

## REPORT OF THE CABINET

---

The Cabinet met on 11 October 2012. Attendances:-

Councillor Jones (Chairman)  
Councillors Belsey, Bennett, Bentley, Elkin, Glazier, Lock and Maynard

### **1 Reconciling Policy, Performance and Resources - Council Promise and Policy Steers**

1.1 As agreed at the Cabinet meeting in July the Cabinet has reviewed the Council's Promise and Policy Steers in the light of changing national and local circumstances, to ensure they continue to reflect the authority's ambition for local people, both as a whole authority and in relation to individual Lead Members' portfolios.

#### Council Promise

1.2 No changes are proposed to the Council's Promise.

#### Policy Steers

1.3 The proposed Policy Steers are attached at Appendix 1. They have been drafted following consideration by Lead Members and Chief Officers, and consultation with Scrutiny Committees. The comments of the Scrutiny Committees have been considered by the Cabinet (Appendix 2 of the report considered by Cabinet, previously circulated to all Members). A number of the comments made by the Committees have already been incorporated into the proposed new policy steers. The Chief Executive undertook to review the proposed Strategic Management and Economic Development policy steer 3 to ensure it reflected further the engagement with the residents, staff and key stakeholders as set out in policy steer 5 which was proposed for deletion.

1.4 The Cabinet recommends the County Council to –

- ☆ approve the Council Promise and revised Policy Steers as set out in Appendix 1 of this report, subject to the Chief Executive's review.

### **2. Council Monitoring Report – Quarter 1 2012/13**

2.1 The Cabinet considered a monitoring report which provided an update on performance against the Council Plan, Revenue Budget, Capital Programme, Savings targets and the Risk Log for the first quarter of 2012/13. This was the first time such a report has been produced.

#### Council Plan performance overview

2.2 County Council approved the draft Plan in March (published 1 April) and authorised the Chief Executive to finalise the Plan, in consultation with the relevant Lead Members. Year-end results and targets have been updated and the refreshed Plan was published on our website on 16 July.

2.3 Of the 11 targets carried over from quarter 4 2011/12, three are rated red and eight are rated green; the final year end position for the 147 targets for 2011/12 is 29 (19.7%) measures rated red and 118 (80.3%) rated green.

2.4 In relation to the 2012/13 Council Plan, of the 149 performance measures reported at Q1: 134 (89.9%) are rated green and 15 (10.1%) are rated amber. None are proposed for amendment at this time.

2.5 Detailed commentary on targets carried over from the Council Plan 2011/12 and those targets rated red or amber at the end of the first quarter of 2012/13, was contained in Appendix 1 of the report considered by Cabinet. Key successes and achievements were also provided in that Appendix (previously circulated to all Members).

### Budget monitoring overview

2.6 The Cabinet has considered the Council's revenue and capital programme at the end of quarter 1 and the projected outturn for the financial year as set out in Appendix 2 of the report to Cabinet. Variations and risks which could have an impact on the overall position were highlighted with commentaries on the actions taken or planned to meet them.

### Revenue budget

2.7 A net underspend of £2.3 million, excluding treasury management, is forecast. The Children's Services Department (CSD) projects an overspend of £5.9 million relating to service pressures identified in the THRIVE Transformation programme. This will be funded from the resources set aside for this project, resulting in a net underspend of £845,000. CSD is currently investigating and challenging its THRIVE financial projections and the financial position of the Lansdowne Secure Unit. The outcome of both reviews will be reported in the quarter 2 monitoring report. The Adult Social Care Department is projecting an overspend of £685,000, reflecting continued pressures arising from the changing demography of the county and the increasing number and acuity of clients, particularly within older people and mental health services. The department is working to meet these demands by implementing new pathways to access services, reviewing the needs of clients and developing and procuring services more efficiently. No other departments have significant variances. More details were given in Appendix 2 of the report to Cabinet, which was previously circulated to all Members.

### Capital Programme

2.8 The current agreed capital programme and projects which have a full approval to start was set out in Appendix 3 of the report to the Cabinet, previously circulated to all Members. The individual schemes listed are those where there are significant variations or those of particularly high profile. The departmental financial analysis includes details of the original and revised programmes, outturn and an analysis of the year end variation.

2.9 There is a net variation to the current approved capital programme of £360,000 forecast by departments (after adjustments for approved variations for gross slippage of £3.4 million detailed at appendix 3 of the report considered by the Cabinet), against a net programme of £46.7 million for PID approved schemes. This comprises further slippage on projects amounting to £1.1 million, offset by an overspend of £146,000 on Eastern Area Highway Depots and £600,000 spend in advance on Temporary Accommodation to meet service needs. The most notable slippage is £478,000 on Integrated Transport schemes as a result of design capacity. However, further review of the programme by the Capital Board since the end of June has identified that anticipated gross expenditure for 2012/13 is £131.6 million (excluding the Bexhill to Hastings Link Road) compared to the £168.2 million original gross budget. The Capital Board is currently looking at ways to manage this.

### Savings Monitoring

2.10 The budgeted savings target for 2012/13 is £19 million. Although current forecasts show that we will miss our planned savings target by £432,000, the excess achievement of some savings together with mitigating actions will generate a further £514,000 resulting in a final position which exceeds the target by £82,000. More details were given in Appendix 4 of the report to Cabinet.

### Risk monitoring

2.11 We are strengthening our approach to risk management in response to the changing risk landscape across the public sector and a changing risk profile for the County Council. The aim is to move towards a more mature, dynamic and real time approach which promotes a risk aware/informed culture and supports the Council in managing the delivery of priority outcomes with reducing resources. This is an initial step, building on existing arrangements, which will be developed further, alongside the integration of our quarterly monitoring processes for finance and performance and the sharper focus on priority outcomes as part of Reconciling Policy, Performance and Resources for 2013/14. Appendix 5 of the report to Cabinet reflects:

- a new strategic risk register that is more clearly focused on the risks to the delivery of the Council's key corporate objectives, as set out in the Promise; and
- the escalation by the Corporate Management Team of risks previously identified in departmental risk registers – in this case Strat-09, the risk of failure to deliver sustainable improvement in the condition of A & B class roads.

11 October 2012

PETER JONES  
Chairman

## **PROMISE AND POLICY STEERS Draft for 2013/14**

### **The Promise**

We will, in partnership, make the best use of resources to:

- help make East Sussex prosperous and safe;
- support the most vulnerable people;
- improve and develop roads and infrastructure;
- encourage personal and community responsibility;
- deliver the lowest possible council tax; and
- be a voice for East Sussex, listening and answering to local people.

### **Policy Steers**

#### **Strategic Management and Economic Development**

1. Raise the prosperity of East Sussex through a sharp focus on employment, skills and planned infrastructure.
2. Create sustainable communities by providing strategic leadership, empowering people, delivering locally and recognising different needs to ensure equality of access and helping to ensure that all public services in East Sussex are commissioned and delivered effectively.
3. To enhance customer focus across the Council by improved engagement and dialogue with local people and redesigning our working practices to improve efficiency and effectiveness.
4. Support Members to fulfil their role as community leaders, in scrutiny and as the democratic voice of local people.
- ~~5. Ensure that residents, staff and key stakeholders are engaged in and informed about the key changes impacting on them.~~

#### **Community and Resources**

- ~~1. Ensure resources align with key priorities and that effective financial management is in place across the Council.~~
- ~~2. Maintain and improve high standards for governance, internal control and risk management.~~
- ~~3. Ensure top class procurement practices to help deliver effective service outcomes across the Council.~~
- ~~4. Ensure the Council's property estate and operations are efficient and fit for purpose.~~
- ~~5. Ensure the Council's carbon footprint and utility costs are as low as possible.~~
- ~~6. Ensure the Council's ICT operations are secure and resilient; help to improve access to services; reduce the cost of the Council's Operations; and provide the best service delivery tools for staff.~~

## CABINET

---

1. Devise and deliver effective strategies for all business services which align resources with outcomes and objectives. **NEW**
2. Ensure value for money in service delivery, including by working in partnership with other organisations. **NEW**
3. Ensure sufficient corporate capacity to manage transformational change. **NEW**
4. Improve the health and well-being of our communities, reduce health inequalities and improve life expectancy in East Sussex.
5. ~~Ensure that we have the right staff, with the right skills, supported by effective personnel policies and procedures.~~
6. Ensure that our workforce planning activities and personnel policies support the strategic direction of the organisation. **NEW**

### Community Services

1. Work with the voluntary and community sector to build greater resilience and self-sustaining capacity to support delivering joint objectives.
2. ~~Embed the Library Service in communities to: reflect the expressed needs of the customer; encourage people to get the skills they need for employment; promote learning/literacy and improve access to services.~~
2. Develop the library service as 'community hubs' to provide access to services and provide opportunities for learning and skills development. **NEW**
3. To modernise and provide exceptional professional support in registration services for people to register key life events.
4. To seek out and preserve the documented cultural heritage, identity and history of East Sussex for the inspiration, research and lifelong learning of present and future generations.
5. Ensure the cultural strategy is integrated into the work of the Council, through supporting tourism, encouraging investment, promoting cultural diversity and personal wellbeing.

### Transport and Environment

1. Improve the condition of our roads highways.
2. ~~Achieve a fair balance between economic growth and the protection of our urban, rural and coastal environment.~~
2. Minimise the amount of the county's waste sent to landfill or landraise.
3. Make our roads safer.
4. Improve transport access for all.
5. Promote informed, successful businesses in a fair and safe trading environment and protect vulnerable consumers.
6. ~~Strike a balance between the needs of the settled and Gypsy and Traveller communities~~

### Community Safety

1. Work with partners and the Police and Crime Commissioner to strategically lead continuous improvements across the whole community safety agenda.

### Adult Social Care

1. Improve ~~user~~ *client* and carer choice and control about how their needs are met, promoting the universal offer, including signposting, irrespective of their ability to pay.
2. Commission collaboratively to stimulate a diverse local market and ensure that services are developed and improved in response to locally identified needs.
- ~~3. Continue to invest in prevention and early intervention to keep people healthy and to maximise opportunities for rehabilitation and recovery.~~
3. Work in partnership to deliver localised reablement services to keep people healthy and to maximise opportunities for rehabilitation and recovery. **NEW**
4. Improve ~~protection~~ *safeguarding* of ~~vulnerable~~ adults at risk through prevention and early intervention, by working in partnership and continuously building the skills of the workforce.
5. Support children and young people with disabilities, and their families, including supporting young people aged 16-25 with complex special needs to make a smooth transition into adult life.
- ~~6. Continue to make a strategic shift in Adult Social Care resources towards Older People's Services over the period 2010-2015, to reflect our demography and to ensure our resources are fairly and equitably distributed.~~

### Children and Families

1. Protect children and young people at risk from harm and neglect.
2. Develop resilience in families through providing early co-ordinated help for children aged 0-11 and streamlined support for families with multiple problems.
3. Improve outcomes for Looked After Children (LAC) and Care Leavers.
4. Support children and young people with disabilities, and their families, including supporting young people aged 16-25 with complex special needs to make a smooth transition into adult life.
5. Identify and assess those children with special educational needs and work with schools and families to ensure appropriate support is provided.

### Learning and School Effectiveness

- ~~1. Identify, challenge and, where appropriate, support those schools and settings most vulnerable to underachievement in order to maximise young people's chances of a fulfilling and economically active life.~~
1. Work in partnership with all schools and settings, and in particular those most vulnerable to underachievement, to promote educational excellence and enable all children and young people to make appropriate levels of progress, in order to maximise their life chances and contribute to the prosperity of the county. **NEW**

## CABINET

---

2. Promote the access, inclusion and achievement of all pupils through a fair admissions policy; with extra support for those with specialist needs or who would be vulnerable to missing education.
3. Provide early support to young people aged 11-19 who are most vulnerable.