor Keith Glazier, and the previous lead member for Communities and Safety Councillor Bill Bentley, underlining East Sussex County Council's commitment to Sussex-wide plans to end modern slavery and human trafficking. The pledge coincided with the 10-year anniversary of UK Anti-Slavery Day on the 18<sup>th</sup> October 2020.
- In February 2021 we supported the pan Sussex Anti-Slavery Network to deliver a modern slavery workshop developed by Dr Alicia Kidd from the Wilberforce Institute at the University of Hull. In each workshop the attendees worked in partnership through a realistic scenario of modern slavery, allowing them to learn about current gaps and best practice in their respective region.

#### Reducing re-offending

- In October 2020 Her Majesty's Prison and Probation Service (HMPPS) Reducing Reoffending Directorate awarded East Sussex 'trailblazer status' for adopting a whole-system approach to improving the outcomes for prison leavers.
- In February 2021 as a result of East Sussex’s trailblazer status HMPPS provided bespoke sessions with Professor Keith Grint, an expert in systems leadership. The sessions included lead trailblazer partners, Safer East Sussex Team, National Probation Service, Rough Sleepers Initiative, and local District & Borough Housing authorities. The session further supported trailblazers to develop innovative resettlement opportunities for prison leavers which are coming to fruition throughout 2021.
- Funding was secured to recruit a Prison Housing Options Officer, a new post which will pilot in autumn 2021 to work across all local housing authorities enabling prisoners to have immediate access to specialist homelessness advice, prevention, and support to improve their chances of successful resettlement in the community.

#### Community Safety Education and Awareness Delivery – Young People

##### RelationSHOPS Programme

These workshops focus on the different types of relationships young people are part of in society today and are divided into 4 themed ‘shops’. Pupils have opportunities to contribute by discussing the law around different scenarios including hate crime, criminal exploitation, county lines and online bullying.



75 RelationSHOPS workshops have been delivered since September 2020, to approximately 2,250 children at Primary Schools across East Sussex. Some feedback from pupils/staff:

- **Year 6 pupil (Telscombe Cliffs Primary Schools)**  
*I liked: the inclusiveness, the tips and tricks, the all-round professionals describing it properly, the timing was good because of the imminent racism and he calmly described the serious act of hate, making people realise what they did wrong.*
- **Year 6 pupil (Pevensey & Westham Primary School)**  
*The things I liked about your workshop is all the rules you taught us; it was so much fun. I also liked learning about the drugs as I didn't know much about them. I also liked that you tried to get people involved as much as possible even though coronavirus is still here. Your workshop is amazing. I really enjoyed it and I wish I could have it again soon.*
- **Headteacher Skippers Hill Prep-School**  
*Many thanks indeed for this. We really enjoyed having you here at Skippers last week and both pupils and staff found it very valuable. It was noted by a couple of sets of parents that dropped off pupils the following morning that their children had come home and talked about the content you went through and talked with real interest and certainly enjoyed their experience.*
- **Head of Year 6 Emily Skillen**  
*You came in to our school in January to deliver some sessions for our Year 6 pupils. When evaluating the year, many pupils highlighted your sessions as one of their highlights and they often used the strategies that you had taught them. I was therefore wondering if you might be able to return again this year.*

## In My Shoes

A new project delivered with Victim Support and supported by Bexhill Performing Arts Students. It portrays the impact certain crimes and behaviours can have on an individual and explains the different ways people can be affected by crime and harmful behaviours.

This resource presents various victim accounts portrayed and acted by Bexhill College performing arts students. They are taken from real victim testimonies and have been expertly turned into personal accounts and scenarios for the purpose of this resource. They include themes on knife crime, domestic abuse, sexual exploitation, hate crime and online harms. The session is delivered to secondary students.

### Early feedback from the pilot:

- *Majority of participants told us their understanding of how crime and harmful behaviour can impact on someone has changed.*
- *They enjoyed the videos and role play parts of the session most.*
- *Some of the students could relate to the scenarios.*
- *Students felt sad, uncomfortable, angry by some of the victim stories.*
- *The main points they took away were the impact the crime had had on the victims, to be empathetic and how they could help someone in these situations.*



## Channel Early Intervention and Support for Young People

Early intervention and support are delivered only where appropriate, and in the following circumstances:

- If there is not a vulnerability that puts the individual at risk of being drawn into terrorism and the concern is low level and does not pose a Counter-Terrorism risk.
- The young person is attending school/college.
- Where education is more appropriate than an intervention provider.
- When consent is not provided by parents/individual - group work or year group assembly can be delivered to enforce key messages around specific issues identified.
- To bridge the gap between receipt of the referral and the appointment of an intervention provider

10 intervention sessions have taken place with 4 young people in 2021. The types of referrals vary, for example, one local school wanted support with a young boy around his racist/discriminatory comments to students from other countries or race, leading to conflict. Three sessions were delivered, and the young boy engaged very well – they focused on British Values<sup>1</sup>, identity, hate crime and the impact this type of comment can have.

**The Headteacher wrote** *Thanks for the report. Great news he has not lapsed, and he has been great towards the other children. Thank you for all your support. I hope you have a great summer.*

This short intervention avoided the need for a Prevent referral to be submitted and allowed for a timely intervention with the young boy who was unaware of how his behaviour had been impacting on some of his peers. After the sessions he understood hate crime and British Values, and that racism has no place in these values.

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• <sup>1</sup> democracy, the rule of law, individual liberty, mutual respect for and tolerance of those with different faiths and beliefs, and for those without faith.

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**Report to:** People Scrutiny Committee

**Date of meeting:** 16 September 2021

**By:** Director of Adult Social Care

**Title:** Developing Care Markets – Home care and Care Homes

**Purpose:** To provide the Scrutiny Committee with an overview of the market position in relation Older Peoples and specialist bedded care and Home Care

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## **RECOMMENDATION:**

**The People Scrutiny Committee is recommended to consider the current market position for the areas of social care provision covered in this report.**

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## **1. Background**

1.1 Adult Social Care has the responsibility for assessing the social care needs of adults in East Sussex and providing support to meet those needs. Assessments are undertaken in line with the Care Act 2014 and support is arranged for people who meet Care Act eligibility criteria.

1.2 Adult Social Care commission support and services from a wide range of independent care providers to meet the assessed, eligible needs of individuals. These services include support in people's own homes (home care); care provided by residential and nursing care homes; other accommodation-based services such as supported living and Extra Care housing; housing related support; the provision of aids and adaptations for people's homes; providing information and advice; and providing support for family carers.

1.3 This report focusses on the areas of social care provision with the highest volumes of activity and highest levels of spend, namely Home Care and residential/nursing care or 'bedded care' for older people and for adults with complex mental health and learning disabilities. The slides in Appendix 1 contain additional supporting information.

1.4 These services are all regulated by the Care Quality Commission (CQC) and East Sussex compares favourably to other areas in terms of the proportion of regulated services rated 'Good'.

1.5 Adult Social Care work very closely with independent care providers to arrange packages of care to meet individual needs. Choice and control for the client and service quality are key considerations which must be balanced against the availability of suitable provision at Local Authority rates.

## **2. Supporting information**

2.1 The Supply Management Teams within the Adult Social Care Department are the interface between the social work teams and the Social Care Market. Supply Management work directly with the Home Care and Bedded Care markets to secure suitable placements for clients referred to them by the Adult Social Care social work teams. Adult Social Care

also purchase care home beds and home care capacity on behalf of the NHS, to support patient flow out of hospital.

2.2 Approximately 2,200 people are in receipt of Local Authority funded home care services. East Sussex commissions home care from a range of providers, delivering around 22,000 hours of care per week. The number of clients receiving home care is increasing as more people are being supported to stay living in their own homes. In recent months, the rate of increase in demand for home care has accelerated. At the time of writing, the brokerage teams are dealing with the highest ever levels of referrals for home care.

2.3 There are around 300 care homes (residential and nursing) in East Sussex. Residential and nursing care covers a wide range of care and support needs for both adults and older people. We are increasingly seeing people presenting with more complex and challenging behaviours, some of which is due to the increasing prevalence of dementia. Within the Adult Social Care Department, the Specialist Bedded Care Brokerage Team source and arrange placements for adults and older people with complex and challenging behaviours. The Department currently supports over 500 placements in specialist bedded care settings.

2.4 Independent care providers often provide care solely for private clients who fund their own care, often referred to as 'self-funders'. Other providers provide care and support for both self-funding clients and individuals who have had their care and support arranged by the Local Authority. Positive and productive relationships with home care and bedded care providers are therefore essential in ensuring Adult Social Care can secure suitable, good quality provision at Local Authority rates.

2.5 Most people will pay some money towards their care costs and people with more than £23,250 in savings and assets (capital) will pay the full cost for their care and support. In East Sussex there is a strong self-funding market. This is particularly the case for residential and nursing care, where the Local Authority accesses a relatively small market share.

2.6 In addition to the mixed economy of funding arrangements for individuals seeking or having been assessed as needing social care, there are a range of well-documented challenges facing the social care sector. Funding reform for Social Care has been on the national agenda for a number of years and, as set out in the 2020 Spending Review, the government is committed to sustainable improvement of the adult social care system and will bring forward proposals this Autumn.

2.7 There is no doubt that the provision of care during the Covid19 pandemic has come at a terrible cost for people living in care homes, their families and for care workers across the social care sector. Covid19 also exposed and exacerbated several key challenges facing social care providers. Prior to the pandemic, the sector already faced significant challenges including longstanding financial pressures and increasing workforce shortages.

2.8 Amongst the many challenges faced by providers over the last 18 months, services have had to make sure they have enough employees with the right skills to cope with new and increased demands. In the earlier stages of the pandemic, some home care providers were reporting positive outcomes to recruitment campaigns as individuals found themselves without work in sectors such as hospitality. More recently, all types of care providers, including agency staff providers are reporting significant workforce challenges.

2.9 The combination of (i) staff leaving care work to return to other sectors which have now re-opened as Covid19 restrictions have been lifted and (ii) Brexit, are having a worrying effect on social care workforce resilience locally and nationally. The impact of the mandated vaccination legislation for care home staff which comes into effect in November, is of further concern to providers.

### **3. Conclusions and Recommendations**

3.1 The Adult Social Care Supply Management and brokerage teams have long and well-established relationships with providers of Home Care and bedded care in East Sussex. The recent and significant increase in referrals/demand for home care is however stretching the market to capacity and the increasing workforce challenges are compounding this situation.

3.2 The Adult Social Care Department will continue to work with the market to support recruitment and retention issues and develop new ways of working including the role that technology can potentially play in supporting peoples care needs. The recommissioning of Home Care provision which is currently in-train is also looking at payment mechanisms and other ways we can improve how we work with providers.

3.3 The multi-agency East Sussex Care Homes Group, Chaired by Adult Social Care, includes partners from the CCG, NHS Trusts, Public Health, Care Home Managers and Healthwatch. Through this group we are taking forward the Enhanced Health in Care Homes work at place and the group is responsible for ensuring the system is working together, for example, to ensure care homes are fully supported through changes in guidance and legislation such as the mandated vaccination legislation for care homes. Adult Social Care, Public Health and our local NHS partners are working together to support the Care Home sector to maximise vaccination levels amongst staff, including targeted support for care homes reporting less than 70% vaccination rates.

3.4 Healthwatch are a key partner in the Care Homes Group and have held eight webinars since the pandemic which carers and families of care home residents have shared their experiences and issues to statutory partners.

3.5 Adult Social Care has reviewed the way we engage with care providers. Many of the initiatives which started in response to the Covid19 pandemic such as the care home huddle and Provider Bulletin, will continue as providers continue to value these communication channels.

3.6 Through the ADASS Commissioning and Market Development Network we have commissioned the Institute of Public Care to lead some work with Local Authorities and care providers to agree on key messages about how best to support the market and the outcomes for vulnerable adults, in particular during the challenging times of winter/seasonal pressure. This will serve as a springboard for future market development work.

3.7 Overall, the challenges facing the provision of home care and bedded care in East Sussex are replicated across other types of social care provision and across the Country. We are confident in our relationships with and understanding of the local care market and will continue to work closely with providers to meet the social care needs of our local adult population.

3.8 It is recommended to consider the current market position for the areas of social care provision covered in this report.

**MARK STANTON**  
**Director of Adult Social Care**

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Appendices

Appendix 1: Developing care markets -presentation

# Report to People Scrutiny Committee

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## Developing Care Markets

Appendix 1

**East Sussex**  
County Council



# Strategic Overview

- Summary of Care Quality Commission (CQC) regulated care services
  - Older People's Bedded Care
  - Older People's Homecare
  - Specialist Bedded Care supporting adult's with complex mental health and learning disabilities
- Quality within the care markets
- Current demands and service challenges

# Summary of regulated care services in East Sussex

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Sector	No. providers	No. services	No. beds/units	No. of ESCC funded clients
OP Bedded	127	174	6546	1424
Spec Bedded	58	116	1228	506
Home Care	46			2241
Commissioned Extra Care	2	7	330	228
Supported Living	39	123	655	493

As of August 2021

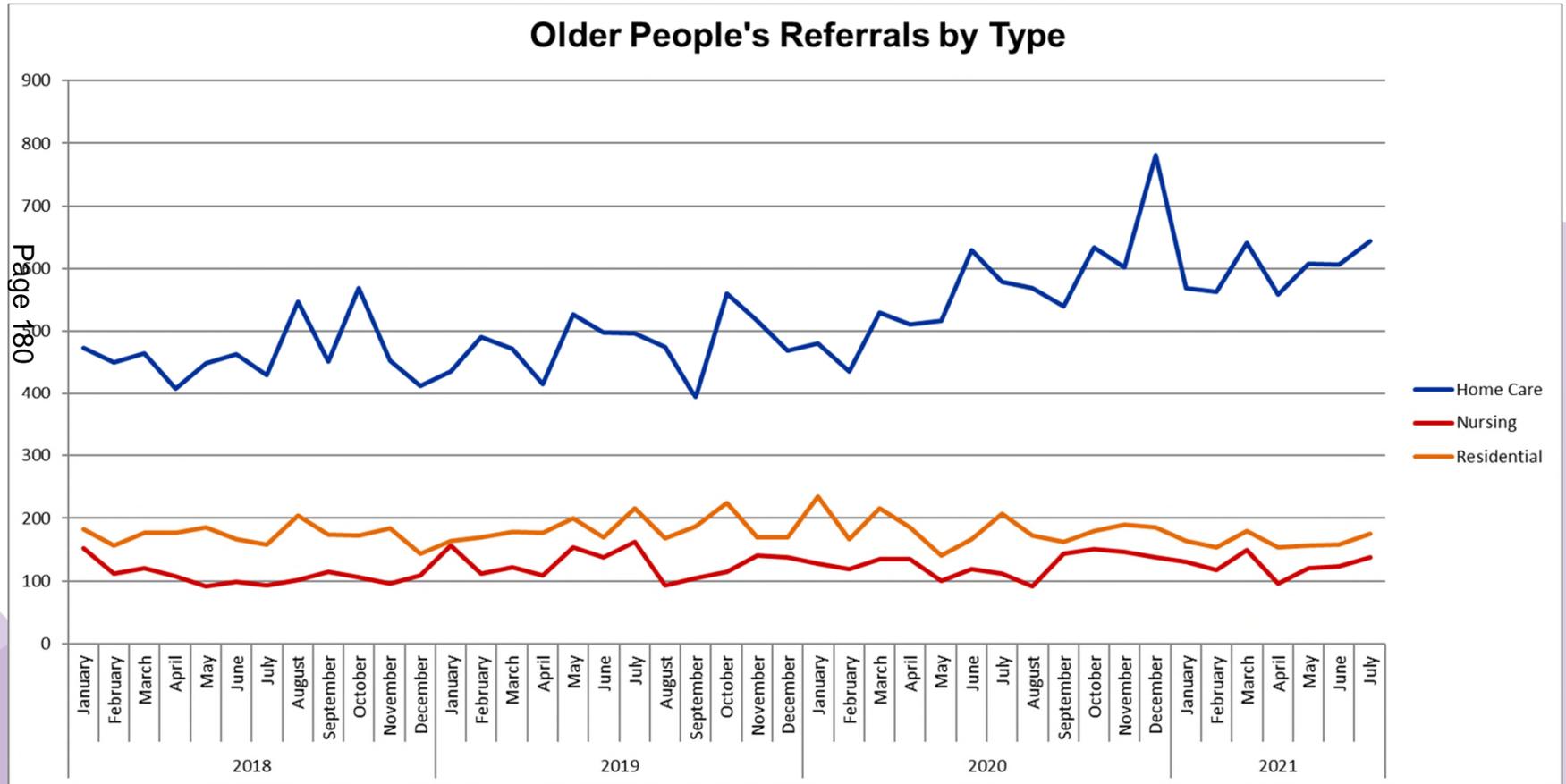
# Older People Bedded Care – general observations

- The rate of referrals for all types of OP bedded care remained the same between 2019 and 2020.
- The number of referrals for general residential care have reduced over 2020 into 2021. Demand is more focussed toward nursing care and support for people with dementia.
- We purchase using local authority set rates
- Number of people in older people's bedded care services funded by the local authority is 1637
- We spend over £65m per year with older people's bedded care services

# Homecare – general observations

- Homecare referral numbers have increased and continue to increase
- Average package of care is 12 hours per week
- Homecare delivery can range from a short welfare check a few times a week, to as many as four long calls a day with two carers needed to deliver the appropriate support.
- Rates are set within the contract between ESCC and the provider
- Number of people currently receiving homecare is 2241
- We spend over £28m per year on homecare services

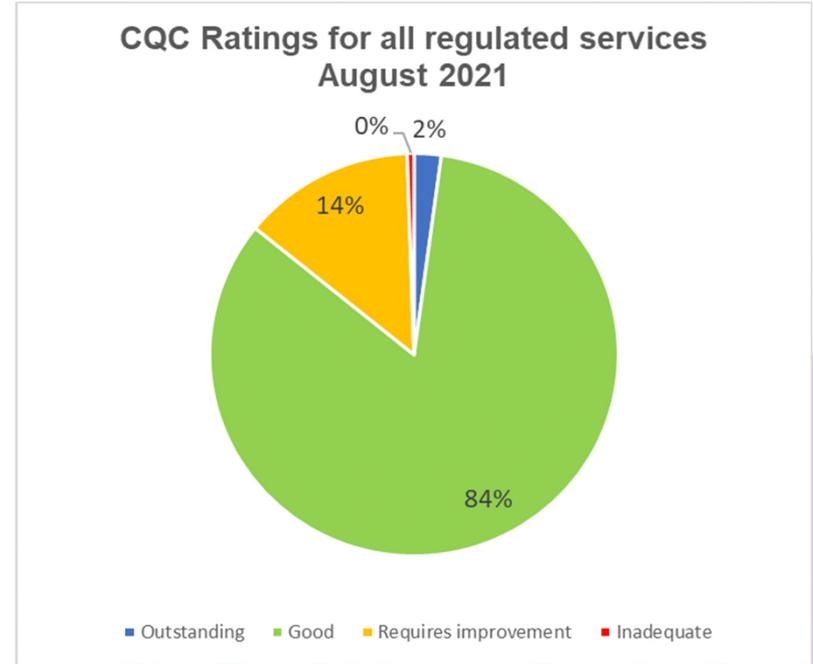
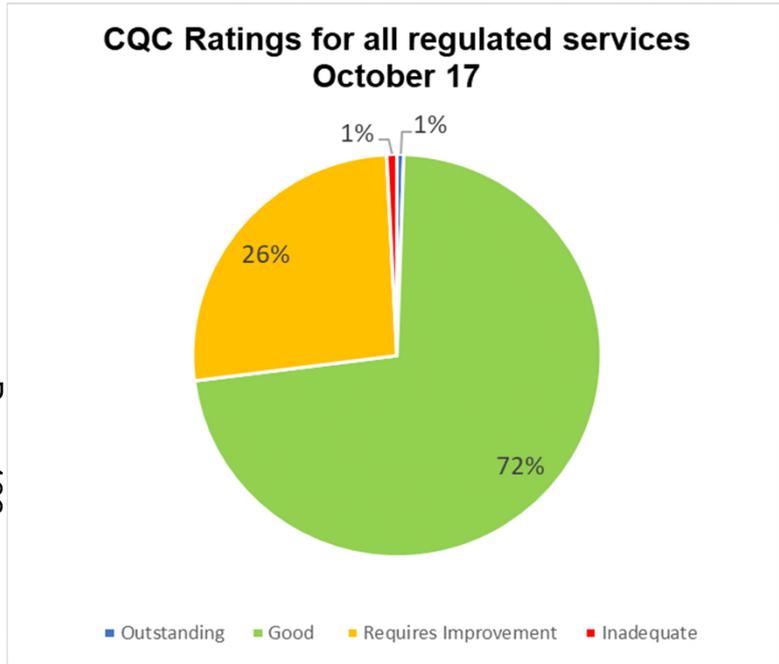
# Older People's Referrals to ASC Brokerage



# Specialist bedded care

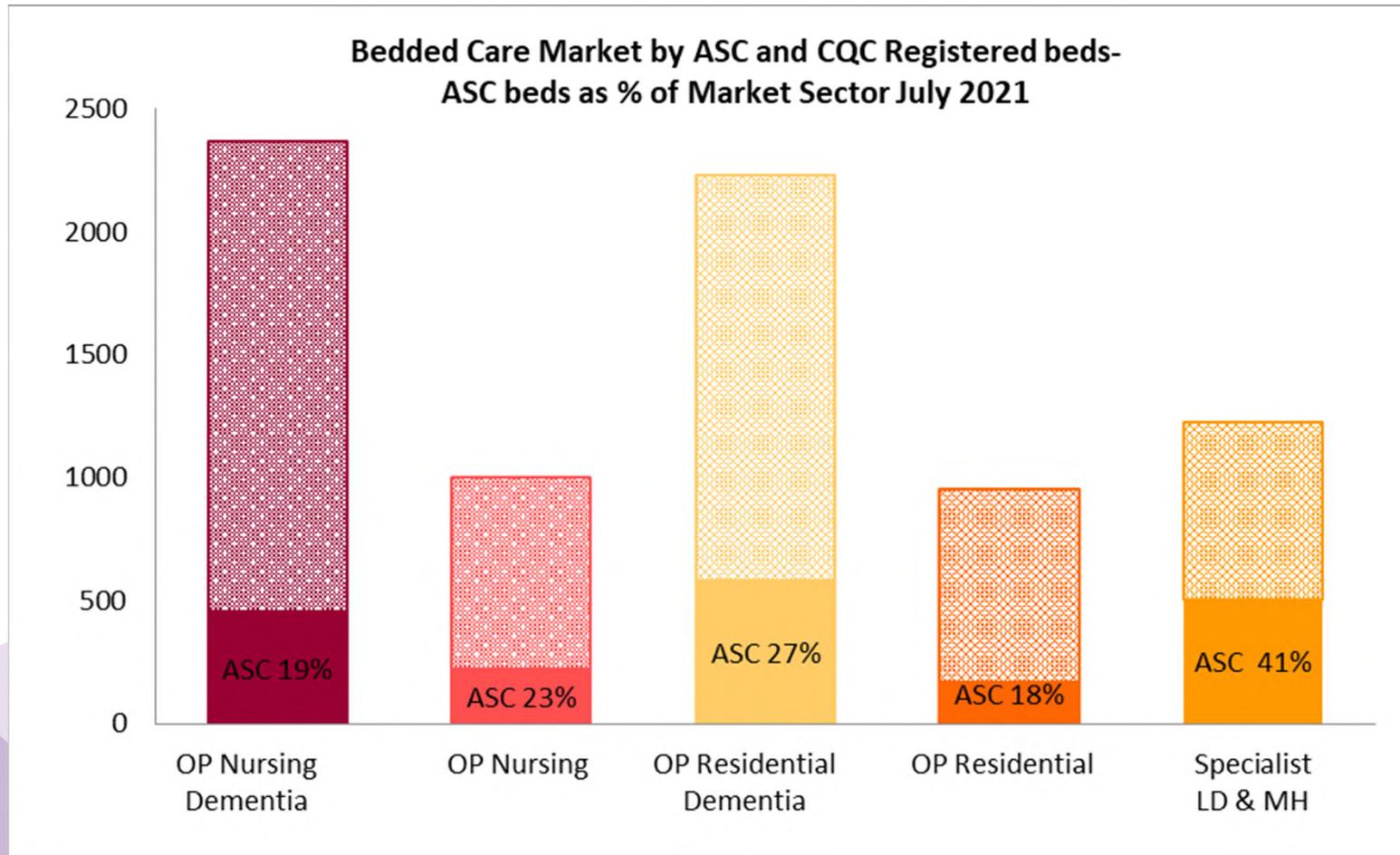
- Referrals have remained consistent
- Complexity of need is increasing
  - individuals in healthcare and hospital settings requiring accommodation and support on discharge.
  - Complex dementia
- Every specialist placement is individually negotiated
- Number of clients supported in Specialist bedded care settings funded by the Local Authority is 647
- We spend over £50m per year on specialist registered residential care

# Market Information and Quality



- Between January 2020 and August 2021, 19 care homes closed with a total of 428 beds lost:
  - 13 homes rated Good
  - 5 homes rated Requires Improvement
  - 1 homes rated Inadequate
- During the same time period, 206 beds opened in the market of which 68 beds would be available at local authority rates.

# Bedded Care Market Share



# Care Homes during covid

- People who have received both vaccinations in East Sussex:
  - 95% residents
  - 78% staff
- Number of services closed to admissions
  - 13 homes reported as closed to admissions as of 10<sup>th</sup> August
  - Over 50 homes reported as closed to admissions at height of second wave
- Staffing capacity – impact of staff self-isolating/vaccinations
- Testing
  - During 2020, care homes had variable access to testing
  - The current position and government policy is that all residents should be tested on admission and thereafter monthly, and staff tested weekly
- Grant funding allocated during Covid = £22.6m

# Risks/issues/challenges

- Workforce
  - Long term wellbeing of staff and residents
  - Building and retaining resilient workforce
- Demand for homecare
- Need for community specialist services to support people with very challenging and complex needs including dementia
- Funding reform
  - Government commitment to a long term sustainable plan. Announcements expected Autumn 2021
- Continue with what is working well
  - Communication and information
  - Business Continuity process
  - Training for the Independent Sector

# Thank you and questions

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<b>Report to:</b>	<b>People Scrutiny Committee</b>
<b>Date:</b>	<b>16 September 2021</b>
<b>By:</b>	<b>Director of Adult Social Care</b>
<b>Title of report:</b>	<b>East Sussex Safeguarding Adults Board (SAB) Annual Report 2020 - 2021</b>
<b>Purpose of report:</b>	<b>To present the SAB Annual Report as required in the Care Act</b>

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## **RECOMMENDATIONS**

**The People Scrutiny Committee is recommended to consider and comment on the report.**

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### **1. Background**

1.1 The SAB Annual Report (Appendix 1) outlines safeguarding activity and performance in East Sussex between April 2020 and March 2021.

### **2. Supporting Information**

2.1 The format of the report is structured against the SAB priorities as set out in the Strategic Plan 2018 – 21, and also links with the new Strategic Plan 2021 – 24. As in last year's report the data section has been enhanced to include contributions from a number of partner agencies in addition to the core data from the local authority.

2.2 Inevitably this year a key focus of the report is on the impact of Coronavirus on adult safeguarding, in outlining the unprecedented challenges and areas of concern in relation to abuse and neglect, the impact on SAB activity and how work continued to meet our statutory requirements, and the opportunities and innovations that have arisen.

2.3 Highlights in the report are as follows:

#### **Strategic Theme 1: Accountability and Leadership**

- Work has begun across the Sussex SABs to plan for this year's self-assessment process and peer challenge event which will take place in October 2021.
- Links with the Rough Sleepers Initiative (RSI) have been strengthened and oversight maintained of the work of the Sussex Strategic Homelessness Group.

#### **Strategic Theme 2: Policies and Procedures**

- The Sussex SABs have worked together to develop a number of protocols, including the information Sharing Guide and Protocol and the Sussex Safeguarding Adults Review (SAR) Protocol.
- The Sussex Adult Death Protocol, a recommendation from the Adult B SAR was launched in November 2020. This pan-Sussex protocol provides a mechanism to ensure a rapid coordinated multi-agency response to unexpected adult deaths. The protocol has received national attention and will be adopted in a number of other police forces across the country and

will also be considered by the National Police Chiefs Council later in 2021 for national implementation.

- Eight SAR referrals were made in 2020 – 21, a notable rise in comparison to the previous year when four referrals were received. The referrals involved a range of issues, including mental ill health, domestic abuse, self-neglect, substance misuse, homelessness, and working with multiple complex needs and trauma. In addition, the impact of Covid-19 in these cases was evident in relation to risks of self-harm and suicide as well as challenges in service provision. From these referrals, four cases will be examined in a thematic review and two other cases will progress to SARs. Work to progress these reviews will be taken forward over 2021.

### **Strategic Theme 3: Performance, Quality and Audit and Organisational Learning**

- The SAB published the Adult C SAR in December 2020, a review which covers a number of safeguarding themes including domestic abuse, homelessness and housing, substance misuse, mental ill health and criminality. Work to embed the learning commenced with the development of an action plan, which was agreed by the SAB in April 2021.
- A multi-agency audit was undertaken in November 2020 also in relation to the topic of self-neglect, focusing on the effectiveness of the procedures and the extent to which these are embedded in practice. The audit reflected strengths in initial responses to identifying risk, the use of multi-agency meetings to support effective communication and information sharing, and overall a good knowledge and application of the self-neglect procedures.
- Audit activity has also focused on evaluating the impact of the pandemic to date and assurance has been sought from partner agencies regarding their responses to Covid-19 and work undertaken to ensure services continue to be responsive to safeguarding concerns.

### **Strategic Theme 4: Prevention, Engagement and Making Safeguarding Personal (MSP)**

- MSP Guidance and a new MSP leaflet was published to assist practitioners and providers to understand how to apply MSP effectively in safeguarding situations, including when someone cannot be seen alone and there is a concern, they may be experiencing undue influence or coercion.
- The SAB has made a number of gains in terms of our communications strategy in launching a new website in August 2020, significantly increasing our Twitter followers over the past year, and producing quarterly newsletters to share news about the work of the Board and safeguarding adults issues.

### **Strategic Aim 5: Integration, and Training and Workforce Development**

- The Training and Workforce Development Subgroup updated the SAB's multi-agency training programme for virtual delivery remotely via MS Teams.
- Work commenced in 2020 – 21 to plan to host a safeguarding conference jointly with Brighton and Hove SAB. The event was cancelled on two occasions due to surges in coronavirus but took place in May 2021. The event was a huge success and attended by over 200 staff across both SABs. The conference covered a range of themes from multi-agency reviews including trauma-informed practice, professional curiosity, mental capacity and inherent jurisdiction.

## **3. Conclusion and recommendations**

3.1 The annual report shows despite the challenges created by the pandemic that the Board has continued to make significant progress in adult safeguarding activity and in delivering the aims set out in both the SAB Strategic Plans 2018 – 21 and 2021 – 24, reflecting the hard work and commitment shown by partner agencies. The SAB will progress work in relation to the newly commissioned SARs in 2021 and seek assurance to ensure that the learning and recommendations from previous SARs continue to be embedded in practice. We will also continue to monitor and evaluate the ongoing impact

of, and response to, COVID-19. The People Scrutiny Committee is recommended to consider and comment on the report.

**MARK STANTON**  
**Director of Adult Social Care**

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Appendices

Appendix 1 – East Sussex Safeguarding Adults Board Annual Report

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# East Sussex Safeguarding Adults Board Annual Report

## April 2020 to March 2021



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.

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## Foreword by Graham Bartlett, East Sussex SAB Independent Chair



I have great pleasure in presenting this, my last annual report for the East Sussex Safeguarding Adults Board. I am standing down to pursue other challenges but am delighted to hand the reins over to a hugely experienced chair, Deborah Stuart Angus. I know Deborah will take the SAB from strength to strength.

To say this has been a challenging year would be a huge understatement. All of us have been affected by the COVID-19 pandemic and many people reading this will have contracted the virus, may have lost loved ones or had their lives changed forever. To those I extend my heartfelt sympathies and hope you can return to some form of normality soon.

To allow those working on the frontline the time and space, the SAB significantly reduced its work programme for most of the year especially those areas which would have drawn those the county relied upon from their critical roles. That said, we have made significant progress in developing our protocols, understanding the Safeguarding Adults Review process, adopting new and innovative ways of working and delivering our new three-year strategy. These developments have all been made with the new challenges very much in mind and will help partners to work better together to safeguard those who rely on us.

The Safeguarding Adults Review we published this year, Adult C, cut across so many safeguarding themes: domestic abuse, housing, substance misuse, mental ill health and criminality that there was hardly a single agency untouched by its learning. Embedding this is a significant task but one the Board and its members will rise to.

Learning from SARs is probably the best legacy we can provide to those who have died. That is why we should be very proud of the new Adult Death Protocol which was developed this year following the completion of the Adult B SAR in 2019 – 20. This will vastly improve how agencies respond to deaths where abuse or neglect are suspected. It is already making a difference and is being considered for adoption nationally.

I'd like to finish by thanking everyone who has made my tenure as SAB chair such a privilege. Their support and engagement has made all the difference, not only to me but crucially to those who rely on our shared safeguarding system. This is even more critical during this pandemic and, to those who have stepped up to the plate and made such a difference in these difficult times, a very special thank you.

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

**Graham Bartlett**  
Independent Chair, East Sussex Safeguarding Adults Board

## Comments by Healthwatch



In what has been an extremely challenging year for everyone, it has been very reassuring from a community perspective to know the East Sussex Safeguarding Adults Board and its subgroups have continued to deliver their functions and responsibilities, albeit with many adjustments required in response to the unprecedented demands caused by the coronavirus pandemic.

As one of the subgroups of the Board, the Safeguarding Community Network paused our meetings and delayed some aspects of our work programme during the height of the pandemic. However, in my role as chair, I continued to attend virtual Board meetings when these were reinstated and helped shape their agendas as a Healthwatch representative and on behalf of the community. I was also keen to ensure essential communications and connections were maintained throughout any periods of pause in activity. This included reassurance to the local community that all aspects of safeguarding was 'open for business' as usual, and anyone with concerns about an adult could raise these appropriately and receive a response.

Now, as restrictions are being lifted, plans are underway to reinstate the Safeguarding Community Network meetings, virtually at first and, when it is safe to do so, look at how we can meet again in community locations. Our work programme will also be reviewed to ensure any commitments made pre-pandemic are still relevant and can be delivered. This will include increasing representation at our network meetings by individuals and voluntary and community sector organisations, ensuring the Board has a robust communications strategy and that mechanisms are in place to share any learning from the pandemic that will assist the strategic direction of the Board as it agrees its priorities for the future.

We look forward to reconnecting with our network members as well as welcoming new ones in the year ahead.

### **Elizabeth Mackie**

Volunteer & Community Liaison Manager, Healthwatch East Sussex

## Our role and purpose

The East Sussex Safeguarding Adults Board (SAB) is a multi-agency statutory partnership which provides leadership and strategic oversight of adult safeguarding work across East Sussex. The Board brings together partner agencies who have a responsibility for adult safeguarding, and comprises core membership of statutory partners from East Sussex County Council (ESCC), NHS East Sussex Clinical Commissioning Group (CCG) and Sussex Police. Additional members from a range of organisations, including community and voluntary agencies and lay members, are represented on the Board to reflect that safeguarding activity and interventions can only be effective where there is collaboration and shared commitment. A full list of the partners of the East Sussex SAB is given at Appendix 1.

The work of the SAB is underpinned by the Care Act 2014, which sets out that we are required to:

- Develop and publish a [Strategic Plan](#) setting out how we will meet our objectives and how our partner agencies will contribute to this.
- Publish an annual report detailing how effective our work has been.
- Arrange for Safeguarding Adults Reviews (SARs) to be undertaken when the criteria under section 44 of the Care Act are considered to have been met.

The East Sussex SAB is led by Independent Chair, Graham Bartlett, and supported by a SAB Development Manager, a shared Quality Assurance and Learning Development Officer post and a part-time Administrator. The Board meets four times a year and is supported by a range of subgroups which are crucial in ensuring that the priorities set out in the Strategic Plan are delivered. Each subgroup has a work plan which details the areas of focus for the financial year, and is regularly updated with specific actions and timescales. These subgroups ensure that the work of the Board really makes a difference to local safeguarding practice, and to the outcomes adults and their carers wish to achieve. A diagram outlining our Board structure can be found at Appendix 2.

## Our vision

Our vision is for all agencies to work together and effectively build resilience and empower communities in responding to abuse, neglect and exploitation, and to widely promote the message that safeguarding is everybody's business in that:

- Abuse is not tolerated.
- People know what to do if abuse happens.
- People and organisations are proactive in working together to respond effectively to abuse.

## Our purpose

It is important to note that the SAB is not involved in operational practice. Rather, our overarching purpose is to ensure that agencies work in partnership to deliver joined-up services that safeguard adults with care and support needs from abuse, neglect and exploitation. We do this by:

- Gaining assurance that local safeguarding arrangements are in place as defined by the Care Act and its statutory guidance.
- Working collaboratively to prevent abuse and neglect, where possible.
- Ensuring partner agencies are effective when abuse and neglect has occurred, and give timely and proportionate responses.
- Gaining assurance that the principles of Making Safeguarding Personal (MSP) are central to safeguarding, and practice is person-centred and outcome-focused.
- Striving for continuous improvement in safeguarding practice, and supporting partner agencies to embed learning from local and national SARs, other learning reviews and multi-agency audits.

## Partnership working

The SAB has formal links with a number of other strategic partnerships in East Sussex, including the East Sussex Safeguarding Children Partnership, Safer Communities Partnership, Children and Young People's Trust, the East Sussex Domestic and Sexual Violence and Abuse Management Oversight Group and the Health and Wellbeing Board. In addition, the Board maintains links with a number of Sussex-wide and national networks and forums including:

- National Network for Chairs of SABs.
- National SAB Managers Network.
- South East Regional SAB Network.
- Sussex Anti-Slavery Network.

The Board works closely with the neighbouring Brighton & Hove and West Sussex SABs, and many of our policies and procedures are adopted on a pan-Sussex basis.

# Our strategic priorities



## 1: Accountability and leadership

To ensure the SAB provides strategic leadership to embed the principles of safeguarding, and contribute to the prevention of abuse and neglect.

## 2: Policies and procedures

To have assurance that multi-agency safeguarding policies and procedures are regularly reviewed and reflect up to date legal frameworks, policy and guidance, and that these are easily accessible and used effectively by frontline staff.



## 3: Performance, quality and audit, and organisational learning

To ensure learning from reviews is effectively embedded into practice and to facilitate organisational change across agencies.

## 4: Prevention, engagement and Making Safeguarding Personal

To ensure adults, carers and the local community as well as professionals shape the work of the SAB and safeguarding responses.



## 5: Integration, and training and workforce development

To ensure the workforce is equipped to support adults appropriately where abuse and neglect are suspected.

## SAB budget

The SAB budget is pooled and our partner agencies contribute to the running of the Board, not just financially but for example by offering to chair meetings and co-deliver training.

### Income for 2020 – 2021

East Sussex County Council	£68,900
NHS East Sussex Clinical Commissioning Group	£30,000
Sussex Police	£12,000
East Sussex Healthcare NHS Trust	£10,000
East Sussex Fire and Rescue Service	£5,500
Carry forward and third-party income	£7,433
<b>Total</b>	<b>£133,833</b>

In comparison to the 2019 – 20 budget, partner agencies contributed the same, with the exception of ESCC who increased their contribution by £2,100 to cover staff pay increases of 2.5%.

### Expenditure for 2020 – 2021

SAB Independent Chair	£13,726
SAB Development Manager	£61,108
Quality Assurance and Learning Development Officer	£29,875
SAB Administrator	£12,955
Policy and procedures	£722
SAB website and associated training costs	£6,258
Software licence for SAR chronologies	£596
<b>Total</b>	<b>£125,240</b>

The impact of the coronavirus pandemic on SAB activity has led to some areas of proposed expenditure being amended from earlier projections. Over 2020 – 21 there was no financial expenditure on training, learning events and SAR activity. However, there were some one-off costs for the re-design of the SAB website and staff training in respect of this. The Board will carry forward £8,593 from 2020 – 21 into the 2021 – 22 budget.

## Response to coronavirus

The coronavirus pandemic led to unprecedented challenges and put adult safeguarding in a position of greater importance than ever before. Over the past year the SAB has regularly sought assurance from our partner agencies about responses to COVID-19, and undertaken work to ensure services have been, and continue to be, supported to respond to emerging safeguarding themes.

Within East Sussex, as in many other parts of the country, during the pandemic there were concerns regarding the increased difficulty in identifying safeguarding issues due to reduced face-to-face contact. This was particularly in relation to domestic violence and abuse, self-neglect and the impact on those in caring roles. Additional areas of concern have included:

- The challenges of carrying out safeguarding enquiries remotely.
- The implementation of DNARs (Do Not Attempt Resuscitation) without following the Mental Capacity Act process in full and ensuring appropriate consultation with individuals and their families.
- A significant increase in calls to domestic abuse helplines including an increase in people with suicidal ideation and mental health concerns.
- The ongoing impact of social isolation on people's mental health, and the impact of the pandemic on the wellbeing of the health and social care workforce.
- New and emerging risks for people with care and support needs, such as scams about COVID-19 testing and vaccines, and coronavirus fraud.

The SAB suspended the majority of Board and subgroup meetings during the first and second waves of the pandemic to support frontline services to focus on operational demands. The Board also restricted its work in relation to SAR activity, although the SAR subgroup continued to meet virtually on a monthly basis. During 2020 – 21, there was a rise in SAR referrals. This was due in part to the impact of COVID-19, both in creating challenges for services and in a notable increase in concerns about mental health and suicide.

Alongside the challenges outlined above, the pandemic also brought opportunities for new ways of working. The first wave of the pandemic saw successful interventions and innovations, including the housing of those sleeping on the streets in East Sussex and the growth of community hubs, who have reached out to many isolated people providing practical and emotional support.

Over the past year, all SAB meetings and multi-agency training have been held remotely and we have seen an increase in engagement given the efficiencies that virtual meetings create.

The SAB contributed to the work of the Sussex Resilience Forum's Vulnerable People Cell. This met weekly during the height of the first wave to identify gaps and issues in the support available for vulnerable people, and to co-ordinate responses locally and across Sussex. Another welcome development was the increased participation of SAB managers in national networks, such as the National Board Managers Network and the NHS Safeguarding Adults National Network (SANN). These forums have supported more effective sharing of information about emerging safeguarding themes and learning from SARs, as well as providing a platform for a panel of speakers from a range of national leadership positions.

In the coming year, the SAB will continue to evaluate the ongoing impact of COVID-19 on safeguarding activity, and monitor recovery measures to ensure that learning is shared around the challenges and opportunities that this period has created and to consider the longer-term impact of the pandemic.

## Key achievements 2020 – 21

### Accountability and leadership:

- Work has begun across the three Sussex SABs to plan for the 2021 self-assessment programme and peer challenge / support event. A revised self-assessment tool has been devised which is more proportionate and allows for partners to provide more qualitative responses to support rigorous peer challenge.
- Contributions from the SAB Development Day, held in February 2020, informed the objectives and priorities for the new [Strategic Plan 2021 – 2024](#), which was launched at the beginning of April 2021.
- The SAB has continued to support the modern slavery agenda. This has included reviewing and adapting the training programme for virtual delivery, and working with the East Sussex Safer Communities Partnership to produce the first e-newsletter targeted at the Single Point of Contact (SPOC) network – staff who have enhanced knowledge and skill in this area. In October 2020, ESCC leaders marked Anti-Slavery Day by signing the Modern Slavery Pledge, which underlines the council's commitment to end modern slavery and human trafficking.
- The Safeguarding Development Team (SDT) in Adult Social Care and Health has led on work to review and evaluate the Financial Abuse Strategy. The evaluation highlighted that understanding of what constitutes high risk financial abuse differs amongst practitioners, there are gaps in ensuring all relevant agencies are involved in financial abuse cases, and there is a need for greater awareness of the interface between financial abuse and coercion and control. Further work is planned in 2021 to review and update the financial abuse guidance.
- The SAB has established links with the Rough Sleepers Initiative, and co-produced an article in the September 2020 edition of our [SAB newsletter](#) to raise awareness of the complexities of chronic homelessness and rough sleepers. The Operational Practice Subgroup receives updates from the Sussex Strategic Homelessness Group to maintain oversight of work in this area.

### Policies and procedures:

- The Sussex Policy and Procedures Review Group has proposed a number of updates to the procedures, including coercion and control in domestic abuse, transitional safeguarding, Prevent, working with people in positions of trust and

causing other agencies to carry out safeguarding enquiries. The updates to the procedures will be implemented later in 2021.

- The three Sussex SABs have developed a number of pan-Sussex protocols, and the [Information Sharing Guide and Protocol](#) and the [Sussex SAR Protocol](#) were both launched in August 2020. The Board has also supported work to raise awareness of the SAR eligibility criteria through the development of a [SAR Referral Learning Briefing](#).
- The [Adult B SAR](#), published in East Sussex in February 2020, made a recommendation that the Board should review existing arrangements to investigate the deaths of vulnerable adults, where abuse or neglect by a third party is suspected or known. In response to this, the East Sussex SAB and Sussex Police led on developing the [Sussex Adult Death Protocol](#), which was launched in November 2020. The protocol, adopted across all three Sussex SABs, provides a mechanism to ensure a rapid coordinated multi-agency response to unexpected adult deaths. The protocol has received national attention and will be adopted in a number of other police forces across the country and will also be considered by the National Police Chiefs Council later in 2021 for national implementation.
- [Making Safeguarding Personal \(MSP\) guidance](#) was published to assist practitioners and providers to understand how to apply MSP effectively in safeguarding situations. The guidance also sets out resolution mechanisms for when someone cannot be seen alone and there is a concern they may be experiencing undue influence or coercion.

## Performance, quality and audit, and organisational learning:

- 2020 – 21 has been extremely busy in terms of SAR activity, with the publication of the [Adult C SAR](#) in December 2020, work to deliver on recommendations from SAR action plans and an increased number of SAR referrals. The SAR Subgroup has strengthened arrangements to share learning across review processes with its meetings receiving updates on Domestic Homicide Reviews (DHRs) and from the Learning Disabilities Mortality Review (LeDeR) Programme. During 2021 – 22, it is planned that the SAR Subgroup will also start to receive updates on the outcomes of Drug Related Death reviews. The SAB also received the findings from the first [national analysis of SARs](#) and work will start over the next year to support and embed its learning.
- The Performance, Quality and Audit Subgroup has continued to develop and monitor the SAB multi-agency safeguarding data set, and has further enhanced the contributions from partner agencies. Through the National SAB Managers Network, the Quality Assurance and Learning Development Officer contributed to a working group to consider mechanisms to strengthen SAB data sets.

- Work has continued to monitor the effectiveness and impact of the self-neglect procedures on frontline practice. Following the SAB's involvement in a research project led by the University of Sussex in 2018 – 19 on [organisational learning from SARs in self-neglect](#), the SAB carried out an online workforce survey on self-neglect in November 2020. The results evidenced good attendance at relevant training and that overall practitioners are confident in responding to self-neglect cases. The responses indicated some gaps in knowledge regarding available legal options when working with those experiencing self-neglect, and the challenges for practitioners when working with a person who may find it difficult to engage with support. A combined action plan has been developed to bring together the findings from the research project and survey. Progress of this will continue to be monitored over 2021.
- Further to an audit undertaken in 2019 in relation to young people at risk of exploitation, a working group has been established to review transitions between children's and adults' services. The project has identified gaps in information sharing, provision and services for those young adults who may not have specific care and support needs, but who experience continuing risks and needs regarding child criminal and sexual exploitation. The group is working on a proposal to strengthen pathways across services which will be presented to the SAB and East Sussex Safeguarding Children Partnership in 2021.
- The SAB has published a number of [learning briefings](#) during 2020 – 21 regarding our SARs, multi-agency audits, and to raise awareness of specific areas of practice, such as [professional curiosity](#). We have ensured these are disseminated more broadly across partner organisations and shared with neighbouring SABs.

## Prevention, engagement and Making Safeguarding Personal:

- The SAB has continued to use social media to communicate to both professionals and the public, sharing posts, supporting partner and national campaigns and offering general guidance. We have significantly increased our Twitter followers over the past year.
- In August 2020, the East Sussex SAB launched its new [website](#), with improved accessibility and easier navigation.
- The SAB has produced quarterly [e-newsletters](#) during 2020 – 21 to share news about the work of the Board, learning from SARs and audits, and adult safeguarding information. By promoting the newsletters through social media and targeted contact with agencies, we have reached a wider audience of professionals and members of the public.

- A new [Making Safeguarding Personal leaflet](#) was published in September 2020. This includes content on the importance of practitioners being able to have direct personal contact with adults where there are concerns about safety and risk. An [easy read version of this leaflet](#) was also produced in conjunction with East Sussex County Council's Learning Disability Partnership.
- The SAB has continued work towards increasing feedback from adults and carers on their experience of safeguarding interventions. The Safeguarding Development Team has updated questionnaire templates and is offering different options for adults to share their views to ensure the process is accessible to everyone. Further work is planned over 2021 – 22 to explore the role that Healthwatch and other partner agencies can play in supporting mechanisms to increase feedback rates and offer creative ways for people to engage in this process.

## **Integration, and training and workforce development:**

- With the outbreak of the coronavirus pandemic in March 2020, all SAB multi-agency face-to-face training was put on hold. However, the Training and Workforce Development Subgroup has used creative ways to engage with the workforce to deliver training and reflective workshops, and over the past year set up several working groups to review the options for delivering our multi-agency training programme remotely via webinars or MS Teams. Further details are provided under 'Our training and development'.
- A recommendation from the [Adult B SAR](#) was to hold a conference to highlight key areas of learning, including professional curiosity, trauma-informed practice, and mental capacity and inherent jurisdiction. A safeguarding conference, hosted jointly with Brighton & Hove SAB, was scheduled to take place in March 2021. However, the impact of the pandemic in the first few months of the year, meant that this was postponed until May 2021. The conference brings together learning from multi-agency reviews across Sussex and nationally, including Domestic Homicide Reviews and Child Safeguarding Practice Reviews as well as SARs. The event will be supported by a range of colleagues from partner agencies with the aim of increasing knowledge and awareness of these emerging areas of adult safeguarding.

## Our priorities 2021 – 22

In April 2021, the East Sussex SAB published its [Strategic Plan for 2021 – 24](#). Over the last 12 months many areas of SAB work have needed to adapt because of the ongoing impact of, and response to, COVID-19. This is reflected in the Business Plan for 2021 – 22, which will ensure that the impact of coronavirus upon services continues to be evaluated, and learning shared.

The key priority areas for the SAB for 2021 – 22 are:

- Embedding the Mental Capacity Act in practice.
- Safeguarding transitions for young people at risk.
- Working with multiple complex needs.

Some of our specific objectives over the course of this next year include:

- Support and embed the learning from the SAR National Analysis, including developing core standards for SAR reports.
- Receive assurance on the implementation of the Domestic Violence and Abuse Strategy from April 2021, and how this informs recommissioning and developments in specialist domestic violence services.
- Develop a multi-agency risk management framework to enhance partnership working when supporting adults with multiple complex needs.
- Ensure compliance with the Liberty Protection Safeguards (LPS) ahead of implementation in April 2022.
- Develop workforce awareness of the importance of understanding trauma within the context of safeguarding, and ensure this is embedded within safeguarding training.
- Develop a communication and engagement strategy to ensure greater adult and carer representation within the SAB.
- Develop multi-agency guidance and toolkits to support safeguarding practice in a range of areas. This will include a modern slavery toolkit, the financial abuse strategy and domestic abuse toolkit.
- Establish a bi-annual subgroup chairs' meeting with the aim of strengthening links and communication across the SAB's subgroups, and opportunities for peer support and reciprocal challenge.

# Our training and development

## SAB multi-agency training programme

As practitioners are dealing with increasingly complex and challenging safeguarding cases, the benefits of multi-agency training are significant, and create opportunities for increased collaboration and partnership, along with improved understanding of different roles and responsibilities.

Delivery of multi-agency training has inevitably been impacted by COVID-19. However, we have worked with colleagues from the Training and Workforce Development Subgroup and the East Sussex Safeguarding Children Partnership to review the content of courses and adapt them for virtual training events.

Our training programme is linked to our priorities, and over this last year has included the following workshops:

- Modern slavery and human trafficking.
- Adopting a whole family approach to domestic abuse and promoting safety.
- Mental Capacity Act 2005: A multi-agency approach to complex cases.
- Self-neglect.
- Coercion and control.

Adult Social Care and Health (ASCH) runs additional safeguarding training, including e-learning and virtual awareness and refresher courses. All our courses can be booked via the [East Sussex Learning Portal](#), and are available to SAB partner agencies and provider services in East Sussex.

The SAB and ASCH safeguarding training programme remains popular and, in this financial year, over 300 representatives from 15 different agencies have accessed the training. Given the limitations caused by the pandemic, this reiterates the importance of having the opportunity to share experiences and learn from others.

# Our learning

## Safeguarding Adults Reviews (SARs)

SABs have a statutory duty under the Care Act 2014 to undertake Safeguarding Adults Reviews (SARs). This is when:

- An adult dies as a result of abuse or neglect (including death by suicide), 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.

The purpose of a SAR is set out in the [Sussex SAR Protocol](#), namely to look at the ways professionals and agencies work together to determine what might have been done differently that could have prevented harm or death. It is not an enquiry into how a person died, nor is it to apportion blame; but to learn from such situations, and to ensure that any learning is applied to future cases to reduce the likelihood of similar harm occurring again.

## SAR referrals in 2020 – 21

During 2020 – 21, the East Sussex SAB received eight new referrals for SARs. Three other cases were raised for informal discussion outside of the SAR Subgroup meetings. These did not progress to formal referrals as it became clear the criteria were not met.

A range of issues was presented in these referrals:

- People with multiple complex needs and the associated impact of trauma from childhood into adulthood.
- Poor mental health, including self-harm, known suicide risks, depression and anxiety.
- Domestic and sexual violence and abuse, including coercion and control.
- Self-neglect.
- Neglect and organisational abuse.

- Substance misuse.
- Homelessness and the provision of temporary accommodation.
- The impact of having had children removed into care and / or being care leavers.
- People who had difficulty engaging with services and support.
- Deaths caused by suicide, or accidental or intentional death from drug overdoses.
- The impact of COVID-19 on service delivery and people's mental health and well-being.

Of the eight referrals received:

- Two were deemed not to meet the criteria for a SAR.
- Four other cases also did not meet the statutory criteria, but it was felt that there was multi-agency learning to be taken forward and a thematic review will be undertaken.
- One case progressed to a statutory SAR.
- Further information is being gathered in relation to the most recent referral, but discussions on the case thus far indicate that it will progress to a SAR.

These reviews are in the process of being commissioned and will be progressed over 2021 – 22, and summaries will be included in next year's annual report.

Whilst no new SARs were started this year, work progressed on the SARs commissioned in 2018 – 19. This included progressing the recommendations within the [Adult B SAR action plan](#), and concluding the Adult C SAR, which is summarised below.

The SAR Subgroup continues to have oversight of one case given concerns about ongoing organisational abuse.

## **SAR – Adult C**

This SAR examined the circumstances leading up to the death of a 41-year-old woman, Adult C, who died from a drug overdose in December 2017.

Adult C experienced a complex interplay of different factors. She was involved in a volatile and violent relationship from 2015, and suffered significant levels of domestic

violence and coercive control. This was particularly severe during the last 12 months of her life, the period this review focused on. She experienced periods of homelessness, struggled with mental health issues and alcohol and drug dependency which, at times, resulted in her becoming involved in criminal behaviour. Adult C's relationships were impacted by domestic abuse, and she had alternative care arrangements in place for her two children.

The review found a lack of readily accessible accommodation for women with a combination of needs related to chronic trauma, drug and alcohol abuse, homelessness and domestic violence and abuse. It also found that services were not joined-up or tailored to the needs of women like Adult C.

The review, which examined the agencies involved in Adult C's case, also identified barriers to collating third party information relating to patterns of domestic violence and abuse which meant police only responded reactively to individual incidents.

Although recognising that short term prison sentences are unavoidable in some cases, the report highlighted the disruption these cause to the progress people may be making with the support of community teams, leaving women more vulnerable on their release.

The SAB has accepted the findings, produced a formal response to the review and developed an action plan to address the learning and support improvements to services.

The [full report, action plan and learning briefing](#) for the Adult C SAR can be found on the East Sussex SAB website.

## **Multi-agency safeguarding audit – self-neglect**

During 2020 – 21, the SAB conducted an audit of cases involving multi-agency responses to self-neglect. The purpose of this audit was to assess the effectiveness of the self-neglect procedures (which are included in the Sussex Safeguarding Adults Policy and Procedures), the extent to which these are embedded in practice and how effectively agencies work together to support adults who are experiencing self-neglect.

The audit group comprised representatives from Adult Social Care and Health (ASCH), Sussex Police, East Sussex NHS Clinical Commissioning Group (CCG), Sussex Partnership NHS Foundation Trust (SPFT), East Sussex Healthcare NHS Trust (ESHT), Children's Services, East Sussex Fire and Rescue Service (ESFRS), STEPS and Southdown Housing.

The audit identified a number of strengths and examples of good practice as well as some areas for improvement.

## What is working well?

- Robust initial response to, and risk assessment of, the presenting safeguarding concerns and evidence that actions taken were effective in reducing risks.
- Use of multi-agency meetings to co-ordinate a response, and support effective communication and information sharing.
- Many cases reflected a Making Safeguarding Personal approach, including professional curiosity, a trauma-informed approach and working creatively to overcome the challenges of non-engagement in person-centred ways.
- There was appropriate consideration of use of the Mental Capacity Act, and recognition of the need to be clear about a person's mental capacity when assessing risks and decisions in relation to self-neglect.
- Good knowledge and application of the self-neglect procedures, although this was not consistent across all cases.

## What can we improve?

- Greater consistency in recognising self-neglect as a category of abuse under the Care Act, and that the self-neglect procedures must be followed in all cases whether a safeguarding enquiry is triggered or not.
- Raising awareness of the SAB Resolution Protocol and avenues available to challenge decisions in relation to safeguarding responses or outcomes of mental capacity assessments.
- Ensuring all relevant agencies are involved in responses to self-neglect cases, and contribute to, and share responsibility for, decisions about managing risks.
- The importance of recognising the impact of self-neglect on a person's family and wider support network, and ensuring a 'Think Family' approach.

An action plan is in place to address the areas for development, and this will be taken forward during 2021, with progress being monitored through the PQA Subgroup.

A [learning briefing](#) summarising the outcomes from this audit has also been published.

# Learning from complaints

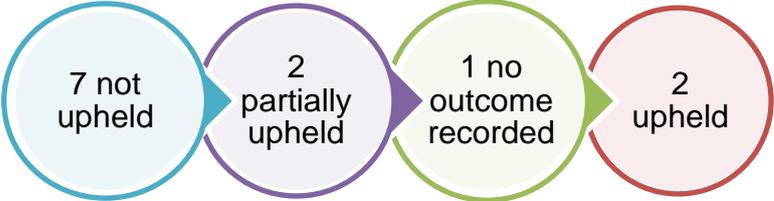
All complaints about our safeguarding processes are taken seriously, as they help us to learn and improve how we do things in the future.

The total number of complaints recorded for Adult Social Care and Health (ASCH) for 2020 – 21 was **255**. Of these, **12** related directly to safeguarding, this is **5%** of the total complaints received. This compares to **21** complaints received in relation to safeguarding in 2019 – 20.

In addition to these **12** complaints, there were **7** other complaints that had another primary classification but appeared to also have a safeguarding element.

Out of a total of **160** MP / Councillor enquiries in 2020 – 21, **6** involved safeguarding.

The outcomes of the **12** complaints received relating to safeguarding can be broken down as shown in this diagram:

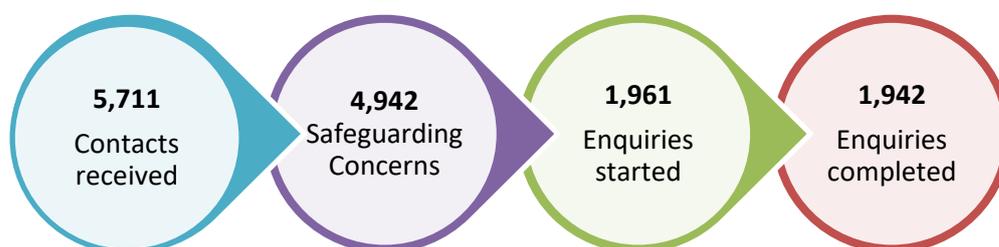
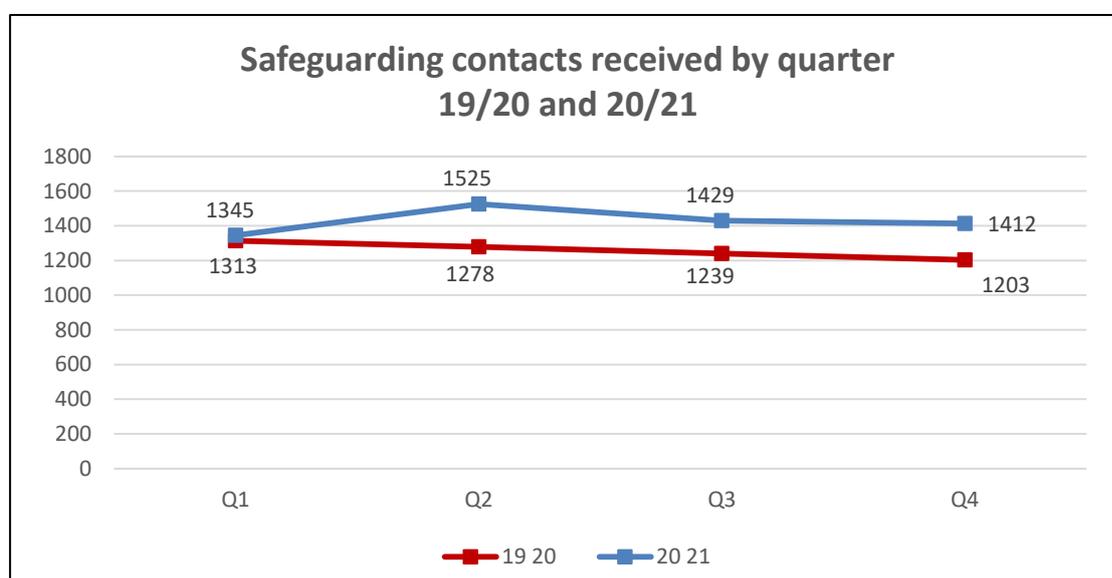


## Our data

The Care Act 2014 sets out our statutory duties and responsibilities for safeguarding adults including the requirement to undertake enquiries under section 42 of the Act. Below is a summary of key safeguarding activity during 2020 – 21 for both concerns raised and enquiries undertaken by Adult Social Care and Health (ASCH) in East Sussex County Council.

### Analysing safeguarding data

The number of safeguarding contacts has increased from **5,033** in 2019 – 20 to **5,711** in 2020 – 21, a change of 13.5%.

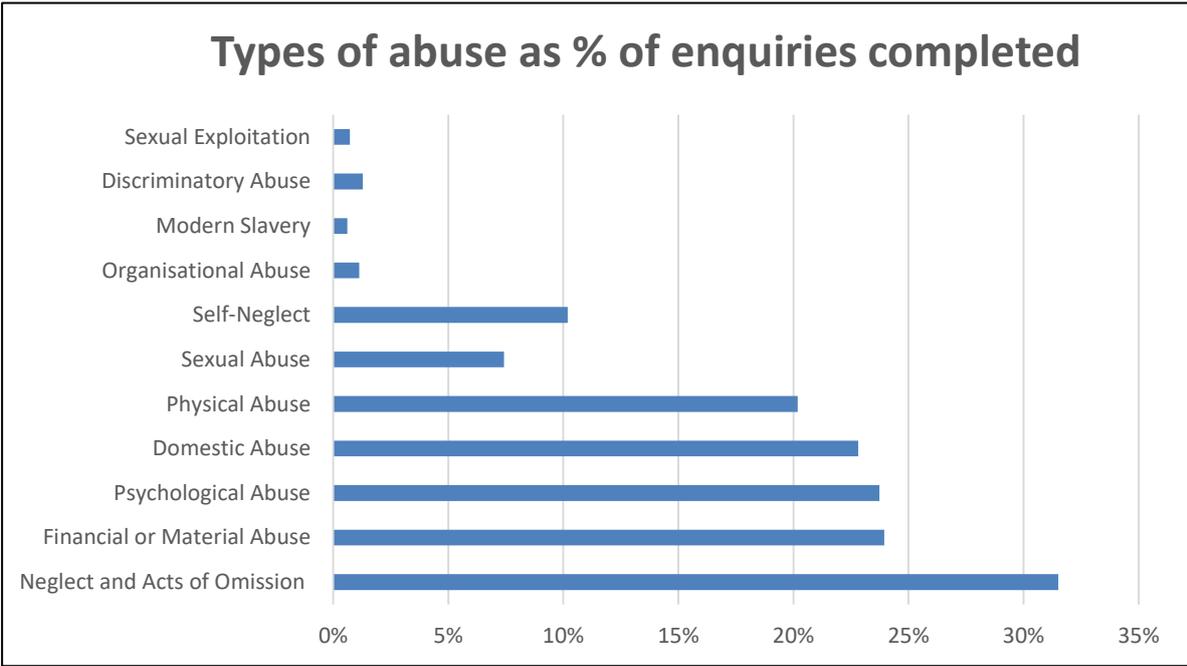


Of the total contacts received in 2020 – 21, **4,942 (86%)** were considered safeguarding concerns. The number of enquiries completed has decreased by **2.8%** when compared to 2019 – 20 (decreasing from **1,998** to **1,942**).

**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 2020 – 21.

Initial analysis of the rate of conversion from safeguarding concerns to enquiries indicates that further work may be required to improve the recording of safeguarding activity to ensure all enquiries are captured. This work will be taken forward over the coming year. Additionally, and in line with the national picture, the number of safeguarding concerns raised during the initial weeks of the first COVID-19 lockdown was lower in comparison to the rest of the year, with numbers returning to and then exceeding expected levels in June 2020.

### Types of abuse



In 2019 – 20, the most common form of abuse reported was neglect followed by financial and psychological abuse. In 2020 – 21, neglect is still the most common type of abuse with **31.5%** of all enquiries undertaken comprising, at least in part, neglect.

Financial abuse is still the second most common form of abuse reported, followed by psychological abuse, accounting for **23.9%** and **23.7%** respectively of the enquiries completed. The rate for concerns raised in relation to financial abuse has remained at a similar level to 2019 – 20 when this accounted for **25.4%** of the enquiries completed.

**Note** The total types of abuse will exceed the total completed enquiries as some enquiries involve multiple types of abuse.

It is not possible to compare this data with national figures until the NHS Digital Safeguarding Adults Collection is published at the end of 2021.

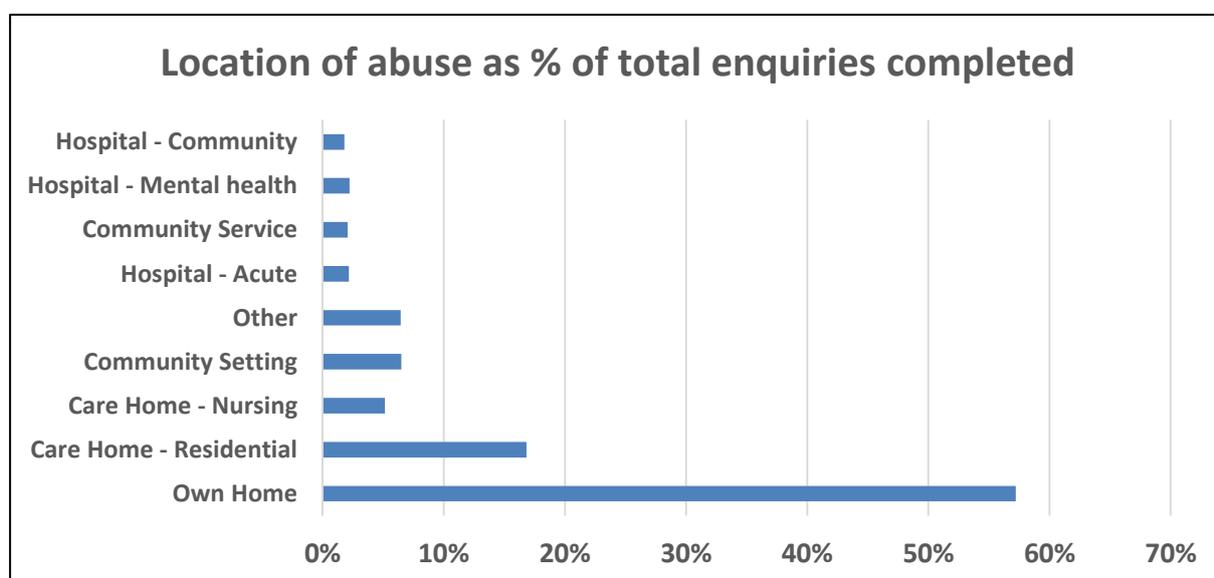
In terms of notable changes in the proportion of abuse types, the most significant differences since 2019 – 20 are:

- A 4% decrease in cases of neglect from 36% to 32%.
- A 4% increase in domestic abuse from 19% to 23%.
- A 2% increase in physical abuse from 18% to 20%.
- A 3% increase in self-neglect from 7% to 10%.

This continues to evidence that supportive measures for these areas of abuse are required to help work with people to manage the risk posed to them by others.

East Sussex has a much older population profile than the rest of the country with 26% of the population being aged 65 plus<sup>1</sup>. This means that there is an increased number of people who have, or will develop, care and support needs.

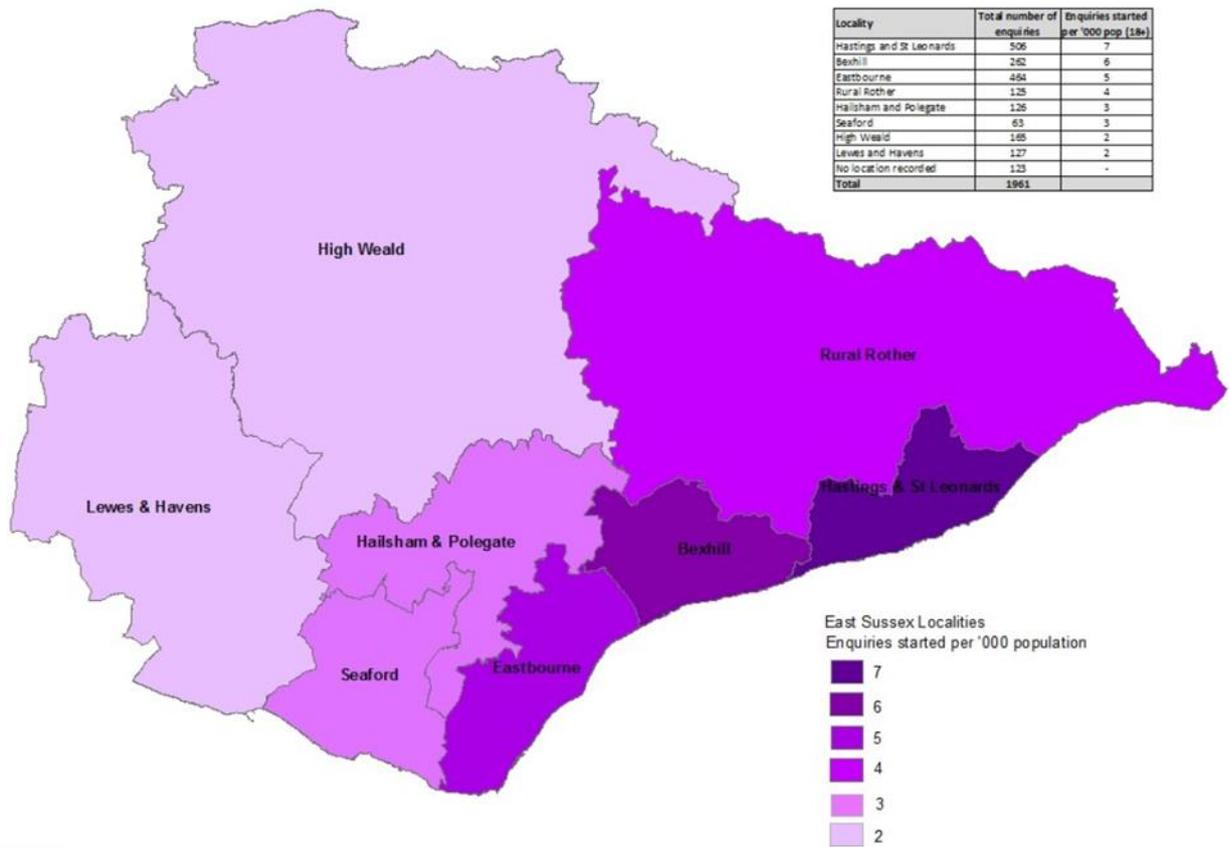
## Locations of abuse



As in previous years, the most common reported location of abuse is in the adult at risk's own home (**57%**). This is an increase from **53%** in 2019 – 20. The second most common location continues to be care homes, accounting for **22%**. This is a decrease from **26%** in 2019 – 20.

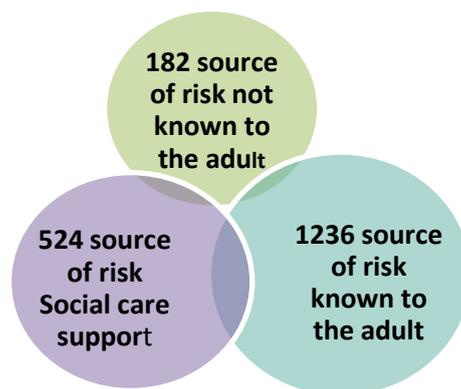
Abuse in residential homes has remained the same at **17%** of all reported abuse whilst all hospital settings have decreased by **1%** compared to 2019 – 20.

<sup>1</sup> Data extracted from East Sussex in Figures, June 2020



## Source of risk

Of the 1,942 enquiries completed in this financial year, the source of risk was known to the adult in **64%** of those enquiries (this is up from **61%** in 2019 – 20). In **51%** of these, the source of the risk was either the adult's partner or another family member.



In **9%** of cases, the source of risk was not known to the adult (up from **8%** in 2019 – 20) and in the remaining **27%** of cases, the source of risk was social care staff, a decrease from **31%** in the previous year.

## Impact on risk

In 2020 – 21, in **87%** of enquiries there was an identified risk to the adult and action was taken. In **91%** of these cases, the risk was either reduced or removed completely. This is an increase from **90%** in 2019 – 20.



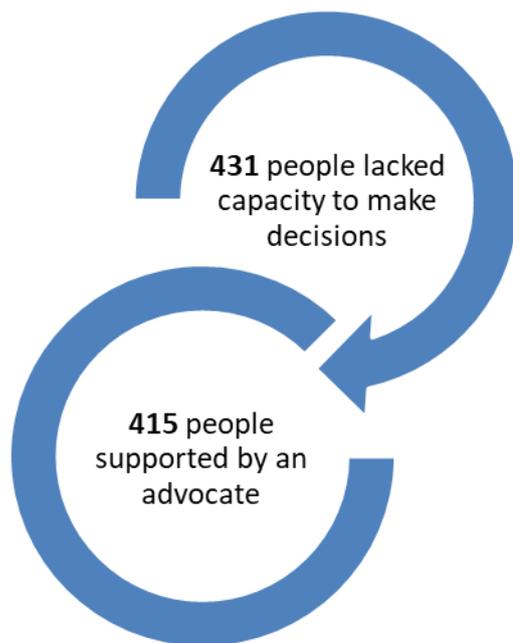
It should be acknowledged that it is unlikely that risk will be reduced or removed in 100% of cases, as people may exercise choice and control over the steps taken by authorities to mitigate the risk. A challenging aspect of safeguarding work is ensuring that the wishes of adults with capacity are respected when this results in risks remaining.

Of completed safeguarding enquiries in which a risk was identified, the proportion of cases where risk remains has decreased from **10%** to **9%**.

## Support for adults at risk who lack capacity to make informed decisions

Making Safeguarding Personal is a key focus for the Board. We want people to express their wishes wherever possible and for safeguarding work to support their desired outcomes. This approach requires appropriate support for those who may lack the mental capacity to make safeguarding decisions for themselves. Support can be provided informally, for example by a family member or friend, or through advocacy services. In East Sussex, the advocacy service in 2020 – 21 was provided by POHWER.

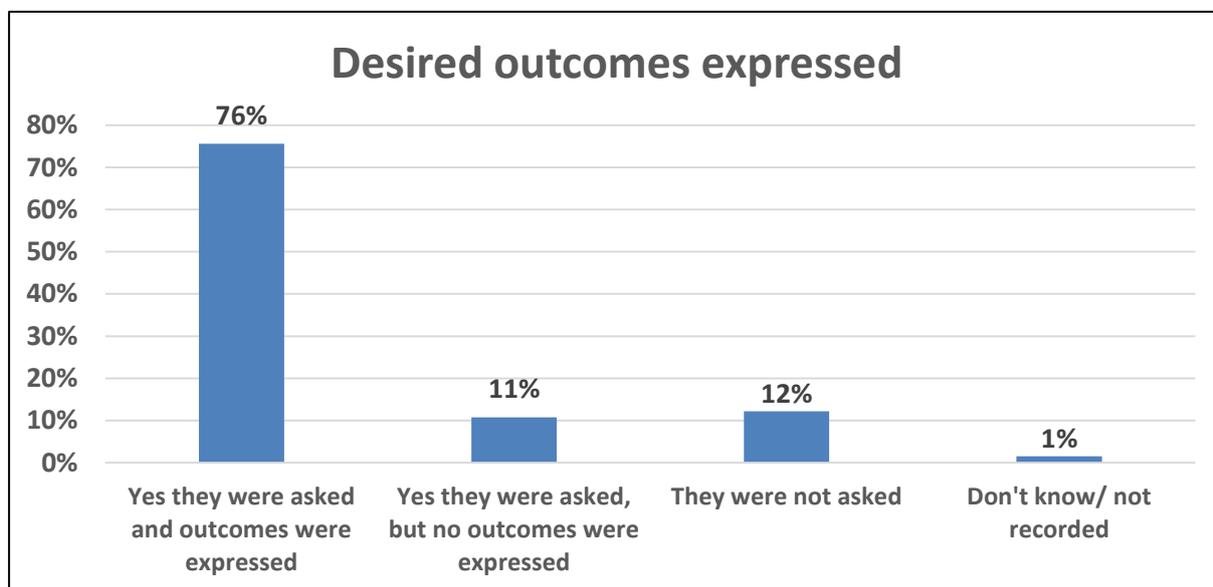
In East Sussex, **96.3%** of all adults who lacked capacity received support during safeguarding enquiries, either by family or friends or via a referral to POHWER for advocacy support. This is a slight increase from **93.9%** in 2019 – 20.



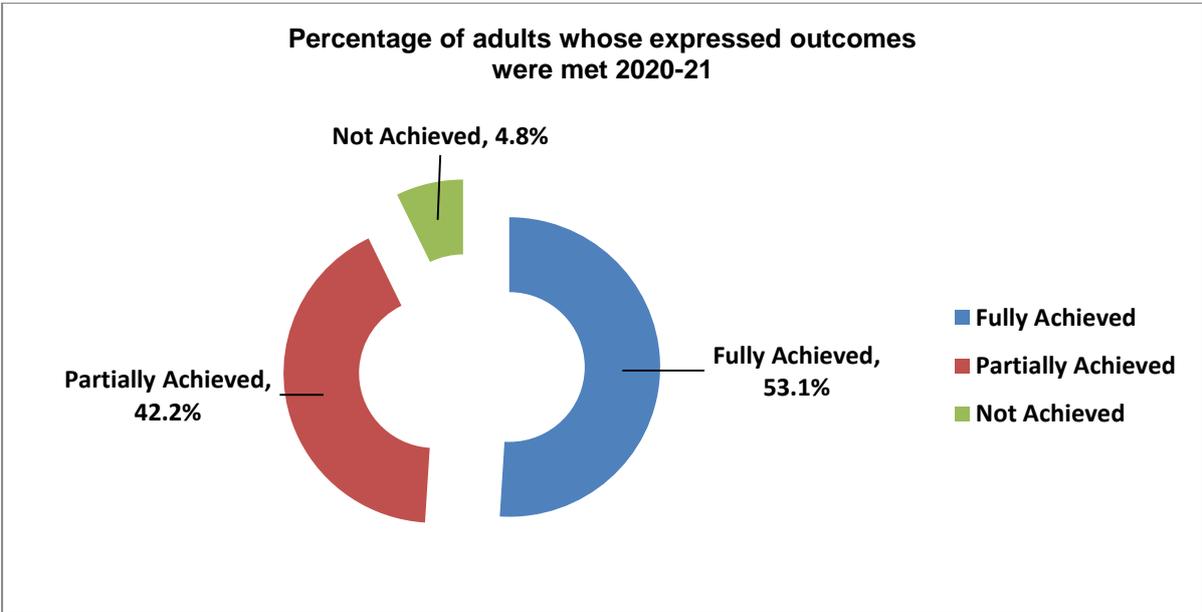
## Outcomes achieved through safeguarding

In 2020 – 21, **86%** of adults were asked about their desired outcomes, a slight decrease on **87%** in 2019 – 20.

A review of completed 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.



In 2020 – 21, where the person asked for specific outcomes, those outcomes were either fully or partially met in **95%** of cases. This is an increase from **93%** in 2019 – 20.



There will always be cases where outcomes are not achieved, for example, where desired outcomes are beyond the remit and control of the enquiry, or where the situation has changed from the initial desired outcomes that were recorded.

## Safeguarding updates and data from partner agencies

Updates, including relevant data, for 2020 – 21 from some of the SAB partner agencies are provided below.

### **NHS East Sussex Clinical Commissioning Group (CCG)**

#### **Adult safeguarding data dashboard**

Over the past year, the CCG has developed an adult safeguarding data dashboard to focus resources and provide assurance. In response to the high number of statutory reviews across Sussex in 2020 – 21, the Sussex CCGs Safeguarding Team launched a new statutory review tracker to enable greater oversight of all active 'health' action plans for Safeguarding Adults Reviews (SARs) and Domestic Homicide Reviews (DHRs). This extends far wider than CCG-specific actions and includes open actions for all health providers, and allows the Designated Nurses within the CCGs to closely track progress and support NHS Provider colleagues to implement the required practice improvements.

#### **Specialist staffing**

At the beginning of March 2021, interviews were held to recruit to eight vacant named GP for safeguarding roles. These recruitments allow for greater GP involvement in future SAB partnership working.

A new Deputy Designated Nurse for transitional safeguarding was recruited in November 2020. This role is one of the first of its kind within the CCGs, and will be key in driving forward developments in relation to transition and trauma-informed care on a regional and national level.

#### **Domestic abuse**

The domestic abuse portfolio within the CCG continues to work within a 'Think Family' approach, with a priority for the year being to embed this into practice.

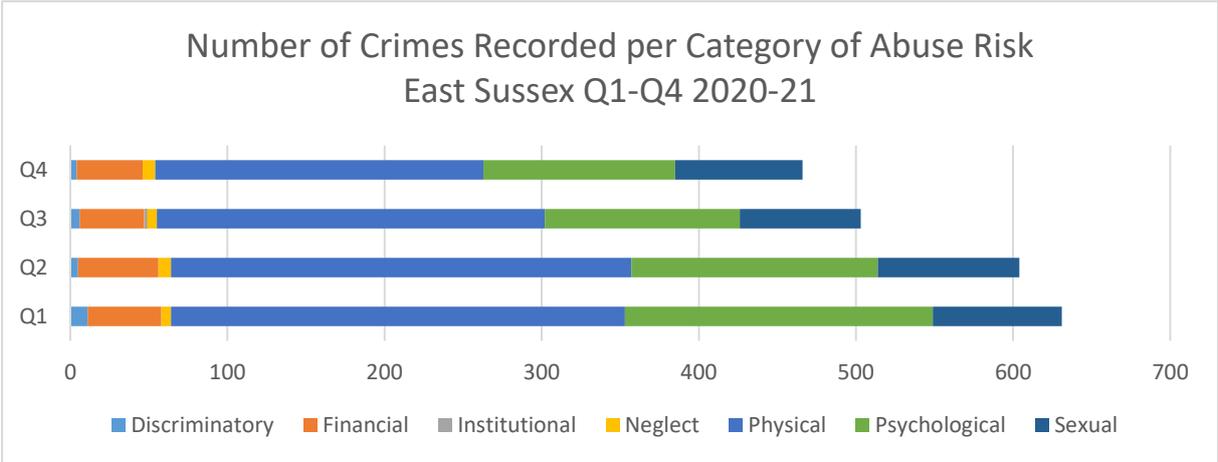
In recognition of the significant challenges that COVID-19 has presented for services supporting those experiencing domestic abuse, the CCG Safeguarding Team developed resources for providers and primary care to ensure domestic abuse was taken into consideration during virtual consultations and to ensure that the increased risks were taken into account during lockdown.

A pathway has been developed to ensure primary care is aware of adults and children registered at their practices who are referred into Multi-agency Risk Assessment Conferences (MARAC). This ensures that primary care practices can be

aware of these high-risk adults and families experiencing domestic abuse, and develop appropriate risk reduction plans and contribute information to MARAC to help inform safety planning.

### Sussex Police

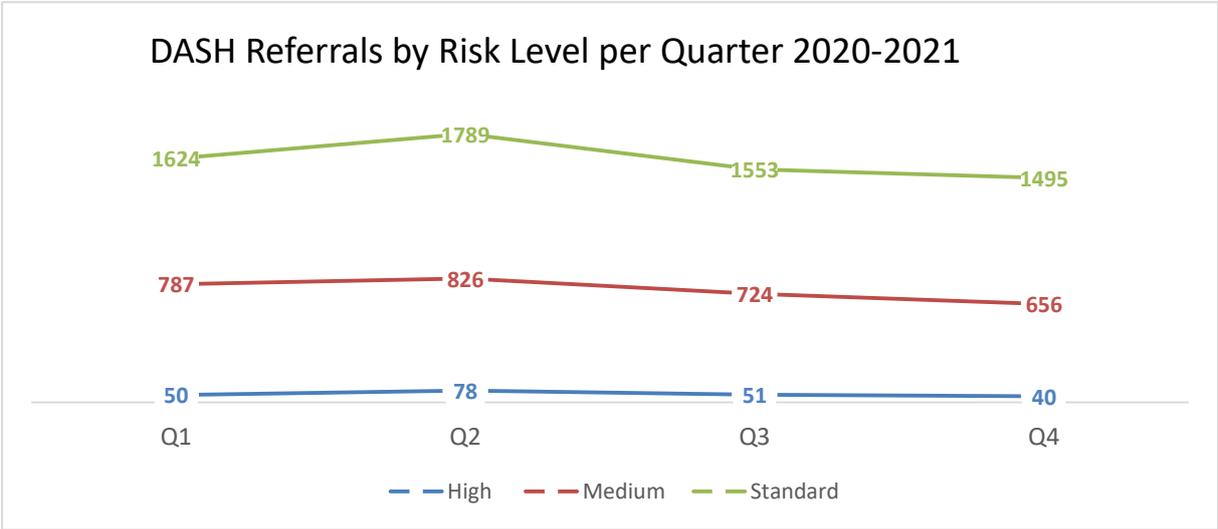
The following chart shows the number of reported crimes per category of abuse in each quarter. The overall number of crimes was lower in quarter three and quarter four, which is in line with the tendency for crime rates to be lower in the autumn and winter months. The ratio of the different abuse types for recorded crimes in each quarter has remained roughly stable through the year.



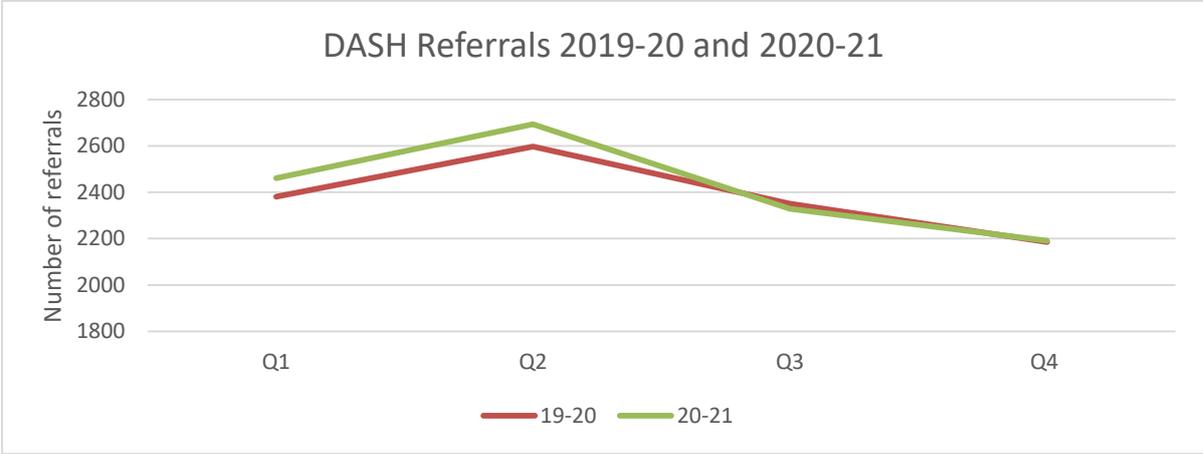
### Domestic abuse, stalking and harassment (DASH) referrals

Domestic abuse incidents are subject to a risk assessment using a DASH checklist. Sussex Police Safeguarding Investigations Unit (SIU) refers all cases of domestic abuse involving an adult with care and support needs to ASCH. This checklist provides information on whether the risk to an individual is high, medium, or standard.

The chart below shows the number of DASH referrals made by Sussex Police to ASCH by risk level, for each quarter in 2020 – 21.



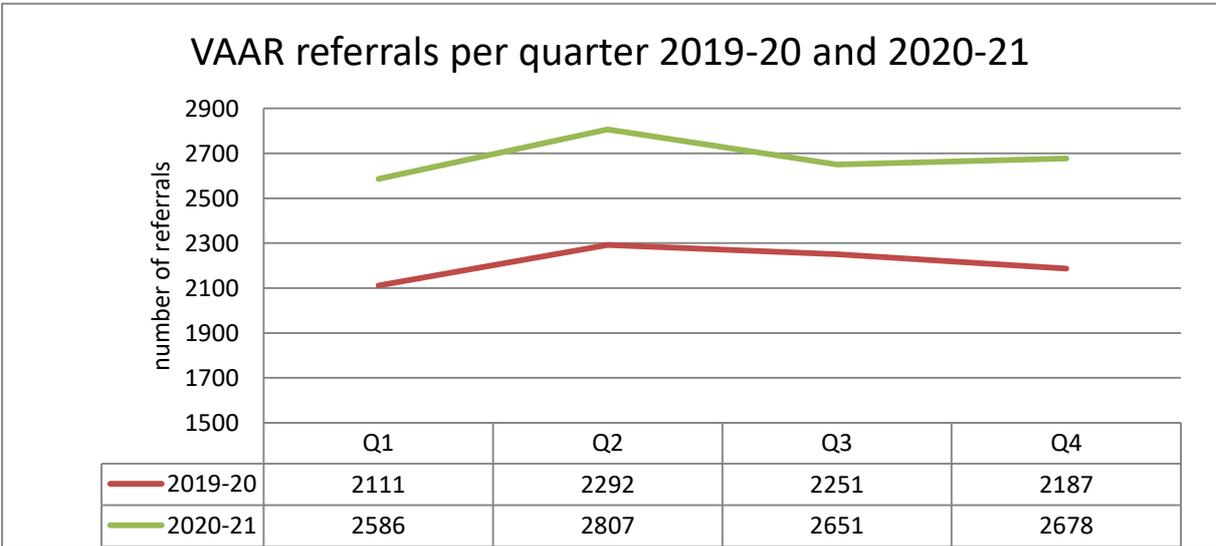
The number of standard level risk referrals increased in quarter two and then dropped back to the same level as in quarter one. Overall, for quarter one to quarter four there is a small, 1.6%, increase in the total number of DASH referrals compared to the data for the previous year. The lower levels of DASH referrals in quarter three and quarter four follow a wider pattern of reduced crime rates in the autumn and winter months.



**Vulnerable adult at risk (VAAR) referrals**

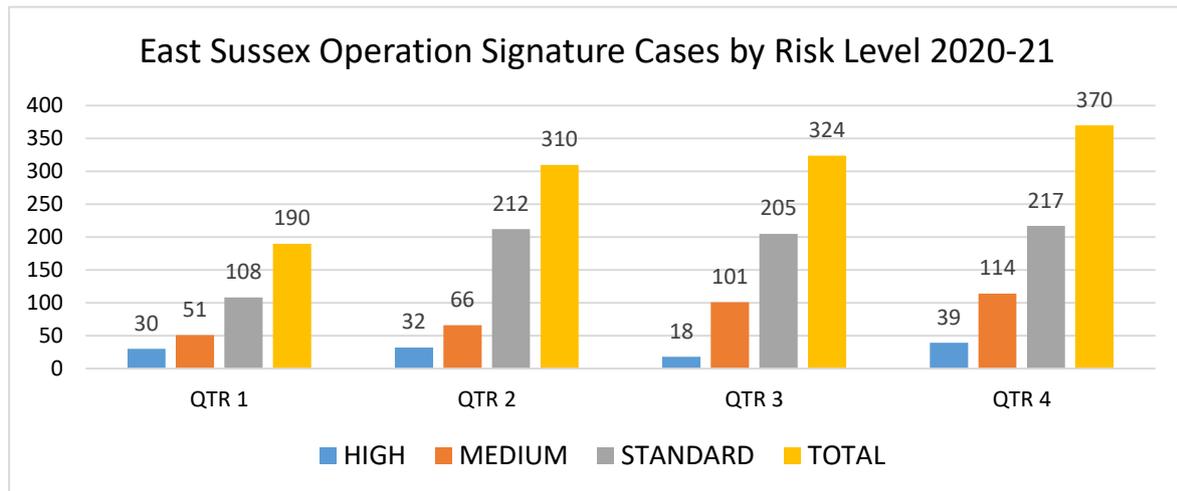
Sussex Police submits VAAR referrals to ASCH in relation to safeguarding adults concerns they identify. The chart below shows the number of VAAR referrals made by Sussex Police each quarter for the year 2020 – 21. The data shows there was a spike in the number of VAAR referrals in quarter two as lockdown restrictions were eased, and an overall increase in the total number of VAAR referrals of 21% in comparison to the data for the previous year.

Sussex Police responded proactively during COVID-19 by working with front line officers to upskill their ability to identify abuse and neglect, and refer vulnerable adults to ASCH by means of a VAAR. This included additional training such as the ‘Adult at Risk’ course and bespoke training packages for the Sussex Adult Death Protocol.



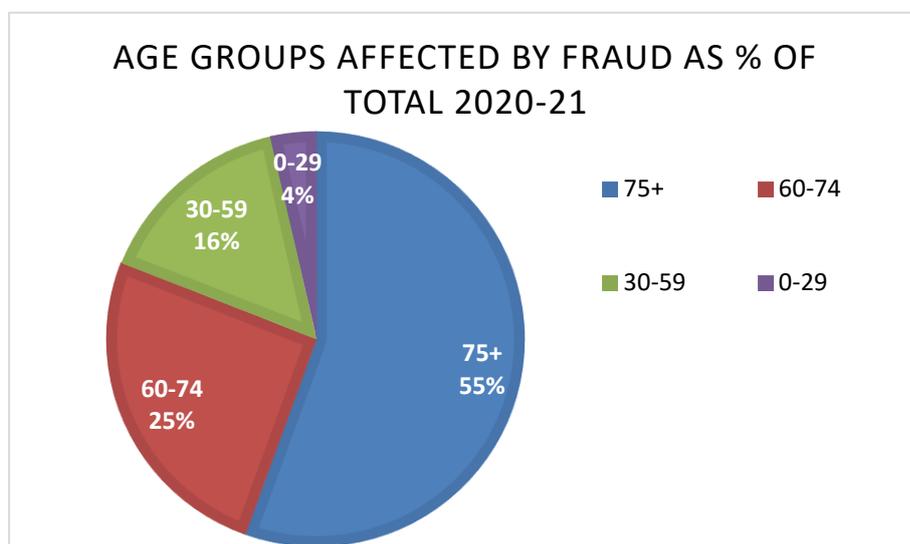
## Operation Signature

There has been a 52% increase in reported cases of vulnerable victims of fraud, compared to last year. A disproportionate rise in romance fraud, false investment opportunities and doorstep criminals has been attributed to the COVID-19 pandemic. The number of cases in quarter one is low compared to the other quarters, and approximately half the number for quarter four. This is partly explained by lockdown restrictions reducing opportunities for doorstep crime, and because romance fraud cases, which rose in 2020 – 21, typically involve a period of grooming before the fraudster demands money and the case is then reported and recorded.



Two specialist Operation Signature case workers have supported 1,194 victims of fraud in East Sussex during 2020 – 21. Support has been provided by officers and case workers over the telephone when face-to-face visits were not possible because of the coronavirus pandemic. The total loss to vulnerable victims of fraud in 2020 – 2021 is £6.87 million, with the average loss, where recorded, being £15.48 thousand per victim, which is an increase on the previous year.

Courier fraud, telephone scams, doorstep crime and dating and romance are the top four most common types of fraud, with people most usually being contacted by telephone or in person on the doorstep.



In East Sussex, 80% of cases were people over the age of 60. The number of victims over 75 years old has dropped by 9% compared to the previous year, and the number of victims in the 30 to 59 year-old age range has increased by 7%.

There has been a wide range of scams exploiting the COVID-19 situation in 2020 – 21. The loneliness and isolation of victims, and financial worry and uncertainty people have felt, have been exploited with romance and investment fraud significantly higher than in the previous year. Vulnerable people have been targeted with fraudulent emails purporting to sell and / or offering face masks and COVID-19 relief funds, and vaccine and testing related frauds. There has also been a rise in frauds relating to vouchers or rebates, including vehicle tax refund and government tax rebate, and Her Majesty’s Revenue and Customs (HMRC) telephone scams. The elderly and vulnerable are more likely to be victimised by the HMRC scam, and on-line shopping fraud continues to rise.

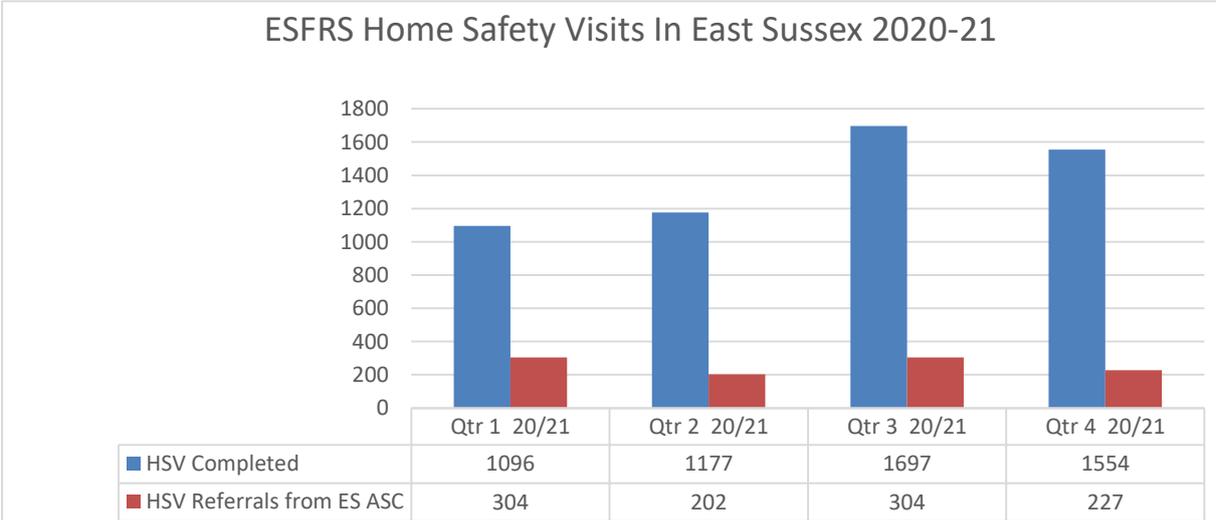
**Sussex Police priorities for 2021 – 22**

Sussex Police has identified the following priority areas for the coming year:

- Domestic violence and abuse.
- Coming out of lockdown and hidden harm being reported.
- Ensuring the Sussex Adult Death Protocol is embedded fully across the force.
- Transitional safeguarding, and 18 to 24 year-old care leaver support.

**East Sussex Fire and Rescue Service (ESFRS)**

The chart below shows the number of home safety visits (HSVs) conducted by ESFRS in the last four quarters, including the number of visits conducted following referrals from ASCH. These visits are one element of the ESFRS targeted prevention work providing support to the most vulnerable members of the community who may be more at risk of having a fire in their home.



The number of HSVs completed in quarters one and two of 2020 – 21 was 37% lower than for the same period in the previous year. Referrals for HSVs from a wide range of sources significantly dropped during the COVID-19 pandemic. As the restrictions eased the number of referrals and completed HSVs increased.

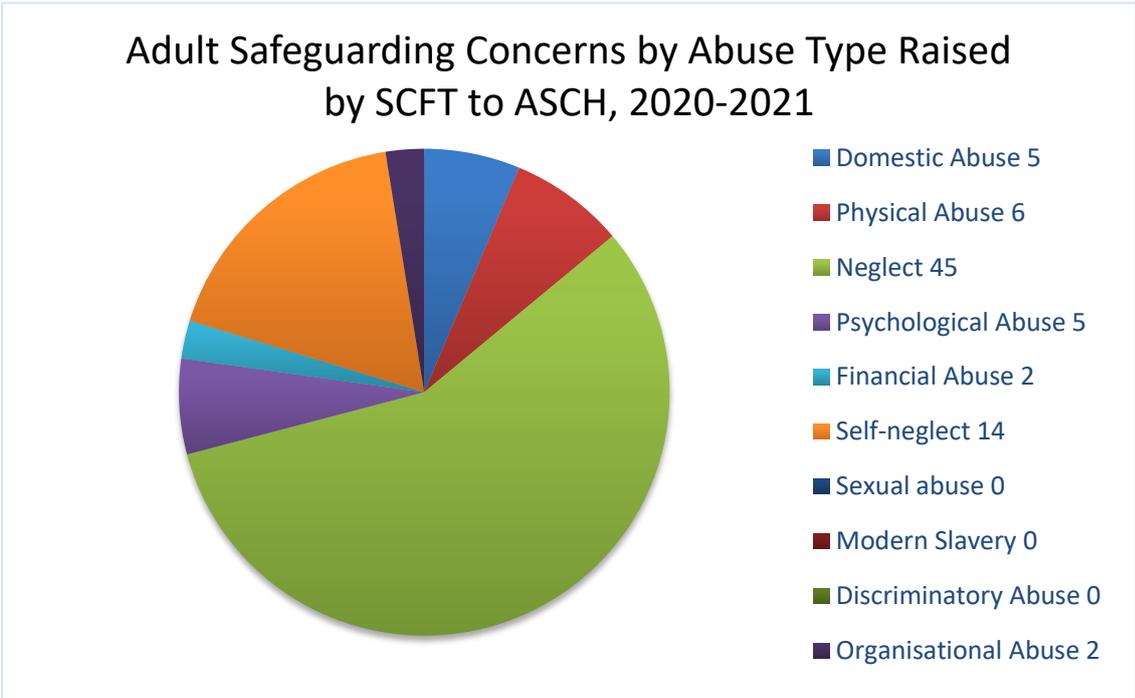
When undertaking HSVs, ESFRS often identifies safeguarding concerns, which they report to ASCH via a 'Coming to Notice' (CTN) form. During 2020 – 21 there was a total of 302 CTNs raised relating to a range of safeguarding and care and support issues, including self-neglect and hoarding, anti-social behaviour and mental health concerns.

### Sussex Community NHS Foundation Trust (SCFT)

SCFT is the main provider of community NHS health and care across the High Weald, Lewes and Havens areas of East Sussex, helping people to plan, manage and adapt to changes in their health, to prevent avoidable admission to hospital and to minimise hospital stays.

In 2020 – 21, SCFT raised 79 safeguarding concerns, this is 20% less than in the previous year. The number of concerns raised for neglect, self-neglect, domestic abuse and financial abuse are all lower than for the previous year. The number of concerns raised for physical abuse and psychological abuse are small but an increase on the previous year.

The reduction in concerns raised is explained, in part, by the impact of the COVID-19 guidelines, and restrictions on visits to patients' homes, care homes, out-patient clinics, minor injury clinics and urgent treatment centre settings.

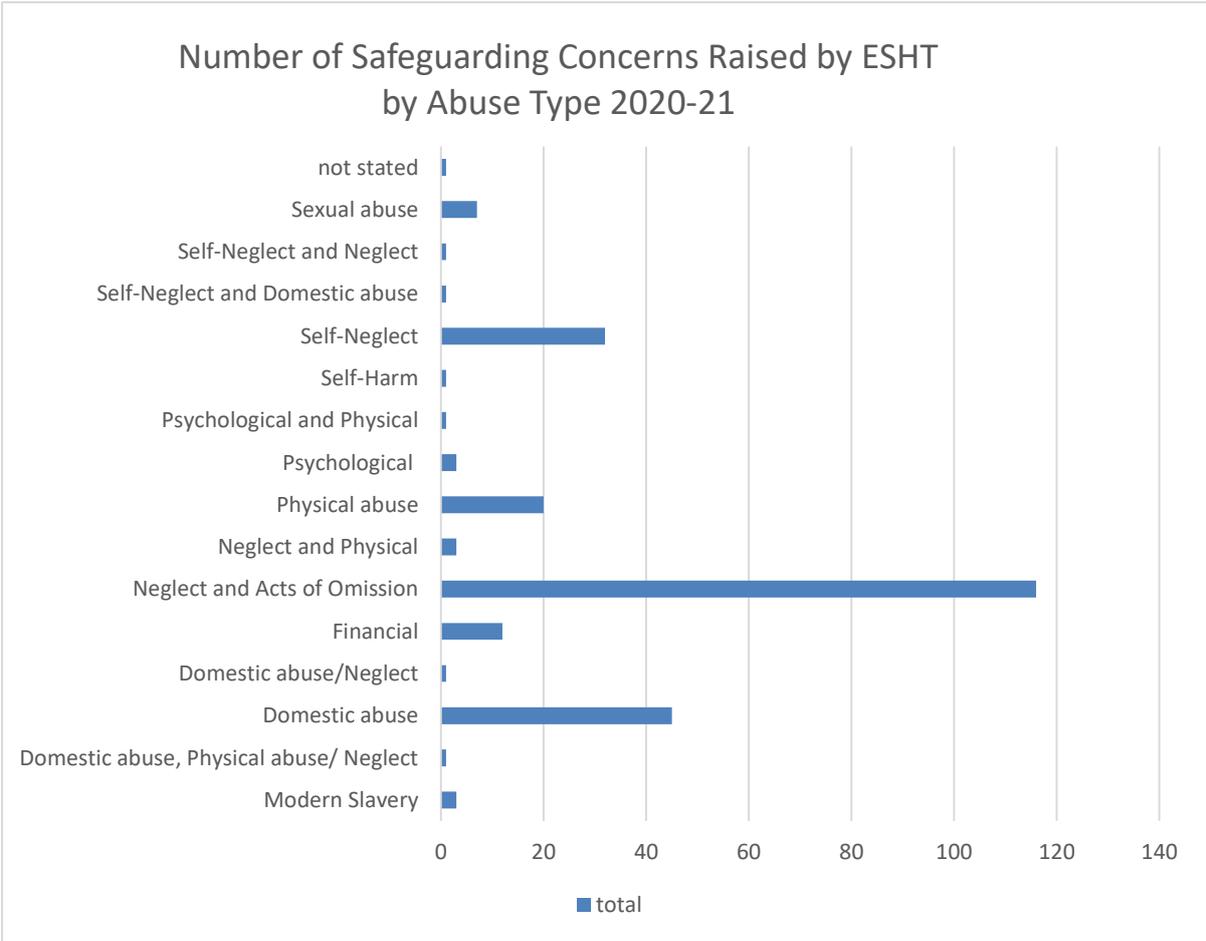


The most common type of abuse raised by SCFT as a safeguarding concern was neglect, and this is also reflected in SCFT advice line data. Self-neglect is the second most common abuse type reported by SCFT as a safeguarding concern. The SCFT Safeguarding Team has developed a specific self-neglect and hoarding intranet page, which is accessible to all staff, and contains supportive information and local and national reference links.

During 2020 – 21, the safeguarding team monitored data on concerns raised for COVID-19 themes and trends. Information sharing and partnership working with Sussex Clinical Commissioning Group Safeguarding Team ensured that both care home settings and domiciliary environments received timely and effective care delivery support.

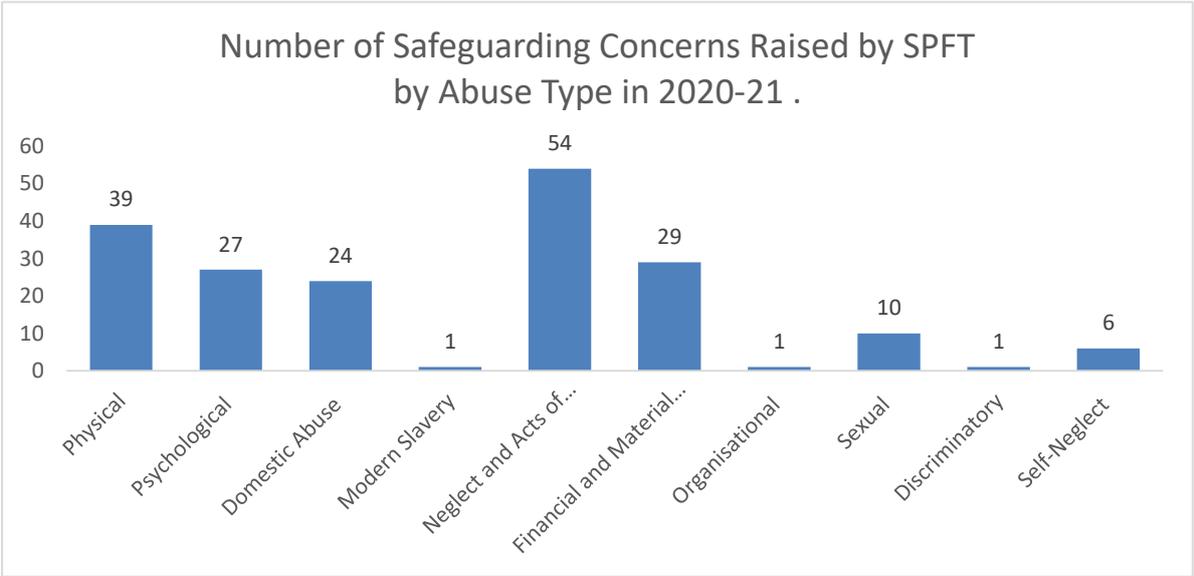
### East Sussex Healthcare NHS Trust (ESHT)

ESHT raised 248 safeguarding concerns in 2020 – 21. The complexity of concerns raised has increased with people more likely to be experiencing more than one type of abuse. This is reflected in the chart below which, in some cases, shows a combination of abuse types. Neglect remains, as last year, the most commonly reported abuse type, followed by domestic abuse and self-neglect.



## Sussex Partnership NHS Foundation Trust (SPFT)

The following chart shows the number of safeguarding concerns raised by SPFT, by abuse type, in 2020 – 21. Neglect and then physical abuse were the most prevalent types of abuse in safeguarding concerns raised by SPFT over the last year. There has been a 21% reduction in the overall number of safeguarding concerns raised by SPFT in 2020 – 21 compared with 2019 – 20. This can be explained in part by the fact that during the COVID-19 pandemic SPFT were seeing fewer clients face-to-face.



## South East Coast NHS Ambulance Service (SECAMB)

SECAMB experienced a sizeable increase in safeguarding referrals, ie. 40 – 50%, during 2020 – 21 compared to 2019 – 20. This possibly reflects the fact that SECAMB remained one of the services still accessing people’s homes during the pandemic. There was a 32% increase in the number of safeguarding concerns raised by SECAMB to ASCH in the first half of 2020 – 21. The first six months of the COVID-19 pandemic during 2020 – 21 saw a 40% rise in concerns for patient’s mental health including a 100% rise in low level parental mental health. Additionally, there was a 25% rise in referrals for people at risk of, or having suffered, domestic abuse, compared to the first half of 2019 – 20.

During the pandemic, the SECAMB Safeguarding Team produced a suite of resources to support staff who may have come across people experiencing domestic abuse or heightened parental mental health.

## 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 report a concern in the following ways:**

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

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

Online: Via the form on the [East Sussex County Council website](#)

Contact the police on 101 or in an emergency 999

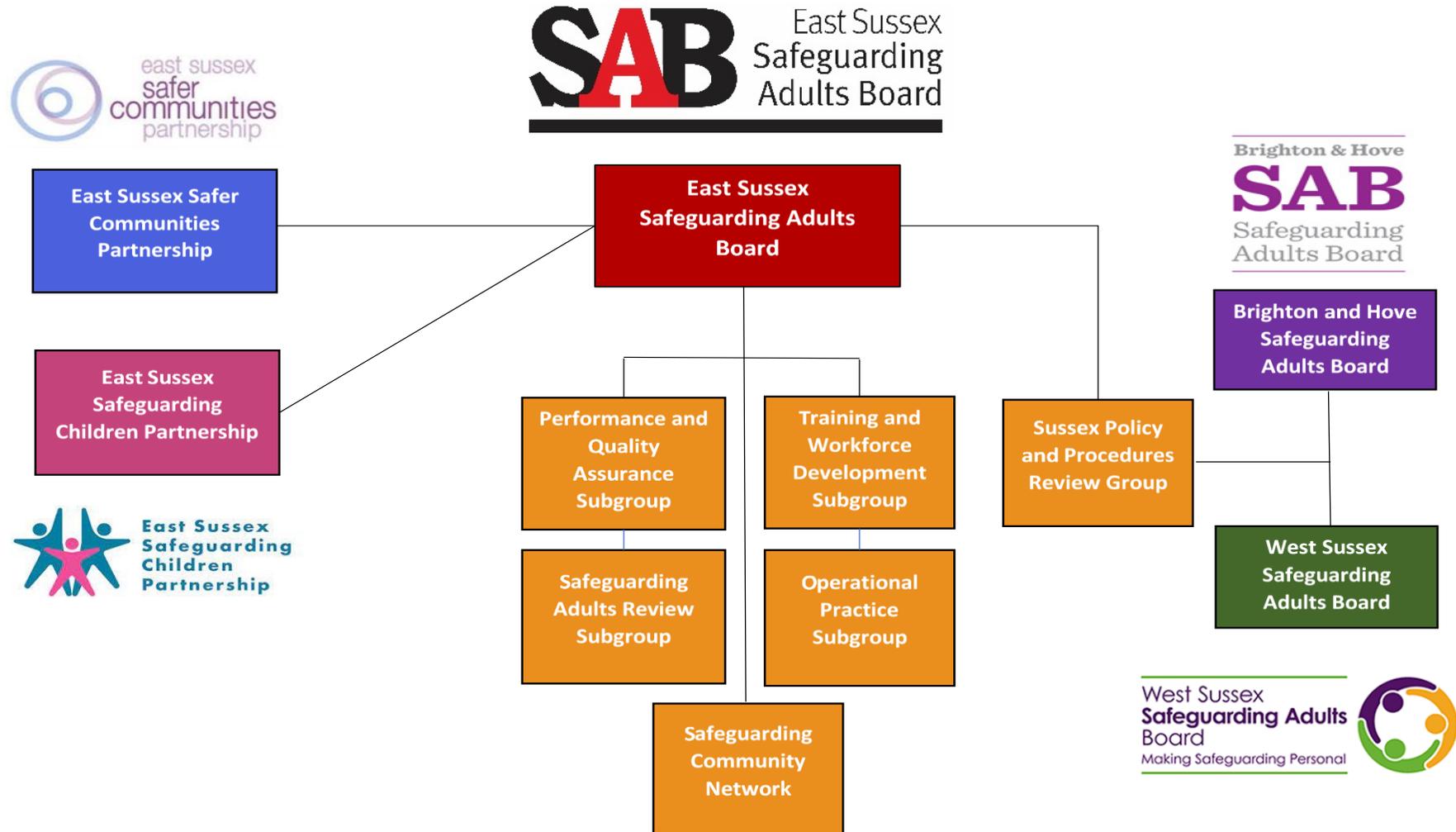
Find out more in our [safeguarding leaflet](#) and [easy read version safeguarding leaflet](#).

## Appendix 1 – Board membership

Partners of the East Sussex SAB are:

- East Sussex Adult Social Care & Health (ASCH)
- NHS East Sussex Clinical Commissioning Group (CCG)
- Sussex Police
- Care for the Carers
- Care Quality Commission (CQC)
- Change, Grow, Live (CGL)
- District and borough council representation
- East Sussex Fire and Rescue Service (ESFRS)
- East Sussex Healthcare NHS Trust (ESHT)
- East Sussex Safeguarding Children Partnership (ESSCP)
- Healthwatch
- HMP Lewes
- Homecare representatives
- Kent, Surrey, Sussex Community Rehabilitation Company (KSS CRC)
- Lay members
- National Probation Service (NPS)
- NHS England
- Registered Care Association (RCA)
- South East Coast Ambulance Service NHS Foundation Trust (SECamb)
- Sussex Community NHS Foundation Trust (SCFT)
- Sussex Partnership NHS Foundation Trust (SPFT)
- Trading Standards
- Voluntary and community sector representation

# Appendix 2 – Board structure



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