



COUNTY COUNCIL - TUESDAY, 7 JULY 2020

Documents being circulated with the County Council agenda

Document	Report in County Council agenda to which it is related
Council Monitoring Q3 – Corporate Summary (Appendix 1 of the Cabinet report) (page 3)	Cabinet report, paragraph 1
Council Monitoring Q3– Adult Social Care and Health (Appendix 2 of the Cabinet report) (page 9)	Cabinet report, paragraph 1
Council Monitoring Q3 – Business Services (Appendix 3 of the Cabinet report) (page 15)	Cabinet report, paragraph 1
Council Monitoring Q3 – Children’s Services (Appendix 4 of the Cabinet report) (page 19)	Cabinet report, paragraph 1
Council Monitoring Q3 – Communities, Economy and Transport (Appendix 5 of the Cabinet report) (page 23)	Cabinet report, paragraph 1
Council Monitoring Q3– Governance Services (Appendix 6 of the Cabinet report) (page 27)	Cabinet report, paragraph 1
Council Monitoring Q3– Strategic Risk Register (Appendix 7 of the Cabinet report) (page 31)	Cabinet report, paragraph 1
Council Monitoring Q4 – Corporate Summary (Appendix 8 of the Cabinet report) (page 37)	Cabinet report, paragraph 2
Council Monitoring Q4 – Adult Social Care and Health (Appendix 9 of the Cabinet report) (page 59)	Cabinet report, paragraph 2
Council Monitoring Q4 – Business Services (Appendix 10 of the Cabinet report) (page 67)	Cabinet report, paragraph 2
Council Monitoring Q4 – Children’s Services (Appendix 11 of the Cabinet report) (page 73)	Cabinet report, paragraph 2
Council Monitoring Q4 – Communities, Economy and Transport (Appendix 12 of the Cabinet report) (page 77)	Cabinet report, paragraph 2
Council Monitoring Q4 – Governance Services (Appendix 13 of the Cabinet report) (page 82)	Cabinet report, paragraph 2
Council Monitoring Q4– Strategic Risk Register (Appendix 14 of the Cabinet report) (page 87)	Cabinet report, paragraph 2
East Sussex Environment Strategy (Appendix 15 of the Cabinet report) (page 95)	Cabinet report, paragraph 3
Corporate Climate Emergency Plan (Appendix 16 of the Cabinet report) (page 111)	Cabinet report, paragraph 3
Environment Strategy – Communication and Engagement Strategy (Appendix 17 of the Cabinet report) (page 139)	Cabinet report, paragraph 3
Pension Committee Terms of Reference (Appendix 1 of the Governance Committee report) (page 143)	Governance Committee report, paragraph 1
Pension Board Terms of Reference (Appendix 2 of the Governance Committee report) (page 147)	Governance Committee report, paragraph 1
Scheme of Delegation to Officers (Appendix 3 of the Governance Committee report) (page 157)	Governance Committee report, paragraph 1

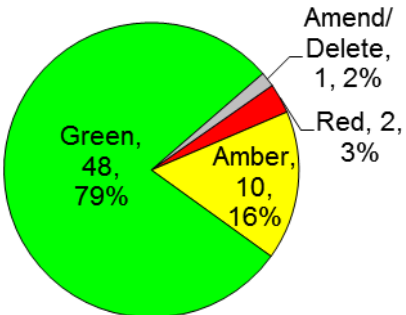
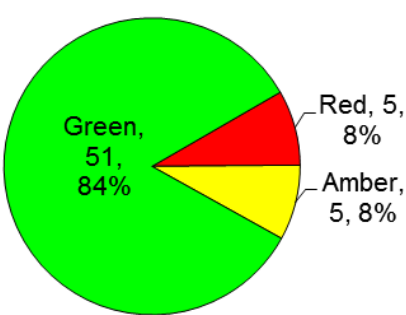
Report of the Independent Remuneration Panel (Appendix 4 of the Governance Committee report) (page 169)	Governance Committee report, paragraph 2
Supplementary Standing Orders (Appendix 5 of the Governance Committee report) (page 173)	Governance Committee report, paragraph 3
Health and Wellbeing Board Terms of Reference (Appendix 6 of the Governance Committee report) (page 177)	Governance Committee report, paragraph 4
Disciplinary Process for Senior Officers (Appendix 7 of the Governance Committee report) (page 181)	Governance Committee report, paragraph 5

PHILIP BAKER
Assistant Chief Executive

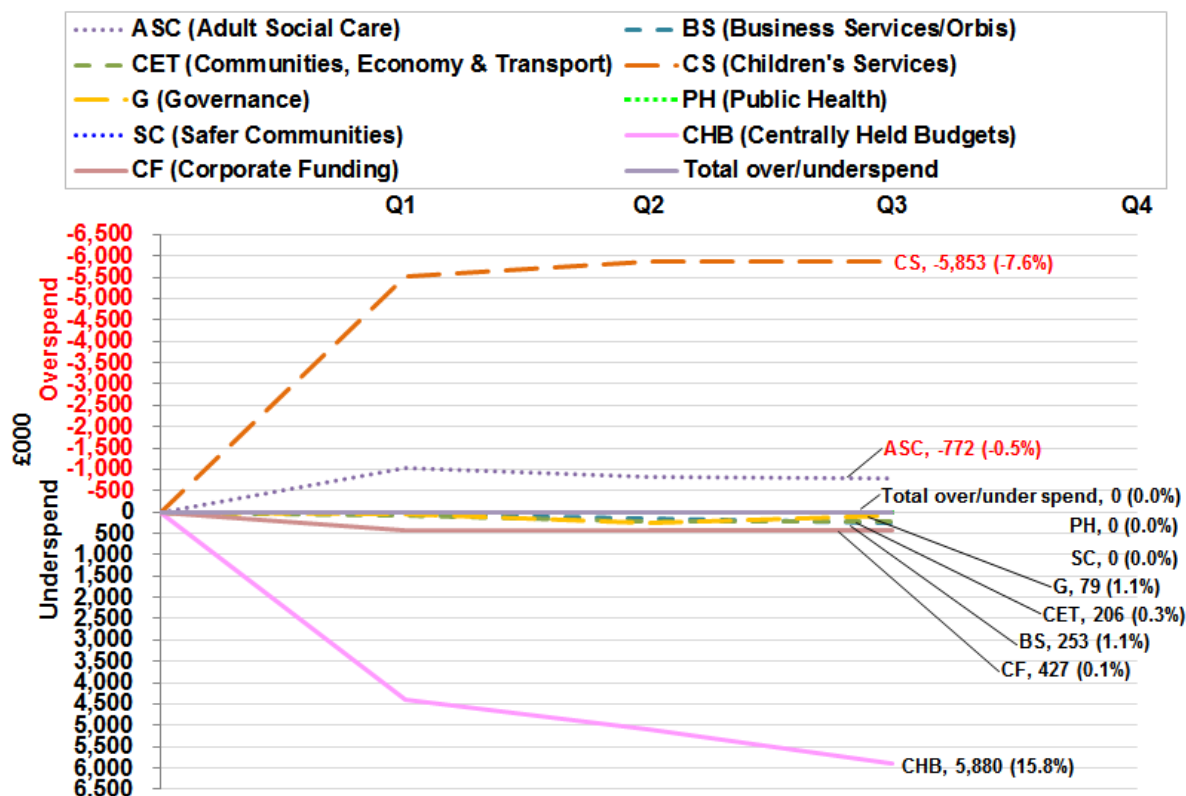
Council Monitoring Corporate Summary – Q3 2019/20

Council Plan performance targets

Priority	Red	Amber	Green
Driving sustainable economic growth	2	2	23
Keeping vulnerable people safe	1	0	10
Helping people help themselves	2	1	17
Making best use of resources	0	2	1
Total	5	5	51

Q3 2019/20	Q2 2019/20	Q3 2019/20
<p>There are 61 individual measures in the Council Plan.</p> <ul style="list-style-type: none"> Appendix 2 ASC&H – 3 red Appendix 3 BSD – 2 amber, Appendix 4 CSD – 2 red Appendix 5 CET – 3 amber 	 <p>Amend/Delete, 1, 2%</p> <p>Red, 2, 3%</p> <p>Amber, 10, 16%</p> <p>Green, 48, 79%</p>	 <p>Red, 5, 8%</p> <p>Amber, 5, 8%</p> <p>Green, 51, 84%</p>

Revenue budget outturn (net £000)



Revenue budget summary (£000)									
	Planned (£000)			Q3 2019/20 (£000)					
				Projected outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Service Expenditure									
Adult Social Care	262,500	(91,387)	171,113	266,563	(94,678)	171,885	(4,063)	3,291	(772)
Safer Communities	583	(247)	336	1,212	(876)	336	(629)	629	-
Public Health	29,092	(29,092)	-	27,632	(27,632)	-	1,460	(1,460)	-
Business Services	47,224	(23,975)	23,249	47,675	(24,679)	22,996	(451)	704	253
Children's Services	320,645	(243,324)	77,321	329,238	(246,064)	83,174	(8,593)	2,740	(5,853)
Communities, Economy & Transport	117,439	(58,129)	59,310	113,975	(54,871)	59,104	3,464	(3,258)	206
Governance Services	8,303	(937)	7,366	8,315	(1,028)	7,287	(12)	91	79
Total Service Spend	785,786	(447,091)	338,695	794,610	(449,828)	344,782	(8,824)	2,737	(6,087)
Centrally Held Budgets (CHB)									
Treasury Management	20,186	(2,600)	17,586	17,597	(2,000)	15,597	2,589	(600)	1,989
Capital Programme	2,300	-	2,300	2,300	-	2,300	-	-	-
Unfunded Pensions	10,338	-	10,338	10,183	-	10,183	155	-	155
General Contingency	3,570	-	3,570	-	-	-	3,570	-	3,570
Contrib to Reserves	6,645	-	6,645	6,608	-	6,608	37	-	37
Apprenticeship Levy	600	-	600	575	-	575	25	-	25
Levies, Grants and Other	984	(4,823)	(3,839)	882	(4,825)	(3,943)	102	2	104
Total CHB	44,623	(7,423)	37,200	38,145	(6,825)	31,320	6,478	(598)	5,880
Corporate Funding									
Business Rates	-	(84,325)	(84,325)	-	(84,752)	(84,752)	-	427	427
Revenue Support Grant	-	-	-	-	-	-	-	-	-
Council Tax	-	(290,684)	(290,684)	-	(290,684)	(290,684)	-	-	-
New Homes Bonus	-	(886)	(886)	-	(886)	(886)	-	-	-
Total Corporate Funding	0	(375,895)	(375,895)	0	(376,322)	(376,322)	0	427	427
Total	830,409	(830,409)	0	832,755	(832,975)	(220)	(2,346)	2,566	220
Balance of General Contingency to reserves	-	-	-	220	-	220	(220)	-	(220)
FINAL TOTAL	830,409	(830,409)	0	832,975	(832,975)	0	(2,566)	2,566	0

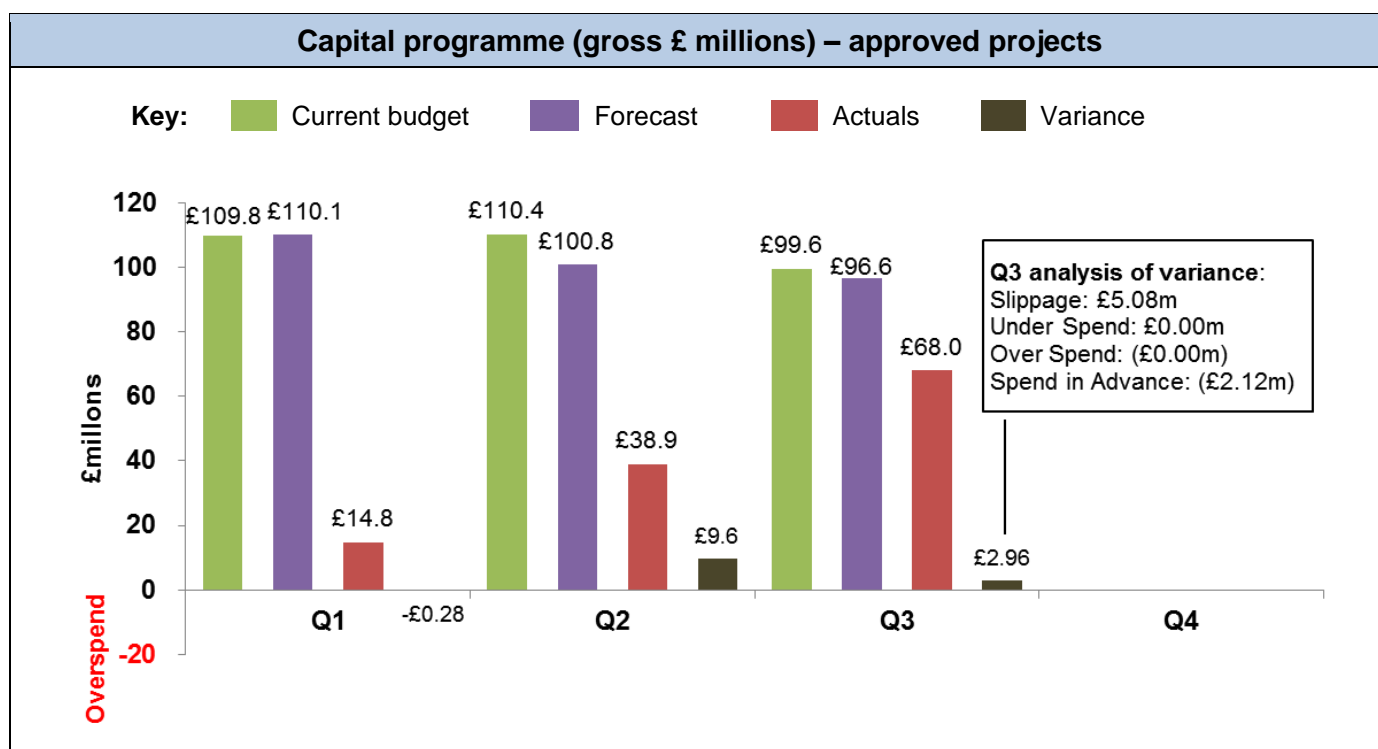
Revenue Savings Summary 2019/20					
Service description	2019/20 (£'000) – Q3 Forecast				
	Original Target for 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings					
ASC	730	6,817	6,211	606	-
BSD / Orbis	1,003	1,003	1,003	-	-
CS	1,049	3,640	2,382	1,258	-
CET	2,349	2,636	1,636	1,000	-
GS	-	-	-	-	-
Total Savings	5,131	14,096	11,232	2,864	0
ASC			-	-	-
BSD / Orbis			-	-	-
CS			-	-	-
CET			-	-	-
GS			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	5,131	14,096	11,232	2,864	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
ASC	-	606	606
BSD / Orbis	-	-	-
CS	1,258	-	1,258
CET	1,000	-	1,000
GS	-	-	-
Total	2,258	606	2,864

¹ Permanent changes will replace a previously agreed saving that can no longer be achieved. It is done via approval of quarterly monitoring.

² Temporary funding will only replace a slipped or unachieved saving for one year; the saving will still need to be made in future years (or be replaced with something else).

³ The slipped or unachieved saving will form part of the department's overall variance - it will either increase an overspend or decrease an underspend. The saving will still need to be made in future years (or be replaced with something else).



Capital programme summary (£000)									
Approved project	Total project – all years*		2019/20 (£000)						
			In year monitor Q3				Analysis of variation		
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance
ASC	10,409	10,409	2,018	1,991	2,229	(211)	-	-	(211)
BSD	276,424	276,424	37,000	24,741	36,783	217	-	1,888	(1,671)
CS	26,990	26,990	1,748	1,804	1,748	-	-	-	-
CET	576,040	576,040	58,829	39,512	55,880	2,949	-	3,189	(240)
GS	-	-	-	-	-	-	-	-	-
Total	889,863	889,863	99,595	68,048	96,640	2,955	0	5,077	(2,122)
Capital receipts			(3,122)		(3,122)	-			
Non-specific grants			(37,475)		(37,475)	-			
Specific Funding: grants/external contributions/CERA			(21,795)		(19,252)	2,543			
S106 Contributions			(4,802)		(4,742)	60			
Community Infrastructure Levy			(1,600)		(1,600)	-			
New Homes Bonus			-		-	-			
Reserves - capital and set aside			(5,851)		(5,568)	283			
Borrowing			(24,950)		(24,881)	69			
Total			(99,595)		(96,640)	2,955			

*For Information – This is the proposed programme, subject to approval by Council, and includes current budget for all projects until the end of the extended programme in 2030.

Centrally held budgets (CHB) and Corporate Funding

The Treasury Management (TM) Strategy, which provides the framework for managing the Council's cash balances and borrowing requirement, continues to reflect a policy of ensuring minimum risk whilst aiming to deliver secure realistic investment income on the Council's cash balances. Investment rates available in the market remain above the BoE bank base rate of 0.75%; however there is market uncertainty with political events in the UK and in the run up to the departure from the EU on 31 January 2020. The average level of Council funds available for investment purposes during the quarter was £213m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of Council Tax receipts, external debt repayments, receipt of grants and progress on the Capital Programme. The total amount received in short term interest for the quarter was £580k at an average rate of 1.09%.

The majority of the Council's external debt is held as long term loans (£237.9m). On 31 December 2019 a £1.3m PWLB loan matured at 7.875%, with a further £1.3m of fixed term PWLB debt maturing in March 2020 with a loan rate of 8.5%.

No additional short or long term borrowing was undertaken in the quarter and no further cost effective opportunities have arisen to restructure the existing PWLB or wider debt portfolio.

There is uncertainty around the impact of Brexit, and other Treasury Management considerations mean that there are likely to be fluctuations in forecasts over the year. The current estimate of a £2.0m underspend accounts for this uncertainty, and will be used to offset service overspend in the first instance.

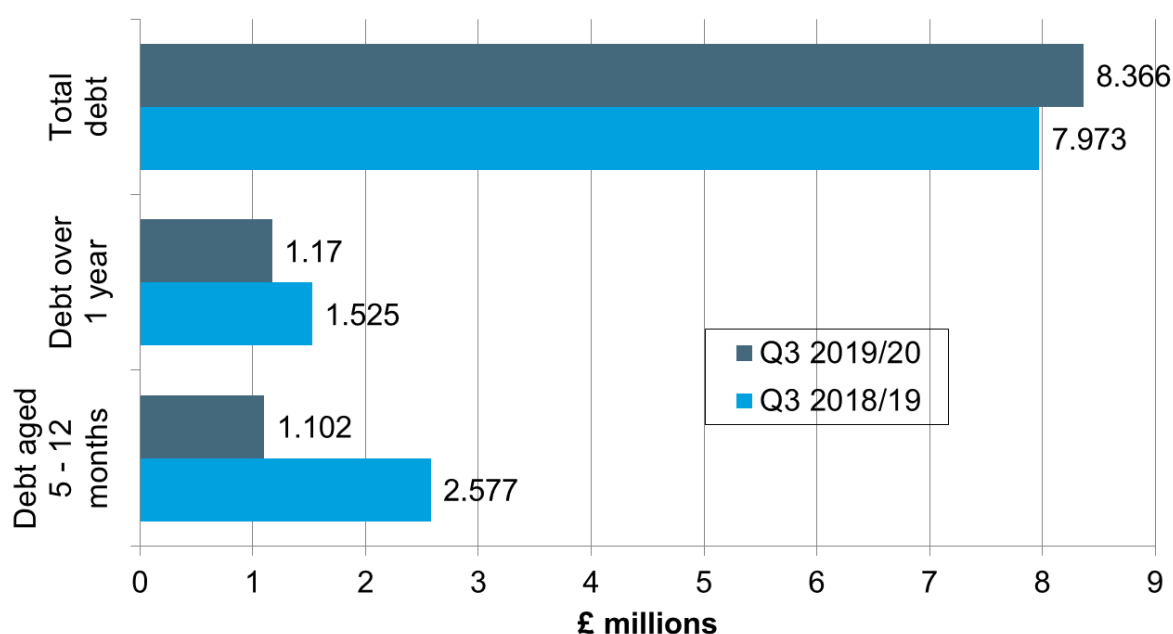
The Council holds a general contingency of £3.6m, part of which will offset the deficit; the remainder will be transferred to reserves for use in future years, in line with the Reserves Policy.

General balances

The General Fund balance was £10.0m as at 30 September 2019. General balances allow the Council to manage unforeseen financial circumstances without the need to make immediate savings.

The Schools balances as at 30 September 2019 were £14.2m.

Outstanding debt analysis (£ millions)



The value of debt over 5 months at Quarter 3 has increased slightly by £0.097m to £2.272m, compared to the 2018/19 outturn of £2.176m.

However, the value of debt over five months compared to the same period last year has decreased substantially by £1.830m (45%).

The value of ASC invoiced income continues to rise. An extra £1.4m was invoiced for services up to Quarter 3 this year compared to Quarter 3 in 2018/19.

The collection of income continues to be a high priority focus area. Achievements during Quarter 3; implementation of improved auto debt recovery process relating to estate cases and becoming AUDDIS (Automated Direct Debit Instruction Service) compliant with our bank as a pre-requisite to enable paperless direct debit collection. Priorities for Quarter 4 include preparing a business case for paperless direct debits, review of unit cost of raising an invoice, plus planning and scoping a debt recovery end to end process review with colleagues in ASC and Legal Services.

Adult Social Care and Health – Q3 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

Adult Social Care (ASC)

Health and Social Care Integration – The development of the 2020/21 transformation plans for East Sussex Health and Care are progressing to plan with key programmes of work identified aligning with the long term plan and social care priorities. Key areas of work will include;

- Virtual and video outpatient clinics and expanded electronic correspondence saving patient and clinicians time and evidenced to provide better outcomes, for example virtual fracture clinics for certain conditions can be more safely managed from home.
- Continued implementation of the community target operating model delivering more integrated care closer to home for people with complex and multiple long term conditions.
- Further expansion and focus on supporting patients with multiple needs with high numbers of A&E attendances and admissions.
- Expand initiatives to support our frail and elderly population to receive timely intervention to ensure sustainability of independence.
- Continue to refine and redesign our high demand services to ensure the most efficient delivery of the right treatment, at the right time, and in the right place for cardiology, ophthalmology and diabetes services.

Further initiatives which are beginning to improve health and care outcomes include:

Direct Access Pathology – requests for tests from our primary care teams to our hospital pathology departments have been reviewed across East Sussex evidencing a need to understand the variation in testing approaches. A Pathology Demand Optimisation Group attended by primary care and hospital doctors are now actively reviewing test requests and where education is required, focused workshops are arranged to ensure the most appropriate tests are requested at the right time. Our digital systems are also providing aid prompts re-enforcing the guidelines.

Ambulance Conveyancing – East Sussex has a high number of non-injury falls at home due to our older demographic, however people are often taken to hospital where a comprehensive review can lead to loss of muscle strength whilst in a hospital bed as well as utilising our stretched emergency services. This initiative involves ambulance crews assessing at home and then referring people on to our community crisis response teams who provide a wraparound service involving rapid rehabilitation and care.

Minimising unnecessary delayed discharges from hospital – New and more challenging targets were set by NHS England through the Better Care Fund (BCF) for 2018, which represent further reductions on the already significant improvements made in the level of delays between April 2017 and March 2018. Through a range of actions a significant reduction has been achieved in the levels of delayed discharges from hospital; particularly in relation to delays attributable to ASC, which is meeting the target set in the BCF.

Between April and November 2019 there were an average 47.1 delayed transfers from hospital care per day (**ref i**) an improvement from 81.6 in the same period in the 2017 (baseline), equating to a 42% reduction. This can be broken down as follows:

- An average 37.7 delayed transfers from hospital care per day due to the local NHS (**ref ii**), this has improved from 47.6 in the same period in 2017 (a 21% reduction).
- An average 8.4 delayed transfers from hospital care per day due to Council social services, this has improved from 31.4 in the same period in 2017 (a 73% reduction).
- An average 1.0 delayed transfers were jointly attributable to Adult Social Care and the NHS.

Although the target of 39.8 for all delays and the target of 24.4 for NHS delays will not be achieved, implementation of a number of actions to reduce Delayed Transfers of Care (DToC) within the county such as Discharge to Assess beds (designed to avoid unnecessary admissions to acute hospitals and, where an admission is necessary, ensure that people are discharged as soon as is safe and practical back to their own homes, or as close to home as possible) have led to a significant reduction from the 2017 baseline.

We will be continuing to implement a number of actions to reduce DToC in the county.

Reabling people to maximise their level of independence – Reablement services are provided to help people to regain mobility and daily living skills, especially after a hospital stay. The measures are used to assess how effective reablement services are:

- 72% of service users discharged from the Joint Community Rehabilitation Service in Q3 required no on-going care.
- Between April and September 2019, 91.1% of older people discharged from hospital to reablement / rehabilitation services were at home 91 days after their discharge.
- Between January and December 2019, 92.2% of people who received short-term services to increase their independence made no further request for ongoing support.

Enabling people to live independently at home and delaying dependency

- Frail adults across East Sussex can receive Technology Enabled Care Services (TECS), to help manage risks and maintain independence at home. TECS includes Telecare, which offers a range of sensors and detectors to meet different needs, such as wearable alert buttons, fall detectors or medication dispensers. At the end of Q3, 8,550 people were receiving TECS.

Adults are able to take control of the support they receive

- There are currently 242 members signed up to Support with Confidence. This is made up of 194 Personal Assistants (PA's) and 48 businesses. In addition to these, there are 95 current applications being processed (85 PA's and 10 businesses).
- At the end of Q3, 32.4% of working age and older clients were receiving Direct Payments (DP). This equates to a total of 1,547 people. DP are offered to all clients where appropriate and support is in place at the start of the process to ensure as many clients as possible take up DP and continue to receive them for as long as required.

Adults are supported to find and keep safe and affordable accommodation.

- 1,032 people were supported in Q3 through STEPS to Stay Independent to maintain their independence and provided with advice and support on topics such as debt, welfare and healthy lifestyles.
- 994 people were supported in Q3 through the Home Works service to find and keep safe and affordable accommodation and to improve their health, wellbeing and independence.

Health and Social Care Connect referrals triaged and progressed to required services within required timescales – Activity is only available up to September at this stage. Between April and September 84% of Health Hub Referrals were handled within the correct time scales across all priorities (**ref iii**). This shortfall in performance is due to a staffing deficit of nurses within the Health Hub which is being remedied, with staffing expected to be at normal levels by the end of the financial year. Due to lower performance in the first half of the year it is currently anticipated that performance will not achieve the target by year-end.

2018/19 comparative performance – National benchmarking data for 2018/19 shows East Sussex was in the upper quartile (best performing authorities) for 17 out of 29 measures (59%) and in the upper middle quartile (second best performing authorities) for an additional 7 measures (24%), meaning East Sussex was performing comparatively well for 24 of the national measures for 2018/19 (83%) and overall delivering good outcomes for people who use services and their carers.

Areas of particular good performance (in the top 11 performing authorities out of 152) were in relation to: Social care related quality of life (survey measure); Self-Directed Support for people using services; Self-Directed Support for carers; Direct Payments for carers; people who received short-term services to increase their independence who made no further request for ongoing support; and, overall satisfaction of people who use services with their care and support (survey measure).

Safer Communities

Following approval of the East Sussex Safer Communities Partnership priorities and work streams, work has now commenced on the refresh of the East Sussex Safer Communities Partnership Business Plan 2020/23 which describes the priorities and work streams, providing more detail around the priority areas, partnership achievements and future partnership plans. It also details District and Borough level community safety work streams. The Partnership priorities are cross cutting, so we will continue to work closely with the Sussex Police and Crime Commissioner, and Local Safeguarding Children's and Safeguarding Adults Board on shared work streams, particularly those that involve working with local communities and partners to keep East Sussex safe.

Vulnerable People being Exploited & Recruited by Organised Crime Groups – In December 2019, a Communities Against Exploitation event for local businesses took place in Rother. The event, '*how to keep your business safe from financial exploitation and fraud*', was aimed at small to medium sized businesses and covered: awareness of how financial exploitation and fraud can impact on businesses; tactics and current methods used by organised crime groups against businesses; how to better protect businesses and improve the identifying of scams and fraud; and, the use of Modern Slavery in business and manufacturing.

Feedback from the event showed that over 70% of attendees said that they knew more about spotting the signs of

fraud and financial exploitation, and over 50% were confident that they would know how to report or share information if they thought people were being exploited.

Modern Slavery and Human Trafficking – In October 2019, Bexhill College hosted the award winning production of 'My Mind is Free' performed by the Rah Rah Theatre Company. Over 180 professionals, residents and college students attended the production which was an interpretation of the degradations of modern slavery and human trafficking experienced by four different people. Marking the start of Anti-Slavery week it explored the realities of exploitation and trafficking, and helped the audience to spot the signs. Following the performance a question and answer session was held for the audience. Staff from the Safer East Sussex Team, Stop the Traffik, Sussex Police Discovery and actors discussed points and shared further information on the local picture with the audience.

Substance Misuse Service – Work is currently being undertaken in partnership with the Rough Sleepers Initiative to widen the distribution and supply of naloxone in East Sussex. Naloxone is a safe and effective drug that can temporarily reverse the effects of opioids, such as heroin and morphine, allowing time to obtain medical attention. A pharmaceutical company involved in the supply of naloxone has been identified and a joint business case, looking at funding the supply of naloxone to the Rough Sleepers Initiative is being developed. STAR, the adult drug and alcohol treatment service are supporting the bid and training will be provided to both staff within the project and service users to build confidence in administering the drug.

A drop-in for members of the street community is currently being provided by the Kingdom Way Trust at weekends in Eastbourne. Funded by Eastbourne Borough Council, Eastbourne Chamber of Commerce and East Sussex County Council, the weekend provision is being held at Seaside Community Hub and is open Saturday and Sunday from 10am to 4pm. Feedback from both staff and service users has been extremely positive and the uptake has been greater than expected, with 20 to 30 individuals attending each day. A hot lunch is served and professionals from a range of services attend to offer advice or information.

Domestic Violence and Abuse, Sexual Violence and Abuse, Stalking and Harassment and Harmful Practices – Brighton & Hove City Council and East Sussex County Council have completed the strategic framework of the joint strategy to create an enhanced and coordinated response to domestic violence and abuse, sexual violence, and other forms of violence, including stalking and harassment and harmful practices, and are committed to recommissioning services to reflect identified need and realistic service response. The delivery plan for the strategy is being developed and it is anticipated that this will be available by the end of the financial year. Negotiations are ongoing with regard to the governance arrangements for the strategy, in recognition that multi-agency accountability needs to be clarified.

Revenue Budget Summary

Public Health

The Public Health (PH) budget of £26.766m comprises the PH grant allocation of £26.550m, CCG funding of £0.070m and £0.146m drawn from reserves to support in year spending. In addition to the PH grant there is a planned draw of £0.866m to meet one off projects.

ASC

The net Adult social Care budget of £171.113m includes growth and demography funding and an inflationary uplift to support the independent sector care market.

The budget is currently forecast to overspend by £0.772m (**ref vi**), comprising of £0.870m (**ref iv**) in the Independent Sector, offset by a small underspend of £0.98m (**ref v**) in Directly Provided Services. While the Independent Sector budget is currently projected to overspend slightly, the budget faces continued risk on expenditure for working age adults due to the ongoing impact of high cost packages of care transferring from the NHS from Continuing Healthcare (CHC) and the national Transforming Care Programme (TCP). The application of one-off funding from the Better Care Fund (BCF) has enabled these risks to core ASC services to be mitigated in part during 2019/20.

In June 2018, cabinet approved savings of £9.631m, representing a significant reduction to the budget. The full year impact of these savings is now being realised. The 2019/20 budget is shown net of further savings £0.730m to meet the Council's Core Offer. The savings will be delivered in a full year, however, as in previous years the full cash saving will not be achieved within 2019/20, reflecting that the proposals will need to be implemented in line with statutory responsibilities and duties. The part year impact of the savings proposals will be managed within the authority's overall Medium Term Financial Plan and the appropriate use of reserves and contingency funds.

Capital Programme Summary

The ASC Capital Programme for 2019/20 is currently projected to spend in advance of the current profile by £0.211m by the end of the financial year. Work continues at pace on the Greenacres development, to meet the needs of people with a learning disability and/or autism with behaviour that challenges who are part of the Transforming Care cohort.

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q3 2019/20 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority - Helping people help themselves								
Number of hospital bed days lost due to delayed transfers from hospital care	47.9	39.8	A	A	R		47.1	i
Number of hospital bed days lost due to delayed transfers from hospital care due to local NHS	37.2	24.4	A	A	R		37.7	ii
Health and Social Care Connect referrals triaged and progressed to required services within required timescales	85.6%	90%	G	G	R		84%	iii

Savings exceptions						
Service description	2019/20 (£'000) – Q3 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
	247	247	124	123	-	
	483	483	-	483	-	
	-	6,087	6,087	-	-	
Total Savings	730	6,817	6,211	606	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	0	0	0	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
Working Age Adults: Nursing, Residential and Community Based services	-	123	123	
Meals in the Community	-	483	483	
	-	-	-	
Total	0	606	606	

Revenue budget

Revenue budget										
Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Adult Social Care:										
IS - Physical Support, Sensory Support and Support for Memory & Cognition	114,795	(42,034)	72,761	111,950	(42,875)	69,075	2,845	841	3,686	
IS - Learning Disability Support	56,941	(4,302)	52,639	62,300	(5,838)	56,462	(5,359)	1,536	(3,823)	
IS - Mental Health Support	7,436	(1,042)	6,394	8,167	(1,040)	7,127	(731)	(2)	(733)	
Subtotal Independent Sector	179,172	(47,378)	131,794	182,417	(49,753)	132,664	(3,245)	2,375	(870)	iv
Physical Support, Sensory Support and Support for Memory & Cognition	15,926	(5,071)	10,855	15,803	(4,346)	11,457	123	(725)	(602)	
Learning Disability Support	7,520	(654)	6,866	7,222	(741)	6,481	298	87	385	
Mental Health Support	3,163	(3,139)	24	3,166	(3,036)	130	(3)	(103)	(106)	
Substance Misuse Support	591	(115)	476	591	(115)	476	-	-	-	
Equipment & Assistive Technology	5,709	(2,751)	2,958	5,982	(3,314)	2,668	(273)	563	290	
Other	3,256	(2,142)	1,114	2,428	(1,238)	1,190	828	(904)	(76)	
Supporting People	6,448	(310)	6,138	6,847	(843)	6,004	(399)	533	134	
Assessment and Care Management	25,827	(2,850)	22,977	26,258	(3,418)	22,840	(431)	568	137	
Management and Support	14,396	(26,775)	(12,379)	14,857	(27,497)	(12,640)	(461)	722	261	
Service Strategy	492	(202)	290	992	(377)	615	(500)	175	(325)	
Subtotal Directly Provided Services and Assessment and Care Management	83,328	(44,009)	39,319	84,146	(44,925)	39,221	(818)	916	98	v
Total Adult Social Care	262,500	(91,387)	171,113	266,563	(94,678)	171,885	(4,063)	3,291	(772)	vi
Safer Communities	583	(247)	336	1,212	(876)	336	(629)	629	0	
Public Health										
Health Improvement Services	4,706	-	4,706	4,304	-	4,304	402	-	402	
Drug and Alcohol Services	6,101	-	6,101	6,101	-	6,101	-	-	-	
Sexual Health Services	4,335	-	4,335	4,234	-	4,234	101	-	101	
Health Visiting and School Nursing	9,329	-	9,329	8,843	-	8,843	486	-	486	
NHS Health Checks	1,026	-	1,026	706	-	706	320	-	320	
Management Support and Public Health Programmes	2,729	-	2,729	2,578	-	2,578	151	-	151	
Public Health Grant income	-	(26,550)	(26,550)	-	(26,550)	(26,550)	-	-	-	
Public Health CCG and Reimbursement income		(70)	(70)		(70)	(70)	-	-	-	
Contribution from General Reserves	-	(1,606)	(1,606)	-	(146)	(146)	-	(1,460)	(1,460)	
Sub Total for Core Services	28,226	(28,226)	0	26,766	(26,766)	0	1,460	(1,460)	0	
One Off Projects Funded from Project Reserve	866	(866)	-	866	(866)	-	-	-	-	
Total Public Health	29,092	(29,092)	0	27,632	(27,632)	0	1,460	(1,460)	(0)	

Capital programme										
Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q3 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
OP Service Improvements	-	-	-	10*	-	-	-	-	-	
Greenacres	2,598	2,598	2,018	1,978	2,229	(211)	-	-	(211)	
LD Service Opportunities	5,092	5,092	-	3*	-	-	-	-	-	
House Adaptations for People with Disabilities	2,719	2,719	-	-	-	-	-	-	-	
Total ASC Gross	10,409	10,409	2,018	1,991	2,229	(211)	0	0	(211)	

*Residual spend from older projects, below de-minimus capital spend level so will be moved to the Revenue budget before year end.

Business Services – Q3 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

Summary of successes and achievements – Following the significant collapse of a section of the Lewes Castle Wall in November, a programme of recovery was initiated to manage the impact on a number of premises. The Council, which has ownership of parts of the wall, has been working in partnership with Lewes District Council, Historic England, and Historic Monument specialist surveyors to aid the ongoing recovery and minimise the impact and disruption.

In September 2019, the Corporate Management Team (CMT) approved the MBOS Programme (Managing Back Office Systems) with the aim of implementing a suite of efficient back office systems that will meet the future needs of the Council. The current Enterprise Resource Planning (ERP) system will expire in 2021 and in response, the Council has initiated measures to explore the options that provide best value and are best suited to our needs. In Q3, the MBOS programme started the process of gathering service requirements for Finance, Human Resources, and Procurement and to review the functions delivered by Business Operations such as accounts payable, accounts receivable and payroll. In December, the MBOS team held a 'Supplier Day' where more than 40 technology suppliers were invited to participate at this early phase to enable the Council to efficiently engage with the market going forward.

In Q2, the Council signed the Local Digital Declaration (LDD) pledging to improve customers experiences through technology. To complement our commitment to the LDD, 20 people from across the Council have been chosen to attend six face-to-face knowledge sessions that will help us develop the Council's digital strategy. The sessions will give our staff the skills and knowledge to help service users to become more independent when accessing council services. The training also provides greater awareness of cyber security helping us to build our resilience. The sessions are designed to develop soft skills among colleagues and to allow the group to explore the attributes of digital business and understand the challenge of social media and how it affects the way we work.

Contract and supplier management – In Q3, a contract was awarded for the construction of a new Special Educational Needs and Disabilities (SEND) school. At £13m, the Reef Way SEND School is the highest value Social, Emotional and Mental Health needs school built in East Sussex and will provide much needed capacity for up to 80 pupils, to support the growing demand for this type of provision, reducing the need to send children to school out of county. The contractor has also committed to deliver over 10% of the value of the contract as Social Value during the construction phase. The school is scheduled to be complete in early 2021.

Procurement Forward Plan – In Q3, Chief Officers approved the Annual Procurement Forward Plans (APFPs) for 2020-21. Procurement Officers developed these Forward Plans with their service stakeholders and commissioners in the proceeding months, to provide early sight of key strategic procurements, improve the planning and management of procurement projects and identify future savings.

Social Value – The East Sussex Social Value Marketplace was publicly launched in the Management Journal in November 2019. There are 20 organisations with 32 users now registered. Voluntary, Community and Social Enterprise (VCSE) organisations have made four requests for help and there are 14 offers of help that have been made by suppliers. These offers include, but are not limited to, employment and skills opportunities, meeting rooms, volunteers and free professional services. In December 2019 the first 'bridge' was built between the Council's Procurement team and Sussex Community Development Association, as a result of a Christmas foodbank collection donated by the team.

Internal audit – 100% of the high risk actions due have been implemented by management within agreed timescales, exceeding our target of 97%.

Insurance claims – In Q3, 93.3% of liability claims were handled to first decision (i.e. initial repudiation or offer of compensation) within the relevant legal time frames. This is slightly below the 95% target. A majority of third party claims relate to the highway and these claims are now handled by East Sussex Highways (Costain Jacobs). Information relating to these claims is included within these figures. The claims handled outside protocol were administered by East Sussex Highways. We will monitor this situation and liaise with East Sussex Highways with the aim of meeting the target for Q4.

Property operations – There are ongoing challenges around progress with St Anne's Crescent where the project remains subject to slow progress through the South Downs National Park Authority (SDNPA). One of the larger and more complex sites, Hindslands, is now subject to a request to consider use for Medical purposes and the Helensdown site is now cleared and awaiting further instruction.

We aim to reduce the amount of CO2 arising from Council operations by 3% compared to 2018/19. At Q3, there has been a 7.6% reduction compared to Q3 2018/19. This breaks down as a 10.4% reduction from schools and a 4.6% reduction from the corporate estate.

As sited in Q1, an assessment of costs per square metre were subject to reviews of key corporate buildings. A number of utilisation studies have now taken place, and show that the cost of occupancy statistics vary by type and size of our corporate buildings. Our leased offices are showing a range of £151 to £157 per square metre (including rent). County

Hall is £80 per square metre, as there is no "rent" charge but £160 if a market rent was charged, and Ropemaker Place is at £114 per square metre. Figures include rent (if applicable), rates, utilities, cleaning, reception, and waste, but exclude hard facilities management and staff management costs. At Q1, the year-end estimate was £153.58 per square metre, however at Q3 the year-end forecast has increased to £161.98 due to additional service charge costs at Ocean House and St Marks House. As previously reported, base data is to be agreed for targets going forward and we will be reviewing our target to ensure it aligns with plans for how we use our property estate.

Property Strategy – The Strategic Asset Collaboration in East Sussex (SPACES) partnership continues to deliver the One Public Estate (OPE) projects, having received £760,000 of Government funding across Phases 5, 6 and 7. The projects are geographically spread across all East Sussex district and boroughs, with activities varying from emergency services colocation to town centre regeneration. This is in line with the more recent focus of exploring how the partnership can enable and drive wider outcomes such as town centre regeneration and housing development.

As referenced at Q2, SPACES is developing a place based focus, recognising where multiple activities are taking place in one area, and where they can be complimentary to each other. Aligned to this approach, and in the context of the Council developing our asset strategy, the Council met with each district and borough council during Q2 and Q3 to consider opportunities in each geographical area, with next steps and actions agreed with each council.

The value of benefits delivered by SPACES (a total across all SPACES partners) at the end of Q3 was over £19m, with another £2.6m identified within planned projects.

IT & Digital – During Q3 the focus for IT & Digital has been on refreshing devices, so that our equipment stays up to date and safe to use. Many of our computers were running Windows 7 software and during January, Microsoft support for this product ended. As this means that security updates are no longer produced, we needed to move everyone to Windows 10 in order to keep our information and business systems secure. This software update coincided with much of our equipment reaching replacement age, so, we started a major device refresh which we will continue by refreshing Desktop PCs, thin clients and laptops running Windows 8 as well as some monitors. As we updated software during this period, we have also been migrating staff from Exchange to Office 365 which provides staff with secure access to corporate email without needing to use two factor authentication when working remotely.

In November, the Secondary Data Centre was successfully relocated from St. Mary's House in Eastbourne to the Orbis Secondary Data Centre in Guildford. By moving the Disaster Recovery setup from a server room to a Tier 3 industry standard data centre environment we have improved the resilience of our IT infrastructure helping to provide highly available systems.

In March 2019, the Government retired its well established, but now outdated, GCSx (Government Connect Secure Extranet) technology. This technology provided a secure email service both within, and to Government departments, the NHS, Police, councils and other authorities. Whilst the service had been terminated in Q1, Q3 saw the final decommissioning of services with the archiving of data and closure of all mailboxes completed.

Wellbeing – The 2019/20 Q1-3 sickness absence outturn for the whole authority (excluding schools) is 5.96 days lost per FTE, a decrease of 6.5% since the previous year.

Although it is positive to see a decrease in absence, Mental Health continues to be the primary driver and a targeted campaign was launched on 10 October 2019 to address this. The aim of the campaign is to remove the stigma surrounding mental health and to increase confidence in being able to address poor mental health in the workplace. The campaign video forms part of our staff induction and guides have been created as part of the supporting toolkit

85 members of staff have been trained as accredited Mental Health First Aiders (MHFA) and by the end of March 2020, a small additional cohort of staff will be trained as accredited MHFA instructors to qualify them to deliver future MHFA training within the Council, allowing us to further grow our internal MHFA community in a cost-effective way.

A Bereavement guidance document has been developed to provide managers with clearer guidelines and signposting on support available, and the Stress Risk Assessment form is being reviewed to encourage meaningful conversations and to provide targeted signposting for employees both in and out of work. 'Selfcare Isn't Selfish' workshops are taking place for Time to Talk day on 6 February, alongside a supported communication campaign

Time lost due to Mental Health related absence has increased in schools, to address this HR launched a comprehensive Mental Health offer at the Services to Schools conference on 30 January 2020.

Revenue Budget Summary – The 2019/20 Business Services net revenue budget is £23.2m including the £13.9m contribution to the Orbis budget and efficiency savings of £1.003m. The full year estimated outturn is an underspend of £0.253m (ref iii). This is due to a £0.300m likely underspend in budgets managed on behalf of East Sussex County Council (ESCC) by Orbis, offset by a £0.045m overspend (ref ii) on the contribution to the jointly funded Orbis budget.

Following the changes to the Orbis model Property is reviewing its service delivery and structures. There are currently resourcing issues which have led to delays to the non-schools building maintenance programme. Plans are being put in place to address this, however there is still likely to be a year-end underspend of £0.299m (ref i).

The Orbis operating budget is in its fourth year and has challenging savings targets of £3.181m this year. This is in addition to the £9.713m (or 17% of budget) annual ongoing savings already achieved. The changes to the Orbis

model have also added to the uncertainty of the Orbis budgets. The Orbis operating budget is currently forecast to overspend by £0.458m (**ref iv**). This is driven mainly by large overspends in Property and Finance – although both services will be managed through different operating models from 2020/21. This is an improvement of over £0.500m since Q2, due mainly to vacancies across the jointly managed Orbis services. Each partner contributes to the Orbis Operating Budget in proportion to their service delivery requirements, the contributions are currently 22% (Brighton & Hove City Council), 23% (ESCC) and 55% (Surrey County Council). The likely ESCC Contribution to the Orbis overspend is £0.045m.

Capital Programme Summary – The 2019/20 capital budget is £37.000m and includes the £17.431m Schools Basic Need Programme and the £7.140m Building Improvements programme. The full year estimated variance is slippage of £1.888m and a spend in advance of £1.671m (**ref ix**). The slippage relates in part to £0.900m slippage in the Schools Maintenance programme (**ref v**). The forecast is based on the best current available spend profile, but Property are seeking to complete some additional high priority health and safety works at a number of schools, which may reduce the slippage by year-end. There is also significant slippage of £0.605 in the Lansdown Unit (**ref viii**) – a result of a more detailed profile of delivery following the contractors being on-site. The Schools Basic Need spend in advance of £0.525m relates to a revised contractor valuation for Reef Way in Hailsham (**ref vii**). The IT&D spend in advance of £1.129m is due to the accelerated procurement of core IT&D infrastructure to mitigate against expected future price increases and take advantage of reduced downtime (**ref vi**).

Performance Exceptions
(See How to read this report for definition)

Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q3 19/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
There are no performance exceptions								

Savings exceptions

Service description	2019/20 (£'000) – Q3 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
All planned savings	1,003	1,003	1,003	-	-	
	-	-	-	-	-	
	-	-	-	-	-	
Total Savings	1,003	1,003	1,003	0	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	1,003	1,003	1,003	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
	-	-	-	
	-	-	-	
	-	-	-	
Total	0	0	0	

Revenue Budget

Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Finance	2,506	(1,720)	786	3,187	(2,401)	786	(681)	681	0	
HR & OD	356	(404)	(48)	383	(430)	(47)	(27)	26	(1)	
IT & Digital	5,865	(2,520)	3,345	5,862	(2,517)	3,345	3	(3)	0	
Procurement	-	(80)	(80)	-	(80)	(80)	-	-	-	
Property	24,612	(19,251)	5,361	24,313	(19,251)	5,062	299	-	299	i
Contribution to Orbis Partnership	13,885	-	13,885	13,930	-	13,930	(45)	-	(45)	ii
Total BSD	47,224	(23,975)	23,249	47,675	(24,679)	22,996	(451)	704	253	iii

Revenue Budget

Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Business Operations	13,149	(7,370)	5,779	13,677	(7,798)	5,879	(528)	428	(100)	
Finance	12,684	(2,298)	10,386	13,214	(2,438)	10,776	(530)	140	(390)	
HR&OD	7,193	(1,399)	5,794	7,188	(1,399)	5,789	5	0	5	
IT&D	22,974	(3,040)	19,934	23,074	(3,324)	19,750	(100)	284	184	
Management	2,316	0	2,316	2,071	0	2,071	245	0	245	
Procurement	4,916	(235)	4,681	4,614	(108)	4,506	302	(127)	175	
Property	12,963	(1,473)	11,490	13,273	(1,206)	12,067	(310)	(267)	(577)	
Total Orbis	76,195	(15,815)	60,380	77,111	(16,273)	60,838	(916)	458	(458)	iv
ESCC Contribution			13,885			13,930			(45)	

Capital programme

Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q3 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
SALIX Contract	3,868	3,868	283	346	300	(17)	-	-	(17)	
Property Agile Works	9,713	9,713	286	15	15	271	-	271	-	
Capital Building Improvements	81,445	81,445	7,140	4,266	6,240	900	-	900	-	v
IT & Digital Strategy Implementation	31,543	31,543	5,132	3,954	6,261	(1,129)	-	-	(1,129)	vi
Schools Basic Need	135,524	135,524	17,431	13,339	17,844	(413)	-	112	(525)	vii
Early Years	2,480	2,480	35	35	35	-	-	-	-	
Universal Infant Free School Meals	1,901	1,901	-	-	-	-	-	-	-	
Special Provision in Secondary School	2,350	2,350	350	32	350	-	-	-	-	
Lansdown Unit (CSD)	7,600	7,600	6,343	2,754	5,738	605	-	605	-	viii
Total BSD Gross	276,424	276,424	37,000	24,741	36,783	217	0	1,888	(1,671)	ix

Children's Services – Q3 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

Summary of successes and achievements

Takeover Day and the Children and Young People's Trust annual event

Following the successful involvement of young apprentices at the Children and Young People's Trust (CYPT) annual event, it was agreed that the Office of the Children's Commissioner Takeover Day and the CYPT Partnership Event were combined for an all-day event on 18 November 2019. *Focus on youth voice* was the theme for this year's event based on feedback from children, young people and partners who attended the CYPT and Takeover Day events in 2018.

This fourth annual event was hosted by Children's Services and the Youth Cabinet with support from the East Sussex Youth Voice Practitioners Network. More than 70 leaders and practitioners from across a range of partnership organisations attended, including representatives from public health, district and borough councils, schools, colleges, housing, the voluntary sector, police and fire services, local businesses and adult and children social care services.

Participants of the Youth Voice Practitioners Network, which is a partnership of practitioners who support youth voice groups in East Sussex, enabled the involvement of more than 50 young people before and during the event. The groups involved were: the elected Youth Cabinet; the Children in Care Council; Seaford Youth Forum; Hastings Youth Council; Differences Group; Newhaven Young People's Group; and The Able Group.

All of the youth voice groups presented updates on their work and ran a workshop focussing on youth engagement best practice and how partners can improve meaningful engagement. The young people discussed the priorities for the new Youth Cabinet campaigns for 2020. The campaigns will focus on 'Protecting the Environment' and 'Tackling Knife Crime'. Adult delegates were asked to write pledges to support future engagement of young people in their own organisations. Partner organisations shared updates on their project activities, illustrating how their work delivers on the CYPT priorities and where youth voice involvement has strengthened their work.

'Top ten tips' to help parents and carers support children's mental health.

The guide was developed after a survey of almost 1,000 people found children, parents and carers had different ideas on what would help youngsters' emotional wellbeing. Put together by the Youth Cabinet and Seaford Youth Forum, [top ten tips](#) includes simple advice such as being open and honest, picking the right time to talk, trusting children to know their own mental health and to 'listen first, talk later', and also reminds parents and carers to look after their own mental wellbeing.

Average Progress 8 score for Looked After Children (LAC) – (ref i) The provisional academic year 2018/19 Progress 8 score for LAC is -1.35 compared to the provisional national average for LAC of -1.25. This is 0.1 points below the national average for LAC. The score is an improvement on last year's score of -1.49. Progress in English has improved, while progress in maths has remained the same. Final validated data will be available at Q4.

The average Attainment 8 score for disadvantaged pupils – (ref ii) The provisional academic year 2018/19 average Attainment 8 score for disadvantaged pupils is 33.6 compared to the national average of 36.6. This is 3.0 points below the national average. This is an improvement on the gap in academic year 2017/18 which was 3.6 points, reducing the gap between the national average for disadvantaged pupils which is a key priority for the Secondary Board.

The percentage of young people meeting the duty of Raising the Participation Age (RPA) by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 16 (year 12) (ref iii) and 17 (year 13) (ref iv) – Participation for academic age 16 for December 2019 was 94.9% against a target of 93% and participation for academic age 17 was 87.9%, against a target of 86%.

Revenue Budget Summary – The £77.321m net budget is forecast to be overspent by year end by £5.853m (ref x). This is a decrease of £0.023m on the forecast position at Q2.

£5.569m of the forecast overspend is within Early Help and Social Care (ref vii). This is an improvement of £0.284m from the Q2 position. This decrease has come from a number of areas: Looked After Children, £0.146m, through the careful management of agency placements and a stabilisation of the numbers of children in fostering, both in house and agency; Early Help, £0.130m and Children's Centres, £0.049m both through rationalisation and vacancy controls; and in the net costs for Unaccompanied Asylum Seeking Children, £0.066m through the use of more independent living options. However, these mitigations have been countered by the continued pressure on care placements and difficulties in sourcing accommodation for families in need within Locality, £0.108m.

Education and ISEND are forecasting an overspend of £0.700m (ref viii), which is a significant increase on the Q2 position, £0.400m. There is continuing pressure in the residential facilities and increasing pressure in disability agency placements. In Q3 there have been several unplanned complex high need pupils requiring placements with additional

support. This forecast will reduce if suitable alternative placements are found and ISEND staff will continue to work towards this.

Communication, Planning and Performance is forecasting an overspend of £0.430m (**ref ix**). This represents a decrease on the Q2 forecast of £0.010m despite the continued challenges of Home to School Transport and Safeguarding. This reduction is primarily due to efficiencies and pay cost control.

The above overspends have been mitigated by an underspend in Central Resources of £0.846m (**ref vi**). This is an increase of £0.129m on Q2 as a result of efficiencies and anticipated reduced spend on legal fees.

The Department is also continuing to carry out a review of costs across the service with a view to identifying new savings and scrutinising pressure areas.

Within the above outturn position, £2.382m (**ref v**) of the £3.640m savings planned 2019/20 are forecast to be achieved, with the remainder mitigated through temporary funding. These savings figures also include £2.591m of savings brought forward from 2018/19.

Capital Programme Summary – Spending for the year is on track and forecast to stay within budget (**ref xi**).

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q3 2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
Average Progress 8 score for Looked After Children	-1.49 (National Average -1.2)	No more than 0.5 points below the national average for looked after children	G	A	G		Ac Year 2018/19 ESCC -1.35 (National Average -1.25)	i
The average Attainment 8 score for disadvantaged pupils	Ac Year 2017/18 ESCC: 33.2 Nat Av: 36.8	Ac year 18/19 No more than 4 points below national average	G	A	G		Ac Year 2018/19 ESCC: 33.6 Nat Av: 36.6	ii
% of young people meeting the duty of RPA by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 16 (year12)	93.9%	93%	G	A	G		94.9%	iii
% of young people meeting the duty of RPA by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 17 (year13)	86.4%	86%	G	A	G		87.9%	iv

Savings exceptions

Savings exceptions						
Service description	2019/20 (£'000) – Q3 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Schools Learning and Effectiveness Service (SLES): promote high standards	124	124	124	-	-	
SLES: Performance monitoring	725	725	725	-	-	
SLES: Clerking Service	158	158	158	-	-	
Home to School Transport	42	42	42	-	-	
Support Services, including Admissions, Buzz and Music service	-	10	10	-	-	
SWIFT and YOT	-	166	166	-	-	
ISEND and ESBAS	-	831	570	261	-	
Early Help	-	1,561	564	997	-	
Safeguarding	-	23	23	-	-	
Total Savings	1,049	3,640	2,382	1,258	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	1,049	3,640	2,382	1,258	0	v

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
	261	-	261	
	997	-	997	
	-	-	-	
Total	1,258	0	1,258	

Revenue budget

Revenue budget										
Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Central Resources	1,727	(1,578)	149	881	(1,578)	(697)	846	-	846	vi
Early Help and Social Care	60,878	(10,032)	50,846	68,152	(11,737)	56,415	(7,274)	1,705	(5,569)	vii
Education and ISEND	81,317	(5,465)	75,852	84,220	(7,668)	76,552	(2,903)	2,203	(700)	viii
Communication, Planning and Performance	21,155	(4,450)	16,705	20,417	(3,282)	17,135	738	(1,168)	(430)	ix
DSG non Schools	-	(66,231)	(66,231)	-	(66,231)	(66,231)	-	-	-	
Schools	155,568	(155,568)	-	155,568	(155,568)	-	-	-	-	
Total Children's Services	320,645	(243,324)	77,321	329,238	(246,064)	83,174	(8,593)	2,740	(5,853)	x

Capital programme										
Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q3 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
House Adaptations for Disabled Children's Carers	1,057	1,057	67	11	67	-	-	-	-	
Diploma Exemplar Programme	3,226	3,226	-	-	-	-	-	-	-	
Schools Delegated Capital	22,351	22,351	1,370	1,436	1,370	-	-	-	-	
Conquest Centre	356	356	311	357	311	-	-	-	-	
Total CSD Gross	26,990	26,990	1,748	1,804	1,748	0	0	0	0	xi

Communities, Economy & Transport – Q3 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

Summary of successes and achievements – The improvement works in Terminus Road in Eastbourne, to modernise the town centre and improve the pedestrian environment, were completed in January 2020. Construction of the Newhaven Port Access Road continues to progress on schedule, with completion currently expected in autumn 2020. 20 carriageway asset improvement schemes were completed in Q3, to maintain and improve the condition of the country's roads. Businesses were supported to create 15 jobs in Q3 through business support programmes; Locate East Sussex also assisted nine businesses to move into, or relocate within, the county. The South East Creative, Cultural and Digital support programme has awarded grants to 12 small and medium-sized enterprises in the county. 16 online courses were completed in our libraries in Q3, on topics such as English, maths and ICT; additional external funding has been received, which will allow us to provide additional courses.

Queensway Gateway Road – There have continued to be delays in completing the scheme due to ongoing issues with relocating the car dealership. Sea Change Sussex is progressing with plans for a temporary solution which would enable cars to access the A21; subject to a number of approvals this is planned to be complete in spring 2020.

Employability and Skills – At the start of the new academic year 2019/20 schools, with Career Hub support, had achieved an average of 3.9 national Gatsby benchmarks. 125 Industry Champions continue to actively support schools and colleges through the Careers Hub; this is a slight decrease on the Q2 total, as some champions have left or changed job roles. 34 Industry Champions took part in the Open Doors event between October and December 2019, offering work place visits to over 1,000 students. The chairs of the six sector task groups, plus the Apprenticeship East Sussex group, provided updates on the groups' progress to the Skills East Sussex board in December 2019. The task groups continue to work to their action plans to meet the Skills East Sussex priorities.

Road Safety – Trials of the behavioural change initiatives launched as part of the Council's £1m Road Safety Scheme have continued in Q3. The full results from these initiatives will be available in 2020/21. Phase 2 of the young driver's project will assess the impact of the engagement campaign on young drivers and their potential passengers, pre-intervention surveys were carried out in Q3, and post intervention evaluations will be carried out in Q4 to assess the longer term impact. Three infrastructure schemes to improve road safety have been completed in 2019/20 with a further scheme currently being implemented. Subject to costs, the availability of funding from the identified budget and our contractors programme of works, it is planned that a further six schemes will be implemented this year.

Cultural Tourism – The trial of the T Stats monitoring tool with tourism businesses in the Lewes, Eastbourne and Wealden area has not progressed as quickly as intended, due to issues in securing potential participating organisations to contracts (ref i). The plans for art to be installed on England's Creative Coast art and geocaching trail are now in progress. The South East Local Enterprise Partnership working group has begun identifying potential stakeholders for the Tourism Zone.

Trading Standards – Trading Standards provided seven training workshops to businesses in Q3, with 112 delegates attending. There were also 51 positive interventions to protect vulnerable people, including visiting 41 victims of rogue trading or financial abuse and installing 10 call blockers to protect people from telephone scams.

Revenue Budget Summary – The revenue budget is expected to underspend by £206k. The most significant variances are in Transport where the late introduction of parking charge increases will result in the £1m income target not being achieved this year (ref ii). The income shortfall will be offset by the £1.808m underspend in Waste. Of this £471k relates to one-off costs. Household waste produced by households is 5% lower than budgeted but this can fluctuate. Concessionary Fares have reduced costs by renegotiating bus provider contracts but is overspending as the £1m contribution from parking income is not available this year. Payments to bus operators are lower than expected due to renegotiated contracts following one operator going into administration. CET has been able to manage income and expenditure in a number of areas, resulting in an overall departmental underspend. Taking a One Council approach, CET has been able to support activities and expenditure in a number of services that would normally have been funded through reserve drawdowns. This means that the Council's reserves will not be expended to the level previously scheduled and this makes funding available for future years. The occurrence of underspends that will support the expected reserves income are not aligned with the services that were to receive this funding, therefore some service areas may appear to be in an overspend position.

Capital Programme Summary – The CET capital programme has a gross budget of £58.829m and at Q3 is expected to have slippage of £3.189m and spend in advance of £240k. The Bexhill to Hastings Link Road scheme is slipping due to the delay in processing part 1 compensation claims (ref iii). The Link Road complementary measures scheme is spending in advance due to some remedial works and redesign following the road safety audit (ref iv). There is a slight spend in advance on the Empty Commercial Properties project (ref v). Wet weather has delayed construction in the Skills for Rural Business scheme (ref vi) and planning issues have delayed the Sidney Little Road Incubator Hub (ref vii). The slippage on the Real Time Passenger Information scheme follows a realistic review of deliverability by the contractor (ref viii). The installation of parking ticket machines is delayed pending DFT approval

on the new Rother Parking Scheme (**ref ix**). There are a number of complexities on all routes within the Hastings and Bexhill Movement and Access Package, mainly redesign work following consultations and safety audits which have delayed construction (**ref x**). The slippage on the Eastbourne and South Wealden Walking and Cycling package is due to confirmation from Eastbourne Borough Council on the value of the work that can be undertaken this year (**ref xi**). Highways England interface delays for the Wannock Road junction and additional modelling work for the Eastbourne Road bus lane have delayed the Hailsham/Polegate/Eastbourne movement and access Corridor scheme (**ref xii**). There have been some compensation events and additional costs in the Terminus Road project (**ref xiii**) and some additional traffic modelling and project support costs on the Eastbourne Town Centre Movement and Access Package scheme (**ref xiv**). There are a number of variances on Other Integrated Transport schemes including accelerated spend on Prison Crossroads and slippage on the MASHH2 and A259 Peacehaven Study schemes due to lack of resource to progress (**ref xv**). There are small variances on projects within the Community Match Scheme (**ref xvi**). Delays in relocating the car dealership means the permanent link between the Queensway Gateway Road to the A21 cannot be completed this year (**ref xvii**).

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q3 2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
Deliver Culture East Sussex agreed actions to grow Cultural Tourism	Recommendations delivered	Trial the T Stats (Tourism Statistics) monitoring tool with tourism businesses in the Lewes, Eastbourne and Wealden area	G	G	A		Potential participating organisations have not followed through to sign contracts with Acorn for T Stats (Tourism Statistics).	i

Savings exceptions

Service description	2019/20 (£'000) – Q3 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Civil Parking Enforcement	1,000	1,000	-	1,000	-	ii
Highways Maintenance	889	889	889	-	-	
Household Waste Disposal	200	200	200	-	-	
Waste	-	162	162	-	-	
Concessionary Travel	150	150	150	-	-	
Library and Information Services	-	125	125	-	-	
Archives and Records	32	32	32	-	-	
Road Safety Services	32	32	32	-	-	
Ashdown Forest	31	31	31	-	-	
Environmental Advice Services	15	15	15	-	-	
Total Savings	2,349	2,636	1,636	1,000	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	2,349	2,636	1,636	1,000	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
Civil parking Enforcement use of underspend in Waste	1,000	-	1,000	
Total	1,000	0	1,000	

Revenue budget

Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Management and Support	3,648	(2,377)	1,271	3,872	(2,345)	1,527	(224)	(32)	(256)	
Customer and Library Services	7,270	(2,240)	5,030	7,206	(2,090)	5,116	64	(150)	(86)	
Communities	4,497	(2,978)	1,519	4,496	(2,915)	1,581	1	(63)	(62)	
Transport & Operational Services	80,499	(43,625)	36,874	76,731	(40,627)	36,104	3,768	(2,998)	770	
Highways	15,023	(2,382)	12,641	14,970	(2,329)	12,641	53	(53)	-	
Economy	3,655	(2,500)	1,155	3,723	(2,512)	1,211	(68)	12	(56)	
Planning and Environment	2,847	(2,027)	820	2,977	(2,053)	924	(130)	26	(104)	
TOTAL CET	117,439	(58,129)	59,310	113,975	(54,871)	59,104	3,464	(3,258)	206	

Capital programme										
Approved project	Total project – all years (£000)		2019/20 (£000)							Note ref
			In year monitor Q3 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Registration Ceremonies Website	30	30	7	7	7	-	-	-	-	
Libraries	5,140	5,140	539	578	539	-				
Hastings Library	8,738	8,738	130	1	130	-	-	-	-	
Broadband	33,800	33,800	1,304	(120)	1,304	-	-	-	-	
Bexhill and Hastings Link Road	126,247	126,247	1,497	386	738	759	-	759	-	iii
BHLR Complementary Measures	1,800	1,800	133	146	154	(21)	-	-	(21)	iv
Economic Intervention Fund	9,675	9,675	999	272	999	-	-	-	-	
Stalled Sites Fund	916	916	230	224	230	-	-	-	-	
EDS Upgrading Empty Commercial Properties	500	500	117	120	120	(3)	-	-	(3)	v
East Sussex Strategic Growth Package	8,200	8,200	350	350	350	-	-	-	-	
Bexhill Enterprise Park North	1,940	1,940	-	-	-	-	-	-	-	
Skills for Rural Businesses - Post Brexit	2,918	2,918	2,134	-	1,384	750	-	750	-	vi
Sidney Little Road Business Incubator Hub	500	500	381	-	292	89	-	89	-	vii
Newhaven Port Access Road	23,271	23,271	13,143	10,106	13,143	-	-	-	-	
Real Time Passenger Information	2,798	2,798	127	41	67	60	-	60	-	viii
Parking Ticket Machine Renewal	1,479	1,479	559	259	259	300	-	300	-	ix
Hastings and Bexhill Movement & Access Package	9,057	9,057	1,747	668	1,345	402	-	402	-	x
Eastbourne/South Wealden Walking & Cycling Package	7,017	7,017	814	258	726	88	-	88	-	xi
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	679	317	601	78	-	78	-	xii
Terminus Road Improvements	9,000	9,000	2,995	3,086	3,086	(91)	-	-	(91)	xiii
Eastbourne Town Centre Movement & Access Package	3,486	3,486	148	180	273	(125)	-	-	(125)	xiv
Other Integrated Transport Schemes	34,818	34,818	1,453	876	1,359	94	-	94	-	xv
Community Match Fund	1,500	1,500	119	3	107	12	-	12	-	xvi
Queensway Gateway Road	10,000	10,000	1,570	938	1,013	557	-	557	-	xvii
Exceat Bridge	4,133	4,133	660	504	660	-	-	-	-	
Queensway Depot Development	1,956	1,956	500	401	500	-	-	-	-	
Hailsham HWRS	97	97	73	-	73	-	-	-	-	
Highways Structural Maintenance	236,348	236,348	23,624	17,705	23,624	-	-	-	-	
Core Programme - Bridges	13,310	13,310	1,266	1,125	1,266	-	-	-	-	
Core Programme - Street Lighting -	10,133	10,133	1,115	802	1,115	-	-	-	-	
Core Programme - Rights of Way	4,883	4,883	416	279	416	-	-	-	-	
Total CET	576,040	576,040	58,829	39,512	55,880	2,949	0	3,189	(240)	

Governance – Q3 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

Reconciling Policy, Performance and Resources (RPPR) – The Provisional Local Government Finance Settlement was announced on 20 December 2019. Our lobbying of Government has proved successful, with additional funding announced for East Sussex including an additional £10.2m for adults and children's social care and £5.8m for the Special Educational Needs and Disabilities high needs block. This extra funding, alongside ongoing prudent planning, means that the Council is able to make an investment in services of £6.6m in 2020/21, once planned savings have been made. Whilst the additional funding is welcome, it doesn't cover the amount of funding lost over the last 10 years, and isn't sufficient to prevent further savings needing to be made in the future due to the rising demand for, and costs of, social care. The full final funding settlement from Government is expected in February 2020. A Whole Council Forum was held in January 2020 to provide members with the latest position. Consultation and engagement meetings have been held with partners, Business Ratepayers, Trade Unions and young people. [On 28 January 2020 Cabinet reviewed an RPPR report on the new budget; final savings plans, capital programme, and Council Plan for 2020/21. At County Council on 11 February 2020 the Council will consider the budget for 2020/21. Update as these meetings happen] We have continued to develop the draft Council Plan and Portfolio Plans during Q3, the Council Plan sets out our ambitions, what we hope to achieve, and the challenges we face up to 2023. The draft 2020/21 Portfolio Plans were reviewed by Scrutiny Boards in December 2019.

Transport for the South East (TfSE) – TfSE successfully launched a consultation on the draft Transport Strategy in October 2019, with over 550 people attending a series of engagement events. The consultation closed on 10 January 2020, with over 3,600 responses received. The responses will be analysed and the final Strategy will be presented to the Shadow Partnership Board in April 2020 for sign-off.

The Shadow Partnership Board agreed in December 2019 to commission a series of area and thematic studies – the ultimate outcome of which will be a strategic investment plan for the South East. One of the thematic studies will look at future mobility and the opportunities to achieve our strategic objectives through the application of new technologies and business models. To inform the scope of this study, TfSE held a series of workshops in November and December to get input from stakeholders about the key challenges and opportunities for transport technology to make a difference in the South East.

The Chair of TfSE recently met with senior leaders from the region's top universities to discuss the draft Transport Strategy and opportunities for collaboration. The group was keen to showcase transport-related research from across the institutions and to investigate potential joint working on shared areas of interest.

Corporate Lobbying – Due to the general election in November, there was reduced corporate lobbying in Q3. The Chief Executive, Director of Children's Services and Chief Finance Officer met with representatives of the Treasury in October to make the case for additional funding and reform in the Special Educational Needs and Disability system to deal with increasing demand and costs. The Chief Executive, Director of Children's Services, Director of Adult Social Care and Health and Chief Finance Officer also met with civil servants in the Ministry of Housing Communities and Local Government and the Treasury in October to discuss challenges facing the Council, how we were responding to them in partnership and successes that could be applied elsewhere.

Supporting democracy – During Q3 we supported 34 meetings including: two Council meetings; four Cabinet meetings; 12 Lead Member meetings; eight Scrutiny Committees and Review Boards; and eight other committees and panels. We also published agendas and reports for a further 13 meetings. There were 608 unique page views on the Members' Intranet site.

Two scrutiny review reports were considered by Cabinet and Council in Q3 resulting in 12 agreed recommendations to improve services and address challenges going forward. The Place and People Scrutiny Committees were supported to participate fully in the Reconciling Policy, Performance and Resources process, culminating in the development of specific comments for consideration by Cabinet and Council during Q4. A workshop session was held jointly with neighbouring health scrutiny committees during Q3 to enable Members of the East Sussex Health Overview and Scrutiny Committee (HOSC) to gain a greater insight into NHS funding arrangements – this will inform the committee's ongoing scrutiny of local NHS services and issues.

With oversight from the Member ICT and Development Reference Group, we have continued to deliver the Member training programme. Training delivered in Q3 focused on emergency planning, media and unconscious bias. A further training needs survey was undertaken towards the end of Q3, the results of which will inform the development of training courses and other Member support for Q4 and into 2020/21.

The School Appeals Service continued to arrange hearings for the in-year and late September intake appeals during Q3. In total 37 school admission appeals were received, almost a third of which were for academy schools which are signed up to the service. Four new clerks and additional volunteer panel members were recruited, which will increase the resilience of the service. Briefings were held for existing clerks and panel members to ensure training remains up

to date and learning is shared.

Further development of the secure online digital appeal management system began during Q3, to enhance the administration of the school appeals process and the customer experience. The majority of appeals continue to be submitted using this system and it is intended that the improvements will be in place ahead of the next main round of appeals starting in spring 2020.

Legal Services – During Q3 we assisted Trading Standards in the successful prosecution of a counterfeit goods case which resulted in a confiscation order for over £102,000, which included a payment of £37,740 to the Council. We also successfully represented Trading Standards in an appeal at the General Regulatory Chamber when two breaches of the Consumer Rights Act 2015 were upheld against a local firm. We also collected debts and agreed repayment plans totalling £63,000. We carried out 69 prosecutions for failure to send a child to school and conducted seven contested education trials. In addition, we dealt with 52 contentious vulnerable adult cases and 55 Deprivation of Liberty Safeguarding applications in the Court of Protection.

In Q3 we completed eight agreements which helped to secure financial contributions to the Council of £194,558, and works to improve or create highways and secure highway rights were secured through agreements.

We also continued to advise and assist Children's Services both in pre-proceedings and court applications in Q3. We applied for care proceedings in respect of 19 families (down from 22 in Q2) and at the end of Q3 we had a total of 51 live care proceedings (down from 53 in Q2). We have worked closely with Children's Services to help analyse risks and assess options, including making use of the pre-proceedings process to effect change or to identify agreed alternative care arrangements with families.

Coroner Services – On average 199 deaths per month were reported to the Coroner in Q3. This is higher than the Q2 figure of 178. 70 inquests were opened in Q3, whereas 91 were opened in Q2. 79 were closed in Q3, a similar number to the 71 closed in Q2.

Regulation of Investigatory Powers Act (RIPA) – There have been no RIPA applications during Q3. Trading Standards held discussions with the Investigatory Powers Commissioner's Office about the use of social media, such as Facebook, in investigations. There are certain circumstances when the monitoring of a person's Facebook account or test purchasing of an item for sale may require a RIPA application. This could impact on departments such as Children's Services (CS) who may monitor Facebook and other social media for the purposes of safeguarding.

Local Government Ombudsman complaints – 19 decisions were issued in Q3 with 10 of these cases relating to Adult Social Care (ASC), one to Communities, Economy & Transport (CET), seven to CS and one to Governance Services (GS). 10 were closed before a full Ombudsman investigation for reasons including, insufficient evidence of fault, complaints being out of the Ombudsman's jurisdiction and the complaint not having been through our internal complaints process. Of the nine fully investigated, two were closed with no fault found and seven were closed with the complaint partly or fully upheld.

ASC – Safeguarding: Fault was found with the way the Council conducted a safeguarding investigation into allegations made about ASC providers. This included the time it took to complete the investigation and a failure to share information with the providers which led to unnecessary distress. The Council agreed to apologise for the delay and to pay the complainants four weeks fees in lieu of notice and a sum of £500 in recognition of the distress caused.

ASC – Care Fees: Fault was found with the way in which the Council dealt with a complaint about its communication in relation to an increase in care fees, but not with the information provided about the increase. No recommendations were made as the Council had already apologised and taken action to prevent similar problems in the future.

ASC – Financial Assessment: No fault was found in the assessment but some fault in the time it took the Council to complete it. No recommendations were made as the Council had already apologised for the delay.

ASC – Direct Payments: The Council was found to be at fault for not reviewing the complainant's direct payments and care plan, for delays in updating the care plan, and for not completing a carer's assessment. The Council agreed to apologise for the identified faults and pay £300 for the loss of respite provision and the avoidable distress this caused.

ASC – Safeguarding: The Ombudsman found fault with the time it took the Council to respond to a safeguarding concern which meant the complainant's parents remained in a situation where they were at possible risk of abuse and also with the way it communicated about their client contribution when they temporarily moved into a care home. The Council agreed to apologise to the complainant for the distress caused by the delay and pay her £250 in recognition of this. The Council also agreed to review its safeguarding adult procedures, to provide training to improve ASC staff's knowledge and awareness of inter-familial domestic abuse, share the learning from this case with relevant officers and review procedures to ensure it provides written details of what charges are likely to be made for care home placements.

GS – Schools Admissions Appeal Panel: Fault was found with the Council as the clerk did not properly record the panel's deliberations or the reasons for its decision and because the decision letter did not properly explain the reasons for the panel's decision. The Council has agreed to offer a fresh appeal with a different panel and clerk and to review the training needs for clerks.

CS – Safeguarding: The Ombudsman found the Council at fault for inappropriately disclosing some family health information, but did not find fault in the way the decision was made to instigate a safeguarding investigation or how the rest of the investigation was carried out. The Council had apologised for the information disclosure prior to the Ombudsman's involvement and no further recommendations were made.

Effective publicity and campaigns – Applications for jobs in residential childcare quadrupled in the two weeks after new branding and web pages were launched in December, to support the advertising of previously hard to fill roles. Candidates are now being interviewed and the campaign continues with 40 roles to be filled, including at the expanding Lansdowne Secure Unit.

A social media campaign to attract businesses to exhibit at the annual Services To Schools conference led to six new companies booking places, raising £3,700 to help fund the event, which introduces East Sussex schools to business and support services which can help strengthen the education they provide.

Media work – There were 358 media stories about the Council in Q3, of which 113 were positive and 165 neutral. The press office issued 30 press releases (a little lower than normal because of the pre-election period), generating 90 stories, of which 15 were on TV or radio. 123 media enquiries were handled.

Web activity – Almost 344,000 people used the Council's website in Q3, viewing more than 2.9 million pages.

Third Sector support – During Q3 the third round of How to Crowdfund training sessions took place in Battle and Lewes, with an additional panel discussion on Crowdfunding at the Hastings Voluntary Action annual event. The Building Stronger Communities (BSC) match fund has made financial contributions worth £9,000 to seven not-for-profit projects across East Sussex. These projects have in turn raised £19,000 from the crowd; an amplification of £2.12 from the crowd for every £1 pledged from the BSC fund. There have been 35 successful Crowdfund projects across the county raising £98,000 from the crowd, these projects are a mix of not-for-profit and for-profit organisations, and did not receive BSC match funding. However three did receive match funding from the NatWest Back Her Business match fund, and the Power to Change fund from the National Lottery.

The Social Value Market Place (SVMP) was publically launched in November 2019; full details of the SVMP can be found in the Business Services report, Appendix 3.

Partnership Plus discussions have focused on establishing the new county-wide VCSE network, undertaking a value audit of the VCSE in East Sussex, and identifying opportunities for training/upskilling and secondments between the VCSE and public sectors.

The generic infrastructure service providers (3VA, HVA, and RVA) are delivering services within their geographical areas, and working in partnership to ensure that the local VCSE sector is well supported in developing activities that meet the needs of communities across the county. The three providers will also be working with the local NHS on an NHS England funded project to establish the scale of volunteering opportunities in East Sussex that exist in health, social care and the VCSE sector; gather evidence of the impact volunteering opportunities have on people, communities and organisations; gather insight and intelligence on how people perceive volunteering, the barriers and benefits to being involved; and demonstrate how integrating volunteering approaches can make a significant impact and contribute towards high level outcomes related to the Sussex Health and Care Partnership.

East Sussex Community Voice, our Healthwatch East Sussex provider, won the 2019 Healthwatch England Diversity and Inclusion Award, for their work helping vulnerable residents living in emergency and temporary accommodation in Newhaven receive better health and social care support. Healthwatch England has also agreed that Healthwatch East Sussex will be an early adopter for the new Healthwatch Quality Framework; we will be working alongside the two Healthwatches to ensure the framework captures impact and outcomes for the delivery of the contracted statutory functions of a local Healthwatch.

South East 7 (SE7) – In Q3, work agreed at the September Leaders Board was progressed, including joining up officers across the SE7 to understand the approach all councils were taking to setting and responding to net zero emissions targets. The Chief Executives Board met in October and December and considered ways to enhance the work of the partnership, including opportunities under the new Government.

Partnership with West Sussex County Council – Cabinet on 18 December 2019 agreed to enter into an improvement partnership with West Sussex County Council (WSCC), to address the significant challenges that WSCC are facing but also offer opportunities for both authorities to work together on shared priorities, such as infrastructure, social care and climate change. Becky Shaw began work as Chief Executive of West Sussex County Council on 6 January and work has begun on identifying areas where both authorities would benefit from closer working.

Health and Wellbeing Board (HWB) – On 10 December 2019 the HWB endorsed the East Sussex Health and Social Care Plan, and plans to further test this with local stakeholders. The Board also noted that further work will be taking place to support the next phase of planning, including developing initial proposals for an East Sussex Integrated Care Partnership to help support delivery of our objectives in 2020/21. Cabinet received more detailed proposals on the key areas of work and priorities for the next phase of the East Sussex Health and Social Care Programme in January.

Revenue budget summary – The Governance budget is projected to underspend by £79k, including savings arising from the arrangement to share the Chief Executive with West Sussex County Council.

Performance exceptions
(See How to read this report for definition)

Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 outturn	Note ref
			Q1	Q2	Q3	Q4		
There are no Council Plan targets								

Savings exceptions

Service description	2019/20 (£'000) – Q3 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
There are no targeted savings in 2019/20	-	-	-	-	-	
	-	-	-	-	-	
	-	-	-	-	-	
Total Savings	0	0	0	0	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	0	0	0	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
	-	-	-	
Total	0	0	0	

Revenue budget

Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Corporate Governance	5,000	(534)	4,466	4,965	(573)	4,392	35	39	74	
Corporate Support	3,303	(403)	2,900	3,350	(455)	2,895	(47)	52	5	
Total Governance	8,303	(937)	7,366	8,315	(1,028)	7,287	(12)	91	79	

Capital programme

Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q3 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
No current programme for Governance	-	-	-	-	-	-	-	-	-	
Total Governance	0	0	0	0	0	0	0	0	0	

Strategic Risk Register – Q3 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
12	<p>CYBER ATTACK</p> <p>The National Cyber Security Centre (NCSC) has highlighted the substantial risk to British web infrastructure with elevated levels of Cyber Crime being reported against all areas of government. Cyber-attacks often include multi vector attacks featuring internet based, social engineering and targeted exploits against hardware, software and personnel. The remote nature of the internet makes this an international issue and an inevitable risk. Examples of the impact of a Cyber Attack include:</p> <ul style="list-style-type: none"> • Financial fraud related to phishing of executives and finance staff; • Loss of Personally Identifiable Information and subsequent fines from Information Commissioner's Office (4% of global revenue under the new General Data Protection Regulations); • Total loss of access to systems that could lead to threat to life. <p>A successful cyber-attack can shut down operations - not just for a few hours, but rather for multiple days and weeks. The collateral damage, such as information leaks and reputational damage can continue for much longer. Added to that, backup systems, applications and data may also be infected and therefore, of little usable value during response and recovery operations - they may need to be cleansed before they can be used for recovery. This takes time and consumes skilled resources reducing capacity available to operate the usual services that keep the Council working.</p>	<p>Most attacks leverage software flaws and gaps in boundary defences. Keeping software up to date with regular patching regimes; continually monitoring evolving threats and re-evaluating the ability of our toolset to provide adequate defence'. Ongoing discussion and communication with the Info Sec industry to find the most suitable tools and systems to secure our infrastructure.</p> <p>Expanding Security Information and Event Management (SIEM) system capabilities to align with SCC and leverage latest standards of automation, detection and prevention.</p> <p>Development of "Security Advocates". Trained staff that can cascade and share cyber security insights and highlight potential issues into the workforce. Promoting a visible approachable business based security team;</p> <p>Enhancing user awareness - Expanding E-Learning and policy delivery mechanisms to cover Cyber threat, educating staff around the techniques and methods used by active threats. With 77% of all malware installed via email, users to be given learning experiences of phishing at point of use in a safe and secure environment;</p> <p>Providing GDPR training and workshops to cascade vital skills and information to those affected by new Data Protection laws;</p> <p>ESCC servers moved to the Orbis Primary Data Centre for resilience – An accredited Tier 3 environment certified to these standards:</p> <ul style="list-style-type: none"> • ISO 27001 - IT Governance and Information Security Management • ISO 9001 - Quality Standard in Customer Service, Customer Processes, Product Process and Service, Efficiency and Continuous Improvement • ISO 14001 - Environmental Management and Best Practices for Corporate Environmental Responsibility. <p>Disaster Recovery services are now similarly relocated in a Tier 3 Data Centre environment (Orbis Secondary Data Centre in Guildford).</p>

Strategic Risk Register – Q3 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
4	<p>HEALTH</p> <p>Failure to secure maximum value from partnership working with the NHS. If not achieved, there will be impact on social care, public health and health outcomes and increased social care cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives.</p>	<p>The following progress has been made since the last update:</p> <ul style="list-style-type: none"> •In December 2019 the Health and Wellbeing Board endorsed the East Sussex Health and Social Care Plan and contribution to the Sussex Health and Care Partnership Plan/response to the NHS LTP. The East Sussex Plan will go to Cabinet and East Sussex CCG Governing Bodies in January 2020 for formal organisational agreement prior to formal launch across our system. •In December a draft proposal for an East Sussex Integrated Care Partnership (ICP) was also agreed between Chief and Senior Executives from East Sussex CCGs, ESCC, ESHT, SCFT and SPFT. The proposal covers long term objectives and the elements that will start to be implemented in 2020/21 to iteratively develop the model, and support delivery of our East Sussex plan objectives. The draft proposal will now be more widely with system partners and with organisational governing bodies for agreement, including Cabinet on 28 January. •The key elements of the ICP for 2020/21 include: <ul style="list-style-type: none"> o - Our agreed overarching common operating model across community health and social care services in the county - reflecting NHS LTP commitments and ESCC priorities, and agreed by all partners including EHST and SCFT o - A common planning process to align investment with priorities across health and social care resources to deliver outcomes o - A single framework for managing resources and agreement on alignment and/or pooling of resources o - Piloting accountability and risk sharing arrangements for aligned and pooled resources for specific areas of services where agreed by all Finance Directors •A single programme has been constructed and resourced to deliver this across the system. •The Sussex CCGs have now finalised their operating model, and in November the membership of all three East Sussex CCGs voted to adopted the proposed constitution for an East Sussex CCG. This brings opportunities to further develop the approach to population health and social care commissioning between the Council and the future East Sussex CCG on a coterminous basis to deliver outcomes. •As of December 2019, we have agreed the terms of reference for an East Sussex Joint Commissioning Group to undertake the practical elements of commissioning jointly across the CCGs and ASC&H.

R

Strategic Risk Register – Q3 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
5	RECONCILING POLICY, PERFORMANCE & RESOURCE Failure to plan and implement a strategic corporate response to resource reductions, demographic change, and regional economic challenges in order to ensure continued delivery of services to the local community.	We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning. We have adopted a commissioning approach which means evaluating need and considering all methods of service delivery, which includes working with partner organisations to deliver services and manage demand. The Council Plan sets out targets for a 'One Council' approach to deliver our priorities and is monitored quarterly. The plans take account of known risks and pressures, including demographic changes and financial risks, to design mechanisms to deliver the Council's priorities. We will continue to lobby for the need for long term, predictable and sustainable funding for local government and East Sussex, which reflects our residents' real and growing need through the fair funding review and anticipated spending review later this year. We will also continue to make realistic and deliverable plans for working within the funding we are likely to have available, reflecting the recent Government announcement as part of its one year spending round.	R
15	CLIMATE Failure to limit global warming to 1.5°C, requiring global net human-caused emissions of carbon dioxide (CO2) to fall by about 45 percent from 2010 levels by 2030, reaching 'net zero' around 2050. This increases the risks to East Sussex of hotter, drier summers; changing rainfall patterns, with more intense rainfall episodes and longer periods without rainfall; milder winters; more frequent extremes in weather that are either prolonged or severe; and sea level rise with potential for increased storm surges.	Climate change adaptation: we are following national adaptation advice, including working with partners on flood risk management plans, a heatwave plan and drought plans. Climate change mitigation: we are continuing to reduce the County Council's own carbon footprint, which was cut by 46% between 2008-9 and 2017-18. The County Council declared a Climate Emergency in October 2019 and committed to achieve net zero carbon emissions from the County Council's estate by 2050 or earlier. A route map to net zero is being developed and progress will be reported to County Council in May 2020.	R
1	ROADS Wet winter weather, over recent years has caused significant damage to many of the county's roads, adding to the backlog of maintenance in the County Council's Asset Plan, and increasing the risk to the Council's ability to stem the rate of deterioration and maintain road condition.	The additional capital maintenance funding approved by Cabinet in recent years has enabled us to stabilise the rate of deterioration in the carriageway network and improve the condition of our principle road network. However a large backlog of maintenance still exists and is addressed on a priority basis. The County Council's asset management approach to highway maintenance is maintaining the overall condition of roads, despite recent year's winter weather. However, severe winter weather continues to be a significant risk with the potential to have significant impact on the highway network. The recently approved five year capital programme for carriageways 2018/19 to 2022/23, and the six year additional capital programme for drainage and footways 2017/18 to 2022/23 provide the ability to continue to improve condition and build resilience into the network for future winter events. Additional DfT money from 2018/2019 has supported this approach.	A

Strategic Risk Register – Q3 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
7	<p>SCHOOLS</p> <p>Failure to manage the expected significant reduction in resources for school improvement from 2017/18 and the potential impacts of changing government policy on education, leading to reduced outcomes for children, poor Ofsted reports and reputational damage</p>	<ul style="list-style-type: none"> • In September 2019 the Department published its refreshed Excellence for All strategy. The updated strategy outlines the shared vision, values and ambitions the local authority and our partners have for creating an excellent education system in East Sussex where no child or educational establishment is left behind. There is a sharper focus on the most disadvantaged and on how we will deliver improvement through the partnership structures in the county. • Work closely with schools to build a sustainable system across East Sussex, in order to ensure that the capacity and expertise is available to provide oversight of educational performance and to offer appropriate support and challenge where it is required. • Provide an opportunity for every school to be part of a local Education Improvement Partnership to support their ongoing improvement and for all partnerships to develop to the point where they provide a sustainable network through which all schools and other providers take responsibility for improvement in their local area. • Continue to develop commissioning model of school improvement including reviewing the level of trading by SLES to ascertain what is sustainable within reducing capacity and to identify core services that can be traded. • Continue to build relationships with academies and sponsors, including the Diocese of Chichester, ensure a dialogue about school performance, including data sharing. • Work with academies and maintained schools through the Education Improvement Partnerships to develop system leadership, school to school support and to broker partnerships to reduce pressure on SLES services. • Broker support to academies to address any performance concerns and investigate the feasibility of trading some LA school improvement services with all schools on a full cost recovery basis. • Where academies do not appear to be accessing appropriate support, bring this to the attention of the DfE, who may exercise their intervention powers. • Work with the Regional Schools Commissioner to ensure the work of the RSC and the LA is aligned and that schools have the support they need.

A

Strategic Risk Register – Q3 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
8	CAPITAL PROGRAMME As a result of current austerity, the capital programme has been produced to support basic need only and as a result of this there is no resource for other investment that may benefit the County e.g. that may generate economic growth. Additionally there is a risk, due to the complexity of formulas and factors that impact upon them, or changes in these, that the estimated Government Grants, which fund part of the programme, are significantly reduced. There is also a risk that the move from S106 contributions to Community Infrastructure Levy will mean that Council has reduced funding from this source as bids have to be made to Districts and Boroughs. Slippage continues to occur within the programme, which has an impact on the effective use of limited resources.	<p>Governance arrangements continue to be reviewed and developed with Property for the delivery of Schools Basic Need and capital property works in support of the robust programme delivery of the basic need programme. The Education Sub Board, which in part focuses on future need for schools places, continues to inform the Capital Strategic Asset Board of key risks and issues within the School Basic Need Programme. Regular scrutiny by the Capital Strategic Asset Board (CSAB), of programme and project profiles (both in year and across the life of the programme) occurs on a quarterly basis.</p> <p>The Board also proactively supports the seeking and management of all sources of capital funding, including; grants, S106, CIL and, Local Growth Fund monies. A cross department sub board has been set that oversees the process for bidding for CIL and to the use of S106 funds, work continues with Districts and Boroughs to maximise the Council's receipt of these limited resources.</p> <p>A risk factor was introduced in 2019/20 to acknowledge and address the historic level of slippage in the capital programme, its impact on the financing of the capital programme, and therefore on treasury management activity. Following the creation of the 20 year capital strategy (2020/21 to 2040/41) and the enhanced rigour in the building of the 10 year capital programme (2019/20 to 2029/30), this factor has not been extended to future years. CSAB will continue to monitor slippage and recommend any change should it become necessary.</p>	A
9	WORKFORCE Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and / or reputational issues.	<p>The 2019/20 Q1-3 sickness absence outturn for the whole authority (excluding schools) is 5.96 days lost per FTE, a decrease of 6.5% since the same period last year.</p> <p>Although stress/mental health remains the primary reason for absence, time lost due to stress/mental health during 2019/20 Q1-3 fell by 2.5% compared to 2018/19 Q1-3. Interestingly, during that period whilst days lost due to stress have fallen by 20.6%, Mental Health has increased by 23.2%. However, in the context of absence decreasing overall, it is likely that employees are being more open about disclosing the reason for their absence.</p> <p>A range of initiatives to address mental health absences have been implemented, including:</p> <ul style="list-style-type: none">•85 Mental Health First Aiders have been trained across the organisation and 33 interventions have taken place since November 2019•ESCC Campaign launched for World Mental Health Awareness Day on 10 October 2019•Employee and Managers Mental Health Guides have been produced alongside a supporting toolkit and dedicated resource intranet page•A Bereavement guidance document has been developed to provide managers with clearer guidelines and signposting on support available•Stress Risk Assessment form is being reviewed to encourage meaningful conversations and to provide targeted signposting for employees both in and out of work•‘Selfcare Isn’t Selfish’ workshops are taking place for Time to Talk day on 06 February alongside a supported communication campaign	A

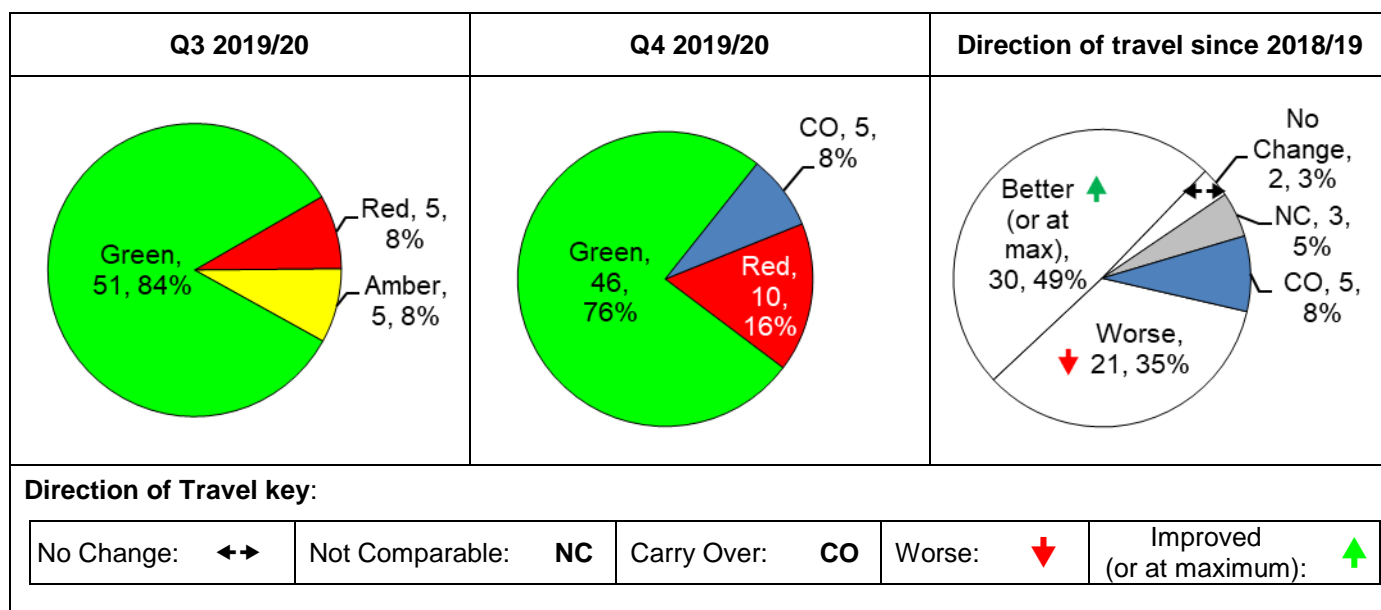
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Strategic Risk Register – Q3 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
10	RECRUITMENT Inability to attract high calibre candidates, leading to limited recruitment choices and therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.	Following CMTs consideration of our current workforce demographics and recruitment and retention 'hotspots', two work-streams of 'attracting and recruiting the future workforce' and 'leading the workforce' are now being progressed. These will report, with specific proposals for action, in February/March 2020.	A
6	LOCAL ECONOMIC GROWTH Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.	<p>The County Council and its partners have been successful in securing significant amounts of growth funding totalling £115m, via both the South East and Coast 2 Capital Local Enterprise Partnerships, to deliver a wide range of infrastructure projects in East Sussex. We have also secured outgoing EU funding for complementary economic development programmes supporting businesses to grow, including South East Business Boost (SEBB), LoCASE, SECCADS and inward investment services for the county. We continue to bid for further EU funding for the above with bids being prepared for submission in July for a SEBB 2 and separately an inward investment programme looking to commence in April 2020 for a further 3 years.</p> <p>The County Council has worked with Wealden DC and developed an outline business case that has been submitted to the Major Road Network programme in May 2019, to secure funding for approximately £34.3m towards local transport interventions along the A22/A27 Growth Corridor.</p> <p>Government is working on a new Shared Prosperity Fund, which seeks to combine growth funding and outgoing EU funding into one, and as a consequence we are working with partners to develop a pipeline of projects to ensure we are well-placed to capitalise when the fund is released, and calls for projects are issued. Furthermore, there are several new funds currently being released for bidding including Future High Streets, Stronger Towns Fund and European Social Fund and we have been actively working with partners in submitting proposals and await the outcome.</p> <p>Government has also instigated a review of LEPs across the country. We are supporting the two work-streams that have been established to address SELEP board composition, diversity and appointments AND the establishment of a legal personality as a company limited by guarantee. We are now working with SELEP partners to compile the Government's requirement that every LEP has in place a Local Industrial Strategy by March 2020, which will be a key determinant to accessing future Government funding.</p> <p>East Sussex have been successful in securing an additional £2.46m funding from the SELEP for two projects that will create new jobs and workspaces in Bexhill and provide a replacement for Exceat Bridge to improve connectivity and support housing growth. East Sussex have submitted projects for consideration in the Growing Places Fund (GPF Round 3) programme and we will know the outcome in April 2020.</p>	G

Council Monitoring Corporate Summary – end of year 2019/20

Council Plan performance targets

Priority	Total	Red	Green	Carry Over
Driving sustainable economic growth	27	4	23	0
Keeping vulnerable people safe	11	2	6	3
Helping people help themselves	20	3	15	2
Making best use of resources	3	1	2	0
Total	61	10	46	5



Council Plan year end 2019/20 outturn summary all measures

(For targets not achieved commentary is provided in the relevant departmental appendix)

All 61 Council Plan target outturns for the full year are reported below. Targets achieved are highlighted in green; targets not achieved are highlighted in red; and Carry Overs for reporting at Q1 2020/21 are highlighted in blue.

For red outturns detailed information is contained in the departmental appendices for new exceptions at Q4 and these are highlighted in **bold** in the table below. Details of previous exceptions can be found in the referenced appendices for Q1-Q3 monitoring.

Where available, performance improvement relative to 2018/19 is given under Direction of Travel. Measures marked NC do not have 2019/20 outturns, which are comparable with 2018/19 outturns.

Driving sustainable economic growth – outturn summary					
Dept	Performance Measure	Outturn 2018/19	Target 2019/20	Outturn 2019/20	Direction of Travel
BSD	The percentage of Council procurement spend with local suppliers	54%	54%	54%	↔
BSD	Economic, social and environmental value committed through contracts, as a percentage of our spend with suppliers	11.8%	≥10.0% of value of annual contracts awarded	10.5%	↓
BSD	The Council's Apprenticeship Levy strategy supports the Council's workforce development and training plans	Baseline established	Where appropriate Standards exist, to ensure apprenticeship training is available and taken up (subject to the needs of the business), which addresses skills shortages in the Council	136 new starts (1.8% of our workforce) undertaking an apprenticeship for 2018/19 Council spent 31% of its total levy contributions in 2018/19	↑
CET	Deliver major transport infrastructure – Newhaven Port Access Road	Works commenced January 2019 for 19 month construction period	Continue construction	Estimated completion date, excluding landscape planting, is currently 12/09/2020	↑
CET	Percentage of Principal roads requiring maintenance	5%	8%	5%	↔
CET	Percentage of Non Principal roads requiring maintenance	7%	9%	5%	↑
CET	Percentage of Unclassified roads requiring maintenance	9%	15%	14%	↓
CET	The number of businesses and professionals receiving advice and support through training workshops and bespoke advice provided by Trading Standards	19 workshops 319 delegates	300	19 workshops 346 delegates	↑

Driving sustainable economic growth – outturn summary					
Dept	Performance Measure	Outturn 2018/19	Target 2019/20	Outturn 2019/20	Direction of Travel
CET	Deliver the new Employability and Skills Strategy: East Sussex business sector skills evidence base developed	Six sector task groups and Apprenticeships East Sussex continue to meet quarterly and work to action plans 104 Industry Champions recruited; of these, 34 earned Industry Champion certificate	Seven sector task groups maintained, with each working to establish a new annual action plan and reporting to SES on actions and achievements	Six sector task groups plus the Apprenticeships East Sussex task group working to action plans that meet the Skills East Sussex priorities	↑
CET	Deliver the new Employability and Skills Strategy: East Sussex Careers Hub	N/A	Establish a Careers Hub and support schools to achieve an average of 3 national benchmarks Recruit 15 further Industry Champions to support Careers Hub activities	Schools supported to achieve 100% in an average of 4.4 benchmarks Number of Industry Champions (ICs) increased by 21 to 125 ICs continued to actively support schools & colleges through the Careers Hub	NC
CET	Work with Seachange Sussex to deliver major transport infrastructure – Queensway Gateway Road	First phase completed in Q3	Complete second phase of the road	Second phase of road completed	↑
CET	Deliver pedestrian improvements in Terminus Road (Eastbourne) using 'Shared Space' concepts to coincide with opening of the new Arndale Centre	Construction commenced March 2018 and continued throughout financial year	Construction complete and monitor impact	Construction completed Impact starting to be monitored	↑
CET	Number of additional premises with improved broadband speeds	9,511 premises	1,267 premises	1,197 premises	↓
CET	Report progress on the level of broadband improvement in the Intervention Area	97% of intervention area able to receive superfast speeds	Report progress on the level of broadband improvement in the Intervention Area	Contract 3 delivered 22% superfast coverage in intervention area; Overall superfast coverage across county just below 98%.	↑

Driving sustainable economic growth – outturn summary					
Dept	Performance Measure	Outturn 2018/19	Target 2019/20	Outturn 2019/20	Direction of Travel
CET	Deliver Culture East Sussex agreed actions to grow Cultural Tourism	Recommendations delivered	Trial the T Stats (Tourism Statistics) monitoring tool with tourism businesses in the Lewes, Eastbourne and Wealden area	T.stats being trialled by Eastbourne but not taken forward by Lewes or Wealden for now	NC
CET	Job creation from East Sussex Programmes	174.75 full time equivalent jobs created	Support businesses to create 135 jobs	141 jobs created	↓
CET	In partnership with funding organisations provide online learning (including skills for life and ICT courses) in libraries (subject to contract)	194 courses	80 courses	86 courses	↓
CS	The percentage of eligible 2 year olds who take up a place with an eligible early years provider	ESCC 84% National Average 72%	Above national average	ESCC 86% National Avg. 68%	↑
CS	The percentage of pupils achieving a “good level of development*” at the Early Years Foundation Stage. *A pupil achieving at least the expected level in each Early Learning Goal (ELG) within the three Prime areas of learning, and at least the expected level in each ELG within the literacy and numeracy Specific areas of learning	Ac year 17/18: ESCC 76.5% National Average 71.5%	Ac year 18/19: At or above national average	Ac Year 18/19: ESCC 76.0% National Average 71.8%	↓
CS	Average Progress 8 score for state funded schools. The average Progress 8 score shows how much progress pupils at this school made between the end of key stage 2 and the end of key stage 4, compared to pupils across England who got similar results at the end of key stage 2	Ac year 17/18: ESCC -0.03 National Average -0.02	Ac year 18/19: At national average	Ac Year 18/19: ESCC -0.06 National Average -0.03	↓
CS	The percentage of disadvantaged pupils achieving at least the expected standard in each of reading, writing and maths at Key Stage 2	Ac Year 17/18: ESCC 49% National Average 51%	Ac year 18/19: No more than 4 percentage points below national average	Ac Year 18/19: ESCC 45.9% National Average 51.5%	↓

Driving sustainable economic growth – outturn summary					
Dept	Performance Measure	Outturn 2018/19	Target 2019/20	Outturn 2019/20	Direction of Travel
CS	The average Attainment 8 score for disadvantaged pupils	Ac Year 17/18: ESCC 33.2 National Average 36.8	Ac year 18/19: No more than 4 points below national average	Ac Year 18/19: ESCC 33.5 National Average 36.8	↑
CS	The percentage of young people meeting the duty of RPA (Raising the Participation Age) by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 16 (Year 12)	93.9%	93%	93.7%	↓
CS	The percentage of young people meeting the duty of RPA by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 17 (Year 13)	86.4%	86%	86.3%	↓
CS	Average Progress 8 score for Looked After Children (LAC)	Ac Year 17/18: ESCC -1.49 National Average -1.2	Ac year 18/19: No more than 0.5 points below the national average for LAC	Ac Year 18/19: ESCC -1.33 National Average -1.23	↑
CS	The percentage of LAC participating in education, training or employment with training at academic age 16 (Year 12)	86.1% (31/36)	80%	84% (59/70)	↓
CS	The percentage of LAC participating in education, training or employment with training at academic age 17 (Year 13)	87% (60/69)	70%	78% (49/63)	↓

Keeping vulnerable people safe – outturn summary					
Dept	Performance Measure	Outturn 2018/19	Target 2019/20	Outturn 2019/20	Direction of Travel
ASC	National outcome measure: The proportion of people who use services who say that those services have made them feel safe and secure (Adult Social Care Survey)	87.6%	≥87.0%	83.0%	↓
ASC	Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales	85.6% (April 2018 to January 2019)	90%	84% (April 2019 to December 2020)	↓
ASC	Percentage of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services)	96.8%	95%	CO	CO
ASC	The % of people affected by domestic violence and abuse who feel safe upon leaving the service	88%	88%	CO	CO
ASC	When they leave the service the % of those affected by rape, sexual violence and abuse who have improved coping strategies	80%	88%	CO	CO
CET	The number of positive interventions for vulnerable people who have become the target of rogue trading or financial abuse	224 positive interventions	100	127 positive interventions	↓
CS	Rate of children with a Child Protection Plan (per 10,000 children)	55.5 (588 children incl. 8 unborn)	54.2 (574 children)	50.9 (542 children incl. 5 unborn)	↑
CS	Rate (of 0-17 population) of referrals to children's social care services (per 10,000 children)	406 (4301)	518	393 (4165)	↑
CS	Rate (of 0-17 population) of assessments completed by children's social care services (per 10,000 children)	341 (3606 assessments initiated)	503.8	333 (3530 assessments initiated)	↑
CS	Rate of Looked After Children (per 10,000 children)	57.3 (607 children)	60.7 (644 children)	56.5 (601 children)	↑
CS	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days). (Adoption Scorecard)	3 Year Average for 2015-18: ESCC Outturn 454 days National Average 486 days	Less than or equal to national average	ESCC outturn 448.7 days National Average 486 days	↑

Helping people help themselves – outturn summary					
Dept	Performance Measure	Outturn 2018/19	Target 2019/20	Outturn 2019/20	Direction of Travel
ASC	Number of hospital bed days lost due to delayed transfers from hospital care (Daily average)	47.9	39.8	47.1	↑
ASC	Number of hospital bed days lost due to delayed transfers from hospital care due to Council social services (Daily average)	9.3	11.5	7.7	↑
ASC	Number of hospital bed days lost due to delayed transfers from hospital care due to local NHS (Daily average)	37.2	24.4	38.3	↓
ASC	National outcome measure: Proportion of working age adults and older people receiving self-directed support	100% (4,867 clients)	100%	100% (4,746 clients)	↑
ASC	National outcome measure: Proportion of working age adults and older people receiving direct payments	31.5% (1,541 people)	31.5%	32.8% (1,555 people)	↑
ASC	Number of carers supported through short-term crisis intervention	765	540	921	↑
ASC	Number of people receiving support through 'STEPS to stay independent'	5,280	2,500	4,261	↓
ASC	Number of people at risk of crisis receiving support through Homeworks	N/A	800	1,154	NC
ASC	Enhance the delivery of Technology Enabled Care Services (TECS) more rapidly and more widely across areas including falls; frailty; crisis response; medication management, to avoid hospital admissions or re-admissions	8,513 people receiving TECS	7,926 people receiving TECS	8,629 people receiving TECS	↑
ASC	Number of providers registered with Support with Confidence	222	244	246	↑
ASC	The proportion of people who received short-term services during the year, where no further request was made for ongoing support	92% (1,528 / 1,657)	>90.5%	93.1% (1,607 / 1,727)	↑
ASC	Number of new service user interventions commenced as part of the Integrated Lifestyle Service	7,043	6,000	CO	CO

Helping people help themselves – outturn summary					
Dept	Performance Measure	Outturn 2018/19	Target 2019/20	Outturn 2019/20	Direction of Travel
ASC	The number of health and social care staff and voluntary sector organisations trained to deliver brief interventions and advice to promote, encourage and help people make healthier choices as part of the Making Every Contact Count (MECC) initiative	Q3: 1,268 (April 2018 to December 2019)	600	595 (April 2019 to December 2020)	↓
ASC	Cumulative percentage of the eligible population who have received an NHS health check since 2015/16 (five year period)	51.7%	50%	CO	CO
CET	Road Safety: Implement behaviour change projects to reduce the speeding reoffending rate	Trials of behavioural change initiatives started in Q2 and continued throughout the year	Implement measures to reduce speeding reoffending rate	Trials of behavioural change initiatives continued Analysis of impact of Anniversary trial, carried out earlier this year, expected late spring 2020 Other trials continued, interim analysis expected over the next few months	↑
CET	The percentage of young drivers and their passengers who report positive attitudinal and behavioural change in response to the engagement campaign designed to reduce risk of collisions/KSIs immediately after intervention and over time	Phase One of campaign run via social media and was successful; Phase Two targeting young males currently being developed	15%	Over 24%	↑
CET	Road Safety: Implement infrastructure schemes on identified high risk routes to improve road safety	5 schemes	10 schemes (subject to funding)	3 schemes completed	↓
CS	Percentage of annual SEND review meetings where the child gave their view and/or participated	88.0% (1,642 / 1,865)	85%	88.5% (1,960 / 2,216)	↑

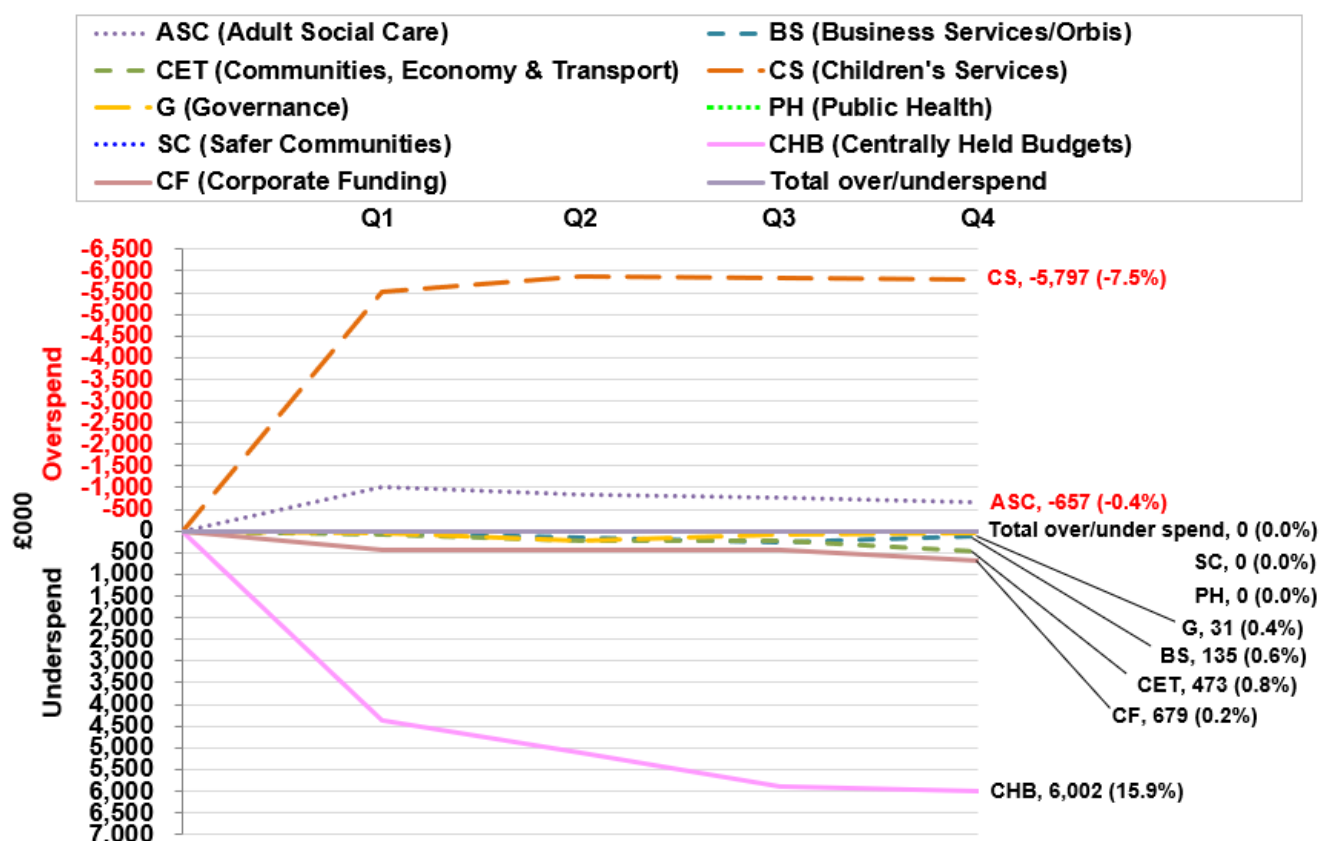
Helping people help themselves – outturn summary

Dept	Performance Measure	Outturn 2018/19	Target 2019/20	Outturn 2019/20	Direction of Travel
CS	The proportion of respondents to the feedback surveys who agree that things have changed for the better as a result of getting targeted support from Early Help or Children's Centre Keywork Services	Children's Centre Keywork Services 89.55% Early Help 94% Average 91%	80%	Children's Centre Keywork Services 86% Early Help 92% Average 89%	↓
CS	Number of households eligible under the government's Troubled Families programme receiving a family support intervention	3,278 (cumulative total)	Cumulative 3,450	Cumulative 4,306	↑

Making best use of resources – outturn summary

Dept	Performance Measure	Outturn 2018/19	Target 2019/20	Outturn 2019/20	Direction of Travel
BSD	Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in non-school services	8.73	9.24	8.48	↑
BSD	Deliver the Property Asset Investment Strategy	Resource model in place	Development of feasibility studies for a minimum of 4 key sites	Feasibility studies in development for 7 key projects	↑
BSD	Cost of occupancy of corporate buildings per sq. metre (£151.49 / sq. metre	£148.46 / sq. metre	£161.98	↓

Revenue budget outturn (net £000)



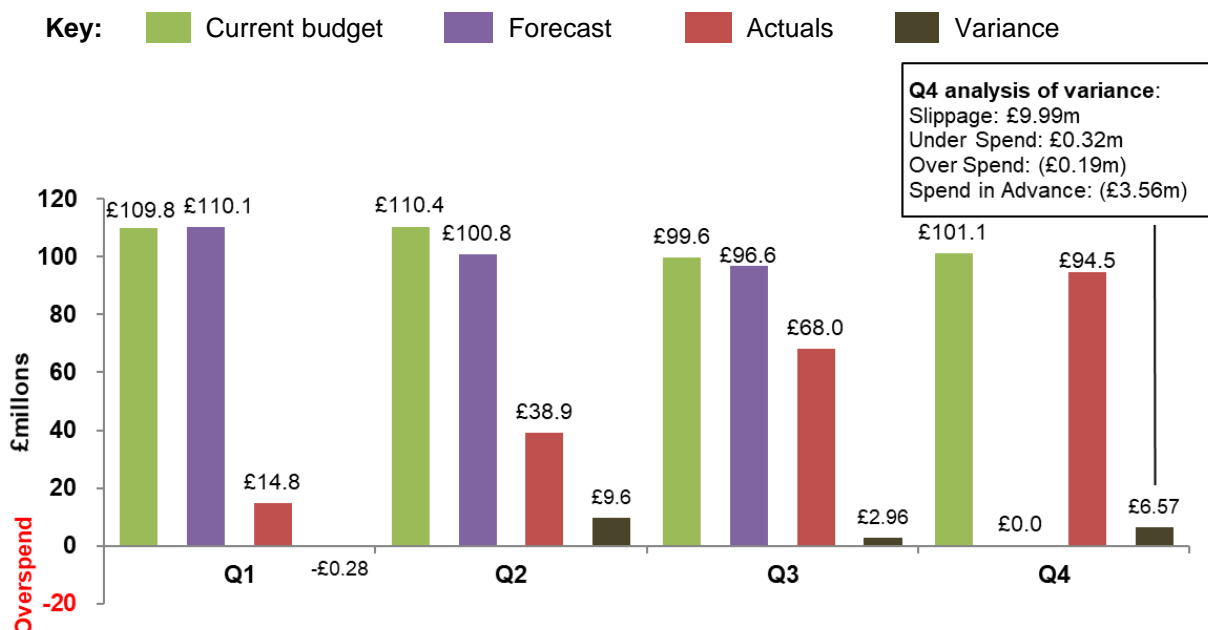
Revenue budget summary (£000)

	Planned (£000)			2019/20 (£000)					
				End of year outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Service Expenditure									
Adult Social Care	263,797	(93,245)	170,552	265,234	(94,025)	171,209	(1,437)	780	(657)
Safer Communities	583	(247)	336	846	(510)	336	(263)	263	-
Public Health	29,092	(29,092)	-	27,802	(27,802)	-	1,290	(1,290)	-
Business Services	47,501	(24,253)	23,248	45,480	(22,367)	23,113	2,021	(1,886)	135
Children's Services	321,945	(244,625)	77,320	330,688	(247,571)	83,117	(8,743)	2,946	(5,797)
Communities, Economy & Transport	117,220	(57,918)	59,302	117,310	(58,481)	58,829	(90)	563	473
Governance Services	8,189	(823)	7,366	8,304	(969)	7,335	(115)	146	31
Total Service Spend	788,327	(450,203)	338,124	795,664	(451,725)	343,939	(7,337)	1,522	(5,815)
Centrally Held Budgets (CHB)									
Treasury Management	20,186	(2,600)	17,586	18,070	(2,598)	15,472	2,116	(2)	2,114
Capital Programme	2,872	-	2,872	2,872	-	2,872	0	-	0
Unfunded Pensions	10,338	-	10,338	10,178	-	10,178	160	-	160
General Contingency	3,570	-	3,570	-	-	-	3,570	-	3,570
Contrib to Reserves	22,933	-	22,933	22,897	-	22,897	36	-	36
Apprenticeship Levy	600	-	600	578	-	578	22	-	22
Levies, Grants and Other	984	(21,112)	(20,128)	928	(21,156)	(20,228)	56	44	100
Total CHB	61,483	(23,712)	37,771	55,523	(23,754)	31,769	5,960	42	6,002
Corporate Funding									
Business Rates	-	(84,325)	(84,325)	-	(85,004)	(85,004)	-	679	679

APPENDIX 8

Revenue Support Grant	-	-	-	-	-	-	-	-	-
Council Tax	-	(290,684)	(290,684)	-	(290,684)	(290,684)	-	-	-
New Homes Bonus	-	(886)	(886)	-	(886)	(886)	-	-	-
Total Corp Funding	0	(375,895)	(375,895)	0	(376,574)	(376,574)	0	679	679
Total	849,810	(849,810)	0	851,187	(852,053)	(866)	(1,377)	2,243	866
Balance of General Contingency to reserves	-	-	-	866	-	866	(866)	-	(866)
FINAL TOTAL	849,810	(849,810)	0	852,053	(852,053)	(0)	(2,243)	2,243	0

Capital programme (gross £ millions) – approved projects



Capital programme summary (£000)

Approved project	Total project – all years*		2019/20 (£000)					
			End of year outturn			Analysis of variation		
			Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance
ASC	10,409	10,411	2,247	2,247	0	0	0	0
BSD	276,424	276,411	37,000	36,961	39	13	3,027	(3,001)
CS	28,336	28,282	3,135	3,013	122	0	122	0
CET	576,858	576,738	58,687	52,282	6,405	120	6,843	(558)
GS	-	-	0	0	0	0	0	0
Total	892,027	891,842	101,069	94,503	6,566	133	9,992	(3,559)
Capital receipts			(3,122)	(3,122)	0			
Non-specific grants			(37,580)	(36,342)	(1,238)			
Specific Funding: grants/external contributions/CERA			(23,164)	(23,066)	(98)			
S106 Contributions			(4,802)	(1,994)	(2,808)			
Community Infrastructure Levy			(1,600)	(1,200)	(400)			
Reserves - capital and set aside			(5,851)	(4,619)	(1,232)			
Borrowing			(24,950)	(24,160)	(790)			
Total			(101,069)	(94,503)	(6,566)			

Centrally held budgets (CHB) and Corporate Funding

The Treasury Management (TM) Strategy, which provides the framework for managing the Council's cash balances and borrowing requirement, continues to reflect a policy of ensuring minimum risk whilst aiming to deliver secure realistic investment income on the Council's cash balances. During Quarter 4 the Bank of England reduced bank rate on two occasions in March to a record low of 0.10%. Investment rates during the quarter were not impacted too significantly due a March reduction but will have a bearing on returns for 2020/21 and beyond. The average level of Council funds available for investment purposes during the quarter was £201m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, external debt repayments, receipt of grants and progress on the Capital Programme.

The total amount received in short term interest for the quarter to 31 March 2020 was £558k at an average rate of 1.11%.

The majority of the Council's external debt was held as long term loans (£237.9m). On 31st March 2020 a £1.3m PWLB loan matured at 8.5%, with a further £1.3m of fixed term PWLB debt maturing in September 2020 with a loan rate of 8.125%.

No short or long term borrowing was undertaken in the quarter and no further cost effective opportunities have arisen during Q4 to restructure the existing PWLB or wider debt portfolio. During Q4 a number of Local Authority investments were made to secure a fixed return, with market volatility and the increased risk of a reduced interest rate environment these investments up to 2 years locked in some value into 2020/21 and beyond.

The comparable TM budget has outturned at an underspend of £2.1m (£2.0m in Q3) this is based on the position on the capital programme removing the need to borrow externally in 2019/20, together with the financial information presented above.

The Council holds a general contingency of £3.6m that, together with the underspend on TM has been used to cover the service deficit. Additional income from Business Rates and the redistribution of the Levy together with some other minor underspending allows the unallocated amount on centrally held budgets of £0.9m to be transferred to reserves.

Changes to Fees & Charges

At RPPR in February 2020 it was reported that the charge for Registration Services VIP SG Package Evelyn Room - Mon-Thu was increasing by 2.6% from £470 to £482. Subsequently HMRC has given new advice around treatment of VAT for these services and as a consequence the charge for 2020/21 has changed to £420. This only impacts on the amount of VAT payable and does not impact the non-VAT element that is reflected in the service's budget.

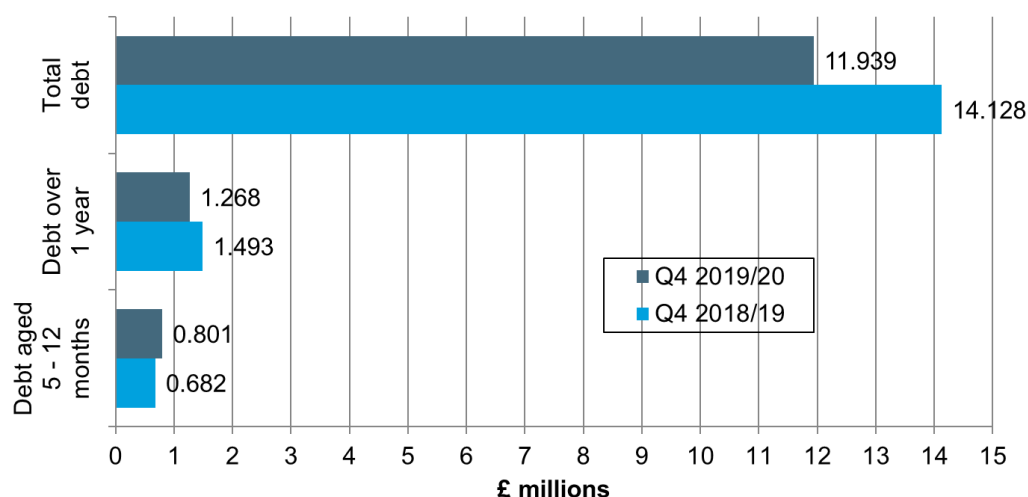
There are no proposed increases over 2.5% for Quarter 4.

General balances

The General Fund balance was £10.0m as at 31 March 2020. General balances allow the Council to manage unforeseen financial circumstances without the need to make immediate savings.

The Schools balances as at 31 March 2020 were £15.0m.

Outstanding debt analysis (£ millions)



The value of debt over 5 months at Quarter 4 has decreased by £0.107m to £2.069m, compared to the 2018/19 outturn of £2.176m.

In addition, the value of aged debt over 5 months as a proportion of debt raised has reduced from 2.52% in 2018/19 to 2.16% in 2019/20.

The value of debt raised has continued to rise from £86.1m in 2018/19 to £95.7m in 2019/20.

The collection of income continues to be a high priority focus area. Achievements during Quarter 4; the implementation of automated commercial debt collection monitoring, 52% of all invoices for the year collected by direct debit, and the reduction of write-offs from £318k in 2018/19 to £274K in 2019/20. Priorities for 2020/21 include preparing a business case for paperless direct debits, review of unit cost of raising an invoice, plus planning and scoping a debt recovery end to end process review with colleagues in ASC and Legal Services. Debt recovery targets will need to be adapted because of the inevitable debt recovery backlog in the coming year following the suspension of debt recovery due to the COVID pandemic.

Revenue Savings Summary 2019/20					
Service description	2019/20 (£'000)				
	Original Target for 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings					
ASC	730	6,817	6,211	606	0
BSD / Orbis	1,003	1,003	1,003	0	0
CS	1,049	3,640	2,382	1,258	0
CET	2,349	2,636	1,636	1,000	0
GS	-	-	-	-	-
Total Savings	5,131	14,096	11,232	2,864	0
ASC			-	-	-
BSD / Orbis			-	-	-
CS			-	-	-
CET			-	-	-
GS			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	5,131	14,096	11,232	2,864	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
ASC	-	606	606
BSD / Orbis	-	-	-
CS	1,258	-	1,258
CET	1,000	-	1,000
GS	-	-	-
Total	2,258	606	2,864

¹ Permanent changes will replace a previously agreed saving that can no longer be achieved. It is done via approval of quarterly monitoring.

² Temporary funding will only replace a slipped or unachieved saving for one year; the saving will still need to be made in future years (or be replaced with something else).

³ The slipped or unachieved saving will form part of the department's overall variance - it will either increase an overspend or decrease an underspend. The saving will still need to be made in future years (or be replaced with something else).

Adult Social Care 2019/20 (£'000)						
Service description	Description of savings proposal	Original Target For 19/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings						
Working Age Adults: Nursing, Residential and Community Based services	Review care packages to ensure these are focused on those with Care Act eligible needs and deliver support in the most cost effective way. The average spend on Working Age Adults is significantly higher in East Sussex than in other south east councils. The intention is to deliver an overall level of support which is fair, reflects need and achieves a level of spend comparable to other councils. Any decisions to change care arrangements will be dependent on reviews that take account of a client's individual circumstances. Some clients may however have their support reduced or removed.	247	247	124	123	-
Meals in the Community	Withdraw the subsidy that support clients to pay for their meals. Clients would now pay the full cost of this service. A range of options are available within the market to ensure that vulnerable adults can access good quality, nutritious meals. Clients would continue to be signposted and supported to access these services.	483	483	-	483	-
Supporting People	Review Supporting People accommodation / building based services.	-	649	649	-	-

Adult Social Care 2019/20 (£'000)						
Service description	Description of savings proposal	Original Target For 19/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Supporting People	Review Supporting People floating housing support services: Home Works for people aged 16-64 and STEPS for people aged 65 and over	-	1,894	1,894	-	-
Stroke Association	Review service	-	36	36	-	-
Management and Support	Review of Staffing structures within Strategy, Commissioning, Planning, Performance & Engagement	-	248	248	-	-
Assessment and Care Management	Review Assessment and Care Management Staffing	-	1,392	1,392	-	-
Older People Services	Review Milton Grange and Firwood House intermediate care services	-	815	815	-	-
Older People Services	Review Day Services	-	188	188	-	-
Other Adults	Review Discretionary East Sussex Support Scheme (DESSS)	-	221	221	-	-
Learning Disabilities	Review Existing Service Models	-	580	580	-	-
Community Safety	Review Staffing funding of Community Safety	-	40	40	-	-
HIV Support	Review services	-	24	24	-	-
Management and Support	Review of Training and Development; Staffing structures within Strategy, Commissioning, Planning, Performance & Engagement, and Contracts and Purchasing Unit	-	(55)	(55)	-	-
Management and Support	Assessment and Care Management Staffing; Complaints Unit	-	55	55	-	-
Total Savings		730	6,817	6,211	606	0
				-	-	-
Subtotal Permanent Changes				0	0	0
Total Savings & Permanent Changes		730	6,817	6,211	606	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Part of reported variance
Working Age Adults: Nursing, Residential and Community Based services	-	123	123
Meals in the Community	-	483	483
Total	0	606	606

Business Services / Orbis 2019/20 (£'000)						
Service description	Description of savings proposal	Original Target For 19/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings						
Business Services: Orbis and Managed on Behalf of (MOBO) services: Finance, IT&D, Procurement, Property Services, HR and OD and Business Operations	The Advisory and Change areas of support are being analysed and presented to the 3 partner Councils to determine which elements need to form part of the Core Offer as they are essential in supporting the partners deliver their priorities, and which elements will no longer be provided. The aim would be to reduce spending as set out in this table although the details of how this might be achieved is still being developed.	1,003	1,003	1,003	-	-
Total Savings		1,003	1,003	1,003	0	0
				-	-	-
Subtotal Permanent Changes				0	0	0
Total Savings & Permanent Changes		1,003	1,003	1,003	0	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Part of reported variance
	-	-	-
Total	0	0	0

Children's Services 2019/20 (£'000)						
Service description	Description of savings proposal	Original Target For 19/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings						
Schools Learning and Effectiveness Service (SLES): promote high standards	Reduce the support provided to prevent failure in schools causing concern. Limited support only for schools that have failed in terms of performance, leadership and governance or financial matters. Significantly reduce the support to develop school partnerships or move to academy status. This could mean pupil attainment will not improve and may decline.	124	124	124	-	-
SLES: Performance monitoring	Reduce staffing and management capacity for performance monitoring across maintained and academy schools, only light touch monitoring where risk of serious failure has been brought to attention of LA. This could reduce the proportion of good or outstanding schools.	725	725	725	-	-
SLES: Clerking Service	Remove the clerking service. This will mean schools will need to recruit, train and pay for their clerking service.	158	158	158	-	-
Home to School Transport	Further reduction in funding provided to colleges to support disadvantaged pupils attending college and reduction in Independent Travel Training spend.	42	42	42	-	-
Support Services, including Admissions, Buzz and Music service	Management, staff and efficiency savings across support functions and frontline services.	-	10	10	-	-

Children's Services 2019/20 (£'000)						
Service description	Description of savings proposal	Original Target For 19/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
SWIFT and YOT	Review of non-statutory social care services.	-	166	166	-	-
ISEND and ESBAS	Reduce direct support for schools to address attendance and exclusions, increase traded offer.	-	831	570	261	-
Early Help		-	1,561	564	997	-
Safeguarding and QA unit	Reductions in admin support and reduction in 1fte of Independent Reviewing Officer and Child Protection Advisor (IROs).	-	23	23	-	-
Total Savings		1,049	3,640	2,382	1,258	0
				-	-	-
Subtotal Permanent Changes				0	0	0
Total Savings & Permanent Changes		1,049	3,640	2,382	1,258	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Part of reported variance
Reform Grant	261	-	261
Corporate reserves	997	-	997
Total	1,258	0	1,258

Communities, Economy & Transport 2019/20 (£'000)						
Service description	Description of savings proposal	Original Target For 19/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings						
Highways Maintenance	Budgets for highways related investigations and studies and ESCC highways staff costs to be funded from capital budget.	889	889	889	-	-
Archives and Records Service	We will not be able to provide the same level of support to customers of The Keep when requesting archive material and we will not provide an educational outreach	32	32	32	-	-
Road Safety Services	Reduced road safety education and no engagement with Community Safety Partnerships or Joint Action Groups	32	32	32	-	-
Concessionary Travel	Reduce the budget in line with current trends in usage.	150	150	150	-	-
Parking: Civil Parking Enforcement	Increase on-street parking charges where possible. Surpluses to be used for transport related funding.	1,000	1,000	-	1,000	-
Household Waste Disposal	Ongoing review of commercial saving opportunities.	200	200	200	-	-
Environmental Advice Services	Income generation through traded services.	15	15	15	-	-
Ashdown Forest	Remove financial support to conservators.	31	31	31	-	-
Waste	Savings slipped to 2019/20, to be mitigated in 18/19 by a draw from reserves.	-	162	162	-	-

Communities, Economy & Transport 2019/20 (£'000)						
Service description	Description of savings proposal	Original Target For 19/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Library and Information Service	Libraries Transformation Programme - development and implementation of the Libraries' Strategic Commissioning Strategy	-	125	125	-	-
Total Savings		2,349	2,636	1,636	1,000	0
				-	-	-
Subtotal Permanent Changes				0	0	0
Total Savings & Permanent Changes		2,349	2,636	1,636	1,000	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Part of reported variance
Civil Parking Enforcement use of Waste Service underspend	1,000	-	1,000
Total	1,000	0	1,000

Adult Social Care and Health – end of year 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

Adult Social Care (ASC)

Health and Social Care Integration – the 2020/21 East Sussex Health and Social Care transformation plans for urgent, planned and community care have been completed. Children and Young People and Mental Health programmes will be included in the transformation plan governance framework overseen by the East Sussex Health and Care Partnership. Most of the plans will have a delayed start or be revised due to the COVID-19 pandemic which has led to the rapid acceleration of some of the plans e.g. outpatient clinic virtual appointments, and has automatically addressed some of our demand issues e.g. A&E attendances are significantly reduced as people now prefer not to come to the hospital and use the alternative, and often more appropriate routes for treatment.

The 2019/20 projects have delivered significant benefits to the people of East Sussex including further integration of Health and Social Care. The main highlights include;

- Changes to our primary care processes and pathways to deliver efficiencies and patient care at the right time and in the right place:
 - ✓ A Clinical Reference group was established to review referrals into secondary care to understand where collaborative working between General Practitioners (GPs) and secondary care consultants could reduce the number of inappropriate referrals enabling people to be assured and treated within primary care. This was supported by the implementation of an online advice and guidance service across East Sussex enabling GPs to seek online advice from secondary care consultants before referral.
 - ✓ A Pathology optimisation group was set up with primary and secondary care consultants and pathologists to work together to optimise the test request to the hospital from GPs.
 - ✓ Complex Diabetes conditions are now treated by a GP led multidisciplinary team providing all the support in one place; health, diet, podiatry, psychology, medication, treatment, extended access to urgent foot clinics.
 - ✓ Gastroenterology conditions are now seen initially by a primary and secondary collaborative triage clinic ensuring rapid diagnosis and timely assessments where conditions can be better self-managed or in primary care.
 - ✓ A primary care led respiratory service has supported people with lung conditions, preventing exacerbation and enabling them to stay home and well.
 - ✓ Towards the end of this year a new Care Home Call Line service was established, provided by GPs the line enables care homes to seek advice about unwell residents preventing unnecessary trips to hospital. Since the COVID-19 Pandemic this has been expanded to further homes and realigned so all residents in a care home are under one GP practice improving the standardisation and responsiveness of care.
- Community care has delivered great progress in integrating health and social care to provide seamless care for people:
 - ✓ The integration of community nursing and social care teams now working together to manage joint caseloads resulting in a seamless service for people under both services.
 - ✓ Hospital and adult social care discharge teams working as one to deliver an efficient and highly organised discharge experience to the optimum place.
 - ✓ The integration of our rehabilitation and reablement teams has led to seamless care for people leaving hospital needing community care.
- Urgent care initiatives have reduced the demand from our emergency services ensuring the right care first time:
 - ✓ Health and Social Care Connect have two key workers providing a High Intensity User Service working with our most vulnerable people with high emergency attendances. The service works with the people to advise on self-help and provide guidance on where to seek support before reaching a crisis.
 - ✓ Urgent Treatment Centres have been implemented at both emergency sites at Hastings and Eastbourne providing a primary care led diagnostic service enabling people to go home quicker if emergency treatment is not required.

Minimising unnecessary delayed discharges from hospital – New and more challenging targets were set by NHS England through the Better Care Fund (BCF) for 2018, which represent further reductions on the already significant improvements made in the level of delays between April 2017 and March 2018. Through a range of actions a

significant reduction has been achieved in the levels of delayed discharges from hospital; particularly in relation to delays attributable to ASC, which is meeting the target set in the BCF.

Between April 2019 and February 2020 there was an average 47.1 delayed transfers from hospital care per day. This has improved from 72.4 in the same period in 2017/18 (baseline), equating to a 35% reduction. This can be broken down as follows:

- An average 38.3 delayed transfers from hospital care per day due to the local NHS, this has improved from 43.9 in the same period in 2017/18 (a 13% reduction).
- An average 7.7 delayed transfers from hospital care per day due to Council social services, this has improved from 25.8 in the same period in 2017/18 (a 70% reduction).
- An average 1.1 delayed transfers were jointly attributable to Adult Social Care and the NHS.

Although the target of 39.8 for all delays and the target of 24.4 for NHS delays will not be achieved, implementation of a number of actions to reduce Delayed Transfers of Care (DToc) within the county such as Discharge to Assess beds (designed to avoid unnecessary admissions to acute hospitals and, where an admission is necessary, ensures that people are discharged as soon as is safe and practical back to their own homes, or as close to home as possible) have led to a significant reduction in the levels of DToc from the 2017 baseline. We will be continuing to implement a number of actions to reduce DToc in the county.

Figures for March 2020 will not be available, as usual reporting on DTocS has stopped for three months currently due to the COVID-19 pandemic.

The proportion of people who use services who say that those services have made them feel safe and secure

– The proportion of people who use services who say that those service have made them feel safe and secure has shown a decrease (4.6 percentage points) to 83.0% and did not meet target for 2019/20 (ref i).

It should be noted that of the people who said services did not make them feel safe and secure over 80% stated (in the question as to how safe they felt) that they feel as safe as they want or adequately safe. 69 comments relating to people's feelings of safety were received. 62% of comments were deemed to be negative about issues other than people's social care and support (around a third of these were to do with people's fear of falls). This reflects comments analysed through previous years' surveys, where a significant amount of comments received were negative about issues other than people's social care and support, particularly in relation to people's fear of falls.

Historical analysis of previous year's surveys has also indicated that a large proportion of adults supported by ASC feel safe regardless of the services they receive so their service provision is less likely to have an impact as there is no expectation for services to make them feel safer.

Reabling people to maximise their level of independence – Reablement services are provided to help people to regain mobility and daily living skills, especially after a hospital stay. A range of measures are used to look at how effective reablement services are:

- 72% of service users discharged from the Joint Community Rehabilitation Service required no on-going care.
- Between April and December 2019 89.7% of older people discharged from hospital to reablement / rehabilitation services were at home 91 days after their discharge from hospital.
- In 2019/20, 93.1% people who received short-term services made no further request for on-going support.

Enabling people to live independently at home and delaying dependency – Frail adults across East Sussex can receive Technology Enabled Care Services (TECS), to help manage risks and maintain independence at home. TECS includes Telecare, which offers a range of sensors and detectors to meet different needs, such as wearable alert buttons, fall detectors or medication dispensers. At the end of Q4, 8,629 people were receiving TECS.

Adults are able to take control of the support they receive –

- There are currently 246 members signed up to Support with Confidence. This is made up of 198 Personal Assistants (PA's) and 48 businesses. In addition to these, there are 92 current applications being processed (84 PA's and eight businesses).
- At the end of Q4, 32.8% of working age and older clients were receiving Direct Payments (DP). This equates to a total of 1,555 people. DP are offered to all clients where appropriate and support is in place at the start of the process to ensure as many clients as possible take up DP and continue to receive them for as long as required.

Adults are supported to find and keep safe and affordable accommodation.

- 1,000 people were supported in Q4 through STEPS to Stay Independent to maintain their independence and provided with advice and support on topics such as debt, welfare and healthy lifestyles
- 1,154 people were supported in Q4 through the Home Works service to find and keep safe and affordable accommodation and to improve their health, wellbeing and independence

Health and Social Care Connect referrals triaged and progressed to required services within required timescales

Activity is only available for December at this stage. Between April and December 84% of Health Hub referrals were handled within the correct time scales across all priorities (ref ii). The shortfall in performance is due to a deficit of nurses within the Health Hub. Due to current circumstances the staffing levels for nurses have remained the same and as such are still not at full compliment. This will be picked up again once the pandemic is over.

Adult Social Care Survey – Key results from the 2019/20 Adult Social Care survey have generally remained positive, with six out of seven national outcome measures expected to remain in the upper or upper middle quartiles nationally.

There have been increases in the following areas:

- The proportion of people who say they have control over their daily lives (increase from 81.7% in 2018/19 to 82.4%)
- Proportion of people who use services and their carers, who reported that they had as much social contact as they would like (increase from 49.2% in 2018/18 to 51.9%)

Although overall satisfaction has shown a decrease (3.9 percentage points) and did not meet target for 2019/20, performance is still predicted to be in the upper quartile (based on 2018/19 thresholds), therefore there are no significant concerns at this time in relation to this measure.

Detailed analysis of the comments received through the survey will be undertaken to identify if there are any themes behind the decrease in satisfaction rates, however it is anticipated that the cumulative impact of financial pressures and resulting cuts have started to impact on this.

Safer Communities

The Safer Communities Board Partnership Development Day took place on the 4 July 2019. The event focused on 1) what the Safer Communities Partnership priorities should be for the next three years and 2) how the Safer Communities Board should be structured. The event included presentations from the Safer East Sussex Team; Commissioning leads for Domestic Abuse and Substance Misuse; Sussex Police and Community Safety Partnerships.

Following approval of the East Sussex Safer Communities Partnership priorities and work streams at the Safer Communities Board in September 2019, the East Sussex Safer Communities Partnership Business Plan 2020/23 has now been finalised. The plan provides more detail around the priority areas, partnership achievements and future partnership plans. It also details district and borough level community safety work streams. The partnership priorities are cross cutting, and we will continue to work closely with the Sussex Police and Crime Commissioner, and Local Safeguarding Children's and Safeguarding Adults Board on shared work streams, particularly those that involve working with local communities and partners to keep East Sussex safe, focusing on the following priority areas:

- Prevent and protect vulnerable adults, young people and our communities from being exploited by *serious and organised criminals* in relation to county lines, modern slavery & human trafficking, and fraud-related harm.
- Prevent and protect individuals from becoming victims of *serious violent crime, including knife crime*.
- Prevent and protect individuals from the serious harm of *domestic violence & abuse; rape and sexual violence and abuse; stalking and harassment; and harmful practices*.

In addition to these priority areas, a cross cutting theme was identified:

- Raise awareness of online safety and encourage young people to develop a positive and healthy relationship with social media, the internet and mobile phones.

Vulnerable People being Exploited & Recruited by Organised Crime Groups – Throughout 2019/20, the Safer East Sussex Team, Stop the Traffik and Rother Voluntary Action have worked together to raise awareness of the different types of exploitation, used by organised crime groups, affecting our communities. The *Communities Against Exploitation Campaign* targeted different audiences, at 12 different events across the Rother area, covering the main types of exploitation (*criminal, financial, labour and sexual*). Several specialist partners who had expertise and knowledge contributed to and collaborated with the campaign. The campaign brought the different types of exploitation under one umbrella to help audiences gain an understanding of the issues, what the types of exploitation look like, how to spot the signs and how to report concerns.

The campaign was well received with positive feedback. Following the business event, over 70% of attendees knew more about spotting the signs of fraud and financial exploitation. 66% of attendees at the community event agreed their level of knowledge on spotting the signs of exploitation had increased and 50% strongly agreed they would be confident about reporting or sharing information if they thought someone was being exploited.

The Safer East Sussex Team supported the *Multi-Agency Child Exploitation (MACE)* group by coordinating a contextual safeguarding response to a number of young people identified as at risk of sexual exploitation. Following a peer group assessment and neighbourhood assessment by Children's Services, a local plan to coordinate a community response was developed. This involved educating, training and putting in place preventative measures to

a number of community venues and organisations, as well as developing improved information sharing processes to safeguard this group in the future.

Modern Slavery and Human Trafficking – In Q2, the first Modern Slavery First Responder training sessions for local authorities were delivered in partnership with the Safeguarding Adults Board, Stop the Traffik and Sussex Police. Key staff from ASC and colleagues from Rother District Council learnt about the changes to the national referral mechanism, which is a process for identifying victims and ensuring they receive the appropriate support. Practical activities included engaging with potential victims and how to refer using the new Modern Slavery pathway in East Sussex.

Vulnerable Victims of Fraud & Scams – In February 2020, the East Sussex Safer Communities Partnership hosted the East Sussex Against Scams Charter Partner (ESASP) event at the Cumberland Hotel in Eastbourne sponsored by the *Best of Eastbourne*. The event brought together charter partners to learn about newly developed initiatives in the fight against scams, such as the accessible Friends Against Scams training created by the Involvement Matters Team, Young Friends Against Scams training by the National Trading Standards (NTS) Scams Team and the volunteer fraud prevention initiative developed by Sussex Police. Other partners such as Age UK East Sussex and the Sussex Elder Abuse Recovery Service shared examples of the support they provide scams victims. Following the event new preventative resources from key speakers was shared with all charter partners.

From April 2020 the NTS Scams team has been signposting organisations from East Sussex that become Friends Against Scams organisations to the East Sussex Against Scams Partnership which should see the membership further increase.

Cyber Crime, Cyber bullying and online safety – During 2019/20, the Safer East Sussex Team continued to deliver the *Relationship Programme* in Primary Schools. The programme is based on skills which children and young people need for building positive, enjoyable, respectful and non-exploitative relationships and the importance for staying safe both on and offline. These workshops focus on the different types of relationships young people have in the world today, and pupils can contribute by discussing different scenarios around the law including: hate crime, domestic abuse, county lines and online bullying. The programme consists of four workshops:

- Our Relationship with Ourselves.
- Our Relationships with Others.
- Our Relationships with our Community.
- Our Relationships with Social Media.

17 Primary Schools have now participated in the Relationships programme, and the feedback has been extremely positive; *“The sessions are absolutely fantastic. Children were really engaged, looked forward to the lessons and were able to discuss at length after. This is a fantastic scheme of work that is relevant, age appropriate, engaging and expertly delivered. Thank you very much and we very much hope to have Dave back again in the future. I would highly recommend to all primary schools”*. West Rise Junior School

In October 2019, we worked with the Cyber Prevent Team from the South East Regional Crime Unit who shared their expertise with local students and asked them to use their skills for good and highlighted the penalties of committing cyber offences. Bexhill College Students took part in an interactive Cyber Quiz and a Cyber Champions session in local schools involved years 7-9 participating in an unfolding cyber-attack.

Recommissioning of the Substance Misuse Service in East Sussex – Following a competitive tendering process the contract for substance misuse treatment was awarded to Change Grow Live, who previously held the contract. The service commenced on 1 June 2019, and adopted an Asset Based Community Development Approach, which was person centred and holistic supporting those with substance misuse disorders to become as resilient as possible.

Substance Misuse Recovery Communities – Through the Innovation Fund 2019/20, we commissioned five local projects to work in partnership to develop a ‘package of care’ for individuals in recovery from drug and alcohol misuse disorders, which meets a number of their needs and puts them at the centre of service delivery. These projects support vulnerable people and keep them safe. One of the projects provides specific support to those from the Armed Forces Community while another works to support the family and carers of those who have problems with drugs and alcohol. The final three embed the ethos of Wellness Recovery Action Planning (WRAP) into the daily lives of service users, staff and volunteers, providing people with a framework to explore what they can do to maintain their wellbeing.

The team have also worked alongside commissioned projects and those projects which have grown organically from within the community using localised skills and experience, or grassroots funded, to increase their training, policy and practice around safeguarding work with services users and their families, in recovery. This included looking through engagement, interventions and opportunities to support clients to safely access social care or family help when they need it. Practice guidance supported by the clinical guidelines of the ‘Orange Book’ (2017) have anchored this process and the Safeguarding Co-ordinator for ASC was invited along to a meeting with local projects and services to share his knowledge of safeguarding and answer any questions.

In response to COVID-19, the substance misuse team and recovery services have published a plan of how services will be operating. The plan is hosted on the [East Sussex Recovery Alliance website](#), and provides details of each service, contact details and any current changes. These plans may change with government guidance, so will be updated regularly. We are working together as a community and many services will still be taking new referrals over the phone or online.

Domestic Violence and Abuse, Sexual Violence and Abuse, Stalking and Harassment and Harmful Practices – Brighton & Hove City Council and East Sussex County Council completed the strategic framework of the joint strategy to create an enhanced and coordinated response to domestic violence and abuse, sexual violence, and other forms of violence, including stalking and harassment and harmful practices in Q4. West Sussex County Council have subsequently joined the strategy meaning it now encompasses the whole of Sussex, but this has led to a delay in the delivery plan. Work on the delivery plan is expected to resume in Q1 2020/21 and the plan is scheduled to be available in summer 2020. Negotiations are ongoing regarding the governance arrangements for the strategy, in recognition that multi-agency accountability needs to be clarified.

Public Health

Public Health review – Despite the increase in the Public Health ring fenced grant for 2020/21 it is possible that the amount we receive will reduce in future, even if the grant itself continues. In response to this Public Health have undergone a comprehensive review of work programmes and priorities during 2019/20 to develop a core offer which:

- achieves the best possible outcomes for residents and communities;
- targets action where health inequality is greatest; and
- makes the best use of our budget.

Much work has taken place to develop some initial plans and proposals for consultation and this was set to take place during spring. The consultation has been deferred and will take place at an appropriate point in the future.

Warm Home Check Service – The Warm Home Check service's affordable warmth scheme provided advice to over 2,300 people through its Keep Warm and Well helpline or drop-in locations. Although the service did not reach its target to deliver 600 Warm Home Check visits, it provided 483 vulnerable fuel poor households with this tailored home energy assessment along with thousands of small energy efficiency measures and interventions to help people keep warm and well. In addition, the service supported 212 households to switch energy tariff or supplier, supported 329 households to receive the Warm Home Discount and enabled 170 people to sign up to the Priority Services Register. The estimated increase in household income for these and other measures provided is over £443,000.

Using external funding awarded to the Council's Public Health team, the service also delivered the National Grid's Warm Homes Fund project to provide first time central heating to 46 eligible fuel poor homes. This included major home upgrades – first-time central heating and cavity wall insulation – to a block of flats in St Leonards-on-Sea occupied by residents eligible for a tenancy through being older people on low incomes. Clients participating in evaluation surveys reported that their self-rated level of warmth and health had significantly improved.

East Sussex Health and Social Care transformation plans – Working with partners from across the system we developed the East Sussex Health and Social Care transformation plans for preventing and reducing inequalities which range from addressing the wider determinants of health to tertiary prevention of disease. A key element of the prevention plan was to identify which elements of prevention are most relevant to and in the control of each element of the health and care system, as well as ensuring the prevention element of the transformation plan captures and complements the work of the existing public health led multi-agency partnership boards (Healthy Weight, Tobacco and Alcohol) already leading prevention of behavioural drivers of poor health and health inequalities. This process has catalysed discussions about reporting and accountability, ensuring the partnerships are included in the health and social care governance structure and that their roles in improving the health and wellbeing of the population in East Sussex is maximised.

Making it Happen (MiH) programme – The MiH programme aims to increase social connection through neighbour-to-neighbour relationship building. It also aims to develop the confidence and capability of people to come together in their neighbourhoods to create positive change and to tackle local issues that matter to them most. MiH is being delivered in a partnership led by the Sussex Community Development Association with 3VA; Hastings Voluntary Action, Rother Voluntary Action and Action in Rural Sussex.

Revenue Budget Summary

Public Health

The Public Health (PH) budget of £26.766m comprises the PH grant allocation of £26.550m, CCG funding of £0.070m and £0.146m drawn from reserves to support in year spending. In addition to the PH grant there is a planned draw of £0.866m to meet one off projects.

ASC

The net Adult social Care budget of £170.552m includes growth and demography funding and an inflationary uplift to support the independent sector care market.

The budget overspent by £0.657m, comprising of £0.730m in the Independent Sector, offset by a small underspend of £0.73m in Directly Provided Services. While the Independent Sector budget overspent slightly, the budget faces continued risk on expenditure for working age adults due to the ongoing impact of high cost packages of care transferring from the NHS from Continuing Healthcare (CHC) and the national Transforming Care Programme (TCP). These pressures have been mitigated in part in 2019/20 by use of one-off funding from the Better Care Fund (BCF), a constructive review of the process for Continuing Healthcare assessments and cost-sharing agreements for clients discharged under Section 117 with NHS partners.

In June 2018, cabinet approved savings of £9.631m, representing a significant reduction to the budget. The full year impact of these savings is now being realised. The 2019/20 budget is shown net of further savings £0.730m to meet the Council's Core Offer. The savings will be delivered in a full year, however, as in previous years the full cash saving will not be achieved within 2019/20, reflecting that the proposals will need to be implemented in line with statutory responsibilities and duties. The part year impact of the savings proposals is reflected in the outturn position.

Capital Programme Summary

The ASC Capital Programme was £2.247m, all funding the Greenacres development: a LD residential service in South Chailey. The scheme is to develop a new service on the Greenacres site to meet the needs of people with a learning disability and/or autism with behaviour that challenges who are part of the Transforming Care cohort. NHS England Capital Grant (Transforming Care Capital Funding stream) will constitute part of the funding for this project. The project will be completed and delivered within the overall budget in 2020/21.

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Keeping vulnerable people safe								
The proportion of people who use services who say that those services have made them feel safe and secure (Adult Social Care Survey)	87.6%	87.0%	G	G	G	R	83.0%	i
When they leave the service the % of those affected by rape, sexual violence and abuse who have improved coping strategies	80%	88%	G	G	G	CO	96% (Q3)	
The % of people affected by domestic violence and abuse who feel safe upon leaving the service	88%	88%	G	G	G	CO	98% (Q3)	
Priority – Helping people to help themselves								
Percentage of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services)	96.8%	95.0%	G	G	G	CO	97% (Q3)	
Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales	85.6%	90%	G	G	G	R	84.0% (Q3)	ii
Number of new service user interventions commenced as part of the Integrated Lifestyle Service	7,043	6,000	AD	G	G	CO	4,849 (Q3)	
Cumulative percentage of the eligible population who have received an NHS health check since 2015/16 (five year period)	51.7%	50%	G	G	G	CO	47.6% (Q3)	

Savings exceptions						
Service description	2019/20 (£'000)					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Working Age Adults: Nursing, Residential and Community Based services	247	247	124	123	-	
Meals in the Community	483	483	-	483	-	
Savings c/f from 2018/19	-	6,087	6,087	-	-	
Total Savings	730	6,817	6,211	606	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	0	0	0	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
Working Age Adults: Nursing, Residential and Community Based services	-	123	123	
Meals in the Community	-	483	483	
	-	-	-	
Total	0	606	606	

Revenue budget										
Divisions	Planned (£000)			2019/20 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Adult Social Care:										
IS - Physical Support, Sensory Support and Support for Memory & Cognition	114,795	(43,650)	71,145	108,573	(42,343)	66,230	6,222	(1,307)	4,915	
IS - Learning Disability Support	56,941	(4,302)	52,639	63,992	(6,256)	57,736	(7,051)	1,954	(5,097)	
IS - Mental Health Support	7,436	(1,042)	6,394	8,286	(1,344)	6,942	(850)	302	(548)	
Subtotal Independent Sector	179,172	(48,994)	130,178	180,851	(49,943)	130,908	(1,679)	949	(730)	
Physical Support, Sensory Support and Support for Memory & Cognition	15,926	(5,071)	10,855	16,109	(4,576)	11,533	(183)	(495)	(678)	
Learning Disability Support	6,958	(654)	6,304	7,267	(964)	6,303	(309)	310	1	
Mental Health Support	3,163	(3,139)	24	3,186	(3,163)	23	(23)	24	1	
Substance Misuse Support	591	(115)	476	477	(1)	476	114	(114)	-	
Equipment & Assistive Technology	5,709	(2,751)	2,958	6,124	(3,524)	2,600	(415)	773	358	
Other	3,256	(2,142)	1,114	1,635	(889)	746	1,621	(1,253)	368	
Supporting People	6,448	(310)	6,138	6,759	(620)	6,139	(311)	310	(1)	
Assessment and Care Management	25,825	(2,850)	22,975	26,597	(3,622)	22,975	(772)	772	-	
Management and Support	16,014	(26,775)	(10,761)	15,213	(26,341)	(11,128)	801	(434)	367	
Service Strategy	735	(444)	291	1,016	(382)	634	(281)	(62)	(343)	

Revenue budget

Revenue budget										
Divisions	Planned (£000)			2019/20 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Subtotal Directly Provided Services and Assessment and Care Management	84,625	(44,251)	40,374	84,383	(44,082)	40,301	242	(169)	73	
Total Adult Social Care	263,797	(93,245)	170,552	265,234	(94,025)	171,209	(1,437)	780	(657)	
Safer Communities	583	(247)	336	846	(510)	336	(263)	263	0	
Public Health										
Health Improvement Services	4,706	-	4,706	4,618	-	4,618	88	-	88	
Drug and Alcohol Services	6,101	-	6,101	5,909	-	5,909	192	-	192	
Sexual Health Services	4,335	-	4,335	4,354	-	4,354	(19)	-	(19)	
Health Visiting and School Nursing	9,329	-	9,329	8,868	-	8,868	461	-	461	
NHS Health Checks	1,026	-	1,026	612	-	612	414	-	414	
Management Support and Public Health Programmes	2,729	-	2,729	2,693	-	2,693	36	-	36	
Public Health Grant income	-	(26,550)	(26,550)	-	(26,550)	(26,550)	-	-	-	
Public Health CCG and Reimbursement income	-	(70)	(70)	-	(281)	(281)	-	211	211	
Contribution from General Reserves	-	(1,606)	(1,606)	-	(223)	(223)	-	(1,383)	(1,383)	
Sub Total for Core Services	28,226	(28,226)	0	27,054	(27,054)	0	1,172	(1,172)	0	
One Off Projects Funded from Project Reserve	866	(866)	-	748	(748)	-	118	(118)	-	
Total Public Health	29,092	(29,092)	0	27,802	(27,802)	0	1,290	(1,290)	0	

Capital programme

Capital programme									
Approved project	Total project – all years (£000)		2019/20 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Greenacres	2,598	2,598	2,234	2,234	-	-	-	-	
OP/LD Service Improvements/Housing Adaptations	7,811	7,813	13	13	-	-	-	-	
Total ASC Gross	10,409	10,411	2,247	2,247	0	0	0	0	

Business Services – end of year 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

2019/20 Summary of successes and achievements –

The Services 2 Schools Conference, which took place in Q4, saw 171 delegates attend, a record number, and an increase of 60% since 2018. Of the 171 delegates, 51 were Headteachers with the rest consisting of Academy and Maintained Schools Business Managers or Finance Officers.

The 2018/19 Statement of Accounts was published on the Council's website with an unqualified audit opinion from the Council's External Auditor (Grant Thornton). An adjustment to the accounts had to be made to reflect a revised assessment of pension liabilities, this issue affected a number of local authorities.

A refresh of the property Strategic Asset Plan 2020-2025 was approved by Lead Member in Q4. The Council has published eight asset management policies dealing with the way it manages its property assets; including acquisitions, leasing, compliance, maintenance, sustainable buildings, disposals, community asset transfer and carbon. In addition, the plan establishes some clear principles in how we will manage our land and buildings.

IT and Digital have refreshed and upgraded a number of systems across the services, especially supporting Children's Services during Ofsted visits. In response to the initial COVID-19 outbreak at the end of Q4, IT and Digital were able to quickly turnaround the necessary devices and equipment to help support staff at this critical time, largely benefiting from the recent Windows upgrade programme.

During Q2, the Council joined over 150 other local authorities in signing up to the Local Digital Declaration. The declaration sets out how the authorities will aim to co-create the conditions for the next generation of local public services, where technology is an enabler to service improvements and organisations share a vision to deliver more user-centred, cost effective local public services through open, collaborative and reusable work.

Feasibility studies are being developed for seven key sites as part of Property Asset Investment Strategy, exceeding the target for the year of four (**ref i**).

The Council reduced the amount of CO2 from its operations in 2019/20 by 4.8%, exceeding the target of 3%. This breaks down as a 4.9% reduction from schools and a 4.8% reduction from the corporate estate. Annual targets from 2020/21 have been revised to ensure they align with the Council's Climate Emergency Plan.

Apprenticeships – The Department for Education published data regarding public sector engagement and uptake from the first two years of the Apprenticeship Levy (2017/18 and 2018/19) in November 2019, which showed the Council had spent 24% of our total levy contributions from April 2017. In 2017/18, we spent 6.5% of the contributions for the year. This increased to 31% in 2018/19 and is set to rise above 50% in 2019/20.

Against the national target of 2.3% of the workforce undertaking an apprenticeship, for 2018/19 we had 136 new apprenticeship starts, up from 111 in 2017/18, which gave an outturn of 1.8%, an increase on the previous year. On a cumulative basis, our performance over the two years of 2017/18 and 2018/19 provides an outturn of 1.2%. This puts us joint fourth highest amongst county councils.

It has been agreed that administration and management apprenticeships standards will automatically be added to relevant job descriptions when Council vacancies are advertised. These roles would encourage vocational learning among new starters. A considerable amount of work has been done with our local Schools to help them maximise their use of the Levy and over 100 apprenticeships have been created in Schools since the Levy started in 2017.

From April 2019, levy payers have been able to transfer up to 25% of their annual apprenticeship spend to non-levy paying small and medium employers. We are supporting local businesses in East Sussex by offering apprenticeships in key areas of skills and employment shortages in the county as identified by Skills East Sussex.

Savings achieved through procurement, contract and supplier management activities – At the end of Q4 we have signed off £9.1m savings against our £8m target. This breaks down into £3.8m cash-releasing savings (which is money saved that could have been spent on other services) and £5.3m non cash-releasing savings (a financial saving e.g. cost avoidance, that does not release cash). We have a pipeline in place for 2020/21 and will continue working with colleagues across the Council to meet and exceed our targeted benefits. The present challenges relating to the COVID-19 pandemic, which are negatively affecting market conditions and creating economic uncertainty, will however make this more difficult.

The Council has spent £208.9m with local suppliers over the past 12 months. 1,080 local suppliers were used, which equates to 54% of our total spend.

In Q2, the three Orbis partners delivered a new contract where all of the electricity used by ESCC, including all 40,000 of the Council's street lights, libraries and Council buildings, will come from renewable sources from April 2020. This will also deliver savings in the region of £100k per year.

Social Value – The East Sussex Social Value Marketplace; which allows Voluntary, Community and Social Enterprise organisations working in communities to post requests for help on an online platform, which can then be considered

by businesses and organisations; was publicly launched in November 2019. The Marketplace went on to win Social Innovation of the year at the National Social Value Awards in January 2020.

In Q4, a total of 12 contracts were awarded. Eight contracts were out of scope as they formed part of larger, predefined frameworks and thus the Social Value Charter could not be applied. The four in-scope contracts had a total value of £4.9m and secured £412k of social value commitment, which equates to an outturn of 8.4%. Overall in 2019/20, we awarded 45 contracts. 19 were in scope and totalled £46.5m, of which £4.9m was secured as social value, a 10.5% return. The social value commitments in 2019/20 span a range of areas, including environmental training to SME's in sustaining green spaces, and sensory training for NHS and other frontline staff in British Sign Language. Initiatives to reduce carbon emissions and decrease single use plastic were also started. There were also apprenticeships, placements for young carers, support for charities and campaigns for sustainable food practices.

Internal audit – 95% of the high-risk actions due, have been implemented by management within agreed timescales, slightly below the agreed target of 97%. We are working with management to understand and address why a small number of actions have not been met and to agree revised dates for implementation where appropriate.

Insurance claims – in Q4 97% of liability claims were handled to first decision (i.e. initial repudiation or offer of compensation) within the relevant legal time frames, above the 95% target. A majority of third-party claims relate to the highway and these are now handled by East Sussex Highways (Costain Jacobs). Information relating to these claims is included in these figures. There were three claims handled outside protocol administered by East Sussex Highways, during a period when claims volumes increased significantly, and one by the Council's Legal Services. We will continue to monitor this situation and liaise with East Sussex Highways with the aim of continuing to meet the target in 2020/21.

Property operations – The baseline data, used to determine the cost of occupancy of corporate buildings, has been updated throughout the year as the original baseline figure was based on largely historic datasets. The strategic review of Corporate Offices, which took place during 2019/20, has provided additional details and allowed us to establish more accurate set of property costs. The target for 2019/20 has been missed (ref ii).

Property Strategy (SPACES) – The Strategic Property Asset Collaboration in East Sussex (SPACES) partnership continues to deliver the One Public Estate (OPE) projects, having received £760,000 of Government funding across Phases 5, 6 and 7. The projects are geographically spread across all East Sussex district and boroughs, with activities varying from emergency services colocation to town centre regeneration. This is in line with the more recent focus of exploring how the partnership can enable and drive wider outcomes such as town centre regeneration and housing development. To support the development of the programme, new Programme Manager and Programme Support roles were successfully recruited to. Some of the projects relating to emergency service co-locations have been delayed due to changes to partner strategies and asset requirements following announcements such as increasing police force numbers.

OPE Phase 8 and Land Release Fund (LRF) Phase 2 funded streams were expected to be launched in Q3, however they were postponed due to the general election and subsequent changes in Government. It is likely that these funding opportunities will both be postponed until Q3 2020/21, in the meantime SPACES continue to consider potential projects that could be selected for future submission.

As reported in Q3, SPACES looked at developing a place-based focus, recognising where multiple activities are taking place in one area, and where they can be complementary to each other by making key decisions across projects. Aligned to this approach, and in the context of the Council developing our asset strategy, the Council met with each district and borough council during Q2 and Q3 to consider opportunities in each geographical area, with next steps and actions agreed with each council.

During Q4, stakeholder engagement sessions took place with SPACES partners to help shape a new SPACES Programme Strategy targeted for completion in 2020/21. This will take into account common priority themes across the partnership; including increased sharing of best practice and resources and reducing our carbon footprint through our asset management and activities.

The value of benefits delivered by SPACES (a total across all SPACES partners) at the end of Q4 was over £19m, with another £2.6m identified within planned projects.

Property Strategy – During Q4, other than the approval for the Strategic Asset Plan refresh as mentioned in the summary of successes and achievements, further work has been pursued on the development of options for our Corporate and Administrative offices, especially as there are some leases about to expire and reported low levels of utilisation. Whilst COVID-19 has interrupted progress at the tail end of Q4, it nevertheless has highlighted wider benefits of different ways of working for the future.

Property Investment – Feasibility and Town planning work has continued across a number of key sites. Our St Anne's site is subject to ongoing workshops with the South Downs National Park Authority which we are looking to move forward to enable stakeholder engagement, before planning applications later in the year. Feasibility studies for our sites at Etchingham and Southview Close Crowbrough have been finalised to enable us to bring forward option papers. Our Hindsland site at Polegate is under discussions for a medical centre and care development. Our Helenswood campus in Hastings has now been fully demolished and feasibility work conducted around potential for a

care development which is aligned to ongoing adult service reviews. Our former household waste recycling sites at Forest Row and Wadhurst are subject to discussion and options with key stakeholders

IT & Digital – Q4 saw the continuing refresh of devices, which gathered pace in providing underpinning support to Children's Services colleagues throughout an Ofsted visit. It then accelerated in response to the COVID-19 pandemic. Having concluded the Windows 7 replacement, IT & Digital had moved on to refreshing Windows 8 devices along with concluding the Exchange migration to move staff onto O365 email. Both projects proved helpful to equip a rapid response as COVID-19 caused an unprecedented demand for technology services. The wide availability of Windows 10 and O365 enabled a large proportion of our workforce to work remotely. The implementation of Citrix also allowed others to work at home from their personal PCs.

Work to re-procure the current Link Wide Area Network (WAN) has progressed as the current contract is due to end in December 2022. East Sussex hosts the Consortium and provides a client function that acts as a representative between the consortium members and the suppliers. A review of the marketplace has been underway to inform the strategic options and an engagement day with prospective suppliers has been held.

Modernising Systems – A Modernising Back Office Systems Programme has been established to deliver the replacement of the Councils financial, resource management and property asset management systems. Replacement of these systems will be supporting further developments to increased agile and digital working. Market engagement is taking place and recommendations for new systems will be in 2020/21.

Attendance Management and Wellbeing – The 2019/20 sickness absence outturn for the whole authority (excluding schools) is 8.48 days lost per FTE, a decrease of 2.9% since the previous year. The target of 9.24 days/FTE has therefore been met. This is the lowest sickness level since records formally started in 2006.

Although this decrease in absence is positive, mental health continues to be the primary driver of absence and a number of targeted initiatives have been put in place to help reduce such absences. A targeted 'Time to TALK about Mental Health' campaign was launched on 10 October 2019 with the aim of removing the stigma surrounding mental health and increasing confidence across the Council to address poor mental health in the workplace. This campaign forms the central touchstone of our dedicated mental health strategy; national awareness days and key policies, and will continue to be promoted within this established framework. Almost 100 members of staff have now been trained as accredited Mental Health First Aiders (MHFA). A small additional cohort of staff have also been trained as accredited MHFA instructors, which qualifies them to deliver future MHFA training within the Council. This will enable us to grow our internal MHFA community in a cost-effective way. A new Stress Risk Assessment process has been introduced to encourage meaningful conversations between managers and employees and provide signposting both in and out of work.

Time lost due to mental health related absence has also increased in schools. A comprehensive Mental Health offer has therefore been launched for Schools to support them. This has been well received by Headteachers and Trade Unions.

Business Operations – Teams have continued work on the improvement programme, which has seen reporting enhancements and improvements to self-service forms, creating increased monitoring capabilities and resource savings, whilst also providing enhanced management information for customers. The introduction of automated commercial debt collection monitoring has seen a reduction in write offs and an increase in invoice collection via direct debits.

The Services 2 Schools conference saw a number of new services launched, including a 3-year building maintenance package and a range of school website development offers which generated sales. Feedback from the event was positive, with 94% of attendees saying they would recommend the event to colleagues in future years. The team also placed a particular focus on facilitating buyback from Maintained schools throughout March, with a total of £6,499,164 sales completed before the end of Q4. However, as a result of the impacts from COVID-19, a planned review of the school purchasing platform has been put on hold, so it does not disrupt Academy buyback during Q2 2020/21.

Service review recommendations highlighted four areas of Business Operations which needed improvement in 2019/20; strategy & leadership, staff experience, financial planning and performance monitoring. There has been progress against all aspect of the review with; a new role to drive a performance culture approved; initiatives to address staff experience issues created; and a greater leadership presence. These improvements will be shared with staff and progressed in 2020/21.

Revenue Budget Summary – The 2019/20 Business Services net revenue budget is £23.2m, including the £13.9m contribution to the Orbis budget and efficiency savings of £1.003m. The full year estimated outturn is an underspend of £0.135m. This is due to a £0.105m overspend in budgets managed on behalf of East Sussex County Council (ESCC) by Orbis, offset by a £0.241m underspend on the contribution to the jointly funded Orbis budget.

The overspend in budgets managed on behalf of ESCC by Orbis is due mainly to an emergent overspend within ESCC Property Services resulting from expenditure incurred funding Lewes Castle Wall, as well as emergent overspends in ground maintenance, cleaning and school meals contracts, all of which are currently subject to an internal review working towards establishing a balanced position for 2020/21.

The Orbis operating budget is in its fourth year and has challenging savings targets of £3.181m this year. This is in addition to the £9.713m (or 17% of budget) annual ongoing savings already achieved. The changes to the Orbis model have also added to the uncertainty of the Orbis budgets. Following a review of variances in February 2020 an agreement was reached between Orbis partners for sovereign partner budgets fully to fund large variances, where those variances were driven wholly by sovereign activity, most notably in SCC Finance and BHCC Property. This has reduced ESCC's net contribution to the partnership from 22.9% to 22.6%. Furthermore, emergent underspends within Orbis services, due primarily to ongoing vacancies and delays in planned recruitment, have reduced the net partnership budget to an underspend of £0.029m.

Capital Programme Summary – The 2019/20 capital budget is £37.000m and includes the £17.431m Schools Basic Need Programme and the £7.140m Building Improvements programme. The full year estimated variance is slippage of £3.027m and a spend in advance of £3.001m. The slippage relates in part to £1.233m slippage in the Schools Basic Need programme as a result of delays due to bad weather. There is also significant slippage of £0.850 in the Lansdown Unit a result of a more detailed profile of delivery following the contractors being on-site. The slippage of £0.203m in the Special Provision in Secondary School programme results from delays due to ground conditions and planning issues. Reported slippage of £0.900m at Q3 in the Schools Maintenance Programme has reduced to £0.475m due to accelerated works undertaken at half-term. The Schools Basic Need spend in advance of £1.635m relates to a revised contractor valuation for Reef Way in Hailsham and the re-profiling of expenditure previously projected to be incurred early in 2020/21 back into 2019/20. The IT&D spend in advance of £0.744m is due to the accelerated procurement of core IT&D infrastructure and laptops to mitigate against expected future price increases. The spend in advance of £0.622m relates to the bringing forward of additional projects undertaken throughout Q4.

Performance Exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Making best use of resources								
Deliver the Property Asset Investment Strategy	Resource model in place	Development of feasibility studies for a minimum of 4 key sites	G	A	A	G	Feasibility studies in development for 7 key projects	i
Cost of occupancy of corporate buildings per sq. metre	£151.49 / sq. metre	£148.46 / sq metre	A	A	A	R	£161.98	ii

Savings exceptions

Service description	2019/20 (£'000)					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
All planned savings	1,003	1,003	1,003	-	-	
	-	-	-	-	-	
	-	-	-	-	-	
Total Savings	0	0	1,003	0	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	0	0	1,003	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
	-	-	-	
	-	-	-	
	-	-	-	
Total	0	0	0	

Revenue Budget

Divisions	Planned (£000)			2019/20 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Business Operations	-	-	0	36	(49)	(13)	(36)	49	13	
Finance	2,505	(1,720)	785	3,114	(2,329)	785	(609)	609	-	
Management and Support	278	(278)	-	247	(260)	(13)	31	(18)	13	
HR & OD	356	(404)	(48)	402	(451)	(49)	(46)	47	1	
IT & Digital	5,865	(2,520)	3,345	5,884	(2,660)	3,224	(19)	140	121	
Procurement	-	(80)	(80)	-	(160)	(160)	-	80	80	
Property	24,612	(19,251)	5,361	22,153	(16,458)	5,695	2,459	(2,793)	(334)	
Contribution to Orbis Partnership	13,885	-	13,885	13,644	-	13,644	241	-	241	
Total BSD	47,501	(24,253)	23,248	45,480	(22,367)	23,113	2,021	(1,886)	135	

Revenue Budget

Divisions	Planned (£000)			2019/20 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Business Operations	13,149	(7,370)	5,779	13,509	(7,637)	5,872	(360)	267	(93)	
Finance	12,684	(2,298)	10,386	13,486	(2,635)	10,851	(802)	337	(465)	
HR&OD	7,192	(1,399)	5,793	7,204	(1,401)	5,803	(12)	2	(10)	
IT&D	22,975	(3,040)	19,935	23,297	(3,802)	19,495	(322)	762	440	
Management	2,316	-	2,316	2,055	-	2,055	261	-	261	
Procurement	4,916	(235)	4,681	4,668	(200)	4,468	248	(35)	213	
Property	12,963	(1,473)	11,490	13,093	(1,286)	11,807	(130)	(187)	(317)	
Total Orbis	76,195	(15,815)	60,380	77,312	(16,961)	60,351	(1,117)	1,146	29	
ESCC Contribution			13,885			13,644			241	

Capital programme									
Approved project	Total project – all years (£000)		2019/20 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
SALIX Contract	3,868	3,855	283	270	13	13	-	-	
Property Agile Works	9,713	9,713	286	21	265	-	265	-	
Capital Building Improvements	81,445	81,445	7,140	7,287	(147)	-	475	(622)	
IT & Digital Strategy Implementation	31,543	31,543	5,132	5,876	(744)	-	-	(744)	
Schools Basic Need	135,524	135,524	17,431	17,833	(402)	-	1,233	(1,635)	
Early Years	2,480	2,480	35	35	-	-	-	-	
Universal Infant Free School Meals	1,901	1,901	-	-	-	-	-	-	
Special Provision in Secondary School	2,350	2,350	350	146	204	-	204	-	
Lansdown Unit (CSD)	7,600	7,600	6,343	5,493	850	-	850	-	
Total BSD Gross	276,424	276,411	37,000	36,961	39	13	3,027	(3,001)	

Children's Services – end of year 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

2019/20 Summary of successes and achievements

Early Years – 86% of eligible 2-year olds accessed a funded place at an eligible early years provider in the spring 2019 funding period, higher than the current national average of 68%. In academic year 2018/19, 76% of pupils achieved a good level of development at the Early Years Foundation Stage, above the national average of 71.8%. The achievement gap between the lowest achieving 20% in the Early Years Foundation stage and the rest was 30.1%, which is lower than the national gap of 32.4%.

Key Stage 1 – In academic year 2018/19 outcomes at Key Stage 1 in reading, writing and mathematics at the expected and greater depth standards were all above the national average. At the expected standard, outcomes for disadvantaged pupils in all three subjects were above those of disadvantaged pupils nationally. In addition, outcomes for pupils with Special Educational Needs and Disability (SEND) in all three subjects, at the expected and greater depth standards were above those seen for the same groups nationally.

Participation in education, training or employment with training:

- The percentage of young people either participating in education, training or employment with training, or undertaking re-engagement provision, at academic age 16 (year 12) was 93.7% and at academic age 17 (year 13) was 86.3%. Both were on target.
- 1.2% of academic age 16 – 17 year olds education, employment and training (EET) status are not known (against a target of less than 3%).
- The percentage of LAC participating in education, training or employment with training was above the target for both academic age 16, at 84% (59/70) and academic age 17, at 78% (49/63).
- 10.53% of eligible care leavers are at university.

Overall effectiveness judgement of schools – The most recent overall effectiveness judgement for schools inspected, at 30 August 2019 by phase of education and local authority, places East Sussex 27th across all schools in the Ofsted league of schools that are good or outstanding. In August 2014 East Sussex was ranked 130th out of 152.

Mental Health Support Teams working in schools and colleges – East Sussex Clinical Commissioning Groups (CCGs) and the Council were successful in bidding to become a trailblazer in the implementation of new Mental Health Support Teams (MHSTs) in schools. This is an additional resource aimed at building greater capacity to support more children with Mental Health and Emotional Wellbeing needs. As these new teams will be focussed around schools, this provides us with an excellent opportunity to build on the whole-school work on mental health and emotional wellbeing that is already underway and align it with support pathways for individual children. For East Sussex, we were awarded funding for three MHSTs covering in total approximately 24,000 pupils / 60 schools in the following areas: High Weald Lewes Havens CCG area – Havens Locality; Eastbourne Hailsham Seaford CCG area – South Downs Locality; Hastings and Rother CCG area – Rother Alliance Partnership, Rye, Bexhill Primary Partnership

Excellence for All strategy – We published our updated Excellence for All strategy 2019-21 which outlines the shared vision, values and ambitions the local authority and our partners have for creating an excellent education system in East Sussex where no pupil or educational establishment is left behind. There is a sharper focus on the most disadvantaged and on how we will deliver improvement through the partnership structures in the county. The priorities set out in the strategy were developed in partnership with schools and settings and will be delivered through our school-led system for improvement. The secondary and primary boards are now well established, and schools are working together to deliver the aims of the strategy, supported by the teaching school network in the county.

Special Educational Needs and Disability (SEND):

- During 2019/20 88.5% of children and young people have given their views and/or participated in their annual Education Health and Care Plan (EHCP) review meeting.
- 75% of respondents to the feedback surveys agree that things have changed for the better as a result of ISEND Education Services.
- The Education Support, Behaviour & Attendance Service has been training staff in the principles of 'Therapeutic Thinking' and this approach was rolled out to the first cohort of schools in January 2020, which is led by our ESBAS team. Fifteen schools have been trained and a further eight recruited to the second cohort which began in March. These include primary and secondary schools. The Therapeutic Thinking approach is a school-led embedded ethos:
 - to support settings with developing a therapeutic approach to behaviour;

- to promote the inseparable link between teaching, learning and behaviour;
- a school /county wide strategy for a therapeutic and trauma informed approach to inclusion and managing behaviour; and
- it is an inclusive culture, led by Leadership and Management based on training and information that is underpinned by policy and plans.

Joint targeted area inspection of the multi-agency responses to children's mental health in East Sussex – This joint inspection was undertaken by Ofsted, the Care Quality Commission (Health), Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (Police) and HMI Probation (YOT). This joint inspection included an evaluation of the 'front door' and how agencies identify and respond to the inspection theme of children's mental health. The [Inspection Letter](#) published in April, does not include an overall judgement, it sets out the areas of strength across the partnership and areas for improvement. The report notes that *'Partnership arrangements in East Sussex are well established and effective ... Assessments of children's needs are of consistently good quality across a range of agencies within the partnership. They are comprehensive, consider history and demonstrate an in-depth understanding of emotional well-being and mental health needs.'* The report also noted that *'Leaders have continued to develop existing services to meet a greater range of children's emotional and well-being needs and have created new services to address emerging or lower levels of need. This work is supported by a highly effective Safeguarding Children Partnership and Health and Wellbeing Board.'* The inspectors found that some areas of multi-agency working could be further strengthened. They also noted that most of these areas are already a focus within strategic and operational plans to improve outcomes for children. We will be developing a multi-agency action plan to address these areas which will be reported to Cabinet, the Health and Wellbeing Board, and East Sussex Safeguarding Children's Board.

Takeover Day/Children and Young People's Trust (CYPT) Partnership event – The theme of this year's event was 'focus on youth voice' based on feedback from children, young people and partners who attended the CYPT and Takeover Day events in 2018. The event was hosted by Children's Services and the Youth Cabinet with support from the East Sussex Youth Voice Practitioners Network. More than 70 leaders and practitioners from across a range of partnerships attended as well as more than 50 young people before and during the event. The groups involved were: the elected Youth Cabinet; the Children in Care Council; Seaford Youth Forum; Hastings Youth Council; Differences Group; Newhaven Young People's Group; and The Able Group. All of the youth voice groups presented updates on their work and ran a workshop focussing on youth engagement best practice and how partners can improve meaningful engagement. The young people discussed the priorities for the new Youth Cabinet campaigns for 2020. The campaigns will focus on 'Protecting the Environment' and 'Tackling Knife Crime'.

Initial health assessments for Looked After Children (LAC) – Performance for the proportion of initial health assessments for LAC completed within 20 days has improved from 43% (76/176) in March 2019 to 77% (115/150) March 2020. The percentage completed within 25 days has increased from 61% (107/176) at March 2019 to 81% (122/150) at March 2020. This will remain an area of focus.

Revenue Budget Summary – At Q4 the department has overspent by £5.797m (**ref v**). This is a small decrease of £0.056m from the Q3 forecast.

The overspend is, as reported in previous quarters, in two main areas. In Early Help and Social Care (**ref iii**), there have been continuing pressures on care placements and difficulties in sourcing accommodation for families in need within Locality. In Education and ISEND (**ref iv**) the pressures have continued in residential facilities and disability agency placements where unplanned complex high need pupils have required placements with additional support. These overspends have continued to be offset by efficiencies and by a reduction in expenditure on legal fees in Central Resources (**ref ii**).

Within the above outturn position, £2.382m (**ref i**) of the £3.640m savings planned 2019/20 have been achieved, with the remainder mitigated through temporary funding. These savings figures also include £2.591m of savings brought forward from 2018/19.

Capital Programme Summary – spending for the year has remained broadly on track. The Conquest Centre project spending has slipped by £0.068m (**ref vii**), and this will be used for retention, gates and some fire related works. In Home Adaptations (a demand led budget) there are potentially five more cases that have now slipped to next year (**ref vi**).

Performance exceptions
(See How to read this report for definition)

Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
No exceptions at Q4								

Savings exceptions

Savings exceptions						
Service description	2019/20 (£'000)					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Schools Learning and Effectiveness Service (SLES): promote high standards	124	124	124	-	-	
SLES: Performance monitoring	725	725	725	-	-	
SLES: Clerking Service	158	158	158	-	-	
Home to School Transport	42	42	42	-	-	
Support Services, including Admissions, Buzz and Music service	-	10	10	-	-	
SWIFT and YOT	-	166	166	-	-	
ISEND and ESBAS	-	831	570	261	-	
Early Help	-	1,561	564	997	-	
Safeguarding	-	23	23	-	-	
Total Savings	1,049	3,640	2,382	1,258	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	1,049	3,640	2,382	1,258	0	i

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
Reform Grant	261	-	261	
Corporate Reserves	997	-	997	
	-	-	-	
Total	1,258	0	1,258	

Revenue budget

Revenue budget										
Divisions	Planned (£000)			2019/20 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Central Resources	1,727	(1,578)	149	1,776	(2,758)	(982)	(49)	1,180	1,131	ii
Early Help and Social Care	60,956	(10,032)	50,924	68,182	(11,573)	56,609	(7,226)	1,541	(5,685)	iii
Education and ISEND	84,298	(5,465)	78,833	86,724	(6,937)	79,787	(2,426)	1,472	(954)	iv
Communication, Planning and Performance	21,155	(4,450)	16,705	20,197	(3,203)	16,994	958	(1,247)	(289)	
DSG non Schools	-	(69,291)	(69,291)	-	(69,291)	(69,291)	-	-	-	
Schools	153,809	(153,809)	-	153,809	(153,809)	-	-	-	-	
Total Children's Services	321,945	(244,625)	77,320	330,688	(247,571)	83,117	(8,743)	2,946	(5,797)	v

Capital programme									
Approved project	Total project – all years (£000)		2019/20 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
House Adaptations for Disabled Children's Carers	1,057	1,003	67	13	54	-	54	-	vi
Diploma Exemplar Programme	3,226	3,226	(25)	(25)	-	-	-	-	
Schools Delegated Capital	23,697	23,697	2,782	2,782	-	-	-	-	
Conquest Centre	356	356	311	243	68	-	68	-	vii
Total CSD Gross	28,336	28,282	3,135	3,013	122	0	122	0	

Communities, Economy & Transport – end of year 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

2019/20 Summary of successes and achievements – Improvement works to Terminus Road in Eastbourne, to modernise the town centre, improve the pedestrian environment, and complement the redevelopment of The Beacon shopping centre, were completed in January 2020. Outstanding snagging and defects will be completed once the contractor returns to work following lock-down. Construction of the Newhaven Port Access Road has continued on schedule, with completion projected for autumn 2020. The South East Local Enterprise Partnership (SELEP) assigned almost £2.5m from the Local Growth Fund Round 3 to East Sussex projects in Q1, including almost £1m to create new jobs and workspaces in Bexhill; and £1.5m for the replacement of the Exceat Bridge, to improve connectivity and support housing growth. Funding was secured to improve transport in the county in Q1, including £200k from the Department for Transport's Cycle Rail fund for work with Southern Rail, and £870k from the Passenger Rail benefit fund to improve 29 stations across East Sussex. The South East Creative, Cultural and Digital support programme has awarded grants to 15 small and medium-sized enterprises in East Sussex in 2019/20, and 15 businesses have benefitted from 12 hours of support. Businesses were also supported to create 141 jobs through business support programmes; and Locate East Sussex assisted 36 businesses to move into, or relocate within, the county. 86 online courses were completed in our libraries in 2019/20, on topics such as English, maths and ICT.

Queensway Gateway Road – The second phase of the road has now been finished, however there have continued to be delays in completing the road, due to ongoing land and business relocation issues. Plans for a temporary solution have been developed and work on this continues; alongside this Highways England and the Council are continuing to work on a permanent solution. Due to the Covid-19 pandemic there will be delays in the Traffic Regulation Orders and in the supply chain for construction, which has resulted in an estimated further two to six-month delay in the project (**ref i**). These delays have led to a slippage of £500k (**ref viii**).

Road condition – The road condition statistics (where a lower outturn indicates a better performance) for 2019/20 have been published: the percentage of Principal roads requiring maintenance remained the same as in 2018/19, 5%, exceeding the target; the percentage of Non Principal roads requiring maintenance decreased from 7% in 2018/19 to 5% in 2019/20, again exceeding the target. The percentage of Unclassified roads requiring maintenance increased to 14%, but this was still within target. 154 carriageway asset improvement schemes were completed in 2019/20, to maintain and improve the condition of the county's roads. The 2020/21 programme has been published on the East Sussex Highways Website.

Employability and Skills – The Council was the only local authority to be awarded funding to improve careers education in primary schools, with the £145k being used to provide a primary careers pilot. 34 Industry Champions took part in the Open Doors event between October and December 2019, offering work-place visits to over 1,000 students. Six sector tasks groups, plus the Apprenticeships East Sussex group are working to action plans that meet the Skills East Sussex priorities; with updates provided by the task group chairs to the Skills East Sussex board in February 2020. The Careers Hub has supported schools to achieve an average of 4.4 national Gatsby benchmarks. 125 Industry Champions have continued to support schools and colleges in 2019/20, an increase of 21 from the final figure in 2018/19.

Road Safety – Trials of the behavioural change initiatives launched as part of the Council's £1m Road Safety Scheme have continued in Q4. Analysis of the impact of the Anniversary trial, which was carried out earlier in the year, has continued, with full outcomes expected in 2020/21. Initial data from the young driver's project indicates that over 24% of young drivers and their passengers reported positive attitudinal and behavioural changes in response to the engagement campaign. There was a positive change in both passenger responsibility and behaviour, which is key to safe driving amongst young people. Three road safety schemes have been completed in 2019/20, with a further two under construction, and three more waiting to be scheduled into the contractors work programme (**ref iv**).

Broadband – 1,197 premises now have access to improved broadband speeds, against a target of 1,267, so although we haven't achieved the target for the year, 95% of the required premises are connected, with a shortfall of only 70 premises. The short fall was due to Openreach delivering reduced volumes at their own risk (ie at risk of not getting paid for the work) whilst agreeing contractual changes. Contractual changes have now been agreed and delivery volumes are back on track (**ref ii**). Overall take-up amongst properties who have been connected is 68%. The delays in the project have led to a slippage of £800k (**ref vi**).

Cultural Tourism – The T Stats monitoring tool has been trialled in Eastbourne but is not being taken forward by Lewes or Wealden. England's Creative Coast, which was due to be launched in June 2020, has been delayed due to Covid-19; and work on the Tourism Zone has also been put on hold due to the pandemic. The Council is supporting cultural institutions to access Covid-19 mitigation grants and holding weekly groups to provide assistance (**ref iii**).

Trading Standards – Trading Standards provided 19 training workshops to businesses in 2019/20, with 346 delegates attending. There were also 127 positive interventions to protect vulnerable people, including visiting 107 victims of rogue trading or financial abuse and installing 20 call blockers to protect people from telephone scams.

Waste – A new three-year waste disposal contract, which saw all five East Sussex district and borough councils pass their dry mixed recycling to the Council, was awarded to Viridor and began on 29 June 2019. Part of the new contract focused on selling the recycling back into the marketplace to produce new materials, which will both generate income, 75% of which will be retained by the Council, and reduce the county's environmental impact. Viridor also agreed to several additional benefits including a gain share from operational efficiencies as the contract develops, a community fund, and access to online resources for communities which should boost recycling rates.

Revenue Budget Summary – The revenue budget has a provisional underspend of £473k. The most significant variances are in Transport where the late introduction of parking charge increases has resulted in the £1m income target not being achieved this year (**ref v**). The income shortfall will be offset by the £1.840m underspend in Waste. Of this £536k relates to one-off costs. The rest is mostly due to reduced household waste volumes. Concessionary Fares have reduced costs by renegotiating bus provider contracts but have overspent as the £1m contribution from parking income is not available this year. Payments to bus operators are lower than expected due to renegotiated contracts following one operator going into administration. We have also been able to manage income and expenditure in a number of areas, resulting in an overall departmental underspend. Taking a One Council approach, we have been able to support activities and expenditure in a number of services that would normally have been funded through reserve drawdowns. This means that the Council's reserves have not been expended to the level previously scheduled and this makes funding available for future years. The occurrence of underspends that will support the expected reserves income are not aligned with the services that were to receive this funding, therefore some service areas may appear to be in an overspend position.

Capital Programme Summary – The CET capital programme had a gross budget of £58.687m and had slippage of £6.843m, spend in advance of £558k and an underspend of £120k. The Bexhill to Hastings Link Road scheme has slipped due to the delay in processing part 1 compensation claims (**ref vii**). Wet weather has delayed construction in the Skills for Rural Business scheme (**ref ix**), and planning issues have delayed the Sidney Little Road Incubator Hub (**ref x**). Strong winds from Storm Ciara and Storm Dennis delayed the Newhaven Port Access Road planned bridge beam lift (**ref xi**). The installation of parking ticket machines is delayed pending DFT approval on the new Rother Parking Scheme (**ref xii**). There are a number of complexities on all routes within the Hastings and Bexhill Movement and Access Package, mainly redesign work following consultations and safety audits which have delayed construction (**ref xiii**). The slippage on the Eastbourne and South Wealden Walking and Cycling package is due to confirmation from Eastbourne Borough Council on the value of the work that could be undertaken in year (**ref xiv**). There have been some compensation events and additional costs in the Terminus Road project and the overspend will be met from the Integrated Transport programme (**ref xv**).

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
Work with Seachange Sussex to deliver major transport infrastructure – Queensway Gateway Road	First phase completed in Q3	Complete second phase of the road	G	A	A	G	Designs for the Temporary Road Solution (TRS) developed: works progressing for contractors to return to site	i
Number of additional premises with improved broadband speeds	9,511 premises	1,267 premises	G	G	G	R	1,197 premises	ii
Deliver Culture East Sussex agreed actions to grow Cultural Tourism	Recommendations delivered	Trial the T Stats (Tourism Statistics) monitoring tool with tourism businesses in the Lewes, Eastbourne and Wealden area	G	G	A	R	T.stats now being trialled by Eastbourne; but not taken forward by Lewes or Wealden for now	iii

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Making best use of resources								
Road Safety: Implement infrastructure schemes on identified high risk routes to improve road safety	5 schemes	10 schemes (subject to funding)	A	A	A	R	3 schemes completed	iv

Savings exceptions						
Service description	2019/20 (£'000)					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Civil Parking Enforcement	1,000	1,000	-	1,000	-	v
Highways Maintenance	889	889	889	-	-	
Household Waste Disposal	200	200	200	-	-	
Waste	-	162	162	-	-	
Concessionary Travel	150	150	150	-	-	
Library and Information Services	-	125	125	-	-	
Archives and Records	32	32	32	-	-	
Road Safety Services	32	32	32	-	-	
Ashdown Forest	31	31	31	-	-	
Environmental Advice Services	15	15	15	-	-	
Total Savings	2,349	2,636	1,636	1,000	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	2,349	2,636	1,636	1,000	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
Civil parking Enforcement use of underspend in Waste	1,000	-	1,000	
Total	1,000	0	1,000	

Revenue budget										
Divisions	Planned (£000)			2019/20 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Management and Support	3,695	(2,428)	1,267	6,187	(4,660)	1,527	(2,492)	2,232	(260)	
Customer and Library Services	7,272	(2,240)	5,032	7,400	(2,324)	5,076	(128)	84	(44)	
Communities	4,236	(2,717)	1,519	4,370	(2,923)	1,447	(134)	206	72	
Transport & Operational Services	80,499	(43,624)	36,875	77,689	(41,738)	35,951	2,810	(1,886)	924	
Highways	15,023	(2,382)	12,641	15,080	(2,426)	12,654	(57)	44	(13)	
Economy	3,648	(2,500)	1,148	3,595	(2,393)	1,202	53	(107)	(54)	
Planning and Environment	2,847	(2,027)	820	2,989	(2,017)	972	(142)	(10)	(152)	
TOTAL CET	117,220	(57,918)	59,302	117,310	(58,481)	58,829	(90)	563	473	

Capital programme

Capital programme									
Approved project	Total project – all years (£000)		2019/20 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Registration Ceremonies Website	30	30	7	7	-	-	-	-	
Libraries	5,140	5,140	539	446	93	-	93	-	
Hastings Library	8,738	8,609	130	1	129	129	-	-	
Southover Grange	-	9	-	9	(9)	(9)	-	-	
Broadband	33,800	33,800	1,304	509	795	-	795	-	vi
Bexhill and Hastings Link Road	126,247	126,247	1,497	629	868	-	868	-	vii
BHLR Complementary Measures	1,800	1,800	133	152	(19)	-	-	(19)	
Economic Intervention Fund	9,533	9,533	857	673	184	-	184	-	
Stalled Sites Fund	916	916	230	224	6	-	6	-	
EDS Upgrading Empty Commercial Properties	500	500	117	170	(53)	-	-	(53)	
Queensway Gateway Road	10,000	10,000	1,570	1,066	504	-	504	-	viii
East Sussex Strategic Growth Package	8,200	8,200	350	350	-	-	-	-	
Bexhill Enterprise Park North	1,940	1,940	-	-	-	-	-	-	
Skills for Rural Businesses - Post Brexit	2,918	2,918	2,134	229	1,905	-	1,905	-	ix
Sidney Little Road Business Incubator Hub	500	500	381	65	316	-	316	-	x
Bexhill Creative Workspace	960	960	-	14	(14)	-	-	(14)	
Newhaven Port Access Road	23,271	23,271	13,143	12,604	539	-	539	-	xi
Real Time Passenger Information	2,798	2,798	127	32	95	-	95	-	
Parking Ticket Machine Renewal	1,479	1,479	559	268	291	-	291	-	xii
Hastings and Bexhill Movement & Access Package	9,057	9,057	1,747	1,438	309	-	309	-	xiii
Eastbourne/South Wealden Walking & Cycling Package	7,017	7,017	814	451	363	-	363	-	xiv
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	679	473	206	-	206	-	
Terminus Road Improvements	9,000	9,182	2,995	3,427	(432)	(182)	-	(250)	xv
Eastbourne Town Centre Movement & Access Package	3,486	3,486	148	244	(96)	-	-	(96)	
Other Integrated Transport Schemes	34,818	34,636	1,453	1,088	365	182	183	-	
Community Match Fund	1,500	1,500	119	52	67	-	67	-	
Exceat Bridge	4,133	4,133	660	665	(5)	-	-	(5)	
Queensway Depot Development	1,956	1,956	500	485	15	-	15	-	
Hailsham HWRS	97	97	73	-	73	-	73	-	
Core Programme - Highways Structural Maintenance	236,348	236,348	23,624	23,696	(72)	-	-	(72)	
Core Programme - Bridge Assessment Strengthening	13,310	13,310	1,266	1,299	(33)	-	-	(33)	
Core Programme - Street Lighting - Life Expired Equipment	10,133	10,133	1,115	1,131	(16)	-	-	(16)	

Capital programme									
Approved project	Total project – all years (£000)		2019/20 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Core Programme - Rights of Way Programme	4,883	4,883	416	385	31	-	31	-	
Total CET	576,858	576,738	58,687	52,282	6,405	120	6,843	(558)	

Governance – end of year 2019/20

Summary of progress on Council Priorities, issues arising, and achievements

Reconciling Policy, Performance and Resources (RPPR) – RPPR, which has been effective in matching our resources to our priorities and in providing evidence for lobbying, will be used to manage our planning as the Council moves towards resetting its services to manage in a world where COVID-19 remains with us and social distancing becomes the norm.

Transport for the South East (TfSE) – The Shadow Partnership Board met on 23 April and approved the final draft Transport Strategy, which shows that with the right investment in the region's transport network the South East's economy will more than double over the next thirty years, creating an additional 500,000 jobs, boosting quality of life and access to opportunities and helping cut the South East's carbon emissions to net-zero. The public consultation on the draft Strategy, which was launched at a conference in October featuring a keynote speech from George Freeman, Minister of State at the Department for Transport, ran from 7 October 2019 to 10 January 2020 and resulted in more than 3,600 responses. Analysis of the responses demonstrated very high levels of support for key aspects of the draft Transport Strategy. 84% of those responding to the questionnaire agreed with the 2050 Vision and almost 9 out of 10 agreed that the draft Transport Strategy makes a strong case for continued investment in the South East's transport system. In total 78% of these respondents agreed with the 'decide and provide' approach adopted in the strategy and 63% agreed that, overall, the draft Transport Strategy would enable TfSE to achieve its mission. There have been a number of drafting changes to the final draft Transport Strategy, including the focus on environmental issues, greater consideration to rural areas and strengthening the sections on the relationship with London.

Constituent authorities will have the opportunity to take the final draft Strategy through their own democratic processes for sign off prior to the Shadow Partnership Board agreeing the final Transport Strategy for publication in July 2020.

A decision is awaited from the Department for Transport (DfT) on the grant funding for 2020/21 and the team are continuing to work with DfT and other Sub-national Transport Bodies (STB) to influence decisions around STB funding in the forthcoming spending round. The Chair of TfSE has written to Baroness Vere requesting a meeting to discuss these issues and TfSE's ambition to become a statutory body. A positive response has been received and it is hoped that the meeting can be scheduled once the COVID-19 restrictions are lifted.

Corporate Lobbying – We have continued lobbying for fair and sustainable funding for the Council in 2019/20, working with ministers, senior civil servants and local MPs. The one-year Spending Round in September 2019 confirmed the continuation of one-off grants allocated in the last financial year, additional funding for social care and Special Educational Needs and Disability provision and an additional ASC Council Tax precept. These provisions were very welcome, but we have continued to make the case for a more sustainable funding model where resources match local need.

East Sussex MPs were briefed by the Leader and Chief Executive of the Council on our spending and savings plans for 2020/21 throughout the budget setting process in Q4, emphasising how important additional Government funding had been in balancing the budget and the need for continued joint working to make the case for longer-term certainty and fair funding. The Leader and Chief Executive also met with MPs in February to discuss funding and local issues. As the Council stepped up its response to the COVID-19 pandemic in March, MPs and strategic partners received daily briefings on the Council's work and we worked closely with them to use all channels available to escalate local issues into Government.

Supporting democracy – During 2019/20 we supported 137 meetings (33 in Q4) including: five County Council meetings (one in Q4); nine Cabinet meetings (two in Q4); 44 Lead Member meetings (12 in Q4); 34 Scrutiny Committees and Review Boards (nine in Q4); and 47 other committees and panels (11 in Q4). We also published agendas for a further 59 meetings (17 in Q4). The number of unique page views on the Members' Intranet site during the year was 2,705 (595 in Q4).

The Council's Scrutiny Committees completed four Scrutiny Reviews during 2019/20, supported by updated guidance and training for Members on the Scrutiny Review process. Each review made a series of recommendations designed to address challenges and improve processes for the benefit of residents and Council services. Progress against the action plans agreed in response to reviews was monitored six and twelve months on to ensure appropriate implementation. Scrutiny Committees were supported to undertake a range of other work, all of which is designed to provide constructive challenge and input on service delivery and policy development. This included submitting comments to Cabinet in Q4 to inform the budget-setting process for 2020/21, in particular making recommendations with regard to the use of one-off funding. The Health Overview and Scrutiny Committee continued to provide critical friend challenge to local NHS organisations on behalf of local people, including reviewing and commenting on NHS proposals for service change.

With oversight from the Member ICT and Development Reference Group, a training programme was delivered in response to areas of need identified by Members through an annual survey. Training sessions during 2019/20 were

delivered on emergency planning, scrutiny, equality and diversity, IT and media/social media. Activity in Q4 focused on the development of a Member wellbeing support offer which will be taken forward in 2020/21. Additional support for Members was put in place on remote working and virtual meetings towards the end of Q4, to support the continuation of core business during the COVID-19 restrictions.

Following secondary school place offer day on 2 March the main round of school appeals began. The East Sussex School Appeals Service has been active in supporting parents who wish to submit an appeal. The impact of COVID-19 towards the end of Q4 will result in planned appeals hearings being rearranged in line with temporary alternative arrangements being put in place nationally. Hearings for the main round are expected to take place during Q1 and Q2 2020/21 ahead of the start of the new school year in September. In total 522 school admission appeals were received during 2019/20 (203 during Q4). Two exclusion reviews were also received and arranged, both in Q4. During 2019/20 the service has successfully recruited and trained four new clerks and a group of new panel members to assist with school appeals. This will help us ensure we are able to manage increased demand during the main round of appeals. The majority of appeals continue to be submitted using the secure online digital appeal management system. Work was undertaken in Q4, in conjunction with IT & Digital, to incorporate additional features which will improve administrative efficiency and the customer experience.

Legal Services – During Q4 we assisted Trading Standards in a successful prosecution for breach of consumer protection regulations, which resulted in a 12 month community order and a costs order for £14,000. We also successfully defended an appeal by a firm against a financial penalty of £5,000 which had been imposed for Consumer Rights Act breaches. We also secured repayment plans for debts totalling £320,000.

In Q4 we conducted two contested education trials and one Education Supervision Order application. During 2019/20 we carried out 337 prosecutions for failure to send a child to school (61 in Q4); as well as 122 contentious vulnerable adult cases (up from 69 in 2018/19); and 215 Deprivation of Liberty Safeguarding applications in the Court of Protection (up from 174 in 2018/19). As an immediate consequence of the COVID-19 outbreak, we have also provided advice and support on finalising non urgent interventions so that Adult Social Care and Health (ASCH) staff could be mobilised differently and we advised on the production of guidance and policy documents required as a consequence of the Coronavirus Act 2020, related statutory guidance and associated secondary legislation.

In 2019/20, we also continued to advise and assist Children's Services in pre-proceedings and court applications for care proceedings, as well as providing advice and assistance in relation to a wide range of other children's matters, such as private law applications, secure accommodation, deprivation of liberty, wardship and judicial review. We continued to work closely with Children's Services to analyse risks and options, including the use of pre-proceedings with the aim of producing the best outcome for the child. In Q4 we have 57 families involved in pre-proceedings work. In 2019/20, we have applied for care proceedings in respect of 80 families, which is a decrease from the 95 cases issued in 2018/19. At the end of Q4 we had a total of 60 ongoing care proceedings (up from 51 in Q3) concerning 99 children. Of the 76 care proceedings which concluded in 2019/20, approximately half of those cases concluded with children living with family. In light of the COVID-19 restrictions, we have also worked in close liaison with the local courts and the designated family judge through regular meetings to ensure where possible that cases can continue to progress via remote court hearings. We are also working in close liaison with Children's Services to prioritise safeguarding those children most at risk until services can return to normal.

In Q4 we completed agreements which helped to secure financial contributions to the Council of £230,915 and we finalised agreements relating to works to improve or create highways and to secure highway rights. We also finalised the complex land registration of Camber Sands at the HM Land Registry, which was required prior to changes due to take place pursuant to the Countryside Sites Review. In addition, as well as dealing with ongoing matters, we also advised on 37 new contract and procurement matters and 21 new property transactions.

Coroner Services – On average 206 deaths per month were reported to the Coroner in Q4. This is slightly higher than the Q3 figure of 199 and higher than the 2019/20 average of 178. During 2019/20 a total of 2,130 deaths were reported to the Coroner, which is slightly less than the total of 2,279 deaths reported in 2018/19.

In Q4, 99 inquests were opened, whereas 70 were opened in Q3. A total of 283 inquests were opened in 2019/20, slightly less than the 308 inquests opened in 2018/19. 79 inquests were closed in Q4, exactly the same as closed in Q3. A total of 260 inquests were closed in 2019/20 in comparison to 309 closed in 2018/19. The availability of pathologists continues to be the main risk, but the Council continues to work closely with mortuary managers and the Senior Coroner to manage this. COVID-19 has not impacted significantly on deaths reported to the Coroner in 2019/20. Where COVID-19 is capable of being a natural cause of death, it is not a reason on its own to refer a death to a Coroner.

Regulation of Investigatory Powers Act (RIPA) – There have been no authorisations granted in relation to RIPA during Q4. A Trading Standards generated Directed Surveillance application is pending, which is seeking authority to test purchase items from Facebook Marketplace sites. This follows advice and guidance from the Investigatory Powers Commissioner's Office. On a similar theme, the *Guidance for accessing Facebook or social media across Children's Services* policy has been prepared and is available on the Council's Intranet.

Local Government Ombudsman complaints – 19 decisions were issued in Q4 with eight of these cases relating to Adult Social Care (ASC), two to Communities, Economy & Transport (CET) and nine to Children's Services (CS). Ten were closed before a full Ombudsman investigation for reasons including, insufficient evidence of fault, complaints being out of the Ombudsman's jurisdiction and the complaint not having been through our internal complaints processes. Of the nine fully investigated, six were closed with no fault found and three were closed with the complaint partly or fully upheld.

CS – The Ombudsman found fault with the Council for not following its policy for managing unreasonable customer behaviour when, in order to protect staff, a named senior officer was designated as a single point of contact. The Council has agreed to lift the restriction on the complainant's contact, pay him £100 for distress and uncertainty, remind staff to follow the Council's policy on managing unreasonable customer behaviour and take steps to ensure the Council has records or other evidence to support any decision to restrict contact under the policy.

CS – The Ombudsman found no evidence of bias or discrimination in a child protection investigation and found that the Council carried out the investigation properly. The Council however made a mistake in the way it referred to the child's allegation. The Council has agreed to apologise and correct the error.

CS – The Ombudsman found some delays in the issuing of an Education, Health and Care Plan (EHCP) which impacted on transition planning for a move to secondary school but considered that there was insufficient evidence to say that had a negative impact on the complainant's son starting secondary school. The Ombudsman found the Council's failure to undertake an educational psychology assessment in a timely way as part of this process, caused distress to the family. The Council has agreed that it will pay the complainant £150 to recognise the uncertainty and distress caused and remind those staff involved in conducting educational psychology assessments of the importance of completing them in a timely way.

Effective publicity and campaigns – We publicised the establishment of East Sussex community hubs to help vulnerable and isolated residents with COVID-19 during Q4. This included writing, designing, printing and distributing clear public information leaflets both online and in paper copies for use by all local authorities and volunteer groups. These were publicised online and, in the media, translated into multiple languages and delivered to many homes directly, targeting those households most likely to be at risk. We have kept residents, partners, members and staff updated with regular email newsletters and briefings (daily in some cases) which have included pointing people to useful services, support and information.

There were rapid marketing campaigns to help recruit extra care workers in response to the pandemic. In their first wave, 25 people have contacted the Council online to express interest in adult social care jobs, while there were almost 100 completed applications for roles in children's services, including 29 from social workers or other highly qualified staff. These campaigns used a mix of targeted social media advertising, web content, digital newsletters and traditional media. They are in addition to longer-term, continuing recruitment campaigns for teachers, care workers, social workers and other key staff.

Media work – There were 456 media stories about the council in Q4, of which 158 were positive and 196 were neutral (stories are classified as positive if they generally celebrate an aspect of the council's work and neutral if they balance any criticism with positive comment from the council or others). The press office issued 48 press releases, generating 141 stories, of which 11 were on TV or radio. 217 media enquiries were handled.

In 2019/20 there were 1,766 media stories, of which 564 were positive and 704 were neutral. The press office issued 145 press releases, generating 514 stories of which 62 were on TV or radio. 695 media enquiries were handled.

Web activity – Web pages offering public information and support with COVID-19 were published on the council website as the disease arrived in the UK. There have been 47,000 views of these pages to date.

In Q4 the entire council website was accessed almost 800,000 times, with more than 3.3 million page-views. For the year, these figures were just under 3 million and 13 million respectively.

Traffic to the *Your East Sussex* website (which helped replace the Council's printed magazine) more than doubled in 2019/20, with over 140,000 page-views.

Social Media – Engagement with the Council's social media channels (the measure of responses, likes and shares for social media posts) rose by 4.7% in 2019/20 when compared to 2018/19.

Third Sector support – During Q4 we ran the second Crowdfund East Sussex Projects That Matter (PTM) campaign, a competition seeking entries from Voluntary, Community and Social Enterprise (VCSE) organisations with a Crowdfunding idea. There were over 30 entries, with five being selected to receive training support from Crowdfunder. As we were preparing to announce the winners COVID-19 became a major concern, and we have put a hold on announcing and providing the support to winners to work up their project ideas. The go live date for the PTM winners to appear on Crowdfund East Sussex has been moved to August 2020 and Crowdfunder have been in contact with the winners.

The fourth round of How to Crowdfund training sessions planned for May 2020 was also put on hold due to COVID-19 these sessions will be rescheduled for Q2 2020/21.

The Social Value Market Place (SVMP) activity was paused as a result of COVID-19. Business Services considered adapting SVMP in response to COVID-19, but instead have set up My Business for offers of help from businesses.

Partnership Plus discussions were paused, however the Valuing the Sector research moved on with the Institute for Voluntary Action Research (IVAR). Because of COVID-19 the timescale for this research has been brought forward. IVAR has submitted their response to the brief, and we are looking to commence the work at the end of Q1 2020/21.

The generic infrastructure service providers (3VA, HVA, and RVA) continued to deliver services, however in response to COVID-19 their work has been focused on working alongside the Districts and Boroughs to establish and operate the Community Hubs. The voluntary action groups have worked to develop and advise the local VCSE sector response to helping fill any Shielded Group gaps, provide support to vulnerable children and adults, and those who are self-isolating.

The voluntary action groups work on the NHS funded Integrating Volunteering Programme (IVP) continues, however because of COVID-19 all activity is paused and is being refocused on sharing insight and learning with partners across the England wide network. Partners across the Sussex Integrated Care Systems programme have submitted a bid for Phase 2 of IVP, and the NHE decision is expected in May.

The VCSE Alliance has been working to formalise their governance structure and are submitting a Kings Fund bid along with the Council and the Community Care Group, the bid is in response to the Healthy Communities Together fund. The bid is in its final drafting and will be submitted in Q1 2020/21.

East Sussex Community Voice (ESCV), our Healthwatch East Sussex provider, has refocused their work towards responding to the pressures of COVID-19 on people, service users and carers. ESCV are playing a key role in the VCSE Alliance, with John Routledge taking on the role of Chair.

Third Sector support has been working alongside ASCH in establishing the Community Hubs, working to ensure that the VCSE sector in East Sussex are supported in their local communities, Community Hubs, and at the LRF level. This has included working with ASCH to develop three COVID-19 grant funds for the VCSE sector.

South East 7 (SE7) – The SE7 Leaders Board met in January and received a presentation from Kent County Council and WSP consultants on actions councils could take to respond to the climate emergency and meet net-zero targets. The Board agreed SE7 should facilitate sharing of information, expertise, approaches and net-zero strategies as they were developed and that through TfSE the region should pursue the strategic infrastructure and investment to deliver transport decarbonisation at scale. The Board also considered the new Government's policy agenda, including expectations for devolution and local growth policy and agreed SE7 should develop a regional proposal to maintain economic prosperity. This work has been paused due to the COVID-19 pandemic and will be re-examined in the new economic context. SE7 Leaders and Chief Executives have maintained regular contact throughout the COVID-19 response and the partnership has been integral to coordination of approach and sharing of information and learning.

Partnership with West Sussex County Council – Cabinet agreed in December 2019 to enter into an improvement partnership with West Sussex County Council (WSCC), during Q4 the partnership has continued to explore the ways the two organisations could work together and the potential joint benefits this could bring. We have also been working in partnership in response to, and planning for the recovery from, the COVID-19 pandemic.

Health and Wellbeing Board (HWB) – Work on the joint plan with health has been suspended until after the COVID-19 pandemic is over.

Revenue budget summary – The net revenue budget was £7.366m and was underspent by £31k. There were over and underspends across all services.

Performance exceptions
(See How to read this report for definition)

Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 outturn	Note ref
			Q1	Q2	Q3	Q4		
There are no Council Plan targets								

Savings exceptions

Savings exceptions						
Service description	2019/20 (£'000)					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
There are no targeted savings in 2019/20	-	-	-	-	-	
	-	-	-	-	-	
Total Savings	0	0	0	0	0	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	0	0	0	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
	-	-	-	
Total	0	0	0	

Revenue budget

Divisions	Planned (£000)			2019/20 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Corporate Governance	4,900	(534)	4,366	4,858	(557)	4,301	42	23	65	
Corporate Support	3,289	(289)	3,000	3,446	(412)	3,034	(157)	123	(34)	
Total Governance	8,189	(823)	7,366	8,304	(969)	7,335	(115)	146	31	

Capital programme

Approved project	Total project – all years (£000)		2019/20 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
No current programme for Governance	-	-	-	-	-	-	-	-	
Total Governance	0	0	0	0	0	0	0	0	

Strategic Risk Register – Q4 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
New	<p>COVID-19</p> <p>Adverse impact of Covid-19 sickness, restrictions and national response measures on Council finances and services. Severely reduced ability to deliver services, priorities and long-term planning, impacting on e.g. protecting and supporting vulnerable adults and children, education and schools, roads and infrastructure, local economic growth, and the Council's workforce.</p>	<p>New services to protect and support the most medically vulnerable have been introduced, existing services have changed and adapted to the changing situation. We are endeavouring to keep services going as far as possible and to offer other options when it isn't possible. Looking after the most vulnerable people in our community is our absolute priority. We have begun a scheme where staff can volunteer their skills and experience to help maintain our essential services across the council during this critical time. We have received additional funding from the Government and are monitoring our Covid 19 spend. We are also monitoring impacts on the economy and wider community.</p> <p>The Corporate Management Team are meeting regularly to ensure our response is effectively co-ordinated and working well through our established partnerships and the new partnerships which come into operation when we are operating under the Civil Contingencies Act including the Sussex Resilience Forum and the Local Health Resilience Forum.</p> <p>Extensive co-ordination and lobbying are taking place at Members and officer level through SE7, CCN and other arrangements.</p>

R

Strategic Risk Register – Q4 2019/20

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
12	<p>CYBER ATTACK</p> <p>The National Cyber Security Centre (NCSC) has highlighted the substantial risk to British web infrastructure with elevated levels of Cyber Crime being reported against all areas of government. Cyber-attacks often include multi vector attacks featuring internet based, social engineering and targeted exploits against hardware, software and personnel. The remote nature of the internet makes this an international issue and an inevitable risk. Examples of the impact of a Cyber Attack include:</p> <ul style="list-style-type: none"> • Financial fraud related to phishing of executives and finance staff; • Loss of Personally Identifiable Information and subsequent fines from Information Commissioner's Office (4% of global revenue under the new General Data Protection Regulations); • Total loss of access to systems that could lead to threat to life. <p>A successful cyber-attack can shut down operations - not just for a few hours, but rather for multiple days and weeks. The collateral damage, such as information leaks and reputational damage can continue for much longer. Added to that, backup systems, applications and data may also be infected and therefore, of little usable value during response and recovery operations - they may need to be cleansed before they can be used for recovery. This takes time and consumes skilled resources reducing capacity available to operate the usual services that keep the Council working.</p>	<p>Most attacks leverage software flaws and gaps in boundary defences. Keeping software up to date with regular patching regimes; continually monitoring evolving threats and re-evaluating the ability of our toolset to provide adequate defence'. Ongoing discussion and communication with the Info Sec industry to find the most suitable tools and systems to secure our infrastructure.</p> <p>Expanding Security Information and Event Management (SIEM) system capabilities to align with SCC and leverage latest standards of automation, detection and prevention.</p> <p>Development of "Security Advocates". Trained staff that can cascade and share cyber security insights and highlight potential issues into the workforce. Promoting a visible approachable business-based security team;</p> <p>Enhancing user awareness - Expanding E-Learning and policy delivery mechanisms to cover Cyber threat, educating staff around the techniques and methods used by active threats. With 77% of all malware installed via email, users to be given learning experiences of phishing at point of use in a safe and secure environment;</p> <p>Providing GDPR training and workshops to cascade vital skills and information to those affected by new Data Protection laws;</p> <p>ESCC servers moved to the Orbis Primary Data Centre for resilience – An accredited Tier 3 environment certified to these standards:</p> <ul style="list-style-type: none"> • ISO 27001 - IT Governance and Information Security Management • ISO 9001 - Quality Standard in Customer Service, Customer Processes, Product Process and Service, Efficiency and Continuous Improvement • ISO 14001 - Environmental Management and Best Practices for Corporate Environmental Responsibility. <p>Disaster Recovery services are now similarly relocated in a Tier 3 Data Centre environment (Orbis Secondary Data Centre in Guildford).</p>

R

Strategic Risk Register – Q4 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
4	<p>HEALTH</p> <p>Failure to secure maximum value from partnership working with the NHS. If not achieved, there will be impact on social care, public health and health outcomes and increased social care cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives.</p>	<p>Between January and March progress has continued to ensure the system is on track with the agreed East Sussex Integrated Care Partnership (ICP) arrangements to be in place from 1st April, including:</p> <ul style="list-style-type: none"> •Plans to build on BCF risk sharing arrangements to support decisions to include wider services at a later point in 2020/21 •Progress with integrated commissioning •The target operating model for community health and social care services •Objective setting for the 2020/21 delivery programme <p>As a result of the onset of the COVID-19 emergency in order to enable strengthened levels of system capacity and grip on our COVID-19 (C19) urgent planning and response, on 23rd March the East Sussex Health and Social Care Executive Group formally agreed to suspend all of the non-critical elements of our system business for the duration of the crisis. This included standing down the key elements of system governance meetings and putting in place appropriate alternative temporary governance and meeting arrangements, to enable to enable a stepped-up grip on C19 strategic and operational planning across our East Sussex system. The critical initial focus has been on urgently securing additional capacity and managing patient and financial flow in line with the national requirements to discharge all DTOCs and those medically fit for discharge for hospital in order to plan for the surge in expected COVID related admissions. The temporary arrangements are designed to ensure a coordinated C19 response across our system, to meet the needs of our population, and enable rapid progress to be made, risks and significant impacts for social care to be managed. This will be kept under review as the C19 emergency progresses.</p>	R
5	<p>RECONCILING POLICY, PERFORMANCE & RESOURCE</p> <p>Failure to plan and implement a strategic corporate response to resource reductions, demographic change, and regional economic challenges in order to ensure continued delivery of services to the local community.</p>	<p>We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning. We have adopted a commissioning approach which means evaluating need and considering all methods of service delivery, which includes working with partner organisations to deliver services and manage demand. The Council Plan sets out targets for a 'One Council' approach to deliver our priorities and is monitored quarterly. The plans take account of known risks and pressures, including demographic changes and financial risks, to design mechanisms to deliver the Council's priorities. We will continue to lobby for the need for long term, predictable and sustainable funding for local government and East Sussex, which reflects our residents' real and growing need through the fair funding review later this year. We will also continue to make realistic and deliverable plans for working within the funding we are likely to have available.</p>	R

Strategic Risk Register – Q4 2019/20

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
15	CLIMATE Failure to limit global warming to 1.5°C, requiring global net human-caused emissions of carbon dioxide (CO2) to fall by about 45 percent from 2010 levels by 2030, reaching 'net zero' by 2050 at the latest. This increases the risks to East Sussex of hotter, drier summers; changing rainfall patterns, with more intense rainfall episodes and longer periods without rainfall; milder winters; more frequent extremes in weather that are either prolonged or severe; and sea level rise with potential for increased storm surges.	Climate change adaptation: we are following national adaptation advice, including working with partners on flood risk management plans, a heatwave plan and drought plans. Climate change mitigation: we are continuing to reduce the County Council's own carbon footprint, which was cut by 56% between 2008-9 and 2018-19. The County Council declared a Climate Emergency in October 2019 and committed to achieve net zero carbon emissions from the County Council's estate by 2050 or earlier. A route map to net zero is being developed and progress will be reported to County Council in May 2020.	R
1	ROADS Wet winter weather, over recent years has caused significant damage to many of the county's roads, adding to the backlog of maintenance in the County Council's Asset Plan, and increasing the risk to the Council's ability to stem the rate of deterioration and maintain road condition. Covid-19 could lead to an increase in the level of staff sickness, as well as the need for staff to self-isolate/distance. It will lead to a change in our working approach and arrangements, even beyond the length of any Government imposed lockdown.	The additional capital maintenance funding approved by Cabinet in recent years has enabled us to stabilise the rate of deterioration in the carriageway network and improve the condition of our principle road network. However, a large backlog of maintenance still exists and is addressed on a priority basis. The County Council's asset management approach to highway maintenance is maintaining the overall condition of roads, despite recent year's winter weather. However, severe winter weather continues to be a significant risk with the potential to have significant impact on the highway network. The recently approved five year capital programme for carriageways 2018/19 to 2022/23, and the six year additional capital programme for drainage and footways 2017/18 to 2022/23 provide the ability to continue to improve condition and build resilience into the network for future winter events. Additional DfT money from 2018/2019 has supported this approach. Remote working has been adopted where possible in response to Covid-19. We are still able to deliver works on the ground adhering to current working restrictions and the carriageway programme is continuing as normal. If working restrictions change, this might impact our ability to deliver. If staff illness increases for either our contractor, sub-contractors or suppliers, this might impact our ability to deliver.	A

Strategic Risk Register – Q4 2019/20

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
7	<p>SCHOOLS</p> <p>Failure to manage the expected significant reduction in resources for school improvement from 2017/18 and the potential impacts of changing government policy on education, leading to reduced outcomes for children, poor Ofsted reports and reputational damage</p>	<ul style="list-style-type: none"> • In September 2019 the Department published its refreshed Excellence for All strategy. The updated strategy outlines the shared vision, values and ambitions the local authority and our partners have for creating an excellent education system in East Sussex where no child or educational establishment is left behind. There is a sharper focus on the most disadvantaged and on how we will deliver improvement through the partnership structures in the county. • Work closely with schools to build a sustainable system across East Sussex, in order to ensure that the capacity and expertise is available to provide oversight of educational performance and to offer appropriate support and challenge where it is required. • Provide an opportunity for every school to be part of a local Education Improvement Partnership to support their ongoing improvement and for all partnerships to develop to the point where they provide a sustainable network through which all schools and other providers take responsibility for improvement in their local area. • Continue to develop commissioning model of school improvement including reviewing the level of trading by SLES to ascertain what is sustainable within reducing capacity and to identify core services that can be traded. • Continue to build relationships with academies and sponsors, including the Diocese of Chichester, ensure a dialogue about school performance, including data sharing. • Work with academies and maintained schools through the Education Improvement Partnerships to develop system leadership, school to school support and to broker partnerships to reduce pressure on SLES services. • Broker support to academies to address any performance concerns and investigate the feasibility of trading some LA school improvement services with all schools on a full cost recovery basis. • Where academies do not appear to be accessing appropriate support, bring this to the attention of the DfE, who may exercise their intervention powers. • Work with the Regional Schools Commissioner to ensure the work of the RSC and the LA is aligned and that schools have the support they need.

A

Strategic Risk Register – Q4 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
8	<p>CAPITAL PROGRAMME</p> <p>As a result of current austerity, the capital programme has been produced to support basic need only and as a result of this there is no resource for other investment that may benefit the County e.g. that may generate economic growth. Additionally, there is a risk, due to the complexity of formulas and factors that impact upon them, or changes in these, that the estimated Government Grants, which fund part of the programme, are significantly reduced. There is also a risk that the move from S106 contributions to Community Infrastructure Levy will mean that Council has reduced funding from this source as bids have to be made to Districts and Boroughs. Slippage continues to occur within the programme, which has an impact on the effective use of limited resources.</p>	<p>Governance arrangements continue to be reviewed and developed with Property for the delivery of Schools Basic Need and capital property works in support of the robust programme delivery of the basic need programme. The Education Sub Board, which in part focuses on future need for schools places, continues to inform the Capital Strategic Asset Board of key risks and issues within the School Basic Need Programme. Regular scrutiny by the Capital Strategic Asset Board (CSAB), of programme and project profiles (both in year and across the life of the programme) occurs on a quarterly basis.</p> <p>The Board also proactively supports the seeking and management of all sources of capital funding, including; grants, S106, CIL and, Local Growth Fund monies. A cross department sub board has been set that oversees the process for bidding for CIL and to the use of S106 funds, work continues with Districts and Boroughs to maximise the Council's receipt of these limited resources. The impact Covid-19 has had on working arrangements has meant that some S106 and CIL monies anticipated to be collected and used in year were unable to be collected. This is only a delay in receipt and the funds are still available in support of the programme as a whole.</p> <p>A risk factor was introduced in 2019/20 to acknowledge and address the historic level of slippage in the capital programme, its impact on the financing of the capital programme, and therefore on treasury management activity. Following the creation of the 20 year capital strategy (2020/21 to 2040/41) and the enhanced rigour in the building of the 10 year capital programme (2019/20 to 2029/30), this factor has not been extended to future years. CSAB will continue to monitor slippage and recommend any change should it become necessary. Covid-19 is already impacting on the delivery of projects and programmes of work and as a result slippage will increase in 2020/21.</p>	A
9	<p>WORKFORCE</p> <p>Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and / or reputational issues.</p>	<p>The 2019/20 sickness absence year end outturn for the whole authority (excluding schools) is 8.48 days lost per FTE, a decrease of 2.9% since last year.</p> <p>Stress/mental health remains the primary reason for absence, increasing by 8.2% compared to 2018/19. Interestingly, during that period whilst days lost due to Mental Health issues has increased by 39.3%, those due to stress have fallen by 14.2. Sickness absence overall has seen a reduction which would indicate employees are now feeling able to disclose Mental Health as a reason for absence.</p> <ul style="list-style-type: none">•Almost 100 Mental Health First Aiders have been trained across the organisation and 52 interventions have taken place since November 2019•ESCC Campaign launched for World Mental Health Awareness Day on 10 October 2019•Employee and Managers Mental Health Guides have been produced alongside a supporting toolkit and dedicated resource intranet page•A dedicated yammer wellbeing campaign to support staff during COVID-19 was launched March 2020 and is now in its 5th week•A new Stress Risk Assessment to encourage meaningful conversations between managers and employees and provide signposting will be launched next month	A

Strategic Risk Register – Q4 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
10	RECRUITMENT Inability to attract high calibre candidates, leading to limited recruitment choices and therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.	Following CMTs consideration of our current workforce demographics and recruitment and retention 'hotspots', two workstreams of 'attracting and recruiting the future workforce' and 'leading the workforce' are now being progressed. Specific proposals for action were due to be reported to CMT in March 2020 but as a result of the Coronavirus response, this will now be delayed until summer/autumn 2020.	A
6	LOCAL ECONOMIC GROWTH Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.	<p>The County Council and its partners have been successful in securing significant amounts of growth funding totalling £115m, via both the South East and Coast 2 Capital Local Enterprise Partnerships, to deliver a wide range of infrastructure projects in East Sussex. We have also secured outgoing EU funding for complementary economic development programmes supporting businesses to grow, including South East Business Boost (SEBB), LoCASE, SECCADS and inward investment services for the county. We have continued to bid for further EU funding on the above projects and have secured over £4m of investments to be delivered from April 2020 for a further 3 years.</p> <p>The County Council has worked with Wealden DC and developed an outline business case that has been submitted to the Major Road Network programme in May 2019, to secure funding for approximately £34.3m towards local transport interventions along the A22/A27 Growth Corridor. We are awaiting outcome.</p> <p>Government is working on a new Shared Prosperity Fund, which seeks to combine growth funding and outgoing EU funding into one, and as a consequence we are working with partners to develop a pipeline of projects to ensure we are well-placed to capitalise when the fund is released and calls for projects are issued. Furthermore, there are several new funds that are being bid to including Future High Streets, Stronger Towns Fund and European Social Fund and we have been actively working with partners in submitting proposals and await the outcomes.</p> <p>Government has instigated a review of LEPs across the country. A new legal company limited by guarantee and SELEP board has been appointed and we have been working on the development of a SELEP Local Industrial Strategy which is now to be submitted in Summer 2020.</p> <p>East Sussex have been successful in securing an additional £2.46m funding from the SELEP for two projects that will create new jobs and workspaces in Bexhill and provide a replacement for Exceat Bridge to improve connectivity and support housing growth. East Sussex have submitted projects for consideration in the Growing Places Fund (GPF Round 3) programme and we were expecting to know outcome in April 2020.</p> <p>However, due to the CV19 outbreak in early March 2020 this is having an impact on major funding decisions from Government, SELEP and ESCC as we focus priority on enabling businesses, employees and those unemployed recover from this economic and societal shock. This will affect our future RAG rating on growth and delays in delivery of schemes.</p>	G

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East Sussex Environment Strategy 2020

‘At pace & at scale’



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Foreword

Climate change and the degradation of the world's natural capital assets are defining issues of our time. The recent reports by the intergovernmental panels on climate change and biodiversity make a clear case for urgent action, as a healthy and productive environment is an essential pre-requisite for sustainable social and economic prosperity.

No single organisation, acting alone, can secure the changes that we need. Therefore, a partnership of private, public and educational sector organisations has formed the Environment East Sussex Board, which has developed this Environment Strategy and will steer its implementation. The main aim of the Board is to drive measurable improvements in our environment, to ensure East Sussex continues to be where people want to live, work, study, visit and do business. We are grateful to the Board members for their commitment to developing and delivering this Strategy.

The Environment Board is accountable to Team East Sussex (TES), which is the East Sussex board of the wider South East Local Enterprise Partnership (SELEP) and to the East Sussex Strategic Partnership. The Environment Strategy is one of a suite of Team East Sussex documents detailing priorities for the county which aim to create a more productive, healthier, happier and more sustainable county, and it will inform the updated East Sussex Growth Strategy for 2020+.

The challenges are huge. But the opportunities, and the impacts if we get this wrong – economically and socially – are even larger. This Strategy is a sound start to addressing these challenges and securing the opportunities. We look forward to working with many of you in achieving a healthier and more productive environment.

Graham Peters

Chair, Team East Sussex

Michael Turner

Chair, Environment East Sussex Board

Why do we need an Environment Strategy?

The purpose of the Strategy is to set out the transformational change that is required and why, and what new steps we are going to take to help address the urgent environmental challenges and to maximise the available opportunities. The evidence set out in this Strategy makes it clear that the pace and scale of action needs to be far greater, and that co-ordinated local action is an essential part of adding to the action already being taken by many private and public sector organisations, community groups and individuals.

The first Environment Strategy for East Sussex was adopted in 2011. It brought together the high level aims, objectives and actions of a wide range of organisations in East Sussex into one shared, long-term strategic environmental plan for the county. Since then there have been significant changes to national, regional and local policy and strategies, including Parliament declaring a climate emergency (2019), the 25 Year Environment Plan (2018), the Clean Growth Strategy (2018) and the Environment Bill of 2020. Consequently, this updated Environment Strategy for East Sussex seeks to:

- align with these latest national, regional and local strategies;
- set out an updated and robust local evidence base;

- identify the key challenges and opportunities; prioritise achievable actions for the Environment Board to deliver in the next 1-2 years.
- set out what we will do to review and report on progress.

This Strategy is only one amongst many strategies that addresses the environment of East Sussex. Consequently, it does not attempt to cover all aspects of the environment and does not replicate what is dealt with in other strategies. For instance, many aspects of transport are addressed in the Transport Strategy developed by Transport for the South East and in the East Sussex Local Transport Plan. Instead, the Environment Board will use this Environment Strategy as a framework to:

- challenge other strategies and plans to contribute to delivering the aims of this Strategy;
- lobby government to develop clear, stable and well-designed policies and interventions that help to deliver the aims of this Strategy.

A supporting Technical Appendix sets out the legislative and policy context, signposts to the extensive work that is already in progress to address the environmental priorities, and provides a more detailed explanation for why the short term actions have been chosen.

The Technical Appendix can be found here: www.eastsussex.gov.uk/environment/priorities/environmentstrategy

Vision and Priorities

The shared vision of this strategy is to:

‘Protect and enhance our natural and built environment for current and future generations and tackle and adapt to climate change.’

Five priority environmental themes have been identified, namely: climate change, natural capital, air quality, water and resource efficiency. These priorities are in line with the Sustainable Development Goals developed by the United Nations in 2015 and the priorities identified in recent national strategies. As the environment is complex and functions as an integrated system, so there is considerable overlap between the five themes, such as climate change and air quality.

Monitoring and reporting

The Environment Board will produce an annual report on progress in implementing the Environment Strategy, for review and challenge by Team East Sussex. Performance indicators have been taken from the larger set of national indicators used by government. These indicators will help to measure progress towards the longer-term aims, which are summarised in

the table on page 15. The Board will add new actions every year, will carry out a light-touch review of the Strategy every year and a more detailed review every five years, to ensure that it remains fit for purpose and is contributing to shifting the local economy towards a sustainable future.

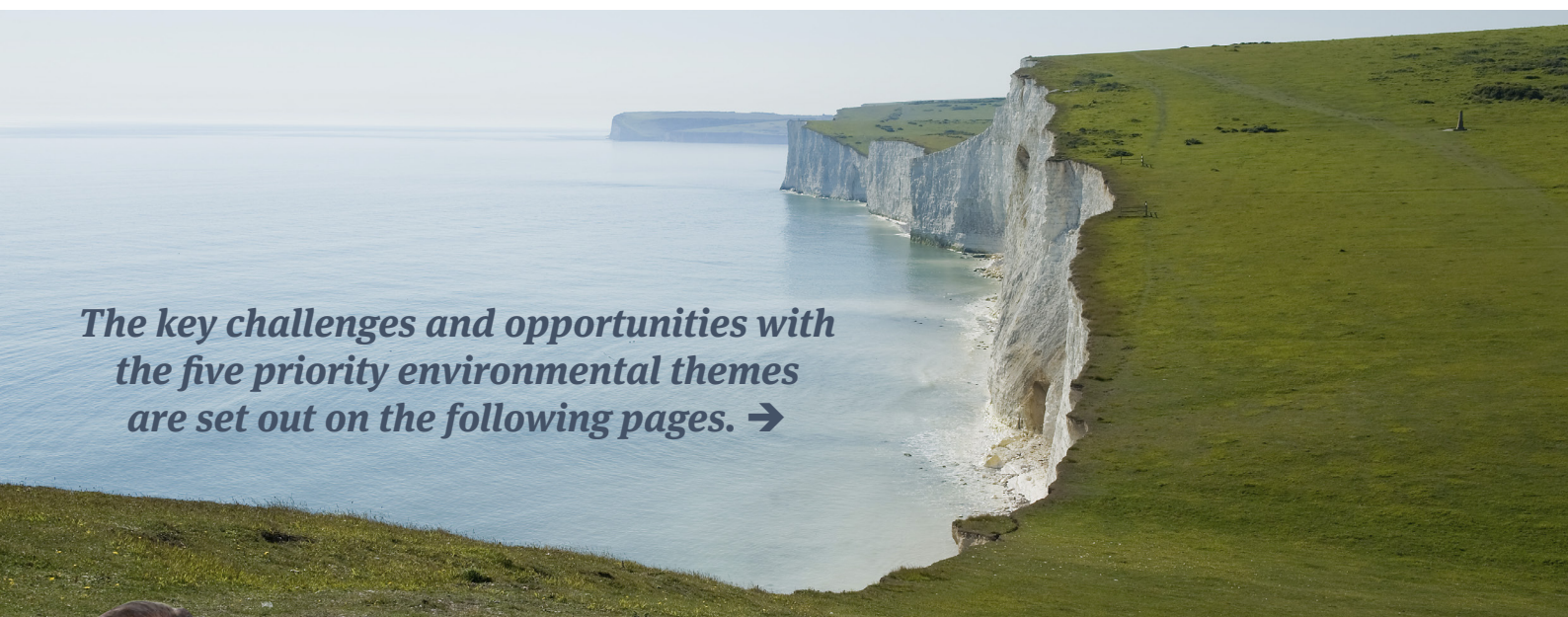
The main environmental challenges

A healthy and productive environment is essential for sustainable social and economic prosperity: it provides all the raw materials for the resources we use in our daily lives, the soil in which we grow our food, clean air and drinking water, and a range of services such as natural flood attenuation and a contribution to mental well-being. Our environmental assets, and the services and benefits they provide, have a significant value, some of which can be quantified, such as food production, but others cannot and so are missing from decision-making. However, as with financial capital, poorly managed environmental capital will fail to provide the returns that are

necessary for sustainable economic prosperity. The erosion of local environmental capital, sometimes irreversibly, undermines economic prosperity and health.

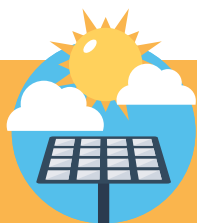
Additional local pressures on environmental assets include a projected increase in the population of East Sussex of about 10% by 2032 and a 14% increase in the number of households, as average household size declines. This will require over 2,000 additional homes to be built per year, alongside investment in transport, utilities, employment workspace, health and social care, education and community infrastructure.

The key challenges and opportunities with the five priority environmental themes are set out on the following pages. →



“Companies that don’t adapt, including companies in the financial system, will go bankrupt, without question. But also there will be great fortunes made along this path aligned with what society wants.”

Mark Carney (August 2016)



Climate change

The 2018 report from the United Nations Intergovernmental Panel on Climate Change concluded that without substantial efforts to curb greenhouse gas emissions over the next decade we are likely to face severe, widespread, and irreversible impacts on societies. Human activity has already led to 1°C of global warming from pre-industrial levels, which is resulting in damaging impacts on lives, infrastructure and ecosystems that are apparent today.

The predicted impacts of climate change in East Sussex include more frequent and intense flooding, drought and episodes of extreme heat, as well as impacts from the effects of climate change overseas, such as on food supply. This will lead to an increase in heat-related deaths, particularly amongst the elderly, damage to essential infrastructure, impact on food production, disruption to supply chains and service provision, greater coastal erosion and impact on coastal habitats and wetlands.

Carbon emissions in East Sussex fell by 27% between 2005 and 2016. This excludes emissions that occur outside the boundary of East Sussex as a result of the demand for goods and services that are consumed in East Sussex. This level of reduction is similar to the national rate of reduction, as it has been driven by the same changes, notably the switch from coal to gas and renewables to generate electricity.

The UK's Tyndall Centre for Climate Change Research has estimated that, based on current scientific understanding, East Sussex needs to cut carbon emissions by about 13% per year to keep within its share of the total global carbon budget. This rate of reduction is higher than has been achieved in the past.

This Strategy sets out an aim for East Sussex to meet the Tyndall reduction target. This will require extensive changes across all levels of society within a short time frame, set against a predicted increase in the demand for energy due to a growing population and economic growth. It's widely recognised that the legislation and resources currently being deployed to meet this national target are inadequate.

Even if global warming can be limited to 1.5°C, significant additional investment will still need to be made in measures to adapt to the effects of climate change that are already locked in due to past emissions of greenhouse gases. The main effects include increased flooding, droughts and heat waves. For instance, in England around one in six properties and over half of water and sewage treatment works are in areas already at risk of flooding from rivers, the sea or surface water.



The long term aims on climate change of this Strategy are for East Sussex to:

- 1. Remain within its science-based carbon budget.***
- 2. Be adapted to the effects of climate change that are already locked in.***



"Business stands squarely behind the ambition for the UK to have a net-zero emissions economy by 2050."

Carolyn Fairbairn, CBI Director-General

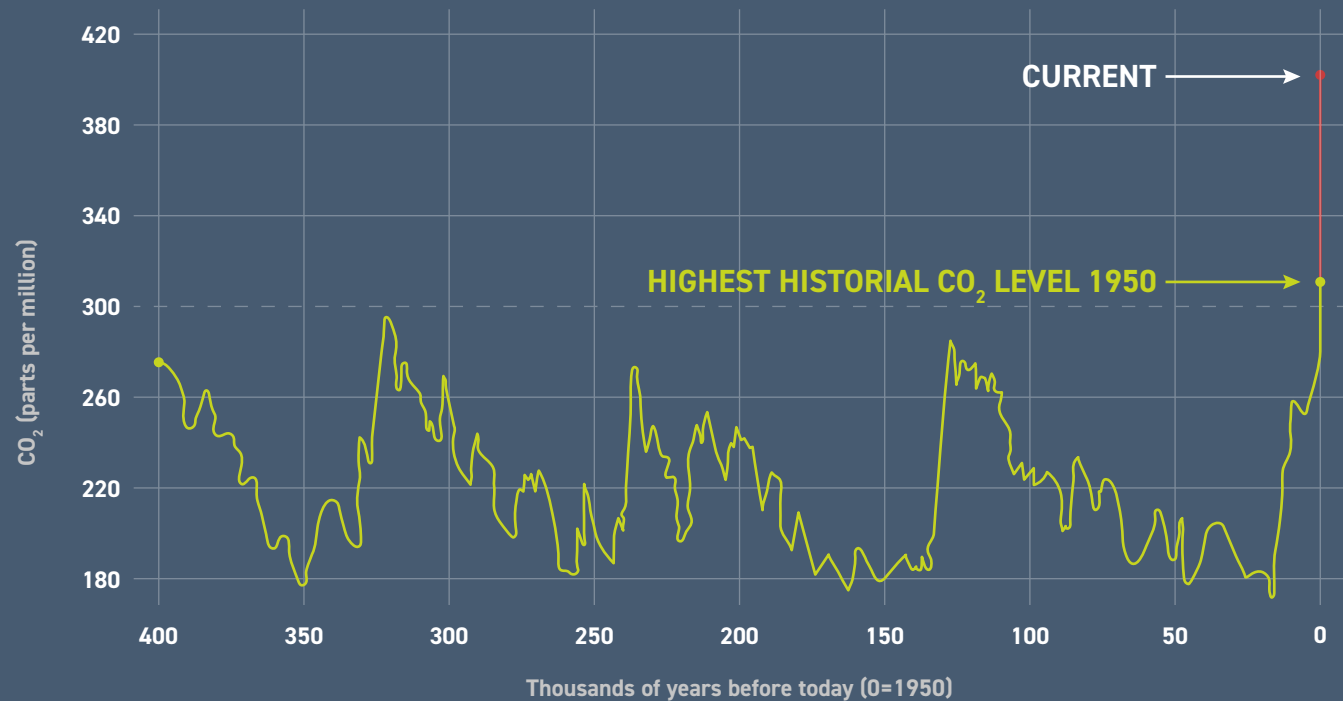


Figure 1: Changes in atmospheric carbon dioxide levels over the last 400,000 years



Case study:

The Lewes-based energy cooperative OVESCO installed solar PV panels on the Harvey's Brewery depot roof in Lewes, saving about 26 tonnes of CO₂e per year and providing a healthy annual return of 11.7%.



Natural capital

Natural capital is the stock of renewable and non-renewable resources (e.g. plants, animals, air, water, soil) that yield a flow of benefits to people, including food, fuel, clean water, climate regulation, pollination of crops by insects and flood defence. This multitude of services and benefits all have a value, some of which can be quantified, such as the value of timber or food produced from farmland, and others cannot and so are missing from decision-making. Consequently, natural capital is often degraded or lost because it's free, yet it regulates numerous life-supporting processes and is the foundation on which our economy, society and prosperity are built. For example, more than two billion people rely on wood fuel to meet their primary energy needs and about four billion people rely mainly on natural medicines for their health care (Intergovernmental Platform on Biodiversity and Ecosystem Services, 2019).

The 2019 Intergovernmental Platform on Biodiversity and Ecosystem Services concluded that:

- The diversity within species, between species and of ecosystems is declining faster than at any time in human history, with the UK estimated to have lost significantly more nature over the long term than the global average. In Sussex we currently have over 470 species that are globally threatened or in rapid decline.
- About 60% of the world's major ecosystem goods and services are being used unsustainably, where the natural assets are being used faster than they can regenerate.

The main causes are the intensification of the use of land and sea resources, pollution, invasive species, and climate change. The consequences include risks to food security, reduced productivity and impacts on quality of life. For example, over-fishing saw the collapse of cod stocks in the North Sea in the 1980s and 1990s, which led to controls on fishing that had a major social and economic impact on fishing communities.

The Sussex Local Nature Partnership has produced a Natural Capital Investment Strategy which identifies where natural capital assets in East Sussex are at risk of degradation and where new natural capital assets would add significant value.



The long term aim of this Strategy is for East Sussex to achieve a growing and resilient stock of natural capital.



"We are eroding the very foundations of our economies, livelihoods, food security, health and quality of life worldwide."

Robert Watson

Chair of the UN's Intergovernmental Platform on Biodiversity and Ecosystem Services (2019).

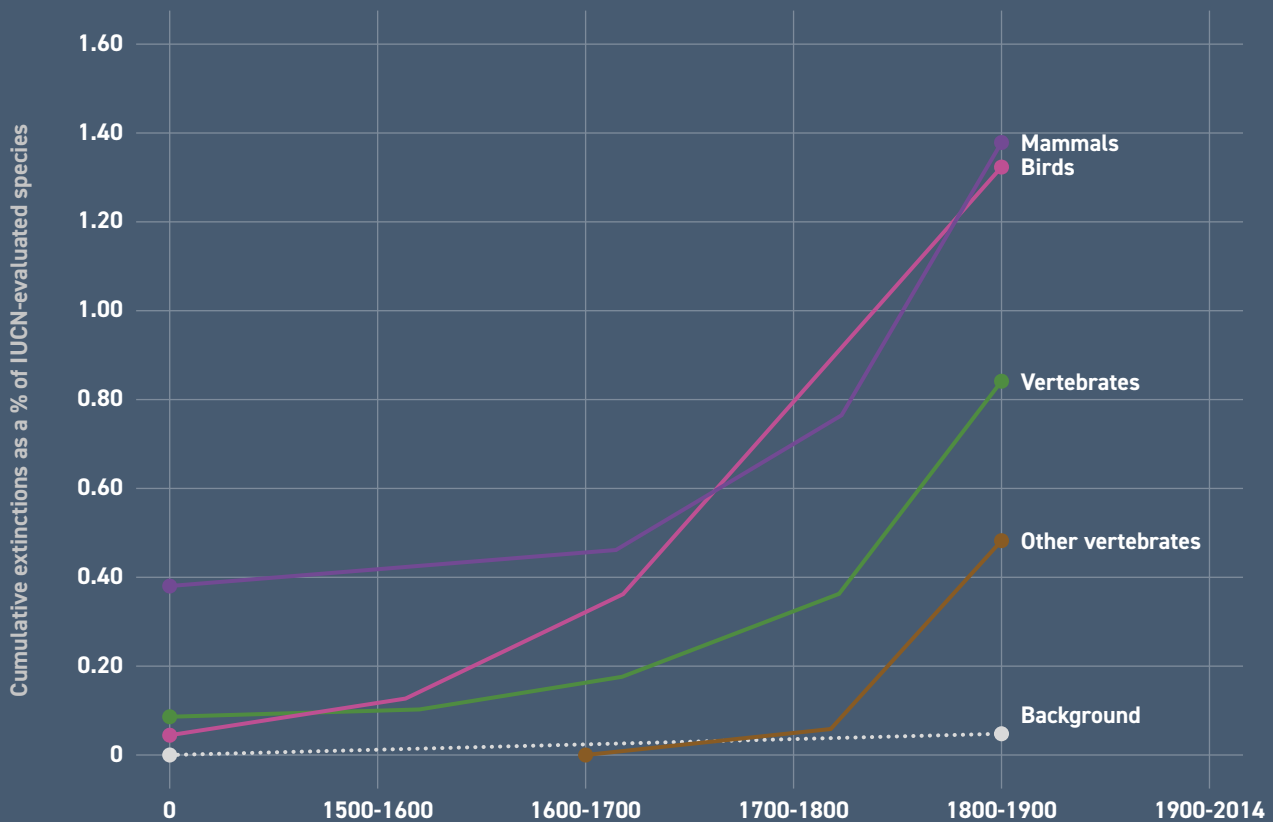
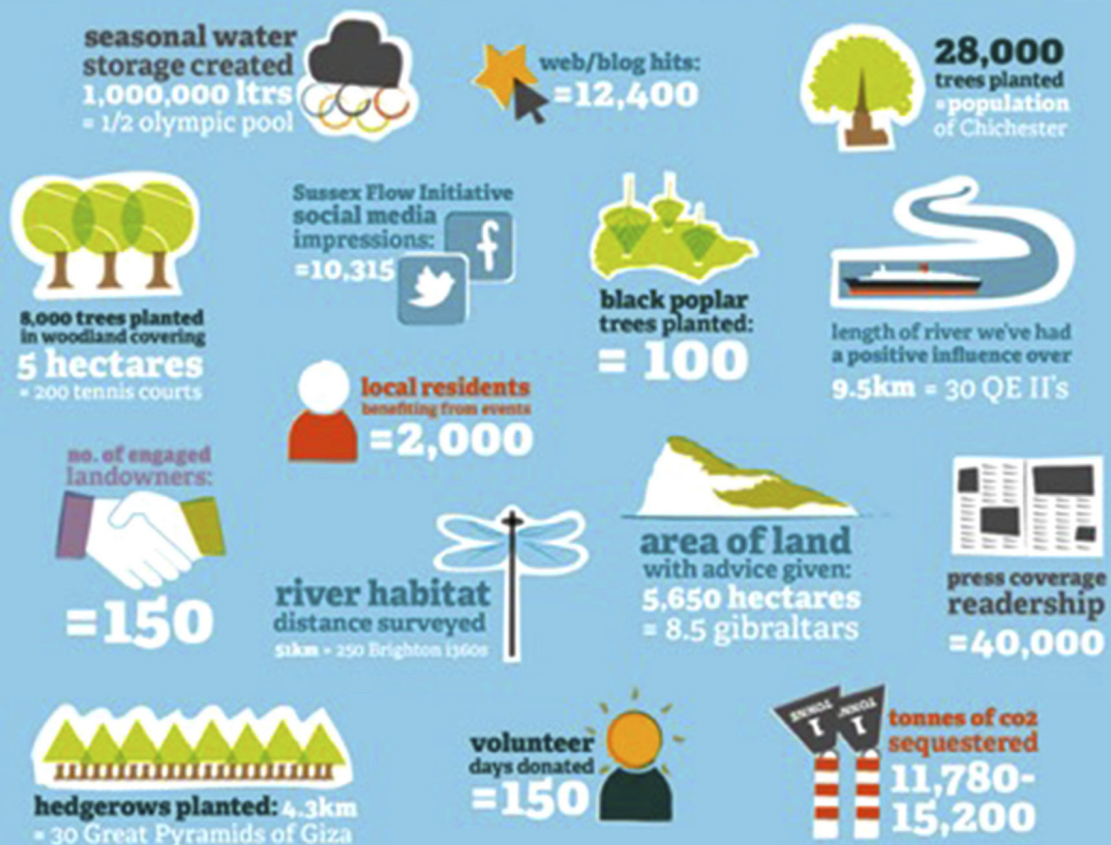


Figure 2: The cumulative percentage global loss of species since 1500

Case study:

Sussex Flow Initiative Natural Flood Management Project. 5 year summary of achievements 2012-2017.





Air quality

Air quality in the UK has improved significantly since the first Clean Air Act of 1956, mainly due to the reduction in coal-fired power stations and an increase in cleaner transport. However, about 36,000 deaths per year in the UK are still attributable to outdoor air pollution, which makes it the 4th greatest threat to public health after cancer, heart disease and obesity (National Clean Air Strategy, 2019). The economic cost of air pollution is estimated at up to £20 billion per year, due to the healthcare costs, premature illness and days lost from work. In East Sussex, poor air quality is estimated to contribute to at least 5% of deaths per year.

Being exposed to poor outdoor air quality is not a lifestyle choice, as is smoking or drinking. Those most affected are children, pregnant women, those with existing cardiovascular and/or respiratory disease, the elderly and those who spend more time in polluted locations, for instance people who live and work near busy roads.

Different pollutants have different impacts on health and the environment. The three main pollutants in East Sussex are particulate matter

(PM), nitrogen dioxide (NO₂), and ozone (O₃). The main man-made sources are the combustion of fuels by vehicles, industry and, increasingly, from domestic wood burners. The largest local contribution is from vehicles. Some air pollutants have no safe levels of exposure. Consequently, any improvement in air quality generally brings public health benefits to everyone and in all locations where there is exposure, not just identified hotspots of poor air quality.



The long term aim of this Strategy is for all of East Sussex to meet the air quality standards recommended by the World Health Organisation.



PREGNANCY

- Low birth weight



CHILDREN

- Asthma
- Slower development of lung function
- Development problems
- More wheezing and coughs
- Start of arteriosclerosis



ADULTS

- Asthma
- Coronary heart disease
- Stroke
- Lung cancer
- Chronic obstructive pulmonary disease (as chronic bronchitis)
- Diabetes



ELDERLY

- Asthma
- Accelerated decline in lung function
- Lung cancer
- Diabetes
- Dementia
- Heart attack, heart failure and strokes



Water

Water is essential to life: for drinking, sanitation, farming, industrial and commercial uses, the natural environment and recreation. We assume that it's an infinitely renewable resource, yet freshwater makes up only 2.5% of all Earth's water and much of this is either polluted or abstracted more quickly than it is being replenished.

The UN's latest report on global water resources (2019) highlights that:

- a quarter of humanity already lives where water is severely scarce.
- 340,000 children under five die every year from preventable diarrhoeal diseases caused by water contaminated with faeces.
- water is a growing cause of conflict within and between states.

In the UK, regulation has helped to drive a significant improvement in water quality over the last 30 years, with 99% compliance with statutory drinking water quality standards and 98% compliance with bathing water standards. However, In East Sussex the quality of waterbodies has deteriorated in recent years. For instance, the quality of some ground waters, which provide about 70% of drinking water, has decreased due to rising nitrate levels, mostly due to historic farming practices.

East Sussex is also recognised by government as an area of serious water stress, as demand sometimes exceeds supply. This will be exacerbated by population & housing growth, which will drive greater demand for water, and by climate change, which will increase the frequency and duration of droughts. This may have an impact on all water users. For instance, the National Infrastructure Commission has concluded that, without further action to reduce demand, there is a 25% chance over the next 30 years that large numbers of households in East Sussex will have their water supply cut off for an extended period because of severe drought.

Other key issues include over-abstraction of water, with about a third of groundwater bodies in England seeing abstraction levels that are unsustainable, and leakage rates throughout the treatment and distribution process of about a third of the water taken from the natural environment (Environment Agency, 2018).



The long term aim of this Strategy is for East Sussex to achieve a resilient and sustainable water supply for consumers and the environment.



Case study:

Akro Valve Ltd, an East Sussex business which supplies flow control valves and water distribution systems including for overseas aid, has developed the Quick Stop tap, which can't be left on and so saves water.



Resource efficiency

The current scale of resource use in developed countries is not sustainable. If the total global population consumed resources at this same rate then, on the basis of known global reserves of materials, we would need 1.7 Earths to provide the resources we use and absorb the waste we generate (Global Footprinting Network, 2019). For example, over a third of global fish stocks are being fished at a biologically unsustainable rate, which impacts on food security and the long-term prosperity of some coastal communities.

Yet, global demand for resources continues to increase, driven by population growth and improving standards of living. Many resources we depend on are finite, such as fossil fuels, and the way in which we use resources is often inefficient. This reduces productivity and generates more waste, which can cause significant pollution, clean-up costs and health impacts. For instance, in the UK about 10 million tonnes of food and drink, most of which is usable, is wasted every year. This is worth around £20 billion and generates about 20 million tonnes of greenhouse gases (Resources and Waste Strategy, 2018).

There are no data on the flow of materials through the East Sussex economy. However, what we do know is that approximately 1.75 million tonnes of solid waste is generated each year in East Sussex and Brighton and Hove, most of which is recycled, composted or incinerated with energy recovery. For households, this equates to an average of about 1 tonne per year. Over the last few years re-use and recycling rates have remained fairly static, in line with national rates, which means that we are still some way off the statutory re-use and recycling targets for 2020. Consequently, there is a clear need to drive greater waste prevention and increase the re-use and recycling rates of key materials.



The long term aim of this Strategy is to achieve a more circular economy.

**TOTAL
FOOD WASTE:
10.2m TONNES**



**EQUIVALENT
TO 156KG
PER PERSON**



BY SECTOR THIS BREAKS DOWN AS:



HOUSEHOLDS
7.1m tonnes
(£15bn)



MANUFACTURING
1.85m tonnes
(£1.4bn)



HOSPITALITY & FOOD SERVICES
1.0m tonnes
(£2.9bn)



RETAIL
0.25m tonnes
(£0.8bn)

Total food waste in the UK in 2015
(Source: UK Resources and Waste Strategy, 2019)

The key opportunities

The environmental challenges outlined in the previous section make it clear that urgent action is needed on a number of fronts. However, these challenges are also opportunities, because investing in a healthier and more productive environment will deliver a number of economic and social benefits. These include:

1. Clean growth:

- The Low Carbon and Environmental Goods and Services sector includes a range of businesses working to decarbonise the energy sector, improve resource efficiency and preserve and enhance the natural environment. This sector is recognized in the East Sussex Growth Strategy (2014) and the South East Local Enterprise Partnership's Economic Strategy Statement (2019) as a key growth sector. The sector has grown consistently at around 5% per year over the last 10 years, compared with annual UK GDP of 1.5-3.1% (Grantham Institute, 2019).
- The extensive environmental designations in East Sussex provide a competitive advantage for the visitor economy, which makes up nearly 1 in 5 businesses and a quarter of all jobs in East Sussex. Enhancing local natural capital will help grow the visitor economy, as well as improve mental and physical health by providing access to quality outdoor spaces.

Case study:

Resource and energy efficient modular housing, designed and built by Boutique Modern who are based in East Sussex, being installed in Peacehaven.





Case study:

Java and Jazz pizzeria in Forest Row doubled its oven capacity and cut energy costs with a new energy efficient oven, saving 8 tonnes of CO2 per year.

2. Improved productivity and resilience:

- Adapting to climate change will ensure the economy is more resilient to impacts that are likely to be unavoidable due to past emissions of greenhouse gases that are already locked in.
- Improving resource efficiency contributes to increasing productivity and competitiveness by delivering more with less and deploying new technologies, reduces operating costs and exposure to future risks such as scarcity of materials.
- Measures that reduce local air pollution and carbon emissions, such as walking and cycling, help to alleviate congestion and extend the capacity of our existing transport infrastructure over a longer timeframe.
- New legislation and policy, such as the ban of the sale of petrol and diesel cars and vans from 2035, is helping to drive innovation, for instance the growing use of artificial intelligence and digital. Our two local universities have innovation teams that can help drive productivity growth.
- There is a growing body of evidence that the unique and extensive natural environment of East Sussex helps to attract and retain skilled workers and increase the area's appeal to business start-ups and inward investors.
- It's also clear that making improvements to local natural capital is likely to play an essential role in both mitigating and

adapting to climate change. Farmers and landowners are well-placed to employ nature-based solutions to help protect against the impacts of climate change and improve the natural environment.'

3. Improved health outcomes and reduced health costs:

- Reducing the impact of environmental pollution on health, notably air pollution, will reduce mortality and morbidity rates. For instance, reducing PM exposure by 10ug/m³ would potentially extend lifespan in the UK by five times more than eliminating casualties on the roads (Public Health England, 2017).
- Spending time in the natural environment improves mental health and wellbeing, by reducing stress, anxiety and depression, whilst physical activity measurably reduces the risk of type 2 diabetes (by 40%), heart disease (by 35%) and hip fractures (by 68%).

The scale of many environmental challenges requires co-ordinated international, national, regional and local action. Action includes regulation, fiscal incentives, investment and behavioural change. Local interventions are most effective if underpinned by consistent national policies and long-term investment.

Many organisations, businesses, community groups and individuals are already taking action. But the evidence above makes it clear that the pace and scale of change needs to be far greater to manage the challenges and to capitalise on the opportunities.

Our action plan

The table below sets out the priority actions that the Environment Board will look to deliver over the next 1-2 years. These actions have been prioritised because they will address important gaps and will deliver county-wide benefits. The action plan will be updated every year with further actions,

to ensure the Board is driving continuous improvements.

For further details about why the actions below have been chosen please see the accompanying Technical Appendix at www.eastsussex.gov.uk/environment/priorities/environmentstrategy

Our aims and actions

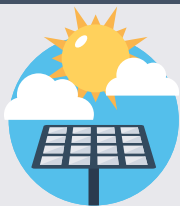
Theme	Long term aim	Actions	Indicators	Lead
Climate change	East Sussex to remain within its science-based carbon budget	<ol style="list-style-type: none"> 1. Develop a road map for cutting carbon emissions. 2. Develop a pipeline of projects that deliver a reduction in carbon emissions. 3. Develop and implement an electric vehicle strategy for East Sussex. 	CO2e emissions from East Sussex.	District, Borough and County Councils
Natural capital	Achieve a growing and resilient stock of natural capital.	Develop a Natural Capital Investment Plan	Area of new or restored habitat.	Sussex Local Nature Partnership
Air quality	Meet the air quality standards recommended by the World Health Organisation.	Develop a Local Cycling and Walking Infrastructure Plan.	Levels of key air pollution.	East Sussex County Council.
Water	Achieve a resilient and sustainable water supply for consumers and the environment.	Deliver advice and home visits/ business audits to assist households and businesses to reduce water usage.	Reduction in water demand.	Southern Water and South East Water.
Resource efficiency	Achieve a more circular economy.	Establish a network to reduce food waste from businesses in East Sussex.	Amount of waste produced.	Environment Board.



"The future of life on earth depends on our ability to take action."

Sir David Attenborough
Broadcaster and Natural Historian

What can you do?



Climate change

Join or support your local community energy group.
Go to www.communityenergysouth.org/engage



Natural Capital

Volunteer for an organisation such as the Sussex Wildlife Trust.
Go to: sussexwildlifetrust.org.uk/get-involved/volunteer



Air quality

Get support with journey planning for walking, cycling or using public transport.
Go to: www.eastsussex.gov.uk/roadsandtransport/localtransportplan/funding/active-access-for-growth/active-access-for-growth



Water

Get free advice and water-saving visits from your water company.
Go to: www.southernwater.co.uk/help-advice/how-to-save-water or
www.southeastwater.co.uk/my-water-supply/save-water-save-money



Resource efficiency

Buy a garden compost bin or wormery for your food waste.
Go to: www.getcomposting.com/profile/login

What can your organisation do?



Energy: contact LoCASE for free audits and grants at locase.co.uk/register-here

Air quality: contact the Energy Savings Trust for free advice and support at:
energysavingtrust.org.uk/transport

Water: contact your water supplier for advice and support on water efficiency.

Resource efficiency: contact WRAP for sector-specific support at:
www.wrap.org.uk/category/what-we-offer/business-support



Feedback on the Environment Strategy

If you have any questions or comments on the Environment Strategy please email: eastsussexenvironmentstrategy@eastsussex.gov.uk

Appendix 16

East Sussex County Council's Climate Emergency Plan

February 2020

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Executive summary

In 2018 the UN's Intergovernmental Panel on Climate Change concluded that “rapid, far-reaching, and unprecedented changes in all aspects of society” are required to limit the average global temperature rise to 1.5°C above pre-industrial levels. In June 2019 Parliament legislated for a commitment to net zero greenhouse gas emissions by 2050.

To keep below the 1.5°C increase requires a limit to the total quantity of greenhouse gases released to the atmosphere. This is the global carbon budget, which can be divided into national and sub-national budgets. All emissions above this budget will contribute to exceeding the 1.5°C threshold. Following the methodology used by the UK's Tyndall Centre for Climate Change Research, the total remaining carbon dioxide (CO₂) budget for East Sussex is about 14 million tonnes. At current emission levels this budget will be exceeded in 7 years. To stay within this budget requires cutting emissions from East Sussex by an average of about 13% per year.

There are three separate levels at which the County Council can act to reduce carbon emissions, as illustrated in figure 1 and described below:

- 1) the County Council has direct control over emissions that are generated as a result of corporate activities, such as the use of gas and electricity in council buildings and business mileage.
- 2) the County Council has influence over a range of local emissions as a result of its activities and its functions. For example, its role as Highways Authority enables it to influence some emissions from local transport.
- 3) the County Council has the opportunity to try to influence national policy, for instance by working with partners to lobby for greater ambition at a national level and for more resources to be allocated to a local level to help reduce emissions.

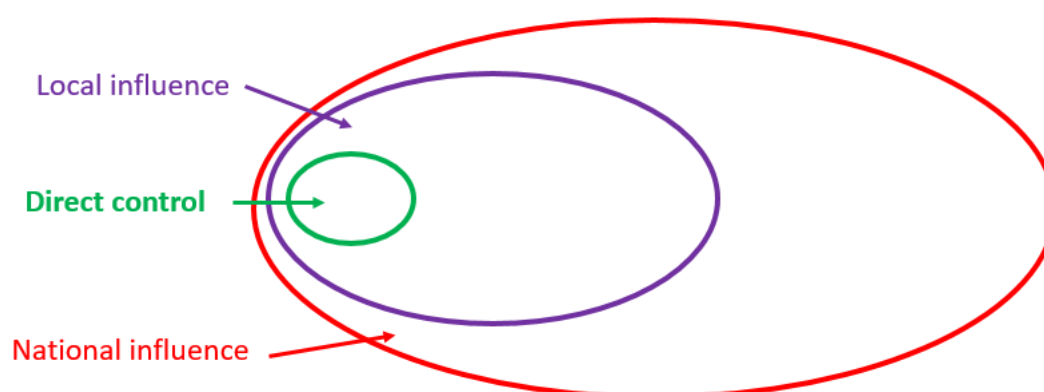


Figure 1. The County Council's spheres of control and influence

In recognition of these different levels of control and influence, the County Council:

- 1) declared a climate emergency in October 2019 and committed to becoming carbon neutral from its own activities as soon as possible, and by 2050 at the latest.
- 2) Has been working with partners to develop a county-wide Environment Strategy which includes a commitment to remain within a science-based carbon budget.

This plan covers the County Council's corporate carbon emissions. It sets out the scale of the carbon footprint, describes the carbon budget that the Council will aim to keep within, and proposes an initial 2 year delivery plan for 2020-22.

Using the international Greenhouse Gas Protocol, the Council estimates that its total emissions in 2018-19 were approximately 73,940 tonnes of CO₂e, which is about 3% of total emissions from East Sussex. Significant reductions have been achieved over the last 10 years from the use of gas and electricity, through the national decarbonisation of the electricity grid, a reduction in the size of the corporate estate, and investment of more than £3m in energy efficiency measures that have generated annual savings of £770,000. However, procurement and schools are by far the largest part of the council's CO₂e emissions, over which the council has only limited control and influence.

The County Council, in order to play its part in keeping within the remaining carbon budget for East Sussex, will aim to cut its corporate emissions by 13% per year. The previous corporate target was 3% per year, however a 15% reduction was achieved in 2017-18 and 19% in 2018-19.

Simple modelling of the actions that the council can take to reduce its emissions highlights that all possible measures need to be implemented, rapidly and at scale. It is likely that the 13% per year target will become increasingly difficult to achieve over time, once the simpler and more cost-effective measures have been implemented. In addition, in order to become carbon neutral, the Council will need to consider investing in off-setting emissions that it is not able to cut, for instance by investing in a mix of large-scale off-site renewables, land use sequestration and/or carbon removal technologies.

An initial five year carbon reduction target is proposed, with annual milestones, which will enable progress towards net zero to be tracked closely. This is supported by an initial two year action and communications plan with clear outputs and lead officers. The action plan will be reviewed after the first year and adjusted in light of changing legislation, technology and levels of resources available. Progress against the plan will be overseen by a cross departmental senior officer board and reported to Cabinet and County Council every year.

Introduction

The 2018 report by the UN's Intergovernmental Panel on Climate Change (IPCC) states that we are already seeing the consequences of a 1°C of global warming through more extreme weather, rising sea levels and diminishing Arctic sea ice, among other changes. It concluded that "rapid, far-reaching, and unprecedented changes in all aspects of society" will be required in order to limit a global temperature rise to 1.5°C above the pre-industrial level. Even half a degree above that will significantly worsen the risks of drought, floods, mass extinctions of animal species, and extreme heat and poverty for hundreds of millions of people.

The predicted impacts of climate change in East Sussex include more frequent and intense flooding, drought and episodes of extreme heat, as well as impacts from the effects of climate change overseas, such as on food supply. This will lead to an increase in heat-related deaths, particularly amongst the elderly, damage to essential infrastructure, increased cost of food, disruption to supply chains and service provision, greater coastal erosion and impact on coastal habitats and wetlands.

In response, many organisations have declared a climate emergency and in June 2019 Parliament legislated for a commitment to net zero greenhouse gas emissions by 2050, with five-yearly carbon budgets to set actions and review progress. Currently, there is no legal requirement for the County Council either to mitigate or adapt to climate change. This is partly because the large scale interventions required to achieve rapid and far-reaching change are mostly driven by international and national financial and regulatory frameworks. Nevertheless, in October 2019 the County Council approved a motion to declare a climate emergency and committed to becoming carbon neutral from its activities as soon as possible and in any event by 2050. This plan sets out an evidence-based road map to identify the key actions and intervention measures required to set the Council on the path to becoming carbon neutral.

Structure of the report

This report follows the steps that are recognised as being needed to deliver a robust and credible carbon management framework. It:

- Explains the terminology used in the report.
- Sets out a science-based rate of carbon reduction that the County Council needs to achieve if it is to contribute to East Sussex remaining within its carbon budget.
- Defines the scope of the County Council's carbon emissions.
- Measures the County Council's current carbon emissions.
- Describes the actions taken to date by the County Council to reduce its emissions.
- Assesses the options to reduce carbon emissions.
- Sets out an action plan for the next 2 years, to work towards the first 5 year carbon reduction target.

- Explains what governance structure, and the monitoring, evaluation and reporting processes, that will be put in place to ensure delivery of the action plan.

Terminology

There are six main greenhouse gases (GHGs) that contribute to global warming. Most of these gases arise from combustion of fossil fuels, and some originate from refrigeration, agriculture, chemical production and electrical applications. Each gas has its own global warming potential over a 100 year period (GWP). Carbon dioxide (CO₂) has the lowest GWP of all the gases, but is by far the most abundant GHG gas, hence the focus on CO₂ when discussing climate change. By comparing each gas's GWP to that of CO₂ we are able to derive a CO₂ equivalent value (expressed as 'CO₂e'). For example, CO₂ has a GWP of 1, methane has a GWP of 24, therefore we can say that 1 tonne of methane emissions is equal to 24 tonnes of CO₂ (expressed as '24 tCO₂e'). This enables the total global warming potential of a range of greenhouse gases to be presented as a single figure, which simplifies analysis and reporting. In this report 'carbon' is used interchangeably with 'CO₂e'.

A tonne of CO₂e is calculated by multiplying the amount of energy used, for instance in units of kWhs for gas or electricity or litres of fuel used in a vehicle, by the amount of carbon produced per unit, which is a standardised unit set by government to ensure consistency in reporting over time.

The terms 'carbon neutral' and 'net zero carbon' are sometimes used interchangeably and sometimes defined in different ways. For the purposes of this report they are considered to be inter-changeable.

Setting a science-based carbon budget for ESCC

The UN Paris Agreement on climate change commits the global community to take action to 'hold the increase in global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C'. Staying within a given temperature requires that only a certain total quantity of GHGs is released to the atmosphere. This is the global carbon budget, which can be divided into national and sub-national budgets. All emissions above this budget will contribute to exceeding the 1.5°C threshold. Therefore, the objective is for each area to reduce its emissions to net zero before its respective carbon budget is used up.

The global budget can be divided down to national and sub-national levels in a number of different ways, each of which has different strengths and weaknesses. The UK's Tyndall Centre for Climate Change Research has developed a recognised methodology for calculating the carbon budget by local authority area, which helps to ensure that carbon budgets at different administrative levels (e.g. district/borough and county) are comparable and that all areas are contributing to a common UK carbon budget. The methodology makes a number of simplifying assumptions and only covers CO₂ rather than all GHGs.

The Tyndall model indicates the following key points for East Sussex:

- 1) The total remaining CO₂ budget (i.e. the total amount of CO₂ emissions that can be emitted from East Sussex) is about 14 million tonnes;
- 2) To stay within this budget requires cutting emissions by an average of about 13% per year.

These figures, based on current scientific understanding, help to specify by how much and how quickly an area needs to reduce CO₂ emissions. The earlier and greater the reduction in emissions the more likely we are to contribute to remaining within the global carbon budget and, conversely, the later and slower the reduction in GHGs the more likely we are to contribute to exceeding the global carbon budget.

The approach adopted by the County Council is that, in order to make its fair contribution to reducing county-wide emissions, it will aim to cut its own emissions by 13% per year. This science-based approach to setting a carbon reduction target has been widely adopted, for instance by companies with a collective market valuation of over \$13 trillion.

The scope of greenhouse gas emissions covered

A climate change strategy requires a detailed understanding of an organisation's GHG emissions, as it provides both the evidence to develop targeted interventions and the evidence of progress towards becoming carbon neutral.

The Greenhouse Gas Protocol is the most widely used and accepted global standard for measuring and reporting on an organisation's GHG emissions, and is used by more than 9 out of 10 Fortune 500 companies. The Protocol divides GHG emissions into three categories, referred to as Scope 1, 2 and 3. Together, these represent the total GHG emissions related to an organisation and its activities. Each scope covers the following emissions:

Scope 1 – emissions from the combustion of gas, oil, petrol, diesel, coal, or wood. For the Council this covers buildings and vehicles where the Council is responsible for paying for the fuel.

Scope 2 – emissions from the electricity purchased by the Council.

Scope 3 – emissions that result from all other activities of the Council. There are 15 different scope 3 categories defined in the Protocol, some of which do not apply to a local authority (e.g. emissions from manufactured goods). The categories that do apply include emissions from business travel, water usage, waste, procurement and staff commuting. In other words, the County Council's scope 3 emissions mostly comprise the scope 1 and 2 emissions of other organisations (e.g. contractors).

The corporate standard of the Protocol allows organisations flexibility in choosing which, if any, scope 3 activities to include in the GHG inventory, as long as exclusions are disclosed and justified. This is because it is recognised that organisations only have influence but not control over scope 3 emissions, and emissions from suppliers can be complex to apportion to a particular contract. In addition, the time and cost to collate data that may be of unknown quality would not be warranted.

Measures taken by the Council so far

In 2009-10 ESCC set a target to reduce its carbon emissions by 3% per year, which was in line with the previous national target of an 80% reduction between 1990 and 2050. The Council developed a carbon management plan in 2009, which was updated in 2016. This plan is the next update of the carbon management plan.

ESCC's CO₂e emissions have been reduced by 56% between 2008-9 and 2018-19, as shown in figure 1. This is due to a combination of factors, including national decarbonisation of the electricity grid as coal has been largely replaced by gas and renewables, by investment in a number of measures that have reduced emissions, and by a reduction in the size of the corporate estate (e.g. through the conversion of a number of schools to Academy status).

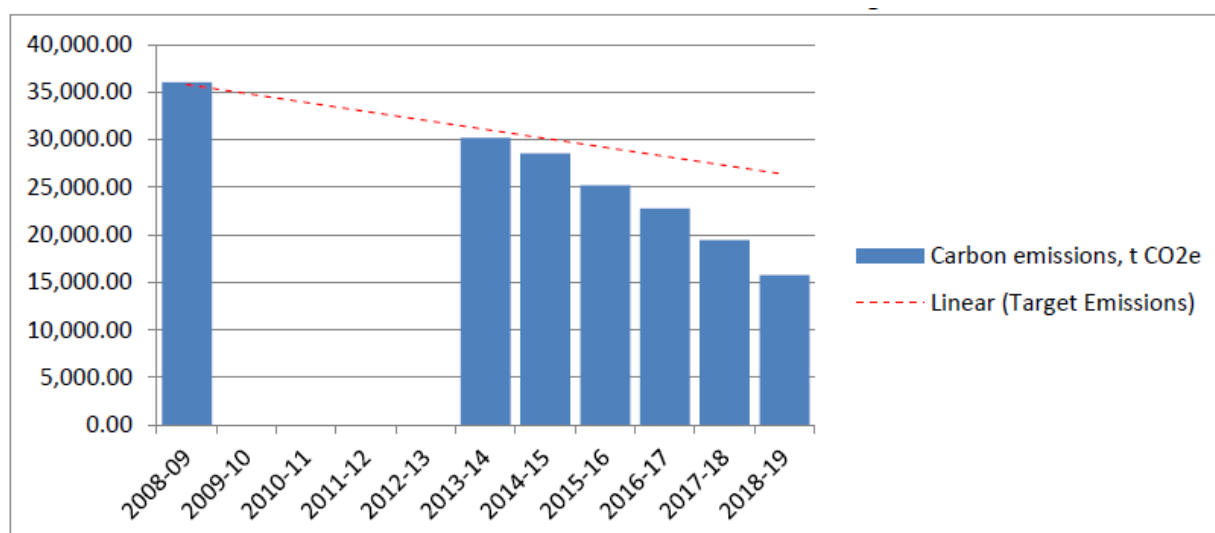


Figure 1. ESCC's CO₂e emissions from 2008-9 to 2018-19.

The main measures that the Council has invested in that have reduced emission are:

1. Changes to the way we work, for example through the Agile and SPACES programmes, which enable a reduction in travel through staff being able to be connected whilst working remotely and enable a more efficient use of the organisation's buildings.
2. Improved and more energy efficient connectivity, for instance through server virtualisation.
3. Encouraging behaviour change, for example by providing the ICT equipment, tools and support to enable Members and staff to work digitally and providing discounted bus travel and season-ticket loans to encourage the use of public transport.

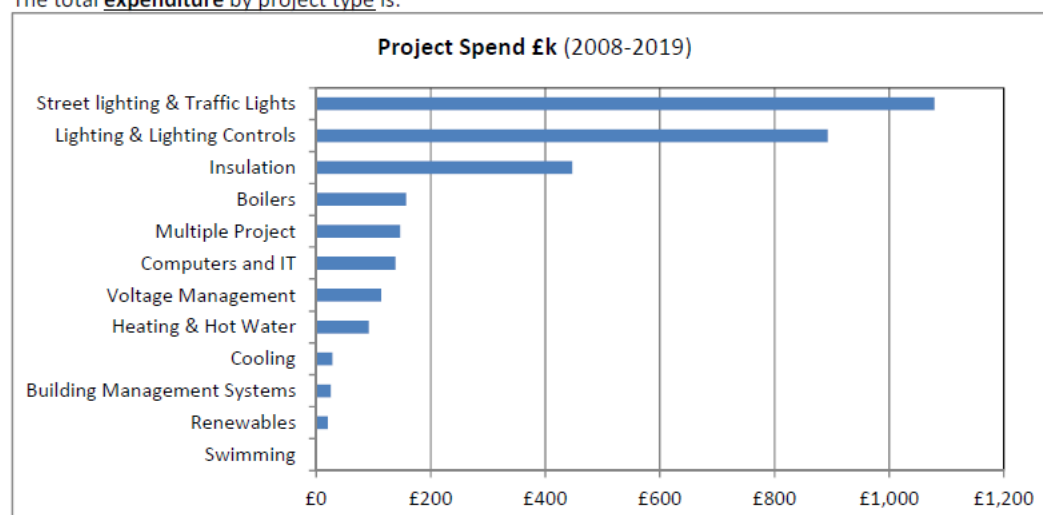
4. Installing a number of energy efficiency measures in ESCC buildings and street lighting through the £1.025m Salix invest-to-save fund. To date, Salix has funded nearly 200 projects worth £3m, generating annual savings of £770,000. Figure 2 summaries the schemes that have been delivered.

5. Installing 1.5MW of renewable energy generation on buildings. This is an underestimate because a number of schools have entered agreements with 3rd parties and so the Council does not have access to the data.

6. Requiring energy efficiency improvements in key contracts, for example including performance indicators for street lighting and business mileage within the current highways contract.

7. Changing our approach to procurement to enable more goods and services to be delivered by local businesses, which reduces the transport impact of our supply chain.

The total expenditure by project type is:



The breakdown in terms of numbers of projects carried out is:

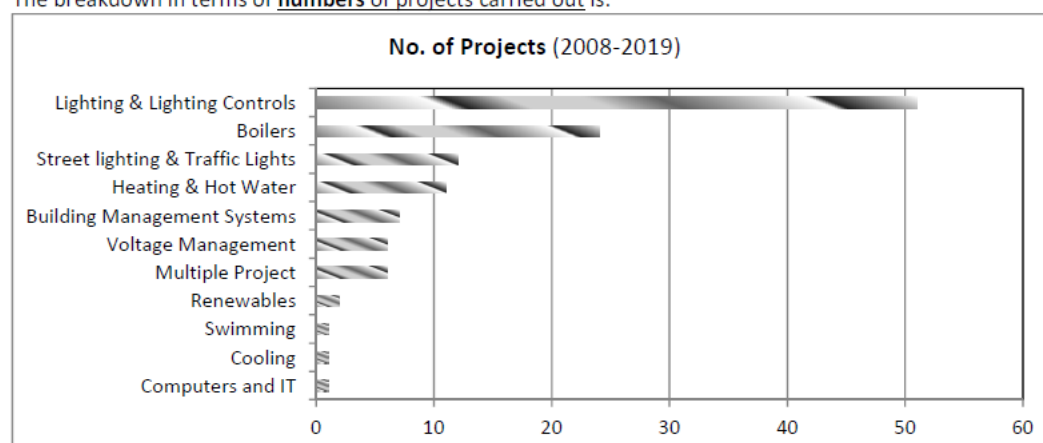


Figure 2. Salix projects, by type and spend, between 2008-19.

The Council has recently procured a new framework for the provision of electricity for corporate buildings, schools and street lighting. This allows electricity to be supplied from renewable sources, independently certified through the Renewable Energy

Guarantees of Origin scheme (REGOs). This will start from 1 April 2020 for an initial period of at least 12 months and is likely to continue indefinitely, subject to availability and price.

Government guidance offers two different ways for public sector bodies to report the emissions from the electricity they procure, using either a 'location based' or 'market based' approach.

The location-based approach uses the average carbon emission intensity of the national grid. Using this method means that buying green electricity is not 'counted' towards meeting a carbon reduction target.

The market-based approach involves using an emissions factor that is specific to the electricity supply that is purchased. Using this approach means that, when green electricity is procured in line with the REGO scheme, it can be counted towards meeting a carbon reduction target. If this approach is used then, to avoid double counting, it reduces the amount of green electricity that is available to others through the national grid. In other words, the council's electricity supply may be green but the supply to all other customers will be a little less green.

The Council has decided to adopt a location-based approach, on the basis that it is good practice to work to reduce energy usage first, followed by improving energy efficiency, then investing in renewable energy, and finally to procure green electricity.

The County Council's current GHG emissions

The objective is to achieve sufficiently accurate data to enable decision-makers to be confident in the integrity of the information. The County Council has measured scope 1, 2 and some scope 3 emissions since 2008-9, initially to comply with the requirement to report against government indicator NI 185, then to comply with the statutory Carbon Reduction Commitment, and more recently in order to be able to report on progress against the previous corporate commitment to reduce GHG emissions by 3% per year. Annual progress reports have been published on the County Council's website here:

(<https://www.eastsussex.gov.uk/environment/priorities/whatawearedoing>)

The Council's GHG footprint set out in this report represents a thorough but practical effort to obtain as complete a picture as possible. It is compiled from a number of data sources, which are summarised in table 1. Some of the data are of high quality, notably for scope 1 and 2 emissions, as over 90% of sites have automatic meter readers installed which provide accurate data on gas and electricity usage in buildings. Other data, notably some of the scope 3 categories, are of varying detail and quality. A more detailed explanation of the scope 3 figures shown in table 1 that the Council has not reported on previously is provided in appendix A.

Emissions vary over time due to a variety of factors, such as changes in the weather (which can affect the amount of heating used), changes to the County Council's buildings portfolio (e.g. Academy conversions have seen our school portfolio reduce), the number of staff travelling for business and user behaviour. Therefore, the GHG footprint should be understood as being a reasonable estimate rather than a precise picture, and some parts of the footprint, notably the supply chain, may increase or decrease significantly as data quality improves over time. There are also emissions related to the Council's operations that are not possible to estimate with any reasonable degree of accuracy and so have not been included, for instance domestic heating and lighting used by staff and Members when working from home.

In order to allow meaningful year-on-year comparisons, our policy is to recalculate base year emissions and previous year emissions where structural changes lead to an increase or decrease in corporate emissions of 5% or more, for instance due to Academy conversions. The last time the baseline was re-calculated was in 2014-15.

Figure 3, below, illustrates the split in Council emissions by scope. This highlights, in particular, the importance of needing to address emissions from the supply chain, which is estimated to be about three quarters of the Council's total emissions.

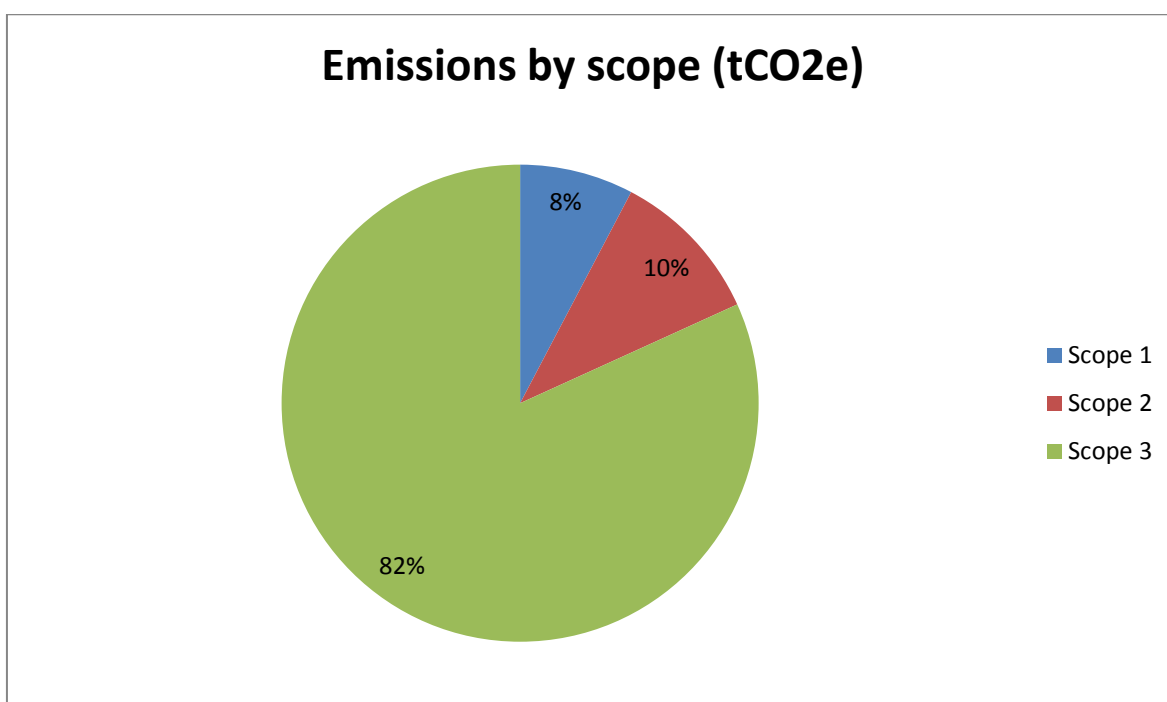


Figure 4, below, illustrates the split in the total scope 1 and 2 emissions by service area. Scope 3 emissions are not included because it is too complex to split all emissions by service area. This figure highlights the importance of engaging with schools, which have devolved budgets for most measures that can reduce emissions.

Scope 1 and 2: GHG emissions by service

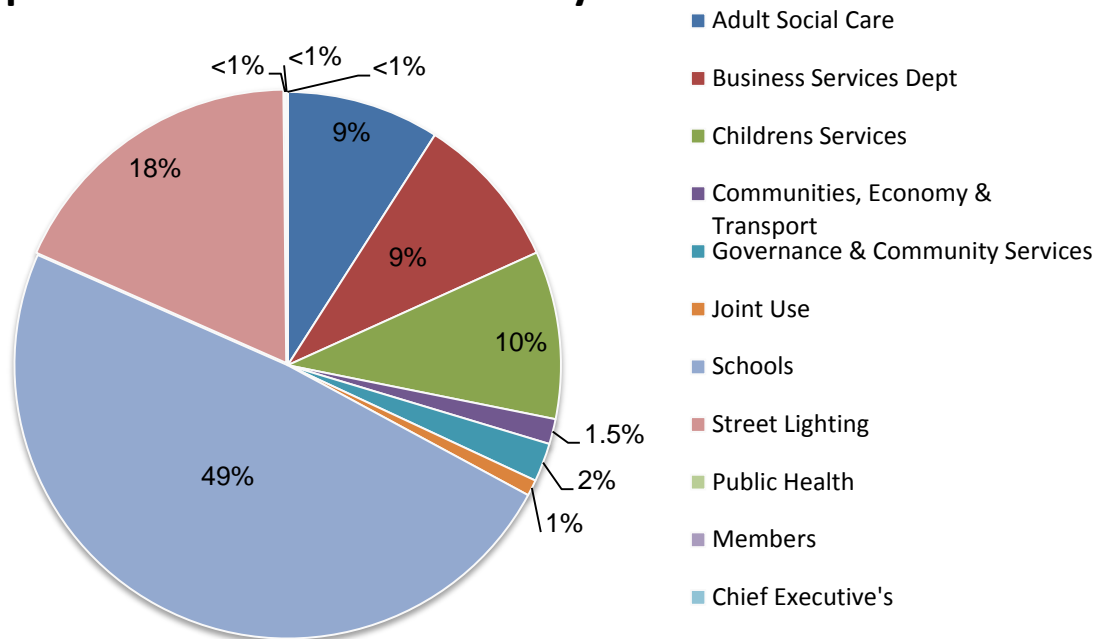


Figure 5, below, illustrates the split between emissions from gas, electricity and transport in scope 1 and 2, which highlights that the Council's own buildings should be the priority area to focus on. However, table 1 indicates that, when scope 3 emissions are included, business mileage and staff commuting generate a similar scale of emissions as gas used in buildings, so transport also needs to be an area of focus.

Scope 1 & 2: emissions by type of fossil fuel (CO₂e)

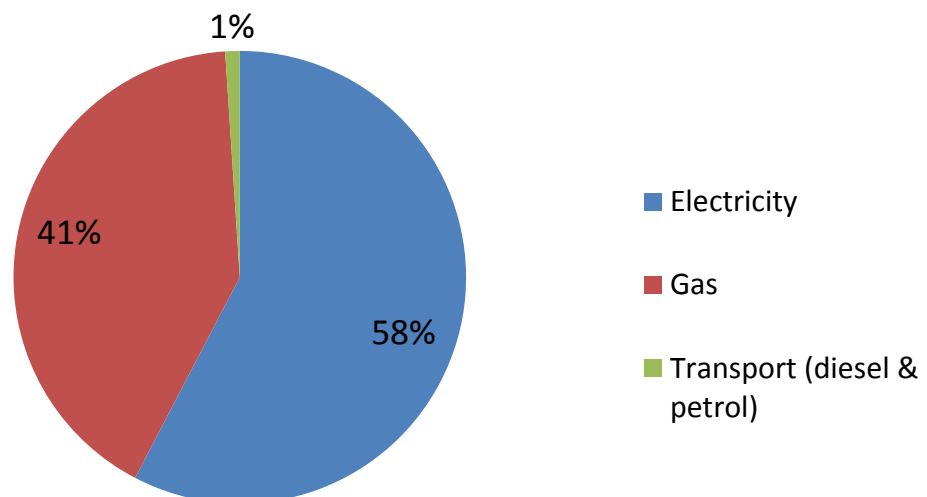


Table 1. Summary of Council emissions

Scope	What's covered	Emissions (tCO ₂ e)	Source of the data	Key exclusions & uncertainty
Scope 1	Gas consumption for heating and hot water in buildings	4,664	Based on metered gas bills that ESCC pays, including schools	Excludes schools that does not buy in to the energy supply service.
	Oil & propane for heating & hot water in buildings	897	Based on oil and propane that ESCC pays, including schools	Excludes schools that does not buy in to the energy supply service.
	ESCC owned transport	139	Based on fuel usage and vehicle type	
Scope 2	Electricity usage in buildings	5,115	Based on metered electricity bills that ESCC pays, including schools	Excludes schools that does not buy in to the energy supply service.
	Electricity usage in street lighting	2,645	Unmetered supply so usage is estimated by inventory and usage pattern	
Scope 3	Transmission & distribution	661	Losses associated with electricity purchased under scope 2	Excludes schools that does not buy in to the energy supply service.
	Business travel	1,628	Based on the fuel type, distance travelled and engine size of private cars used for business travel	Excludes public transport, flights, cycling, taxis, rental cars and overnight accommodation.
	Employee commuting	3,120	Based on distance from home to work, days worked per year, and ONS data on commuting by car in East Sussex	Excludes the use of public transport and school staff, simplifies days worked & uses average emission factor.
	Waste disposal	115	Based on waste, recycling and composting tonnage figures	Excludes emissions from waste transport and sites that have not joined the contract
	Water usage	68	Based on metered water usage	Excludes unmetered sites (12.5% of the 136 corporate sites)
	Supply chain	54,888	List of current contracts and use of spend as a proxy value for carbon (tCO ₂ /m£)	Financial value is a weak proxy for emissions. Excludes procurement by schools & from framework contracts.
	Total emissions:	73,940		

Figure 6, below, provides a breakdown of the building-specific emissions shown in figure 5, by service area. This again highlights the importance of needing to engage with, and persuade, schools to invest in energy reduction and efficiency measures, and renewables.

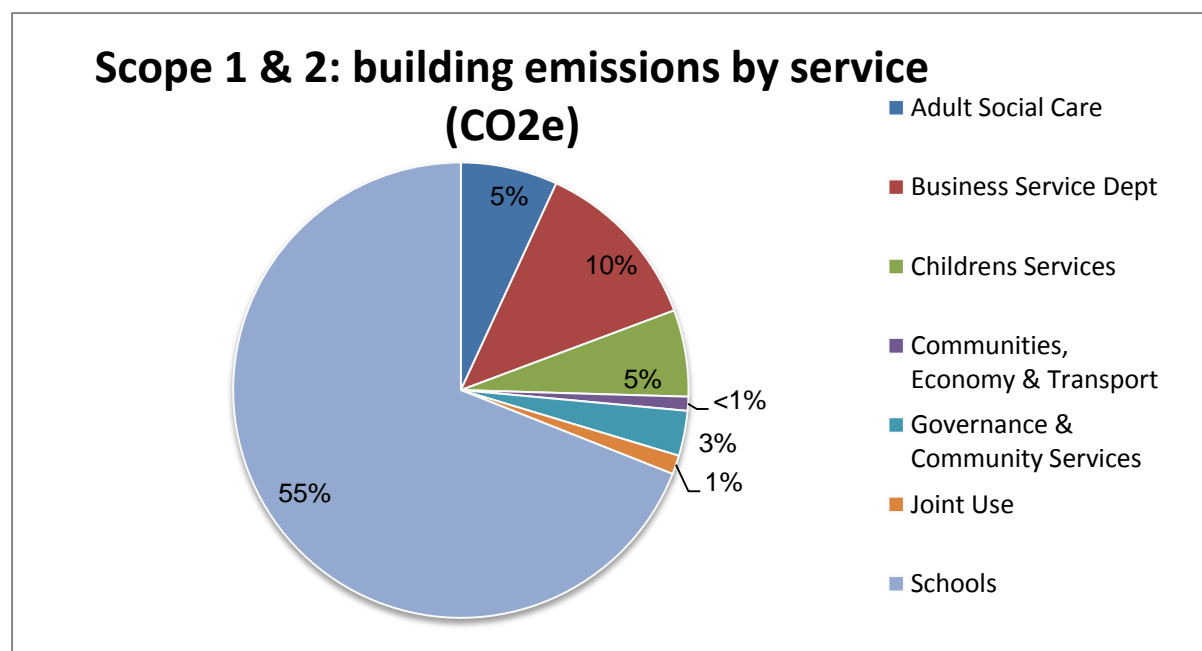
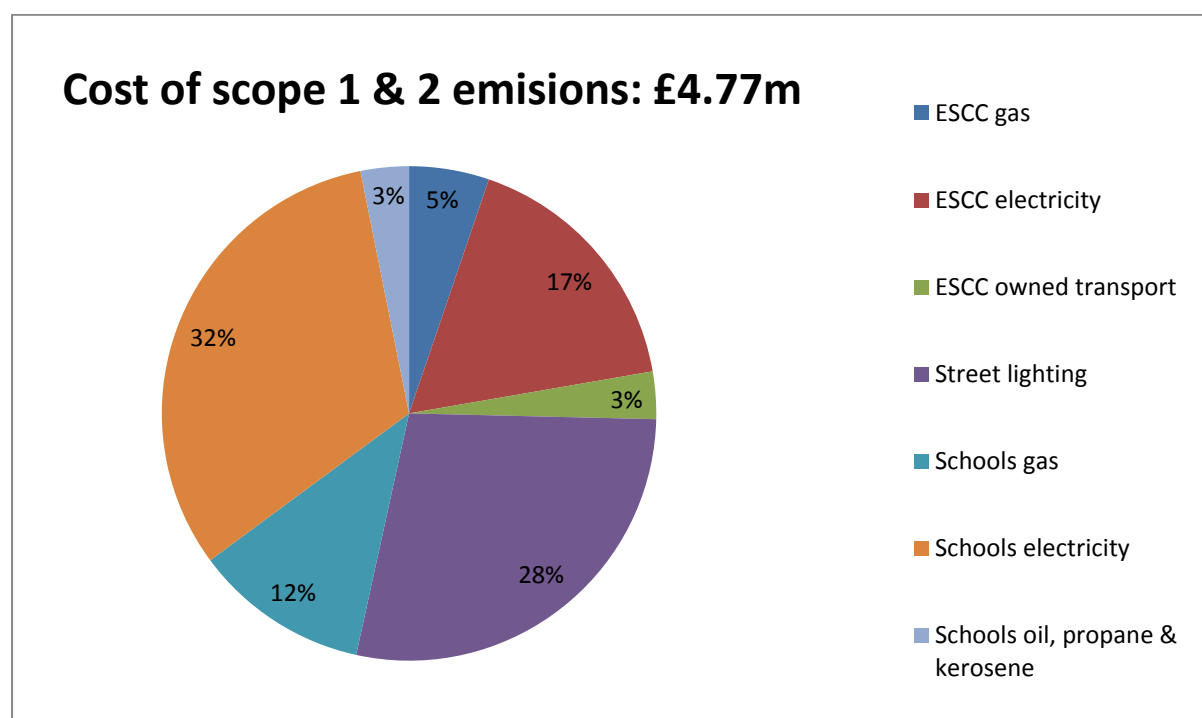


Figure 7, below, provides a summary of the financial costs associated with all scope 1 and 2 emissions in 2018-19. This indicates that electricity is about three quarters of the total cost.



The key points to draw from table 1 and figures 3-7 are that:

- 1) The total estimated emissions from the Council's scope 1-3 are about 3% of the total GHG emissions from East Sussex.
- 2) Scope 3 emissions are by far the largest part of the Council's carbon footprint, notably through the supply chain, but the Council only has influence rather than direct control over these emissions.
- 3) The largest part of scope 1 and 2 emissions is from schools, again over which the Council has influence, but limited direct control.
- 4) Further work is required to quantify some key scope 3 emissions before they can be integrated reliably into the Council's carbon footprint and modelled for future emission reductions, notably from procurement.

Decarbonisation pathways

The carbon budget set out above indicates that the County Council needs to cut its emissions by about 13% per year. The following section sets out how this might begin to be achieved. It assumes that in the 'business as usual (BAU)' scenario there are no further change in emissions from the baseline. In practice this is unlikely, for instance due to changes in service provision or building assets. It also uses the same simplifying assumptions about the effect of government policy and wider technological trends that have been made in other local authority climate emergency plans, for example on the rate of decarbonisation of the electricity grid, to ensure consistency between plans. These assumptions may prove to be very inaccurate over time, for instance as new technologies are developed at scale, which may fundamentally alter the scenarios outlined below. Finally, it is assumed that the measures are all delivered gradually over the next 30 years, whereas in practice some measures could be delivered in a shorter time frame, for instance improving the energy efficiency of street lighting.

This section focuses on the following areas:

- 1) Decarbonisation of the national electricity grid.
- 2) Emissions from buildings.
- 3) Emissions from street lighting.
- 4) Emissions from transport.
- 5) Scope 3 emissions.
- 6) Renewables.
- 7) The use of off-setting.

Figure 8 (on page 18) provides a visual summary of the combined effect of the measures outlined below on total scope 1 and 2 emissions. Ways to reduce scope 3 emissions are discussed below but are not included in figure 8 due to the current high degree of uncertainty associated with the data and, consequently, the lack of accuracy when modelling future reductions.

A useful means to consider which emission measures to prioritise is the energy hierarchy, with the most effective option being to use less energy in the first place, and working down the hierarchy shown in figure 9.

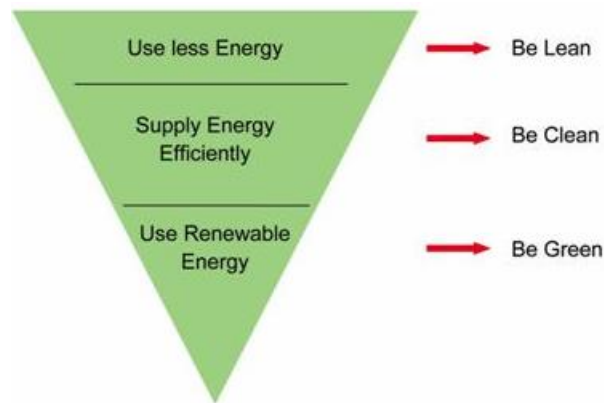


Figure 9. The energy hierarchy.

Decarbonisation of the grid

The greenhouse gas intensity of grid electricity has decreased significantly over the last decade or so as coal has increasingly been replaced by gas and renewables. Government predicts that its policies will continue to drive this down. The practical consequence is that much of the reduction in GHG emissions achieved by the County Council over the last 10 years has been due to the decarbonisation of the grid, and further grid decarbonisation may deliver another 38% reduction in the Council's total scope 1 and 2 carbon footprint between 2020-50 without any further action by the Council. However, if the rate of decarbonisation predicted by government does not occur then the Council will have to find a way to fill this shortfall by other means. This adds to the uncertainty in trying to forecast the Council's likely future GHG emissions.

The rate of decarbonisation of the grid also has significant and complex knock-on effects on other types of measures to reduce emissions, notably changing from gas to electric heating and moving to electric vehicles.

Emissions from buildings

For the sake of simplicity it is been assumed that the 'business as usual' scenario would mean that there will be no change in the Council's building portfolio and emissions from buildings would remain constant. In practice, this is likely to vary considerably, for instance as sites are either disposed of, acquired or modified. The emerging Property Strategy will be used to inform future updates to this action plan.

The main measures that can be implemented to reduce emissions from buildings are reducing energy demand, for instance through behavioural change programmes such as switch off campaigns, improving the fabric of buildings (e.g. insulation), improving the energy efficiency of equipment such as lighting and ICT, and reducing energy intensity by switching from gas to electricity (or hydrogen) as the grid decarbonises. A rough estimate as to the potential energy improvements that each option could bring as an average across the building stock are as follows:

- 1) Behaviour change and energy efficiency measures – a total 20% reduction in electricity usage and 10% reduction in gas usage, based on data from the non-domestic National Energy Efficiency Data Framework.

- 2) Switching from gas to electricity – a total 15% reduction compared with current gas usage, based on typical estimates of the efficiencies of gas boilers (80%) compared with switching, for instance, to heat pumps (250%). This assumes that some conversions will not be possible, for instance due to the type of building.
- 3) Carbon neutral new build – this will be necessary in order to avoid increasing the Council's carbon footprint. Ideally, new build would be carbon negative (i.e.. by generating more renewable energy than they consume).

These measures are shown in figure 8 as cumulative changes that take place in a consistent linear manner between now and 2050, as the latest date by which the Council will aim to become carbon neutral. In practice, there is a complex interaction between these measures, which means that there is considerable uncertainty as to what savings might be delivered and when. For instance, improving building fabric is an essential prerequisite to being able to switch from gas to heat pumps in some properties, and demand reduction helps to improve the business case for investing in low carbon heating systems, the effectiveness of which depends on the decarbonisation of the grid.

Emissions from street lighting

Emissions can be reduced by cutting the amount of lighting used, for instance by switching off or dimming more street lighting assets in the middle of the night, and by installing more energy efficient lighting. It is assumed that these measures could deliver a 40% reduction in electricity usage, based on being able to achieve about a 30% reduction from installing LEDs alone. The effect of this is illustrated in figure 8.

Emissions from transport

A reduction in emissions can be achieved by further roll-out of flexible work patterns such as the existing Agile programme, encouraging changes in travel modes to more walking, cycling and use of public transport, by driver training programmes, and by changing non-HGV vehicles from petrol and diesel to electric. It is assumed that these measures, in combination, could deliver a 75% reduction in emissions from current mileage, based mostly on replacing the majority of the fleet with electric vehicles (there are no HGVs), without impacting on service delivery.

The cumulative reduction in emissions that might be achieved by all the measures outlined above is shown in figure 8. This highlights that the measures appear to fall far short of meeting the 13% per year reduction target, which is designed to help keep within the county's carbon budget recommended by the Tyndall Centre. In addition, it is worth noting that figure 8 does not include the emissions from scope 3 emissions, which are significantly greater than the combined scope 1 and 2 emissions. However, in practice it is likely that greater carbon reductions can be achieved more quickly and more deeply in the next few years than shown by the modelling, as indicated by the actual reductions that have been achieved in recent years (10% in 2016-17, 15% in 2017-18 and 19% in 2018-19).

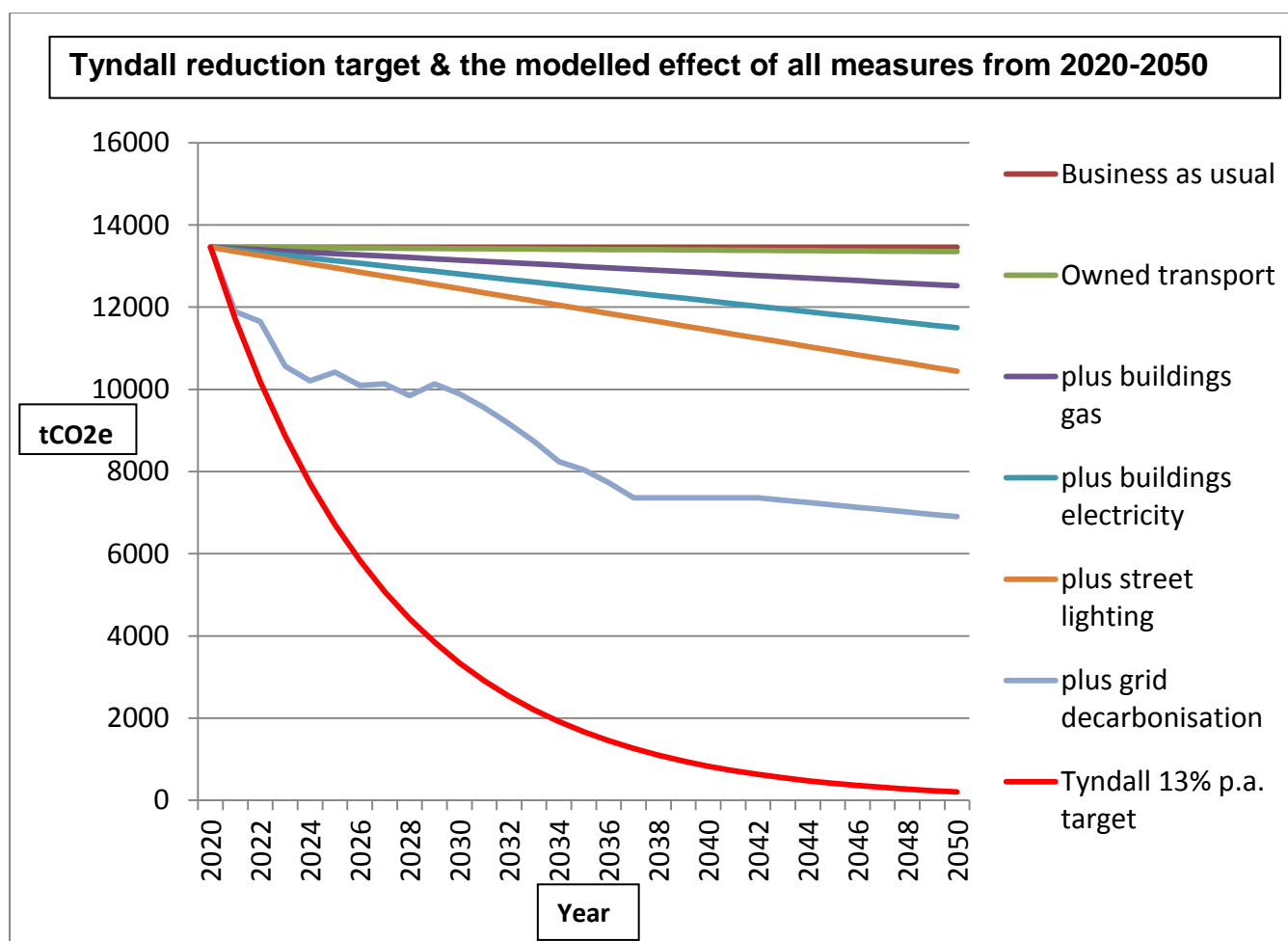


Figure 8. The potential cumulative effect of all measures.

Scope 3 emissions

The measures outlined for scope 3 emissions in the following section are not illustrated in figure 8 due to the high degree of uncertainty with the estimates used to calculate these emissions and how far they can be reduced, and the much lower level of control and influence that the Council has over these emissions. However, the measures below will be taken up in the climate emergency action plan (see pages 21-22).

Water: case study evidence suggests that installing a range of water efficiency measures, such as low flush toilets and flow restrictors in taps, can potentially reduce water use by about 20% (AECOM, 2019).

Waste: evidence from the national Waste and Resources Action Programme suggests that emission reductions of about 10% are possible as a result of interventions to reduce the amount of waste produced and to compost food waste.

Supply chain: table 1 clearly shows that the largest part of scope 3 emissions is likely to be as a result of what ESCC procures. This is typical for a local authority, as most of the Council's revenue and capital budgets are used to procure goods, services and works from 3rd parties. The council can influence contractual emissions by

requiring GHG reduction targets when renewing relevant contracts, where appropriate. This approach has been adopted, for instance, in the current highways contract. However, there will be a number of contractors and suppliers who will not have data on their emissions or will have relatively small-scale emissions. Consequently, the Council will focus on contractors and suppliers where the likely scale of their emissions and the ability of the Council to influence these emissions are greatest, for instance where the Council is a major client.

Renewables

Installing renewable energy supports the decarbonisation of the grid, which in turn supports the switch in buildings and vehicles away from fossil fuels to electricity, and contributes to ensuring security of supply and protecting consumers from rising electricity prices. The scale of possible generation opportunities on Council buildings and land is currently unknown, and so quantifying this is an important task set out in the action plan.

Off-setting

It is widely recognised that emissions should be reduced as much as possible before any residual emissions are compensated for by using off-setting. Due to the significant level of uncertainty as to the cumulative effect of the measures outlined above it is difficult to predict at this stage what scale of offsetting might be required. Nevertheless, it is clear from figure 8 that, even if all the measures to reduce emissions are implemented and are successful, it is highly likely that there will be a need to offset remaining emissions in order to reach carbon neutrality. This could be by investing in a mix of large-scale off-site renewables, land use sequestration and/or carbon removal technologies. Off-site renewables are the most straightforward and measurable method. Land use sequestration is being explored with the Sussex Local Nature Partnership, as there is the opportunity to invest in local natural capital which might bring economic benefits, whilst carbon removal technologies are at a very early stage of development and there is insufficient evidence to provide a realistic estimate of their potential contribution at this stage.

Action plan for 2020-22

Figure 8 shows that decarbonisation relies on adopting all possible CO₂e reduction measures, doing so rapidly and doing so at scale, and investing in carbon off-setting.

A CO₂e budget for the next 5 years is set out in table 2 below, with annual milestones, as the first step towards becoming carbon neutral. The table shows:

1. the annual reduction in CO₂e required to achieve a 13% reduction per year;
2. the annual change in the scope 1 and 2 footprint that this rate of reduction would deliver.

Table 2. ESCC carbon budget for 2020-25.

Year	13% p.a. reduction target (CO ₂ e)	Scope 1 & 2 footprint (CO ₂ e)
2020-21	1,750	11,710
2021-22	1,522	10,188
2022-23	1,324	8,863
2023-24	1,152	7,711
2024-25	1,002	6,709
Totals:	6,750	n/a

In recognition of the scale of the challenge, the County Council has created a new post of Climate Change Senior Technical Officer, which is currently being recruiting to. If it becomes clear that moving from the current annual carbon reduction target of 3% to 13% per year requires further new resources, then this will be addressed through the annual Reconciling Policy and Performance process.

Table 3, below, sets out an action plan for 2020-22, which will aim to meet the annual carbon budget targets set out in table 2 for the next 2 years by means of a structured programme with clear roles and responsibilities. The oversight of this programme is set out in the following sections on governance and monitoring, and the risks are assessed on page 24.

Governance

The Council is setting up a robust structure of roles, responsibilities and accountability for delivering the climate emergency plan. This includes:

- 1) Recruiting to a new post of Climate Change Senior Technical Officer.
- 2) Setting up a senior Officer climate emergency Board to oversee the delivery of the action plan.
- 3) Carrying out a Scrutiny review of the Council's programme of work to address the climate emergency.
- 4) Reporting annually to Cabinet and County Council on progress against the carbon budget and commitment to becoming carbon neutral.

Table 3. Action plan for 2020-22

Action	Description of action	GHG reduction	Lead & resources
Framework (governance, leadership, communications, data, policy & partnership working):			
Set up robust governance	Establish a senior Officer board to oversee delivery of this plan.	n/a	CET Director. £0.
Develop a communications plan	Set out clear messages and comms routes, Member and staff engagement, & integrate public engagement via the Environment Strategy	n/a	Corporate Comms team. £tbc.
Improve GHG baseline data	1) Update ESCC's GHG data management plan and improve transparency by explaining the methods, data, processes, assumptions, estimates, changes and quality checks used. 2) Obtain more accurate GHG data for staff commuting, priority suppliers and renewables already installed at schools (see below).	n/a	New Climate Officer. £0.
Review ESCC's policies, strategies, programmes, projects and practice to align with the climate emergency	Policy should provide clear and stable direction and a simple set of rules that supports corporate climate change mitigation and adaptation	Tbc	New Climate Officer. £0.
Work in partnership with other organisations to share resources & good practice	1) Continue to work with all Sussex local authorities on developing organisational and area-wide carbon plans. 2) Work with SE7 partners on the same.	n/a n/a	New Climate Officer. £0. New Climate Officer. £0.
Produce an annual progress report	Report to County Council on progress and identify additional resources that may be required	n/a	New Climate Officer. £0.
Emissions from buildings:			
Behaviour change programme – corporate	Develop an engagement plan to create an energy-aware culture amongst staff and Members & develop a network of climate emergency champions to accelerate change	Low	Energy Manager. £tbc.
Behaviour change programme - schools	Update & disseminate the energy saving guide for schools.	Low	Energy Manager. £tbc.
Planned Maintenance & Capital programmes	1) Establish a robust process for identifying, prioritising and delivering projects. 2) Prepare an annual programme of energy efficiency projects linked to the maintenance and capital programmes. 3) deliver a pipeline of whole-building energy efficiency projects.	High	1) Energy Manager. £0. 2) Energy Manager. £0. 3) Energy Manager. Salix invest to save fund.
Install low carbon heating in buildings to replace gas boilers	Review boiler replacement programme and assess options for replacing with heat pumps	Tbc	Energy Manager. £tbc.
New build	Ensure the 2008 ESCC sustainable buildings policy is being implemented and report on its effectiveness	Tbc	Lead? Funded within project budgets.

Action	Description of action	GHG reduction	Lead & resources
Emissions from street lighting:			
Improve energy efficiency –street lighting	1) Install energy efficient LED lights. 2) review dimming and switch-off policy.	High	Highways Service Delivery Manager. £5m from Salix SEELS.
Emissions from transport, including commuting:			
Grey fleet review	Commission review by the Energy Savings Trust.	Tbc	New Climate Officer. £0.
Develop and implement a staff travel plan	To cover both business mileage and commuting.	tbc	Corporate Property. £tbc.
Install EV charge points	Identify where to locate which types & number of chargers, and delivery mechanism, for staff & visitor use	Low	New Climate Officer. £tbc.
Emissions from water & waste:			
Reduce waste	1) Consider requiring all sites to sign up to the same waste contract. 2) Set up food waste collections from all kitchen areas.	Low	Senior Officer group.£0. Contract Manager. £tbc.
Reduce water usage	Install water efficient fittings in all appropriate toilets, urinals, taps & showers	Low	Energy Manager. £tbc.
Emissions from procurement:			
Engage priority suppliers	1) obtain scope 1 & 2 GHG footprints of transport & construction contracts above >£1m p.a. 2) embed low carbon outcomes into new contracts.	n/a Tbc	New Climate Officer. £0. New Climate Officer.
Offer practical support to all other suppliers	Provide energy audits and grants to local SMEs in the supply chain (e.g. via LoCASE) and eco-driver training for transport providers	Medium	Environment Manager. £0.
Renewables:			
Improve data on school installs	Obtain data on renewables installed at schools	n/a	Energy Manager. £tbc.
Identify opportunities to install PV and other renewables on buildings & land	Commission viability assessment of renewables on buildings & land	Tbc	Energy Manager. £tbc.
Off-setting:			
Explore carbon off-setting	Work with the Sussex Local Nature Partnership to explore options and costs for off-setting with natural capital benefits	tbc	Environment Manager. £0
Grid flexibility:			
Assist integration of low carbon technologies into the national grid	Review ESCC estate for opportunities to provide Grid Flexibility services such as Demand Side Response and Battery Storage	n/a	Energy Manager. £tbc.

Monitoring & reporting

The Council already has a system in place to collate and analyse data for scope 1 and 2 emissions and some scope 3 emissions. The action plan above includes an objective to ensure more robust data, notably for key scope 3 emissions, and to capture a more complete figure for generation from renewables. The key metric to measure progress will continue to be tonnes of CO₂e by scope, though this data will be disaggregated to help identify key areas to focus on and to capture the anticipated reduction in emissions from individual projects. Monitoring and reporting will continue to be led by the Orbis Energy team.

Risk table

Area of Risk	Definition	Probability of occurrence Score	Degree of Impact Score	Risk Result Total Score (probability x impact)	Mitigation measures
Add to GHG footprint through business as usual	Fail to change key policy and practices	3	3	9	Begin policy & practice review asap
Off-setting opportunities aren't available at scale	Residual GHG emissions remain	3	3	9	Work collaboratively with partners (e.g. the Local Nature Partnership) to develop off-setting
Statutory change	Legal requirement to cut GHG emissions	2	3	6	Develop an action plan
Technology change	Invest in incorrect or costly technology	3	2	6	Carry out research & test scenarios prior to investment
Reduction in resources / increase in costs	Unable to deliver the action plan	2	3	6	Stress test the action plan
Grid decarbonisation does not occur	Higher rate of local decarbonisation needed	2	3	6	Track actual decarbonisation & national policy changes
Lack of skilled providers to deliver mitigation measures	Competition for skilled labour	2	2	4	Test the market & work with Skills East Sussex
Decarbonisation impacts on service delivery	Service users not supported	1	3	3	Senior officer board to review all actions for service impacts
A % of staff and schools are unwilling to play their part	Fail to win hearts & minds	1	2	2	Design engagement & behavioural work with a staff & school peer group
Adaptation measures become more urgent	Focus needs to change	1	2	2	Address adaptation in parallel with climate change mitigation measures

Glossary

Acronym	
ASC	Adult Social Care
BAU	Business-as-usual
BSD	Business Services Department
CS	Children's Services
CET	Communities, Economy & Transport
GHG	Greenhouse gas
G&CS	Community Services
GWP	Greenhouse warming potential
CO2	Carbon dioxide
CO2e	Carbon dioxide equivalent
REGOs	Renewable Energy Guarantees Origin

Appendix A - How scope 3 emissions have been calculated

Supply chain

The Council currently has over 500 active contracts in place, which are listed here: <https://www.eastsussex.gov.uk/search/search.aspx?q=active+contracts+list>.

It is impractical to try to capture the carbon emissions from this number of contractors, therefore emissions from procurement have been calculated in 2 ways:

- 1) step 1: annual emission data is already required from our waste and highways contractors, which are the 2 largest Council contracts by financial value. Therefore, actual emission data has been used from these contracts (608 tonnes in 2018-19 from the highways contract and (tbc) tonnes from the waste contract). These contracts have then been removed from step 2.
- 2) Step 2: the total annual cost of all the remaining contracts of £50,000 or above has been estimated by dividing the total value of each contract by the contract duration, and this has been multiplied by a GHG intensity figure of 230 tonnes of CO₂e/£ million spent, which has been obtained from the Office for National Statistics.
(see: <https://www.ons.gov.uk/economy/environmentalaccounts/bulletins/greenhousegasintensityprovisionalestimatesuk/2018provisionalestimates>).
GHG intensity for the UK has reduced by two-thirds between 1990 and 2018, largely due to grid decarbonisation and improved energy efficiency.

Using this approach is simple and quick but has the disadvantage of making crude assumptions about the correlation between cost and carbon emissions. The consequence is that it can be difficult to then demonstrate the results of actions to reduce emissions.

Waste contract	=	tbc tCO ₂ e
Highways contract	=	608 tCO ₂ e
All remaining contracts above £50K = £236m x 230	=	54,280 tCO ₂ e
Total	=	54,888 tCO₂e

Waste

ESCC entered a new waste contract, which started in April 2019. Monthly data from the new contractor has been used to estimate the likely annual total tonnage, by disposal method, as summarised in table 4 below. The tonnage figures are multiplied by the appropriate emission factor, obtained from BEIS
(see: <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019>).

This is an incomplete picture due to:

- not all Council properties are within the contract;
- the figures include waste from 3rd parties (e.g. some private schools);

- some waste streams are not included because they are managed by other contractors (e.g. confidential and sanitary waste).

Table 4

Waste treatment	Tonnes p.a.	Proportion (%)	Emission factor (kg CO ₂ e/tonne)	CO ₂ e
Landfill	33	1	99.7729	3
Incineration with energy recovery	4107	78	21.3842	88
Recycled	1116	21	21.3842	24
composted	0	0	10.2586	0
			Total:	115 tCO₂e

Commuting

A database has been compiled of the straight-line distance that 2,332 of 4,479 staff live from their main work base and the number of hours they work. Emissions from commuting by this cohort have been estimated by:

- grouping 'hours worked' by staff into those that need to travel 1, 2, 3, 4 or 5 days per week, and applying a pro rata of 221 working days per year to each group;
- applying an average uplift of 1.2 to the miles from home to work to account for the increase in distance above a straight line journey, based on measuring a sample of actual journeys;
- reducing the total distance travelled by 10% to try to account for the average effect of agile working and sickness.
- An average figure for distance travelled per member of staff for whom we have data has been applied to those staff for whom the data are not yet available (i.e. 2,147 of the total 4,479), to provide a more complete picture of the likely distance travelled by staff.
- The ONS figure for the average commuting patterns in East Sussex has then been used to calculate the percentage of commuting that is likely to be completed by car or van (76%).
- an emission factor for an 'average car' (0.28502 kg CO₂e/mile) has been applied to the total mileage figure, obtained from BEIS
- (see: <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019>).

Water

The Orbis property team manage water bills and collate data for all metered sites. A BEIS emission factor is then applied to water supply and wastewater, as show in **table 5** below. Of the 136 corporate water supplies that are billed, 17 are unmetered (12.5%) and are excluded from the figures below.

Input/output	Volume (m3)	Average emission factor (kg CO ₂ e/m3)	tCO ₂ e
Water supply	66,210	0.344	23
Water treatment (95% of supply)	62,900	0.708	45
		Total:	68

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Appendix 17. East Sussex Environment Strategy – communication and engagement

Everyone ‘owns’ the county’s environment and we should position the environment strategy as public property, not something which belongs to any one organisation or group. This will recognise the passion and effort that many citizens already bring to environmental improvement, but also welcome involvement from newcomers with a range of different motivations.

This approach also recognises the lack of trust that many people place in official bodies: government is not best-placed to visibly inspire public action and there is often public scepticism about the commitment or methods of large organisations in this sphere.

A more productive approach for large organisations is an enabling one: offering tools, prompts, information, introductions and resources to help people take positive action together on the environment. This approach would also involve creating a collaborative process for establishing the precise goals against which the people of East Sussex can measure our collective progress on the environment.

The East Sussex environment strategy is well-configured for this approach. The five pillars of activity frame the issues clearly and the focus on practical improvement will help define some of the pragmatic actions which individuals and businesses could take and which would support the strategy’s aims.

We know our audiences will be very diverse. There are many citizens committed to environmental action and their passion and energy are essential assets: however, we must also be sure to involve people who are uncommitted or even initially hostile as ultimate success depends on everyone taking action, even if they have different motivations.

We also recognise that partners will have their own strategies and approaches for environmental success which they will continue to pursue. A collective approach need not be a monolithic approach.

Four main components are recommended for our communications and engagement strategy:

1. Agree an approach to branding

This is a cause with multiple owners and requires an identity that can work for the entire population and not any one group or interest. It is important to position the issue as flexibly as possible, therefore using a brand (or brands) which is local, recognisable and simple and which local partners can draw on when they want to.

There are two possible approaches: using existing brands or creating a new ‘umbrella’ brand.

(a) Use existing brands

This approach would recognise the many streams of environmental work already under way and position the activity from the environment strategy within them. Each partner organisation has its own branding and, in some cases such as water companies, these are consumer-focused. In addition, there already exists collective organisation/branding around particular areas of environmental activity: Sussex Air for air quality; Sussex Local Nature Partnership for natural capital; Your Energy Sussex which relates to climate change.

Using these existing brands would be simple and low-cost. Potential disadvantages could be that they feel too 'official' for citizen activism and are on a Sussex-wide, rather than East Sussex, footprint.

(b) Develop a new 'umbrella' brand

A fresh and effective brand could help bring impetus and recognition to the new order of environmental work being undertaken across East Sussex. This common brand would aim to reflect the strategy's themes of 'pace and scale' and the fact that both individuals and organisations have a role in environmental action. It would express a common and non-technical language in which to talk about the issues and find a simple common logo and strapline as badges for the brand. It could provide the environment board with an identity for broad public engagement and communication.

Each partner organisation could then position its own activities beneath this 'umbrella' brand. As examples, a local authority could position its drive towards carbon zero as an action which supports the East Sussex strategy: a water company could do the same with a local initiative to reduce water consumption, a wildlife group could frame its annual volunteer month as part of the county-wide effort. In every case, each partner could continue to use its existing brand, but could put the stamp of the umbrella brand on relevant projects or activity.

Potential disadvantages of this approach might be that greater resources would be needed and that it may hard to reach collective agreement on a fresh brand.

Deciding which of these two approaches is preferred may depend on the ultimate vision behind the environment strategy: Is the primary intention to manage and interlock the environmental work different public bodies are doing to better support behaviour change or is it to visibly motivate that behaviour change and bring people together in East Sussex?

If resources allow, it may be useful to commission advice from a branding consultant.

2. Devise a programme of public engagement

There is no transformation without public support. A public conversation about the environmental imperatives for East Sussex would help understand residents' feelings and priorities about their environment and inform some of the actions and activities to come. It would also gauge the types of personal commitment they see themselves ready to make and discover what practical tools or information they would find most useful. It could start to help build networks among people who would like to do more.

One way of conducting this engagement would be with structured, automated conversations on social media. This uses software which invites people to respond to a few questions on their preferred platform (such as Facebook, Twitter and Instagram) in an exchange which feels more like a conversation than conducting a survey and which removes the need to go to a dedicated consultation website. Other local authorities have begun successfully trialling this method and it would suit a lighter-touch and less institutional approach. These conversations yield information about how engaged residents feel with these issues and what they see as priorities. Residents are

also asked if they would like to get more involved and if they do they can be re-contacted with specific invitations and introductions to groups, so helping to expand networks of environmental action.

Another engagement method is citizen assemblies which are increasingly being used on climate change to understand the range of people's views and to build consensus on possible action. (For example, Camden conducted an assembly with a cross-section of 50 residents which recommended 19 actions the council has now adopted. A national citizens' assembly is also being convened on climate change).

Both these methods demand resources, but may widen the conversation to people not closely engaged in environmental issues.

Engagement would also make use of the established customer networks that partners already have in East Sussex (for example, through water supply or refuse collection).

Engagement would be a continuous process that runs through specific projects as well as through the environment strategy as a whole.

3. Build communications around a series of milestones

Narrative about environmental risk inevitably tends to deal with medium and longer-term horizons – to 2030, 2040 and 2050. These target dates are a source of disagreement in themselves and they may also seem hopelessly distant to an individual actor who wants to have an effect now.

The environment strategy has the clear ambition of setting local environmental targets which can be measured each year and it will also develop immediate actions for the next two years.

All communications activity should be pinned to these short-term goals so that people will be motivated to act and can quickly see the results of their efforts.

This would allow a series of timed projects or campaigns under the five different strands of the strategy, or even an annual theme which rotates between them. A year of action, or regular sprints to a specific goal, are more likely to be compelling than a vaguer pledge to long-term action. They will however also supply a series of milestones along the way to the strategy's long-term aims.

4. Always be local not global

Environmental challenges are both global and local, but there is already a profusion of international advocacy and action which attracts the already-motivated.

Our communication should always focus on local action and not simply re-broadcast national or international messages. We should focus on events and programmes in the county, whether it is local beach clean-ups, car-free days, action meetings, local business and professional networks. In some cases this will help concentrate energies and resources at local level, but it could also be a way to reach people who have not yet been motivated to act or who are not sure how to.

Local offers and advice on how to save money always have a chance of resonating with people, no matter their stance on environmental issues. Some people may change their behaviour through conviction and persuasion. Others may respond better to incentives, or tips for embedding a habit in

their daily routine or through the pressure of visible social norms. Behavioural insight suggests people are more likely to change their actions as a result of being shown how many of their peers or neighbours have already done so, than they are by official calls to action, which may cause resentment or simply be ignored.

And environmental improvement means not just greater global sustainability, but also an improved quality of life which is experienced locally and can be celebrated locally.

Next steps and action plan

We should not hard-launch public communication at this stage. First we need to settle on the branding approach for this initiative, await fuller details of the priority actions for the next two years which the environment board and its partners are identifying, and scope our ambitions for public engagement.

This suggests the launch of an East Sussex environment initiative in late 2020 or early 2021. It is the start of citizen involvement, rather than completion of the strategy, which should trigger public communication and engagement.

Until then, it would be more productive to focus on communication among partners so a plan for public communication and engagement (and how to resource it: the work is considerable) is agreed.

An outline timetable for communications and engagement work

April-May	Agree how communications work will be divided and resourced
April-June	Agree an East Sussex environmental brand (<i>commissioning consultant advice if possible</i>)
April-August	Scope and develop public engagement programme
May onward	Programme of partner communication to mark adoption of strategy and share next steps.
Late 2020	Public launch of East Sussex environmental initiative
2020/2021	Campaigning and reporting initial success of the strategy's individual projects

Proposed Pension Committee Terms of Reference

9. Pension Committee
<i>Composition</i>
<i>(a) Membership</i>
(i) The East Sussex Pension Committee will be composed of five members of East Sussex County Council, determined by the Council at the Council's Annual Meeting.
(N.B. When making nominations Members should have regard to the need to ensure a balance of experience and continuity).
(ii) Named substitutes are permitted for East Sussex County Council members.
<i>Terms of Reference</i>
The Pension Committee's will exercise on behalf of East Sussex County Council all of the powers and duties in relation to its functions as the Scheme Manager and Administering Authority for the East Sussex Pension Fund except where they have been specifically delegated to another Committee. The Pensions Committee will exercise its functions in accordance with the fiduciary duties of the Council as the administering authority of the East Sussex Pension Fund.
The Pension Committee will have the following specific roles and functions, taking account of advice from officers and the Fund's professional advisers.
(i) Ensuring the Fund is administered, managed and pension payments are made in compliance with the regulations and having regard to statutory guidance that govern the operation of the Local Government Pension Scheme from time to time, and other legislation.
(ii) Determining the Fund's aims and objectives, strategies, statutory compliance statements, policies and procedures for the overall management of the Fund, including but not limited to funding, investment, administration, communication and governance.

(iii) Determining how the various administering authority discretions are operated for the Fund
(iv) Monitoring the implementation of all Fund policies and strategies on an ongoing basis.
(v) In relation to the LGPS ACCESS Pension Fund Pool;
a) considering pooling matters including recommendations made by the ACCESS Joint Committee;
b) determining the transition of the assets held by East Sussex Pension Fund in relation to the Pool and the funds or sub-funds operated by the Operator;
c) recommending to the Governance Committee a member of the East Sussex County Council Pension Committee to the Joint Committee as and when required, having regard to the advice of the Head of Pensions;
d) appointing an East Sussex County Council officer to working groups such as the Officer Working Group and Onboarding Sub-Group as and when required;
e) advising the representative on the Joint Committee and Officer Working Group on such matters as may be required;
f) monitoring the performance of the LGPS ACCESS Pool and its Operator and recommending actions to the ACCESS Joint Committee, Officer Working Group or ACCESS Support Unit, as appropriate;
g) receiving and considering reports from the LGPS ACCESS Joint Committee, Officer Working Group and the Operator;
h) undertaking any other decisions or matters relating to the operation or management of the LGPS ACCESS Pool as may be required, including but not limited to appointment, termination or replacement of the Operator and approval of the strategic business plan.
(vi) Making arrangements for actuarial valuations, ongoing monitoring of liabilities and undertaking any asset/liability and other relevant studies.
(vii) Making decisions relating to employers joining and leaving the Fund. This includes approving which employers are entitled to join the Fund, and any requirements relating to their entry, ongoing monitoring and the basis for leaving the Fund.
(viii) Agreeing the policy for exit credits and terms on which employers may leave the Fund. Approving decisions on cessations, post cessation arrangements, guarantees and bonds.
(ix) Agreeing the terms and payment of bulk transfers into and out of the Fund.
(x) Ensuring robust risk management arrangements are in place, considering and making recommendations in relation to the internal audit strategy and internal audit report pertaining to the management of the fund and reviewing its findings.

(xi) Agreeing the Fund's annual business plan and annual and medium term budgets, and monitoring progress against them.
(xii) Selection, appointment and dismissal of the Fund's advisers and suppliers, including actuary, benefit consultants, investment consultants, global custodian, fund managers, lawyers, pension fund administrator, Additional Voluntary Contribution providers and independent professional advisors. This includes determining the services to be provided and monitoring those services, including where this relates to shared services arrangements.
(xiii) Agreeing the Fund's Knowledge and Skills Policy and monitoring compliance with the policy.
(xiv) Agreeing the Administering Authority responses to consultations on LGPS matters and other matters where they may impact on the Fund or its stakeholders.
(xv) Considering views expressed by employing organisations and staff representatives in relation to the operation of the East Sussex Pension Fund.
(xvi) Considering the Fund's financial statements and approving an Annual Report on the activities of the Fund in line with legislation and guidance.
(xvii) Considering the Breaches Register at every quarterly Pension Fund meeting and reviewing recommendations from the Pensions Board.
Notes: 1. No matters relating to East Sussex County Council's responsibilities as an employer participating within the East Sussex Pension Fund are delegated to the Pension Committee.
Notes: 2 As a Non-Executive Committee, no matters relating to the Pension Fund's non-executive responsibilities as Scheme Manager are delegated to an Executive of East Sussex County Council.
Notes: 3 The Committee's primary contacts will be the Head of Pensions, Chief Finance Officer and its retained advisors
Training
The East Sussex Pension Fund has a dedicated Knowledge and Skills Policy which applies to all members of the Committee and which includes the expectation to attend regular training sessions in order they may maintain an appropriate level of knowledge and skills to perform their role effectively.

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Proposed Pension Board Terms of Reference

10. Pension Board
<i>Introduction</i>
<p>(i) The Pension Board is established by East Sussex County Council (ESCC) under the powers of Section 5 of the Public Services Pensions Act 2013 and regulation 106 of the Local Government Pension Scheme (LGPS) Regulations 2013 ("the LGPS regulations" which includes such regulations as govern the Local Government Pension Scheme from time to time). ESCC is the scheme manager (and administering authority) to the East Sussex Pension Fund (ESPF).</p>
<p>(ii) The East Sussex Pension Fund Board was appointed by East Sussex County Council (the Scheme Manager and Administering Authority to East Sussex Pension Fund) as its Local Pensions Board in accordance with section 5 of the Public Service Pensions Act 2013 and Part 3 of the Local Government Pension Scheme Regulations 2013. As such, Parts 4 Rules of Procedure (Council's procedural Standing Orders) sub-parts 1, 2, 3, 4, 5 and 6 of the Constitution of East Sussex County Council do not apply to this Pension Fund Board unless expressly referred to within and permitted by these Terms of Reference and Rules of Procedure.</p> <p>The Board will exercise all its powers and duties in accordance with legislation and these Terms of Reference and Rules of Procedure. The Board shall have the power to do anything which is considered to facilitate, or is conducive or incidental to, the discharge of its functions.</p>
<i>Powers of the Pension Board</i>
<p>(iii) The Pension Board will exercise all its powers and duties in accordance with the law and this Terms of Reference.</p>
<p>(iv) ESCC considers this to mean that the Pension Board is providing oversight of these matters and, accordingly, the Pension Board is not a decision-making body in relation to the management of the Fund but instead can make recommendations to assist in such management. The Fund's management powers and responsibilities which have been, and may be, delegated by ESCC to committees, sub-committees and officers of ESCC, remain solely the powers and responsibilities of those committees, sub-committees and officers including but not limited to the setting and delivery of the Fund's strategies, the allocation of the Fund's assets and the appointment of contractors, advisors and fund managers. The Pension Board operates independently of the ESPF</p>

Pension Committee.
(v) The Pension Board will ensure that in performing their role it:
▪ is done effectively and efficiently and
▪ complies with relevant legislation and
▪ is done by having due regard and in the spirit of The Pensions Regulator's Code of Practice and any other relevant statutory or non-statutory guidance.
<i>Objectives and role of the Pension Board</i>
(vi) The role of the Pension Board is defined by the LGPS Regulations as being to assist the Scheme Manager (ESCC as Administering Authority) to:
• secure compliance with the LGPS Regulations and any other legislation relating to the governance and administration of the LGPS and requirements imposed in relation to the LGPS by the Pensions Regulator
• ensure the effective and efficient governance and administration of the LGPS. This should be interpreted as covering all aspects of governance and administration of the LGPS including funding and investments.
(vii) In doing this the Pension Board:
• shall assist the Scheme Manager with such matters as the LGPS Regulations and guidance may specify
• shall seek assurance that due process is followed with regard to the Pension Committee and may review any decisions made by or on behalf of the Scheme Manager or action taken by the Scheme Manager
• shall seek assurance that any identified issues raised by Pension Board members are considered.
• shall comment on and assist in identifying and managing breaches of the law in relation to ESPF matters.
• shall make representations and recommendations to the Pension Committee as appropriate and shall consider and, as required, respond to any Government / Responsible Authority or Scheme Advisory Board requests for information or data concerning the Fund.
• may also undertake other tasks, including (but not limited to):
○ assisting the Pension Committee by reviewing aspects of the performance of the ESPF – for example by reviewing the risk management arrangements within ESPF (although the Pension Committee will remain accountable for risk management);
○ reviewing administration standards or performance or review efficacy of ESPF member and employer communications;

○ reviewing published policies to ensure they remain fit for purpose and are complete;
○ reviewing ESPF annual reports;
○ being part of any consultation process with the purpose of adding value to that process based on, for example, their representation of employers and ESPF members;
○ discussing strategic matters such as communications where requested by the Pension Committee.
• will produce an annual report which is shared with the Scheme Manager. It will outline the work of the Pension Board throughout the scheme year, which will help to –
○ inform all interested parties about the work undertaken by the Pension Board
○ assist the Pension Board in reviewing its effectiveness and identifying improvements in its future operations.
• shall carry out an annual self-assessment of the effectiveness of the Pension Board, and produce a report on this which will be shared with the Pension Committee.
• must provide a record of each meeting to the following Pension Committee meeting and may make reports and recommendations to the Pension Committee insofar as they relate to the role of the Pension Board
• shall assist in considering whether the East Sussex Pension Fund is being managed in accordance with the LGPS and other relevant legislation, including consideration of cases that have been referred to the Pension Regulator and/or the Pension Ombudsman; recommending changes to processes, training and/or guidance where necessary.
• shall monitor administrative processes and support continuous improvements.
• will ensure the scheme administrator supports employers to communicate the benefits of the LGPS to scheme members and potential new members.
Membership
(viii) The Pension Board shall consist of:
a) 3 employer representatives - employer representatives that can offer the breadth of employer representation for the ESPF.
b) 3 scheme member representatives – member representatives nominated to ensure a broad representation of scheme membership (active, deferred, and pensioners) to include:
a. two will be nominated by the trade unions, and

b. the rest will be drawn from the total ESPF active, deferred and pensioner membership.
c) 1 Independent Chair.
(ix) The Pension Board shall be chaired by an Independent Chair.
(x) Substitutes for Board members are not permitted.
(xi) The Quorum of the Board will be 3 Members, excluding the Independent Chair. To be quorate the meeting must include at least one employer representative and one scheme member representative.
(xii) The Board has the power to set up working groups
<i>Appointment of members of the Pension Board</i>
(xiii) The appointment process has been approved by the Governance Committee
(xiv) All appointments to the Pension Board shall be by the Governance Committee under delegated authority from the County Council, including the Independent Chair. The Vice Chair will alternate between scheme member representatives and employer representatives at each meeting. The Vice Chairs will be nominated from the existing Board members whenever one of the existing Vice Chairs is replaced.
(xv) Appointments to the Pension Board shall be managed, wherever possible, so that appointment and termination dates are staggered such that there remains continuity for one meeting to the next.
<i>Term of office</i>
(xvi) Employer representative appointments will expire after a 4 year period from their date of appointment by the Governance Committee or such time as resolved by the Governance Committee. The Governance Committee may agree an extension to this period by up to a further 2 years after which there shall be a further appointment process. Reappointment of existing members is permitted. Appointment will automatically cease if the individual is no longer in the employment of that employer, no longer holds office in relation to that employer or is no longer an elected member of that employer, as appropriate.
(xvii) Scheme member representative appointments will expire after a 4-year period from their date of appointment by the Governance Committee or such time as resolved by the Governance Committee. The Governance Committee may agree an extension to terms of office up to a further 2 years after which there shall be a further appointment process. Reappointment of existing members is permitted. Appointment will automatically cease if the individual is no longer a trade union representative or representative of ESPF members (in accordance with the criteria set by the Governance Committee).
(xviii) The Independent Chair appointment will expire after a period of 4 years from their date of appointment by the Governance Committee. The Governance Committee may agree an extension to terms of office by up to a further 2 years after which there shall be a further appointment process. Reappointment of the Independent Chair is permitted.
(xix) Term dates may not be exact due to the period of the appointment process. The term of office may therefore be extended for

this purpose or other exceptional circumstances by up to three months with the agreement of the Governance Committee.
(xx) A Pension Board member who wishes to resign shall submit their resignation in writing to the Independent Chair. A suitable notice period must be given, of at least 1 month, to enable a replacement member to be found.
(xxi) The role of the Pension Board members requires the highest standards of conduct and the ESCC Code of Conduct for Members will apply to the Pension Board's members. ESCC Standards Committee will monitor and act in relation to the application of the Code.
(xxii) Poor performance will result in corrective action being taken, and in exceptional circumstances the removal of the Pension Board member by the Governance Committee.
(xxiii) Removal of the Independent Chair will be by the Governance Committee.
Chairing
(xxiv) It will be the role of the Chair to -
<ul style="list-style-type: none"> • Settle with officers the agenda for a meeting of the Pension Board
<ul style="list-style-type: none"> • Manage the meetings to ensure that the business of the meeting is completed
<ul style="list-style-type: none"> • Ensure that all members of the Pension Board show due respect for process and that all views are fully heard and considered
<ul style="list-style-type: none"> • Strive as far as possible to achieve a consensus as an outcome
<ul style="list-style-type: none"> • Ensure that the actions and rationale for decisions taken are clear and properly recorded
<ul style="list-style-type: none"> • Uphold and promote the purpose of the Pension Board, and to ensure that meetings are properly conducted and professional advice is followed
<ul style="list-style-type: none"> • To use their expertise and experience and liaise with the Head of Pensions to arrange such advice as required subject to agreement by the Head of Pensions on such conditions as that officer determines
<ul style="list-style-type: none"> • Sign the minutes of each Pension Board meeting following approval by the Board
<ul style="list-style-type: none"> • Prepare with the Head of Pensions an appropriate budget for the Pension Board's consideration before being formally considered by the Scheme Manager along with the ESPF Annual Budget
<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Liaise with officers and advisors on the requirements of the Pension Board, including advanced notice for Scheme

Manager officers to attend and arranging dates and times of Board meetings
<ul style="list-style-type: none"> • Provide guidance on all points of procedure and order at meetings having regard to advice from officers • Other tasks which may be deemed appropriate by the Scheme Manager for the Independent Chair of the Pension Board • • Liaise with the Chair of the Pension Committee as deemed appropriate • Other tasks that may be requested by the Board, within the remit of these Terms of Reference and subject to agreement with the Head of Pensions • Annually review and report on the activities of the Pension Board. • Commission a triennial review of LGPS & public pension fund non-statutory best practice guidance (referencing the SAB & other relevant bodies deemed relevant by the Board) which then brings recommendations to the Committee (when appropriate) for amendments to the operation of the Fund.
<i>Support arrangements and administration</i>
(xxv) ESCC officers will provide governance, administrative and professional support to the Pension Board, and ESCC Member Services will provide secretariat support to the Pension Board, and as such will ensure that:
<ul style="list-style-type: none"> • meetings are timetabled for at least four times per year • adequate facilities are available to hold meetings • an annual schedule of meetings is produced • suitable arrangements are in place to hold additional meetings if required • papers are distributed 5 clear working days before each meeting except in exceptional circumstances • draft minutes of each meeting are normally circulated 7 working days following each meeting including all actions, decisions and matters where the Pension Board was unable to reach a decision will be recorded. • Final reports, minutes and agendas relating to the Pension Committee are shared appropriately with the Board.
(xxvi) The records of the meetings may, at the discretion of the Board, be edited to exclude items on the grounds that they would either involve the likely disclosure of exempt information as specified in Part 1 of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A (2) of that Act.
(xxvii) The minutes and any consideration of the Pension Board shall be submitted to the Pension Committee.
(xxviii) The Pension Board must comply with the General Data Protection Regulation and the Scheme Manager's data protection policy. It must also adhere to the Scheme Manager's requirements, controls and policies for Freedom of Information Act compliance.

Expert advice and access to information, including the Pension Committee	
(xxix)	The Pension Board will have access to professional advice and support provided by officers of ESCC and, via them and where appropriate, advisers to the ESPF. In addition, Pension Board members will receive the final reports, minutes and agendas relating to the Pension Committee, save where the Committee expressly decides otherwise such as where an item is exempt, although this is anticipated to be in exceptional cases.
(xxx)	Insofar as it relates to its role, the Pension Board may also:
	<ul style="list-style-type: none"> request information and reports from the Pension Committee or any other body or officer responsible for the management of the Fund examine decisions made or actions taken by the Pension Committee or any other body or officer responsible for the management of the Fund. access independent professional advice from actuaries, other independent advisers, and investment managers as required, where there are major matters being considered, i.e. investment strategy, triennial valuation, etc., access to professional advice regarding non-major decisions will require the approval of the Pension Committee for additional resources attend all or any part of a Pensions Committee meeting unless they are asked to leave by the Committee or as a result of a conflict of interest.
(xxxi)	ESCC officers will provide such information as is requested that is available without incurring unreasonable work or costs.
Knowledge and Skills	
(xxxii)	Pension Board members will be required to have the 'capacity' to carry out their duties and to demonstrate a high level of knowledge and of their role and understanding of:
	<ul style="list-style-type: none"> the scheme rules (i.e. regulations) the schemes administration policies the Public Service Pensions Act (i.e. being conversant with pension matters relating to their role) and the law relating to pensions.
(xxxiii)	A programme of updates and training events will be organised by ESPF officers.
(xxxiv)	It is for individual Pension Board members to be satisfied that they have the appropriate degree of knowledge and understanding to enable them to properly exercise their functions as a member of the Pension Board.
(xxxv)	In line with this requirement, Pension Board members are required to be able to demonstrate their knowledge and understanding and to refresh and keep their knowledge up to date. Pension Board members are therefore required to
	<ul style="list-style-type: none"> participate in training events (a written record of relevant training and development will be maintained)

- undertake a personal training needs analysis or other means of identifying any gaps in skills, competencies and knowledge relating to Pension Board matters.
- comply with the Fund's Knowledge and Skills Policy insofar as it relates to Pension Board members.

Standards and Conflicts of Interest

(xxxvi) A conflict of interest is defined in the Public Service Pensions Act 2013 as:

“in relation to a person, means a financial or other interest which is likely to prejudice the person’s exercise of functions as a member of the Pension Board (but does not include a financial or other interest arising merely by virtue of membership of the scheme or any connected scheme).”

(xxxvii) The Public Service Pensions Act 2013 requires that members of the Pension Board do not have conflicts of interests. As such all members of the Pension Board will be required to declare any interests and any potential conflicts of interest in line with legal requirements in the Public Service Pensions Act 2013 and the Pension Regulator’s code. These declarations are required as part of the appointment process, as well as at regular intervals throughout a member’s tenure.

(xxxviii) The Pension Board shall adopt a policy for identifying and managing potential conflicts of interest.

(xxxix) Members of the Pension Board must provide, as and when requested by the Scheme Manager, such information as the Scheme Manager requires to identify all potential conflicts of interest and ensure that any member of the Pension Board or person to be appointed to the Pension Board does not have a conflict of interest at appointment or whilst a member of the Pension Board.

(xl) Part 5(1) of ESCC Code of Conduct shall apply in relation to the standards of conduct of Pension Board members, insofar as they can be reasonably considered to apply to the role of members of the Board, including the non-disclosure of confidential information.

(xli) Members of the Pension Board must adhere to the requirements of the ESPF Procedure for Monitoring and Reporting Breaches of the Law and should be mindful of the individual legal requirements in Section 70 of the Pensions Act 2004 relation to reporting breaches of the law in relation to ESPF matters.

Access to the Public and Publication of Pension Board information

(xlii) Members of the public may attend the Pension Board meeting and receive papers, which will be made public in accordance with the Access to Information Rules in ESCC's Constitution.

(xliii) In accordance with the Public Service Pensions Act 2013, ESCC is required to publish information about the Pension Board and up-to-date information will be posted on the ESPF website showing:

- Names of and information regarding the Pension Board members

<ul style="list-style-type: none"> • How the scheme members and employers are represented on the Pension Board
<ul style="list-style-type: none"> • Responsibilities of the Pension Board as a whole
<ul style="list-style-type: none"> • Full terms of reference and policies of the Pension Board and how it operates.
(xiv) In accordance with good practice, ESPF may publish other information relating to the Pension Board as considered appropriate from time to time and which may include:
<ul style="list-style-type: none"> • the agendas and meeting records
<ul style="list-style-type: none"> • training and attendance logs
<ul style="list-style-type: none"> • an annual report on the work of the Pension Board.
(xlv) All or some of this information may be published using the following means or other means as considered appropriate from time to time:
<ul style="list-style-type: none"> • on the ESPF website – https://www.eastsussex.gov.uk/yourcouncil/pensions/members/
<ul style="list-style-type: none"> • on the ESCC website – http://www.eastsussex.gov.uk,
<ul style="list-style-type: none"> • within the ESPF Annual Report and Accounts,
<ul style="list-style-type: none"> • within the ESPF's Governance Policy and Compliance Statement.
(xlvii) Information may be excluded on the grounds that it would either involve the likely disclosure of exempt information as specified in Part 1 of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.
<i>Expense reimbursement, remuneration and allowances</i>
(xlviii) All Pension Board members will be entitled to claim travel and subsistence allowances for attending meetings relating to Pension Board business (including attending training) at rates contained in the Members' Allowances Scheme in the ESCC's Constitution. In addition, scheme member representatives may be paid an allowance equivalent to the co-optees' allowance in the ESCC Scheme of Members' Allowances in relation to time spent at meetings and training events relating to their role as a ESPF Pension Board member, unless they are attending they are attending during their normal working day without a reduction in pay or leave (in which case no allowance will be paid for that time).
(xlviii) The Independent Chair's remuneration will be approved by the Governance Committee following consultation with the Chair of the Pension Committee.
(ii) All costs will be recharged to the Fund.
<i>Accountability</i>
(i) The Pension Board collectively and members individually are accountable to the Scheme Manager (ESCC), the Pensions

Regulator, and the Local Government Pension Scheme Advisory Board. The Local Government Pension Scheme Advisory Board will advise the Responsible Authority (in the case of the LGPS the MHCLG) and the Scheme Manager. The Pensions Regulator will also be a point of escalation for whistle blowing or similar issues.

Decision Making Process

(li) Employer representatives and scheme member representatives have voting rights, albeit the Pension Board is expected to operate on a consensus basis. The Independent Chair does not have voting rights.

(lii) In the event of an equal number of votes being cast for or against a proposal there shall be no casting vote but the proposal shall be considered to have been rejected. The Scheme Manager shall be alerted when a decision is reached in this manner.

Reporting and escalation

(liii) The Pension Board must provide minutes of each meeting to the following Pension Committee meetings and may make reports and recommendations to the Pension Committee insofar as they relate to the role of the Pension Board. Any such reports or recommendations must be provided in advance of the next Pension Committee meeting to the S151 Officer.

(liv) An annual report of the Pension Board must be provided to the S151 Officer, the Monitoring Officer, the Pension Committee, and the Audit Committee and be published in the Fund's Annual Report and Accounts.

(lv) Where the Pension Board considers that a matter brought to the attention of the Pension Committee has not been acted upon or resolved to their satisfaction, the Pension Board will provide a report to the Monitoring Officer.

(lvi) The Breaches Register will be presented at each meeting and considered by the Pension Board who may make recommendations to the Pension Committee.

Review, Interpretation and Publication of Terms of Reference and Rules of Procedure

(lvii) These Terms of Reference have been agreed by ESCC. The Council will monitor and evaluate the operation of the Pension Board and may review these Terms of Reference and Rules of Procedure from time to time.

(lviii) These Terms of Reference are incorporated into the Council's Constitution and published on the Council's website and may be amended by the same means as permitted for the Constitution. It will also form part of the ESPF's Governance Policy and Compliance Statement which will be made available in accordance with the requirements of the LGPS Regulations.

Finance

1. To implement decisions of National Negotiating Bodies affecting employees, except insofar as such decisions give discretionary powers to employing authorities.

~~2. To pay statutory benefits under the Local Government Pension Scheme.~~

Corporate Property Functions

3. To undertake corporate property reviews.
4. To develop policies, and set and monitor corporate standards to achieve the policies in relation to:
 - land acquisition;
 - new build and maintenance;and to ensure corporate mechanisms are in place to achieve this role.
5. To provide Health and Safety advice and guidance in respect of property matters.
6. To provide and maintain the County Council's terrier and other corporate property information.
7. To provide property advice to the County Council on corporate functions including the following client agent functions in relation to corporate property responsibilities:
 - property services input to property reviews and property audits;
 - asset valuations;
 - advice on the mix between temporary/permanent and freehold/ leasehold accommodation;
 - property and land acquisition and disposal service.
8. To prepare and maintain approved lists of works consultants and contractors.

Other Property Matters

9. To declare surplus to County Council requirements and to authorise the disposal of small areas of surplus land where:
 - (a) no alternative form of development is considered possible;

- (b) the adjoining owner is the only likely purchaser; and
 - (c) the area of land is less than 0.2 hectares (0.494 acres).
10. To authorise the disposal of surplus houses in accordance with the policy set by the Council.
 11. To authorise the temporary occupation of a property (for a maximum period of 12 months) where a staff tenancy terminates for any reason other than retirement or death of the employee.
 12. To approve the terms of any land disposal where the payment from the other party does not exceed £250,000 (in the case of a lump sum payment) or £25,000 per annum (in respect of an annual rental), and to maintain a register of all such transactions, to be available for inspection by members.
 13. After consultation with the Lead Cabinet Member for Resources (subject to Financial Regulations) to approve on behalf of the Council the sale price or other consideration for the disposal of any interest in land, above the limit set in paragraph 12 above.
 14. To seek planning permission under Regulation 4 of the Town and Country Planning General Regulations 1992.

Corporate Personnel and Training Function

15. To authorise increases to locally agreed special payments and allowances which have a corporate application to reflect movement in the relevant cost of living index/wage award as appropriate.
16. To increase the ceiling on the Assisted Car Purchase Scheme annually in the light of increases in new car prices.
17. To adjust, on an annual basis, user contributions towards the leasing costs of lease cars.
18. To vary, in special cases, the approved level of assistance with training expenses.
19. To authorise payment of awards under the Local Government (Discretionary Payments) Regulations.
20. To apply the [East Sussex County Council Employer] discretionary provisions within the Local Government Pension Scheme (LGPS) To apply the discretionary provisions within the Local Government Pension Scheme Regulations.
21. To agree with the employing Director the salary bands for management posts in LMG Bands 1-10 (below Director level).

22. To approve payments under the Market Supplement Policy, in consultation with the relevant Director, subject to the other options for addressing staff retention problems having been considered and the following criteria having been satisfied:
 - (a) the market in which the County Council is competing being examined;
 - (b) salary levels in that market for the required skills, qualifications and experience being clearly above the County Council pay levels; and
 - (c) non-pay items which might provide a recruitment/retention incentive being thoroughly examined.
23. To accelerate the incremental position of any employee whose post is reserved for elected member appointment, with the exception of the Chief Executive and Chief Officers provided the maximum of the grade for the post is not exceeded.
24. To authorise the premature retirement of non-teaching staff except those for those posts reserved for elected member appointment in which cases premature retirement can be authorised after consultation with the members of the Governance Committee.
25. To extend the time period for aggregation of LGPS membership beyond 12 months in exceptional circumstances.
26. To agree, in consultation with the relevant Director, individual compensation settlements arising from references to the ACAS Conciliation Officer in Employment Tribunal cases.
27. To maintain and operate the Corporate Confidential Reporting ("Whistleblowing") Policy.
28. To maintain and operate the E-Mail Use Policy, including authority to make any necessary minor amendments or updating.

Other Matters

29. To settle individual claims for compensation arising for reasons other than loss of or damage to an employee's property in those cases where the employee is unable to prove that there is any negligence on behalf of the County Council.
30. To exercise the County Council's powers as a member of the East Sussex Tourist Attractions Association (ESTAA).
 - (a) To exercise day to day management of the Ashdown Forest Trust; and
 - (b) to agree the accounts of, and grants by, the Trust after consultation with the Lead Cabinet Members for Resources and Transport and Environment, and the Director of Communities, Economy and Transport

Note: The Chief Operating Officer's and the Chief Finance Officer's duties and responsibilities in relation to insurances are set out in the Financial Regulations.

F Assistant Chief Executive

1.
 - (a) To perform the role of Solicitor to the Council and, as such, to be its chief legal adviser.
 - (b) To institute, defend and carry on legal proceedings to protect the County Council's interest or to implement a decision made by it or on its behalf or for the recovery of any debt or sum due to it and to negotiate and settle claims.
 - (c) To exercise the County Council's powers to institute proceedings:
 - (i) for alleged contravention of bylaws made by it;
 - (ii) under the Wildlife and Countryside Act 1981, Part 1;
 - (iii) under the Education Act 1996, section 547;
 - (d) To institute or defend criminal proceedings on behalf of the County Council.
 - (e)
 - (i) To exercise the powers, and to institute proceedings, under the Criminal Justice and Public Order Act, Sections 77 to 79.
 - (ii) In consultation with the relevant Chief Officer, to authorise legal proceedings for the recovery of land.
2. To sign, present or sue on petitions in bankruptcy and applications for winding up, to make affidavits, proofs of debts and proxies and to take all necessary action under the Insolvency Act 1986 on behalf of the County Council as shall appear to him to be expedient and in the interests of the Council.

Note:

It is a condition of this delegation that the relevant member of the Cabinet shall be consulted where residents in homes are involved.

3. To appoint authorised officers (for surveillance purposes) and designated person and single points of contact (for the purposes of communications data) under the Regulation of Investigatory Powers Act 2000.
4. To grant dispensations relieving a member from either or both of the restrictions (participating in discussions and in voting)
5. To appoint Independent Persons for the Standards Committee and to determine the rules and procedures for investigations and hearings by the full Standards Committee or any sub committee of the Standards Committee
6. To determine requests by officers and members for assistance under the indemnity with respect to civil liability, except in the case of requests for

assistance by members in respect of breaches of the Members' code of Conduct, where the Chief Executive shall determine such requests.

7. To require information as to interests in land under a power conferred upon the County Council by any Act.
8. To exercise the Council's powers and duties under:
 - (a) the Charities Acts 1993 and 2006;
 - (b) the Local Government (Access to Information) Act 1985 to set charges for copy documents and other matters;
 - (c) section 3 of the Local Government and Housing Act 1989 (politically restricted posts).
9.
 - (a) After undertaking consultations, as appropriate, or, in the case of appointments under the Local Government and Housing Act 1989 on receipt of nominations, to appoint members, and fill vacancies.
 - (b) In consultation with the Leader of the Council, to approve the appointment of delegates to attend conferences at which the County Council is invited to be represented and at meetings of bodies of which the County Council is a member and to appoint substitutes.
10. To appoint a person(s) to consider representations made by objectors who request a hearing under Section 6(1) of the Commons Registration (East Sussex) Act 1994 and to report to the Cabinet regarding those representations.
11. In relation to school admission appeal panels:
 - (i) to appoint a panel of persons from whom Appeal Panels can be drawn, to comprise: (a) those persons who either have experience in education or are familiar with local educational circumstances or are parents of children currently at a school and whose names he has approved; and (b) those persons who have responded to statutory advertisements for lay members, or who otherwise meet the statutory criteria to serve as lay members, and whose names he has approved;
 - (ii) to constitute from time to time Appeal Panels by the selection of three panel members, subject to statutory requirements;
 - (iii) to appoint panel members as Chairs of Appeal Panels;
 - (iv) to approve a list of persons for appointment to Appeal Panels established by governors of voluntary aided schools.

12. To make arrangements pursuant to section 95(2) of the School Standards and Framework Act 1998 (appeals by governing bodies in relation to admitting excluded pupils)
13. In relation to Independent Review Panels for school exclusions:
 - (i) to appoint a panel of persons from whom Independent Review Panels can be drawn, to be comprised of one from each of the following three groups: (a) lay panel members, defined as those who have not worked in a school in a paid capacity, although they may have been a school governor or worked as a volunteer; (b) those members who must be, or have been, a governor of a maintained school provided they have served in this capacity for at least 12 months in the last 5 years (but must not be or have been a teacher or headteacher); and (c) those members who are, or have been in the last five years a headteacher of a maintained school. In the event of an exclusion from a Pupil Referral Unit (PRU), the member can either be a headteacher from a maintained school or a teacher in charge of a PRU;
 - (ii) to constitute from time to time Independent Review Panels by the selection of one panel member from each of the three categories above;
 - (iii) to meet statutory requirements, to appoint only lay members as Chairs of Independent Review Panels;
 - (iv) to approve a list of persons for appointment to Independent Review Panels established by governors of voluntary aided schools.
14. To enter into model agreements, as amended, under the New Roads and Street Works Act 1991 or any re-enactment thereof.
15. In consultation with the Director of Communities, Economy and Transport and the Chief Operating Officer to agree, on behalf of the County Council, to acquire land pursuant to the service on the County Council under Section 150 of the Town and Country Planning Act 1990 of a valid blight notice in respect of land which is blighted under any of paragraphs 13-18 of Schedule 13 to that Act provided he is satisfied that no grounds exist for service of a counter-notice under Section 151 of the 1990 Act.
16. To designate the Statutory Scrutiny Officer for the County Council.
17. To discharge the County Council's responsibilities for the Coroner Service and for the provision of support for the administration of the Coroner's Office, including the appointment of the Senior Coroner, Area Coroners and Assistant Coroners

Note:

- (i) *The Assistant Chief Executive has been designated as the Monitoring Officer under the Local Government and Housing Act 1989.*

- (ii) *The Assistant Chief Executive has been authorised to make decisions at Stage 2 of the internal dispute resolution procedure under the Local Government Pension Scheme Regulations [2013] ~~Local Government Pension Scheme (Administration) Regulations 2008~~ (Note: the Pension Compliance Manager has been authorised to deal with Stage 1 disputes).*

G. Chief Finance Officer

1. To make arrangements for the borrowing of such money as the County Council has decided shall be borrowed in accordance with such policy as may be laid down from time to time by the Council and subject to the receipt of the necessary Government approvals.
2. In accordance with the provisions of the Local Government and Housing Act 1989:
 - (a) to issue bonds and to deal with allied detailed matters as reported to the Cabinet;
 - (b) to issue bills in accordance with conditions reported to the Cabinet.

Note: Delegation 2 above is granted subject to the Chief Operating Officer's reporting at regular intervals to the Cabinet on action taken.

- ~~3. To be responsible for implementing the policy decided by the Pension Committee and to act on its behalf in special or emergency situations where delay in the purchase or sale of investments might be detrimental to the interests of the East Sussex Pension Fund.~~
- ~~4. To authorise the approval of the terms of an admission agreement and any related bond or indemnity, with a body to which staff are being transferred under a Best Value arrangement, to participate in the East Sussex Pension Scheme.~~
- ~~5. To approve any requests, and undertake any necessary actions in connection with designating any employees, or class of employees, of the governing body of a foundation school as being eligible for membership of the East Sussex Pension Fund~~
- ~~6. To undertake any necessary actions in connection with admission of any academies to the East Sussex Pension Fund as scheme employers~~
- ~~7. To approve the terms of an Admission Agreement, together with any related bond or indemnity, under which a community association body may participate in the East Sussex Pension Scheme~~
3. To carry out the statutory duties referred to in Section 151 of the Local Government Act 1972 in relation to the Pension Fund and to provide advice to the County Council, Pension Committee and Pension Board in carrying out their responsibilities.
4. To implement strategies and policies approved by the Administering Authority (including those delegated to the Pension Committee).
5. To manage, in accordance with the policies and strategies approved by the Administering Authority (including the Pension Committee), and in accordance with legislative requirements, the East Sussex Pension Fund including

ensuring arrangement for investment of assets and administration of contributions and benefits.

6. To implement policies decided by the Administering Authority (including the Pension Committee).
 7. To take action or decide any other Pension Fund related matter on behalf of the Administering Authority in special or emergency situations, in consultation with the Chair of the Pension Committee, including but not limited to where delay in the purchase or sale of investments might be detrimental to the interests of the East Sussex Pension Fund.
 8. To approve the terms of an admission or cessation agreement and, where appropriate, any related bond or indemnity, with a body wishing to participate in or leave the East Sussex Pension Scheme/Fund.
 9. To undertake any necessary actions relating to employers joining and leaving the fund, or monitoring of such employers, based on decisions made by the Pension Committee.
 10. To agree Administering Authority responses to consultations on LGPS matters and other matters where they have minimal impact on the Fund or its stakeholders including relating to minor technical operational matters impacting the Administering Authority only.
 11. To implement the Fund's agreed strategic allocation including use of both rebalancing and conditional ranges in accordance with the Investment Strategy.
128. After consultation with the relevant Cabinet members (subject to the provisions of Financial Regulations) to:
- (a) authorise transfers between budget headings;
 - (b) vary the capital programme;
 - (c) deal with urgent budgetary matters;
 - (d) deal with urgent matters relating to borrowing, investments and excusal of debts; and
 - (e) vary the interest rate chargeable for staff housing advances.
913. After consultation with the Director of Adult Social Care and Health, to set future inter authority and standard charges for residential and day care accommodation, in accordance with the formula recommended by the Local Government Association.

- | ~~40~~14. To set fees and charges for 2019/20 onwards and to report to Cabinet and the County Council on those set at a level above inflation as part of the quarterly monitoring
- | ~~44~~15. To determine whether additional income, e.g. one-off grants, should be held corporately or passed to the relevant department within the Medium Term Financial Plan (See A.5.1.3)
- | ~~42~~16. To determine the resources available for the Capital Programme, taking into consideration the availability of reserves and balances, funding from other bodies and the affordability of borrowing. (see A.5.3.6)
- | ~~43~~17. To agree variations within 10% of a capital scheme's current budget where funding has been identified as outlined in A.5.3.8 (see A.5.3.9)
- | ~~44~~18. To determine annually the capital risk provision and to approve use of the provision and to approve use of the provision for individual project, in consultation with the Capital Strategic Asset Board. (see A.5.3.10)

Note: The Chief Finance Officer has been designated as the Officer with responsibility for the proper administration of the Council's financial affairs under Section 151 of the Local Government Act 1972.

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East Sussex County Council

Report of the Independent Remuneration Panel 2020**1. Background**

1.1 The County Council is required, by the Local Authorities (Members' Allowances) (England) Regulations 2003, to have regard to the recommendations of the Independent Remuneration Panel in making amendments to the scheme of allowances paid to Councillors. In October 2017, the Council agreed that the Panel be asked to review the Scheme every four years in accordance with the Regulations unless the Assistant Chief Executive considers that there is a change in circumstances that justifies an earlier review or a request is received from a Group Leader.

1.2 Since the last review of the Scheme in 2017, allowances have risen annually in line with increases to Local Managers (LMG) pay. In response to a request received from a Group Leader, the Panel considered whether an SRA should be paid to the Chair of the Pension Committee.

Role of the Pension Committee Chair

1.3 The Pension Committee was established in 2015 in response to the Local Government Pension Scheme (Amendment) (Governance) Regulations 2015. The County Council has delegated authority for all pension related investment and administration decisions on behalf of the Administering Authority (ESCC) to the Committee. In addition to the formal meetings, the Chair of the Committee has regular meetings/briefings with officers.

1.4 There are four scheduled meetings of the Committee each year for which there are Chair's briefing meetings. In addition, the Chair of the Committee receives weekly briefings from the Chief Finance Officer and attends the quarterly meetings of the Pension Board whose role is to assist the Administering Authority in carrying out its pension fund management functions.

1.5 The Chair of the Pension Committee has been instrumental in a governance review of the East Sussex Pension Fund (ESPF) – which has considered the Governance arrangements for the fund having regard to the Local Government Pension Scheme (LGPS) Advisory Board's *Good Governance in the LGPS Project*. The recommendations of the Scheme Advisory Board are expected to be enacted via new statutory guidance issued by the Ministry for Community Local Government and Housing in due course. The purpose of the governance review is to ensure that the governance around the fund is fit for purpose and reflects the direction of travel for the sector. The review recognises the potential for there to be inherent conflicts of interest and the need for a degree of separation.

1.6 In order to fulfil the role as Chair of the Committee a significant level of preparation and reading of documentation is required to understand the complexities of the work delegated to the Committee. The Chair also represents the East Sussex Pension Fund (ESPF) in working with the Fund's external advisors and also hosts the ESPF Employer's Forum.

1.7 In 2015 the Government announced its intention to invite Administering Authorities to make proposals for pooling LGPS investments. Investment pooling is intended to create the scale that will enable access to lower investment manager fees and deliver savings to Local Government Pension Scheme (LGPS) Funds. In the pooled investment structure individual funds are responsible for investment strategy and asset allocation decisions.

1.8 In March 2017, the Council agreed that the ESPF join the ACCESS Pool with the following 10 Pension Funds: Cambridgeshire, Kent, Hampshire, West Sussex, Norfolk, Essex, Northamptonshire, Hertfordshire, Suffolk and the Isle of Wight. The ACCESS Pool is governed by the Joint Governance Committee made up one elected councillor from each authority's Pension Committee. Since May 2017, the County Council has agreed that its representative on the Joint Committee is the Chair of the Pension Committee.

1.9 The Joint Committee meets four times a year and, in addition, the Chair of the Committee attends a number of investor/pool briefing and training events during the course of a year.

1.10 The Chair of the Pension Committee has had to respond to 73 public questions at County Council meetings since May 2017. By way of contrast, no other Committee Chair has had to respond to a public question in that period (all other questions have been directed to members of the Cabinet).

Comparative Information

1.11 The other Council committees that meet on a regular basis are the Audit Committee (four meetings a year), the People, Place and Health Scrutiny Committees (four meetings a year each) and the Planning Committee (11 meetings a year). The Chair of each of these four committees receives an SRA of £6,531 per annum.

1.12 The table below sets out SRAs paid to Pension Committee chairs at other County Councils. The Panel acknowledges that this should only be used as a guide as each council will have its own committee structure and terms of reference for each committee and it is therefore not possible to make direct comparisons between the work and role of committee chairs at each authority.

County Council	SRA to Chair of Pension Committee	Notes
Kent	£8,953	Same SRA as Chairs of Planning, Audit and Scrutiny Committees
Essex	£13,500	Same SRA as Chair of Audit and Planning Committees
Hampshire	£12,055	Same as Scrutiny and Planning Chairs. Audit Chair receives £6,028
Surrey	£10,019	Same as Audit and Scrutiny Chair. Planning chair receives £12,024
West Sussex	N/A	Chair of Pension Panel is a Cabinet member
Oxfordshire	£6,000	Same SRA as Chairs of Audit, Planning and Scrutiny Committees
Cambridgeshire	£7,345	Same as Audit and Planning Committees. No Scrutiny.
East Sussex	£0	Audit, Planning and Scrutiny Chairs SRA is £6,531
Buckinghamshire	N/A	Pension responsibilities are the role of a Cabinet member

2. Conclusion

2.1 The Panel was satisfied that the duties and responsibilities of the post were sufficiently onerous and responsible as to warrant the application of the SRA. Regard was also made to the many meetings and briefings required of the postholder. The Panel recommends that:

- a) An SRA of £6,531 per annum be payable to the Chair of the Pension Committee; and;
- b) Payment of the allowance should be backdated to 1 April 2020.

Duncan Keir (Chair of the Panel)
Daphne Bagshawe
Fiona Leathers

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Supplementary Standing Orders – Virtual Meetings

(To be read in conjunction with Part 4, Section 1 – Council Procedure Rules)

Introduction

1. Different meeting arrangements are in place for the period 4 April 2020 to 7 May 2021 because of the provisions of the Coronavirus Act 2020, and the associated Meetings Regulations 2020, to allow formal virtual meetings.

Interpretation

2. These Standing Orders clarify the County Council's temporary legal powers to hold meetings via telephone audio conference, video conference or other electronic means to avoid convening public gatherings during the public health emergency. In any instance where these Standing Orders conflict with other Standing Orders or other sections of the Constitution, these Standing Orders prevail until 7 May 2021.

Attendance

3. All references to members being 'present' at a meeting include participating through virtual methods, including audio conferencing or video conferencing.
4. All references to Members 'attending' a meeting include participating through virtual methods, including audio conferencing or video conferencing.
5. To qualify as a formal, virtual meeting, Members must be able to hear and (where practicable) see and be heard and (where practicable) be seen by other Members in attendance at the meeting. This full requirement also extends to members of the public attending to exercise a right to speak at a meeting. All other members of the public must as a minimum be able to hear and (where practicable see) the meeting.
6. A Member in attendance through virtual methods will be deemed to have left the meeting where, at any point in time during the meeting, any of the conditions for attendance contained in paragraph 5 above are not met in their case. In such circumstance the Chairman may, as he or she deems appropriate;
 - (a) adjourn the meeting for a short period to permit the conditions for virtual attendance for the Member or Members to be re-established; or
 - (b) count the number of Members in attendance for the purposes of the quorum and, if quorate
 - (c) continue to transact the remaining business of the meeting in the absence of the Member or Members. If absent members later re-join the meeting, they will be able to continue to participate, but will not be able to vote in any decision of the Regulatory Committee, or Committees or Panels drawn from the Regulatory Committee, where they have missed part of the debate on that item.
7. All references to meeting locations include an entirely virtual meeting by audio conference or video conference with no published fixed location. However, a fixed location will ordinarily be published to provide for members of the public to view a meeting on screen at that location.

8. If any Member is not able to attend a meeting during the period covered (to 7 May 2021) due to issues related to the virtual nature of the meeting, for example technical difficulties, or failure of IT equipment or services, this will be considered as an absence for a reason approved by the Council in relation to attendance requirements.

Public access

9. All formal meetings will be accessible to the public through live webcasting of the audio or video content, and through provision for a meeting to be viewed on screen at the published location, except where exempt items are being discussed.

Communications

10. References to hard copy communications such as 'in writing or, 'signing' 'can include by email or other electronic methods of communication where appropriate.

Access to documents

11. All references to the 'supply' or 'provision' of documents or 'inspection' of documents at 'County Hall' or 'council offices' will be via electronic methods such as on the County Council's website in the first instance, or via email where permissible. Where practicable, hard copies of documents by post may be available on request for those who do not have internet provision.

Conduct of meetings

12. Notwithstanding the provisions set out in these Standing Orders the conduct of the meeting will be at the discretion of the Chairman. The Chairman of a virtual meeting will manage the meeting with clear instructions and requests to participants. Members will request to speak via electronic means such as instant messaging.
13. If the Chairman speaks, any other Members shall stop speaking and will seek instruction from the Chairman.
14. Requests to raise points of order or points of personal explanation as provided for in Standing Order 22 must be communicated to the Chairman via electronic means and must be allowed as soon as practicable.
15. On any occasion where a committee resolves to go into Part II to discuss exempt or confidential business, each Member and officer taking part in the virtual meeting must ensure that there are no other persons present who are not entitled to be participating (whether by hearing or seeing) in the consideration of such items, and that no person is recording the proceedings.

Interests

16. Standing Orders 62.1 and 62.2 continue to apply in that Members will have regard to the Code of Conduct in any meeting. If a Member has a pecuniary or prejudicial interest in an item, they must leave the virtual meeting for the duration of that item, after which they will be invited to re-join the meeting.

Voting

17. At a virtual meeting, unless a recorded vote is mandated or requested verbally or by electronic means in line with Standing Orders 33 (Council) or 55 (Cabinet, Committees

and Sub-Committees), the method of voting shall be at the discretion of the Chairman who may take the vote in one of the ways set out below depending on the nature of the meeting and the item:

- (a) by the affirmation of the meeting if there is no dissent [by assent]; or
- (b) by roll-call, and the number of votes for or against the motion or amendment or abstaining from voting will be recorded.

- 18. If any dissent is indicated under method (a), the Chairman may move to (b) a roll-call vote.
- 19. If a vote is to be taken by roll-call the Chairman will pass to an officer who will call each Member in turn to cast their vote verbally, or by electronic methods. The Chairman will read out the result when it has been collated.
- 20. Details of how Members voted will not be minuted unless a recorded vote was requested. See also provisions in Standing Order 6(c) above for Regulatory Committees and Panels.

Questions from members of the public

- 21. Provision for written questions from members of the public at Council meetings continues to apply in line with Standing Order 42. Supplementary verbal questions from members of the public will not be taken at virtual Council meetings

Petitions

- 22. A Member wishing to present a petition to the Chairman of the Council as set out in Standing Order 40.1 may do this via an alternative method of communication such as email.
- 23. Provision for a petitioner to address the Cabinet, relevant Cabinet member or Committee on the subject matter of a petition referred by the Chairman will apply where practicable but shall be at the Chairman or Lead Member's discretion. As the meetings will be held virtually, written submissions to be read out at the relevant meeting will also be requested from designated speakers in advance of the meeting in case of technical issues.

Public representations at Planning Committee

- 24. Provision for public speaking at the Planning Committee continues to apply as set out in part 4 of the Constitution, and will continue to be in accordance with the Council's [policy on Speaking at Planning Committee](#). However, as the meetings will be held virtually, written submissions to be read out at the Committee meeting will be requested from designated speakers in advance of the meeting. There will though be the option to speak to the Committee in person using telephone or video conferencing where this is practicable.

General

- 25. In so far as legally permissible, failure to comply with the requirements of these Standing Orders does not invalidate the decisions of the Council, Committee or body in question.

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Constitution

The East Sussex Health and Wellbeing Board (the Board) includes representation from all bodies in East Sussex with major responsibilities for commissioning and providing health services, public health and social care.

Membership:

- 4 Members* of the County Council chosen by the Leader of the Council
- 2 Members* representing the five District and Borough Councils
- East Sussex County Council Director of Public Health
- East Sussex County Council Director of Adult Social Care and Health
- East Sussex County Council Director of Children's Services
- Chief Executive of East Sussex Healthcare NHS Trust
- Chief Executive of Sussex Community NHS Foundation Trust
- Chief Executive of Sussex Partnership NHS Foundation Trust
- Three representatives of the East Sussex Clinical Commissioning Group (CCG)
- ~~One representative from each East Sussex Clinical Commissioning Groups (CCG)~~
- One representative of NHS England South
- One representative of Healthwatch East Sussex**

** To avoid conflict of interest Members must be different from the Health and Overview Scrutiny Committee Member.*

***To avoid conflict of interest Healthwatch East Sussex will not be members of the Health and Overview Scrutiny Committee Member or any Council Scrutiny Committee.*

The Board will be chaired by an elected Member of East Sussex County Council.

A Deputy Chair will be chosen from among the CCG representatives.

The quorum for a Board meeting shall be half of the membership including at least one elected Member of the County Council and one representative of the CCGs.

In the event of equal votes the Chair will have the casting vote. All members of the Board will be entitled to vote.

Observers

In addition to the Members listed above, additional non-voting observers from relevant agencies will be invited attend to assist in achieving the Board's objectives. The invited observers with speaking rights are:

- One Member* from each of the three Borough and District Councils within East Sussex that are not voting representatives
- Chief Executive of East Sussex County Council
- One representative of the East Sussex Voluntary and Community Sector
- Chief Executive of Brighton and Sussex University Hospitals NHS Trust
- Chief Executive of Maidstone and Tunbridge Wells NHS Trust
- Sussex Police and Crime Commissioner

- Chief Fire Officer East Sussex Fire and Rescue Service

Principles of the Board – the principles have been removed as they are now included as part of the role and function of the board.

Role and Function

- To provide whole system leadership for the health and wellbeing of the people of East Sussex and the development of sustainable and integrated health and care services.
- To provide strategic influence over the commissioning and provision of health, public health and social care services in East Sussex.
- To strengthen democratic legitimacy by involving democratically elected representatives and patient representatives in commissioning and provision decisions across health and social care and provide a forum for challenge, discussion, and the involvement of local people.
- To bring together the NHS, the council and others to develop a shared understanding of the health and wellbeing needs of the community using robust and up to date evidence.
- To drive local commissioning and delivery of health care, social care and public health and create a more effective and responsive local health and care system that reduces the need for health and social care in the longer term and/or prevents the need for a more expensive service.
- Jointly undertake responsibilities for addressing population health need and working together to inform strategic planning of health and social care, through oversight of integrated investment plans Better Care Fund, Improved Better Care Fund and any other responsibilities delegated to the HWB.
- To have a relationship with the East Sussex Strategic Partnership to strengthen the engagement of wider range of stakeholders in all determinants of health.

These functions will be delivered through the following activities:

Identify needs and priorities

1. Publish and refresh the East Sussex Joint Strategic Needs and Assets Assessment (JSNAA), using a variety of tools, evidence and data including user experience, to ensure that the JSNAA supports commissioning and policy decisions and identification of priorities.

Deliver and review the Health and Wellbeing Strategy

2. Review and update the Joint Health and Wellbeing Strategy regularly to ensure the identified priorities reflect the needs of East Sussex that clearly explains our joint purpose to residents, communities, staff and volunteers in all organisations
3. Ensure the council, CCGs and NHS providers contribute to the delivery of the Joint Health and Wellbeing Strategy and integrate its agreed objectives into their respective plans.
4. Review recommendations from the East Sussex Health and Social Care Executive Group with regard to transforming services and the overall strategic investment patterns to meet population health needs and deliver outcomes, reflecting national policy where this is appropriate.
5. Oversee and hold partners to account for the implementation of agreed plans.

Ensure achievement of outcomes

6. Communicate and engage with local people about how they can achieve the best possible quality of life and be supported to exercise choice and control over their personal health and wellbeing.
7. Have oversight of the use of relevant public sector resources across a wide spectrum of services and interventions, with greater focus and integration across the outcomes spanning healthcare, social care and public health.
8. Work in partnership with the Sustainability and Transformation Partnership (STP) to improve outcomes for East Sussex residents and hold the STP to account for delivery in East Sussex of its parts of the system.

Reporting

9. Propose recommendations regarding the work of the Health and Wellbeing Board to:
 - East Sussex County Council;
 - East Sussex CCGs; and
 - NHS provider Trusts
10. Direct issues to and receive reports from the appropriate Scrutiny Committees of the County Council, and the East Sussex Strategic Partnership.

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6. Disciplinary action

- (i) Disciplinary procedures should be handled as quickly as possible, subject to the need to investigate thoroughly. Informal conciliation is preferred to formal procedures if it can bring about a mutually agreed solution.
- (ii) Where an allegation is made against the Monitoring Officer or the Chief Finance Officer, the Head of Paid Service, or in the case of the Head of Paid Service, the Chair of the Governance Committee, will decide whether to:
 - a) take no action; or
 - b) agree an informal course of action; or
 - c) take formal action with the consent of the employee; or
 - d) refer the matter to the Investigating and Disciplinary Committee (IDC)

the Governance Committee will, as a term of reference of the Governance Committee, act as the IDC. The IDC must be politically balanced and must include at least one member of Cabinet.

If the statutory officer does not agree any proposed informal course of action and/or if it is decided to refer the matter to the IDC, the Head of Paid Service, or the Chair of the Governance Committee, as appropriate, will decide whether to suspend and will have authority to suspend if it is considered appropriate. This may be necessary, for example, if an allegation is such that if proven it would amount to gross misconduct or if the Statutory Officer's continuing presence at work might compromise the investigation or impair the efficient exercise of the Council's functions. If it is decided that the Statutory Officer should be suspended, the Statutory Officer will be informed in writing of this and of the reason for the suspension without delay and shall have the right to present information before such a decision is made.

- (iii) Where an allegation is made, the Head of Human Resources and Organisation Development will write to the Statutory Officer to invite the Statutory Officer to an IDC investigative meeting within 10 working days of the meeting. The invitation should set out the allegation(s)/issues, and provide any evidence to be considered. The invitation will also invite the Statutory Officer to submit a written response to the IDC not less than 5 working days before the meeting.
- (iv) Following the investigative meeting, the IDC will determine the course of action to be either:
 - a) no further action required; or
 - b) informal, un-recorded warning given; or
 - c) an Independent Investigator to be appointed to investigate the allegations and report to the IDC with their findings and recommendations.

- (v) The Chair of the IDC will confirm the outcome of the investigative meeting in writing to the Statutory Officer without delay.
- (vi) If the IDC decides to appoint an Independent Investigator, a list of suitably qualified individuals is provided by the JNC Joint Secretaries and the Statutory Officer may choose from the list provided. If genuine conflicts of interest are raised these will be considered by the IDC but if the Statutory Officer does not agree within 14 days, the IDC should be free to appoint their choice from the list.
- (vii) The Independent Investigator will conduct an investigation and produce a written report to the IDC:
 - a. Stating in his/her opinion whether (and if so, the extent to which) the evidence he/she has obtained supports the allegation of misconduct or other issue under investigation; and
 - b. Recommending any disciplinary action or range of actions (if any) which appear to him/her to be appropriate for the authority to take against the Statutory Officer.
- (viii) Where the Statutory Officer is suspended, the suspension should be reviewed by the Chair of the IDC after two months, and only continued following consultation with the Independent Investigator. The Chair of the IDC should confirm the outcome of the review in writing to the Statutory Officer without delay and after taking into account any representations made by the Statutory Officer.
- (ix) If the Independent Investigator considers that there is a case to answer, the Head of Human Resources and Organisation Development will arrange a hearing in accordance with the Code of Practice on Disciplinary and Grievance Procedures and invite the Statutory Officer to attend, giving at least 10 working days' notice including any associated paperwork from the Independent Investigator. The Statutory Officer has a right to be accompanied in the normal way. Any written response to the documents provided by the Independent Investigator should be received from the Statutory Officer at least 5 working days' in advance of the hearing.
- (x) At the hearing, the Independent Investigator should present their findings, including calling any witnesses they may wish to. After this presentation, the Statutory Officer may ask questions. The Statutory Officer will then have the opportunity to present their case and call any witnesses.
- (xi) The IDC will then consider which of the following outcomes is appropriate:
 - a) no further action; or
 - b) refer back to the Independent Investigator for further investigation and report; or
 - c) disciplinary action short of dismissal or other appropriate procedure; or

- d) recommend dismissal.

If the IDC decide on disciplinary action short of dismissal then the Statutory Officer will have the right of appeal. Appeals should be heard by an Appeals Committee, drawn from Full Council, and which will be a politically balanced committee of normally 5 members who were not part of the IDC. The appeal must be submitted in writing within 10 working days' of the hearing. Full details setting out the grounds of appeal must be provided.

- (xii) Where the IDC propose dismissal, the IDC will inform the Proper Officer that it is proposing to the Council that the Statutory Officer be dismissed. In the case of any proposal to dismiss the Head of Paid Service, the Proper Officer will be the Monitoring Officer and in all other cases, the Proper Officer will be the Head of Paid Service. The Proper Officer should then notify all members of the Council of:
- a. The fact that the IDC is proposing to the Council that it dismisses the Statutory Officer.
 - b. Any other particulars relevant to the dismissal.
 - c. The period by which any objection to the dismissal is to be made by the Leader to the Proper Officer.
- (xiii) At the end of this period, the Proper Officer will inform the IDC either:
- a. That the Leader has notified him/her that neither he/she nor any member of the Cabinet has any objection to the dismissal.
 - b. That no objections have been received from the Leader, or
 - c. That an objection or objections have been received and provide details of the objections.
- (xiv) The IDC will consider any objections and satisfy itself as to whether any of the objections are both material and well founded. If there are any material and/or well founded objections to the proposal to dismiss the IDC will consider the impact of any objections on the decision and commission further investigation by the Independent Investigator and report if required. If there is no material and/or well founded objections to the proposal to dismiss, the IDC will inform the Statutory Officer of this decision. Thereafter, the IDC will put the proposal to recommend dismissal to an Independent Panel (IP) that should be convened, giving at least 5 working days' notice to all concerned. The IP members must be appointed to the IP at least 20 working days before the Full Council meeting at which it considers whether to approve a proposal to dismiss.
- (xv) The IP should comprise two or more relevant Independent Persons who accept the invitation in the following priority order:
- a) an Independent Person who has been appointed by the council and who is a local government elector in the authorities area;

- b) any other Independent Person who has been appointed by the council; and
- c) an Independent Person who has been appointed by another council or councils.

The IP members will be appropriately supported on matters of process and compliance with employment law..

- (xvi) The role of the IP is to offer any advice, views or recommendations it may have to the Council on the proposal for dismissal. The IP will receive the IDC proposal and reasons in support of the proposal, the report of the Independent Investigator and representations (oral and/or written) from the Statutory Officer and their representative. Any written response to the proposal to dismiss, including the Independent Investigator's report should be received by the IP from the Statutory Officer at least 5 working days' before the IP meeting. The IDC should be represented by its Chair or other nominated person at the IP meeting. The Independent Investigator may also be invited to attend the IP meeting to provide clarification if required. Members of the IP may ask questions of either party who have been given reasonable opportunity to be present or represented. While representations may be made, the IP will not conduct a rehearing of the evidence.
- (xvii) The IP should then formulate any advice, views or recommendations it wishes to present to the Council. If the IP is recommending any course of action other than that the Council should approve the dismissal, then it should give clear reasons for its point of view.
- (xviii) Where dismissal is recommended, Full Council must consider the proposal and reach a decision before notice of dismissal is issued. The Statutory Officer will be provided with all relevant papers or documents in advance of the meeting and will be allowed to attend (and be accompanied by their representative) and put forward his/her case before a decision is reached. Written representations may also be given by the Statutory Officer in advance of the meeting. The Independent Investigator may also be invited to attend.
- (xix) Full Council will consider which of the following outcomes is appropriate:
 - a) Approve dismissal; or
 - b) Reject the proposal to dismiss; or
 - c) Substitute a lesser sanction; or
 - d) Refer the matter back to the IDC to determine such appropriate lesser sanction
- (xx) No notice of dismissal shall be given until the decision has been approved by Full Council.
- (xxi) Where the IDC has made a proposal to dismiss, the hearing by Full Council will also fulfil the appeal function.

- (xxii) Any discussion at the Full Council or the Governance Committee under these rules regarding an individual officer would be conducted under the exempt part of the meeting.

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