

## HASC Directorate Plan 2021/24

<b>Directorate:</b>	Health and Adult Social Care		
<b>Responsible Officer:</b>	Rob Persey - Executive Director	<b>Last Updated:</b>	27 <sup>th</sup> July 2021
<b>Signed off by:</b>	Chief Executive	<b>Date:</b>	April 2021

### Corporate Plan 2020/23 Outcomes and Actions:

Outcome	Key Area of Action	Outcome	Key Area of Action
<b>1. City to call home</b>	1.1 Reduce homelessness and rough sleeping	<b>4. Growing and learning City</b>	4.1 Support high quality early years provision
	1.2 Provide genuinely affordable homes		4.2 Ensure that schools continue to improve. and all children do well
	1.3 Improve private rented housing		4.3 Ensure that no child or family is left behind
	1.4 Improve council housing		4.4 Deliver high quality youth services
	1.5 Make better use of existing housing capacity		4.5 Promote lifelong learning and transition into adulthood
<b>2. City working for all</b>	2.1 Build community wealth	<b>5. Sustainable City</b>	5.1 Become a carbon neutral city by 2030
	2.2 Transition to a sustainable economy		5.2 Create and improve public open spaces
	2.3 Support local businesses and charities		5.3 Reduce, re-use and recycle
	2.4 Enhance skills and provide housing for the city's workers		5.4 Develop an active and sustainable travel network
	2.5 Develop our visitor economy		5.5 Promote and protect biodiversity
<b>3. Stronger city</b>	3.1 Tackle crime and antisocial behaviour	<b>6. Healthy and caring City</b>	6.1 Increase healthy life expectancy and reduce health inequalities
	3.2 Increase participation in civic and community life		6.2 Support people to live independently
	3.3 Address the causes of poverty and its impact on our communities		6.3 Support people in ageing well
	3.4 Improve access for disabled people		6.4 Support carers
	3.5 Remain a proud City of Sanctuary		6.5 Ensure that health and care services meet the needs of all
<b>7. Council Attributes</b>	7.1 Measuring our progress	7.5 Customer promise	
	7.2 Well run council	7.6 Our Workforce	
	7.3 Fair and inclusive council	7.7 Working in partnership	
	7.4 Modernising council		

## Directorate Objectives for April 2021 to March 2024

**Mission:** To promote and improve health and wellbeing, supporting people to live independent and fulfilling lives

- 1 Deliver services in line with budget requirements and implement the HASC Modernisation Programme
- 2 Reduce health inequalities
- 3 Maintain good practice to promote and safeguard the welfare and wellbeing of adults
- 4 Sustain and develop further collaboration with Brighton and Hove Clinical Commissioning Group and other local NHS providers
- 5 Commission and develop the market to ensure sufficient supply and sustainability within the available resource
- 6 Develop and engage with staff to deliver good quality services and change within the directorate and across council services

## Directorate vision and direction of travel for 2021/24

Our vision is for everyone in Brighton & Hove to have the best opportunity to live a healthy, happy and fulfilling life, by ensuring that they are starting well, living well, ageing well and dying well.

Our mission is to promote and improve health and wellbeing, reduce health inequalities, and supporting people to live independent and fulfilling lives

We believe in enabling people to live a life, not just experience a service. We do this by focusing on what people can do, not what they can't do, building on their individual strengths, networks and utilising community assets. This is what we mean by a strengths and asset based approaches.

The Directorate's primary responsibilities include: providing information, advice and advocacy; carrying out individual care needs assessments; producing the Joint Strategic Needs Assessment; commissioning; providing and/or arranging services to improve health and wellbeing, including for adults with eligible care and support needs; preventing ill health and protecting the health of our residents (including from Covid-19); providing public health advice to the NHS and its partners; and safeguarding adults at risk of abuse or neglect.

We work effectively in partnership with other Council Directorates, the NHS, the Police, care providers, community, voluntary and social enterprises, Public Health England (and the forthcoming National Institute for Health Protection) and other partners. We are delivering our responsibilities within a context of high levels of health needs, high demand and reducing resources.

To achieve our vision, we need Brighton & Hove to be a city where health is everyone's business, so we work with partners to influence the social, economic and environmental factors that create our health and wellbeing, as well working with communities, and providing information and support to enable residents to adopt healthy lifestyles.

To achieve our vision, we will:

- ensure detailed oversight and effective grip on budget management
- support the delivery of the Health and Wellbeing Strategy, leading action across the Council and City to make health and wellbeing everyone's business and helping residents to start well, live well, age well and die well.
- implement our Modernisation programme to deliver a more effective response to individual and community needs
- employ a workforce that reflects our local communities

Key Directorate deliverables

Directorate Objective 1: Delivering services in line with budget requirements and implement the HASC Modernisation Programme							
Corporate Plan Link		Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No							
1.1	7.2	Defined accountability across the service to ensure timely and effective budget management including the delivery of spend to save proposals	Apr 20	Mar 24	Executive Director Health & Adult Social Care	Finance Business Partner	- Expenditure within agreed tolerance of demand-led/income dependent budget including delivery of savings proposals - All relevant managers have received appropriate financial training and ongoing support
1.2	7.4	Deliver the HASC Modernisation Programme (4 Workstreams): <ul style="list-style-type: none"> <li>- HASC Digital</li> <li>- Efficiency &amp; Savings</li> <li>- Workforce &amp; Performance</li> <li>- Transformation</li> </ul>	Apr 19	Mar 22	Assistant Director - Operations & Transformation	Assistant Directorate Management Team Members, Public Health, Health & Adult Social Care Performance Team, Clinical Commissioning Group and Health Providers, Corporate Modernisation Programme, HASC Programme Board	- Meet associated saving targets - Meet key milestones defined as part of the Programme - Meet key performance indicator performance of the programme - Progress on all workstreams to be overseen by CMDB

<b>Directorate Objective 1: Delivering services in line with budget requirements and implement the HASC Modernisation Programme</b>							
<b>Corporate Plan Link</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
<b>1.3</b>	<b>6.1.2 7.4.2</b>	'Develop social prescribing, helping people to improve their wellbeing by referral to community led services' and 'ensure that people know where to turn for help and advice to manage their physical health, mental health and social care needs' and 'streamline the way we work, reducing demand on high cost services by preventing problems from arising or dealing with them early on.'	Apr 20	Mar 22	General Manager (Health & Adult Social Care)	Families, Children & Learning, Housing, Neighbourhoods & Communities, Better Lives, Stronger Communities Board, Clinical Commissioning Group	<ul style="list-style-type: none"> <li>- More measures to follow with the definition of the HASC modernisation programme</li> <li>- Develop the third sector engagement programme with the Clinical Commissioning Group (Mar 22)</li> <li>- Explore the development of a shared contact management system for partner agencies Dec 21</li> </ul>

<b>Directorate Objective 1: Delivering services in line with budget requirements and implement the HASC Modernisation Programme</b>							
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<b>No</b>							
<b>1.5</b>	<b>6.2.1 6.3.1</b>	'Ensure that every resident who is eligible receives social care support at a level that enables them to live as independently as possible' and 'Support older people to stay in their homes longer'	Apr 20	Mar 22	Assistant Director - Operations & Transformation	Families, Children & Learning Learning and Development Human Resources Principal Social Worker Better Lives, Stronger Communities Board	<ul style="list-style-type: none"> <li>- 75% of people who present at the front door have their needs met with no ongoing support required</li> <li>- Roll out strength-based learning Programme for all staff:</li> <li>- Phase 1 (April 21)</li> <li>- Phase 2 (April 22)</li> <li>- Review the Extra Care Housing panel process (July 21)</li> <li>- Review team pilot to complete reviews of all clients currently in receipt of care and support services (Mar 22)</li> <li>- Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population (Corp KPI)</li> <li>- Permanent admissions of younger adults (18-64) to residential and nursing care homes per 100,000 population (DMT KPI)</li> </ul>
<b>1.6</b>	<b>7.4</b>	Replace the previous case management system with Eclipse, deliver new business processes, and roll out an updated finance and payment solution (Corp Mod)	Apr 19	Mar 22	Executive Director Health & Adult Social Care  (Programme Manager)	Health & Adult Social Care, Modernisation Board, Families, Children & Learning CPMO, IT&D	<ul style="list-style-type: none"> <li>- Eclipse to go live (Apr 21)</li> <li>- Eclipse Finance module to go live (Mar 22)</li> </ul>

Directorate Objective 2: Reduce Health Inequalities							
Corporate Plan Link		Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No							
2.1	6.5.5	Implement the Peer Review recommendations refreshing the Health & Wellbeing Board to broaden its representation and provide a clear focus for its future purpose	June 20	Sept 20	AD Resources, Safeguarding and Performance		<ul style="list-style-type: none"> <li>- New arrangements in place (June 21)</li> <li>- More measures to follow conformation of arrangements</li> </ul>

Directorate Objective 2: Reduce Health Inequalities							
Corporate Plan Link		Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No							
2.2	6.1.1	Focus on preventative services in delivering the high-level goals of our health and wellbeing strategy: Starting Well	Apr 20	Mar 24	Public Health Programme Manager Starting Well	Adolescent Substance use and sexual health service, Schools, Families, Children & Learning SCFT, Public Health Sussex, CCCG, Safety Net, Sixth forms, YMCA, SPFT, BSUHT	<ul style="list-style-type: none"> <li>- Secure contract and services to continue to deliver the Healthy Child Programme (April 2022)</li> <li>- Increase the number of young people exiting substance misuse treatment in a planned way (Target 87% by March 2022)</li> <li>- Ensure the ICON programme (reducing the risk of abusive head trauma in infants) is understood and disseminated throughout frontline services (July 2021)</li> <li>- Self-Harm Learning Network established for Sussex; Brighton &amp; Hove co-production group with partners (May 2021)</li> <li>- Carry out and disseminate findings from the postponed Safe &amp; Well at School Survey (Nov 2021)</li> </ul>



HASC Directorate Plan: April 2020 to March 2024

2.3	6.1.1	<p>Focus on preventative services in delivering the high-level goals of our health and wellbeing strategy: Living Well, including;</p> <ul style="list-style-type: none"> <li>- Sexual health/substance misuse</li> <li>- Oral health</li> <li>- Physical activity / Healthy eating / smoking</li> <li>- Workplace health</li> <li>- Healthy weight / Health checks / Cancer prevention</li> </ul>	Apr 20	Mar 24	Business Manager (Public Health)	City-wide, Council-wide	<ul style="list-style-type: none"> <li>- No more than 25% of patients newly diagnosed with HIV during 2021/22 will be diagnosed at a late stage of infection</li> <li>- At least 6.8% of opiate drug users that left treatment successfully do not re-present to treatment within 6 months in any 12-month rolling period</li> <li>- The percentage of 5-year olds with tooth decay is at a level below or equal to the England average (DMT KPI)</li> <li>- Oral care: Needs assessment to be completed by Dec 2021 and re-procurement process to be complete by Mar 2022</li> <li>- Physical Activity: Physical Activity and Sports Strategy developed by August 2021; 2,000 individuals participating in Active for Life programme, including Healthwalks per annum</li> <li>- 73% of primary school age children in Reception/Year 6 are a healthy weight</li> <li>- 50% of people achieving a 4-week quit of all those setting a quit date. 800 successful 4 week quits between Apr 21 and Mar 22</li> <li>- To launch the healthy workplace awards scheme and have 10 organisations sign up by Mar 2022.</li> <li>by Mar 2022 Deliver 1 Healthy workplace champions training courses in June 21, 10 new champions signed up by March 2022.</li> <li>- 50% of adult clients lose at least 3% of body weight and 30% of adults lose at least 5% of body weight</li> <li>- Produce an options paper for different delivery models for health checks (including providers and potentially pharmacies and taking account of post COVID GP practice limitations) by June 2021 - more measures potentially to follow this</li> <li>- To reach target audiences (1000 per quarter) with cancer awareness and early diagnosis messages through training and presentations</li> </ul>
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Directorate Objective 2: Reduce Health Inequalities						
Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No						
2.4 6.1.1 6.3.2	Focus on preventative services in delivering the high-level goals of our health and wellbeing strategy: Ageing and Dying Well - including working with voluntary and community sector partners to deliver an Ageing Well service	Apr 20	Mar 24	Public Health Programme Manager (Ageing/Dying Well)	Community Voluntary Sector, Brighton & Sussex University Hospitals Trust, Primary Care Networks and other single point of contact providers in the city; Carers Hub, Access Point, Social Prescribing, Healthy Lifestyles, and Community Roots	<ul style="list-style-type: none"> <li>- A logic model will be developed by Jul 21 matching service activity and performance to the National Institute for Health and Care Excellence guidance</li> <li>- All sub-contracts to reflect the lead provider Ageing Well contract include actions to target under-represented demographic groups (LGBTQ, BAME, Older people living alone)</li> <li>- Maintain the single point of contact for people (SPOCs) aged 50+ providing information and advice on issues impacting on health, wellbeing and quality of life, develop a pathway between all commissioned SPOCS ensuring no wrong front door</li> <li>- Deliver a programme of specialist training to enable early identification, and intervention, for people aged 65+ at risk of under nutrition/dehydration – training targets established and agreed by Jul 21</li> <li>- Deliver a compassionate communities steering group by May 21</li> <li>- Lead a city-wide programme of work to support dying matters week 16th May 20 and annually there after</li> </ul>

<b>Directorate Objective 2: Reduce Health Inequalities</b>							
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<b>No</b>							
<b>2.5</b>	<b>6.1.4</b>	Implement a Council wide process to ensure that services 'address the broader determinants of health by improving housing conditions, supporting people into work, improving air quality and encouraging active and sustainable travel'	Apr 21	Mar 24	Director of Public Health	Other Council Directorates including Environment, Economy & Culture, Housing, Neighbourhoods & Communities	- Four Health and Wellbeing Board meetings held annually – which will include focus on a different determinant of health and wellbeing - All updated City strategies to include Health and Wellbeing objectives where appropriate
<b>2.6</b>	<b>6.5.5</b>	Update the Joint Strategic Needs Assessment (Joint Strategic Needs Assessment) ensuring it contributes to support the development of the population health management system	Apr 20	Mar 24	Head of Public Health Intelligence	Clinical Commissioning Group, NHS Trusts, Community Voluntary Sector, Police Higher, Education	- Annual Joint Strategic Needs Assessment Update to the Health and Wellbeing Board (HWB)

Directorate Objective 2: Reduce Health Inequalities							
Corporate Plan Link		Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No							
2.7	6.5	Provide assurance and support for all areas of health protection (infectious disease including Covid19, incidents, outbreaks and environmental hazards) in Brighton and Hove ensuring a robust prevention and response systems are in place	Apr 21	Mar 24	Consultant in Public Health	NHS providers; Council directorates ; Public Health England (National Institute for Health Protection)	- Annual report to the Health and Wellbeing Board by Mar 22 - Escalation policy for incidents in care homes by June 21
2.8	6.2.3	Work with partner organisations, including the NHS and voluntary sector, 'to prevent mental health problems and to identify and treat them as early as possible'	Apr 20	Mar 24	Public Health Specialist - Health Improvement	Public Health CCG, Community Roots, Sussex Partnership Foundation Trust	- Train 70 people working or volunteering in Brighton & Hove in suicide prevention training and a further 50 people in the city in how to use the 5 Ways to Wellbeing to prevent and improve mental wellbeing by the end of March 2022
2.9	6.3.3	Implement our commitments to become an age and 'dementia friendly city'	Apr 20	Mar 24	Public Health Programme Manager (Ageing/ Dying Well)		- Develop an approach to refresh the Dementia Joint Strategic Needs Assessment summary by Aug 21 - Increase the number of businesses and organisations completing action plans and signing up to the Dementia Action Alliance from 55 to 75 by Mar 24 (60 by Mar 22) - Deliver regular Dementia Friends training sessions on the BHCC learning gateway - start date Jun 21

Directorate Objective 2: Reduce Health Inequalities							
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No							
2.10	6.5	Deliver the Local Outbreak Plan to co-ordinate the council's response to COVID-19 and minimise the impact and risks associated with COVID-19	Jul 20	Mar 24	Director of Public Health (Local Outbreak Plan Senior Programme Manager)	Council-wide City-wide	<ul style="list-style-type: none"> <li>- Ensure governance arrangements/structure are updated when government guidance or legislation changes for both city and council wide partners</li> <li>- Key indicators reported to Local Outbreak Engagement Board ensuring governance arrangements/structure are updated when government advice/approach or incidents change in the locality for both city and council wide partners</li> <li>- Manage, co-ordinate and deliver the Local Outbreak Plan budget plan</li> <li>- Implement the redrafted Local Outbreak Plan, and review quarterly from Apr 21</li> </ul>

<b>Directorate Objective 3: Maintain good practice to promote and safeguard the welfare and wellbeing of adults</b>							
<b>Corporate Plan Link</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
<b>3.1</b>	<b>7.2</b>	Conduct a self-assessment review against the refreshed standards for employers of social workers, establish a monitoring system to assess organisational performance against this framework, set a process for review and, where necessary, outline plans for improvement.	Apr 20	Mar 22	Principal Social Worker (Adults)	<ul style="list-style-type: none"> <li>- Assessment Service</li> <li>- Health &amp; Adult Social Care Performance Team</li> <li>- HASC Programme Board</li> <li>- LGA</li> </ul>	<ul style="list-style-type: none"> <li>- Set up a review group to identify priority activity to include in the on-going self-assessment April 21</li> <li>- Conduct assessment review against the framework by August 21</li> <li>- Establish a monitoring system by August 21</li> <li>- Develop improvement action plan by Dec 21</li> </ul>
<b>3.2</b>	FCL Lead <b>4.5.2</b>	'Ensure that transition services are in place to support young people moving into adult services and that they are integrated'	Apr 20	Mar 24	Assistant Director - Operations & Transformation	Families, Children & Learning (FCL)	<ul style="list-style-type: none"> <li>- Review with SPFT and FCL respectively (Mar 22)</li> <li>- Redesign the transitions process with SPFT and FCL respectively (Mar 22)</li> <li>- Embed processes (Mar 22)</li> <li>- Explore performance measures to ensure processes are effective (Mar 22)</li> </ul>

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Corporate Plan Link		Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No							
3.3	7.1	Work with Sussex Partnership NHS Foundation Trust to transform and develop mental health social work	Apr 20	Mar 21	Principal Social Worker (Adults)	Sussex Partnership Foundation Trust, Better Lives Stronger Communities Board	- Agree workplan with SPFT to deliver timelines on the below activity by April 21: <ul style="list-style-type: none"> <li>• Develop a clear statement and core components on the role and function of Social Work within Mental Health</li> <li>• Develop a comms plan to highlight the elements that a social work perspective can bring to mental health (newsletters, team briefings, roadshows etc)</li> <li>• Develop opportunities for shared learning with other social work teams</li> <li>• Care Act Training Sessions / Refreshers for all staff working in community teams including training on record keeping and defensible decision making.</li> <li>• Develop metrics that promote wellbeing to balance drivers to discharge</li> <li>• Review the quality assurance mechanism for the delivery of professional supervision in the context of national guidance, ensure supervision for Social Work staff is undertaken by a Social Worker</li> </ul> - Conduct evaluation of mental health social work by December 21 (to inform future Section 75 agreement and additional outcomes require)

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<b>No</b>							
<b>3.4</b>	<b>6.1</b>	Ensure that the Adult Social Care workforce is ready and work with partners to deliver the liberty protection safeguards (dependent on the as yet unpublished Government statutory regulations and Code of Practice)	April 21	Apr 22	Principal Social Worker (Adults)	Operations & Transformation Dept. of Health	<ul style="list-style-type: none"> <li>- Actions to be refined once Liberty Protection Safeguards confirmed in law</li> <li>- Agreed governance and data monitoring arrangements, when law is confirmed.</li> <li>- All staff received appropriate training to fulfil new roles within the Liberty Protection Safeguards scheme by Apr 22</li> <li>- Mechanism in place to approve and monitor the new Approved Mental Capacity Act Professionals (AMCP) role by Apr 22</li> <li>- Mechanism in place for authorisation of safeguards by Apr 22</li> </ul>
<b>3.5</b>	<b>6.4.1</b>	Ensure that the voice of adults and carers is heard and that it informs practice and the HASC modernisation programme	Apr 19	Mar 21	Principal Social Worker (Adults)	Performance Team, Better Lives Stronger Communities Board, Workforce Development	<ul style="list-style-type: none"> <li>- Scope collaboration with Experts by Experience to attend recruitment, quality assurance and service development activities by July 21 - Further measures to follow this</li> <li>- Experts by Experience to participate in all newly qualified social worker recruitment and assessed year moderation panels</li> </ul>
<b>3.6</b>	<b>6.2.4</b>	'Ensure that all people are respected and supported to participate in decisions about their lives'	Apr 20	Mar 21	Principal Social Worker (Adults)	Families, Children & Learning	<ul style="list-style-type: none"> <li>- Develop annual programme of service - based audits including a focus on person centred practice by June 21</li> <li>- First service identified to be audited is Community Assessment Services to take place by June 21</li> </ul>



<b>Directorate Objective 3: Maintain good practice to promote and safeguard the welfare and wellbeing of adults</b>							
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<b>No</b>							
<b>3.7</b>	<b>7.7</b>	Support the provision of good quality care and safeguarding arrangements across the City	Apr 20	Mar 24	Assistant Director Resources, Safeguarding, Performance	Clinical Commissioning Group, Health & Adult Social Care DMT, Information, Technology and Digital, Safeguarding Adults Board	<ul style="list-style-type: none"> <li>- Work with partner ESFRS to develop a DPIA and information sharing agreement - June 2021</li> <li>- Increase referral rate to East Sussex and Fire Rescue Service to 55 per quarter by Dec 21</li> <li>- Improve training compliance in HASC on PREVENT by 5% - Sept 2022</li> <li>Ensure Eclipse can deliver recording functions for People in a Position of Trust and Organisational Safeguarding Information – May 2021</li> <li>- Provide published review of People in a Position of Trust and Prevent chapters of Sussex Safeguarding Adults Procedures – Sept 2021</li> </ul>

<b>Directorate Objective 4: Sustain and develop further collaboration with Brighton &amp; Hove Clinical Commissioning Group and other local NHS providers</b>							
<b>Corporate Plan Link</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
<b>4.1</b>	<b>7.7</b>	Work with CCG (Clinical Commissioning Group) to refresh programme-based approach to Better Care Fund (BCF)	Sep 20	Mar 22	Head of Commissioning	Clinical Commissioning Group	- Section 75 agreement signed off by April 21 - Maintain steering groups for overview of the Better Care Fund with system partners
<b>4.2</b>	<b>6.5.1</b>	'Work with partners to create a joined-up health and social care system which provides high quality, seamless care'	Apr 20	Mar 24	Executive Director Health & Adult Social Care		Deliver the Integrated Care Partnership (March 22)

<b>Directorate Objective 4: Sustain and develop further collaboration with Brighton &amp; Hove Clinical Commissioning Group and other local NHS providers</b>							
<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>	
<b>No</b>							
4.3	6.5.1	Supporting population health management and integrated care and support across council and NHS provider services through working with Primary Care Networks, NHS providers, social care, housing, council services and community and voluntary sector	Apr 20	Mar 24	Consultant in Public Health	PCNs BHCC Clinical Commissioning Group, Sussex Partnership Foundation Trust Sussex, Community, Foundation Trust, BSUH Here Together Co	<ul style="list-style-type: none"> <li>- At least twice a year attendance at PCN Clinical Director meetings to share data and support roll out prevention programmes in GP practices by March 2022</li> <li>- Presentation to all GP practices at the locality meeting once a year on population health data and health inequalities by July 2021</li> <li>- Support the Sussex Integrated Care System to develop the Sussex Health Inequalities framework by Oct 2021</li> <li>- Develop and align the Integrated Care Partnership strategy with the Joint Health and Wellbeing Strategy by Dec 2021</li> <li>- Provide JSNA updates twice a year for PCNs</li> <li>- Work with the NHS East &amp; West Sussex Councils to develop the Sussex Integrated Dataset (SID) by March 2022</li> <li>- Increase GP referrals to health improvement services by 10% by March 2022</li> </ul>

<b>Directorate Objective 5: Commission and develop the market to ensure sufficient supply and sustainability within the available resource</b>							
<b>Corporate Plan</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
<b>5.1</b>	<b>6.5.1</b>	Produce Commissioning Strategy incorporating our refreshed Market Position Statement aligned to HASC Modernisation Programme	Apr 19	May 21	Head of Commissioning	Families, Children & Learning, Provider Market, Clinical Commissioning Group	Commissioning Intentions to Health and Wellbeing Board – currently on hold (COVID response)
<b>5.2</b>	<b>6.4.1</b>	‘Review and recommission homecare services to ensure that people and their carers have the support they need’	Oct 20	Sept 21	Head of Commissioning	Clinical Commissioning Group, Provider Market	- Meet timescales in the commissioning plan - Homecare Services recommissioned and new contracts in place Sep 22
<b>5.3</b>	<b>6.4.2</b>	‘Support informal carers with a Carers Passport for workplaces’	Apr 20	Mar 24	Head of Commissioning	Carer’s Hub	- Include adoption of the carers passport into all future contracts negotiated (as part of social value)
<b>5.4</b>	<b>6.5.3</b>	‘Encourage care homes to pay their staff in line with the Ethical Care Charter principles’	Apr 20	Mar 24	Head of Commissioning	Clinical Commissioning Group	- All contracts to include Living Wage pay - Confirm options for an ethical care charter with members by Sep 21

<b>Directorate Objective 5: Commission and develop the market to ensure sufficient supply and sustainability within the available resource</b>							
<b>Corporate Plan</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
<b>5.5</b>	<b>7.7</b>	Plan and coordinate consultation and engagement activity with key partners and ensure recommendations are shared with key decision makers to embed within service/commissioning plans	Apr 19	Mar 22	Head of Performance, Business Improvement & Modernisation	Clinical Commissioning Group, Housing, Neighbourhoods & Communities, VCS	- HASC Engagement and communication strategy developed and in place May 21 (more measures to be confirmed following confirmation of the strategy) - Statutory surveys submitted within required timescales (user and carers surveys)
<b>5.6</b>	<b>6.5</b>	Refresh Provider Failure plans	Apr 21	Jun 21	Head of Commissioning	CCG	Refreshed provider plan in place by Jun 21

<b>Directorate Objective 6: Develop and engage with staff to deliver good quality services and change within the directorate and across council services</b>							
<b>Corporate Plan Link</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
<b>6.1</b>	<b>7.2</b>	Develop the quality and impact of the Directorate's City and Council leadership	Apr 20	Mar 24	Executive Director Health & Adult Social Care (Assistant Director - Resources Safeguarding & Performance)	Human Resources Business Partner	<ul style="list-style-type: none"> <li>- Reduce Directorate sickness rates (to 9.7 days per year) and improved return to work interview rates (to 70% slightly above the corporate rate of 66.9%)</li> <li>- % Improvement in staff survey index (raise key workforce satisfaction indicators in the Staff Survey by 2%)</li> <li>- Results of Health &amp; safety audits.</li> <li>- Measure of success for City-wide: to be determined by each directorate)</li> </ul>
<b>6.2</b>	<b>7.2</b>	Ensure each service in the directorate has an up to date and relevant Business Continuity Plan (BCP) in place.	Apr 20	Mar 24	Executive Director Health & Adult Social Care (Assistant Director - Resources Safeguarding & Performance)		<ul style="list-style-type: none"> <li>- Good quality BCPs in place for all services, reviewed annually or sooner if there have been service changes</li> </ul>

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<b>Corporate Plan Link</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
<b>6.3</b>	<b>7.3 6.2.2 6.5.2</b>	Directorates to work proactively to understand, engage with and respond effectively to the city's diverse communities and its changing demographic and 'work to increase understanding and reduce prejudice and discrimination relating to disability and mental health problems' and 'work with BAME groups, disabled people and others to audit social care services to ensure that they are accessible and meet the needs of all'	Apr 20	Mar 24	Executive Director Health & Adult Social Care (Assistant Director - Resources Safeguarding & Performance)	Equalities Team, All Health & Adult Social Care DMT Members, ASC Performance Team, Human Resources	<ul style="list-style-type: none"> <li>- Service level actions are completed to timetable and monitored through the relevant Directorate Equalities Group and Corporate Equalities Group</li> <li>- No outstanding EIAs for 2021/22 identified through the annual audit process</li> <li>- Meet Council workforce targets for BME and disabled workforce representation for 2021/22</li> <li>- Publish the HASC Engagement Strategy inclusive of targets for engagement with all relevant stakeholder groups by Dec 21</li> <li>- Re-establish satisfaction measurement in line with government advice when possible to do so (tbc)</li> <li>- Equalities Impact Assessment embedded into commissioning and contract monitoring processes ensuring that identified gaps/issues are incorporated into the equalities plan (ongoing)</li> <li>- Deliver the directorate Equalities Group action plan</li> </ul>

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<b>Corporate Plan Link</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
6.4	7.3	Directorate to actively support the corporate aim of diversifying the workforce at all levels, recruiting and retaining staff from all the city's communities.	Apr 20	Mar 24	Executive Director Health & Adult Social Care	Equalities Team	<ul style="list-style-type: none"> <li>- Workforce profiles across all grades and contract types in line with corporate targets, service level actions are completed to timetable and monitored through the relevant Directorate Equalities Group and Corporate Equalities Group</li> <li>- Develop measures for the Directorate Equalities Group dashboard and align with corporate equalities monitoring by Dec 20</li> <li>- Numbers of people recruited and percentage of those who are BAME or disabled at application, interview and appointment stages as monitored by Human Resources,</li> <li>- Number and percentage of leavers who are BAME or disabled,</li> <li>- Percentage of managers who recruit who have been trained,</li> <li>- % improvement in positive responses to 2021 staff survey questions relating to fair and inclusive index.</li> </ul>



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<b>Corporate Plan Link</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
<b>6.5</b>	<b>7.5</b>	Oversight of excellent customer and client services as per council's Customer Promise	Apr 20	Mar 24	Executive Director Health & Adult Social Care (Assistant Director - Resources Safeguarding & Performance)		<ul style="list-style-type: none"> <li>- Maintain customer satisfaction (83%) and improve ease of access to 66% (Council average) - through corporate customer satisfaction;</li> <li>- increase in number of compliments by 5%;</li> <li>- complaints responses reduced to 80% of complaints on time</li> <li>- self-assessment score on Vision monitoring to show positive direction of travel</li> </ul>
<b>6.6</b>	<b>7.2</b>	Ensure compliance within the directorate with the General Data Protection Regulation and the Data Protection Act 2018	Apr 20	Mar 24	Executive Director Health & Adult Social Care (Head of Performance Business Improvement & Modernisation)	Corporate Information Governance leads, IT&D, Eclipse, Programme, Better Lives Stronger Communities Programme	<ul style="list-style-type: none"> <li>- All assets are assigned to an information asset owner;</li> <li>- All Internal Audits relating to data protection compliance in the service have judgements of at least 'Reasonable Assurance';</li> <li>- All service redesign or system changes have answered the Data Privacy Impact Assessment triaging questions and completed an assessment if required;</li> <li>- All privacy notices reviewed and updated Sep 2021;</li> <li>- Information asset register completed and then reviewed quarterly – Mar 2021</li> <li>- All staff to complete Information Governance e-learning Apr 22</li> </ul>

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<b>Corporate Plan Link</b>		<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
<b>No</b>							
<b>6.7</b>	<b>7.2</b>	Directorate to have an up to date Health & Safety Risk Profile in place	Apr 21	Mar 24	Executive Director Health & Adult Social Care (Assistant Director - Resources Safeguarding & Performance)		Completed Health & Safety Risk Profile covering all services and identifies the highest priority risk areas and services within the directorate. Reviewed annually or sooner if there have been service changes, a significant incident or changes to national risk priorities.
<b>6.8</b>	<b>7.2</b>	Review all current Operational Policy, Procedures and Guidance for staff and ensure ease of access for all staff	Apr 21	Mar 24	Assistant Director - Operations & Transformation		<ul style="list-style-type: none"> <li>- Review all current operational policy and procedures to confirm all are up to a date and have appropriate policy owners (Sep 21)</li> <li>- Explore a platform that enables all staff to more easily access policy and procedures (Aug 21)</li> <li>- Platform options to be agreed (Sep 21)</li> </ul>

<b>Budget: April 2020 – March 2021</b>			
	<b>Functional Area</b>	<b>Budget 2020/21</b>	<b>Savings</b>
1	Adult Social Care	40,250	3,345
2	Integrated Commissioning	10,881	310
3	Section 75 - Sussex Partnership Foundation Trust	22,546	860
4	Public Health	-8	0
<b>Total</b>		<b>73,669</b>	<b>4,515</b>

<b>Risk: Health and Adult Social Care risks as at 15 November 20</b>					
<b>Risk code</b>	<b>Corporate/ Directorate Plan Link</b>	<b>Risk title</b>	<b>Risk owner</b>	<b>Initial risk score</b>	<b>Revised risk score</b>
SR20	7.2 / 1.1	Failure to achieve Health and Social Care outcomes due to organisational and resource pressures on the Clinical Commissioning Group (CCG) and Brighton & Hove City Council (BHCC)	Executive Director, Health & Adult Social Care	5 x 4 RED	4 x 4 RED
SR37	6.5 / 2.10	Not effectively responding to and recovering from COVID-19 in Brighton and Hove	Executive Director, Health & Adult Social Care	4 x 4 RED	3 x 4 AMBER
SR33	6.5 / 5.7	Not providing adequate housing and support for people with significant and complex needs	Executive Director, Health & Adult Social Care	4 x 4 RED	3 x 4 AMBER
SR13	7.7 / 3.7	Not keeping Vulnerable Adults Safe from harm and abuse	Executive Director, Health & Adult Social Care	4 x 4 RED	3 x 4 AMBER
SR35	7.2 / 1.1	Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and economy	Executive Lead Officer, Strategy, Governance & Law	5 x 4 RED	4 x 3 AMBER
HASC DR 01	7.2 / 1.1	Failure to meet budget targets while delivering statutory services	Executive Director, Health & Adult Social Care	5 x 4 RED	4 x 4 RED
HASC DR 03	6.5.1 / 5.1	Inadequate capacity in a fragile Adult Social Care provider market affects delivery of statutory responsibilities	Executive Director, Health & Adult Social Care	4 x 4 RED	3 x 4 AMBER
HASC DR 11	7.4 / 1.6	Insufficient access to technology to enable modern working practice and effective delivery	Executive Director, Health & Adult Social Care	5 x 4 RED	3 x 4 AMBER