

# Adults' Social Care Commissioning Strategy

## 2023 to 2025



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## Introduction

This strategy is a roadmap for the role commissioning plays in delivering the [\*'Adult Social Care Strategy \(2023 to 2025\) The life you want to lead'\*](#) and our [\*'Market Sustainability Plan \(2023\)'\*](#).

This strategy sets out the council's high level commissioning principles and intentions and acts as a guide to everyone we work with on what will be required to meet the needs of adults who require care and support in the future. This is the first step in developing a strategic suite of documents for commissioning including a market position statement that will provide greater detail on intentions and plans. This strategy provides the overarching strategic direction for partners and providers in adult social care across to deliver the priorities set in the council's corporate plan and the co-designed Adult Social Care Strategy through to 2025.



# SECTION 1

# Background and context



## West Sussex County Council Corporate Plan (2021 to 2025)

'Our Council Plan' (2021 to 2025) is the corporate plan which sets out the following four key priorities.

1. Keeping people safe from vulnerable situations
2. A sustainable and prosperous economy
3. Helping people and communities fulfil their potential.
4. Making best use of resources.

The council's corporate plan commits the authority to ensuring that across all areas of our work we will put residents and communities at the heart of everything we do, create strong and visible leadership, work closely with communities and partners and invest in and value the staff that work for the council. These are critical anchors and foundations for this Commissioning Strategy.



## Adult Social Care Strategy 'The life you want to lead' (2022 to 2025)

The council's adult social care strategy '[The Life You Want to Lead](#)' was co-designed with individuals from a range of backgrounds and with diverse care needs and conditions, including those eligible for local authority care and support, individuals who self-fund their care and individuals who do not have any current care needs and carers.

People told us, there were five key priorities for the care and support they currently receive or would want to receive in the future. These include the following.

1. **Building relationships and connections** – Recognising the importance of three key different types of relationships: with families and close support, with help and support, as well as to wider social networks.
2. **Empowerment** – Putting the emphasis on enabling and supporting people to be equal partners in and where possible lead on, decisions about what happens in their lives and to maximise their independence and ability to lead a fulfilling life.
3. **Home** – Supporting individuals to be in their own homes and where independent living is not possible, in places that feel like home recognising that having good connections to other people such as family, friends and neighbours.
4. **Addressing gaps** – Highlighting four key gaps to be addressed: the shortage of care workers; the gaps in understanding and support for individuals with autism or who have an acquired brain injury; moving from children to adults' services (transitions); and paying for care.

5. **Inclusion and tackling inequalities** – Promoting inclusion for individuals facing multiple disadvantage; understanding and responsiveness to diversity and tackling inequalities; and promoting digital inclusion and making the best use of assistive technologies.

The strategy aims to safeguard and promote the independence of individuals who use adult social care and sets out our intentions and actions for the whole of the directorate. The importance of the local economy in delivering care and support and generating employment opportunities in the sector is also a common theme within both the corporate plan and Adult Social Care Strategy. The strategy also underscores the crucial role of communities, including the voluntary and community sector, in supporting individuals with care needs and enhancing their well-being. In addition, the strategy contains a commitment to meeting the [Climate Change Strategy \(2020 to 2030\)](#) ambitions and ensuring that future service delivery is environmentally sustainable and resilient.

## The importance of engagement with providers, partners and service users

The Adult Social Care Strategy was co-designed and reflects the priorities of the individuals that the council is here to support. Established groups like the Adults' Services Customer and Carer Group, the Minorities Health & Social Care Group and Learning Disabilities and Autism Partnership Boards will continue to be key co-production partners, both as organisations and as a route to

customers, carers and self-funders. The Voluntary, Community and Social Enterprise (VCSE) Collaboration Board is strengthening strategic relationships with the VCSE sector with a co-production practitioners' group now formed to engage partners in projects and programmes. The Strategic Care Providers Forum chaired by the Director of Adults and Health with key adult social care providers ensures ongoing dialogue and partnership to support West Sussex's provider market. Our ambition is to increase engagement and consultation will occur during the development of a detailed market position statement (MPS) in 2023 to 2024.

## Links to other strategies and the next steps

The Commissioning Strategy aligns with other strategic plans including the [Sussex Integrated Care System Strategy](#), [Carers Strategy](#) and the [Changing Futures Programme](#) and it will shape future iterations of joint health and social care priorities in West Sussex. This strategy also builds on the council's recently published CQC assurance self-assessment, which includes working with individuals to develop a strengths-based approach to practice, streamlining and embedding customer feedback into the customer journey, focusing on managing demand for assessments, reviews and ensuring deprivation of liberty safeguards.

This strategy forms a critical platform for the commissioning strand of the council's Adult Social Care Improvement Programme and builds on the Adult Social Care Strategy. This strategy is the

foundation that leads the way to the development of the West Sussex County Council Market Position Statement (MPS). The aim of the MPS is to better set clear intentions for the provider market to meet current and future needs, to set out commissioning intentions, foster partnership working and collaboration with providers, other commissioners and with individuals who use services and their carers to harness existing assets in West Sussex communities to best help individuals in need of care and support.

## Legislative context

Adult social care in West Sussex operates within a robust legislative framework which includes several key pieces of legislation. This strategy complies with legislative and policy guidance.

The [Care Act 2014](#) imposes a series of duties and responsibilities on local authorities regarding adult care and support, thereby establishing a consistent pathway for care and support entitlement for all adults with support needs. It also provides support for carers. From a commissioning perspective the Care Act 2014 requires local authorities to ensure that people have a range of provision of high quality services within the local area and that people can access information to make decisions about care.

The [Mental Capacity Act 2005](#) provides a legal framework for acting or making decisions on behalf of adults who lack mental capacity. This Act empowers individuals to make decisions for themselves where possible and safeguards

those who lack capacity. It enables individuals to appoint a trusted person to make decisions on their behalf should they lose capacity in the future. The Act includes provisions for Deprivation of Liberty Safeguards (DoLS) and Liberty Protection Safeguards (LPS) and mandates decisions made in a person's best interest.

[The Health and Social Care Act 2008](#) (updated in 2022) established the [Care Quality Commission \(CQC\)](#) as the regulator of all health and adult social care services under the Care Quality Commission (Registration) Regulations 2009. The CQC represents the modernisation and integration of health and social care, with powers and duties that have evolved over time to ensure health and social care services provide safe, effective, compassionate, high-quality care and encourage care services to improve. In 2022, the CQC launched a new local authority focussed assessment framework that places an individual's experiences at the heart of social care.

There are also reforms to adult social care legislation proposed by the Government that have been delayed but will impact on the level of demand for services experienced by the council.

## SECTION 2

# Adult social care in West Sussex





## The county of West Sussex

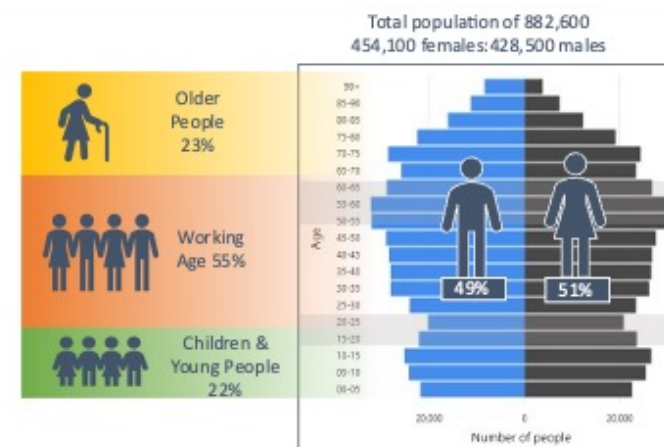
West Sussex encompasses seven distinct areas: Adur, Arun, Chichester, Crawley, Horsham, Mid-Sussex and Worthing and is 1,991 square kilometres (769 square miles). It shares its borders with East Sussex, Brighton & Hove, Hampshire, Surrey and the English Channel. Over half of the county is designated as protected countryside. The rurality of the county can present a challenge in the delivery of adult social care due to the distance required for travel for services.

### West Sussex Borough and Districts

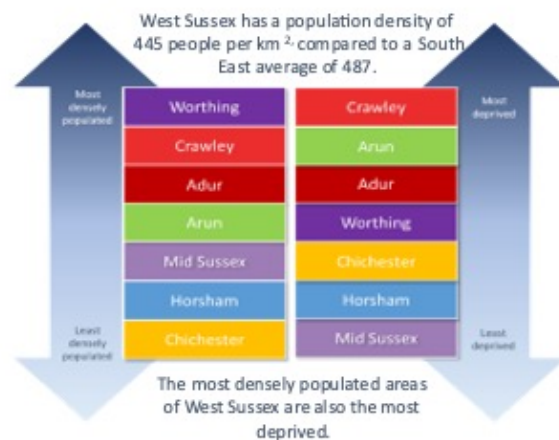
West Sussex is formed of five districts and two boroughs, being: Adur, Arun, Chichester, Crawley, Horsham, Mid Sussex, and Worthing.



### Population age and gender profiles

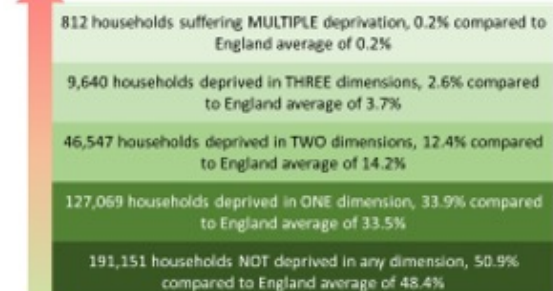


### Population density



### Areas of deprivation

West Sussex is one of the least deprived areas of England. However, there are both wards and households where deprivation exists.



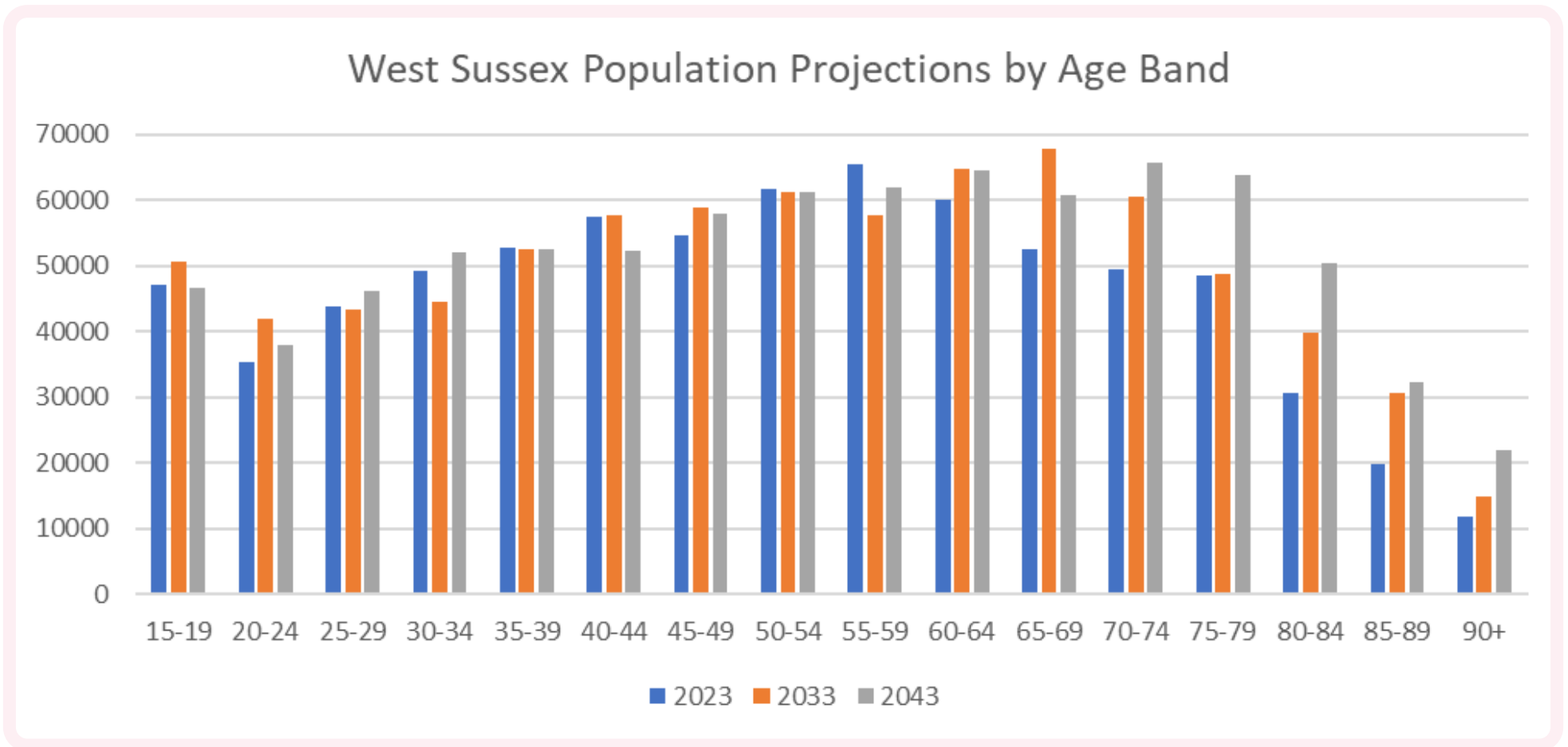
### Life expectancy





## Demand for adult social care in West Sussex

Demand for adult social care is predicted to increase significantly linked to population growth. The diagram below shows projected population growth by age group by 2043 in West Sussex<sup>1</sup>.



<sup>1</sup> Office for National Statistics (ONS). [Subnational population projections for England](#).

Population estimates for lifelong services estimate that 121,200 adults (aged 16+) are likely to have a common mental health problem in West Sussex. In 2020/21, the recorded prevalence for mental health was 0.91% in West Sussex, which is lower than that of England as a whole (0.95%). There are an estimated 17,200 people aged 15+ years with a learning disability in West Sussex. There are approximately 5,100 people on GP practice learning disability registers: 300 people with Down's syndrome. It is estimated that 1,100 adults (18+ years) have autism in West Sussex. Within the 2019 school census, there were 1,317 school pupils with special educational needs who had primary need of autism spectrum conditions. Further information can be found in the [West Sussex County Council JSNA](#).

West Sussex has an older age profile compared with England with approximately 213,000 people aged over 65 of which, approximately 32,000 (15%) are aged over 85, with this age group most likely to need health and social care services. These figures are projected to rise by approximately 39% for all people aged 65+ over the next 20 years with the highest percentage increase being in the over 80 age groups which will affect demand for adult social care services in the county. It is predicted that the number of people over 80 with dementia will rise from 14,830 people in 2023 to 21,750 in 2040. This will have an impact on the capacity of appropriate specialist and residential services to support people with multiple health conditions to be independent in the community. However, it is anticipated that the need for residential care that supports people with lower-level needs will decline over time as complexity of need increases.

## Transitions

Care Act Assessments are undertaken by Lifelong Services Transitions teams or by Working Age Mental Health teams prior to support packages being arranged. There are approximately 106 young people who transition to Lifelong Services and 44 young people who transitioned through the Working Age Mental Health team. Of those who transitioned to adult services:

- nearly 70% referred have had past or current involvement with CAMHS (Child and Adolescent Mental Health Service);
- 20% were CAMHS inpatients at point of referral;
- 31% have a diagnosed autism spectrum disorder;
- 18% are entitled to Section 117 aftercare;
- 20% have an Education Health and Care Plan (EHCP);
- 15% of YP have diagnosed ADHD; and
- 10% are currently in Children's Social Care funded placements (ex. Residential Colleges or Residential care homes).

Adult social care nationally is facing unprecedented challenges. Demand for social care is increasing, people's needs are increasingly complex and costs are escalating. The adult social care sector faces several longstanding workforce challenges, including high vacancy rates, high staff turnover, limited opportunities for career progression and low pay<sup>2</sup>. The current funding allocated for adult social care reform falls far short of the likely costs involved, which could lead to increased budget deficits for local authorities<sup>3</sup>.

<sup>2</sup> Local Government Association (2021). [Debate on challenges facing social care in England following the pandemic](#)

<sup>3</sup> House of Commons Library (2021). [Adult Social Care Funding \(England\)](#)

## ADULT SOCIAL CARE KEY FACTS



## Examples of good practice in adult social care

The council has several innovative initiatives and examples of good practice, including the 'Changing Futures' programme, a technology-enabled care offer, carers support, joint Home First services, the Improving Intermediate Care Programme aiming to improve the care model and service delivery for people being discharged from hospital and the use of extra care housing for individuals with learning disabilities. There is also innovative work taking place with housing related support to people in supported living and the Mental Health Strategy. As part of the ongoing commitment to innovation, commissioners will continue to explore opportunities to address capacity and market challenges.

## Financial context

In the 2023/2024 financial year, the council has budgeted to spend £381m on social care services that it commissions from external providers. Between customer groups this breaks down as follows.

- Older people's services – £171m
- Adults of working age with mental ill-health – £23m
- Learning disabilities services – £132m
- Adults with physical and sensory impairments (PSI) – £25m
- Universal preventative services and assistive equipment & technology – £30m

Whilst the demand for social care is increasing, the costs of services are also escalating because of the impact of the National Living Wage and other cost of living pressures. There is also the potential for increased financial pressure should the Government's proposed reforms to adult social care be enacted after 2025. This poses challenges to the financial position of the council and so will put added significance on how resources are used to deliver the best possible care outcomes for people at maximum value for money. It means that the council will need to plan to do things differently in the future to ensure that the adult social care budget remains sustainable. This creates both challenges and opportunities, including the following.

- Supporting individuals wherever possible to live independently and safely in their own homes.
- Promoting increased choice and control, shifting from time and task to outcomes-focused care to reduce the reliance on statutory services and promote independence and progression.
- Continuing to deliver adult social care whilst working in collaboration with NHS partners to provide integrated health and care services and tackle health inequalities.
- Reducing the number of individuals supported in long-term care such as residential care settings.
- Recruitment and retention of people working across the care sector, including providers, care workers and social workers.
- Improving learning disability employment rate by employing more individuals who access social care.
- Continue to manage demand for financial assessments and reassessments.

- Embedding a culture of participation, involvement and co-production across the service.
- Responding to the impact of self-funders on the market locally. West Sussex currently has the tenth highest rate of self-funders which is estimated to be 56.9% of adult care home beds and 39.5% for adult community care purchased<sup>4</sup>.

The council is focused on using the resources it has to commission and/or provide quality care and support for all eligible adults with care needs in the county. Commissioning plays a crucial role in achieving these strategic priorities and addressing the challenges facing us, whilst making best use of resources. It is about supporting individuals to help themselves as best as they can, promoting increased choice and control, reducing the number of individuals being supported in long-term care such as residential care settings, working in collaboration with NHS partners to provide integrated health and care services, tackling health inequalities, improving recruitment and retention of people working across the care sector and embedding a culture of participation, involvement and co-production across the service.

## Current market conditions

The social care market in West Sussex is diverse and is resilient with quality services in the main, the conditions of the social care market in West Sussex vary between the different markets. For example, until recently the market was unstable due to wider economic factors including Brexit and the Covid-19 Pandemic.

Services aimed at older people have experienced more stability in recent years with greater levels of resilience and quality services in the main, but this has not always been the case and can be volatile to changes. The council is generally able to secure sufficient services to meet its current level of demand for these services although noting there are service and geographic variations in provision.

Services supporting people with a learning disability, physical or sensory impairment, autism or mental health condition are less stable. West Sussex has a high number of residential services and there is not sufficient supply of less restrictive support available. For example, the market does not appear to have sufficient supply available to meet the needs of individuals with complex needs such as individuals with autism.

West Sussex County Council has a block residential contract for services in council-owned homes that provides a total of 590 residential, dementia residential and nursing care beds across 12 services. In addition, the council commissions through a care home contract which supports the spot purchasing of residential and nursing care placements for older people beyond the block contract.

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<sup>4</sup> ONS (2022). [Care homes and estimating the self-funding population, England: 2021 to 2022](#)

There are 221 homes (7,831 beds) contracted under this framework and 1694 people supported through these services with purchases being made from the council. The council also commissions a small number of block contracts from the private market for time limited periods for specific requirements such as supporting hospital discharge.

There are currently 78 providers contracted under the Supported Living Framework, of which 51 are delivering support to 743 people with a learning disability, 328 people of working age with a mental health condition and 49 people with a physical or sensory impairment, including those with lifelong conditions of this nature.

There are 91 homecare providers commissioned by the council across three framework contracts which support around 2300 customers.

The council are actively working with 16 extra care schemes across the county with two of these being recently developed and opened in 2021. Currently, the council contracts with approximately 164 supported living schemes located within the county.

There are many types of Day Opportunities across the county. West Sussex Adult Social Care currently contract with nine-day services and oversees the provision of seven directly provided day services. These services are mainly for individuals who are working age. The council does not specifically commission mental health or older people day services. Further analysis of this area will be included in the relevant MPS.

Services which currently face pressures are services for individuals with life-long conditions such as learning disabilities, autism and mental ill health. There are challenges facing providers and the council such as changes in legislation and policy, meeting the diverse and increasingly complex needs of individuals, financial aspects of care and providing care for individuals living outside the local authority area. Despite this, the council is committed to overcoming these challenges and delivering on its commitment to supporting the development of sufficient services and care solutions for adults which provide value for money and quality. This will be done through engagement on how to do things differently.

West Sussex County Council produced its [Market Sustainability Plan](#) in March 2023, which focused on two care markets: care homes for individuals over 65 years of age and home care (or domiciliary care) for individuals over 18. The council engaged with providers extensively from May 2022 to March 2023 to increase awareness, understanding and participation in the cost of care exercise and the Market Sustainability Plan. A similar exercise for working-age adults is required to inform the MPS to support commissioners to ensure long term sustainability of services.

## SECTION 3

# Adult social care commissioning





## What is commissioning?

Commissioning is a cycle of activity that involves reviewing existing services, analysing and planning for current and future need, strategy formulation, market engagement and shaping, designing services and contracts, or developing for services and contract management and quality assurance feeding back into the commissioning cycle. It is a continual, iterative process as set out in the Institute for Public Care's illustrations of the Commissioning Cycle below.



Collaboration, transparency and being person centered are underpinning commissioning values in West Sussex. The council's success measures for adult social care commissioned services include meeting needs, improved outcomes for individuals who use services, sufficiency of supply for self-funders and local authority supported markets, quality, value for money and increased efficiency in service delivery.

## Principles underpinning adult social care commissioning and the way we work

Commissioners worked collaboratively with the Voluntary, Community and Social Enterprise Alliance to develop a set of principles that underpin this strategy. The following principles aim to inform how the council commissions care and support services and guide this strategy.

1. Focus on the positive difference care and support can make, enabling individuals to fulfil their potential.
2. Respect and value diversity and promoting equality and inclusion.
3. Make evidence-based decisions, informed by population and other relevant data and insights.
4. Make the best use of resources over the short and long term.
5. Appreciate and value the wider social, environmental and economic impact.
6. Collaborate and innovate to improve services and achieve better outcomes.

To achieve these principles, the council has agreed to adopt clear and transparent processes that foster trust between commissioners, providers and the public. The council aims to develop its approach to involve individuals accessing care and support in shaping commissioning intentions, communicate a clear MPS and apply effective and proportionate contract management and quality assurance to assess the performance of commissioned services. The council will ensure that when providers access tender opportunities it takes a proportionate approach to risk and complies with the legal framework to achieve the best outcomes for individuals who receive care and support.

The principles outlined in this strategy are the foundation of our approach. They will guide future commissioning arrangements and ensure that strategies are implemented effectively, with monitoring used to assess and evaluate progress.

## Our commitments

The council is committed to commissioning and providing quality, person-centred care that supports individuals to live independently and improve their wellbeing. Objectives include the following.

- Enhancing quality of life
- Promoting independence
- Fostering empowerment
- Ensuring safety
- Nurturing social connections
- Providing continuity and quality of care.

These commitments are in line with the [Adult Social Care Outcomes Framework](#) and are in alignment with the three key goals outlined in the ['People at the Heart of Care'](#) white paper.

To achieve our commitments, the council aims to ensure individuals have choice and control and receive support to live independent lives; to enable access to quality and tailored care and support; and to make adult social care fair and accessible for everyone. The aim is to support individuals early, helping to prevent their needs from escalating or deteriorating, as well as keeping vulnerable adults safe.

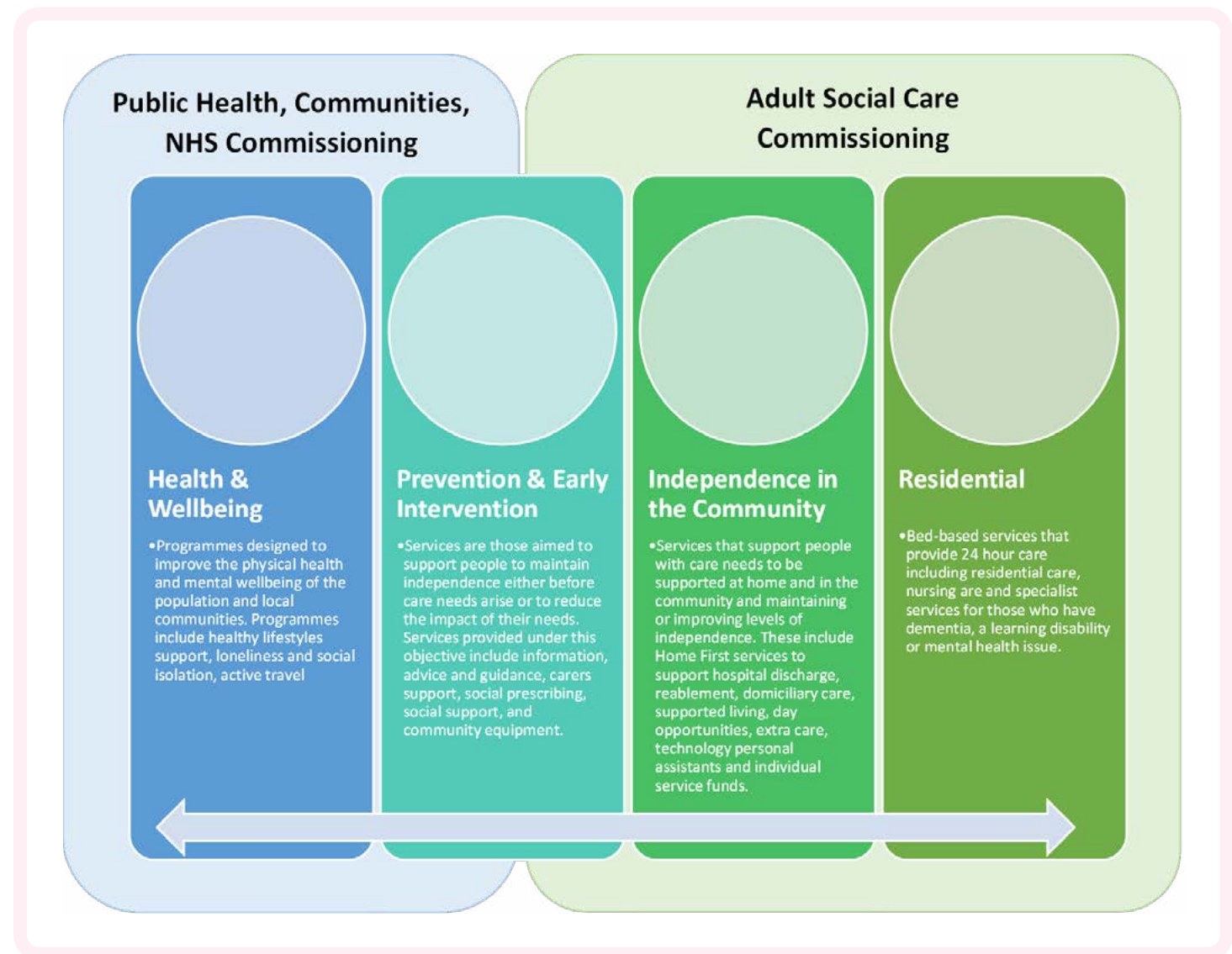
## Our approach to commissioning adult social care

The council is focused on helping people to be as independent as possible, for as long as it is possible to do so. A range of preventative services (such as reablement) help to ensure that needs are met at the earliest point to prevent increased reliance on care and support. Reablement services enable people to recover quickly from a crisis, perhaps after a stay in hospital.

Where possible, and where it is safe to do so, the council aims to help individuals to stay in their own home, in their community, with support to make that a reality. Our approach is flexible, delivered in the least restrictive way for West Sussex residents, and always with a focus on promoting independence and improving a person's well-being.

Where a person's needs escalate and they become eligible for adult social care services, we aim to continue helping them to remain

independent for as long as possible. If more intensive care is needed, we will consider the range of options that can provide appropriate support for the person and meet their level of needs, which may include residential care.



## Sustainable commissioning

West Sussex County Council is committed to ensuring its operations are environmentally sustainable and resilient to future climate change and protecting the environment should underpin everything it does and are foundational to a thriving economy, prospering communities and personal wellbeing.

The Council is aware that their procurement of goods, works and services will have environmental implications, both in their respective local areas and around the planet and, as a result, the Council is actively working to reduce and minimize these negative effects where possible.

The Council has acknowledged the threat posed to the county and its residents by climate change and is committed to becoming carbon-neutral and climate resilient organisation by 2030. Tackling climate change underpins the four priorities of our Council Plan and our Climate Change Strategy 2020 to 2030 sets out our framework for action.

Environmentally sustainable procurement is the commissioning, sourcing and contract management of goods, works and services in a way that reduces or negates negative environmental impacts within the supply chain.

Given the Council's significant procurement of goods, works and services in the region, we have the opportunity to work with our Suppliers to drive significant carbon reductions, improve the natural environment and make meaningful climate action in our commissioning.

## Commissioning objectives

We will aim to achieve the following objectives through our individual commissioning activities and programmes.

1. Optimising the effectiveness of prevention services to remove, reduce or delay care needs. Developing a co-ordinated offer across all council-wide commissioned services to support people to gain and maintain independence without formal care services.
2. Maximising independence through strength-based approaches and utilisation of community assets.
3. Development and greater utilisation of technological solutions to deliver better outcomes for customers and achieve better services.
4. Supporting a greater proportion of people to remain at home for longer with a broader range of services and delivery models that enable choice and control and connection to their community.
5. Develop outcomes-based commissioning across our services.
6. Developing the market to ensure the right services are available to meet the needs of people to maximise independence at home and to provide appropriate residential support where and when needed.
7. Supporting the care provider market to develop and sustain good quality services.
8. Delivering value for money by commissioning more preventative and home-based services.
9. Utilising partnerships with other organisations to better design and deliver effective services.
10. Take an outcomes-based commissioning approach to all designed and commissioned services.

## Commissioning intentions

A co-produced MPS that will follow this Commissioning Strategy and will contain more detailed information regarding levels of demand and supply and our future intentions for specific markets and services. However, the following commissioning priorities have been identified for delivery between 2023 and 2025. We will do the following.

1. Understand the current provision of early support and prevention services across all commissioners to identify gaps and opportunities to support people to remain independent for longer.
2. Support the development of an improved model of care for intermediate care, Home First and rehabilitation and reablement services alongside NHS partners that improves outcomes for people and improves the efficient use of resources. Strengthen the provision of reablement services to ensure that all new customers to social care are supported to regain and maximise independence at the earliest opportunity. A model of care to be designed by April 2024 and recommission reablement services for April 2025.
3. Redefine our commissioning arrangements for care and support at home, supported living and residential services focusing on short-term stabilisation prior to consideration of longer-term models to develop services and reviewing the ability of our arrangements to meet future need and demand. New commissioning arrangements in place by April 2025.
4. Redesign a new approach to day opportunities for individuals with a Lifelong condition focused on progression and leading to higher levels of choice and control as well as independence. This will commence from July 2024.
5. Develop a range of accommodation options for working age adults who are eligible for long term care and support. This includes developing a new strategic approach to extra care housing with the aim to facilitate more new schemes over the next 20 years combining services for older people and those aged 18+. Extra care housing MPS to be produced for March 2024
6. Further develop our pathways for individuals transitions from Childrens Services to Adult Services by redefining service delivery to promote progression to lead an independent life.
7. Strengthen our approach to services for carers to support them in their caring role through combining preventative activity and statutory assessment of needs. Recommission services for April 2024.
8. Increase the number of people using direct payments to enable choice and control over their care and support as well as enabling the number of people with learning disabilities and mental health needs to live independently.
9. Trial an approach to individual service funds and pilot a development programme of enhancing the number of active personal assistants to promote alternative provision and greater choice and control. To be delivered by March 2025.
10. Develop our interfaces and processes with commissioned care providers to improve the efficiency of referral and payment processes.
11. Design a new Quality Assurance Framework and approach to contract management that supports commissioned services to deliver good quality services. To be implemented by April 2024
12. Review strategic contracts including those presenting high risk and/or with high spend, including those utilising council assets to ensure they continue to meet the need and demand for adults in West Sussex.

## SECTION 4

# The way forward





The next step in developing our strategic approach includes the development of a more comprehensive MPS that reflects our commissioning priorities and intentions. Our priority is to achieve positive outcomes for the individuals who use adult social care services, while ensuring efficient use of resources.

The MPS produced in 2024 will include analysis of current and potential services and resource, review of relevant research and good practice, strengths and limitations of current services and the changes needed. This will result in an action plan that specifies the ambitions, activities and responsibilities for each area of work. We will co-produce these statements with our stakeholders, such as service users, providers, carers and partners, to ensure their satisfaction and input. We will also comply with the relevant legislation and standards that govern our sector and uphold the quality of our services.

## Measuring the success of this strategy

Using the commissioning principles to guide how we will deliver these intentions we will ensure that we continually evaluate in the following ways the way we commission services and the impact of commissioned services.

- **Strengths based** – we expect to see more people with a learning disability and mental health condition living at home, and more older people supported either at home or in an extra care setting. We will also evaluate the increase in the number of people accessing direct payments to purchase solutions to

meet their care and support needs and the number of people using their strengths and supporting their communities through accessing employment or volunteering opportunities.

- **Outcomes-based** – we will work towards an outcomes-focus in our commissioning and contracts including the way we specify, design contracts, make payments and work with providers on the cultural changes to move to more of outcomes focus alongside strengths-based practice in social work.
- **Reducing inequality** – we will leverage influence as commissioners in our planning and commissioning to reduce inequalities of access to services and inequality of opportunity and outcomes. We will evaluate the impact on people with protected characteristics in the services we commission and review access of services for people with these characteristics.
- **Use of data** – we will use robust data and intelligence to underpin reviews, analysis, planning and procuring of services. This includes insights into population changes and demand for adult social care services. We will reflect this information in the development of the MPS.
- **Working together** – we will continue to and will expand on our approach to co-production with stakeholders in our commissioning work, for example in the development of the forthcoming MPS.
- **Integration of health and social care** – we will continue to work as part of the Integrated Care System (ICS) to develop a place-based approach to care and collaborate to address health inequalities.
- **Customer access** – we will continue to enhance how customers access their services, working collaboratively with customer service colleagues within the council to meet their



statutory duties under the Care Act 2014 to prevent, reduce and delay the escalation of care needs.

- **Early support** – we will ensure adult social care front door services are aware of community wellbeing options and improve signposting to these. We will make use of 'Making Every Contact Counts' to support awareness of local services people can access that promote and enable meeting as much of their own needs as possible to maintain or improve independence, for example, community mental health self-referral, completion of online self-assessments (as these become more available), etc.
- **Transitions from Children's Services to Adult Services** – we will continue to develop a new model for children with disabilities transitioning to adults' support from Children's Services.
- **West Sussex adult social care's performance in terms of a range of measures** – will also be monitored and assessed for continuous improvement.



## SECTION 5

# Glossary



### **Co-production**

[Co-production](#) is a continuum of communication, engagement and shaping developments together with partners, providers and service users that involves people in having an influence on the care and support services they receive.

### **Commissioning**

Is a cycle of activity that involves reviewing existing services, analysing and planning for current and projected need, strategy formulation, market discussions and shaping, preparation of specifications and contracts, tendering for services and contract management and quality assurance feeding back into the commissioning cycle.

### **Person Centred Care**

Person centred care is about ensuring the people who use our services are at the centre of everything we do.

### **Outcomes**

These are a long-term state or condition that people seek to achieve.

### **Outcome-based commissioning**

Is a way of commissioning that focuses less on inputs to care and support and more on the outcomes and end states that users of services are seeking to achieve.

### **Inequalities**

Inequalities impede individuals by not enabling them to have equal opportunities and rights. In turn, people are not treated fairly and often struggle to reach their potential.

### **Quality**

Quality is around the standards of care and services an individual receives. Services should be accessible, flexible and responsive whilst promoting, protecting and improving outcomes for individuals.

### **Contract management**

This is a means by which the contracts commissioned by the council are managed to ensure delivery of specifications and requirements set.

### **CQC**

This is the Care Quality Commission that is a regulatory body nationally that oversees the quality of registered care and support services in England including local authority adult social care services.

