

Report to: People Scrutiny Committee

Date of Meeting: 20 November 2025

By: Director of Adult Social Care and Health

Title: Reconciling Policy Performance and Resources (RPPR) - Adult Social Care and Health 2025/26 savings update.

Purpose: To update People Scrutiny Committee on the outcomes and impact of the Adult Social Care and Health savings initiatives, that were agreed by Cabinet in February 2025.

Recommendations

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

1. Background and Supporting Information

- 1.1 In September 2024, as part of the Council's Reconciling Policy, Performance and Resources (RPPR) process, ASCH put forward 11 savings proposals requiring public consultation. Many of these proposals were significantly amended as a result of the consultation process which ran during the autumn of 2025.
- 1.2 On 20 February 2025, the People Scrutiny Committee considered the revised savings proposals that would be presented to Cabinet. The views of the People Scrutiny Committee were taken into account when Cabinet made decisions on the proposals at their meeting on the 25 February 2025. Appendix A shows the original summary of the forecast savings amount and the summary impact for all the savings initiatives that were agreed by Cabinet.
- 1.3 Subsequently, two of the Cabinet decisions relating to Linden Court Day Centre and the Housing Related Floating Support Service were called-in. The Call-in related to two areas of concern and how these were taken into account in the decision making process:
 - Whether the impact of the proposal on Districts and Borough Councils was sufficiently considered; and
 - Whether the interests of a future unitary authority were explicitly considered.
- 1.4 Following the call-in, the decisions on Linden Court and the Housing Related Floating Support Service were considered again by the People Scrutiny Committee on 17 March 2025 and were referred to Full Council on 20 May. At Full Council, it was agreed that the decision taken in February regarding the Housing Related Floating Support service should be enacted. It was agreed that further work with affected families should be undertaken regarding the Linden Court proposal. A revised savings proposal to retain a day service at Linden Court for Adults with Learning Disabilities, at the current maximum occupancy level of 25 adults per day was agreed by Cabinet on the 15th of July 2025.

- 1.5 This report provides an update on the following areas (as applicable) for each of the 11 savings initiatives considered by People Scrutiny Committee earlier this year:
- a) **Progress** – what has been achieved to enact the agreed saving and any work still required.
 - b) **Impact - Adults and Carers** - the impact of the change on adults using the service, their carers and families.
 - c) **Impact - ASCH Staff** - the impact of the change on ASCH staff working in the service.
 - d) **Impact - Property** – The position regarding ESCC buildings/property.
 - e) **Impact - Other** - Any other known impacts, actions or outcomes relating to the change. These may relate to progress on actions identified in the Equality Impact Assessment and any impacts on wider social care and health system.
 - f) **Actual / revised estimate of savings** - the current actual / estimated saving compared to the original savings forecast in the February 2025 Cabinet papers and the reasons for any variance.

- 1.6 The savings initiatives considered in this report are:

1. Linden Court – Learning Disability Day Service
2. Hookstead and St Nicholas - Learning Disability Day Services
3. Steps to Work - Learning Disability Support into Employment
4. Community Support Service (for people with a learning disability)
5. Supported Accommodation for People with Additional Needs
6. Supported Accommodation for People with Mental Health Needs
7. The Phoenix Centre Older People's Day Service
8. Milton Grange Older People's Day Service
9. Mental Health Community Outreach Service (Older People's Directly Provided Services)
10. Housing Related Floating Support Service
11. Drug and Alcohol Recovery Services

- 1.7 The Committee is asked to note that both of the Supported Accommodation proposals are covered in this report under section 6. A summary of the actual number of adults, carers and ESCC staff impacted by the changes is provided in Appendix B; and a summary of the actual (or current forecast) savings is provided in Appendix C.

2. Linden Court

- 2.1 Cabinet agreed to close the Linden Court Day Service for people with a learning disability and merge it with Beeching Park day service on 25 February 2025. This decision was called-in on 4 March 2025 by People Scrutiny Committee Members Councillor Cross, Councillor Field, Councillor Lambert and Councillor Webb. The Call-in related to two areas of concern and how these were taken into account in the decision making process:

- Whether the impact of the proposal on Districts and Borough Councils was sufficiently considered; and

- Whether the interests of a future unitary authority were explicitly considered.
- 2.2 Following the call-in, this decision was then considered by the People Scrutiny Committee on the 17 March 2025 and was referred to Full Council on the 20 May 2025. Following further work, a revised savings proposal to retain a day service at Linden Court for Adults with Learning Disabilities, at the current, actual, maximum occupancy level of 25 adults per day was agreed by Cabinet on 15 July 2025.
- 2.3 The revised decision to retain the service at Linden Court reduced the savings forecast in the original proposal by £182,000.

Progress

- 2.4 Linden Court has continued to operate four days per week with the adults attending continuing to receive the same core provision as that prior to the consultation. Current average actual attendance at Linden Court is 22 people per day.
- 2.5 Twilight sessions are no longer offered at Linden Court. These sessions had historically had low attendance, and ASCH were unable to run them earlier in the year due to a lack of staffing capacity created by uncertainty over the future of the service. Due to the low levels of demand the twilight service has not been reinstated.
- 2.6 The Service Manager for Hastings and Rother Learning Disability Day Service has taken on lead responsibility for Linden Court, supported in the management responsibility by a new Deputy Service Manager and Team Leaders. This mirrors the management structure in the west of the county across Hookstead and St Nicholas. The arrangement provides greater opportunity for working across services, has a positive impact on quality and creates an overall saving in management costs.

Impact - Adults and Carers

- 2.7 As above, all of the adults who were attending Linden Court before the savings proposals were made have continued to receive the same core service (other than twilight sessions) where they wished to do so.
- 2.8 Six adults have stopped attending Linden Court Day Service since the proposals were put forward due to changes in their care and support needs, for example, they now require residential care.
- 2.9 All the adults attending Linden Court have had a Care Act Review within the last 12 months.
- 2.10 For parent/carers, 20 carers assessments were offered with 14 people taking up that offer.

Impact - ASCH Staff

- 2.11 No staff have been made redundant as a result of the revised proposal. The existing staff team at Linden Court have showed commitment and resilience throughout what has been a prolonged period of uncertainty and anxiety for them, the adults they work with and their parents/carers.

Impact – Property

- 2.12 The revised proposal and continuation of service at Linden Court means that there are no property impacts.

Impact - Other

- 2.13 There have been no other impacts on the wider system or to adults and parents/carers as the service has remained open.

Actual / revised estimate of savings

- 2.14 The original annual revenue savings target, for a full year, for closing Linden Court and re-provisioning services through Beeching Park and a satellite centre in Eastbourne was £327,000:

Original Linden Court Savings Proposal (February 2025)

	Budget	Revised Budget		Total Savings
	2024/25	2025/26	2026/27	
	£'000	£'000	£'000	
Expenditure budget	692	482	355	
Income budget	(40)	(30)	(30)	
Net budget	652	452	325	
Net savings	0	200	127	327

- 2.15 The modified proposal that has been implemented i.e. to keep the service at Linden Court open will achieve savings of £145,000 in 2025/26, leaving a deficit in the original saving proposal of £182,000.

Current Position - Linden Court savings forecast:

Savings Target £'000			Forecast Savings delivery 2025-26 £'000			Variance from forecast savings to savings target 2025-26 £'000		
2025/26	2026/27	Total	2025/26	2026/27	Total	2025/26	2026/27	Total
200	127	327	145	0	145	(55)	(127)	(182)

- 2.16 Initially the £145,000 saving was forecast to be achieved over two financial years 2025/26 and 2026/27. Current performance indicates that the total saving of £145,000 will be achieved by the service within this financial year. This is being monitored and reported quarterly.

3. Hookstead and St Nicholas day services

- 3.1 Cabinet agreed to retain day services at Hookstead but with a 25% reduction in capacity. The St Nicholas centre would remain open with the same number of places available, but the session times would be revised.

Progress

- 3.2 The modified proposal to retain Hookstead with a reduced capacity reflected the attendance at the service and the staff team in post. Therefore, the new model was

enacted without disruption to adults using the service and avoided the need for changes to staffing.

- 3.3 St Nicholas Day Service continues to operate four days a week as it did prior to the consultation. The session times were amended to ease the pressure at the start of the day, extending the amount of time available for lunch. This change has been well received.

Impact - Adults and Carers

- 3.4 The adults who were attending day services at Hookstead and at St Nicholas have continued to do so. Two people have stopped attending Hookstead since January 2025 due to a change in their circumstances.
- 3.5 As there was no significant change in service there was no need for an unscheduled review for the adults attending Hookstead and St Nicholas.
- 3.6 Seven parents / carers took up the offer of a Carer's Review (primarily due to the changes to session times) and these have all now been completed and new arrangements put in place where required.

Impact - ASCH Staff

- 3.7 There have been no changes to the staff team at Hookstead or St Nicholas as a result of the reduction in funding. The existing, already reduced, staff teams have continued to deliver the revised service models.

Impact – Property

- 3.8 There have been no impacts on ESCC property.

Impact – Other

- 3.9 The changes at the day centres have had no wider impacts on the social care and health system and there are no outstanding actions from the EqIA.

Actual / revised estimate of savings

- 3.10 The forecast annual revenue savings, for a full year, for the changes to service at Hookstead and the St. Nicholas centre were £68,000.

Revised saving proposal for Hookstead and St Nicholas

	Budget	Revised Budget		Total Savings
	2024/25	2025/26	2026/27	
	£'000	£'000	£'000	
Expenditure budget	1,116	1,043	1,043	
Income budget	(121)	(116)	(116)	
Net budget	995	927	927	
Net savings	0	68	0	68

- 3.11 The savings of £68,00 are forecast to be achieved in this financial year.

4. Steps to Work

- 4.1 Cabinet agreed to close the Steps to Work Service, including Shine Car Valet based at County Hall, in its current format and implement a revised supported employment offer. The re-modelled service would retain four job coaches to work as part of the Adult Social Care and Health Learning Disability, Directly Provided Services day services offer; re-provisioning the employment support internally whilst still achieving the cost savings.

Progress

- 4.2 Steps to Work, including the Shine service, ceased at the end of May 2025. The new Supported Employment Service commenced immediately so there was no gap in provision.
- 4.3 The new service is county wide with Job Coaches working out of St Nicholas Day Service in Lewes and Beeching Park in Bexhill. There are currently two job coaches in post with further recruitment planned, within the financial envelope, to meet demand.

Impact - Adults and Carers

- 4.4 There were 63 adults identified as potentially impacted by the re-provisioning of the employment support service. Of these, 12 were settled in other provision which met their eligible needs, before the changes to the Support Employment Service were made, and therefore did not require an ASCH review.
- 4.5 51 adults required an ASCH review and a revised support plan to be drawn up in order to meet their eligible needs in a different way. Of these people:

Service Type	Number of People
Working with new job coaches	5
Continued in paid employment	10
Continued volunteering	6
Attending day service instead	1
College	2
Employment support - other provider	4
Support through supported accommodation provider	23

- 4.6 It was identified that 10 parent/carers should be offered a Carers Assessment / Review as a result of the changes. Of these, seven people took up the offer of a Carers Assessment and new support is in place where required.

Impact - ASCH Staff

- 4.7 Originally there were nine members of staff potentially impacted by the savings proposed, but only three were in post at the time of the consultation. Of these three staff:
- 2 were re-deployed within Learning Disability Directly Provided Services
 - 1 person was made redundant (costs below).

Impact - Property

- 4.8 The Shine service vacated the car park and storage facilities at Westfield House and the entire building and car park is now occupied by the Coroner's Service.
- 4.9 Space at the Phoenix Centre in Lewes was also vacated allowing the whole building to be handed back as an asset to ESCC property as the older peoples' day service in the Phoenix Centre was also closed.
- 4.10 A small amount of space was also vacated at the Bellbrook Centre in Uckfield. This space has been utilised by Occupational Therapy to deliver clinics (previously delivered at the Phoenix Centre).

Impact – Other

- 4.11 There is no known impact on the wider health and social care system. All adults received reviews to ensure that their eligible needs continue to be met. Similarly, Carers assessments were offered to mitigate any negative impact from the closing of Steps to Work.

Actual / revised estimate of savings

- 4.12 The planned annual revenue savings, for a full year, for ceasing the existing Steps to Work service, including the Shine service, and providing employment support in a different way was £194,000:

Original Supported Employment Savings Estimates (February 2025):

	Budget	Revised Budget		Total Savings
	2024/25	2025/26	2026/27	
	£'000	£'000	£'000	
Expenditure budget	427	224	224	
Income budget	(9)	0	0	
Net budget	418	224	224	
Net savings		194	0	194

- 4.13 It is forecast that £31,000 of the savings will not be realised in 2025/26. This is due to the initial forecast being for a full year saving and the timescales for decision making and enacting the changes meant that Steps to Work did not close until the end of May. The remaining £31,000 saving will be achieved in 2026/27:

Current forecast savings Steps to Work:

Savings Target £'000			Forecast Savings delivery 2025-26 £'000			Variance from forecast savings to savings target 2025-26 £'000		
2025/26	2026/27	Total	2025/26	2026/27	Total	2025/26	2026/27	Total
194	0	194	163	31	194	(31)	31	0

- 4.14 One member of staff was made redundant. The redundancy cost was £31,065 with an additional cost of £22,736 of pension strain. These costs were met from corporate ESCC reserves.

5. Community support services (CSS) for people with a learning disability

- 5.1 Cabinet agreed that the existing Community Support Service (CSS) offer would be ceased. The support for these adults would be re-provisioned under a more cost effective model within Learning Disability Directly Provided Services through establishing a new Community Outreach offer operating from the existing day service hubs at Beeching Park and St Nicholas.
- 5.2 The new model would provide services from Monday to Friday between the hours of 9am and 6pm. CSS had been delivering services between 9am and 5pm on weekdays and therefore within the hours of the new Community Outreach offer. This would ensure that the assessed care needs of most of the adults impacted by the proposed closure of CSS would continue to be met.
- 5.3 There were, however, five adults accessing some of their support at weekends and these people would be impacted by this proposal. These adults were offered an ASCH review and supported to either change the day they receive support or to identify an alternative form of support for them at weekends.

Progress

- 5.4 The Supported Living Services have been re-structured, as above, to provide support from within Learning Disability Day Services. The majority of existing CSS staff were re-deployed into these services.
- 5.5 The change was implemented on a phased basis for adults as reviews were undertaken and new packages of support implemented. All of these reviews have been completed and the 'old' CSS model ceased in August 2025.
- 5.6 The new model is providing better coordinated support for the adults living in our supported living settings.

Impact - Adults and Carers

- 5.7 There were 30 adults potentially impacted by the change to CSS. All of these adults had a social care review to identify their current care and support needs and adjust their support plan if necessary. Of the 30 adults reviewed:

Service Type	Number of People
Transferred to new Community Outreach provision	10
Assessed as no longer requiring support	3
Chose to have support via Personal Assistant	11
Support via existing care agency / housing provider	5
Moved into residential care due to change in needs	1

- 5.8 Of the five people who accessed support at the weekend the revised support plans, following review, saw:

- 2 adults now receiving support at the weekend provide by Personal Assistants
- 2 adults receiving support at the weekend via alternative providers
- 1 adult identified as no longer requiring community support services

5.9 It was identified that four carers assessment should be offered with three being accepted and completed. There were a relatively low numbers of carers identified as the CSS supported people who were living independently in the community.

Impact - ASCH Staff

5.10 Initially it had been anticipated that 22 staff could be impacted by the change to the CSS. In the event 20 staff were directly impacted by the change as two staff members were contracted to a specific piece of work which meant they were not affected. Of these 20 staff:

Outcome	Number of Staff
Re-deployed into other posts in ASCH Directly Provided Services	15
Resigned during process	4
Made redundant (costs below)	1

Impact – Property

5.11 There have been no impacts on ESCC property.

Other Impacts - EqIA actions and wider system impact

5.12 All adults had a social care review that ensured that all of their assessed care needs were being met. Whilst there was some short-term disruption for some people, there have been no lasting negative impacts reported. No complaints have been made about transitioning to the new service delivery models.

Actual / revised estimate of savings

5.13 The forecast annual revenue savings, for a full year, for ceasing an element of CSS and providing a re-modelled Community Outreach service was £342,000. This was £56,000 above the initial proposal put forward of £286,000. The additional £56,000 saving enabled Hookstead to remain open.

Savings summary forecast for revised CSS proposal:

	Budget	Revised Budget		Total Savings
	2024/25	2025/26	2026/27	
	£'000	£'000	£'000	
Expenditure budget	712	285	285	
Income budget	(75)	0	0	
Net budget	637	285	285	
Net savings	0	342	0	342

- 5.14 The full saving of £342,000 will not be achieved in 2025/26 as the CSS did not close fully until August 2025. To ensure a safe and effective transfer of care and support the provision had to remain operational, at a reduced level, for three months.

Current Forecast Savings CSS:

Savings Target £'000			Forecast Savings delivery 2025-26 £'000			Variance from forecast savings to savings target 2025-26 £'000		
2025/26	2026/27	Total	2025/26	2026/27	Total	2025/26	2026/27	Total
342	0	342	230	112	342	(112)	112	0

- 5.15 Current performance indicates that a saving of £230,000 can be achieved in 2025/26 with the remaining £112,000 delivered in 2026/27.

- 5.16 There was a redundancy cost of £27,099 and a Pension Strain of £25,416. These amounts were met from the corporate redundancy reserve.

6. Supported Accommodation for Vulnerable Adults with Additional Needs and Supported Accommodation for Adults with Mental Health Needs.

- 6.1 In February 2025, Cabinet agreed that the contract for Supported Accommodation for both Vulnerable Adults with Additional Needs, and Adults with Mental Health needs who are homeless or at risk of homelessness, should be ceased on 31 December 2025.

- 6.2 This meant the contracts for on-site support services with Sanctuary Supported Living would not be extended when the contracts reached their natural end, and the contract with Salvation Army Homes would be terminated early.

- 6.3 The services impacted are outlined below:

Vulnerable Adults with Additional Needs:

Service/Area	Provider	Number of Residents
St. Aubyn's- Eastbourne	Sanctuary Supported Living	9
Priory Avenue- Hastings	Sanctuary Supported Living	19
	Total residents	28

Adults with Mental Health Needs:

Service/Area	Provider	Number of Residents
Hyde Gardens- Eastbourne	Sanctuary Supported Living	19
Pathways- Bexhill	Salvation Army Homes	14
Bal Edmunds- Hastings	Sanctuary Supported Living	12
	Total residents	45

Progress

- 6.4 Confirmation of the cessation of funding was given to providers in February 2025. Since then, regular meetings have been held between ASCH Commissioning and

providers. Both providers have been supported with exit planning arrangements for the contracts.

- 6.5 Resident meetings were held for residents in each of the properties in November 2024 before Cabinet's decision, and then again following Cabinet's decision in February 2025. The meetings were chaired by Adult Social Care Commissioning and attended by representatives from ASCH Operational teams and Housing Options teams from the relevant District and Borough authorities.
- 6.6 Residents and staff were provided with updates and a range of options set out in information packs which the staff at the services were able to use to support resident decision making. For example, whether to request an Adult Social Care needs assessment, Housing assessment or signposting for other support.
- 6.7 At the time of the residents' meetings, the future of the accommodation e.g. service model and criteria for residence were not yet confirmed. Residents were reminded that the services were not intended as permanent accommodation, but transitional services aimed at developing the skills to transition into independent long-term housing. Residents were therefore encouraged to seek alternative housing options to secure their transition into long term housing in a planned way, over the coming months, to avoid potential evictions at the end of the contract.
- 6.8 Negotiations have been ongoing between local stakeholders, and providers are now finalising new support contracts with the District and Borough Housing Authorities which will allow new services to continue operating and accepting new referrals from 1 January 2026. It is therefore not possible to provide information on all of the eventual impacts of the removal of ESCC funding at this time as these outcomes are not known. However, we are able to give a snapshot of progress as of 31 October 2025.

Impact - Adults and Carers

- 6.9 There has been extensive, positive, joined up work between providers, ASCH and District and Borough authorities to support the planned move-on for those who were living in the services when the decision to remove ESCC funding was taken. Progress on planned moves is being tracked and coordinated by fortnightly meetings with Housing Options teams from each District and Borough and ASCH Operational teams.
- 6.10 Colleagues from Sussex Partnership Foundation NHS Trust have been notified of the work being undertaken and where required additional support from Mental Health Services is being sought.
- 6.11 No new people have moved into the services since June 2025 to minimise the number of people who will need to move into different accommodation after a short period of time.
- 6.12 The following tables summarise the position for residents that have moved on from the services as of 31/10/2025:

Vulnerable Adults with Additional needs

Move on destination	People
Social Housing	4
ESCC funded Young People Service	1

Long-Term alcohol Rehabilitation	1
Moved in with Partner	1
Sentenced to Prison	1
Total	8

- 6.13 Four residents with additional needs are still living in the service but have a move-on plan in place.
- 6.14 16 residents with additional needs are still living in the service pending a confirmed move-on plan. Six of these residents have been put forward for a Private Rental Sector pilot scheme so are more likely to be offered PRS properties.

Adults with Mental Health needs

Move on destination	People
Social Housing	5
Private Rental Sector	3
Sheltered Accommodation	1
Long-term Supported Accommodation	1
Charity Accommodation	1
Employment abroad with accommodation	1
Returned to own accommodation	1
Evicted	1 <i>(due to high risk to staff and residents).</i>
Total	14

- 6.15 20 residents with mental health needs are still living in the service but have a move-on plan in place. Six of these residents have been assessed by ASCH as having eligible care needs and are moving into ASCH funded Supported Accommodation. The remaining 14 people will be moving into a range of accommodation options in the social housing and private rental sectors.
- 6.16 11 residents with mental health needs are still living in the service pending a confirmed move-on plan.
- 6.17 The main challenges for people moving into alternative accommodation are:
- challenges in the availability of suitable housing (particularly in Hastings)
 - the affordability of Private Rental Sector options
 - deterioration in people's mental health and/or non-engagement with the move on process.
- 6.18 For anybody remaining living in the services as of 1 January 2026, the following options could apply:
- a) A formal arrangement with the new commissioning body to remain living in the service whilst further move-on options are pursued.
 - b) Notice being served for formal eviction. In this instance, the Local Housing Authority may have a duty to house the person under 'priority need' and the individual could be entitled to be housed in Temporary Accommodation.
- 6.19 At 31 October, there were estimated to be 27 people (35%) where it may be particularly challenging to achieve a move into permanent settled accommodation by

the 31 December 2025 deadline. These people are mainly from the 'single homeless' cohort.

- 6.20 ASCH Care Act assessments will continue to be undertaken where tenants are eligible, and carers will be offered carers assessments where required. Where individuals find it difficult to secure affordable accommodation options, local Housing Authorities are supporting with this, including enabling access to additional finance to access Private Rented properties.
- 6.21 A Memorandum of Understanding has recently been drafted to set out our ongoing work across adult social care, housing and provider partners when the contracts formally end. The aim of the Memorandum of Understanding is to avoid (or minimise) any requirement for formal evictions. At the time of writing it is not yet known whether all partners will sign up to the Memorandum although it is anticipated that they will.

Impact - ASCH Staff

- 6.22 There were no ASCH staff working in the service and no ASCH staff have been impacted by the savings initiative. However, there has been increased assessment activity for ASCH operational staff:
- Vulnerable Adults with Additional needs: Of the 28 residents, 21 requested and received an Adult Social Care assessment. (75%)
 - Adults with Mental Health needs: Of the 45 residents, 29 requested and received an Adult Social Care assessment. (64%)

Impact – Property

- 6.23 There are no impacts for ESCC property.
- 6.24 All parties are working to ensure that the properties continue to be used to house adults at risk of harm due to homelessness. Where District and Borough Councils are able to take on responsibility for the units, the services will be retained within the wider system, meaning that many of the impacts identified in the EQIA will be minimised. Agreements in place as of 31 October are:

Eastbourne:

Service	Current status
Hyde Gardens- Eastbourne	Agreed that Eastbourne and Lewes District and Borough Housing will take on responsibility for the units from 1 January 2026. Will continue to be primarily for residents with mental health needs.
St. Aubyn's- Eastbourne	Future model not yet confirmed. The provider is committed to trying to keep the scheme operational and is considering operating on a 'spot purchase' basis if one of the East Sussex Local Housing Authorities do not block commission all of the available units. However, this is yet to be confirmed.

Rother:

Service	Current status
Pathways	Agreed that Rother District Council Housing will take on responsibility for these units from 1 January 2026. Will continue to be primarily for residents with mental health needs.

Hastings:

Service	Current status
Priory Avenue	Agreed that Hastings Borough Council Housing will take on responsibility for the units from 1 January 2026.
Bal Edmund	Agreed that Hastings Borough Council Housing will take on responsibility for the units from 1 January 2026

Actual / revised estimate of savings

- 6.25 As the services are continuing until the end of the contract period for on-site support, the actual savings will not come into effect until 1 January 2026. However, it is forecast that both savings will be fully achieved as planned:

Vulnerable Adults with Additional Needs				
	Budget	Revised Budget		Total Savings
	2024/25	2025/26	2026/27	
	£'000	£'000	£'000	
Expenditure budget	258,000	193,000	0	
Income budget	0	0	0	
Net budget	258,000	193,000	0	
Net savings		65,000	193,000	258,000

Adults with Mental Health Needs				
	Budget	Revised Budget		Total Savings
	2024/25	2025/26	2026/27	
	£'000	£'000	£'000	
Expenditure budget	356,000	267,000	0	
Income budget	0	0	0	
Net budget	356,000	267,000	0	
Net savings		89,000	267,000	356,000

7. Phoenix Centre

- 7.1 Cabinet agreed to cease to provide day services for older people at the Phoenix Centre in Lewes and look at alternative options for meeting the assessed care needs of the people using the service.

Progress

7.2 Services at the Phoenix Day service ceased on 25 April 2025.

7.3 The building closed on 27 May 2025.

Impact - Adults and Carers

7.4 At the time Cabinet agreed the proposals, 32 adults were attending the Phoenix Centre. Some adults left the service prior to closure and therefore 25 adults required an ASCH review of their needs and a new support plan created. The outcomes for all of the 25 adults are summarised below:

Outcome	Number of adults	Notes
Will attend Milton Grange	11	New transport schedule organised with ESCC Transport to support attendance at Milton Grange by 30 April
Will attend independent/VCSE provision	8	Transferred to Sussex Support Service, Uckfield Pavilion
Long Term residential care	2	As a result of declining health, not as a consequence of closure of Phoenix Centre
Family making own arrangements	1	Adult attending an independent art group arranged by her family
Personal Assistant support	2	One person increased their use of Direct Payments for Personal Assistant hours and one person began using Direct Payments
Independent home care agency	1	

7.5 As part of the adult reviews mentioned above, carers were offered a carer's assessment or a review, to determine whether support packages continue to meet their assessed needs. We identified 22 carers, five of whom took up the offer of an assessment or review in light of the closure of the Phoenix Centre. The carers' eligible needs were met by signposting to services and support and/or through the provision of a carers personal budget.

7.6 Since Cabinet agreed the proposals to close the Phoenix Centre, no clients or carers have invoked the ASCH complaints process. There were two specific Members' enquiries relating to the Phoenix Centre following the Cabinet decision. There were also two general enquiries relating to the reduction in ASCH services and facilities and these have been responded to by either the Leader of the Council or the Director for Adult Social Care and Health.

Impact - ASCH Staff

7.7 When the ASCH proposals went to Cabinet in February 2025, 12 staff (8.26 full time equivalent) staff were working at the Phoenix Centre. When the staff consultation process commenced on the 5 March, 11 ASCH staff (7.97 full time equivalent) were working at the Phoenix Centre.

7.8 The staff consultation process began on 5 March 2025 and was completed on 31 March 2025. The outcomes for the impacted staff are summarised below:

Outcome	Number of staff	Notes
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Started working in other part of ASCH	8	One person became a Resource officer in the ASCH Countywide Reviewing Team; seven people remained within ASCH directly provided services (older people and learning disability)
Redundancy	3	One cook One housekeeper One support worker

7.9 Costs for these staffing changes are provided below.

Impact – Property

7.10 In addition to the day services run at the Phoenix Centre the services below also used the space. All have been found alternative accommodation (many by ESCC Property Services):

- Talking Post - moved to Sackville House, Lewes
- ASC Occupational Therapy clinics – moved to Sackville House, Lewes and Bellbrook Centre, Uckfield.
- Care for the Carers Counselling service – confirmed they have an alternative venue
- One You – confirmed they have an alternative venue
- Foundry Healthcare Dementia Carers Support group – will use rooms at the Riverside Lodge Surgery, Lewes (next door to the Phoenix Centre)

7.11 The building was closed and handed back to the Council's Property Division on 27 May 2025. Future use of the Phoenix Centre was considered by the Lead Member for Resources on 12 August 2025 - [Decision - Phoenix Centre, Lewes - Options for next steps | East Sussex County Council](#) . The Lead Member will consider the offers made at a future meeting, before which they will be considered and scored by a panel of ESCC officers. ASCH is represented on that panel. The property is currently being marketed as ESCC look for a future tenant of the building.

Impact – Other

7.12 There have been no known impacts to the wider social care and health system or other organisations, other than those listed above, caused by closing the Phoenix Day service.

7.13 An Equality Impact Assessment Review has been completed and all mitigations put in place to reduce the known impacts as a result of closure of the Phoenix Centre. This included providing information and signposting adults and carers to a range of alternatives services which included careful consideration of transport options and journey times to new services.

Actual / revised estimate of savings

7.14 The proposal to close the Phoenix Centre Day Care service forecast an annual full year saving of £191,000 as set out in the table below:

Budget	Revised Budget		Total Savings
2024/25	2025/26	2026/27	
£'000	£'000	£'000	£'000

Expenditure budget	383	158	158	
Income budget	(110)	(76)	(76)	
Net budget	273	82	82	
Net savings	0	191	0	191

7.15 The full saving is forecast to be achieved in year.

7.16 Additional budget pressures identified are summarised below:

- Redundancy costs - £9,000
- Pension strain - £3,600.
- Residual costs (staff left or redeployed during this financial year) - £26,500

7.17 The budget pressure relating to staffing of £26,5000 has also been met within budget. For the 2025/26 RPPR saving it was agreed that redundancy costs and pension strain would be met by corporate budgets not by ASCH.

8. Milton Grange Day Service

8.1 Cabinet agreed to continue to offer day services at Milton Grange but to operate the service for five days a week (Monday to Friday, excluding bank holidays) and to no longer offer services on a Saturday. The service was remodelled to maximise the efficiency of the existing staffing and vehicles, thereby reducing transport costs.

Progress

8.2 Day services at Milton Grange ceased to be provided on a Saturday from 1 April 2025. The number of available spaces for attendees on weekdays was increased from 35 per day to 40 per day (200 places maximum per week except bank holidays), to enable people who had previously attended on a Saturday to attend on weekdays instead, and to create capacity for those adults who had been attending the Phoenix Centre to transfer to Milton Grange if they wished.

8.3 Since June 2025 the number of people attending per week on average is 190. The average occupancy for August and September 2025 was 96%.

Impact - Adults and Carers

8.4 87 adults who regularly attend day services at Milton Grange were identified as potentially impacted by the change. Of these, c.11 adults attended on a Saturday. By creating the additional capacity at Milton Grange, the majority (76) of the usual attendees could continue with their current pattern of attendance and were not impacted.

8.5 All of the 11 adults who usually attended on a Saturday required an ASCH review to understand how best to meet their needs given the changes at Milton Grange. During March and April 2025, all of these reviews were completed, new support plans were agreed and a revised pattern of services, at Milton Grange, began for every adult.

8.6 The table below summarises the outcomes for each of these adults following their review and re-planning of their support:

Outcome	Number of adults	Notes
Attending Milton Grange on other days	10	One person decided to simply attend Mon-Fri and cease attending on Saturday.
Ceased services at Milton Grange - Long term residential care	1	The person was already in respite care due to declining health and is planning to move into long term residential care

8.7 As part of the individual service reviews mentioned above, all carers were offered a carer's assessment, or a review of their assessment, to determine whether support packages continue to meet their assessed needs. We identified three carers who required an assessment or review in light of the change to Saturday opening. The carers reviews identified that the change to daycare attendance days did not impact on the care they provide.

8.8 During May 2025 follow up reviews were completed with all the people affected by the service closing provision on Saturdays. All 10 people continue to attend the service and reported no negative impacts as a result of the new pattern of attendance.

8.9 No adults or carers invoked the ASCH complaints process in relation to the change to opening times at Milton Grange Day Services. There were no Member enquiries relating to Milton Grange following the Cabinet decision.

Impact - ASCH Staff

8.10 A total of 20 ASCH staff (16.2 full time equivalent) excluding vacancies, who work at Milton Grange were potentially impacted by the change in operating hours.

8.11 A staff consultation process began on the 5 March 2025 and was completed on 8 April 2025. The outcomes for the impacted staff are summarised below:

Outcome	Number of staff
Remained at Milton Grange with revised contracts / working patterns	15
Remained at Milton with same working pattern	5

Impact – Property

8.12 There was no significant impact on ESCC property portfolio through the change to weekday only opening.

Impact – Other

8.13 There have been no impacts to the wider social care and health system caused by ceasing to provide day services at Milton Grange on a Saturday or on Bank Holidays.

8.14 An Equality Impact Assessment Review has been completed and all identified mitigations put in place.

Actual / revised estimate of savings

- 8.15 The annual revenue savings, for a full year, for closing day services at Milton Grange on a Saturday and ceasing provision on bank holidays, were forecast as £203,000:

	Budget	Revised Budget		
	2024/25	2025/26	2026/27	Total Savings
	£'000	£'000	£'000	£'000
Expenditure budget	767	526	526	
Income budget	(212)	(174)	(174)	
Net budget	555	352	352	
Net savings	0	203	0	203

- 8.16 The full year savings are forecast to be achieved. An additional pressure of £6,500, due to pay protection costs, has also been met from within the revised budget in year.

9. Mental Health Community Outreach

- 9.1 Cabinet agreed that the existing Mental Health Community Outreach service would be ceased in its current format; and to provide alternative support specifically via the Council's Joint Community Rehabilitation Service (JCR) and the Milton Grange Mental Health Intermediate Care beds (part of existing Older People Directly Provided Services).

Progress

- 9.2 The Mental Health Community Outreach service was formally ceased on 1 April 2025 and all staff were redeployed or reassigned by 23 June 2025.
- 9.3 The referral pathway for people previously eligible for the Mental Health Community Outreach Service is now via the Joint Community Re-ablement service (JCR).
- 9.4 The existing service criteria for JCR is being formally amended to recognise that JCR will accept referrals for a new group of adults with a mental health condition as the primary reason for referral. Where people require an assessment over 24 hours, JCR refer to Milton Grange Mental Health Beds for this assessment to take place. The person may be suitable to go home with JCR support following that assessment.
- 9.5 During the transition period between April and June 2025, referral numbers to the service have continued to be low with only 18 referrals; of which 4 people were eligible and commenced with the JCR provided service.
- 9.6 The following developments have taken place within JCR and Milton Grange Intermediate Care beds to ensure that the same type and level of service has continued to be offered and upscaled:
- Detailed analysis of referral sources and activity.
 - A new referral pathway into JCR was established for people who would previously have been referred into the Mental Health Community Outreach service.
 - Research with similar services across Sussex to improve their offer to this cohort of adults and relevant training identified.

- Engagement has taken place with key stakeholders including the top referrers to the Mental Health Community Outreach Service such as Adult Social Care Mental Health Teams, Adult Social Care Neighbourhood Support Teams, East Sussex Healthcare Trust, Sussex Partnership Foundation Trust and Commissioners to promote the new service provision model.

9.7 There has been no impact on waiting times for services with all referrals followed up within 5 working days or less.

9.8 The next planned milestones for JCR to be completed by December 2025 are:

- Required paperwork, in accordance with Care Quality Commission regulations, to be updated in light of the expanded JCR offer.
- New training offer for a wider pool of staff.
- Revised JCR referral criteria published.
- Second round of service promotion with key stakeholders

Impact - Adults and Carers

9.9 The Mental Health Community Outreach service provided short-term, time limited support to adults and their carers. As such, the service applied a tapered approach whereby the service ceased for existing people being supported as planned, at the end of the intervention. No one had their service ceased during an intervention.

9.10 Since Cabinet agreed the proposals to cease the Mental Health Community Outreach Service in its current format, no adults or carers have invoked the ASCH complaints process. There were no specific Members' enquiries relating to the Mental Health Community Outreach Service, following the Cabinet decision, however there were two general enquiries relating to the reduction in ASCH services and facilities and these have been responded to by either the Leader of the Council or the Director for Adult Social Care and Health.

Impact - ASCH Staff

9.11 Seven staff (6.2 full time equivalent) worked in the service. A staff consultation process began on 5 March 2025 and was completed on 31 March 2025. The outcomes for the affected staff are summarised below:

Outcome	Number of staff	Notes
Started working in other part of ASCH Older Peoples Provider Services	3	1 moved to JCR 2 moved to Milton Intermediate Care Unit
Started working in other part of ASCH	2	1 moved to Older Peoples Mental Health Team 1 moved to Eastbourne Occupational Therapy Service
Resignations	2	

Impact – Property

9.12 There were no significant property related impacts or savings created by the closure of the Mental Health Community Outreach services. It was a small peripatetic service that used minimal space in the Milton Grange building.

Impact – Other

- 9.13 There are no known changes or negative impacts on the wider health and care system.
- 9.14 An Equality Impact Assessment Review has been completed and all identified mitigations put in place as part of the new service mode being offered. Following completion of planned milestones highlighted in 9.8 there will be a second promotion of the new JCR service. The new service offer under JCR will also provide a more equitable service across the county as it is a much larger service than the previous service.

Actual / revised estimate of savings

- 9.15 The annual forecast revenue savings, for a full year, for ceasing to provide services through the Mental Health Community Outreach team were £318,000:

	Current Budget	Revised Budget		Total Savings
	2024/25	2025/26	2026/27	
	£'000	£'000	£'000	
Expenditure budget	318	0	0	
Income budget	0	0	0	
Net budget	318	0	0	
Net savings	0	318	0	318

- 9.16 The full savings are forecast to be achieved including an additional budget pressure of £2,000 relating to pay protection.

10. Housing-Related Floating Support

- 10.1 Cabinet agreed to reduce funding for this service from £4.3 million to £0.5m per year on 25 February 2025.
- 10.2 This decision was called-in on 4 March 2025 by Councillor Cross, Councillor Field, Councillor Lambert, Councillor Shing and Councillor Webb. The Call-in related to two areas of concern and how these were taken into account in the decision making process:
- Whether the impact of the proposal on Districts and Borough Councils was sufficiently considered; and
 - Whether the interests of a future unitary authority were explicitly considered.
- 10.3 Following the call-in, the decision was then considered by the People Scrutiny Committee on 17 March 2025 and was referred to Full Council. On 20 May, at Full Council, it was agreed that the decision taken in February should be enacted.
- 10.4 The Call-in process was completed in timescales that did not impact on the forecast savings amount being realised.

Progress

- 10.5 All the necessary work was completed in order that the ASCH funding for the Housing Related Floating Support Service was reduced from £4.3 million to £0.5m on the 30 September 2025 as planned.

District and Borough Funding

- 10.6 The District and Borough councils agreed to match ASCH funding and allocated a total of £0.5m. This will be used to fund 10 full time equivalent, co-located, housing support posts based within their housing teams from 1 October 2025.
- 10.7 All of the Districts and Boroughs (except for Wealden) are funding these posts through the annual Homeless Prevention Grant (HPG). This means that monies are only committed until 31 March 2026. Further funding levels will only be confirmed once the HPG allocations for subsequent years are known.

Revised and reduced service offer

- 10.8 New eligibility criteria for the reduced Housing Related Floating Support offer were introduced from 7 July 2025. This was three months before the reduction in funding took effect and was in recognition that the service had to begin changing as it had already lost a significant number of staff due to the impending reduction in funding.
- 10.9 ASCH worked with external partners and within the County Council to agree the best possible new criteria for referrals to the reduced service. These are set out below and reflect the preventive focus of the service going forwards:

Pathway 1) all referrals via HSCC and self-referral for people aged 60+
Referrals are triaged by HSCC and all appropriate referrals then sent to BHT Sussex, and support delivered by Floating Support Officers
Eligibility criteria Referrals can be made for people who: <ul style="list-style-type: none"> • have, or are likely to develop care and support needs because of their age, disability, health or substance misuse • are experiencing one or more housing-related issues • are not receiving social care support • are not living in accommodation with support
Pathway 2) for use by District and Borough Housing Teams only
Criteria to be agreed at a local level by District and Borough Housing teams. Referrals are made directly from the housing teams to the co-located Floating Support Officers across the housing teams.
Pathway 3) via Children's Services
Referrals are made directly from Children's Services to the two co-located Floating Support Officers based in Children's Services.
Eligibility Criteria <ul style="list-style-type: none"> • Households including dependent children who are at risk of, or have received, an intentionally homeless decision as part of or following a homelessness application. • Households including dependent children who are losing or are at risk of losing their accommodation.

Impact – Adults and Carers

- 10.10 The Floating Support service provides short-term, time limited interventions. Therefore, we have been able to reduce the level of service whilst ensuring that all individuals using the service continued to receive the support they required to

achieve agreed outcomes. No person's service has been ceased midway through working with them as a result of the changes.

10.11 During 2024/25 5,333 individuals used the service. Going forward the annual target in the new contract will be for:

- 900 individuals to receive a service who have been referred via East Sussex County Council, by HSCC and Children's Services; and
- a further 1,000 people receiving a service who have been referred in by the Districts and Boroughs.

10.12 This means that there will a reduction of around 3,400 people receiving housing related support in this way – a 64% reduction in the level of service.

10.13 The retention of self-referrals for people aged 60+, co-located workers in Children's Services and co-located workers in the District and Borough housing teams will offer some mitigation to the negative impacts identified in the EqIA in relation to age particularly. However, the restriction of referrals to those who are not in receipt of Adult Social Care support will have an impact, particularly in relation to age and disability.

Impact – ASCH and other services

10.14 Although it is early days for the new model and the reduced level of service, referrers are expressing concern about the loss of this service. As was documented in the consultation process in 2024, alternative services will not always be available to provide housing related support and in future there are expected to be frequent instances where people will not be able to access housing related support in the county. However, it is not possible to capture actual data on these instances or the impact for individuals.

10.15 ASCH staff report that, as part of their core duties, they are undertaking more housing related support tasks with the people they are working with. Examples include, helping to fill in welfare benefits forms, help with dealing with energy or rent arrears, supporting people who do not have access to or do not have the skills to use digital platforms.

Impact – Property

10.16 There was no impact on ESCC property or buildings.

Actual / revised estimate of savings

10.17 The savings from reducing funding for the Floating Support service are summarised below:

	Current Budget	Revised Budget		
	2024/25	2025/26	2026/27	Total Savings
	£'000	£'000	£'000	£'000
Expenditure budget	4,373	2,283	500	
Income budget	0	0	0	
Net budget	4,373	2,283	500	

Net savings	0	2,090	1,783	3,873
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10.18 The savings are forecast to be fully achieved as planned.

11. Drug and Alcohol Service

11.1 Additional external funding from Government, through the Drug and Alcohol Treatment and Recovery Grant (DATRIG) became available in late 2024/25. This enabled Cabinet to agree to continue to fund drug and alcohol recovery services but at a reduced level. The decision was:

- (i) to continue funding a reduced carers drug and alcohol recovery service for an additional year to June 2026; and
- ii) the two services delivered by the Seaview Project to be combined into a reduced, single contract, allowing for cost savings and better efficiencies.

Progress

11.2 The remodelled Carer's Drug and Alcohol Recovery Service began, as planned, on 1 July 2025 and is currently funded by the DATRIG until 30 June 2026. We expect an indication of future DATRIG funding in December 2025.

11.3 The combined Seaview service started on 1 July 2025, as planned, and is currently funded by the DATRIG until 30ⁿ June 2026. We expect an indication of future DATRIG funding in December 2025.

Impact - Adults and Carers

11.4 The DATRIG funding enabled us to minimise the reduction in drug and alcohol recovery services. However, both of the services now operate at a reduced level:

- For the Carers Drug and Alcohol Recovery Service the main impact is on the duration of service offered rather than the number of carers supported. The maximum annual capacity is now 100 referrals per annum (currently at 80 referrals). In 2024/25 87 carers used the service. However, the service now operates on a more time limited basis with a maximum of 6 sessions per carer; the previous offer was open ended depending on need.
- The Seaview service is a drop-in service model so it is not possible to provide exact numbers of adults using the service. However, the previous service saw over 100 people per quarter and in the first quarter of the re-modelled service approximately 45 people have used the service. The approximately 50% reduction in those using Seaview has resulted in an increased demand for other services. Whilst we do not have accurate data on this, partners within the community, notably Change Grow Live, Warming Up the Homeless and Matthew 25 have reported an increase in demand. The reduction in funding also led to the provider reducing staffing for the service, from 5.7 full time equivalent to 3.5 full time equivalent staff.

Impact - ASCH Staff

11.5 As a result of the savings and changes to the contracts, the Safer East Sussex Team was reduced by one member of staff (1 FTE). The member of staff was re-deployed into a new role within ASCH. There were therefore no redundancy costs.

Impact – ESCC Property

- 11.6 There was no impact on ESCC property.

Actual / revised estimate of savings

- 11.7 The forecast annual revenue savings in a full year for this proposal were £319,000 across 2025/26 and 2026/27:

	Current Budget	Revised Budget		Total Savings
	2024/25	2025/26	2026/27	
	£'000	£'000	£'000	
Expenditure budget	319	248	163	(156)
Income budget	0	(163)	(163)	(163)
Net budget	319	85	0	(319)
Net savings	0	(234)	(85)	(319)

- 11.8 All of the forecast savings are on track to be delivered.

Impact - Other

- 11.9 At the current time, despite the reduction in the levels of service offered, there has been no formal feedback or representation regarding the impact on other services.

Progress on EqlA Actions

- 11.10 All of the actions identified in the EqlA have been progressed as summarised below:
- 11.11 We have ensured that drug and alcohol related service listings are up to date on 1space and promoted across services.
- 11.12 We continue to work with the Lived Experience Recovery Organisation (LERO) who are delivering a range of harm reduction initiatives, peer support and recovery support. This includes a service specifically for women affected by drug and alcohol issues offered by Coastal Routes for Recovery.
- 11.13 A mapping exercise is underway to look at how we can better engage with seldom heard people and take-up of people with protected characteristics will be monitored in services where appropriate.
- 11.14 A joint working protocol between drug and alcohol treatment services and ASCH and NHS mental health services is in the process of being implemented.
- 11.15 Further work on pooled budgets is currently paused pending the outcome of new NHS Integrated Care Board (ICB) arrangements for Surrey and Sussex.
- 11.16 Psychosocial Interventions (PSI) have been built into the new treatment contract and we are currently in the process of evaluating bids to provide this service.

12. Conclusion and Recommendations

- 12.1 ASCH has made good progress on delivering the savings proposals agreed by Cabinet. The total savings target for the 11 proposals was £6,449,000. ASCH is on target to deliver savings of £6,267,000 across 2025/26 and 2026/27– representing 97.2% of the original estimate. In many instances, ASCH has also been able to absorb additional costs relating to pay protection, for example.
- 12.2 The variance below the forecast saving is due to the alternative arrangement put in place for Linden Court. Whilst ASCH is working hard to reduce this variance it has not been possible to identify alternative proposals to make up the shortfall.
- 12.3 ASCH has undertaken all of the required adult and carer reviews or assessments necessitated by the savings proposals and there have been no complaints reviewed regarding the enactment of the proposals (excluding the feedback received during the consultation processes).
- 12.4 The report to Cabinet in February 2025 estimated redundancy costs of £350,00 to £500,000 which would be met from the Redundancy Reserve. The actual redundancy costs have been £67,164, with a further £51,752 in pension strain.

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Appendices:

Appendix A – Financial summary of ASCH revised savings proposals including numbers of adults and staff affected
Appendix B - Summary of Adults and Staff Impacted
Appendix C – Summary of Actual Savings Against Forecast