



PLACE SCRUTINY COMMITTEE

WEDNESDAY, 23 SEPTEMBER 2020

10.00 AM CC2, COUNTY HALL, LEWES VIA TEAMS

++Please note that this meeting will be taking place remotely++

MEMBERSHIP - Councillor Bob Bowdler (Chair)
Councillors Godfrey Daniel (Vice Chair), John Barnes, Martin Clarke,
Chris Dowling, Nigel Enever, Darren Grover, Pat Rodohan, Stephen Shing,
Andy Smith and Barry Taylor

A G E N D A

- 1 Minutes of the previous meeting (*Pages 3 - 10*)
- 2 Apologies for absence
- 3 Disclosures of interests
Disclosures by all members present of personal interests in matters on the agenda, the nature of any interest and whether the member regards the interest as prejudicial under the terms of the Code of Conduct.
- 4 Urgent items
Notification of items which the Chair considers to be urgent and proposes to take at the appropriate part of the agenda. Any members who wish to raise urgent items are asked, wherever possible, to notify the Chair before the start of the meeting. In so doing, they must state the special circumstances which they consider justify the matter being considered urgent.
- 5 Reconciling Policy, Performance and Resources (RPPR) 2021/22 (*Pages 11 - 104*)
Report by the Chief Executive.
- 6 Scrutiny Review of Road Markings (*Pages 105 - 120*)
Report by the Chair of the Review Board.
- 7 Highways Historic Interest Street Furniture and Materials - Policies and Procedures (*Pages 121 - 136*)
Report by the Director of Communities, Economy and Transport.
- 8 Work programme (*Pages 137 - 148*)
Report by the Assistant Chief Executive.
- 9 Any other items previously notified under agenda item 4

PHILIP BAKER
Assistant Chief Executive
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15 September 2020

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NOTE: As part of the County Council's drive to increase accessibility to its public meetings, this meeting will be broadcast live on its website and the record archived for future viewing. The broadcast/record is accessible at
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PLACE SCRUTINY COMMITTEE

MINUTES of a meeting of the Place Scrutiny Committee held at Committee Room - County Hall, Lewes on 20 November 2019.

PRESENT Councillors Bob Bowdler (Chair) Councillors Godfrey Daniel (Vice Chair), John Barnes, Martin Clarke, Chris Dowling, Nigel Enever, Darren Grover, Pat Rodohan, Stephen Shing, Andy Smith and Barry Taylor

LEAD MEMBERS Councillors Nick Bennett and Claire Dowling

ALSO PRESENT Becky Shaw, Chief Executive
Kevin Foster, Chief Operating Officer
Rupert Clubb, Director of Communities, Economy and Transport
James Harris, Assistant Director, Economy
Karl Taylor, Assistant Director Operations
Justin Foster, Waste Team Manager
Dale Poore, Contract Manager Highway Infrastructure Services

22 MINUTES OF THE PREVIOUS MEETING

22.1 The Committee RESOLVED to agree the minutes of the meeting held on 18 September 2019 as a correct record.

23 APOLOGIES FOR ABSENCE

23.1 Apologies for absence were received from Councillor Bill Bentley, Lead Member for Communities and Safety.

24 DISCLOSURES OF INTERESTS

24.1 Councillor John Barnes declared a personal, non-prejudicial interest under the Review of Grass Cutting and Roadside Vegetation Management report (item 7) as he is Chair of Etchingam Parish Council. Councillor Andy Smith declared a personal, non-prejudicial interest under item 7 as he is a member of Peacehaven and Telscombe Town Council.

24.2 Councillor Pat Rodohan declared a personal, non-prejudicial interest under the Work Programme (item 9) as he is Chair of the Conservation Areas Board of Eastbourne Borough Council.

25 URGENT ITEMS

25.1 There were none.

26 SCRUTINY REVIEW OF THE EFFECTIVENESS OF SCHOOL TRAVEL PLANS - UPDATE REPORT

26.1 The Assistant Director Economy introduced the report and summarised the progress to date on the implementation of the recommendations of the review. The Active Access for Growth funding mentioned in the recommendations has continued in the last 6 months, and it is likely there will be extra funding in 2020/21 from this fund. The revised planning conditions are being applied to planning applications for schools. There is still some work to do on providing School Travel Plan information and guidance on C-zone, but this will be completed by the end of the calendar year. The Council will publish the Local Cycling & Walking Infrastructure Plan (LCWIP) shortly. The Plan contains measures which are complementary to School Travel Plans and will aid their effectiveness.

26.2 The Committee discussed the report and the progress on the implementation of the recommendations of the review. The Committee commented that in some rural areas, improving the condition of narrow footways would encourage walking. Also, if the Council could make walking routes safer this may save the Council money where it is having to pay for Home to School Transport due to the lack of a safe walking route to school.

26.3 In the case of some rural village schools where the option of walking to school may be limited, School Travel Plans would benefit from the inclusion of car sharing schemes. The Assistant Director Economy responded that School Travel Plans are tailored to the circumstances of each school, so information and guidance on car clubs and car sharing will be provided on C-zone and included in School Travel Plans where appropriate. The Assistant Director Economy confirmed that the work on the information for C-zone will be completed before the next Scrutiny Committee update report.

26.4 The Committee noted that overall it was happy with the progress being made on the implementation of the recommendations from the review. However, it is also important that the review's recommendations are communicated to all affected staff (e.g. Recommendation 5, the inclusion of School Travel Plans in planning conditions for new schools such as the one in Hailsham). The Committee also commented that climate change will focus attention on walking and sustainable transport options included in School Travel Plans.

26.5 Committee RESOLVED to:

- (1) Note the updates in relation to the agreed recommendations identified through the review of the effectiveness of School Travel Plans, as set out in Appendix 2; and
- (2) Note the potential opportunities in relation to school travel regarding future transport infrastructure projects and initiatives note progress and agreed recommendation of the report.

27 REVIEW OF SERVICE CHANGES AT HOUSEHOLD WASTE RECYCLING SITES (HWRS)

27.1 The Waste Team Manager introduced the report and outlined the key points of the report. Around two years ago the Council consulted on service changes to the Household Waste Recycling Site (HWRS) Service to achieve £720,000 of savings. This included the closure of two sites, changes to the opening hours at others, and the introduction of charging for the disposal of some items of non-domestic waste at HWRS sites. The Team have delivered over £600,000 worth of savings, which taken together with the savings made by the reduction in waste volumes taken to HWRS sites, has fully achieved the savings target.

27.2 Work has been completed on the Wadhurst and Forest Row sites which are now closed and the waste licences surrendered. The changes to site opening hours have worked well and

the chargeable waste scheme is operating well and appears to be accepted by residents. The report notes that there is an under recovery from the charging scheme. This will be monitored, and action taken as necessary.

27.3 The review of the HWRS Service also included a review of the Charity Waste Scheme. As part of this work the Waste Team has spoken to all the charities who use the Scheme, most of which are local. Around two thirds of the charities have links to the Council, and some are involved in repurposing household waste (e.g. furniture services). The majority do a lot of good work which benefits residents and supports the Council's objectives. Therefore, it was difficult to find a basis on which to suggest reductions or changes to the Charity Waste Scheme.

27.4 The Waste Team Manager outlined that there had been limited negative feedback from residents and organisations about the changes to the Service. The Waste Team are monitoring the impact of the changes made by East Sussex County Council (ESCC) on Brighton and Hove City Council (BHCC) as well as the changes made by neighbouring authorities such as West Sussex County Council (WSSCC) and Kent County Council. The Team have successfully delivered the changes to the Service which were required in order to make the agreed level of savings.

27.5 The Committee discussed the report and made the following comments and observations about the changes to the HWRS Service.

Fly-Tipping

27.6 The Committee noted that the bar chart in paragraph 2.17 of the report shows that fly-tipping is increasing. The bar chart shows the number of fly-tips, but it is also important to look at the quantity of material that is fly-tipped. The Committee commented that from their experience there appears to have been an increase in fly tipping and asked how much of the chargeable types of waste are ending up as fly-tips as there appears to have been an increase in small quantities of building/DIY waste being fly-tipped. The Committee questioned whether it would it be more cost effective to accept all types of waste as residents still bear the cost of clearing up fly-tipping.

27.7 The Waste Team Manager explained that from an examination of the data, fly-tipping had already started to rise before ESCC introduced charges for non-domestic waste. This is part of a national trend where the number of fly-tipping incidents has been increasing. The Waste Team is working with the District and Borough councils to monitor fly-tipping and the type of waste which is being fly-tipped is predominately household waste (e.g. black bags, mattresses, white goods etc.) and the not the type of waste that the Council is charging for. The Waste Team also has information on the tonnages of fly tips, which is around 517 tonnes a year across the County. This figure has been relatively constant from year to year, and the tonnage is starting to reduce slightly. The Waste Team Manager cautioned that without a deeper understanding of the type and quantity of waste being fly-tipped, it is very easy to arrive at the wrong conclusions.

27.8 The Assistant Director Operations added that when examining this issue, one has to be led by the evidence. The Council does monitor very carefully what is fly-tipped through the Joint Waste Committee. It is either domestic waste (e.g. black bin bags, mattresses, fridges etc.) or bigger loads of commercial building waste. There is no link between increases in the number of fly-tipping incidents and the types of waste being charged for. Most of the larger fly-tips of hard core or construction type materials are coming from commercial operators, and the Council is working with partners to reduce this type of fly-tipping. The Committee commented that commercial fly-tips are a problem and would welcome more work to reduce them.

27.9 The Director of Communities, Economy and Transport added that fly-tipping can attract significant penalties. If people are caught there are consequences. The Council could look at

increasing communications work to highlight the penalties and the requirement to use licensed operators when people dispose of their waste. The Committee noted that the District and Borough councils undertake most of the enforcement work on fly-tipping, but unfortunately prosecutions are rare.

Waste Diversion and Environmental Costs

27.10 The Committee discussed the estimated 6,400 tonnes per year of non-domestic waste which is no longer being taken to ESCC HWRS sites for disposal. The Committee asked whether this displaced waste is being taken to other authorities' sites where they do not charge (e.g. BHCC), or is it being mixed in with domestic black bin waste. The Committee is also concerned that ESCC residents, such as those living in the Forest Row area where the HWRS site was closed, will no longer be able to use other authorities' facilities such as those at East Grinstead as other councils seek to restrict access to their HWRS sites to their own residents (e.g. WSCC).

27.11 The Committee commented that there is an environmental impact of people driving further to dispose of waste because there are fewer HWRS sites, or where people are driving to neighbouring authorities' sites because they do not charge. The Committee questioned whether saving £600,000 is worth the extra environmental costs, and if having local collections may be more environmentally friendly.

27.12 The Waste Team Manager responded that he disagreed that the environmental costs outweigh the savings that have been made through the changes to the Service. The Service changes have achieved the savings as predicted. The Waste Team do carry out an analysis of the amount of waste produced by each household. On average each household produces approximately 1,000 kilogrammes of waste per year. This figure has not changed and therefore the Team do not believe that diverted chargeable non-domestic waste is entering the waste stream. In fact, the Team estimate that the amount of household waste is decreasing by 40-50 kilogrammes per household per year. This is mirrored in BHCC where domestic waste per household has reduced by 3%. In East Sussex the amount domestic waste produced is reducing by 6-7% per household. Some of the decrease is due to changes made to the HWRS service, and some is due to a downturn in the amount of waste residents generate.

Charity Waste Scheme

27.13 The Committee noted that some charities that benefit from the Charity Waste Scheme are public schools whereas state schools do not benefit. One of the Committee members who also sat on the Waste Review Board had hoped that this anomaly would be addressed in the review of the Charity Waste Scheme. The Council does not have a statutory duty to have a Charity Waste Scheme and can set its own policy on which organisations can benefit from such a Scheme. The Committee discussed the extent of the Scheme and whether on the grounds of fairness it would be possible to examine the option of either having all schools in or out of the Scheme. Some Committee members commented that it may be difficult to differentiate between those charities that are considered beneficial and those that are not.

27.14 The Waste Team Manager outlined that there are four public schools who use the Scheme and that it would be difficult to single out one type of charity from another in determining who can use the Scheme. The Council does have a separate contract set up to provide a waste disposal service to maintained schools. To include all schools in the Charity Waste Scheme would have a financial impact on the waste contract and school waste is usually treated as commercial waste.

27.15 The Committee discussed whether to call for a review of the Charity Waste Scheme and the inclusion of public schools. The Director of Communities, Economy and Transport responded that undertaking a review would be inviting the Council to differentiate between charities and he did not think that there would be a different outcome to the existing policy approach. There are some charities that are hugely beneficial and whether public schools should be classed as charities is a wider issue outside the control of the Council.

27.16 Councillor Godfrey Daniel proposed a Motion, seconded by Councillor Rodohan, that “*the Committee RESOLVE to note the report and call for a detailed review of the charity waste policy which would include the withdrawal of public schools from Charity Waste Scheme*”. The Motion was put to the vote but was not carried (4 votes for and 7 votes against).

27.17 The Committee RESOLVED to note the report and progress made on the savings following the review of the HWRS Service.

28 REVIEW OF GRASS CUTTING AND ROADSIDE VEGETATION MANAGEMENT SERVICE

28.1 The Contract Manager Highway Infrastructure Services introduced the report. The report provides an update on the Grass Cutting and Roadside Vegetation Management Service following changes made to the Service in May 2018. The change in policy was to reduce the number of urban grass cuts to two cuts per year and has been successful. Under the revised Service, Borough, District, Town and Parish councils are offered several service options to either self-deliver grass cutting; pay for additional cuts; or accept the revised service of two urban grass cuts per year. In 2019 more Parish councils have decided to take up the option of either paying for additional cuts, or self-delivering the grass cutting service with a contribution from ESCC equivalent to the cost of providing two cuts.

28.2 The grass growing season in 2018 was a bit unusual, but 2019 has been a more normal year. There have been fewer customer contacts about grass cutting and there have been fewer issues around safety cuts for visibility splays. Following feedback from last year, the Team have developed more clarity about which areas need cutting and have been able to take a better approach to cutting visibility splays. There have been no significant operational issues such as machinery breakdowns. There has been more interest in Wildlife Verges and people can see the wildlife benefit of cutting verges less. There appears to be growing public support for cutting verges less which benefits wildlife.

28.3 The Committee discussed the report and the changes to the Grass Cutting Service. It noted that the Service changes have been positive in terms of the environmental benefits resulting from cutting verges less. The Committee acknowledged that the timing of cuts could be difficult as wildflower verges should ideally be cut towards the end of July. A feature of having a countywide contract means that verges in some places might be cut slightly too early or too late in the season. However, to have all verges cut at the same time would have an impact on the operational efficiency and cost of the grass cutting contract.

28.4 Some Committee members commented that the revised policy means that Parish and Town Councils can rightly decide what level of service they want. The Contract Manager Highway Infrastructure Service clarified that although some councils are self-delivering the Grass Cutting Service, this does not mean that ESCC has delegated the control of highway verges to them. The Team have worked very closely with Town and Parish Councils and if they self-deliver the grass cutting service, measures are in place to ensure all the relevant procedures are in place. ESCC also has an enforcement team and Highway Stewards who will deal with any issues related to verges such as parking and encroachment.

28.5 The Committee expressed some concerns about the quality of the finish that is being achieved, as the quality of the cut is determined by the machinery used and the length of the grass at the time of cutting. The use of flail mowers rather than cylinder mowers can leave a less than neat finish. The Committee asked if the Team monitor the quality of cuts.

28.6 The Contract Manager Highway Infrastructure Services outlined that the contractor uses rotary mowers which produce an acceptable finish given that highway verges are cut for safety purposes and not for appearance. The contractors carry out their own quality checks but ESCC also undertakes spot checks. The level of complaints regarding quality is fairly low, and the Team do act on reports or complaints from members of the public about the quality of cuts.

28.7 The Committee RESOLVED to note the report updating the Committee on the changes made to the Grass Cutting and Roadside Vegetation Management Service.

29 RECONCILING POLICY, PERFORMANCE AND RESOURCES (RPPR) 2020/21

29.1 The Chief Executive introduced the report, which builds on previous RPPR report received by the Committee. It updates the overall Medium Term Financial Plan (MTFP) with the additional funding announced by central Government for 2020/21, and noted that Cabinet had agreed to plan on the basis the Council will take the option to raise council tax by applying the 2% Adult Social Care (ASC) precept as well as the planned 1.9% increase. The funding announcements will lead to around £6million in one-off funding being available in 2020/21, and the Committee is asked to comment on the use of this funding. The Council does not have to spend all the one-off funding, and there is still an underlying need to make savings in the following financial years. The Council is hoping to get the final details of the local government financial settlement at end of December 2019, but if there is a new Government the Council may not get the settlement details until end of March 2020.

29.2 The options that Officers have developed for the use of the one-off funding are outlined on pages 43-46 of the report. For the services within the remit of the Place Scrutiny Committee the options include a proposal to defer some of the Library Service savings (option S), additional funding for Economic Development (option AB) and additional capital investment for Highway Works Programme Management (option AD). In considering which of these options should be taken forward, the Committee should take into account the principles that apply to the use of the one-off funding outlined in paragraph 5.2 of the Cabinet report. It should be noted that the pressure within Children's Services (CS) for children's social care is reflected in the revised MTFP.

29.3 The Committee acknowledged that in taking a whole Council approach, it is right to prioritise the one-off funding for Children's Services (CS) and Adult Social Care (ASC) where there are pressures on services. However, there is a case for spending some of the funding on services that support the wider community such as those services provided by the Communities, Economy and Transport (CET) department. The spending on ASC and CS services is not as visible, and residents will want to see what services they are getting for the additional Council Tax they will be required to pay.

29.4 The Committee sought clarification on whether the Government is planning to increase funding for road repairs, as the condition of roads in the County is still a concern. The Director of Communities, Economy and Transport outlined that the Council currently receives and bids for roads funding through the Highway Maintenance Challenge Fund and the Pinchpoint Fund. The Department for Transport (DfT) is consulting on a Highways sector deal which is proposing to extend highway maintenance funding to cover a five-year period, rather than the current year by year approach. This is to give more certainty over roads funding and aid investment decision making. It is not clear whether the sector deal will deliver more funding for road repairs, but there may be a one-off pothole fund next year.

29.5 The Chief Executive commented that the evidence shows ESCC road condition is improving by the sustained application of an asset management approach. There is still a large amount of investment needed to get roads up to standard, and this reflects a national issue, where the level of highway authority funding for road repairs needs to be addressed.

29.6 The Committee suggested allocating one-off funding of £75,000 for the installation of dropped kerbs, which would be visible, meet the criteria for one-off spending, and would benefit whole community. The additional funding combined with the existing capital budget of £50,000 per year, would enable the Council to address the back log of requests for dropped kerbs. The Committee also asked if the Council could use Community Infrastructure Levy (CIL) and Section 106 Planning agreement funding for dropped kerbs. The Assistant Director Operations outlined that wherever there is a development the Council will request funding for, or the provision of, dropped kerbs.

29.7 The Committee also suggested that some of the one-off funding could be used to improve the conditions pavements, particularly to reduce falls. Improving the condition of pavements could lead to savings in ASC spending by reducing falls and visits to hospital, especially for the elderly. The Committee considered that the condition of pavements is affecting many people and more spending in this area would be supported by the public. The Director of Communities, Economy and Transport outlined that the Council currently spends around £1.5million per year on maintaining pavements and could do more if the funding is increased.

29.8 The Chief Executive commented that East Sussex is at the leading edge of local authorities where the population is paying a high level of council tax whilst providing services for a relatively small number of people who are in receipt of CS and ASC services. Therefore, the visibility of expenditure is an important issue. The bulk of proposals for one-off funding reflect where there is financial pressure on the Council. If one-off funding for dropped kerbs and additional investment in pavements to prevent falls are areas of spending that the Place Scrutiny want to propose, then Officers can be asked to consider this, and it can be put forward to Cabinet.

29.9 The Committee commented that in considering the previous reports on the agenda, it was evident that the Council has made relatively modest savings in universal services such grass cutting and the HWRS Service which have had an impact on a large number of people. The Committee hopes that if austerity is ended and the Council's long-term funding improves, that the Council will be able to start spending on roads and other issues that have a high impact on residents.

29.10 The committee RESOLVED to:

- 1) request Cabinet to consider additional funding for dropped kerbs and pavements as part of the options for spending the one-off funding; and
- 2) request consideration is given to returning funding to universal services such as roads, waste and grass cutting should austerity measures end, and the Council receives adequate funding through the fairer funding review.

30 WORK PROGRAMME

30.1 The Committee reviewed the work programme to determine which items should be included in the Committee's future work programme.

Road Safety Correspondence Pilot

30.2 The Committee discussed the Road Safety correspondence pilot scheme which involves providing a standardised response to road safety enquiries from members of the public,

Councillors and MP's. Some Committee members outlined that ESCC Councillors should not be treated the same as members of the public and should be able to get a more detailed response. This point of view is supported by a number of Councillors across the Council. At the very least Councillors should have additional access to officers to discuss road safety enquiries.

30.3 The Assistant Director Operations responded that the pilot study is limited to correspondence, and all requests will continue to be assessed by officers in line with current policies. The purpose of the pilot is to trial a new approach to allow officer time to be focussed on other road safety issues and Councillors should provide feedback into the pilot study. The Lead Member for Transport and Environment encouraged Councillors to feed into the pilot study to have their comments heard and noted if they are unhappy with the pilot.

30.4 The Committee discussed whether it would be helpful to have a report on the outcome of the pilot. The Committee agreed to wait until the outcome of the pilot is known but reserved the right to call for a report if the position regarding Councillor's enquiries remains unchanged.

Potential Scrutiny Reviews - Climate Change

30.5 The Committee discussed undertaking a scrutiny review based on the draft terms of reference in appendix 2. The Committee agreed to proceed with a Scrutiny Review of becoming a Carbon Neutral Council. It was agreed that the Scrutiny Review Board will be comprised of Councillors John Barnes, Bob Bowdler, Martin Clarke, Pat Rodohan and Stephen Shing. The Review Board will be chaired by Councillor Martin Clarke.

Other Scrutiny topics

30.6 The Committee discussed the policies and procedures for removal of decorative lampposts and other street furniture of historic value. It was proposed that the Committee should undertake a scrutiny review of this topic.

30.7 The Committee agreed to have a short report at the next Place Scrutiny Committee meeting on the current policies and procedures, including consultation, for the removal or replacement of street furniture historic value, before deciding whether to proceed with a scrutiny review on this subject.

30.8 The Committee RESOLVED to amend the work programme in line with paragraphs 30.5 and 30.7 above.

The meeting ended at 12.05 pm.

Councillor Bob Bowdler (Chair)

Report to: Place Scrutiny Committee

Date of meeting: 23 September 2020

By: Chief Executive

Title: Reconciling Policy, Performance and Resources (RPPR)

Purpose: To provide an overview of the Council's business and financial planning process (Reconciling Policy, Performance and Resources) and the Committee's ongoing role in this process.

RECOMMENDATIONS:

The Scrutiny Committee is recommended to:

- (1) Agree key areas of interest/lines of enquiry for scrutiny and to ensure these are reflected in the Committee's future work programme;**
 - (2) Agree what further information is required for consideration by the Committee at its November meeting; and**
 - (3) Establish a scrutiny review board to consider the developing Portfolio Plans, Medium Term Financial Plan and savings proposals as they emerge in December and to submit Scrutiny's final comments on them to Cabinet in January 2021.**
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1. Background

1.1 The *State of the County* report was agreed by Cabinet on 14 July 2020 and is an important annual milestone in the Council's integrated business and financial planning process known as *Reconciling Policy, Performance and Resources* (RPPR). It sets out the current context and provides an overview of the latest position in preparation for more detailed planning for the 2021/22 financial year and beyond. A copy of the report is available at [State of the County](#).

1.2 The *State of the County* report gives the current understanding of how the Council will need to reset its services to deal with the future, as we learn to live with the reality of a world with COVID-19 and the significant impact this has on people's lives; manage the legacy impacts of the initial wave of infection; and respond to potential new waves of infection for the foreseeable future. The RPPR process, bringing together our policy, business and financial planning and risk management, provides the vehicle for the Council's service and financial recovery and reset.

1.3 The financial uncertainty created by the impact of COVID-19, coupled with continued uncertainty around future levels of Government funding, has made providing a clear picture of the Council's financial position very difficult. Consequently, a revised Medium Term Financial Plan (MTFP) was not included in this year's State of the County report and Cabinet agreed to receive further reports in the autumn when there is greater certainty about the impact of the coronavirus pandemic on East Sussex and future resources. Cabinet also agreed to review and reset the Core Offer in light of the current circumstances and to review the Council's priority and delivery outcomes; scrutiny may wish to contribute to this process.

1.4 When the 2020/21 balanced budget was approved by Full Council on 11 February 2020, the deficit on the MTFP to 2022/23 was £9.322m. Updating the MTFP for normal factors (such as inflation and an additional year) prior to the impact of COVID-19, the position would have been a deficit budget position by 2023/24 of £8.123m. This provides a starting point for a revised MTFP which will be presented later in the year.

2. Scrutiny engagement in RPPR

2.1 Scrutiny's contribution to the RPPR process is vitally important and is threaded through all scrutiny work. The insight and evidence gathered through previous and ongoing scrutiny work is drawn together and enhanced in specific RPPR sessions which will, ultimately, enable each Scrutiny Committee to provide commentary and recommendations to be taken into account by Cabinet and Council before a final decision is taken on the updated Council Plan, budget and MTFP early in 2021.

2.2 Scrutiny's task this year has been made more difficult due to the levels of financial uncertainty and impact on service delivery as a result of COVID-19.

2.3 The **September 2020 Scrutiny Committees** have a particular focus on reviewing current service and budget information as well as existing savings plans to ensure a full understanding of the current context and future pressures.

2.4 The following additional attachments are provided to support the Committee in these tasks:

- **Appendix 1** is an extract from the existing **Savings Plans** that were agreed by Council in February 2020, for the services that are within the remit of the Committee. These will need to be reviewed in the light of the changed circumstances.
- **Appendix 2** contains the **current Portfolio Plans** for the functions within the Committee's remit.
- **Appendix 3** contains extracts from the **Financial Budget Summary 2020/21** for the areas within the remit of this Committee to provide the 'big budget picture' for revenue (the full document is at [Financial Budget Summary](#)) and the latest capital programme 2020/21 - 2022/23 (extract from the *State of the County* report).

2.5 Based on the information in this report, and Members' wider accumulated knowledge and evidence, the Committee is invited to identify any key areas of interest or lines of enquiry which it will pursue through subsequent RPPR sessions and/or its wider work programme. This includes any additional information required for the November meeting.

2.6 The Scrutiny Committee is asked to agree the membership of its RPPR scrutiny review board, which will then consider the developing MTFP, Portfolio Plans and savings proposals in more detail as they emerge.

2.7 The **November 2020 Scrutiny Committees** can consider any additional information which was requested in September and any updated information reported to Cabinet during the autumn. Further additions or refinements to the Committee's ongoing work programme can also be considered.

2.8 The **RPPR scrutiny review boards** meet in December 2020 to agree detailed comments and any recommendations on the emerging Portfolio Plans and savings proposals to be put to Cabinet on behalf of their parent Scrutiny Committees. The Chairs of all the Scrutiny Committees are invited to attend all the scrutiny review boards.

2.9 The **March 2021 Scrutiny Committees** review the process and their input into the RPPR process and receive feedback on how scrutiny input has been reflected in final plans. Any issues arising can be reflected in the future committee work programme.

2.10 Running alongside this process, whole-Council Member forums will ensure that Members can keep an overview of the emerging picture across all service areas including the impacts of national announcements on our plans. Chief Officers will also provide any briefings required by group spokespersons to assist them in contributing to the RPPR process and future savings and spending plans.

BECKY SHAW
Chief Executive

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Local Members:

All

Background Documents:

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East Sussex County Council - Savings 2020/21 to 2021/22

	2020/21 £'000	2021/22 £'000	Total £'000
Communities, Economy & Transport	1,362	629	1,991
Children's Services	770	1,835	2,605
Adult Social Care	248	0	248
Business Services / Orbis	1,161	787	1,948
Total Departments	3,541	3,251	6,792

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As presented in the MTFP (£m):

Savings 2020/21 to 2021/22	4.227	2.953	7.180
Temporary mitigation of savings (Appendix 5)	(0.686)	0.298	(0.388)
	3.541	3.251	6.792

Communities, Economy & Transport

East Sussex County Council - Savings 2020/21 to 2021/22		Gross budget	Net budget	Savings			Protected characteristics								
		2018/19	2018/19	2020/21	2021/22	Total	Age	Disability	Gender / Transgender	Ethnicity	Marriage / Civil Partnership	Pregnancy /Maternity	Religion / Belief	Sexual Orientation	No significant relevance
Activity	Savings Proposal and impact Assessment	£'000	£'000	£'000	£'000	£'000									
Community Services															
Archives and Records Service	The Keep Sustainability Plan has been agreed and is a three-part savings and income plan to ensure the financial sustainability of The Keep. It would ensure that the partners still deliver our statutory and legal duties, and maintain a good degree of public access.. [2nd year of savings]	1,042	1,074	74	104	178	-								
Road Safety Services	Reduced road safety education and no engagement with Community Safety Partnerships or Joint Action Groups. [2nd year of savings]	944	720	33	0	33	-								
Library Services	We will keep our Needs Assessment and Accessibility Analysis under review, and as a result we may in future provide a reduced library service.	4,214	3,595	0	240	240	-	-	-						
Transport															
Parking: Civil Parking Enforcement	Increase on-street parking charges where possible. Surpluses to be used for transport related funding. [2nd year of savings]	6,134	(910)	1,000	0	1,000									y
Transport Hub Services	Reduced staffing capacity may result in a reduction in the overall level of service in the Transport Hub. This may mean answering public queries and our ability to resolve problems with bus operators and transport providers will be slower. This could increase public dissatisfaction and complaints to the Council.	1,525	594	100	0	100	-	-							
Rights of Way Services	We will provide a reduced footpath clearance focused on those priority / popular routes resulting in a deterioration in the condition of other paths. Staff reductions may also lead to delays and longer timescales for dealing with requests for Definitive Map modifications and requests for footpath diversions which may result in an increase in public dissatisfaction and complaints to the Council.	1,173	683	100	0	100		-							
Waste Disposal															
Household Waste Disposal	Ongoing review of commercial saving opportunities, with possible reductions in the number of HWRSS	1,144	884	0	250	250									y
Planning and Environment															

Communities, Economy & Transport

East Sussex County Council - Savings 2020/21 to 2021/22		Gross budget	Net budget	Savings			Protected characteristics								
		2018/19	2018/19	2020/21	2021/22	Total	Age	Disability	Gender / Transgender	Ethnicity	Marriage / Civil Partnership	Pregnancy /Maternity	Religion / Belief	Sexual Orientation	No significant relevance
Activity	Savings Proposal and impact Assessment	£'000	£'000	£'000	£'000	£'000									
Environmental Advice Services	Income generation through traded services. [2nd year of savings]	1,631	420	25	35	60									y
Ashdown Forest	Reduce financial support to conservators where possible. [2nd year of savings]	131	61	30	0	30									y
TOTAL Communities, Economy & Transport				1,362	629	1,991									

Business Services / Orbis

East Sussex County Council - Savings 2020/21 to 2021/22		Gross budget	Net budget	Savings			Protected characteristics									
		2018/19	2018/19	2020/21	2021/22	Total	Age	Disability	Gender / Transgender	Ethnicity	Marriage / Civil Partnership	Pregnancy /Maternity	Religion / Belief	Sexual Orientation	No significant relevance	
Activity	Savings Proposal and impact Assessment	£'000	£'000	£'000	£'000	£'000										
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. [2nd year of savings]	47,534	22,270	1,161	787	1,948									y	
TOTAL Business Services / Orbis				1,161	787	1,948										

Business Services

Portfolio Plan 2020/21– 2022/23

This plan was originally drawn up, ready for 1 April 2020 and prior to the coronavirus pandemic. We are currently assessing the impact that the pandemic will have on our priorities and planning assumptions. We have updated the plan in July and will continue to do so when there is further clarity on the effect the response to the virus has had on Council services.

July 2020

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Cabinet Portfolio Lead Members

Councillor Nick Bennett

**Lead Member for
Resources**



Responsible for strategy and policy for corporate resources.

Principal service area responsibilities covered in this plan include financial management, property asset management, risk management, procurement, internal audit, ICT, personnel and training, Orbis, and all ancillary services.

Legal responsibilities are covered by the Governance Services Portfolio Plan.

Portfolio Overview

1.1 The Business Services Portfolio covers the professional support services that enable all Council services to plan, manage and deliver their services to residents. Through the Orbis partnership, we provide strategic leadership, professional support and advice for:

- business operations;
- finance;
- human resources and organisational development;
- IT and digital;
- procurement; and
- property and capital investment.

1.2 Both nationally and locally there has been a fundamental change in the way public sector services are being delivered. The need to reduce the level of public sector borrowing and bring Government spending in balance with revenues is a key factor in the reshaping of public sector services and expectations. Since 2010 the Council has saved £134m and we will need to reduce costs by a further £16m by 2022/23, at the same time as demand for services is increasing because of demographic changes.

1.3 The Business Services Department is supporting the Council in planning for and delivering service reshaping, and budget savings and efficiencies as well as reducing the cost of operating business services in the Council in order to ensure that the maximum level of money can be invested into front line services in support of the Council's priority outcomes:

- Orbis has achieved £12.9m ongoing savings between 2016/17 and 2019/20 for Brighton & Hove City Council, East Sussex County Council and Surrey County Council. A further £8.2m of one-off savings have also been delivered by the partnership.

- The level of service and service quality is being maintained and enhanced through sharing best practices across Orbis partners, and greater economies of scale are being exploited. All three partners made a new commitment to Orbis for three years starting April 2020.
- Our new Social Value Measurement Charter is boosting the amount of social value delivered by Council procurement.
- Our Property Asset and Disposal Investment Strategy will continue to explore income generation from property, optimise capital receipts and promote economic growth across the county, alongside key partnerships. Our core Property Service activities will transition back to ESCC in 2020. A new Strategic Asset Management Plan 2020-25 has been produced to support this.

1.4 The People Strategy has been developed to help achieve the changes needed over the coming years. Set against the future savings requirements and the business transformation arising out of this, the emphasis of the People Strategy is on supporting and developing our managers and staff to enable them to respond to the changing environment. For example, flexibility around work location, greater use of technology, and commissioning will radically change and alter the role, and therefore skills, a successful manager needs.

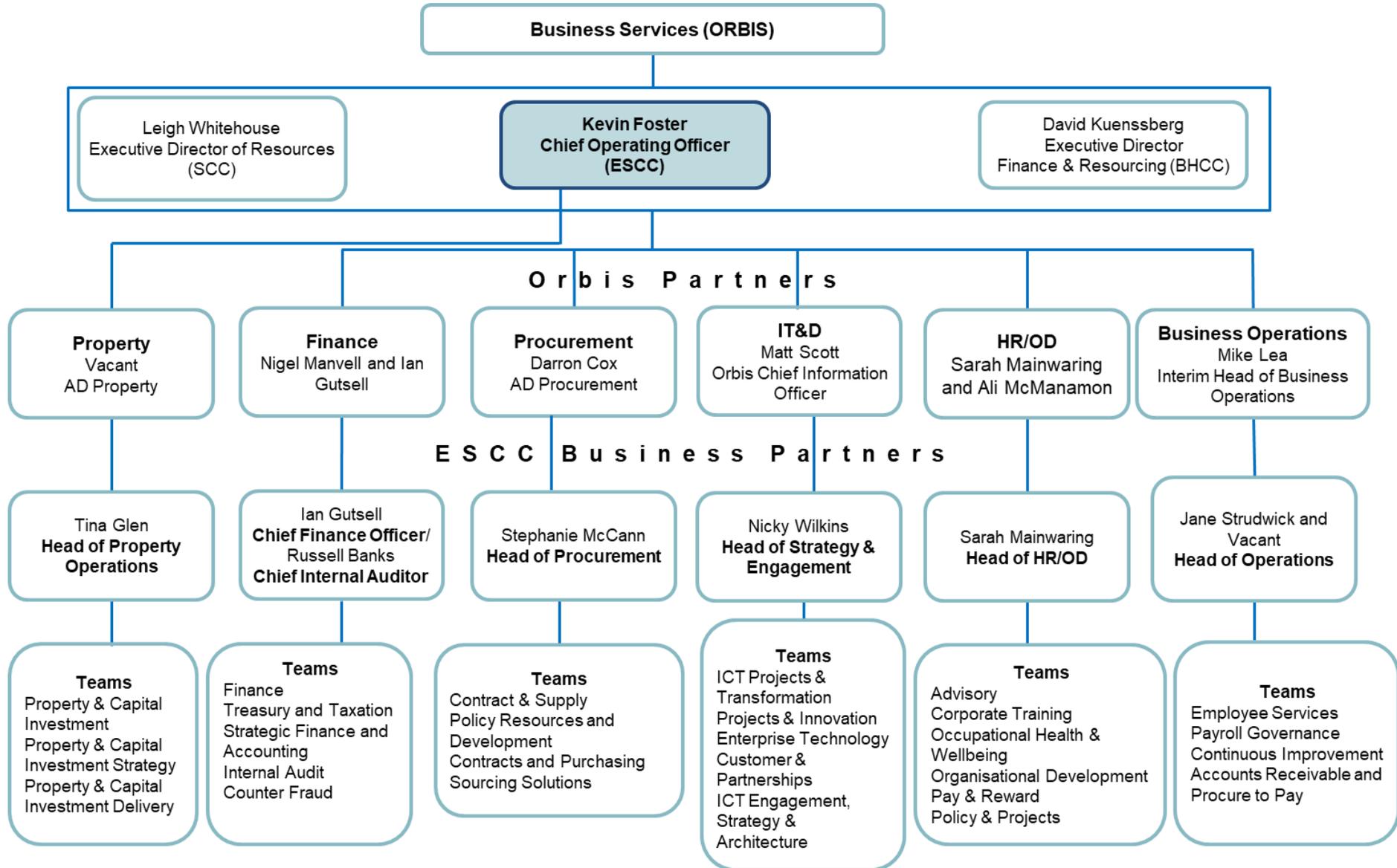
1.5 Following the impact of the COVID-19 pandemic, we have been focusing more on providing enablers in how we operate our services and manage our working practices in a different way. This includes technological system improvements to support remote working and ensuring staff and service users are safe.

Operating Principles

The Council has agreed three operating principles that underpin how the Council works across all services and with partners:

- ❖ **Strategic commissioning:** using an evidence-based approach to assess and meet the needs of local people in the most effective way. We will specify and deliver appropriate services to secure the best outcomes and value for money for residents.
- ❖ **One Council:** working as a single organisation both through the processes we use, and how we work. We will work in a well-connected way across Council teams so we harness all our energy and resources towards achieving our priorities and remove duplication. We will judge our success against outcomes for the whole population and the organisation (and whole local public sector) not against the interests of a particular group, team or department.
- ❖ **Strong partnerships:** recognising we are one part of a wider system, we will work effectively with partners across East Sussex and the region as well as with the wider public sector to ensure we learn from others, secure best value for money and maximise impact for our residents.

Structure Chart



Delivering Priority Outcomes

The Priority Outcomes

The Council has four overarching priority outcomes: driving sustainable economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources. Making best use of resources is the gateway priority through which any activity and accompanying resources must pass.

For each priority outcome there are specific delivery outcomes. These are referenced to performance measures in this portfolio plan.



Driving sustainable economic growth - delivery outcomes

1. Employment and productivity rates are high throughout the county
2. Individuals, communities and business thrive in East Sussex with the environment and infrastructure to meet their needs
3. The workforce has and maintains the skills needed for good quality employment
4. All children progress well from early years to school leaver and into education, training and employment

Keeping vulnerable people safe - delivery outcomes

5. All vulnerable people in East Sussex are known to relevant local agencies and services are delivered together to meet their needs
6. People feel safe at home
7. People feel safe with support services

Helping people help themselves - delivery outcomes

8. Commissioners and providers from all sectors put people first when providing services and information to help them meet their needs
9. The most vulnerable adults get the support they need to maintain their independence and this is provided at or close to home
10. Individuals and communities are supported and encouraged to be responsible, help others and make the most of community capacity and assets

Making best use of resources - delivery outcomes

11. Working as One Council, both through the processes we use and how we work across services
12. Working in partnership across the public, voluntary community, and private sectors to ensure that all available resources are used to deliver maximum benefits to local people
13. Ensuring we achieve value for money in the services we commission and provide
14. Maximising the funding available through bidding for funding and lobbying for the best deal for East Sussex
15. To help tackle Climate Change East Sussex County Council activities are carbon neutral as soon as possible and in any event by 2050
16. Applying strategic commissioning to ensure resources are directed to meet local need

Driving sustainable economic growth

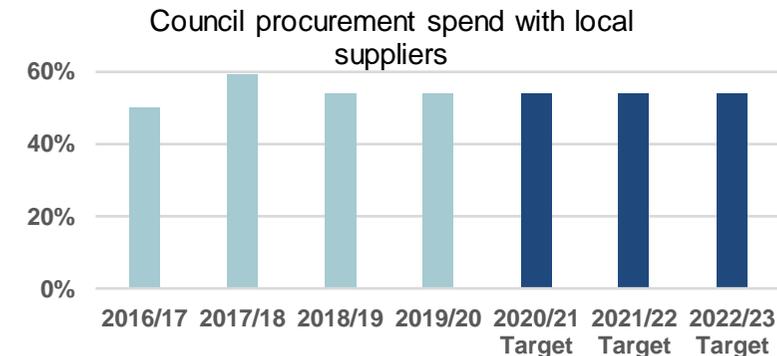
Planned work:

- We will continue to ensure at least 54% of the Council's procurement spend is with local companies
- We will continue to secure social value benefits through our procurement
- We will increase the number of apprentices employed within the Council to maximise the funds paid to us

2.1 We have been increasing the percentage of the Council's spend with local suppliers for a number of years. In 2019/20 we spent £208.9m with 1,080 local suppliers, 54% of our spend. In 2020/21 we are aiming to again spend 54% or more helping to boost the local economy.



Spend with local suppliers
2019/20 54%



2.2 The Social Value Marketplace was launched in November 2019 and provides the opportunity to leverage our relationship with suppliers to further support the work of our local charities and enhance the lives of our residents. We will continue to use the Social Value Measurement Charter (SVMC) to quantify the economic, social and environmental benefits of Council procurement and will boost the amount of social value delivered with a target of >10.0% of the value of contracts awarded.

2.3 From April 2017, the Council has been paying the Apprenticeship Levy of approximately £1m per year. The Council has determined a workforce-based approach to the Levy and in support of this has developed a strategy and action plan in order to:

- maximise the funds paid to the Council under the scheme for employing apprenticeships and for current staff receiving qualifying apprenticeship training; and have regard to meeting the public sector target of 2.3% of the workforce being apprentices.

2.4 We are moving forward with a new end to end electronic payment system through 'Purchase to Pay', which will encourage and support our suppliers to work more electronically and enable quicker payment processes.

Making best use of resources

Planned work:

- We will continue to deliver savings through Orbis, via new working practices and the introduction of automation
- SPACES will continue to provide savings by sharing property with various public sector organisations
- We will continue to reduce the cost of occupancy of our buildings
- We will continue to implement our People Strategy
- We will continue to reduce sickness absence

2.5 Orbis is a public sector partnership between East Sussex County Council (ESCC), Surrey County Council (SCC) and Brighton & Hove City Council (BHCC).



Benefits realised through Orbis include:

- Ongoing engagement to balance the demands placed on Orbis against the level of funding that has been provided and deliver savings.
- Review of cost of occupancy and space needs through our corporate asset strategies; especially in light of new ways of working safely around COVID-19.
- Full integration of teams has been achieved in IT & Digital, Business Operations and Procurement. From April 2020 control of our property activities will move to ESCC whilst remaining closely aligned to partners within Orbis.

- During 2020/21 we will progress our use of automation and the development of self service in order to create efficiencies for our partner organisations and reduce backlogs.

2.6 The Business Operations service is a high-volume transactional service within Orbis. The aim of Business Operations is to provide efficiencies of scale through better use of technology, processes and excellent people practices. We measure our efficiencies in relation to lower unit costs, increased operational quality and higher customer satisfaction. Savings have been achieved through a combination of increased income and reduced unit costs.

Business Operations deliver services to more than

700

organisations

At the end of 2019/20 proposed savings of £770k have been delivered, and during 2020/21 we are projecting further savings of £700k.

2.7 Each year we aim to reduce the 'value of debt over 5 months' so it is below the previous year's outturn taking into account the value of total debt raised for the year. The continuous improvement approach to continually re-engineering systems and processes within Accounts Receivable is a priority. We work closely with our Adult Social Care and Health (ASCH) colleagues to review ASCH debt cases to ensure the most appropriate steps are taken to recover debt promptly and in accordance with the Care Act.

2.8 The Strategic Property Asset Collaboration in East Sussex (SPACES) Programme has been running since 2011. It aims to improve sharing of the property estate between partners, to save property costs, and to release capital receipts. More recently, SPACES has also been focusing on how it can enable and drive wider outcomes such as town centre regeneration and housing development. Meetings have been held with all partner organisations to review their own strategies and requirements in order to shape the joint SPACES Strategy and targets for the future. This will also take into consideration the impacts and challenges now faced as a result of COVID-19; for example, how organisations may work differently within their office estates.

2.9 Overall, 66 projects have been delivered, equating to over £19m in benefits across the partners, including almost £13.8m in capital receipts and a reduction of over £1.3m in revenue expenditure. A further 26 projects are also in progress.

2.10 Partners continue 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 the East Sussex district and boroughs, with activities varying from emergency services co-location to town centre regeneration.

2.11 The partnership is developing a place-based approach, recognising where multiple activities are taking place in one area, and where they can be complimentary to each other. Aligned to this, and in the context of the Council developing our asset strategy, we are working with each district and borough council to consider opportunities in each geographical area.

2.12 A revised Strategic Asset Plan 2020-2025 now supports the key activities of the Property Service going forward with a clear set of Strategic Operational and Service improvement plans that will also fit in with the changes needed.

2.13 Through our Property Asset and Disposal Investment Strategy, we will:

- Continue to support corporate and service needs for property assets and embed our role in critical service business planning activities.
- Engage and develop plans for our Corporate Office Strategy for our core office buildings.
- Explore income generation from property.
- Optimise capital receipts.
- Promote economic growth across the county.

2.14 We will take forward decisions arising from feasibility and business cases across key sites during 2020/21 and beyond.

2.15 We will be implementing a new property asset management system and key processes to support enhanced service delivery, as part of the wider Business Services Customer change programme which is supporting the replacement of our enterprise infrastructure

2.16 Property services will soon finalise a procurement framework for, and bring on board, a variety of new contractors and consultants. They will support core delivery for term, planned and reactive maintenance, as well as audit valuation and rating activities.

2.17 The Council has declared a climate emergency and set a target of achieving carbon neutrality by 2050. A detailed carbon strategy is being developed and we will be working within the strategy to focus on the carbon footprint of the Council's operations. In the short term, we will continue reducing carbon emissions arising from energy used in Council buildings each year. For 2020/21 the target will be a further reduction of 13% against the previous year.



2.18 We are working to reduce the amount of CO2 arising from Council operations through projects such as improvements to lighting; air conditioning and controls of boilers and heating systems; upgrading insulation; and replacing windows.

2.19 We will review, support and deliver the Councils evolving 10-year planned Capital Programme and continue to deliver the Council's core needs Capital Programme that seeks to meet the priorities and statutory responsibilities of the Council. Meeting the increases in pupil numbers remains a key challenge in the programme, as does evolving pressures across our adult and children services social care agendas.

2.20 The Council has a People Strategy that has been developed around the four themes of:

- Leadership and Management;
- Performance Development and Reward;
- Employee Engagement and Recognition; and
- Employee Health, Wellbeing and Inclusion.

2.21 There is an emphasis on supporting and developing our managers and staff to enable them to operate effectively in a changing and challenging public sector environment.

2.22 In conjunction with the People Strategy, a 'Leadership and Management Capability Framework' has been launched which sets out the management and leadership standards expected in support of the Council's priority outcomes and operating principles. Work is currently ongoing with departments to embed this.

2.23 We have a well-developed staff wellbeing programme in place which includes a number of initiatives and activities to support both the wellbeing of our staff, and reductions in sickness absence, to achieve the Council Plan target of 9.24 or below working days lost per full time equivalent employee (FTE) due to sickness absence in non-school services.

2.24 Following the implementation of the National Living Wage in April 2016, work has continued to model the impact of the expected future increases on our existing pay and grading arrangements. Negotiations at a national level are still taking place in relation to the 2020/21 pay award.



Our Wellbeing commitment

Mental health remains the top reason for absence. We will continue to deliver a range of initiatives to address this, including:

- An ongoing training programme to increase the number of Mental Health First Aiders. Currently we have almost 100 trained individuals.
- ESCC Campaign launched for World Mental Health Awareness Day on 10 October 2019 that is generating ongoing awareness and support for colleagues.
- Support colleagues through the use of the Employee and Managers Mental Health Guides that have been produced alongside a supporting toolkit and dedicated resource intranet page.
- A dedicated yammer Wellbeing campaign was launched in March/April 20 to support staff and managers during COVID-19, alongside HR FAQs and a new Risk Assessment in line with the Government's guidance on safe working.
- A Bereavement guidance document continues to provide managers with clearer guidelines and signposting on the support available.
- A new Stress Risk Assessment to encourage meaningful conversations between managers and employees and provide signposting will be launched in June 2020
- Encourage meaningful conversations via the use of a Stress Risk Assessment in order to provide targeted signposting for employees both in and out of work.

2.25 Activity in IT & Digital is driven by the vision to 'enable and empower through technology, information and collective expertise.' We are an established, fully integrated service with inbuilt resilience, equipped to operate across a broad range of capabilities at scale. We source, deploy and maintain cost-effective, resilient and innovative technology solutions. This enables the Council to work in an integrated way with partner organisations and provide joined up services to empower our residents.



2.26 Our aim is to give people the tools and technologies they need to work confidently, efficiently and to be more productive in challenging times. The MyServiceHub IT portal (Cherwell) is a prime example of this. The single portal operates across the Orbis geography and underpins our digital service provision to all three councils providing a contemporary platform for other services to further build on during 2020/21.

2.27 Refreshing equipment and updating software across the estate to Windows 10 is a major focus for our service, such updates are vital to protect our business systems and data. Moving to Windows 10 and Office 365 affords opportunities to enhance our agile working capabilities and provide staff with up to date equipment that will help them to work more flexibly and efficiently. Unsupported Windows 7 laptops have been removed from the estate and the refresh of Windows 8 devices is well progressed.

2.28 With a basic need to store and manipulate data, resilient underpinning infrastructure services are the foundation to support the working of everything else. With our infrastructure services hosted in the Tier 3 ISO 27001 accredited Orbis Primary Data Centre and disaster recovery services hosted in a similarly accredited Data Centre in Guildford, the underpinning resilience of our heartbeat services and inherent cyber security has proved its reliability. Our Core Infrastructure Strategy continually strives to further enhance resilience. A recent upgrade has increased bandwidth capacity and work continues to assure the high availability of services in the future.

2.29 We maintain compliance with information security and cyber resilience protocols, law, regulation and guidance. Secure technology underpins digital practice, empowering our staff to work safely and flexibly from wherever they need to be. Also enabling the Council to work collaboratively with its partner organisations where sharing of resident and business data is required. Championing the continuous improvement of cyber security practice to support the accessibility, resilience and integrity of our digital services is a key priority for our team in order to underpin and empower a digital workforce and assure residents confidence in accessing our services. Focus has especially increased on security as working practices have had to rapidly change due to COVID-19; including embracing more working from home and the use of video conference tools.

2.30 The Council has signed up to the Local Digital Declaration. Our Chief Operating Officer, made our commitment, joining over 150 other local authorities in signing up to the collective ambition to co-create the conditions for the next generation of local public services, where technology is an enabler rather than a barrier to service improvements and where organisations share a vision to deliver more user-centred, cost-effective local public services through open, collaborative and reusable work. IT & Digital continue to work with business services to identify and introduce digital technologies (including process automation) to support the development and delivery of the Core Offer and ongoing service transformation.

2.31 Procurement's adoption of a more flexible organisational structure is continuing to maximise efficiencies and increase the value and benefit opportunities for our customers. In addition to our core role of ensuring value for money and regulatory compliance, we have a number of areas of focus, which include:



- Introduction of Procurement Partner roles against each category of spend, to deliver better insight between partners.
- Driving strategic decision making from good quality-spend data.

- Working with colleagues across the Council to embed a high quality and consistent approach to contract management.
- Monitoring risk of supplier failure.
- Delivering against our Social Value targets.
- Tackling our low value, high transactional sourcing of goods and services by consolidating the demand to create greater value.

2.32 Annual Procurement Forward Plans were introduced during 2019/20 to enable the Council to maintain an oversight of procurement activity across a full range of Council services. The Forward Plans also enable the Procurement team to plan ahead and prioritise resource on the projects where they can add most value. Procurement Officers worked with their service stakeholders and commissioners to develop the Forward Plans for each directorate area across the Council. For 2020/21, there will be an estimated 26 projects being worked on by Procurement with individual values of over £1m in value, covering the areas of this Portfolio. Attached as [Appendix 1](#) are the details of these projects. Following the impacts of COVID-19, the economy will be facing many challenges. Procurement's focus for this financial year will be on market stability, supporting local businesses and keeping cost pressures under control.

2.33 Finance are working in a number of ways to ensure that the Council manages and optimises its financial resources, within sound governance and financial assurance:

Through our work to integrate Orbis Finance, we will focus on spending less time on transactional activities, implementing common system technologies that allow us to deliver information and advice to support strategic decision making.

Finance will:

- Be integral in the work to scope, procure and implement the replacement of the SAP financial system; which will provide greater flexibility and redefine the work undertaken by Finance and its collaborative relationship with the Council.
- Continue to focus on the development of its staff, with the role out of apprenticeship opportunities in CIPFA and CIMA

professional qualifications, together with a broad range of internal training and development.

- Support the roll out across East Sussex of the CIPFA Hub, which provides training and support to all finance staff within the public sector.
- Further develop our approach to strategic analysis and financial modelling to support the Council's RPPR process.
- Have an integral role in working to provide advice and support to developing agendas, across the Council.
- Continue to seek to enhance its networks and work with partners, so that it can support the maximisation of resources and delivery of value for money services to residents. Through close partnership working, the Council, together with Eastbourne and Hastings Borough Councils, Lewes, Rother and Wealden District Councils and East Sussex Fire and Rescue Service, has been able to move to a Business Rates pool arrangement in 2020/21, as the 75% Business Rates Pilot in 2019/20 was not extended.
- Play an important role in supporting the lobbying agenda of the Council, seeking opportunities to respond to consultations, as well as, direct communication with individuals of influence at a regional and national level.
- The ACCESS (A Collection of Central, Eastern and Southern Shires) Pensions Pool is up and running and work continues to ensure that transfer of investments occurs in the most efficient and cost-effective way, whilst achieving positive returns.
- The Treasury Management Strategy provides a continuing opportunity for the Council to assess its appetite for risk as we seek to maximise return on our investments.



Having delivered integrated Centres of Expertise for Treasury Management & Taxation, Insurance and Financial Accounting, opportunities continue to be explored to embed best practice and

improve service provision, including single system implementation and jointly contracted services.

- The integration of the Orbis Internal Audit continues to bring opportunities for shared learning and experience across services to enhance assurance of the Council's systems, processes and

finances. Our target is for 97% of high-risk internal audit agreed actions to be addressed by management within agreed timescales.

Performance Measures and Targets

*2019/20 Outturns when available or (Target)

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	Final revenue outturn within tolerances of budget allocation	0% overspend/underspend	0% overspend /underspend	-1% overspend/ +3% underspend	-1% overspend/ +3% underspend	-1% overspend/ +3% underspend	Working within agreed tolerance levels is a demonstration of an effective budget allocation process and on-going financial management. Delivery outcome 12.
	Unqualified external audit of accounts	Achieved	Achieved	Achieved	Achieved	Achieved	Meeting a statutory requirement to have the authorities' statement of accounts audited. An unqualified audit opinion reflects the appropriate level of stewardship and financial management of the authority's financial resources. Delivery outcome 12.
	The percentage of high risk internal audit agreed actions addressed by management within agreed timescales	100%	95%	97%	97%	97%	Seeks to maintain sound financial management and stewardship of the authorities systems, processes and resources. We work to ensure that areas of risk identified by internal audit are addressed and mitigated as appropriate. Delivery outcome 12.

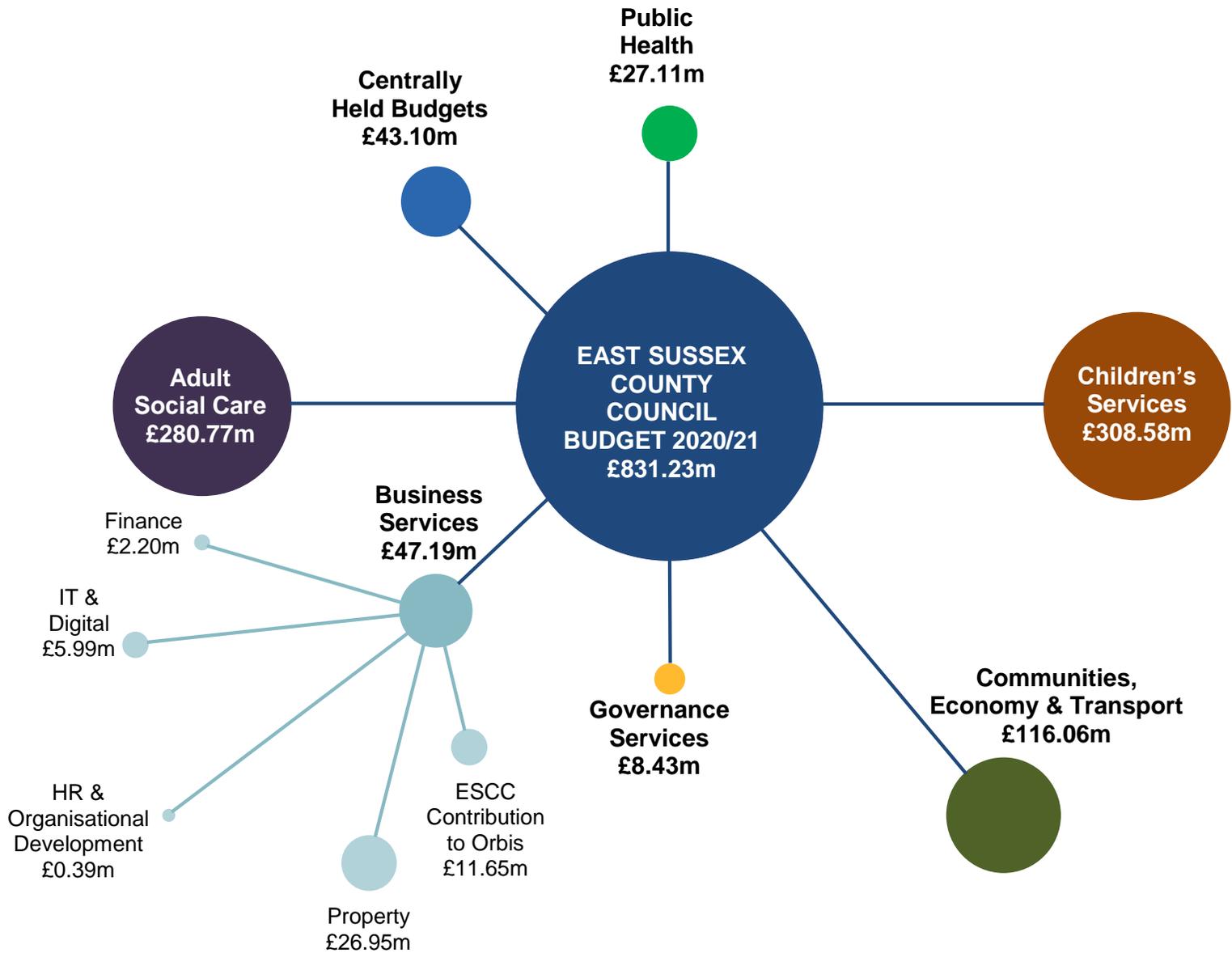
Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	Level of unsecured debt over 5 months (aged debt)	£2.175m Proportion of total debt raised during the year has reduced from 2.55% in 2017/18 to 2.52% in 2018/19	£2.069m Aged debt over 5 months as proportion of debt raised reduced from 2.52% in 2018/19 to 2.16% in 2019/20	≤ 2019/20 value and/or ≤ 2019/20 % of aged debt as a proportion of total debt raised	≤ 2020/21 value and/or ≤ 2020/21 % of aged debt as a proportion of total debt raised	≤ 2020/21 value and/or ≤ 2020/21 % of aged debt as a proportion of total debt raised	We seek to ensure the effective collection of income owed to the authority and so maximise the resources available to deliver services. Delivery outcomes 12 and 16.
	Percentage of insurance claims handled (to first decision stage) within legal time	100%	97%	95%	95%	95%	Ensuring the efficiency of the process has a positive impact on claimants, insurers and meeting our own legal obligations. Delivery outcome 12.
	Availability of IT infrastructure to support and enable the business to function	99%	99.6%	99%	To be set 2020/21	To be set 2021/22	Staff have the right IT tools and infrastructure. Delivery outcomes 11, 12 and 16.
	Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in schools	5.66	5.39	6.17	6.17	6.17	To maximise the use of resources and improve staff. Delivery outcomes 12 and 16.
	Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in non-school services CP	8.73	8.48	9.24	9.24	9.10	
	The proportion of Return to Work Interviews conducted within 7 days of employee returning to work	88.6%	88.2%	90%	90%	90%	

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	The Councils Apprenticeship Levy strategy supports the Council's workforce development and training plans CP	Baseline established	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	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	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	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	Apprenticeships in the Council provide a positive opportunity for staff to develop and grow, enhancing the Council's workforce and career opportunities. Delivery outcomes 3 and 16.
	The percentage of Council procurement spend with local suppliers CP	54%	54%	54%	54%	54%	Support local businesses and help drive economic growth and employment in the county through our purchasing power. Delivery outcomes 1 and 2.
	Economic, social and environmental value committed through contracts, as a percentage of our spend with suppliers CP	11.8%	10.5%	>10%	>10%	>10%	The Social Value Measurement Charter is used to provide robust measures in eligible contracts that commit suppliers to deliver the Council's social value objectives. Delivery outcomes 3, 10, 11 and 14.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	Organisational-wide savings achieved through procurement, contract and supplier management activities	£9m	£9.1m	£5m	To be set 2020/21	To be set 2021/22	Procurement works closely with front-line services to help deliver millions of pounds of savings and efficiencies through our procurement and commercial expertise, ensuring our contracts and commercial arrangements provide great value for money and the best possible outcome for our residents. Delivery outcomes 11, 12 and 16.
	Deliver the Property Asset Investment Strategy CP	Resource model developed	Feasibility studies in development for 7 key projects	Outline business cases brought forward against at least 2 priority projects	To be set 2020/21	To be set 2021/22	Our Property Asset and Disposal Investment Strategy will explore income generation from property, optimise capital receipts and promote economic growth across the county. Delivery outcomes 1, 2, 11, 12, 13 and 14.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	Cost of occupancy of corporate buildings per sq. metre CP	£151.49 / sq. metre	£161.98 / sq. metre	2% reduction on 2019/20 revised cost base	To be set 2020/21	To be set 2021/22	The assessment of costs per sq. metre for our core administrative buildings, and the reset of targets depends on a Corporate Office strategy review that ensures the future net occupancy cost per square metre of corporate buildings is reduced per annum. Thus, reducing operating costs to the Council with the aim of delivering efficient management of resources and suppliers. Delivery outcomes 11, 12, 14 and 15.
	Reduce the amount of CO2 arising from County Council operations CP	6.6% reduction on 2017/18 level	4.8% reduction	13% reduction on 2019/20	13% reduction on 2020/21	13% reduction on 2021/22	A reduction in the amount of CO2 arising from Council operations is recorded on an annual basis, thus reducing the cost of energy to the Council and shrinking the carbon footprint. Delivery outcomes 11, 12 and 15.

Gross Revenue Budget



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Totals may differ from sum of components due to rounding

Revenue Budget

Revenue Budget £000									
Divisions	2018/19			2019/20			2020/21		
	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net
Finance	2,502	(2,222)	280	2,867	(1,710)	1,157	2,204	(1,657)	547
IT & Digital	5,294	(3,028)	2,266	5,758	(2,520)	3,238	5,991	(2,415)	3,576
Orbis Transformation	600	(600)	-	278	(278)	-	-	-	-
HR & Organisational Development	286	(451)	(165)	249	(404)	(155)	394	(394)	-
Procurement	-	(80)	(80)	-	(80)	(80)	-	(80)	(80)
Property	24,745	(19,444)	5,301	24,388	(19,207)	5,181	26,947	(19,116)	7,831
ESCC Contribution to Orbis	14,646	-	14,646	13,886	-	13,886	11,649	-	11,649
Total Business Services	48,073	(25,825)	22,248	47,426	(24,199)	23,227	47,185	(23,662)	23,523

Revenue Budget £000									
Divisions	2018/19			2019/20			2020/21		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Business Operations	13,298	(6,157)	7,141	12,182	(6,337)	5,845	12,611	(7,517)	5,094
Finance	11,662	(1,728)	9,934	12,701	(2,304)	10,397	8,112	(1,863)	6,249
IT & Digital	22,202	(2,761)	19,441	22,929	(3,052)	19,877	22,872	(3,101)	19,771
HR & Organisational Development	7,123	(1,459)	5,664	7,089	(1,283)	5,806	4,634	(1,407)	3,227
Management	2,517	-	2,517	2,573	-	2,573	505	-	505
Procurement	4,110	(223)	3,887	4,899	(235)	4,664	4,698	(240)	4,458
Property	12,981	(1,964)	11,017	12,927	(1,480)	11,447	-	-	-
Total Orbis Partnership	73,893	(14,292)	59,601	75,300	(14,691)	60,609	53,432	(14,128)	39,304
ESCC Contribution to Orbis			14,646			13,886			11,649

Capital Programme

Capital Programme, Gross £000						
Lead Member	Project	Total for Scheme	Previous Years	2020/21	2021/22	2022/23
Cllr Bennett	SALIX Contract	**	**	440	350	350*
	Property Agile Works	9,713	9,604	109	-	-
	Lansdowne Secure Unit Phase 2	8,013	7,310	607	96	-
	Special Provision in Secondary Schools	2,585	350	2,175	60	-
	Core Programme - Schools Basic Need	**	**	21,511	11,641	12,248*
	Core Programme - Capital Building Improvements	**	**	9,361	7,982	7,982*
	Core Programme - ICT Strategy Implementation	**	**	5,378	4,251	11,580
	Special Educational Needs	2,400	-	-	800	1,600
	Disability Children's Homes	242	-	242	-	-
Westfield Lane	1,200	-	1,200	-	-	

* Project extends beyond 2021/22. **Rolling programme: no total scheme value

Appendix 1: Annual Procurement Forward Plans

Details of all projected BSD procurements over £1m during 2020/21 are provided below.

Service	Contract Description	Start date for procurement work to begin (estimated)	Start date of new contract(s) or extension (estimated)
Property	Non-Schools Maintenance Programme 20/21 - Capital	01/01/2020	01/04/2020
Property	Non-Schools Maintenance Programme 20/21 - Revenue	01/01/2020	01/04/2020
Property	Schools Maintenance Programme 20/21 - Capital	01/01/2020	01/04/2020
Property	Schools Maintenance Programme 20/21 - Revenue	01/01/2020	01/04/2020
Property	St Anne's Campus and Rotten Row Development	01/03/2020	01/11/2020
Property	SCP Hailsham School x (20/21)	01/02/2020	01/07/2020
Property	Special Schools Strategy - PMLD Unit Summerdown Free School)	01/01/2020	01/04/2020
Property	Postal Goods / Neo Post	01/06/2020	17/02/2021
Property	Hailsham (Additional 300 2FE Secondary) - MDT	01/01/2020	01/04/2020
Property	Hailsham (Additional 300 2FE Secondary) - Contractor	01/01/2021	01/05/2021
Property	The Havens (Secondary 150 1FE) - Contractor	01/01/2021	01/05/2021
Property	SEND Provision (Capital)	01/05/2020	TBC
Property	Corporate Office Strategy	01/03/2020	01/10/2020
IT&D	LINK Voice Services	01/09/2020	11/06/2021
IT&D	Document & Records Management Solution	01/04/2020	TBC
IT&D	LINK Network Services	01/04/2020	11/12/2021
IT&D	MBOS - Modernising Back Office Systems (11955)	01/09/2019	TBC
IT&D	Prime IT Reseller	01/01/2020	02/01/2021
IT&D	Multi-functional Devices	01/09/2019	TBC
IT&D	Tooling for GDPR	01/01/2020	TBC
IT&D	Hyper converged System	01/09/2019	TBC
HR & OD	Temporary Agency Resource	01/09/2020	16/11/2021
HR & OD	Flexible Employee Benefits	01/01/2021	01/07/2021
HR & OD	Temporary Agency Resource	01/11/2019	16/11/2020
Finance	Purchasing Cards	01/01/2020	01/02/2021
Finance	Orbis Insurance Renewals	01/01/2019	01/04/2020

Communities, Economy & Transport

Portfolio Plan 2020/21 – 2022/23

This plan was originally drawn up, ready for 1 April 2020 and prior to the coronavirus pandemic. We are currently assessing the impact that the pandemic will have on our priorities and planning assumptions. We have updated the plan in July and will continue to do so when there is further clarity on the effect the response to the virus has had on Council services.

July 2020

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Cabinet Portfolio Lead Members

Councillor Keith Glazier
Lead Member for
Strategic Management and
Economic Development



Responsible for overall strategy and policy for the Council.

Principal service area responsibilities covered in this plan include the South East Local Enterprise Partnership (SELEP) and Transport for the South East (TfSE) the shadow sub-national transport board for the region.

Strategic management responsibilities are covered by the Governance Services Portfolio Plan.

Councillor Rupert Simmons
Lead Member for Economy



Responsible for strategy and policy for all economic development and regeneration activities.

Principal service area responsibilities covered in this plan include economic development, culture and skills (shared with Education, see Children's Services Portfolio Plan).

Councillor Claire Dowling
Lead Member for
Transport and Environment



Responsible for strategy and policy for all transport and environment matters.

Principal service area responsibilities covered in this plan include operational services, planning (waste and minerals), transport development control, transport strategy, flood risk management and environmental and waste strategy.

Councillor Bill Bentley
Lead Member for
Communities and Safety



Responsible for strategy and policy for all communities and community safety matters.

Principal service area responsibilities in this plan include archives and records, customer services, emergency planning, gypsies & travellers, libraries, registrars, road safety, and trading standards.

Community safety responsibilities are covered by the Adult Social Care and Health Portfolio Plan.

Portfolios Overview

1.1 As part of the Council's Core Offer we will continue to provide many of the most widely used and visible of Council services, from highways maintenance, waste disposal, transport, libraries, and rights of way maintenance; and these services are set out in this plan. It also includes economic development, planning and infrastructure, registration, trading standards, archives and records, and parking enforcement. However, due to the reduction in the funding the Council receives, the Core Offer may mean there are proposed changes to some of the services outlined in this plan, including a possible reduction in the number of waste sites; the potential for further changes to our Library and Information Service; and changes to our archive services. The on-going effects of COVID-19 may also see a change in the way some services are delivered.

1.2 Ongoing services are supported by our revenue budget, but the Council also invests significant resources in capital projects such as road building and maintenance, improving broadband connectivity and other economic development projects. Much of our work is aimed at improving the long-term outcomes for local residents and businesses and our future plans build on this work and past investments. This plan describes our aims for these services over the next few years and how this work will help the Council deliver its four Priority Outcomes. We have undertaken a process of redesigning our services using a strategic commissioning approach to ensure they match the Council's priorities and are good value for money. Strategic commissioning helps to ensure that we've examined the need for the services we provide and that we prioritise our resources towards meeting needs so that we get the best outcomes for the people of East Sussex with the resources we have available.

1.3 We will continue work to support and grow a sustainable economy in the county. This will help our communities to be more resilient and our businesses to be more competitive. Greater prosperity will benefit all residents of the county. East Sussex is a great place to live, work and visit, and is an excellent location for

businesses. We focus our efforts on the business sectors with the most potential to drive sustainable economic growth and build on the county's current economic strengths and so increase employment and productivity. We will protect and support our leisure and cultural assets. Continued work on a number of important infrastructure projects in the coming years will open up more land for business space and boost employment prospects in some of the most deprived parts of the county.

1.4 Many of our services, such as libraries, road safety and trading standards, are important to local communities. They enrich and empower local people and make a difference to their quality of life. Our libraries help to drive sustainable economic growth in the county by providing online training courses on topics such as literacy, numeracy and IT. Libraries also help provide equality of access to the internet to those who cannot afford a home broadband or mobile data package. The ability to connect to, and use, the internet can be vital to rural communities who might otherwise not be able to access services in person. We continue to provide higher broadband speeds for residents and businesses with over 97% of the county now having access to improved speeds. Our Broadband project is aiming to expand superfast coverage to as close to 100% of premises in the county as possible. The financial challenges the Council is facing makes working with the local community, the voluntary sector and other partners ever more important as it will allow us to make the best use of our resources to ensure our services are financially viable and encourages people to help themselves and their community as much as possible.

1.5 We lead the Council's customer experience programme, monitoring levels of customer satisfaction across a wide range of Council services and acting on the feedback customers give us to provide high quality, value for money services.

1.6 Our archive service, based at The Keep is home to the East Sussex and Brighton and Hove Record Office, the Brighton Royal Pavilion & Museums' Local History Collections and the University of Sussex Special Collections. The Keep provides for the permanent

preservation of, and public access to, the heritage and historical resources of the partners. We also manage all of the Council's modern records.

1.7 Our highways, transport and waste services are used by almost all residents in the county and the Council invests considerable amounts of money in maintaining this infrastructure. We work closely with the district and borough councils in the county to encourage residents and businesses to minimise waste and to recycle and reuse waste responsibly, making the most of waste assets. We manage 2,097 miles of roads with Highways England looking after the other 60 miles in the county. Maintaining roads to a good condition is important to keep all people using the network safe, ensure good access across the county, and help maintain the future economic wellbeing of East Sussex.

1.8 Following the Government's Budget in March 2020, the improvements to the A27 between Lewes and Polegate were

identified as a potential pipeline scheme for the Government's third Road Investment Strategy (2025 -2030). Construction of the Newhaven Port Access Road began in January 2019 and is scheduled to be complete in 2020. We are the lead authority for Transport for the South East (TfSE). TfSE has produced a draft Transport Strategy for the south east, which prioritises strategic road and rail investment for East Sussex and the wider region.

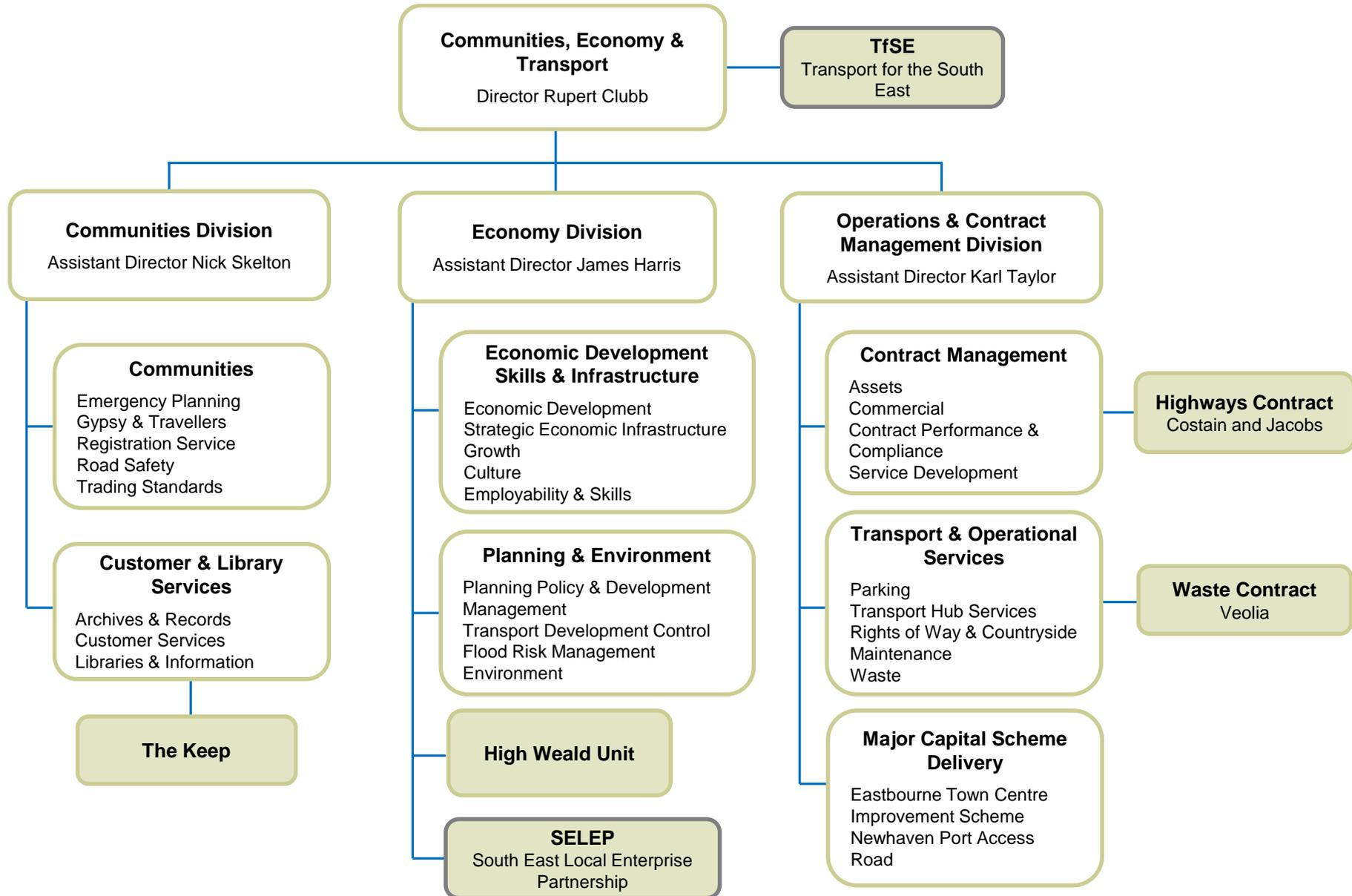
1.9 The Environment Board for East Sussex, of which the Council is a member, have produced an updated Environment Strategy for the county and will begin on implementing its action plan during the coming year. The Council is also working on plans to move towards carbon neutrality for all its operations as soon as possible, and by the latest 2050, having declared a climate emergency in October 2019.

Operating Principles

The Council has agreed three operating principles that underpin how the Council works across all services and with partners:

- ❖ **Strategic commissioning:** using an evidence-based approach to assess and meet the needs of local people in the most effective way. We will specify and deliver appropriate services to secure the best outcomes and value for money for residents.
- ❖ **One Council:** working as a single organisation both through the processes we use, and how we work. We will work in a well connected way across Council teams so we harness all our energy and resources towards achieving our priorities and remove duplication. We will judge our success against outcomes for the whole population and the organisation (and whole local public sector) not against the interests of a particular group, team or department.
- ❖ **Strong partnerships:** recognising we are one part of a wider system, we will work effectively with partners across East Sussex and the region as well as with the wider public sector to ensure we learn from others, secure best value for money and maximise impact for our residents.

Structure Chart



Delivering Priority Outcomes

The Priority Outcomes

The Council has four overarching priority outcomes: driving sustainable economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources. Making best use of resources is the gateway priority through which any activity and accompanying resources must pass.

For each priority outcome there are specific delivery outcomes. These are referenced to performance measures in this Portfolio Plan.



Driving sustainable economic growth - delivery outcomes

1. Employment and productivity rates are high throughout the county
2. Individuals, communities and businesses thrive in East Sussex with the environment and infrastructure to meet their needs
3. The workforce has and maintains the skills needed for good quality employment
4. All children progress well from early years to school leaver and into education, training and employment

Keeping vulnerable people safe - delivery outcomes

5. All vulnerable people in East Sussex are known to relevant local agencies and services are delivered together to meet their needs
6. People feel safe at home
7. People feel safe with support services

Helping people help themselves - delivery outcomes

8. Commissioners and providers from all sectors put people first when providing services and information to help them meet their needs
9. The most vulnerable adults get the support they need to maintain their independence and this is provided at or close to home
10. Individuals and communities are supported and encouraged to be responsible, help others and make the most of community capacity and assets

Making best use of resources - delivery outcomes

11. Working as One Council, both through the processes we use and how we work across services
12. Working in partnership across the public, voluntary community, and private sectors to ensure that all available resources are used to deliver maximum benefits to local people
13. Ensuring we achieve value for money in the services we commission and provide
14. Maximising the funding available through bidding for funding and lobbying for the best deal for East Sussex
15. To help tackle Climate Change East Sussex County Council activities are carbon neutral as soon as possible and in any event by 2050
16. Applying strategic commissioning to ensure resources are directed to meet local need

Driving sustainable economic growth

2.1 This portfolio plays a key role in driving sustainable economic growth in the county through numerous programmes to: improve the infrastructure in East Sussex; improve transport provision; support businesses and education; help people into work or develop skills; ensure vulnerable customers are protected; promote the county as a location for business, culture, leisure and tourism; and provide planning advice. To help us achieve our core priorities and maximise the opportunities available for East Sussex we will continue to make links with key strategic documents at a national level, including the Government's UK Roadmap to rebuild Britain in light of COVID-19 and lockdown measures, the Industrial Strategy, the 25 Year Environment Plan, the Clean Growth Strategy, and policy reforms, such as the anticipated Planning White Paper. We will work with the South East Local Enterprise Partnership (SELEP) to produce a Local Industrial Strategy that sets out clearly defined priorities for the South East that will help to maximise the area's contribution to UK productivity and allow places to make the most of their distinctive strengths. The strategy will help us increase productivity and realise potential, as well as allowing all communities to contribute to, and benefit from, economic prosperity

2.2 Following the worldwide public health emergency of COVID-19, we will produce an Economy Recovery Plan which will lead to an updated Growth Strategy, working alongside the Local Industrial Strategy. Our vision for a more innovative, productive and faster growing East Sussex economy remains, and we will set out the steps we will take to achieve that. We believe the county has a unique offer to make to investors, businesses and skilled workers; one that blends inspiring coastline and countryside with a business base of like-minded companies in growing sectors of the economy.

2.3 In addition, we will also start updating our Local Transport Plan which currently covers the period from 2011 to 2026. The updated Plan will need to consider how transport can help support sustainable economic growth in the county and improve the economic connectivity of East Sussex whilst also working towards achieving the Council's commitment of net zero carbon emissions by 2050. In doing so, the Plan will also need to reflect Transport for

the South East's (TfSE) Transport Strategy and how the Council can facilitate an uptake in the use of electric vehicles that helps to meet Government targets.

2.4 One of the main ways the Council supports the local economy is by improving infrastructure through a number of projects:

- The North Bexhill Access Road, which is now open, has opened up new land for housing and business in Bexhill; whilst the Queensway Gateway Road, due to fully open in 2021/22, will unlock land for business space in north Hastings.
- The Newhaven Port Access Road is a £23m project to help regenerate the port in Newhaven, contractor BAM Nuttall started construction in January 2019, and the road is expected to be complete in 2020.
- During 2020, the Council will seek to secure funding to implement a flood alleviation schemes in Hastings, which, once complete, will reduce the risk of flooding to almost 600 residential properties. The Council has also recently received funding to improve flood resilience measures for a number of residential and commercial premises in Seaford.
- A £8.25m public realm improvement scheme to Terminus Road in Eastbourne, to complement the redevelopment of the 'Beacon', was completed in December 2019. A further phase of improvements, between Bankers Corner and Langney Road, is planned to start construction in 2021.
- Walking and cycling packages in Hailsham, Polegate, Eastbourne, Bexhill and Hastings, will provide new facilities to encourage more people to walk and cycle.
- A new scheme of improvement works, to complement the £3m scheme already completed, is planned for Uckfield, focusing on improving the bus station.
- We will continue to deliver the third Broadband contract working in collaboration with Building Digital UK (BDUK), following on from the very successful first two contracts, which have delivered over 97% superfast coverage across the county. As part of the

third contract we will develop projects which seek to deliver as close to 100% superfast coverage as possible.

- Hastings and Newhaven are amongst only 100 places nationally invited to bid for up to £25m from the Stronger Towns Fund programme. We will work with Hastings Borough Council and Lewes District Council partners to prepare Investment Plans for both towns by the summer of 2020. These “Town Deals” are aimed at transforming economic growth prospects with a focus on improved transport, broadband connectivity, business, skills and cultural improvements.
- We have begun a project to replace the Exceat Bridge with a new bridge. We are working with key stakeholders including the South Downs National Park, who are the planning authority, to develop an appropriate scheme. The planning application is currently scheduled to be submitted in 2021 with the new bridge provisionally planned to open in 2022/23, subject to securing external funding.

2.5 We also support local businesses to thrive and grow:

- We will continue to deliver the Business East Sussex Growth Hub, having successfully brought the service in-house, providing a local point of contact for all businesses in the county. We will make best use of national resources and local agencies to support our work, to enable us to deliver support that will best promote economic growth in the county.
- We will work with skills colleagues to bring skills expertise into the Growth Hub offer.
- We will build on the knowledge and experience gained through the pilot ‘Scale Up East Sussex’ programme run in 2019/20 to develop a bespoke programme of intensive support for growth potential businesses that is tailored to the specific needs of East Sussex.
- We will deliver the new South East Business Boost programme (SEBB2020) over the next three years, which will provide grants and business support to ambitious Small and Medium-sized Enterprises (SMEs) in the county and will have a specific focus on increasing participation of female, and ethnic minority, led businesses.

- We will work with government and our partners to deliver advice to support businesses during and beyond COVID-19 and lockdown measures into the phases that will restart, rebuild and move towards recovery in the economy.
- Through the extension of the Low Carbon Across the South East (LoCASE) programme we will continue to work with local businesses to identify and deliver low carbon business solutions.
- The £1m East Sussex Invest programme will continue to offer grants and loans to local businesses to grow and create jobs.
- Contract negotiations to continue the Locate East Sussex service for a further three years to 2023 are expected to conclude in summer 2020. There is a contract extension in place to cover the delivery of the service whilst the negotiations are ongoing. The new contract is part of a partnership with Kent County Council to access match funding from the European Regional Development Fund for business support. The new contract aims to support 30 businesses a year who are interested in moving into, or expanding within, the county with advice and support however, COVID-19 may affect the number of businesses expanding this year.
- South East Creatives, the South East Creative, Cultural and Digital Support (SEC/SECCADS) programme will continue to offer revenue support grants (£1k - £2k) or 12 hours of business support, mentoring and networking to start-ups, sole-traders and small and medium sized businesses in the Creative, Cultural and Digital sector in East Sussex.

2.6 Our Trading Standards team helps local business grow and ensure they comply with all relevant legislation by:

- Providing bespoke, specialist chargeable advice to businesses, enabling them to market their goods and services, confident that they are legally compliant. This ensures start-ups get it right at the outset and enables all businesses to invest with confidence in products, practices and procedures, knowing that the resources they devote to compliance are well spent, helping to avoid costly mistakes and reputational damage.
- Providing the Government supported Primary Authority Partnership Scheme, which allows businesses to receive

assured and tailored advice on meeting legal requirements through a single point of contact. Under the scheme other regulators must respect the advice given, which particularly helps businesses which trade nationally across council borders.

- Collaborating with other local regulatory partners under the Business Advice & Support Partnership (BAASP), enabling businesses to obtain Trading Standards, Environmental Health, Licensing and Fire Safety advice through a single portal, avoiding the need to navigate through the potentially complex regulatory landscape, thus saving both time and money.
- Offering a range of business training opportunities which can be delivered remotely or at the business premises. Alternatively, as a more cost effective mechanism, and reflecting the current COVID-19 pandemic, we offer a range of regulatory advice and training via an on-line training suite.
- Working with the local Growth Hub to ensure that businesses seeking general trading advice are signposted to Trading Standards for regulatory advice and support.
- Taking robust enforcement action against rogue traders operating in the county, therefore supporting legitimate businesses by removing those delivering bad business practices and undercutting those conducting their business legally and responsibly.
- Offering a good trader scheme through our partnership with Buy With Confidence, enabling legitimate business to carry a Trading Standards approved endorsement.

2.7 The Employment and Skills team will focus on supporting people into work and develop skills that businesses need to recover and grow by:

- Working with strategic partners and businesses through Skills East Sussex (SES), the county's employment and skills board, to set the direction and strategy for recovery and growth
- Enabling SES Sector Skills Task groups to deliver solutions that address employment and skills issues in Construction,

Engineering, Health and Social Care, Creative and Digital, Visitor Economy and Landbased industries.

- Enabling Apprenticeships East Sussex (AES), a sub-group of SES, to focus on apprenticeships as a key route in to employment and for upskilling existing staff in the workplace.
- Working with colleagues in the Apprenticeship Levy team to maximise return for the Council from the Levy and to ensure that unspent Levy is transferred to SMEs in key sectors.
- Working with colleagues in Procurement to ensure that new ESCC contracts contain and deliver social value skills and employment targets.
- Ensuring that the Careers Hub and Enterprise Adviser Network enable secondary schools, special schools and colleges, to meet national benchmarks to improve careers and labour market information, supporting young people's employability and positive progression
- Enabling businesses to promote their sector to a talent pipeline through projects such as Industry Champions; Open Doors; Apprenticeship roadshows and workshops; work experience; Science, Technology, Engineering, the Arts and Mathematics (STEAM) activities;
- Sharing good practice gained from the Primary Careers Hub pilot to embed careers related learning through the curriculum in primary schools.
- Working with careers advice and employment support agencies to develop a Careers East Sussex campaign and web portal to promote local employment opportunities and signpost post-16 residents to training, careers search and opportunities.
- Working with training and support partners to access and direct allocated and external funding to support critical employment, retraining and volunteering skills initiatives.

2.8 We will review the future operation of the Library and Information Service in the light of government guidance on social distancing and develop a new interim operating model that ensures we can deliver our library services in a way that is safe for our

customers, staff and volunteers. This will include priority areas that will help support the economy of the county as it deals with and recovers from the Covid-19 pandemic. Subject to securing external funding, we will seek to provide free qualifications in ICT, Maths and English either online or in libraries, and we'll provide free online resources to help people look for, and secure, jobs, as well as improving their ICT skills. Some of the services we provided prior to the COVID-19 pandemic, such as Code Clubs, homework and study clubs and reading support, were provided with the help of our network of library volunteers, and some of these parts of our offer relied on close contact with customers. It may not be possible for us to deliver all of these services for the foreseeable future, but we will do our best to deliver as much of our previous offer as we can, where we can do so safely, focussing as always on those residents with the greatest needs and those who are most vulnerable and isolated.

2.9 Highways and transport:

- We will continue to work with our highways contractor, Costain and Jacobs, to maintain the county's roads. We monitor the performance of our highways contractor through key performance indicators, which we publicise at the end of the year.
- As part of our contract with Costain and Jacobs they have recruited a number of engineering apprentices since the contract started in 2016, and are planning on a further recruitment drive across engineering and other business areas in 2020/21.
- Our contract with Costain and Jacobs, which is worth circa £35m per year and was awarded in 2016, is due to end on 30 April 2023. A project to develop a new service delivery model for the new contract, which will start on 1 May 2023, has begun and will continue over the next three years, using the Council's Strategic Commissioning Framework. The new contract will ensure the Council continues to deliver highway maintenance services and meet its statutory obligations.
- TfSE has the potential to improve the transport network and boost the economy in East Sussex. TfSE published a draft Transport Strategy in October 2019, which identifies that with the right investment in the region's transport network the South

East's economy could double over the next thirty years, creating an additional 500,000 jobs, boosting the quality of life and access to opportunities and helping to cut the South East's carbon emissions to net-zero. TfSE is currently operating as a shadow body and is aiming, pending Government approval, to begin full operation in 2020.

- Operation Bluebird, our award winning partnership with Brighton & Hove City Council to fight blue badge fraud, will continue in 2020/21.
- We will continue to support the county's bus network to ensure children can get to school, residents can get to work, and people can access essential services.
- In 2020/21, and despite of the COVID-19 pandemic, we will deliver the majority our Active Access for Growth Programme focussed at improving access to jobs and education and increasing levels of physical activity in the local community. In order to do this, we have had to adapt the programme considerably to ensure that the services are available either online or can be provided ensuring safe social distancing, for example bike loan distribution. In addition, we are also looking at some new projects, utilising the existing funding, to support the impact of COVID-19 including directing projects to support key workers.
- We will publish our Local Cycling and Walking Investment Plan for the county, which will support the future delivery of walking and cycling infrastructure and initiatives. This will be accompanied by a number of cycling and walking policies which in turn will feed into the review of our Local Transport Plan.
- Following the Budget in March 2020, the improvements to the A27 between Lewes and Polegate were identified in the Government's second Road Investment Strategy (RIS) (2020 – 2025) as a pipeline scheme for the third RIS (2025 -2030). Building on Highways England's strategic outline business case, the proposals for the scheme and case for investment will be further developed during RIS 2 so that they can start construction during RIS 3, dependent on funding being secured.
- Following the outcomes of a Feasibility study undertaken in early 2020, the Council will prepare an Electric Vehicle Strategy that

will set out what the Council will do to help facilitate an increased uptake in electric vehicles.

- We are working with Network Rail and Kent County Council to develop an approach to implement the infrastructure required to bring high speed rail services into East Sussex. The first phase focusses on allowing high speed trains to run from the high speed rail link onto the Marshlink via Ashford International Station. Network Rail have completed an initial design which would comprise a new platform and track realignment works to the west of the station. Network Rail have also undertaken a study into the line speed and timetable improvements required on the Marshlink to maximise the benefits high speed rail would bring to the connectivity of the county. This will inform a strategic outline business case to Government which sets out the strategic and economic case for funding to develop the proposals further to a preferred option. We are exploring funding opportunities for delivering these infrastructure improvements as soon as possible.

2.10 Planning and Environment:

- Working in partnership with the various organisations that make up Environment East Sussex, we will seek to implement the action plan set out in the new Environment Strategy and future environment legislation and report on progress accordingly.
- We will continue to provide local planning authorities with advice on the transport and highways implications of planning applications. We aim to respond to at least 80% of applications within 21 days, or any agreed extensions of time.
- We will ensure that works on the public highway associated with new developments are undertaken to an appropriate standard.
- We will continue to provide Archaeology, Ecology and Landscape advice through Service Level Agreements with local planning authorities, both within and outside of East Sussex.
- As the Lead Local Flood Authority (LLFA) for the county we will continue to work closely with other organisations designated as Risk Management Authorities, such as district and borough councils, the Environment Agency, Southern Water, and Internal Drainage Boards. We aim to respond to 80% of planning

consultations within agreed deadlines and seek to develop and implement projects that reduce flood risk.

- As the County Planning Authority we will continue to make timely and robust decisions on planning applications and ensure that we have up-to-date policies in place for waste and minerals.

2.11 Other work to benefit the economy:

- The registration service will continue to promote the county as a destination for weddings. We will continue to maximise opportunities to raise income by promoting and offering non-statutory services such as baby naming and the renewal of vows. We will work hard with customers to make their ceremony day extra special after any cancellations due to COVID-19.
- The training academy run by the Registration Service, which offers any new Registrar specialist training, has proved a success; providing income and putting East Sussex on the national stage as currently the only provider of such a service.
- The Registration Service is encouraging economic growth by licensing 100 Approved Marriage Premises in East Sussex providing beautiful wedding venues, and an enhanced offer to customers. The service promotes the venues through the Ceremonies web site. Venues will be supported by the Service to recover from Covid-19, including an extension of their licences during the epidemic.
- We will continue to manage Rights of Way (RoW) and countryside sites, although we are reviewing how these sites are best managed in the future. We will also maintain the Definitive Map, Common Land, and Town & Village Green Registers.

Keeping vulnerable people safe

2.12 Trading Standards will continue to intervene to protect the most vulnerable from rogue traders, scams and financial abuse. During the COVID-19 pandemic we have seen an increase in coronavirus related scams and will continue to be proactive in publicising these and supporting those who are at risk of becoming a victim. We will respond to reports of people being targeted by rogue traders, working in partnership with Sussex Police to maximise both the support to residents and the potential to convict the criminals involved. We will also continue to educate and advise

people on how best to protect themselves from rogue traders, including recommending over 200 businesses that have been approved and vetted by Trading Standards through our partnership with Buy With Confidence.

2.13 We will continue to provide welfare advice and guidance to members of the Gypsy and Traveller Community, signposting clients to health, education and housing services. A key focus in 2020/21 and 2021/22 will be on continuing to support clients through Universal Credit applications, thus ensuring we maximise income from resident's rental payments.

Helping people help themselves

2.14 We support arts and heritage organisations to raise funds to support their activities, which boost health and wellbeing, community resilience and skills. We also provide grants to support arts organisations as well as advising them on other sources of funding. We will be working with Public Health to strengthen alliances between the health and cultural sectors and support the Social Prescribing agenda. We will be reviewing the governance structure of Culture East Sussex to equip it to develop and manage a Cultural Investment Framework. The Framework will identify a pipeline of projects, making us well placed to bid for future funding opportunities.

2.15 We will maximise the impact of our cultural and leisure sectors by:

- Working with partners to bid for Cultural Development Fund investment to support our leisure and cultural infrastructure.
- Working in partnership with SELEP to develop a Tourism Zone bid.
- Developing, in partnership with the SELEP's South East Creative Economy Network, a Prospectus, Creative Open Workspace and cultural facilities map, planning guidance and toolkit to foster cultural infrastructure.
- Unveiling the first of the new public art works for the England's Creative Coast programme and brand.
- Supporting the collaboration between Sussex Modern cultural destinations and Sussex Wineries vineyard destinations.

2.16 The Emergency Planning and Resilience Team supports a variety of partner organisations including borough and district local authorities via the East Sussex Resilience and Emergencies Partnership (ESREP) and Sussex Resilience Forum (SRF) partners in providing emergency preparedness, resilience and business continuity services. The team plan, revise, train against, exercise and review emergency plans so the Council, partners and communities are prepared for emergencies and can recover quickly from an emergency event, including supporting local businesses in business continuity in the event of an incident. The team has been involved in providing support and guidance to senior officers as part of the local response to and recovery planning for the COVID-19 pandemic. In the next year the team will focus on the recovery of our communities from COVID-19 and the core business that was not completed whilst responding directly to the epidemic.

2.17 Our Trading Standards team works closely with Public Health colleagues to stamp out the illegal tobacco trade in East Sussex, contributing to the Health and Wellbeing of residents.

2.18 Libraries:

- We will continue to implement our strategy *East Sussex Libraries - The Way Forward*. However, we will implement the strategy under a new interim operating model that reflects government guidance on social distancing, to ensure we can deliver our library services in a way that is safe for our customers, staff and volunteers. We will also keep our Needs Assessment and Accessibility Analysis under review. The strategy delivers our vision to provide a Library and Information Service that promotes reading and knowledge as a route to leading fulfilling lives; prioritising our resources and expertise to support the needs of residents and communities in East Sussex to achieve four key outcomes:
 - Improving child and adult literacy and numeracy.
 - Supporting the economy.
 - Better health and wellbeing.
 - Increasing digital inclusion.

- We will aim to deliver as much of our previous offer as we can, where we can do so safely, focussing as always on those residents with the greatest needs and those who are most vulnerable and isolated.
- The Summer Reading Challenge, which encourages children to continue to read throughout the summer holidays, is likely to be an online offer this year, which we will promote to schools and families through all our media channels
- Libraries will continue to offer a wide range of services, information and resources, including courses to help people to get into work, information on health and wellbeing, and resources such as books selected by practitioners to help people cope with a range of common mental health problems such as anxiety and depression.
- We are working to support people who are digitally excluded and have launched a new initiative to lend tablets with a pre-paid data SIM to people who are isolated and need access to services, such as repeat prescription services, registering for Universal Credit and keeping in contact with friends and family. We ensure they can access NHS information and advice so they can keep up to date with the most recent, comprehensive guidance on keeping safe and finding financial support. We will seek to expand this initiative if we can identify funding. We're also working on the development of information about digital inclusion on the Council's website, which will signpost people to help to use digital services and where they might be able to source equipment to go online.
- We will also continue to promote the use of East Sussex Community Information Service (ESCIS), our community information directory as a key online resource to support communities through the COVID-19 pandemic. ESCIS is used by Council staff for social prescribing. It connects people with a wide range of community-based activities and support to improve their health and wellbeing.
- Since we adopted our libraries strategy, two years ago, we have invested over £700,000 in our library buildings to ensure that they support the delivery of our strategic outcomes. This includes

the complete refurbishment of Crowborough, Lewes, Eastbourne and Heathfield Libraries. We have modernised and extended the children and young people's areas in all four libraries, created a large study space on the mezzanine of Lewes Library in which we ran Study Clubs for 16-19 year olds in 2019, and created a new Learning and Information suite in Eastbourne Library for adults taking qualification courses in English, Maths and ICT. In 2020/21 we will refurbish Uckfield and Hampden Park libraries to create more modern facilities.

2.19 Road Safety:

- Collisions on our roads can have a terrible human cost, our Road Safety project is aiming to use behavioural change initiatives to influence the driving behaviour of targeted high risk groups to reduce the number of people Killed and Seriously Injured (KSI) on the county's roads, these groups include:
 - Young drivers (17 – 25).
 - Motorcyclists.
 - Car drivers in relation to vulnerable road users (cyclists/pedestrians etc.).
- The behavioural change initiatives were launched in 2018/19, in conjunction with the Behavioural Insights Team, together with the first phase of an extensive speed management programme. The speed management programme prioritised road safety interventions on high risk routes (identified based on the level of fatal and serious road crashes which have occurred there) to ensure that we target our resources effectively. These schemes are evidence based and may include: lower speed limits; ensuring that there is a consistent approach to the traffic management features provided along the route; targeted safety schemes; and vulnerable road user studies. Work on both the behaviour change and the speed management elements of this programme will continue in 2020/21. Early outcomes of this work have been delayed due to the lack of road users during the COVID-19 pandemic but will be available in late 2020, with full outcomes and analysis expected in 2021. It is expected that both elements of this programme will inform the future work of the

Road Safety Team as well as work to address collisions and KSIs across the county.

Making best use of resources

2.20 We will continue to work closely with our district and borough council partners to increase recycling and reduce waste, and in particular to support the new Waste Collection and Recycling Partnership of three local authorities.

2.21 We will continue to plan for the long term management of waste and supply of minerals in the Waste and Minerals Plan for East Sussex, South Downs and Brighton & Hove. A review of the current plan is being undertaken with a draft plan due to be published for consultation in 2020. The revised plan should be adopted in mid-2021.

2.22 We will continue to maximise our resources through the effective commissioning and management of externally grant funded projects and services supporting local business and infrastructure. These include the South East Business Boost programme, providing small grants for businesses to grow, alongside the provision of targeted business support services. We are also making further investments in local transport infrastructure and other economic infrastructure, thanks to funds secured through the South East Local Enterprise Partnership (SELEP) – Local Growth Fund. Our own East Sussex Invest 6 programme provides larger capital loans and grants that unlock significant private sector investment in growing local businesses.

2.23 We will continue to apply for and secure much needed external funding to address council priorities.

2.24 CET continues to meet its savings targets but does face some difficult decisions going forward. Demand and expectation for our services is high, particularly in relation to road condition, broadband and infrastructure provision. With additional house building planned for the county, these pressures will increase.

2.25 The Clean Growth Strategy published by the Government, places an emphasis on low carbon transport and ending the sale of petrol and diesel cars and vans by 2040, which means we need to consider how to provide the infrastructure required to support this.

2.26 We will continue to work in partnership with Lewes and Wealden district councils, and Eastbourne and Hastings borough councils through the East Sussex Emergencies and Resilience Partnership (ESREP) to provide emergency preparedness, resilience and business continuity services. ESREP will also continue to support the Sussex Resilience Forum (SRF), a multi-agency partnership whose members have statutory responsibilities or a supporting contribution under the Civil Contingencies Act 2004, to work together to prepare, respond to, and recover from emergencies and major incidents. We will continue to learn and adapt plans and processes to ensure that lessons and best practice identified as part of the COVID-19 response and recovery are incorporated as part of the recovery to Business As Usual activities; asking ourselves not how to return to the old normal, but introducing new ideas and ways of working so we create what we want the new normal to be.

2.27 The Council's Medium Term Financial Plan requires savings of £210,000 from the Council's contribution to The Keep budget between 2019/20 and 2021/22. We have sought to deliver savings by reducing building-related costs and securing income generation. However, the level of proposed saving has meant that we have also had to look at staffing costs and the nature of the work that we do and services we provide. We have taken the decision, in line with the principles set out in our Core Offer, that the East Sussex and Brighton & Hove Record Office (which forms the major part of the work of The Keep) will place a much greater focus on its statutory responsibilities, with less time spent curating materials which we do not have a statutory obligation to acquire and maintain. We will continue to maintain all of the material that is currently in The Keep's archives. Together with changes to how we respond to enquiries from the public (which involve better signposting of customers to readily available information on our website and online catalogue) and a reduction in outreach work, we have reduced staffing levels at The Keep, following a staff consultation. The savings we have made to date meet approximately half of our overall savings target for The Keep. We are now developing a plan which will identify how the remaining savings can be found. We will review The Keep's service offer with our partners and in line with our Core Offer principles and if we propose any changes, they will

take into account usage patterns of the archive service as a whole and the views of users and the wider public. We will continue to provide an archive service to which the public have access in person.

2.28 Our Customer Promise sets out what customers can expect of us. In 2019 we embedded the Customer Promise into our procurement process so that, when our contracts and commissioned services involve interacting with customers, all our services are delivered to the same high standard, regardless of who provides them.

2.29 We have rolled out customer feedback systems across the Council for website usage, emails, telephone calls, and face to face visits, in order to improve our understanding of the customer experience as a whole for the Council. We've received over 16,000 individual customer satisfaction ratings and over 3,500 comments from customers. By gathering this feedback, we have a much clearer picture of how customers view us and what kind of improvements they expect to see.

2.30 We have used customer feedback to make a wide range of improvements to our services and the information available on our website. This has ranged from fixing broken weblinks to completely overhauling sections of our website to make information more relevant to customers and ensuring it's quick and easy to find.

2.31 It's not always appropriate for customers to contact us via digital channels. Sometimes, complex or sensitive situations mean that only a face to face or telephone conversation is appropriate. For many services however, using our website, email or social media will be the quickest and easiest way to contact us. Our digital channels are very cost-effective ways to provide information and services, helping us make better use of our resources. Our aim is that customers choose digital channels because they provide the best customer experience. Based on customer feedback we'll make further improvements to our services as part of our commitment to provide high quality, affordable services.

2.32 Annual Procurement Forward Plans were introduced during 2019/20 to enable the Council to maintain an oversight of procurement activity across a full range of Council services. The Forward Plans also enable the Procurement team to plan ahead and prioritise resource on the projects where they can add most value. Procurement Officers worked with their service stakeholders and commissioners to develop the Forward Plans for each directorate area across the Council. For 2020/21, there will be an estimated 16 projects being worked on by Procurement over £1m in value, covering the areas of this Portfolio. Attached as Appendix 1 are the details of these projects.

Performance Measures and Targets

*2019/20 Outturns when available or (Target)

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Glazier	Work with Seachange Sussex to deliver major transport infrastructure – Queensway Gateway Road CP	First phase completed	Second phase of road completed	Commence construction of the final phase of the road	Complete final phase of the road, road fully open to traffic and monitor impact	No target set project completed	Improved connectivity between Queensway and the A21, improving journey times and reducing congestion on the local network. Enable the development of land for commercial and residential use in North Hastings, supporting economic growth, job creation and the delivery of new homes in the area Delivery outcomes 1, 2, 12 and 14.
	Deliver major transport infrastructure – Newhaven Port Access Road CP	Construction commenced January 2019	Construction continued	Complete construction and monitor impact	Monitor impact	Monitor impact	Improved connectivity into Newhaven Port from the strategic road network, supporting the delivery of the Enterprise Zone and unlocking employment land within the Port. Delivery outcomes 1, 2, 12 and 14.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Simmons	Number of additional premises with improved broadband speeds CP	9,511 premises	1,197 premises	2,980 premises	1,334 premises	To be set 2021/22	As close to 100% of premises as possible have access to high speed broadband. Supporting employment, productivity, individuals and communities. Delivery outcomes 1, 2, 3, 10, 12 and 15.
	Report progress on the level of broadband improvement in the Intervention Area CP	97% of the intervention area able to receive superfast speeds	Contract 3 delivered 22% superfast coverage in intervention area; Overall superfast coverage across county just below 98%	Report progress on the level of broadband improvement in the Intervention Area	Report progress on the level of broadband improvement in the Intervention Area	Report progress on the level of broadband improvement in the Intervention Area	
	Take up of broadband services in the Intervention Area	63.1% (May 2019)	Overall programme take-up is 68%	To be reported as take up data is received	To be reported as take up data is received	To be set 2021/22	
	Deliver the new Employability and Skills Strategy: East Sussex business sector skills evidence base developed CP	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	Six sector task groups plus the Apprenticeships East Sussex task group working to action plans that meet the Skills East Sussex priorities	Seven sector task groups maintained, with each working to establish a new annual action plan and reporting to SES on actions and achievements Establish Careers East Sussex task group and develop All Age Careers Campaign to promote key careers in Priority sectors	Seven sector task groups maintained, with each working to establish a new annual action plan and reporting to SES on actions and achievements Deliver Careers East Sussex All-age Campaign to promote key job roles in our priority sectors including delivery of two sector-focused careers events	To be set 2021/22	Training providers are developing a curriculum which is informed by sector skills evidence and our local businesses are actively engaged in supporting training provision in the county, supporting sustainable economic development. Delivery outcomes 1, 2, 3, 4, 11, 12, 13 and 14.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Simmons	Deliver the new Employability and Skills Strategy: East Sussex Careers Hub CP	New measure 2019/20	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	East Sussex Careers Hub to support schools to achieve an average of 4 national benchmarks Develop a package of online resources to support youth employability on the Careers East Sussex portal.	To be set 2020/21 (subject to funding)	To be set 2021/22 (subject to funding)	Helping our young people and adults become aware of careers opportunities available to them, supporting sustainable economic development. Delivery outcomes 1, 2, 3, 4, 11, 12, 13 and 14.
	Deliver Culture East Sussex agreed actions to grow Cultural Tourism CP	Recommendations delivered	T Stats being trialled by Eastbourne but not taken forward by Lewes or Wealden for now	Monitor the impact of COVID-19 on the tourism economy, plan for recovery and deliver one strategic pilot action	Deliver first wave of England's Creative Coast with the installation of three new art works	To be set 2021/22	Grow the visitor economy by raising the visibility of East Sussex, enhancing perceptions, increasing the number of visitors to the coast, increasing length of stay and spend. Delivery outcomes 1, 2 and 15.
	Agree employer led skills development programme for South East Local Enterprise Partnership South East Creative Economy Network Sub Group [tbc depending on availability of funding]	Grants programme and sector support services launched	15 grants approved (value £89k) in East Sussex; 5 business engagement events have been held and 15 businesses have benefitted from 12 hour business support	Support a minimum of thirty businesses to apply for a grant Deliver five business engagement events to promote SECCADS	No target set, project completed	No target set, project completed	Create the conditions to ensure that East Sussex benefits from one of the fastest growing sectors of the economy, growing the creative economy by fostering creative start ups, upscaling creative businesses and attracting businesses into East Sussex. Delivery outcomes 1 and 2.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Simmons	Job creation from East Sussex Programmes CP	174.75 full time equivalent jobs created	141 jobs created	135 jobs safeguarded or created	To be set 2020/21	To be set 2021/22	Grow the East Sussex economy and create more jobs by supporting the growth of businesses through capital investment. Delivery outcomes 1 and 2.
	Increase inward investment (businesses)	50 businesses committed to or relocated to East Sussex	36 businesses committed to or relocated to East Sussex	30 businesses retained or relocated to East Sussex	To be set 2020/21	To be set 2021/22	Grow the East Sussex economy through job growth, businesses relocating to the county and support for business investment. Delivery outcomes 1 and 2.
Cllr Dowling	Percentage of Principal roads requiring maintenance CP	5%	5%	8%	8%	8%	Achieve and maintain a good standard of road condition across all road types. Delivery outcomes 2, 11, 12.
	Percentage of Non Principal roads requiring maintenance CP	7%	5%	9%	9%	9%	
	Percentage of Unclassified roads requiring maintenance CP	9% (Highways have utilised new survey technology to give greater detail to our understanding of the condition of the network)	14%	15%	15%	15%	

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Dowling	Implement Civil Parking Enforcement across Rother District	New measure 2019/20	DfT have formally accepted Civil Parking Enforcement (CPE) application and we will be working with them on an achievable start date	Enforcement implemented (subject to approval being given by DfT)	No target set, enforcement implemented	No target set, enforcement implemented	The Council takes over Civil Parking Enforcement across Rother District from the Police, reducing the impact of inconsiderate and dangerous parking; helping to improve safety and ease congestion on the road network. Delivery outcome 2 and 15.
	Transport and highways advice given to planning authorities – percentage of consultations responded to within 21 days	80%	74%	80%	80%	80%	A high proportion of advice is given to planning authorities in a timely manner, preventing planning applications being delayed unnecessarily. Delivery outcome 2.
	Percentage of high priority maintenance completed within two weeks on Rights of Ways and Countryside Sites	97%	87%	80%	80%	80%	
	Develop an East Sussex Commissioning Strategy for Rights of Way and Countryside Sites	Identified the most suitable organisations to manage our countryside sites to meet future needs as defined in the Countryside Access Strategy. Potential offers for future site management assessed and recommendations for future management of the sites prepared for Lead Member	Lead Member granted permission for the four sites to be transferred to new managers at her meeting in January 2020. Legal and operational work to transfer the sites to the new managers is now progressing.	Four sites transferred to new managers	Project complete	Project complete	High priority maintenance work on our Rights of Way network and at our Countryside Sites is undertaken in a timely manner, to enable safe access. Delivery outcomes 2, 11, 12, 13, 15 and 16.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Dowling	Percentage of highway gullies that are free flowing and clear of obstruction	95%	97%	98%	98%	98%	Reduce water damage to the carriageway caused by drainage issues, maintaining a good standard of road condition. Delivery outcomes 2, 12 and 16.
	Deliver pedestrian improvements in Terminus Road (Eastbourne) using 'Shared Space' concepts to coincide with opening of the new Arndale Centre CP	Construction commenced March 2018 and continued throughout the year	Construction completed Impact starting to be monitored	Monitor impact	No target set project completed	No target set project completed	Pedestrian and bus improvements to Eastbourne town centre, promoting more sustainable travel choices. The improvements will support the significant private sector investment in the Arndale Centre and reinvigorate the retail and leisure offering in the town centre. Delivery outcomes 2, 10, 12, 14, and 15.
	Complete key local transport scheme improvements in growth priority areas (Hastings/Bexhill, South Wealden / Eastbourne and Newhaven)	Uckfield Phase 3 (Bus Station) construction slipped to 2019/20; Hailsham – Polegate – Eastbourne Sustainable Transport Corridor Phase 2 construction scheduled for 2019/20 and 2020/21; Bexhill and Hastings Cycle Package Phase 1 Newhaven Ring Road construction scheduled for 2019/20	Victoria Drive pedestrian crossing completed Q3; Friday Street crossing commenced Q4 but works stopped due to Covid-19 pandemic; Start of Newhaven Ring Road improvements delayed until Q3 2020/21 due to Covid-19 pandemic; Construction of Uckfield bus station delayed to 2020/21	The Ridge pedestrian crossing Havelock Road and Station Approach pedestrian improvements Collington Av/Sutherland Av Ped Crossing	Eastbourne town centre improvements phase 2 Eastbourne/south Wealden walking and cycling package phase 2 (Willingdon Drive and Horsey Phase 1b cycle routes)	To be set 2021/22	Support the delivery of housing and employment and improve travel choices. Delivery outcomes 2, 10, 12, 13 and 14.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Dowling	Develop Local Cycling & Walking Infrastructure Plan (LCWIP)	New measure 2020/21	New measure 2020/21	Adoption of plan and links to Local Transport Plan 4	Review of plan	To be set 2021/22	ESCC LCWIP will outline strategic network of cycling and walking measures and initiatives, informing future bids for funding. Delivery outcomes 2, 10, 12, 13, 14 and 15.
	Develop Local Transport Plan 4	New measure 2020/21	New measure 2020/21	Evidence Review/Scenario Planning/Commence Stakeholder Engagement	To be set 2020/21	To be set 2021/22	The LTP4 document will provide the Council with a robust transport strategy in alignment with key policy areas of local economic growth, the environment, health and wellbeing and safety. Delivery outcomes 2, 10, 12, 13 and 14.
	Lead Local Flood Authority advice provided to planning authorities – percentage of consultations responded to within deadline set	97%	90%	80%	80%	80%	Advice provided on local flood risk and drainage matters is given to planning authorities in a timely manner, preventing planning applications being delayed unnecessarily. Delivery outcome 2.
	Percentage of decisions on major development for waste and minerals within the statutory determination period measured over 2 years	92% (24 month period ending Dec 2019)	100%	60%	To be set 2020/21	To be set 2021/22	The County Planning Authority considers and determines applications in a robust and timely manner, ensuring that sustainable waste and minerals activities/developments supporting growth in East Sussex are not unnecessarily delayed. Delivery outcomes 1, 2, 11 and 16.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Dowling	Percentage of decisions on minor County Council development within the statutory determination period (8 weeks or agreed extensions of time)	100%	100%	70%	To be set 2020/21	To be set 2021/22	The planning decisions taken on the County Council's own development proposals are made in a timely manner and that the planning system "adds value" to the proposals that are implemented. Delivery outcomes 1, 2, 11 and 16.
	Household waste re-used, recycled or composted or used beneficially (kg per household)	535 kg/hh (provisional figure and subject to change)	528 kg/hh	To be set September 2020 following a review by the waste team	To be set 2021/22	To be set 2021/22	Achieve and maintain a good level of re-use, recycling and beneficial use of waste, whilst minimising the waste produced by residents and the waste that goes to landfill.
	Household waste (kg per household)	975 kg/hh (provisional figure and subject to change)	958 kg/hh	965kg/hh	To be set 2021/22	To be set 2021/22	Delivery outcomes 2, 11, 12, 13, 15 and 16.
	Implement initiatives that improve value for money in collaboration with Borough and District Councils and SE7 partners	(Implement Joint Waste Strategy Action Plan and recommendations of waste contract review)	Borough and District Councils supported with new collection arrangements	Work with Boroughs and District Councils to provide cost effective waste and recycling services for East Sussex Residents	To be set 2020/21	To be set 2021/22	Working with partners to improve the value for money of the waste service. Delivery outcomes 2, 11, 12, 13 and 16.
Cllr Bentley	Respond to Freedom of Information (FOI) and Environment Information Regulations (EIR) within statutory timescale.	94.1%	92%	≥ 80%	≥ 90%	≥ 90%	Information held by the Council is freely available, in a timely way, unless exempt from publication. Delivery outcomes 8, 11 and 13.

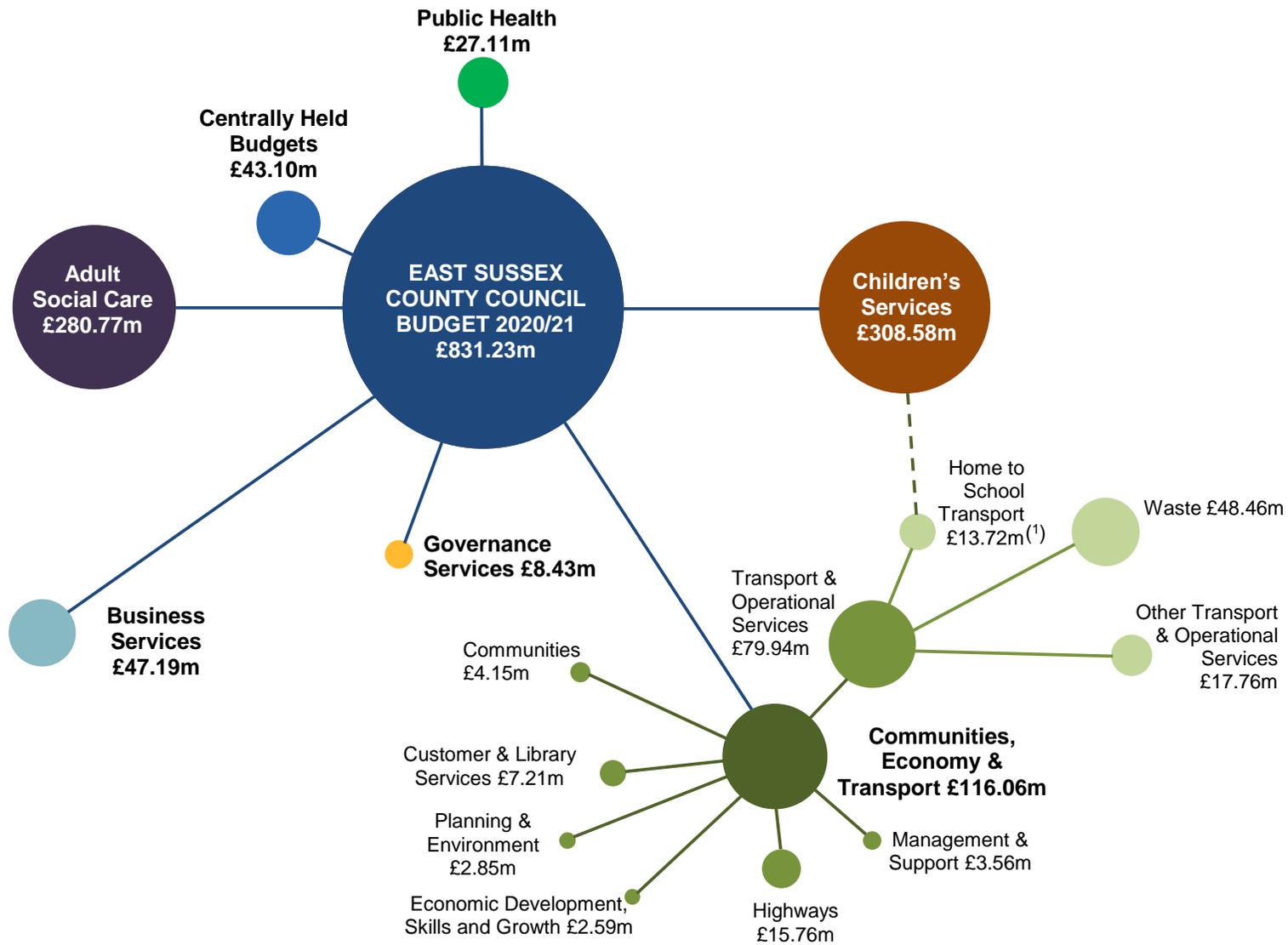
Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bentley	Road Safety: Implement behaviour change projects to reduce the speeding reoffending rate CP	Trials of behavioural change initiatives started in Q2 and continued throughout the year	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	20% reduction in reoffending rate (from 2017/18 baseline)	To be set 2020/21	To be set 2021/22	Reduce the number of KSI on East Sussex roads using behavioural change methods and the implementation of infrastructure schemes to improve outcomes for residents, businesses and visitors to East Sussex. Delivery outcomes 2, 10 and 12.
	Road Safety: 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 CP	Phase One of campaign run via social media and was successful; Phase Two targeting young males currently being developed	Over 24%	20% (subject to the intervention going ahead as planned due to COVID-19)	To be set 2020/21	To be set 2021/22	
	Road Safety: Implement infrastructure schemes on identified high risk routes to improve road safety CP	5 schemes	3 schemes completed	6 schemes (subject to funding)	To be set 2020/21	To be set 2021/22	
	Number of customer orders for original material at The Keep	15,116	13,867	8,000	To be set 2020/21	To be set 2021/22	There is free public access to our collections of historical material.
	Number of visits to The Keep website	108,756 user visits; 618,645 page views	101,194 user visits; 726,949 page views	80,000 user visits; 500,000 page views	To be set 2020/21	To be set 2021/22	Lifelong learning and the economic development of the county are supported through access to the material. Delivery outcomes 8, 10, 12 and 13.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bentley	Develop and implement a Sustainability Plan for The Keep	New measure 2020/21	New measure 2020/21	Develop Part 2 of the Sustainability Plan	Implement Part 2 of the Sustainability Plan	No target set plan implemented	The Keep is financially sustainable in the medium-term, and continues to provide the public with a good level of access to archive material. Delivery outcomes 8, 10, 12 and 13.
	Over 5,000 children participate in the Summer Reading Challenge, an initiative which encourages a love of reading	New measure 2020/21	New measure 2020/21	Cannot be implemented due to Covid-19	To be set 2020/21	To be set 2021/22	Children read and enjoy books over the summer holiday period, increasing their literacy and reducing their learning loss. Delivery outcomes 2, 3 and 4.
	Increase annual total issues of all eLibrary stock	New measure 2019/20	98,516 eBooks and eAudiobooks issued 196,117 downloads of eMagazines	105,000 eBooks and eAudiobooks issued 200,000 downloads of eMagazines (inc eNewspapers)	To be set 2020/21	To be set 2021/22	The county has a modern and sustainable Library and Information Service, which prioritises resources to best meet the needs of those who live work and study in East Sussex, reflecting the changing ways in which people are accessing services. Delivery outcomes 2, 3, 4, 9 and 10.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bentley	Deliver a range of Family Learning programmes across East Sussex to provide high quality learning opportunities for parents/carers and their children to develop English, maths and language skills and to support a culture of learning in the family (subject to external funding) CP	New measure 2020/21	New measure 2020/21	300 enrolments across Family English, maths and Language (FEML) and Wider Family Learning (WFL) programmes.	To be set 2020/21	To be set 2021/22	Families, particularly those from areas of deprivation, have intergenerational learning opportunities and develop positive attitudes to learning. Delivery outcomes 1, 2, 3, 10, 12 and 14.
	In partnership with funding organisations provide online learning (including skills for life and ICT courses) in libraries (subject to contract) CP	194 courses complete	86 courses	To be set July 2020 once external funding finalised	To be set 2020/21	To be set 2021/22	People have access to free qualifications that support them into, or back into, work and education. Delivery outcomes 1, 2, 3, 10, 12 and 14.
	Maintain libraries in a safe and appropriate condition from which to support delivery of our Libraries Strategy through a refurbishment program	New measure 2020/21	New measure 2020/21	Refurbishment of Hampden Park and Uckfield libraries complete	To be set 2020/21	To be set 2021/22	Create better areas and facilities for children and young people to support their literacy and numeracy and improve the spaces in libraries where people can get online or use the library to work or study. Delivery outcomes 2, 3, 13 and 16.
	Provide volunteer supported IT for You sessions in libraries	New measure 2020/21	New measure 2020/21	Can't be implemented due to Covid-19	To be set 2020/21	To be set 2021/22	People have support to go online, improve their digital skills, increase their employment chances and have better access to health information and services. Delivery outcomes 1, 3, 10.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bentley	The number of businesses and professionals receiving advice and support through training and bespoke advice provided by Trading Standards CP	19 workshops 319 delegates	19 workshops 346 delegates	200	To be set 2020/21	To be set 2021/22	Businesses in East Sussex are equipped to thrive, comply with the law, and are supported to "get it right first time". Delivery outcomes 1, 2, 3 and 12.
	The number of positive interventions for vulnerable people who have been the target of rogue trading or financial abuse CP	224 positive interventions	127 positive interventions	300	To be set 2020/21	To be set 2021/22	Residents of East Sussex are safe in their own home and protected from criminals. Residents are empowered to feel safe and supported to say "no" to criminals and deter and disrupt criminal activity. Delivery outcomes 5, 6, 9 and 10.
	Provide Emergency Planning and Resilience training to ensure that officers and members are trained in their roles and responsibilities during an emergency or during recovery from an incident	New measure 2020/21	New measure 2020/21	10 Courses held	To be set 2020/21	To be set 2022/23	To ensure East Sussex County Council respond effectively and efficiently to any incident, demonstrating best practice and support to partners, residents and businesses. Delivery outcomes 11 and 12.
	The occupancy rate across our 4 permanent Traveller Sites ensuring Travellers have a home that meets their cultural needs	New measure 2020/21	New measure 2020/21	90%	To be set 2020/21	To be set 2022/23	To ensure that Plot occupancy across our Traveller sites is consistent and utilised at the most effective level possible to ensure Travellers are housed and the Council maximises rental income opportunities. Delivery outcomes 5 and 10.

Gross Revenue Budget



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(1) Home to School Transport is administered by Communities, Economy and Transport on behalf of Children's Services.
Totals may differ from sum of components due to rounding

Revenue Budget

Revenue Budget £000									
Divisions	2018/19			2019/20			2020/21		
	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net
Communities	3,820	(2,392)	1,428	4,316	(2,850)	1,466	4,153	(2,618)	1,535
Customer & Library Services	7,157	(2,291)	4,866	7,241	(2,237)	5,004	7,210	(2,169)	5,041
Economy	3,513	(2,604)	909	3,695	(2,535)	1,160	2,585	(1,405)	1,180
Highways	16,555	(2,215)	14,340	15,770	(2,290)	13,480	15,761	(2,458)	13,303
Management & Support	3,694	(647)	3,047	5,261	(2,417)	2,844	3,563	(665)	2,898
Planning & Environment	2,813	(2,002)	811	2,796	(1,986)	810	2,849	(1,961)	888
Transport & Operational Services	76,049	(39,244)	36,805	76,889	(40,027)	36,862	79,938	(43,518)	36,420
Total Communities, Economy & Transport	113,601	(51,395)	62,206	115,968	(54,342)	61,626	116,059	(54,794)	61,265

Capital Programme

Capital Programme, Gross £000						
Lead Member	Project	Total for Scheme	Previous Years	2020/21	2021/22	2022/23
Cllr Simmons	Skills for Rural Businesses Post-Brexit	2,918	2,134	784	-	-
	Sidney Little Road Business Incubator Hub	500	381	119	-	-
	Broadband	33,800	23,763	3,484	3,276	3,277
	Bexhill and Hastings Link Road	126,247	124,568	784	643	252
Cllr Dowling	Bexhill and Hastings Link Road Complementary Measures	1,800	1,562	238	-	-
	Exceat Bridge Replacement	4,133	977	1,500	1,656	-
Cllr Simmons	Economic Intervention Fund	**	**	1,280	1,066	619*
	Bexhill Enterprise Park North	1,940	-	1,940	-	-
	EDS Upgrading Empty Commercial Property	500	440	60	-	-
Cllr Dowling	Hastings and Bexhill Movement & Access Package	9,057	2,888	6,169	-	-
	Eastbourne Town Centre Phase 2	3,486	376	3,110	-	-
	Eastbourne/South Wealden Walking & Cycling Package	7,017	4,029	2,988	-	-
	Hailsham/Polegate/Eastbourne Sustainable Transport Corridor	2,350	1,147	1,203	-	-
	Other Integrated Transport Schemes	**	**	3,235	2,969	2,969*
	Community Match Fund	1,500	241	759	250	250
	Terminus Road Improvements	9,000	8,750	250	-	-
Cllr Simmons	Newhaven Port Access Road	23,230	19,525	3,515	170	20
	Real Time Passenger Information	2,842	2,609	189	-	44

Capital Programme, Gross £000						
Lead Member	Project	Total for Scheme	Previous Years	2020/21	2021/22	2022/23
Cllr Dowling	Queensway Depot Development (formerly Eastern)	1,956	818	1,138	-	-
	Hailsham HWRS	97	73	24	-	-
	Core Programme - Highways Structural Maintenance	**	**	18,476	17,850	12,946*
	Highways Structural Maintenance (Drop Kerbs and Patching)	1,000	-	1,000	-	-
	Core Programme - Bridge Assessment Strengthening	**	**	1,300	1,285	1,260*
	Core Programme - Street Lighting - Life Expired Equipment	**	**	2,390	2,727	623*
	Core Programme - Rights of Way Surface Repairs and Bridge Replacement Programme	**	**	565	565	565*
Cllr Simmons	Enabling Fund	573	230	146	150	47
Cllr Bentley	The Keep	146	-	24	73	49
	Library Refurbishment	1,688	230	763	169	526

* Project extends beyond 2021/22 ** Rolling programme: no total scheme value

Many of the above capital funded projects are partly or fully funded from successfully secured external funding from the likes of the South East Local Enterprise Partnership Local Growth Funding, the Government's National Productivity Investment Fund and Section 106 developer contributions all working alongside East Sussex County Council's funding.

Appendix 1: Annual Procurement Forward Plans

Details of all projected CET procurements over £1m during 2020/21 are provided below.

Service	Contract Description	Start date for procurement work to begin (estimated)	Start date of new contract(s) or extension (estimated)
Economic Development	Active Access for Growth Replacement Contracts	Sep-20	01/04/2021
Economic Development	Active Access for Growth Replacement Contracts	Sep-19	01/04/2020
Economic Development	Locate East Sussex	Aug-19	01/05/2020
Highways	Exceat Bridge	Sep-19	TBC
Highways	Highways and Infrastructure Services Contract 2023	Sep-20	01/05/2023
Strategic Economic Infrastructure	A22 Corridor Package Major Road Network	Jun-20	01/10/2020
Strategic Economic Infrastructure	A259 Major Road Network - works	Sep-20	01/09/2022
Strategic Economic Infrastructure	Eastbourne Town Centre Phase 2	Apr-20	TBC
Transport & Operations	Bus Service Contracts.1	Mar-20	12/04/2020
Transport & Operations	Bus Service Contracts.2	Mar-20	19/04/2020
Transport & Operations	Bus Service Contracts.3	Apr-20	26/04/2020
Transport & Operations	One School Contract - St Mary's Horam	Jun-20	03/01/2021
Transport & Operations	One School Contract - Glyne Gap School	Jun-20	03/01/2021
Transport & Operations	Client Transport DPS	Oct-19	27/04/2020
Transport for the South East	TfSE Corridor Studies	Jun-19	01/09/2019
Library and Information Service	Library Books	Jan-20	01/04/2020

Chief Executive's Office & Governance Services

Portfolio Plan 2020/21 – 2022/23

This plan was originally drawn up, ready for 1 April 2020 and prior to the coronavirus pandemic. We are currently assessing the impact that the pandemic will have on our priorities and planning assumptions. We have updated the plan in July and will continue to do so when there is further clarity on the effect the response to the virus has had on Council services.

July 2020

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Cabinet Portfolio Lead Members

Councillor Keith Glazier

**Lead Member for
Strategic Management and Economic
Development**



Responsible for overall strategy and policy for the Council.

Principal service area responsibilities covered in this plan include Member Services, Communications, Policy and Performance and the South East Seven Partnership

Economic development and transport responsibilities are covered by the Communities, Economy and Transport Portfolio Plan.

Portfolios Overview

1.1 This portfolio is responsible for the overall strategic direction of the Council including its business planning, democratic role and external work in relation to communicating its aims and objectives and working with others to ensure that the people of the County have the services and infrastructure they need to thrive. This plan describes our aims for the services under the portfolio over the forthcoming years and how this work will help the Council deliver its four Priority Outcomes.

1.2 The Reconciling Policy, Performance and Resources (RPPR) process ensures that our priorities are evidence based and that our resources are used as effectively as possible to support local people. This has been particularly important as we have had to make savings of over £134m since 2010 and will need to reduce costs by a further £16m by 2022/23, at the same time as demand for services is increasing because of demographic changes. RPPR determines what we are trying to achieve for each priority outcome and sets the targets in the Council Plan that drive our ambitions forward.

1.3 The Council's Core Offer sets out the level of service we will provide to meet our statutory duties and address priority local need. It includes early intervention and preventative work to limit future demand and lower costs as well as work to boost the local economy.

1.4 Our business planning process has not only helped us to manage effectively through times of austerity, it has provided us with the evidence we needed to lobby the Government, together with partners locally and nationally, for an improved settlement for local government. It has helped us be assured that our services are

commissioned in line with the needs of the county and that they represent value for money.

1.5 Member Services supports councillors in their role as local representatives. The team provides help and advice to elected Members on all aspects of Council decision making, the Constitution, and effective participation in meetings. We support Members in accessing all the information needed to carry out their roles, including engagement in the RPPR process and undertaking effective scrutiny. Member Services ensures that Council meetings are lawfully held and accessible to the public, including broadcasting them online to help engage people with the democratic process. The team also supports families and schools through management of the East Sussex School Appeals Service.

1.6 Our Communications Team supports services by providing information and messages to the public, ensuring they know of the services on offer, consulting them on changes in services and keeping them updated on operational developments such as school expansions or transport works. The Communications Team works continuously to make the Council's websites and online channels easier for the public to use and to ensure the Council can respond to the rapidly changing world of communications.

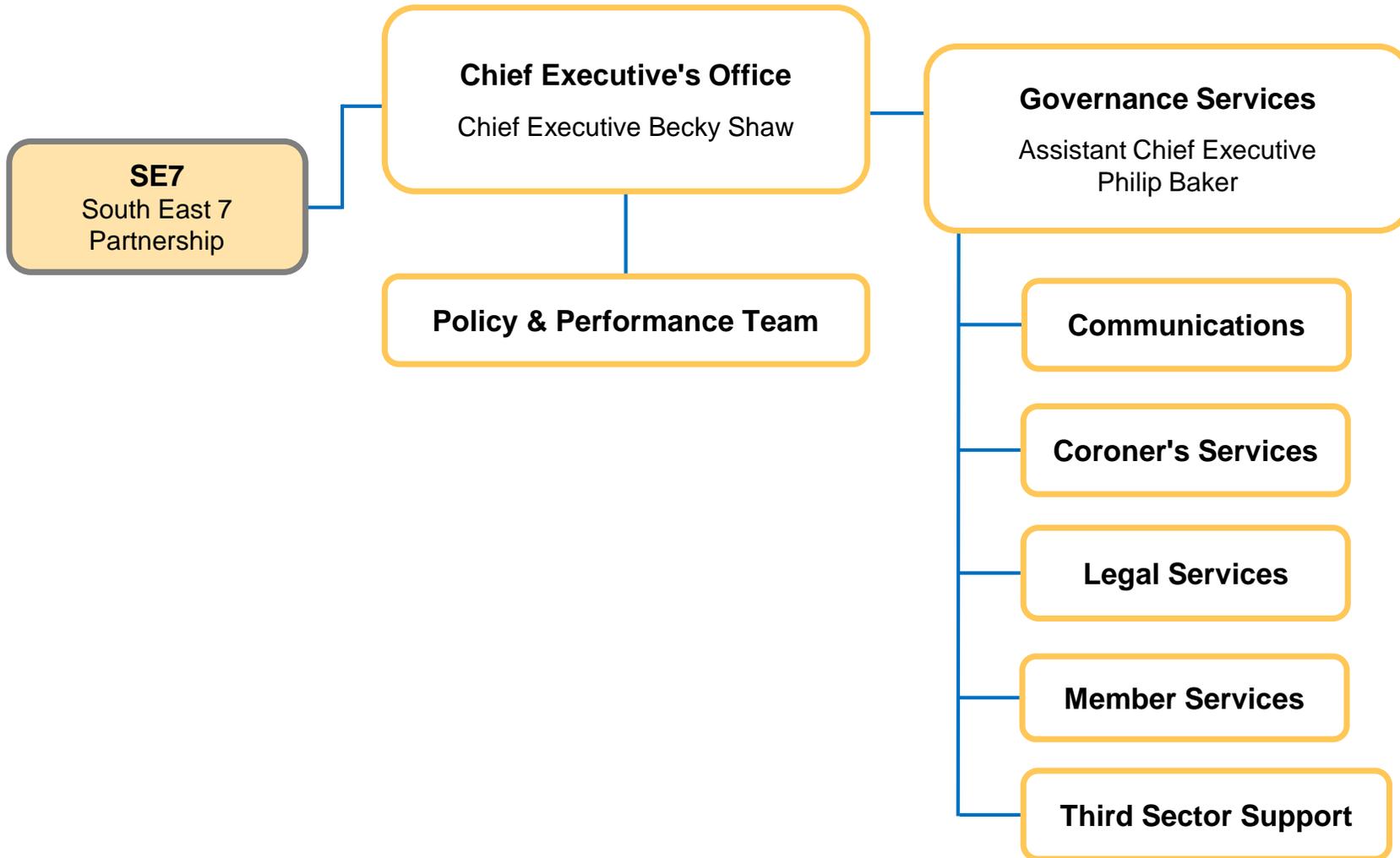
1.7 The VCSE sector is important as the funding the Council receives has fallen and the number of services we provide has decreased. Many VCSE organisations have stepped in to provide vital services to the community and our Third Sector Support team plays a key role in organising and allocating grant money assigned through the Council, and supporting VCSE organisations. This work helps to drive sustainable economic growth and helps residents to help themselves and their community.

Operating Principles

The Council has agreed three operating principles that underpin how the Council works across all services and with partners:

- ❖ **Strategic commissioning:** using an evidence-based approach to assess and meet the needs of local people in the most effective way. We will specify and deliver appropriate services to secure the best outcomes and value for money for residents.
- ❖ **One Council:** working as a single organisation both through the processes we use, and how we work. We will work in a well connected way across Council teams so we harness all our energy and resources towards achieving our priorities and remove duplication. We will judge our success against outcomes for the whole population and the organisation (and whole local public sector) not against the interests of a particular group, team or department.
- ❖ **Strong partnerships:** recognising we are one part of a wider system, we will work effectively with partners across East Sussex and the region as well as with the wider public sector to ensure we learn from others, secure best value for money and maximise impact for our residents.

Structure Chart



Delivering Priority Outcomes

The Priority Outcomes

The Council has four overarching priority outcomes: driving sustainable economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources. Making best use of resources is the gateway priority through which any activity and accompanying resources must pass.

For each priority outcome there are specific delivery outcomes. These are referenced to performance measures in this portfolio plan.



Driving sustainable economic growth - delivery outcomes

1. Employment and productivity rates are high throughout the county
2. Individuals, communities and businesses thrive in East Sussex with the environment and infrastructure to meet their needs
3. The workforce has and maintains the skills needed for good quality employment
4. All children progress well from early years to school leaver and into education, training and employment

Keeping vulnerable people safe - delivery outcomes

5. All vulnerable people in East Sussex are known to relevant local agencies and services are delivered together to meet their needs
6. People feel safe at home
7. People feel safe with support services

Helping people help themselves - delivery outcomes

8. Commissioners and providers from all sectors put people first when providing services and information to help them meet their needs
9. The most vulnerable adults get the support they need to maintain their independence and this is provided at or close to home
10. Individuals and communities are supported and encouraged to be responsible, help others and make the most of community capacity and assets

Making best use of resources - delivery outcomes

11. Working as One Council, both through the processes we use and how we work across services
12. Working in partnership across the public, voluntary community, and private sectors to ensure that all available resources are used to deliver maximum benefits to local people
13. Ensuring we achieve value for money in the services we commission and provide
14. Maximising the funding available through bidding for funding and lobbying for the best deal for East Sussex
15. To help tackle Climate Change East Sussex County Council activities are carbon neutral as soon as possible and in any event by 2050
16. Applying strategic commissioning to ensure resources are directed to meet local need

Driving sustainable economic growth

2.1 The Communications Team play a key role in publicising Council projects which boost local business to protect and create jobs, including East Sussex Invest 5 and Locate East Sussex. The team also run communications campaigns for other departments to;

- recruit more foster carers, adopters, social workers and teachers;
- encourage people to drive safely on the counties roads as part of the £1m Road Safety Programme, details of this programme can be found in the Communities, Economy and Transport Portfolio Plan;
- improve public health; and
- encourage the benefits of education and training, including from school attendance, literacy and apprenticeships.

As well as helping to drive economic growth these campaigns will support the other Priority Outcomes, including keeping vulnerable people safe and helping people help themselves.

2.2 Third Sector Support are working with Orbis Procurement to develop the VCSE sector use of the Social Value Market Place and support organisations from across sectors to better understand the potential that Social Value will bring to achieving positive outcomes for communities.

Keeping vulnerable people safe

2.3 Legal Services provide advice and representation in relation to a wide range of child protection matters and work closely with Children's Services to analyse risks and options with the aim of producing the best outcome for children. The team also advises in respect of vulnerable adults, including pursuing Court Of Protection applications to protect members of the community who are mentally incapacitated and for the authorisation of living in care placements. The Service also advises and prosecutes the misuse of Blue Badges (disabled parking) and parents who fail to ensure that their children attend school regularly. Legal Services work closely with Trading Standards to reduce scam mail and prosecute rogue traders.

2.4 Member Services supports Members in the scrutiny of issues such as safeguarding, social care and health which aims to improve these services.

Helping people help themselves

2.5 Third Sector Support is vital in advising and assisting departments and external partners to develop and provide services and programmes that benefit people and communities across the county. Examples include Crowdfund East Sussex that supports and enables organisations to raise funds that meet locally determined needs and Healthwatch East Sussex that works with people to identify possible improvements to Health and Social Care services across the county.

2.6 Our Communications Team helps people find information about where they can get assistance or online tools which they may use to perform tasks such as making a payment, applying for a service, resolving a query or giving their views in a consultation. This includes reaching residents through advertising, emails or direct mail, talking to them on social media, creating interesting and useful online content and signposting where they can find resources at the Council or in the community. During 2019/20, there were three million visits to the Council's website, with 13 million pages viewed.

2.7 Our Member Services team manages school admission appeals including an innovative, interactive, secure online system which ensures parents are kept informed and gives them control of their appeal at all times; the system has also improved the efficiency of the associated administrative processes. The team also manages the public e-petitions scheme which gives people an easy way to make sure their concerns are heard by the Council.

Making best use of resources

2.8 RPPR is a key part of our planning to ensure the Council has the necessary resources to meet the demands of an aging population with a reduced budget. It allows us to develop our plans and budgets together, ensuring that the available resources are directed in the most effective way to meet the Council's defined priorities.

2.9 Despite significant reductions in our budget since 2010, the Council still anticipates needing to find substantial further savings in the coming years. Additional funding provided by Government to date, including the provisions made in the September 2019 Spending Round, has been mostly one-off and does not tackle the issue of longer-term sustainability of local authorities. In this context the Council has developed a Core Offer, which sets out the realistic level of service we think we can be expected to provide given current resources to meet our statutory duties and address priority local need. The Core Offer includes an element of early intervention and preventative work to avoid the escalation of urgent need to more expensive interventions. We will work to support the local economy and improve the supply of good jobs in order to increase personal resilience and reduce dependency on public services. We worked with the public and businesses to develop the Core Offer and we will continue to strive to deliver the best services we can and make the best use local resources. We will continue to work with local communities to help build local capacity especially where we are no longer able to provide services.

2.10 The challenging financial outlook the Council continues to face places a premium on our lobbying work.

- Members and officers will continue to lobby for the best interests of the residents of East Sussex directly with the Government, through meetings and briefings with our local MPs, contact with Government officials and through the various partnerships in which we participate such as SE7, Transport for the South East (TfSE), the County Councils Network (CCN) and the Local Government Association (LGA).
- We will use all these channels to try to ensure that proposed changes to local government finance are sustainable for services in East Sussex.

2.11 The Council has 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. A detailed action plan will be produced in 2020, detailing the challenges and actions that will be taken as part of the improvement partnership.

2.12 Member Services provides help and advice to ensure that the Council's decision making processes are informed, efficient and transparent and that Members' scrutiny reviews have the best chance of leading to service improvements and efficiencies. The team use the latest technology to promote 'paper-light' working and to minimise printing and postage costs. Legal Services works closely with the Business Services Department to ensure that value for money is achieved when the Council procures goods or services and that Council's property portfolio is dealt with efficiently in order to support the Council's priorities.

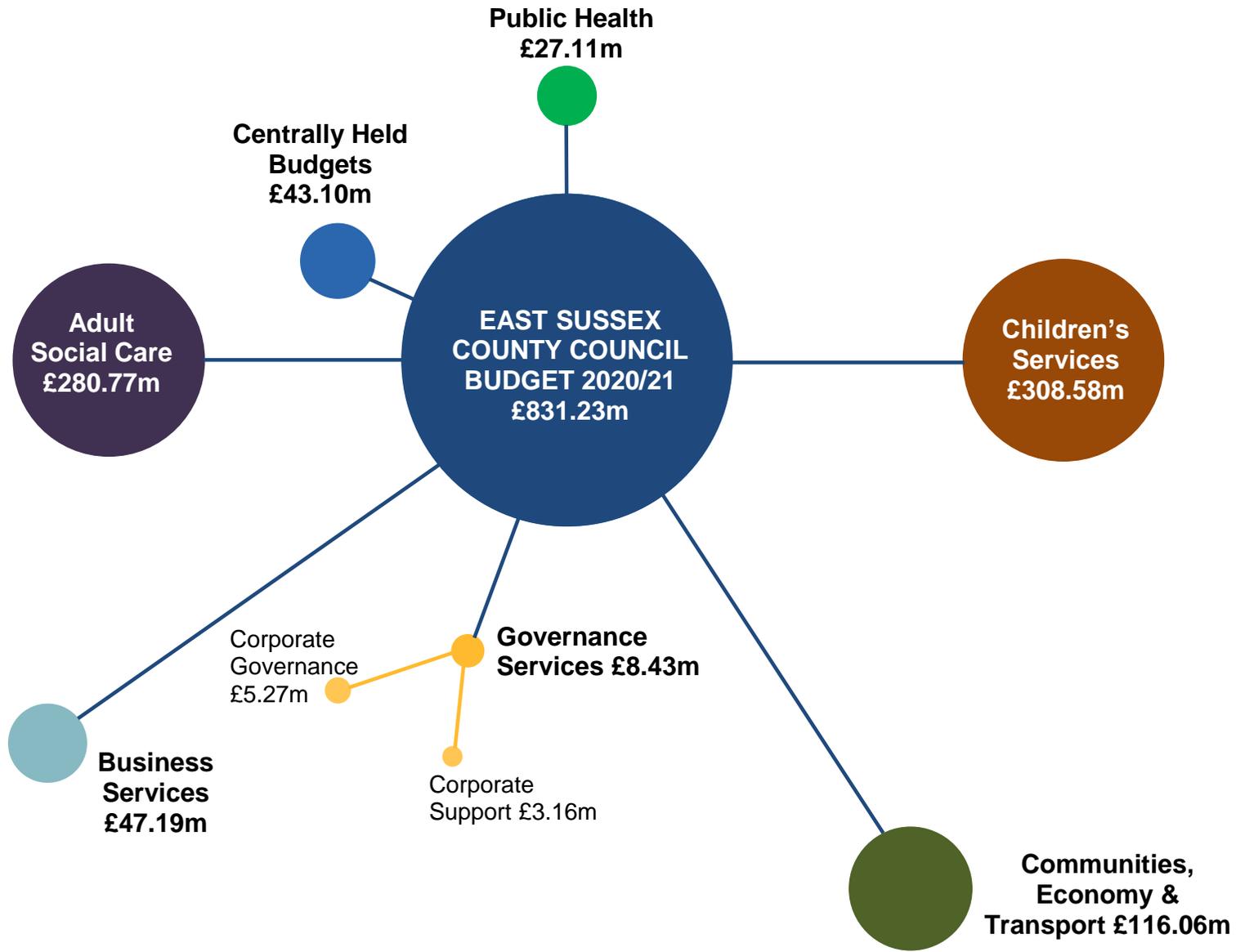
2.13 Annual Procurement Forward Plans were introduced during 2019/20 to enable the Council to maintain an oversight of procurement activity across a full range of Council services. The Forward Plans also enable the Procurement team to plan ahead and prioritise resource on the projects where they can add most value. Procurement Officers worked with their service stakeholders and commissioners to develop the Forward Plans for each directorate area across the Council. For 2020/21, there will be an estimated one project being worked on by Procurement over £1m in value, covering the areas of this Portfolio. Attached as Appendix 1 are the details of this project.

Performance Measures and Targets

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2017-23 Outcome Summary
Cllr Glazier	Council Plan targets met that are available for reporting at year end	86%	82%	80% – 90% (Excluding measures not met due to COVID-19)	80% – 90%	80% – 90%	The Council sets itself stretch targets, and by meeting a high proportion of these targets achieves it's priority outcomes. Delivery outcomes 11, 12 and 13.
	Ensure RPPR delivers a One Council approach and strong, transparent processes	RPPR implemented	RPPR implemented	Implement RPPR process	Implement RPPR process	Implement RPPR process	The RPPR process guides the Council in setting it's priorities and allocation of resources. Delivery outcomes 11, 12 and 13.
	Percentage of residents informed or very informed about County Council services and benefits	61%	54%	64%	To be set 2020/21	To be set 2021/22	An increasing number of residents are informed or very informed about the services the Council provides. Delivery outcomes 11 and 13.
	Percentage of residents satisfied or very satisfied with the way the County Council runs local services	45%	52%	44%	To be set 2020/21	To be set 2021/22	An increasing percentage of residents are satisfied or very satisfied with the way the Council provides services in the county. Delivery outcomes 11 and 13.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2017-23 Outcome Summary
Cllr Glazier	Improve support to Members in their various roles	Training continues to be developed to support the top five areas of need identified by Members	Training continues to be developed and delivered in response to Member needs	Ensure Members are equipped to fulfil their role and keep their overall training and support needs under review	Ensure Members are equipped to fulfil their role including provision of an appropriate post-election induction programme for new and re-elected Members	Ensure Members are equipped to fulfil their role and keep their overall training and support needs under review	<p>Members are supported and provided with equipment and training enabling them to represent their division and constituents.</p> <p>An ongoing training programme meets the needs of Members; with targeted training to support them with particular needs and roles.</p> <p>Use by all Members of the dedicated Members' Intranet pages as a primary source of information.</p> <p>Development of innovative ways to guide Members through the Reconciling Policy, Performance and Resources (RPPR) process recognising that different Members require different kinds of support.</p> <p>Reduced demand for IT&D support as Members adapt to the new technology to meet their needs.</p> <p>Delivery outcomes 11 and 13.</p>

Gross Revenue Budget



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Totals may differ from sum of components due to rounding

Revenue Budget

Revenue Budget £000									
Divisions	2018/19			2019/20			2020/21		
	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net
Corporate Governance	5,233	(667)	4,566	5,146	(480)	4,666	5,267	(503)	4,764
Corporate Support Services	2,867	(241)	2,626	3,103	(403)	2,700	3,162	(394)	2,768
Total Governance Services	8,100	(908)	7,192	8,249	(883)	7,366	8,429	(897)	7,532

Capital Programme

There is no current Capital Programme

Appendix 1: Annual Procurement Forward Plans

Details of all projected Chief Executive's Office and Governance Services procurements over £1m during 2020/21 are provided below.

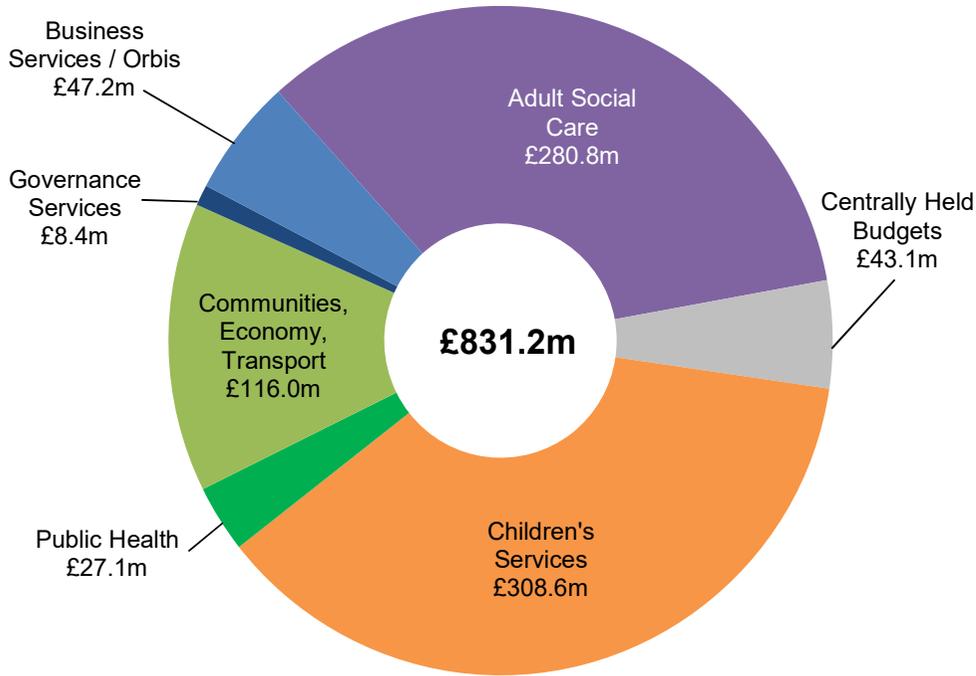
Service	Contract Description	Start date for procurement work to begin (estimated)	Start date of new contract(s) or extension (estimated)
Third Sector	Healthwatch and Independent Complaints Advocacy Service	TBC	01/04/2021

Revenue Budget Summary - departmental budget movements 2016/17 to 2019/20

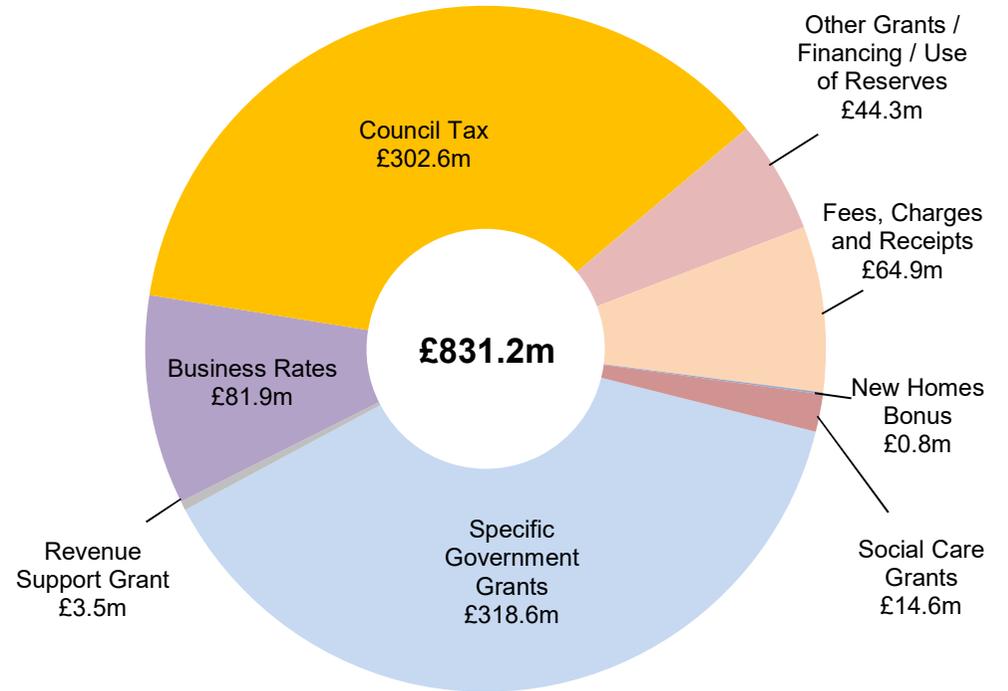
	2016/17 Rebased Budget	Net Movt	2017/18 Rebased Budget	Net Movt	2018/19 Rebased Budget	Net Movt	2019/20 Rebased Budget	Net Movt 16/17 to 19/20
	£'000	%	£'000	%	£'000	%	£'000	%
Adult Social Care	163,572	3.08%	168,608	-1.90%	165,407	3.66%	171,456	4.82%
Public Health	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Business Services / Orbis	21,601	-1.48%	21,282	4.64%	22,270	4.30%	23,227	7.53%
Children's Services (excl. schools)	64,593	6.14%	68,562	0.14%	68,655	12.61%	77,314	19.69%
Communities, Economy & Transport	60,818	4.22%	63,384	-1.86%	62,206	-0.93%	61,626	1.33%
Governance Services	7,499	-2.92%	7,280	-1.21%	7,192	2.42%	7,366	-1.77%
Total Departments	318,083	3.47%	329,116	-1.03%	325,730	4.68%	340,989	7.20%

Revenue Budget Summary 2020/21 - gross revenue budget

How we will spend your money (gross)

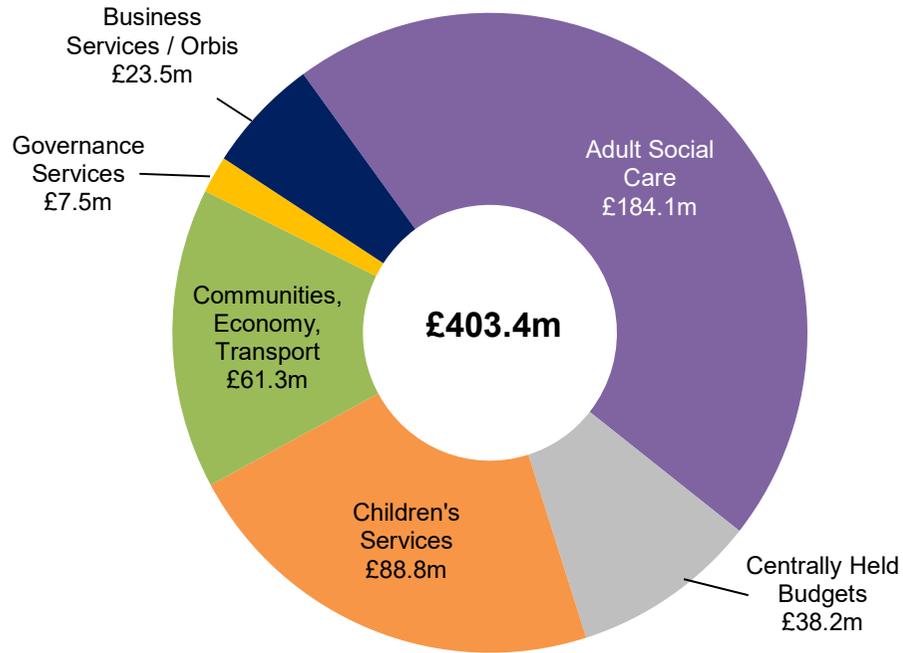


Where the money comes from (gross)

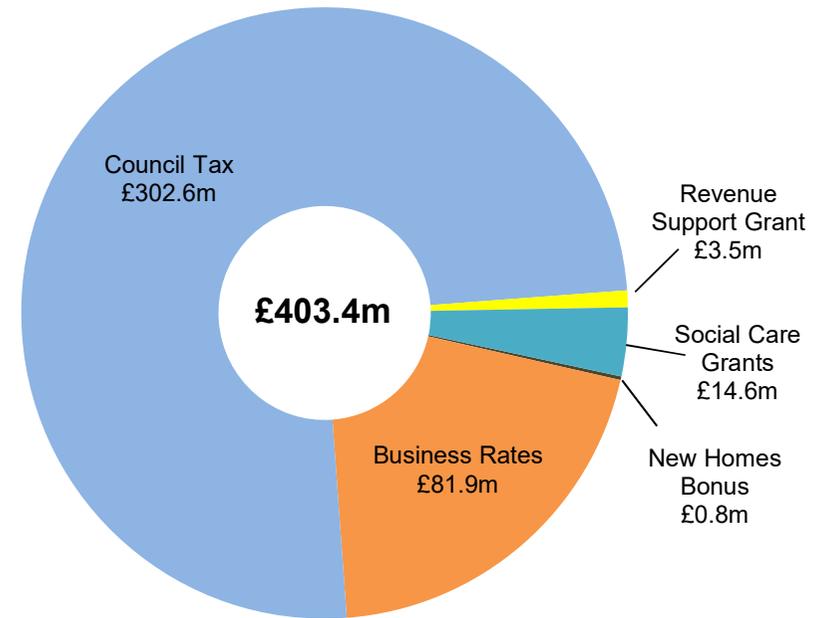


Revenue Budget Summary 2020/21 - net revenue budget

How we will spend your money (net)



Where the money comes from (net)



Revenue Budget Summary 2020/21 - budget changes 2019/20 to 2020/21

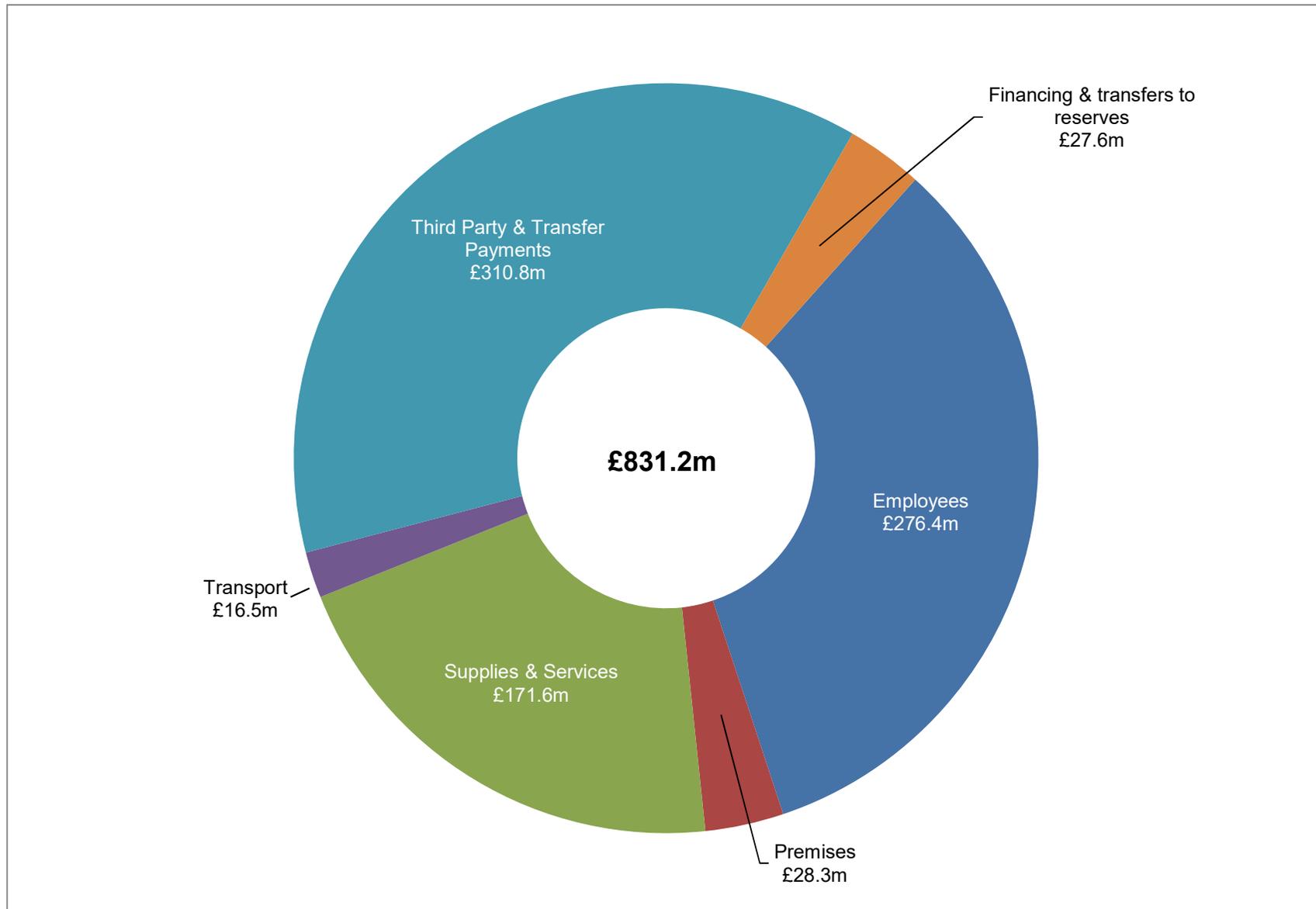
	2019/20	Additions	Reductions	2020/21 Net	Change	
	Rebased Net Budget			Budget		
	£'000	£'000	£'000	£'000	£'000	%
Adult Social Care	171,456	12,880	(274)	184,062	12,606	7.35%
Public Health	-	-	-	-	-	0.00%
Business Services / Orbis	23,227	4,078	(3,782)	23,523	296	1.27%
Children's Services (inc. schools)	77,314	13,471	(1,957)	88,828	11,514	14.89%
Communities, Economy & Transport	61,626	1,183	(1,544)	61,265	(361)	-0.59%
Governance Services	7,366	168	(2)	7,532	166	2.25%
Total Departments	340,989	31,780	(7,559)	365,210	24,221	7.10%
Centrally held budgets	34,156	11,136	(7,065)	38,227	4,071	11.92%
Total	375,145	42,916	(14,624)	403,437	28,292	7.54%

Revenue Budget Summary 2020/21 - subjective analysis

Department	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care	52,473	1,133	1,127	10,311	215,725	4	280,773	(29,555)	(31,935)	(35,894)	(88)	(97,472)	761	184,062
Public Health	2,195	-	16	157	24,738	-	27,106	(26,816)	-	-	(607)	(27,423)	317	-
Business Services / Orbis	2,671	11,553	82	30,948	1,920	11	47,185	(2,195)	(2,910)	(8,825)	(72)	(14,002)	(9,660)	23,523
Children's Services	185,445	11,230	1,564	44,038	66,146	153	308,576	(254,966)	15,830	(3,527)	(430)	(243,093)	23,345	88,828
Communities Economy & Transport	15,897	4,071	13,690	79,392	523	2,486	116,059	(4,667)	(17,644)	(16,491)	(1,264)	(40,066)	(14,728)	61,265
Governance Services	5,043	317	60	2,097	912	-	8,429	(360)	(322)	(180)	-	(862)	(35)	7,532
Services	263,724	28,304	16,539	166,943	309,964	2,654	788,128	(318,559)	(36,981)	(64,917)	(2,461)	(422,918)	-	365,210
Centrally held budgets	12,626	-	-	4,651	881	24,942	43,100	(70)	-	-	(4,803)	(4,873)	-	38,227
Total	276,350	28,304	16,539	171,594	310,845	27,596	831,228	(318,629)	(36,981)	(64,917)	(7,264)	(427,791)	-	403,437

Revenue Budget Summary 2020/21 - subjective analysis

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Revenue Budgets - Business Services / Orbis

2019/20 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1,157 Finance	363	825	24	985	7	-	2,204	(230)	(2)	(4)	(13)	(249)	(1,408)	547
3,238 IT & Digital	(290)	39	1	6,241	-	-	5,991	(122)	(1,473)	(41)	-	(1,636)	(779)	3,576
(155) HR & Organisational Development	113	-	2	273	-	6	394	(61)	-	(302)	(31)	(394)	-	-
(80) Procurement	-	-	-	-	-	-	-	-	-	-	-	-	(80)	(80)
5,181 Property	2,485	10,689	55	11,800	1,913	5	26,947	(1,782)	(1,435)	(8,478)	(28)	(11,723)	(7,393)	7,831
13,886 Contribution to Orbis Partnership	-	-	-	11,649	-	-	11,649	-	-	-	-	-	-	11,649
23,227 Total	2,671	11,553	82	30,948	1,920	11	47,185	(2,195)	(2,910)	(8,825)	(72)	(14,002)	(9,660)	23,523

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Main changes between years	£'000
Rebased Net Budget 2019/20	23,227
Growth / Pressures	333
Inflation	468
Savings	(1,161)
Pay Award	482
Tfrs between depts	174
Departmental Estimate 2020/21	23,523

Revenue Budgets - Communities, Economy & Transport

2019/20 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Community Services														
(209) Registration	1,351	93	33	71	-	-	1,548	-	(5)	(1,721)	-	(1,726)	-	(178)
724 Road Safety	842	8	35	122	-	-	1,007	(118)	(95)	(72)	-	(285)	(12)	710
659 Trading Standards	859	-	10	79	-	-	948	-	(165)	(46)	(44)	(255)	4	697
72 Travellers Sites	208	70	5	15	-	-	298	-	(100)	(115)	(7)	(222)	2	78
220 Emergency Planning	335	-	3	14	-	-	352	-	(123)	(1)	-	(124)	-	228
1,466 Subtotal	3,595	171	86	301	-	-	4,153	(118)	(488)	(1,955)	(51)	(2,612)	(6)	1,535
Customer & Library Services														
4,013 Libraries	2,715	1,212	44	999	-	3	4,973	(202)	(107)	(264)	(99)	(672)	(218)	4,083
792 Archives & Record	507	587	4	870	-	-	1,968	-	(1,042)	(96)	(103)	(1,241)	5	732
199 Customer Care	215	-	1	53	-	-	269	-	-	-	(43)	(43)	-	226
5,004 Subtotal	3,437	1,799	49	1,922	-	3	7,210	(202)	(1,149)	(360)	(245)	(1,956)	(213)	5,041
Transport & Operational Services														
7,772 Passenger Services	-	-	-	10,124	-	-	10,124	(426)	(155)	(34)	(26)	(641)	(2,598)	6,885
(1) Home to School and ASC Transport	108	-	12,775	1,210	-	-	14,093	(17)	(10)	(86)	-	(113)	(13,980)	-
(265) Parking	751	-	3	3,222	96	330	4,402	-	(250)	(6,719)	(526)	(7,495)	2,830	(263)
28,287 Waste Disposal	365	383	13	47,506	188	-	48,455	(2,996)	(13,694)	(2,982)	-	(19,672)	2	28,785
724 Rights of Way/Countryside Management	770	129	41	256	3	-	1,199	-	(95)	(434)	-	(529)	9	679
345 Other Transport & Operational Services	795	7	625	190	-	48	1,665	-	-	(289)	(155)	(444)	(887)	334
36,862 Subtotal	2,789	519	13,457	62,508	287	378	79,938	(3,439)	(14,204)	(10,544)	(707)	(28,894)	(14,624)	36,420

Revenue Budgets - Communities, Economy & Transport

2019/20 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Highways														
2,111	Contract Management	858	-	9	409	-	655	1,931	-	-	-	-	4	1,935
11,042	Contract Costs (fixed & reactive)	-	1,384	-	11,974	-	-	13,358	-	-	(2,230)	-	(2,230)	11,128
327	Non Contract Works	-	50	-	234	188	-	472	-	(232)	-	-	(232)	240
13,480	Subtotal	858	1,434	9	12,617	188	655	15,761	-	(232)	(2,230)	-	(2,462)	13,303
Planning & Environment														
227	Environment	373	70	4	84	-	-	531	-	-	(223)	(43)	(266)	265
583	Planning	1,310	-	27	279	-	-	1,616	(48)	(66)	(864)	(26)	(1,004)	624
-	- High Weald	328	23	7	344	-	-	702	(294)	(444)	-	-	(738)	(1)
810	Subtotal	2,011	93	38	707	-	-	2,849	(342)	(510)	(1,087)	(69)	(2,008)	888
1,160	Economic Development Skills and Growth	1,313	55	22	1,169	26	-	2,585	(566)	(418)	(315)	(192)	(1,491)	1,180
2,844	Management & Support	1,894	-	29	168	22	1,450	3,563	-	(643)	-	-	(643)	2,898
61,626	Total	15,897	4,071	13,690	79,392	523	2,486	116,059	(4,667)	(17,644)	(16,491)	(1,264)	(40,066)	61,265

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Main changes between years	£'000
Rebased Net Budget 2019/20	61,626
Growth / Pressures	(32)
Inflation	643
Savings	(1,344)
Pay Award	377
Tfrs between depts	(5)
Departmental Estimate 2020/21	61,265

Revenue Budgets - Governance Services

2019/20 Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
2,639	Corporate Governance	1,570	2	40	1,137	8	-	2,757	-	(27)	(3)	-	(30)	(32)	2,695
	Corporate Support														
976	Communications	1,058	-	3	43	-	-	1,104	(53)	(47)	(2)	-	(102)	(3)	999
1,724	Legal	1,914	-	10	134	-	-	2,058	-	(114)	(175)	-	(289)	-	1,769
2,700	Subtotal	2,972	-	13	177	-	-	3,162	(53)	(161)	(177)	-	(391)	(3)	2,768
	Community Services														
956	Coroners	275	315	4	412	-	-	1,006	-	(11)	-	-	(11)	-	995
546	Third Sector	72	-	1	-	904	-	977	(307)	(123)	-	-	(430)	-	547
1,502	Subtotal	347	315	5	412	904	-	1,983	(307)	(134)	-	-	(441)	-	1,542
	Senior Management & Organisational Development														
525		154	-	2	371	-	-	527	-	-	-	-	-	-	527
7,366	Total	5,043	317	60	2,097	912	-	8,429	(360)	(322)	(180)	-	(862)	(35)	7,532

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Main changes between years	£'000
Rebased Net Budget 2019/20	7,366
Growth / Pressures	33
Inflation	-
Savings	-
Pay Award	135
Tfirs between depts	(2)
Departmental Estimate 2020/21	7,532

Capital Programme Update**1. Current Capital Programme - Expenditure Update**

1.1 Table 1 below summarises the movements to the approved capital programme since budget setting in February 2020, noting that the first 3 years of the programme, to 2022/23, are approved, whilst the remaining years to 2029/30 are indicative to represent the longer term planning for capital investment. The changes have included year-end and other material, non Covid-19 re-profiling in line with updated information and the approved governance and variation process. The impact of COVID-19 on the programme will be reported as slippage and/or under/overspend as part of the capital monitoring process.

Table 1 – Capital Programme (gross) movements

Capital Programme (gross) movements (£m)		2019/20	MTFP Programme			Future Years	Total
			2020/21	2021/22	2022/23	2023/30	
Approved programme at Feb 2020		99.595	100.456	58.889	58.036	345.358	662.334
Approved Variations	A	1.474	0.429	0.748	1.402	(0.594)	3.459
Re-profiling	C	(6.433)	(3.168)	9.754	(0.153)		0.000
Underspend	D	(0.133)	(0.828)				(0.961)
Less 2019/20 expenditure	E	(94.503)					(94.503)
Total Programme		0.000	96.889	69.391	59.285	344.764	570.329

1.2 Total 2019/20 capital expenditure was £94.5m (ref E) against an approved budget of £101.1m, (including £1.5m of approved variation (ref A)), resulting in a net variation of £6.6m (ref C + D).

1.3 Since February 2020 net nil approved variations amount to £1.5m in 2019/20 (ref A) comprising; Schools Delegated Capital of £1.4m and a reduction in the Economic Intervention Fund for revenue expenditure of £0.1m.

1.4 For 2020/21 onward there has been a reduction for a double count in the programme of £0.8m relating to funding of the Greenacres project. Net nil variations include £1.0m for Bexhill Creative Workspace; a reduction of £1.3m in line with the grant reduction on the SALIX scheme for street lighting and traffic signals; and £2.3m for the Economic Intervention Fund (EIF) loan repayments. This revised programme also reflects reprofiling of the current street lighting scheme and the EIF.

2.0 Programme Risks and Pressures

2.1 In February 2020, Full Council approved the 20-year Capital Strategy which underpinned a 10-year planned capital programme established to achieve agreed targets for basic need investment in support of the Council Plan. The purpose of the Capital Strategy is to drive investment ambition whilst also ensuring appropriate capital expenditure, capital financing and treasury management within the context of the sustainable, long-term delivery of services. The pressures and issues that Covid-19 has presented are unprecedented and has thrown many of the current planning assumptions off course. Over the summer, services will not only have to explore their revenue offer but whether the current targeted basic need investment and capital strategy remain appropriate to support the post Covid-19 service offer and Council Plan.

2.2 There are, additionally, a number of specific issues arising that are set out below: -

2.3 **South East Local Enterprise Partnership (SELEP) Funding** – As a consequence of Covid-19, it is estimated that schemes will slip gross expenditure of £12.1m together with associated specific funding of £11.3m. (Funding issues are noted at 3.3).

2.4 **Road funding** – announced in the March 2020 budget, an additional £7.7m one off funding has been allocated to the Council in 2020/21. The funding incorporates the Potholes Fund, from which the Council was allocated £0.6m in 2019/20. The national pots combined are shown in the table below:-

Table 2 – National Funding for Roads

	National £m	ESCC Share £m
Potholes Fund	500.0	tbc
Challenge Fund	100.0	tbc
Pothole Action Fund	50.0	tbc
	650.0	7.7

The funding is currently included at section 3, reducing the need to borrow, in line with the current capital strategy. Once the terms and conditions of the grant funding are clarified, this may impact on how the grant can be applied.

2.5 **Emergency Active Travel Fund** - Further indicative funding allocations totalling £2.4m from the Emergency Active Travel Fund have been announced to support the installation of cycling and walking facilities following the Covid-19 pandemic. This funding will be treated as specific grant having a net nil impact on the overall capital programme. Approval to include this funding in the capital programme will be through the variation process.

2.6 **School Basic Need** - As a result of Covid-19 the School Basic Need programme is anticipating additional expenditure of £0.6m due to work arounds to facilitate delivery at Seahaven, Robertsbridge and Lansdowne. There is a further risk

relating to extension of time payments that may materialise depending on legal consideration. However, currently and at this level, any impact of Covid-19 is anticipated to be manageable within the overall programme funding. In addition, the programme is anticipating slippage of £1.8m as a result of delays caused by the pandemic. Future Schools Basic Need provision will be impacted by several factors, including any changes to the birth rate as a result of Covid-19 lockdown, a decision by Wealden District Council to withdraw its Local Plan and the requirement on them to build more homes over the plan period. It is too early to predict the impact of these on place planning strategies and school places, however, existing strategies as set out in the 10-year capital strategy will be reviewed on a regular basis.

2.7 Modernising Back Office Systems – Cabinet on 23 June 2020 approved the launch of the procurement for a Software-as-a-Service (SaaS) solution to replace the current SAP system for Finance, HR and Procurement. The cost of the new system will be determined at the end of the procurement process and will need to be reflected in the capital programme, in accordance with the governance process.

3.0 Current Capital Programme - Funding updates

3.1 Table 3 provides an updated funding position. Funding has been updated to reflect the 2019/20 outturn position, approved variations and other known funding changes. The revised borrowing requirement of £228.8m represents a reduction compared to that reported at February 2020 budget setting of £260.2m, the result of a reduction for the 2019/20 borrowing requirement of £24.2m, underspend of £1.0m and additional one off Highways Maintenance funding of £7.7m (announced at Budget in February 2020), offset by a small reduction in Incentive Fund Grant over the life of the programme of £0.2m and a correction to specific funding of £1.3m.

3.2 In general future years capital grants estimates, CIL and S106 targets remain at risk of reducing and MHCLG announced in May that only 2/3rds of SELEP funding will be received initially this year ahead of a review in September. Strategies and mitigations are currently under review to ensure that this will be at no financial detriment to the Council.

Table 3 - Capital Programme Funding

Capital Programme Funding (£m)	MTFP Programme			Future Years	Total
	2020/21	2021/22	2022/23	2023/30	
Gross Expenditure	96.889	69.391	59.285	344.764	570.329
Section 106 and CIL	(9.410)	(1.727)	(1.902)	(0.321)	(13.360)
Other Specific Funding	(27.947)	(5.340)	(1.079)	(2.450)	(36.816)
Net Expenditure by Department	59.532	62.324	56.304	341.993	520.153
Capital Receipts	(2.915)	(3.260)	(4.945)	(8.000)	(19.120)
Formula Grants	(26.317)	(17.237)	(21.537)	(143.305)	(208.396)
Section 106 and CIL Target	0.000	0.000	0.000	(28.392)	(28.392)
Reserves and revenue set aside	(5.783)	(4.544)	(3.742)	(21.414)	(35.483)
Borrowing	(24.517)	(37.283)	(26.080)	(140.882)	(228.762)
Total Funding	(59.532)	(62.324)	(56.304)	(341.993)	(520.153)

3.3 The revised programme is £570.3m. Although it should be noted that there may be further emerging overspends relating to Covid-19 that will need to be managed within the overall programme. Work will be ongoing over the summer to review and update the programme and Capital Strategy in support of the future service offer and Council Plan. Together with updates on grants, S106, CIL and capital receipts. A detailed programme is presented at annex 1.

ANNEX 1

CAPITAL PROGRAMME 2020/21 to 2029/30	2020/21 £'000	2021/22 £'000	2022/2 £'000	2023/30 £'000	Total £'000
Adult Social Care					
Older People's/LD Service Improvements	50	50	50		150
Greenacres	264				264
Adult Social Care Gross	314	50	50		414
Scheme Specific Resource – Other Specific Funding	(264)				(264)
Adult Social Care Net	50	50	50		150
Business Services					
SALIX Contract	440	350	350	2,450	3,590
Property Agile Works	374				374
Lansdowne Secure Unit - Phase 2	1,457	96			1,553
Special Educational Needs		800	1,600	800	3,200
Special Provision in Secondary Schools	2,379	60			2,439
Disability Children's Homes	242				242
Westfield Lane (delivered on behalf of CSD)	1,200				1,200
Core Programme - Schools Basic Need	13,308	19,688	12,002	43,875	88,873
Core Programme - Capital Building Improvements	9,214	7,983	7,982	55,873	81,052
Core Programme - IT & Digital Strategy Implementation	4,634	4,251	11,580	42,976	63,441
Business Services Gross	33,248	33,228	33,514	145,974	245,964
Scheme Specific Resource – Other Specific Funding	(1,897)	(446)	(350)	(2,450)	(5,143)
Scheme Specific Resource - S106 and CIL	(8,034)	(1,727)	(1,853)		(11,614)
Business Services Net	23,317	31,055	31,311	143,524	229,207
Children's Services					
House Adaptations for Disabled Children's Carers Homes	104	50	50		204
Schools Delegated Capital	791	760	729		2,280
Conquest Centre redevelopment	83				83
Children's Services Gross	978	810	779		2,567
Scheme Specific Resource – Other Specific Funding	(791)	(760)	(729)		(2,280)
Children's Services Net	187	50	50		287
Communities, Economy & Transport					
Broadband	4,279	3,276	3,277		10,832
Bexhill and Hastings Link Road	1,652	643	252		2,547
BHLR Complementary Measures	219				219
Economic Growth & Strategic Infrastructure Programme					
Economic Intervention Fund - Grants	542	460	599	899	2,500
Economic Intervention Fund - Loans	500	500	500	1,500	3,000
Stalled Sites	152	150	47		349
EDS Upgrading Empty Commercial Properties	7				7
Integrated Transport					
Community Match Fund	769	307	250		1,326
Newhaven Port Access Road	4,054	170	20	41	4,285
Real Time Passenger Information	284		44	121	449
Parking Ticket Machine Renewal	291				291
Queensway Depot Development (Formerly Eastern)	1,153				1,153
Hailsham HWRS	97				97

The Keep	24	73	49	945	1,091
Other Integrated Transport Schemes	3,235	3,152	2,969	21,183	30,539
Core Programme - Libraries Basic Need	670	262	619	3,143	4,694
Core Programme - Highways Structural Maintenance	18,404	17,850	12,946	142,859	192,059
Dropped Kerbs	1,000				1,000
Core Programme - Bridge Assessment Strengthening	1,267	1,285	1,260	12,460	16,272
Core Programme - Street Lighting and Traffic Signals	1,331	1,712	1,545	12,179	16,767
Street Lighting and Traffic Signals - SALIX scheme	935	1,869			2,804
Core Programme - Rights of Way Surface Repairs and Bridge Replacement Programme	596	565	565	3,460	5,186
LEP/SELEP schemes - delivery not controlled by ESCC					
Eastbourne Town Centre Phase 2	3,014				3,014
Bexhill Enterprise Park North	1,940				1,940
Exceat Bridge Replacement (Formerly Maintenance)	1,500	1,651			3,151
Eastbourne/South Wealden Walking & Cycling Package	2,988	363			3,351
Hailsham/Polegate/Eastbourne Movement & Access Corridor	1,203	206			1,409
Hastings and Bexhill Movement & Access Package	6,169	309			6,478
Queensway Gateway Road	504				504
Sidney Little Road Business Incubator Hub	435				435
Skills for Rural Businesses Post-Brexit	2,189	500			2,689
Bexhill Creative Workspace	946				946
Gross LEP/SELEP schemes sub total	20,888	3,029			23,917
Scheme Specific Resource – Other Specific Funding		(1,468)			(1,468)
Scheme Specific Resource - LEP Contribution	(17,557)	(1,095)			(18,652)
Scheme Specific Resource - S106 and CIL	(565)				(565)
Net LEP/SELEP schemes sub total	2,766	466			3,232
Communities, Economy & Transport Gross	62,349	35,303	24,942	198,790	321,384
Scheme Specific Resource – Other Specific Funding	(7,438)	(3,039)			(10,477)
Scheme Specific Resource - LEP Contribution	(17,557)	(1,095)			(18,652)
Scheme Specific Resource - S106 and CIL	(1,376)		(49)	(321)	(1,746)
Communities, Economy & Transport Net	35,978	31,169	24,893	198,469	290,509
Total Gross	96,889	69,391	59,285	344,764	570,329
Scheme Specific Resource – Other Specific Funding	(10,390)	(4,245)	(1,079)	(2,450)	(18,164)
Scheme Specific Resource - LEP Contribution	(17,557)	(1,095)			(18,652)
Scheme Specific Resource - S106 and CIL	(9,410)	(1,727)	(1,902)	(321)	(13,360)
Total Net of Specific Funding	59,532	62,324	56,304	341,993	520,153

Report to:	Place Scrutiny Committee
Date of meeting:	23 September 2020
By:	Chair of the Review Board
Title:	Scrutiny Review of Road Markings
Purpose:	To present the outcomes of the scrutiny review and make recommendations.

RECOMMENDATION: That the Committee considers and endorses the report of the Review Board, and makes recommendations to Cabinet for comment, and County Council for approval.

1. Background

1.1 The poor condition of some road markings on the County's roads has come to the attention of the Place Scrutiny Committee. Of particular concern is the condition of road markings that are important for road safety such as pedestrian crossings, and the implications this may have for road safety. The Place Scrutiny Committee carried out an initial scoping exercise to explore the maintenance arrangements for road markings and potential lines of enquiry for a scrutiny review.

1.2 The Place Scrutiny Committee established a Scrutiny Review at its meeting on 18 September 2019 to examine this issue. The scope of the review includes:

- The types of road markings, how frequently they are renewed;
- the specifications for road markings and how they are applied;
- whether utility company reinstatement works are replacing road markings adequately;
- the road markings the Parking Team is responsible for (e.g. double yellow lines, parking bays etc.); and
- the role of the Road Safety Team regarding road markings.

1.3 The lines of enquiry which have been explored in this review are:

- Could the current system of prioritisation for routine maintenance work to refresh/renew road markings be improved?
- Why do some road markings appear to wear out more rapidly than expected?
- How frequently are parking enforcement road markings renewed and are there additional road markings that could be paid for from the parking budget?
- What do other local authorities spend on road markings and is the ESCC level of expenditure adequate?

1.4 The Review Board has examined evidence from key officers involved in the maintenance and provision of road markings. The challenge for the Board has been to develop recommendations that will bring about improvements, whilst taking into account the Council's current financial position.

1.5 The Review Board heard evidence that road markings are one of the most cost effective ways of promoting road safety and are also important for the efficient flow of traffic on the County's roads. Overall the Review Board finds that the Council's arrangements for the maintenance of road markings are able to deal with safety defects and the renewal of some road markings. However, under the current arrangements it has not been possible to keep up with the rate at which road markings are wearing out. The Board has made a number of recommendations which it believes will help improve the maintenance of road markings.

1.6 The Board welcomes the approval of an additional £1million of one-off funding in the 2022/21 budget for Highways infrastructure programmes through the budget setting process, and the allocation of some of this funding for an additional road marking gang. Officers are invited to update the Committee on the progress being made to renew road markings with this funding

2. Summary

2.1 The members of the Review Board are Councillors Godfrey Daniel (Chair), Stephen Shing and Barry Taylor.

2.2 The attached report (appendix 1) contains the findings and recommendations of the Review Board. Copies of evidence papers listed in the report and other support documentation are available on request from the contact officer.

2.4 The report of the Review Board was originally scheduled to be presented at the Place Scrutiny Committee meeting on the 18 March 2020. However, due to the Coronavirus pandemic the Scrutiny Committee meetings due to be held in March and June 2020 were cancelled to allow the Council to concentrate resources on the response to the pandemic. The report of the Review Board is now being presented for approval by the Committee.

2.3 The Committee is recommended to receive the Review Board's report for submission to Cabinet and County Council on 10 November 2020 and 1 December 2020 respectively.

3. Recommendations and conclusion

3.1 The Committee is requested to consider and endorse the report of the Review Board for submission to Cabinet and Full Council.

COUNCILLOR GODFREY DANIEL Chair of the Review Board

Contact Officer: Martin Jenks
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LOCAL MEMBERS: All.

Scrutiny Review of Road Markings

Report by the Review Board:

Councillor Godfrey Daniel (Chair)

Councillor Stephen Shing

Councillor Barry Taylor

March 2020

Place Scrutiny Committee – 23 September 2020

Cabinet – 10 November 2020

Full Council – 1 December 2020

The report of the Scrutiny Review of Road Markings

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Recommendations

	Recommendation	Page
1	The Review Board recommends that Officers continue to keep a watching brief on the development of new road marking materials and techniques and carry out trials to evaluate their effectiveness in reducing costs and increasing the durability of road markings.	8
2	The Review Board recommends that the requirement to inspect road markings as part of routine inspections and the categories of road markings important for road safety are included in regular reminders to Highway Stewards and customer service staff.	8
3	The Review Board recommends that the responsibilities of the utility companies and Highways England regarding road markings are made clear in the information provided on the East Sussex Highways web site.	8
4	The Review Board recommends that when considering the allocation of resources for highway maintenance and road transport schemes, increased priority is given to funding for road markings to reflect their contribution to road safety.	9
5	The Review Board recommends that the parking budget is recharged for all parking enforcement road marking renewal work with immediate effect, and the money used for additional highway road marking maintenance work.	10
6	<p>The Review Board recommends that:</p> <p>a) should any new Government funding become available for highway maintenance, consideration is given to using a portion of it to improve the condition of road markings in the County (if allowed by the conditions attached to the funding).</p> <p>b) priority is given to renewing road markings that are important for road safety, such as those listed in paragraph 19 of the report, when determining the use of the additional one-off funding in 2020/21.</p> <p>c) consideration is given to including the funding to improve and maintain road marking in the base budget for the core services in the Highways Infrastructure Maintenance contract from 2023 onwards when it is re-procured.</p>	11

Introduction

1. The Place Scrutiny Committee has observed that road markings, and in particular those that relate to pedestrian crossings and road safety, are in some instances becoming worn out and less visible. This appears to be a consistent issue across the County and there are concerns that this will have an impact on road safety and the ability of the Council to enforce parking restrictions.

2. The Place Scrutiny Committee carried out some initial exploratory work on this issue and agreed to establish a Review Board at its meeting on 18 September 2019 to carry out a scrutiny review of road markings in the County. The Review Board identified the following lines of enquiry:

- Could the current system for routine maintenance work to refresh/renew road markings be improved?
- Why do some road markings appear to wear out more rapidly than expected?
- How frequently are parking enforcement road markings renewed and are there additional road markings that could be paid for from the parking budget?
- What do other local authorities spend on road markings and is the ESCC level of expenditure adequate?

3. The desired outcomes from the scrutiny review are to improve the maintenance of road markings, clarify the prioritisation process for renewals and reduce the number of service requests.



Bethune Way, Hastings - before remarking.



Bethune Way, Hastings – after remarking.

Background

4. The County has over 1,550 miles of road markings, or lining, across the road network. Road markings are covered by specific Highway legislation and are treated as road signs for the purposes of legislation and guidance. The legislation and accompanying guidance detail the prescribed colour, size, location and use of all road signs so there is consistency across the country.

5. There is a requirement to provide signs and road markings for prohibitions such as “No Right Turn” and “No Entry”, but there is no statutory requirement to provide other road markings, only guidance. However, the Council is expected to secure the “expeditious and safe movement of vehicles on the public highway” (Highways Act 1980).

6. Road markings provide a continual message to drivers about the use of the road and provide additional guidance (conspicuity) in poor driving conditions (e.g. in fog, heavy rain and at night time). Road markings help ensure the correct and safe use of the highway as they:

- separate opposing traffic;
- assist with road layout and traffic flow;
- ensure the best use of the road space available (e.g. by providing lane lines); and
- control where vehicles can park on the highway.

7. There are three teams within the Council who are involved in the specification, provision and maintenance of road markings. They are:

- Road Safety - The Road Safety Team are consulted on all new road schemes and they have input into all lining and road marking requirements. They specify road markings, including cats' eyes and road studs, and investigate all sites where there have been major collisions. The crash site investigation work can involve making recommendations for improvements including to the road markings.
- Highway Infrastructure Maintenance – This team is responsible for the maintenance and re-marking of all road markings and lines (excluding roads maintained by Highways England). This includes maintaining parking bays, disabled parking bays and yellow lines on behalf of the Parking Team.
- Parking – The Parking Team undertakes work to mark out all new parking bays and yellow lines in parts of the County where Civil Parking Enforcement (CPE) is in operation (Eastbourne, Hastings and Lewes - at the time of writing). In the current non-CPE areas (Rother and Wealden) the Road Safety Team deal with requests for advisory disabled parking bays and access protection markings.

8. To give an illustration of the range and quantity of road markings that require maintenance, an extract is given below from Council's inventory system:

1,332 miles of Longitudinal lines (shown in green on the aerial photograph below)

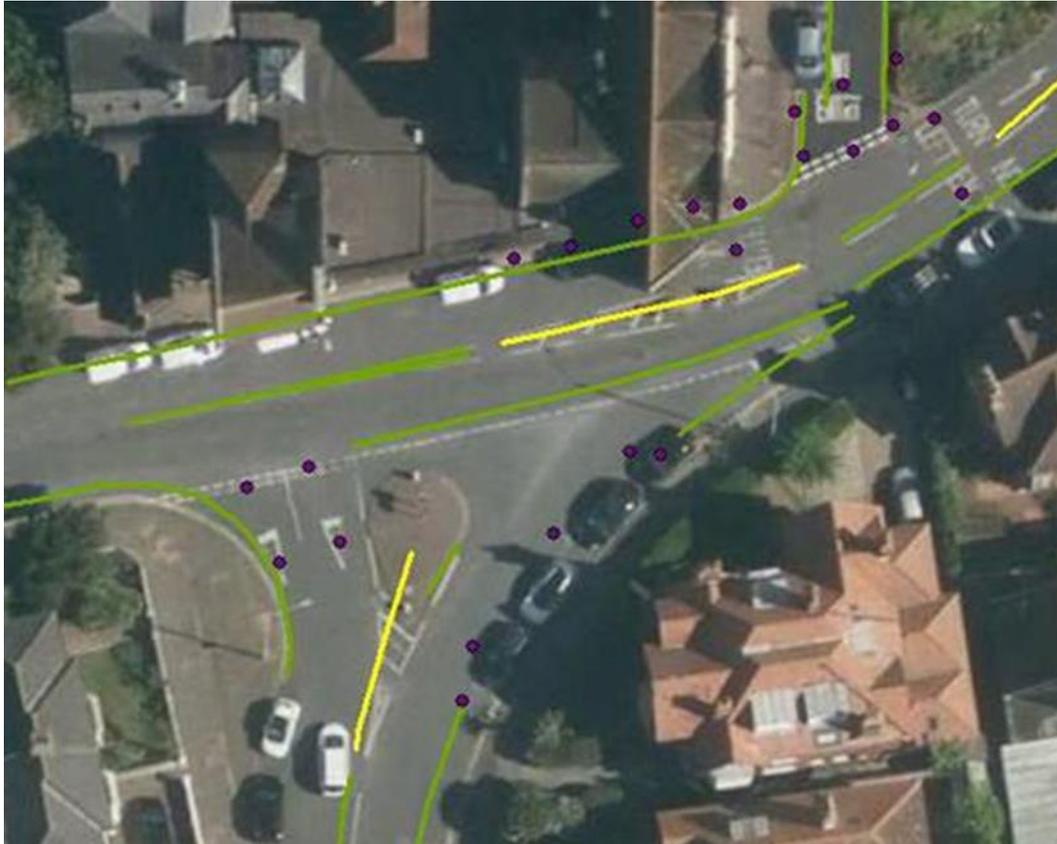
This category includes all white and yellow lines whether they are centre lines, edge of carriageway lines, broken/dashed lines (measured as the whole length of the marking, not each individual dash) or solid double lines (which are counted as a single measurement).

47 miles of Hatched lines (shown in yellow)

The length refers to length of hatched area and the not the individual lines.

31,600 Special markings (show as purple dots)

Typically, these are 'Give Way' triangles, 'Give Way' dashed lines at junctions, directional arrows, text such as 'Slow' or 'No Right Turn', pedestrian crossings, parking bays and speed limit roundels.



9. The Highways Team uses two techniques to apply road markings, hand laying and machine laying thermoplastic markings. It does not use pre-formed road markings, but they are sometimes used by utility companies for reinstatement work. Most of the work is done by hand laying, which is used for safety defects and renewal work in built up areas where there are lower road speeds. Machine laying is used for programmed work on higher speed 'A' and 'B' roads for centre line and edge markings, where it is more efficient and safer to use this technique and it reduces the amount of time the road must be closed whilst the work is completed.

Review Board Findings

Highway Road Markings

Maintenance of Road Markings

10. The rate at which road markings wear out principally depends on the amount of the traffic the road receives. The durability of road markings may also be affected by the condition of the road surface when they are laid and whether wire brush type mechanical road sweeping is used (e.g. for weed control) which may damage markings. For principal 'A' roads that are heavily trafficked the road markings may need to be renewed every 1-2 years. For less heavily used roads, the road markings will need to be renewed every 5-7 years.

11. The Review Board examined the measures in place to ensure the methods and materials used for road markings meet the required specification and standards. The evidence seen by the Board provided assurance that work is being carried out correctly and is not contributing to rate of deterioration of road markings. There are some new materials and techniques being developed which may have the potential to improve the cost effectiveness or increase the life of road markings. The Board heard that there are cold plastic road marking materials, and 'peaked' extrusion techniques for centre lines and edge of carriageway markings which are currently being evaluated.

Recommendation 1

The Review Board recommends that Officers continue to keep a watching brief on the development of new road marking materials and techniques and carry out trials to evaluate their effectiveness in reducing costs and increasing the durability of road markings.

12. Highway Stewards report safety defects and advisories for road markings when carrying out regular inspections, in the same way that they do for potholes. If a road marking important for road safety is more than 50% faded, then it is reported as a safety defect. It was unclear whether the condition of road markings is being reported on in every inspection, and whether the categories of road markings important for road safety are widely understood. Consequently, Stewards have been reminded of the need to assess road markings alongside other priorities such as carriageway and pavement safety defects. Highway Stewards will also be asked to report any issues with road markings re-instated by utility companies as part of their routine inspections.

Recommendation 2

The Review Board recommends that the requirement to inspect road markings as part of routine inspections and the categories of road markings important for road safety are included in regular reminders to Highway Stewards and customer service staff.

13. Utility companies have a responsibility to replace road markings when carrying out re-instatement work. This can lead to the partial renewal of markings and the use of less durable materials. Although this is less than ideal, the Council does not have the powers to require more extensive works or the use of specific types of materials. Highways England are also responsible for the maintenance of some roads in the County and requests for road markings on these roads have to be referred to them for attention.

Recommendation 3

The Board recommends that the responsibilities of the utility companies and Highways England regarding road markings are made clear in the information provided on the East Sussex Highways web site.

14. The Review Board heard that a five-year rolling programme for renewing road markings was started at the beginning of the current Highways Maintenance contract in 2016. This was based on an estimate of the time that it would take to renew all the road markings in the County and was prioritised to tackle the worst areas first. However, there was insufficient information on the condition of road markings at that point in time to determine accurately the level of resources needed. Work is underway to better understand the condition of road markings using an analysis of the high definition video surveys of road condition.

15. The current Highways Maintenance contract uses a lump sum of £165,000 per year to pay for one road marking gang who are employed year-round to renew road markings. The work of the gang is prioritised, so it undertakes safety defect works first and then programmed work, which includes refreshing parking enforcement road markings and advisory markings such as disabled parking bays.

16. The inclusion of a sum of money in the core services part of the current Highways Infrastructure Maintenance contract for road markings is an improvement on the previous position. However, evidence provided to the Review Board indicates that in the light of experience, the current resources only provide the ability to deal with any safety defects and undertake some renewal work and is not enough to keep up with the rate of road marking renewals needed. The Review Board considers that with a better understanding of the condition of road markings and the level of resources needed, the funding allocated to road markings within the core services of the Highways Infrastructure Maintenance contract should be reviewed when contract is re-procured. The Place Scrutiny Committee will be involved in the re-procurement project for the Highways Infrastructure Maintenance contract and will be able to raise this point through the re-procurement project work.

Road Safety

17. The Review Board heard that the level of maintenance of lining and road markings has been reduced over the years and road markings are not always performing their function as they should. This has been due to the financial pressures experienced by local authorities and where decisions have had to be made on the relative priorities for expenditure within the highways budget. Over the last five to ten years maintenance issues, such as bringing lining up to standard, have been raised more frequently when the Road Safety Team undertakes crash site investigation work.

18. The Board also heard that road markings are a relatively cost-effective measure for improving road safety (e.g. when compared with highway engineering schemes), and for informing and guiding drivers. In the Road Safety Manager's opinion, better condition road markings would have an impact on the number of crash sites.

19. As road markings are one of the most cost-effective measure in terms of promoting road safety, the Board considers it is important for the Council to find ways of improving the maintenance and condition of road markings, particularly those considered to be important for road safety (e.g. stop lines and give way signs; pedestrian crossings; edge of carriageway lines and centre line markings; and regulatory or prohibition markings).

Recommendation 4

The Review Board recommends that when considering the allocation of resources for highway maintenance and road transport schemes, increased priority is given to funding for road markings to reflect their contribution to road safety.

Parking Enforcement Road Markings

20. The Civil Enforcement Officers (CEOs) inspect and assess the condition of the road markings needed for parking enforcement whilst on their daily patrols and then report any that need renewing to the Highways Team. This is done using two categories, one for lines that are not enforceable which will be done as a priority, and the other where lines are fading and need renewing.

21. The work to renew the existing road markings used for parking enforcement is paid for and undertaken by the Highways Team and the highway revenue budget. The Parking Team make around six requests per month to renew parking enforcement road markings which equates to around 15% of the road marking gang's time. In addition, the highway budget is charged for the cost of suspending parking whilst the work is undertaken. In total around £24,000 a year is spent on renewing parking enforcement road markings in the three CPE areas.

22. The Review Board considers that it is logical and not unreasonable to recharge the parking enforcement road marking renewal work to the parking budget. The cost of renewing road markings necessary for parking enforcement is a legitimate operating cost of the CPE schemes and recharging the parking budget will release money for other road marking work. The Board is aware that this may reduce the funding available for other transport schemes from the parking budget but considers the benefits of well-maintained road markings to road safety outweigh this loss.

Recommendation 5

The Board recommends that the parking budget is recharged for all parking enforcement road marking renewal work with immediate effect, and the money used for additional highway road marking maintenance work.

Finance and Funding

23. The current revenue budget spending on road markings is £165,000 per year from the Highways Infrastructure Maintenance contract core service. This is supplemented by a machine laid programme of work which is paid for on top of the core service. Since the beginning of the current Highways Maintenance contract the following sums have been spent in addition to the core service.

- £492,363 in 2016/17 (Year 1 of the contract) due to use of an additional lining gang and extensive machine laid refresh programme of A roads.
- £62,097 in 2017/18 (Year 2) due to additional marking of A259 (Pevensey junction to Saltdean) and other parts of A roads not completed in Year 1.
- £66,000* in 2019/20 (Year 4) *approximate value of a machine laid programme instructed but not yet delivered.

24. An indication of the one-off costs to replace proportions of all the road markings in the County are shown below (this includes basic traffic management only).

100% of road markings	£2,225,806
90% of road markings	£2,003,225
80% of road markings	£1,780,645
70% of road markings	£1,558,064
60% of road markings	£1,335,483

25. The Board heard that in an ideal situation it would require an initial injection of one-off funding to bring all road markings up a maintainable standard, and then two road marking gangs plus a machine laid programme of work to keep them in good condition. The Review Board recognises that in the current financial climate it may not be possible to secure this level of resource, but considers funding for an additional gang is justified by the contribution to road safety and the efficient movement of traffic that well-maintained road markings provide.

26. The Board has reviewed the level of expenditure by other local authorities on road markings and notes that it is difficult to make direct comparisons due to differences in the character and composition of the road networks in other authority areas. Although expenditure on road markings per mile of carriageway appears to be at similar levels to East Sussex County Council, it is likely that road marking funding in other local authorities has been reduced due the same budget pressures.

27. There are no sources of additional funding for road markings that the Council can bid for, and the Council cannot use the current one-off Department for Transport (DfT) pothole fund monies as this is ringfenced for pothole repairs.

28. An additional £1 million of one-off funding has been allocated for investment in highways infrastructure in 2020/21 via the Council's budget setting process. The Review Board understands that in response to the initial findings of this Review, an allocation has been made to fund an additional road marking gang for a year from this sum of money. The Board welcomes this additional funding and the recognition of the role road markings play in road safety and the efficient movement of traffic on the County's roads. This will also provide an opportunity to evaluate the impact of the addition of a second road marking gang on road marking condition.

29. It is likely that further funding for road markings will be needed in future years and the cost of an additional road marking gang is relatively modest at £165,000 per year, when compared with the cost of road safety engineering schemes. Based on the evidence examined by the Review Board it would appear reasonable to increase the resources allocated to the road marking if possible, given the benefits to road safety and improved traffic flow.

Recommendation 6

The Review Board recommends that:

- a) should any new Government funding become available for highway maintenance, consideration is given to using a portion of it to improve the condition of road markings in the County (if allowed by the conditions attached to the funding).**
- b) priority is given to renewing road markings that are important for road safety, such as those listed in paragraph 19 of the report, when determining the use of the additional one-off funding in 2020/21.**
- c) consideration is given to including the funding to improve and maintain road marking in the base budget for the core services in the Highways Infrastructure Maintenance contract from 2023 onwards when it is re-procured.**

Conclusions

30. Road markings are a very visible, relatively cheap and cost-effective way of supporting road safety and promoting traffic movement. The Review Board has examined the way in which road marking work is carried out and found that effective quality assurance systems are in place. However, based on the evidence the Review Board has seen, the current resources allocated to road marking maintenance are not enough to keep up with the rate at which road markings are wearing out and to keep them in good condition.

31. The Review Board has made a number of recommendations which it believes will improve the condition of road markings in the County, which are important for both road safety and getting the most out of the County's road network.

Appendix:

Scope and terms of reference of the review

The Review was established to consider and make recommendations on the following:

- a) Could the current system of prioritisation for routine maintenance work to refresh/renew road markings be improved?
- b) Why do some road markings appear to wear out more rapidly than expected?
- c) How frequently are parking enforcement road markings renewed and are there additional road markings that could be paid for from the parking budget?
- d) What do other local authorities spend on road markings and is the ESCC level of expenditure adequate?

The desired outcomes from the review are to improve the maintenance of road markings, clarify the prioritisation process for renewals and reduce the number of service requests.

Board Membership and project support

Review Board Members: Councillors Godfrey Daniel (Chair), Stephen Shing, and Barry Taylor.

The Project Manager was Martin Jenks, Senior Democratic Services Adviser with additional support provided by Simon Bailey, Democratic Services Officer.

Dale Poore, Contract Manager Highway Infrastructure Services, provided ongoing support to the Board throughout the review.

Review Board meeting dates

Scoping Board meeting:

4 September 2019

Review Board meetings:

6 December 2019

29 January 2020

18 February 2020

Witnesses providing evidence

The Board would like to thank all the witnesses who provided evidence in person:

ESCC Officers

Karl Taylor, Assistant Director Operations

Dale Poore, Contract Manager Highway Infrastructure Services

Brian Banks, Team Manager - Road Safety

Daniel Clarke, Parking Team Manager

ESCC Councillors

Councillor Claire Dowling, Lead Member for Transport and Environment

Evidence papers

Item	Date considered
Traffic Signs Manual Chapter 5 – Road Markings (2018). Department for Transport.	December 2019
Well-Managed Highway infrastructure – A Code of Practice (October 2016). UK Roads Liaison Group.	December 2019

Contact officer: Martin Jenks (Senior Democratic Services Adviser)

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Report to:	Place Scrutiny Committee
Date of meeting:	23 September 2020
By:	Director of Communities, Economy and Transport
Title:	Report on Highways Historic Interest Street Furniture and Materials Policies and Procedures
Purpose:	To inform the Committee on current policies and procedures and proposals for future arrangements for the consideration and treatment of highways street furniture and materials of historic interest.

RECOMMENDATIONS: The Place Scrutiny Committee is recommended to:

- (1) consider the current policies and procedures; and**
 - (2) note and comment on the proposals for a new policy.**
-

1. Background Information

1.1. East Sussex has a wealth of attractive and historic towns and villages which contribute to the overall character and distinctiveness of the county. The County Council recognises the importance of these areas and the impact maintenance of the local highway network can have on the character of conservation areas and the street scene. However, its statutory duty of maintaining a safe and usable network must be the priority when considering maintenance against the available funding.

1.2. East Sussex highway policies have been developed with reference to national legislation and guidance on best practice. A list of these key documents can be found in Appendix 1.

1.3. Under the Planning (Listed Buildings and Conservation Areas) Act, some structures and the materials on some streets (e.g. some of the cobblestones in Rye), have been granted special status as listed buildings.

2. Current Policies

2.1. In April 2006, the Lead Member for Transport and Environment considered a report on a consultation with District and Borough Councils regarding maintenance of the public realm. It was agreed to:

- Continue to work with the District and Borough Councils to identify sources of extra funding.
- Identify pilot areas for a study to investigate the feasibility and costs of using traditional or sympathetic materials.
- Investigate the feasibility of repairs to historic assets within conservation areas with appropriate materials.

2.2. The pilot study was carried out on 18 streets. These were informed by Local Area Transport Schemes and the District and Borough councils. The study concluded that the cost of a sympathetic replacement policy for footways and street lighting would be around £30,000 per year for the 18 streets. The cost of a sympathetic replacement policy in all conservation areas was estimated to be around £765,000 per year.

2.3. This was reported to the Lead Member in October 2007. A policy decision was made to carry out sympathetic repairs on footways and street lighting in the 18 streets used in the pilot study only as these streets were considered to be of more than local importance.

2.4. As a result, the following policies were developed:

Policy 7.3 Footway Materials (appendix 2)

- The policy states that black bituminous materials will be used for footways except on the 18 streets of more than local importance in the pilot study. On these streets, non-

standard materials would be used. It also sets out the process for engaging with local Planning Authorities on works to other footways in Conservation Areas and that they will be given the opportunity to fund or source funding for non-standard materials.

Policy 10.1 Street Lighting (appendix 3)

- The policy states that standard street lighting columns will be used, except in the 18 streets of more than local importance where street lighting columns will be maintained in the current condition. Columns within designated conservation areas may be painted in an appropriate colour. In a similar way to the footway policy, the local Planning Authorities will be consulted and given the opportunity to make financial contributions for other non-standard columns.

2.5. Engagement with the Conservation Officers at the local Planning Authorities (District and Borough Councils and the South Downs National Park Authority) provides expert advice on local heritage assets and the environmental impact of schemes in their area.

2.6. Currently, with the exception of the 18 streets, consideration on maintenance of historic street furniture and materials are made based on safety and funding. However, non-standard materials can be considered on a case by case basis if additional funding is available (either East Sussex County Council or a third party).

2.7. Where funding allows, alternatives are considered. For example, in the past this has included: another local council taking over the responsibility for maintenance of decommissioned street lighting columns; funding embellishments to make new lighting columns look more traditional; and moving historic assets from one area to another area where they are considered to have a more important contribution to the street scene.

3. Revised approach

3.1. In 2018, meetings were held with all Conservation Officers to discuss the approach to highway works in Conservation Areas. Following feedback, a protocol was drawn up for future engagement. It clarifies how all teams within the Communities, Economy and Transport Department work with local Planning Authorities on highway related matters.

3.2 A copy of the Protocol on Highway Works in Conservation Areas is included in appendix 4

- This protocol details the processes for engagement with Planning Authority Conservation Officers about highway works.
- Since 2018, Highways Teams have been engaging with the Conservation Officers on proposed schemes for all highway works in all parts of the county, not just those on footways and street lights in Conservation Areas. This gives the Conservation Officers the opportunity to highlight any particular items of interest in these streets, to work with the County Council on options for affordable maintenance and look for additional funding if applicable.

3.3. Engagement does not occur directly with local interest groups or residents, but the Conservation Officers often liaise with these groups where relevant. This ensures a joined up approach.

4. Supporting Information for Revision of Policies

4.1. The current approach outlined above specifically focuses limited resources on the 18 pilot streets that were deemed to be of more than local importance in 2007. However, these may no longer represent the priorities of local communities and planning authorities. For example, Keere Street in Lewes, a well-known historic street with cobbled material, is not included within the 18 streets.

4.2. A review has recently been carried out on current policies and procedures. It has taken into consideration best practice recommendations and feedback from stakeholders including Conservation Officers and Highway teams.

4.3. All stakeholders support increased collaboration with interested parties working together to develop creative solutions to target those areas, and those assets, which will benefit most from limited funds.

4.4. It is recognised that not all assets on a given street will contribute equally to the character of an area or have the same priority in terms of conservation. It is also recognised that it is often the wider streetscape that determines the character of an area and that focusing all resources on a small number of streets may be detrimental.

4.5. Where resources are limited, it is considered that a more flexible policy, with maintenance decisions made on a case by case basis, would better meet the recommendations.

4.6. A new conservation policy is being drafted to set out the approach to management of all highway assets of particular historical interest as well as highway assets within the Conservation Areas. It will be submitted to the Lead Member for Transport and Environment on 17 November 2020. It includes:

- Preserving and re-using materials where appropriate.
- Considering the conservation value of all assets within conservation areas, not just street lights and footways.
- Making decisions on the materials used for all highway assets in Conservation Areas on a case by case basis instead of automatically focusing all resources on the 18 pilot study streets.
- Working more closely with local planning authorities regarding priorities.
- Using the Conservation Officer's local knowledge to help inform and to find solutions that make the best use of limited resources.
- Continuing to provide opportunities for local planning authorities and communities to provide additional funding for the use and subsequent maintenance of non-standard materials.

5. Conclusions and Recommendations

5.1. The County Council has policies and procedures in place, including a system for engagement, to ensure the preservation of historic assets where possible. However, ensuring the safety of the highway network is a statutory duty and must take priority where funding is limited.

5.2. The Scrutiny Committee is asked to note and comment on the proposals for a new policy. This new policy is intended to allow for a more holistic and flexible approach to conservation, targeting those areas and assets which will benefit most from limited funds and provide the opportunity to secure additional funding where applicable.

RUPERT CLUBB

Director of Communities, Economy and Transport

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LOCAL MEMBERS

All

BACKGROUND DOCUMENTS

[Lead Member report on Maintaining and Improving the Public Realm in East Sussex](#), April 2006

[Lead Member report on Maintaining and Improving the Public Realm in East Sussex, October 2007](#)

Appendix 1

Guidance/Legislation	Recommendations
<p>Well Managed Highway Infrastructure Code of Practice – 2016, UK Roads Liaison Group</p>	<p>RECOMMENDATION 33 – CONSISTENCY WITH CHARACTER</p> <p>Determination of materials, products and treatments for the highway network should take into account the character of the area as well as factoring in whole life costing and sustainability. The materials, products and treatments used for highway maintenance should meet requirements for effectiveness and durability.</p> <p>RECOMMENDATION 34 – HERITAGE ASSETS</p> <p>Authorities should identify a schedule of listed structures, ancient monuments and other relevant assets and work with relevant organisations to ensure that maintenance reflects planning requirements.</p>
<p>Streets for All, Advice for Highway and Public Realm Works in Historic Places, 2018</p>	<p>Encourages a coordinated approach by organisations and communities in order to maintain local distinctiveness.</p>
<p>The 1949 National Parks Act and the 1995 Environment Act</p>	<p>Parts of East Sussex fall within the South Downs National Park. The Act sets out the responsibilities and duties of all public organisations working in a National Park. The primary purposes of the National Park are to conserve and enhance the natural beauty, wildlife and cultural heritage of the area, and to promote opportunities for the understanding and enjoyment of the special qualities of the National Park by the public. Public bodies working in the National Park have a duty to have regard to these purposes.</p>
<p>The Planning (Listed Building and Conservation Areas) Act 1990</p>	<p>Requires each authority to compile a list of buildings of special interest, either historic or architectural. Listed building consent is required to demolish such a structure, or to alter or extend it in a manner affecting its architectural or historic interest.</p> <p>Some highways structures are listed including the cobbled surface of several streets within Rye town centre.</p> <p>The Act also provides for the protection of conservation areas that have special historical interest, but consent from the planning authority is not required for unlisted streets within Conservation Areas.</p>

EAST SUSSEX COUNTY COUNCIL

LEAD MEMBER - TRANSPORT AND ENVIRONMENT
POLICY SUMMARY

MAINTENANCE OF FOOTWAYS - MATERIALS	PS 7/3																					
<p><u>Purpose of Policy</u> To make maximum use of the financial resources available.</p>																						
<p><u>Specific Policies</u></p> <ol style="list-style-type: none"> 1. Footway maintenance shall be carried out in accordance with the standards as laid down in the Transport Asset Management Plan Maintenance Management Policy Documents. * 2. The budget for the reconstruction of footways shall be based upon the use of blacktop materials. 3. A three to five year reconstruction programme shall be drawn up so that it's impact on conservation areas can be discussed with the local Planning Authorities. 4. In conservation areas of more than local importance (see page 2), surface finishes other than black bituminous materials will generally be specified subject to <ol style="list-style-type: none"> (a) funds being available within the annual maintenance budget, or (b) the difference in whole life costing between the special surface and bituminous material being contributed by another source, e.g. District Council or Amenity Group or Local Residents. <p style="text-align: right;">/Continued overleaf</p> <p>* See Policy statement PS 7/1.</p>																						
<p><u>Supporting Statement</u></p> <p>Black bituminous material is by far the most economical form of footway surfacing. Special materials such as paving slabs, coloured concrete, paving bricks or blocks etc. are more costly to lay and maintain and are less capable of resisting the effects of vehicles mounting the footway.</p>																						
<p><u>References - Further Information</u></p> <table border="0"> <tr> <td>H&T Committee - 22 September 1981</td> <td>Agenda Item 8.25</td> <td>22.09.1981</td> </tr> <tr> <td>H&T Committee - 13 December 1983</td> <td>Agenda Item 6.27</td> <td>13.12.1983</td> </tr> <tr> <td>H&T Committee - 20 March 1984</td> <td>Agenda Item 8.25</td> <td>20.03.1984</td> </tr> <tr> <td>T&E Committee - 03 June 1997</td> <td>Agenda Item 11</td> <td>03.06.1997</td> </tr> <tr> <td>T&E Committee - 10 March 1998</td> <td>Agenda Item 6</td> <td>10.03.1998</td> </tr> <tr> <td>Lead Member Meeting – 26 March 2007</td> <td>Agenda Item 6</td> <td>26.03.2007</td> </tr> <tr> <td>Lead Member Meeting – 15 October 2007</td> <td>Agenda Item 14</td> <td>15.10.2007</td> </tr> </table>	H&T Committee - 22 September 1981	Agenda Item 8.25	22.09.1981	H&T Committee - 13 December 1983	Agenda Item 6.27	13.12.1983	H&T Committee - 20 March 1984	Agenda Item 8.25	20.03.1984	T&E Committee - 03 June 1997	Agenda Item 11	03.06.1997	T&E Committee - 10 March 1998	Agenda Item 6	10.03.1998	Lead Member Meeting – 26 March 2007	Agenda Item 6	26.03.2007	Lead Member Meeting – 15 October 2007	Agenda Item 14	15.10.2007	<p><u>Date of Approval</u></p>
H&T Committee - 22 September 1981	Agenda Item 8.25	22.09.1981																				
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12/07

EAST SUSSEX COUNTY COUNCIL

LEAD MEMBER - TRANSPORT AND ENVIRONMENT
POLICY SUMMARY

MAINTENANCE OF FOOTWAYS – MATERIALS – CONT'D

PS 7/3

Specific Policies (continued)

5. The Local Planning Authority shall define which streets in their areas are in the conservation areas of more than local importance and shall submit schedules of these to the County Council's Transport and Environment Department for consideration.
6. The Local Planning Authority shall be notified of proposed footway reconstruction in conservation areas which cannot be specifically funded by the Highway Authority to determine if they would wish to meet the additional costs of using a different surfacing material and its subsequent maintenance.

Conservation Areas of More than Local Importance

The following conservation areas of more than local importance were agreed at the Lead Member Meeting of the 15 October 2007:

<u>Borough/District</u>	<u>Streets within Pilot Area</u>
Eastbourne	- Meads Street
Hastings	- Norman Road, East Ascent, Maze Hill & Kenilworth Road
Lewes	- Western Rd (Irelands Lane to High Street), High Street (Western Rd to Friars Walk).
Wealden	- High Street, Alfriston
Rother	- Citadel Area of Rye taken to be the following streets:-Watchbell Street, Church Square, Mermaid Street, Market Street, West Street, East Street, Conduit Hill, East Cliff, High Street & The Mint

12/07

Appendix 3 – Street Lighting Policy

**EAST SUSSEX COUNTY COUNCIL
LEAD MEMBER - TRANSPORT AND ENVIRONMENT
POLICY SUMMARY**

PS 10/1	Street lighting
Purpose of Policy <p>East Sussex County Council (ESCC) recognises the vital role played by the local highway network.</p> <p>The purpose of this policy is to set out how the County Council will design, maintain and improve, where necessary, the standards of lighting throughout the County in the interests of road safety, to reduce the incidence of night crime and to enhance public safety and amenity.</p> <p>In carrying out this policy, ESCC will meet its statutory obligations and will also support the Council's Priorities, Local Transport Plan and Highway Service Outcomes.</p>	
Policy Statement <p>1. Design and Maintenance</p> <p>1.1. Routine maintenance works will be carried out in accordance with the agreed standards, as specified in the current contract.</p> <p>1.2. Design works will be carried out as laid down in the current issue of the British Standard Code of Practice for the design of Road Lighting [BS 5489] and in accordance with a locally developed lighting strategy.</p> <p>1.3. New lighting columns should be positioned wherever feasible at the rear of the footway and at the boundary of properties, or in the adjacent grass strip a minimum of 0.8m back from the kerb face on roads of 30mph or less. A minimum distance from the kerb face of 1.5m should be used where this is feasible on roads with a higher speed limit. Care should be taken to ensure that the lighting column does not obstruct the free passage of the visually impaired, push chairs, wheel chairs etc.</p> <p>1.4. Designs to be undertaken using equipment that has long term economic benefit. Designs should use a "white" light source (Colour Rendering Index >60) for all new schemes. LED solutions should be considered if appropriate.</p> <p>2. Conservation Areas</p> <p>2.1. A three to five year street lighting renewal programme shall be prepared so that its impact on conservation areas may be discussed with local authorities.</p> <p>2.2. All streets and areas, with the exception of the limited number of streets agreed as part of the Public Realm scheme, will be provided with standard functional lighting equipment. The street lighting in the Public Realm identified pilot streets will be maintained at the current standard (no further deterioration or improvement). In conservation areas street lighting columns will be painted in the appropriate local colour.</p> <p>2.3. The local Planning Authority shall be notified of proposed street lighting works in conservation areas, or areas of more than local importance, which cannot be specially funded by the Highway Authority, to determine if they wish to meet the additional costs of installing equipment to a different specification and its subsequent maintenance.</p> <p>3. Adoption of lighting on new developments</p> <p>3.1. Any proposed scheme under Section 38 and 278 of the Highway Act 1980 should be reviewed and consideration given to the inclusion of street lighting in any agreement.</p> <p>3.2. For each development where street lighting is to be provided, the standard should be agreed</p>	

by the Street Lighting Manager or his representative, taking into account the requirements of the local planning authority and parish/town council, and should be in accordance with the current British Standard and East Sussex Highways design specification.

- 3.3. Any lighting system and/or powered apparatus adopted by the Highway Authority must be inspected for compliance and suitability, prior to adoption, and will be added to the inventory for maintenance when approved for adoption.

4. Reduction in Street Lighting

Street lighting will be provided to operate as appropriate and will be installed in accordance with local requirements. Where it is appropriate to reduce street lighting the following options will be considered.

- 4.1. Part-night street lighting - Lights turned off from midnight to 0530 hrs in residential streets.

After carrying out a site assessment we may install part-night lighting controls in streets in residential areas (switching lights off between midnight and 5.30 am).

Once the changes in street lighting are introduced we will monitor the sites in conjunction with the emergency services and parish/town councils. This is to ensure that the introduction of part night lighting does not have any unanticipated adverse impacts. This process will identify if any further changes need to be made to the lighting.

- 4.2 Partial Street Lighting – Alternate street lights left switched on between midnight and 0530 hrs on specific distributor routes/estate feeder roads.

After carrying out site assessments we may decide that instead of converting all units to part-night lighting we will leave specific units switched on all night on some of the more important local distributor roads or estate feeder roads. These units will generally be located at conflict points such as junctions or crossings or if the current street lights are already widely spaced along the street.

- 4.3. Dimming of street lights – Light output reduced on traffic routes when traffic flows are lighter.

After carrying out a site assessment we may dim most of our brightest (higher wattage) lights on main traffic routes. Dimming to 50% light output between 0000hrs and 0600hrs is generally the most appropriate, although this may vary at some locations.

Dimming will only be carried out when traffic flows are low, when a lower level of lighting will have the least affect on road safety. Lights will generally not be dimmed in areas with above-average crime rates, at busy junctions or in town centres.

- 4.4. Street lighting switch-off - A small number of lights in rural areas may be permanently switched off.

After carrying out a risk assessment, we may switch off some lights completely in rural areas or in other locations where there are no houses fronting onto the roads. Once switched off, the lights will be kept in place for approximately 3 years whilst monitoring is carried out to ensure there are no adverse impacts as a result of the changes.

Supporting Information

Highways Act, 1980

Well-managed Highway Infrastructure - A Code of Practice, UK Roads Liaison Group, 2016

British Standard Code of Practice for the design of Road Lighting [BS 5489]

Technical Report 22: Managing a Vital Asset: Lighting Supports, 2007, Institute of Lighting Professionals.

Public Realm Scheme pilot streets, Lead Member for Transport and Environment, 15 October 2007

Version control

Highways & Transportation Committee- 1/9/1976- Agenda Item 9

Highways & Transportation Committee 18/09/92 Agenda Item 9.2

Transport & Environment Lead Member- 27.02.12 Agenda Item 6

Lead Member for Transport & Environment – 16.10.2017 Agenda Item 5

Date of last review:

Highway Works in Conservation Areas

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2. Background

East Sussex County Council recognise the important contribution that the streetscape can make to the character and appearance of conservation areas. We appreciate that this contribution can vary across conservation areas and that different approaches may be appropriate in different areas.

Highway infrastructure such as signs and lines can affect the character of an area in addition to the materials used in the street. In some areas there are historic materials which are of interest in their own right. In other areas there are relatively modern materials (such as concrete paving slabs) which, in some cases, are considered to contribute to the aesthetic character of an area although they do not have conservation value themselves. In other areas, standard materials may best meet the practical and aesthetic requirements.

Although we recognise the importance of the visual character of streets within conservation areas, East Sussex County Council is unable to replace like for like on all streets within these areas due to limited funding.

It should be noted that in 2007 it was estimated that repairing like for like in conservation areas would cost 90% of the entire budget for footway maintenance for the whole county and 70% of the entire street lighting budget.

Ensuring the safety of our highway network is a statutory duty and must take priority where funding is limited.

This document sets out the County Council's aims in order to make the best use of available funding and ensure a coordinated approach to maintaining the character of conservation areas.

3. Statutory duties

As a highway authority we have a statutory duty under section 41 of the **Highways Act, 1980** to keep the highway network available and safe for our customers.

Sections 61 and 62 of the **Environment Act, 1995** requires local authorities operating within the area of the National Parks to **have regard** to the purposes for which the National Park has been designated, namely:

'(a) conserving and enhancing the natural beauty, wildlife and cultural heritage of the areas specified in the next following subsection; and

(b) promoting opportunities for the understanding and enjoyment of the special qualities of those areas by the public.

...if it appears that there is a conflict between those purposes, shall attach greater weight to the purpose of conserving and enhancing the natural beauty, wildlife and cultural heritage'

The **National Park Authority** is required to

*'...seek to foster the economic and social well-being of local communities within the National Park, but without incurring significant expenditure in doing so, and shall for that purpose **co-operate** with local authorities and public bodies whose functions include the promotion of economic or social development within the area of the National Park.'*

The South Downs National Park Authority have produced a **best practice guide** to highway design, '**Roads in the South Downs National Park**', which sets out aspirations to preserve, enhance and reinforce the distinctive identity of the built and natural environment

'Through case studies and examples, the Guide identifies key issues and common problems, aiming to bring together a widely dispersed knowledge base to make best use of limited resources in working towards the objectives of the National Park.'

In response to these duties, aspirations and recommendations, this protocol establishes a method of engaging and working together with the National Park Authority as well as ensuring an understanding of local priorities so that best use of limited resources can be made.

4. Enhancement Schemes e.g. town centre enhancements

For enhancement schemes within conservation areas, the County Council's Strategic Economic Infrastructure Team will engage with the relevant Conservation Officers at an early stage in developing potential town centre enhancement projects. Further consultation will be carried out with Conservation Officers by Highways Teams as the design progresses.

We will ensure consideration is given to the long-term maintenance of any new projects and designs in Conservation Areas.

5. Maintenance Programmes

As part of our design process for large scale maintenance repairs, we will ensure that consideration of accessibility and minimisation of clutter is included in the design brief.

Our maintenance designs and proposed materials are considered according to their "Whole life Cost". It is not just the construction cost we assess but also the longevity of the materials and forecast maintenance cost.

Where District and Borough Councils have produced material design guides these will be shared with the Highways Design team so that preferred options can be assessed from the earliest stage of the design process.

Draft Maintenance programmes will be shared with the Conservation Officers for each area in order for feedback regarding any infrastructure or materials they deem sensitive and worthy of special consideration.

We will endeavour to approve requests that have a minimal cost and do not detract from functionality. Each case will be assessed collaboratively by all parties and on its individual merits, taking into consideration the wider context and will not establish a precedent for subsequent decisions.

In instances where the County Council are unable to fund non-standard materials, other Local Authorities will be given the opportunity to determine if they wish to meet the additional cost of materials and subsequent maintenance.

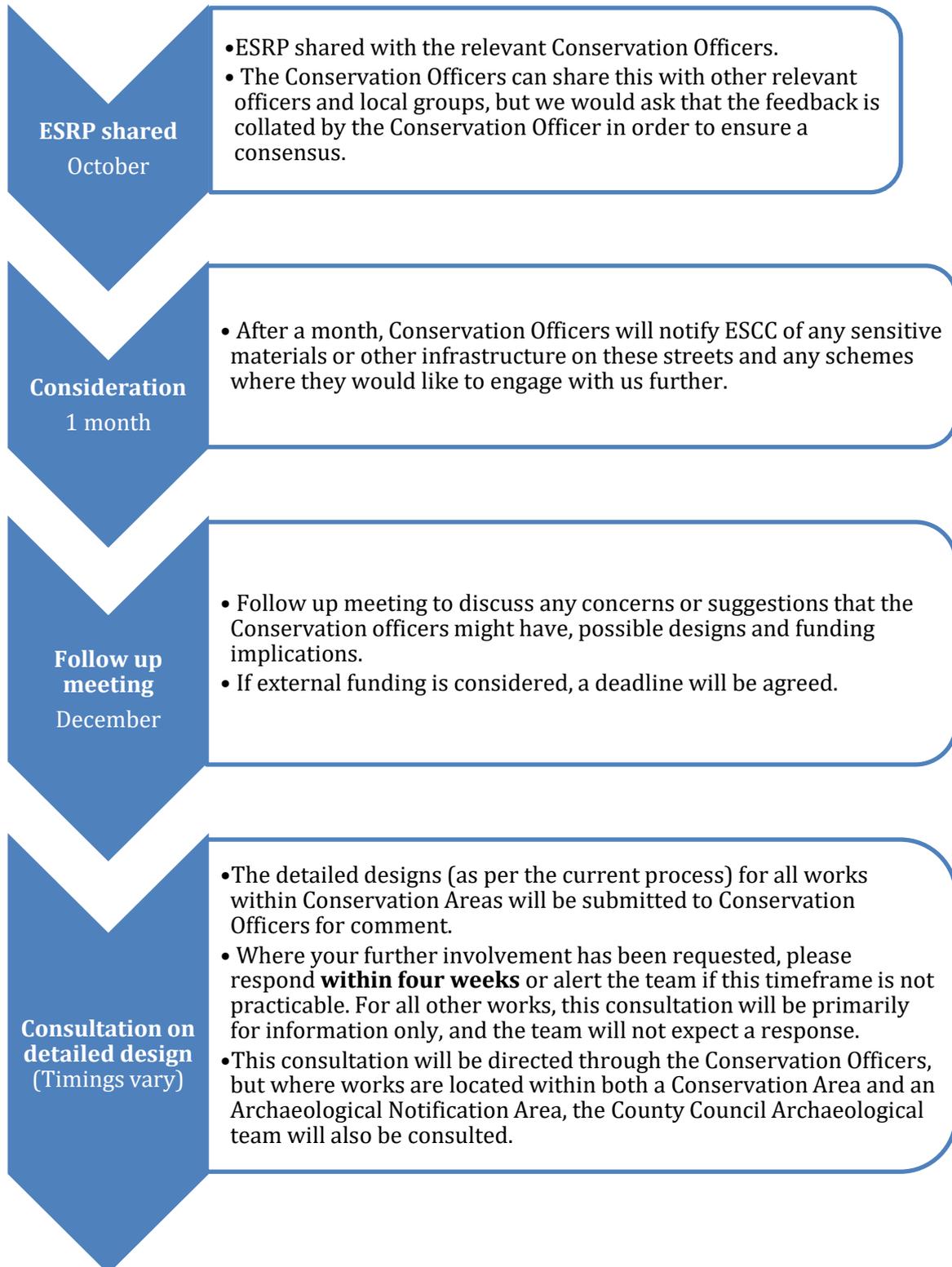
In some cases (where urgent repairs are not required for safety reasons), it may be possible for other Local Authorities, with support from the County Council if appropriate, to seek external funding.

Where external funding is being sought, we may be able to delay schemes in order to give sufficient time for the application process. A timeframe for this to take place will be provided.

Process for engagement and discussion of proposed schemes

We will share our draft list of upcoming maintenance schemes (the ESRP) with Conservation Officers.

This is a list of maintenance need for the following service year (starting in May) that will be passed to the Highways Contractor for design and costing. It should be noted that not all schemes on this list will be carried out and others may be added.



6. Minor repairs

We will preserve and reuse existing materials wherever possible. We will continue to improve our mapping system and carry out training with our repair teams to ensure they are fully aware of the importance of this, particularly within Conservation Areas.

Although minor repairs with modern materials can be more cost effective, we recognise that tarmac patching can look unsightly. Our Highway Stewards will note where there is excessive tarmac patching in Conservation areas so that they can be considered for future schemes where appropriate.

7. Highway Adoptions

There are very few developments that take place in Conservation Areas that require significant off site highway works. Most simply require alterations to, or a new access installed. In these cases we will specify sympathetic materials to match, as closely as possible, the existing materials, where feasible.

For any larger sites (that may for example require a new section of footway) we again look to the developer to use like for like materials, as much as possible. In addition we contact the Local Councillors and Town/Parish Council for comment prior to works commencing, implementing any suggestions where we can. We will also secure a commuted sum to cover the increased future maintenance costs of non-standard materials

8. Road Safety

Our Road Safety Team will contact the Conservation Officers regarding any proposed work to improve the safety of our highways within Conservation Areas. For example, new traffic calming schemes, pedestrian crossings, sign, lines style of bollards and posts etc. Although safety is our top priority, we will consider alternative suggestions where funding allows.

We will consider requests (such as a reduction in signage) from Conservation Officers where this does not compromise safety.

9. Yellow lines

Primrose yellow lines of a reduced width (as permitted under the British Standard) will be used within Conservation Areas.

10. Street lighting columns

In Conservation Areas, street lighting columns will be painted in an appropriate colour, if requested, to help them to blend in.

11. Enforcement

Utility companies have six months to carry out permanent repairs to the highway. The Highway Enforcement Team will check on the quality of all repairs in Conservation Areas at the end of the six months and take enforcement action where necessary.

It should be noted that it is not always possible for the utility company to find an exact match for existing materials. They are also often not able to buy non-standard materials in small quantities. Where they cannot find an exact match, we will ask them to submit suitable alternatives to us for approval.

12. Material Stocks

It is often not possible to buy small quantities of non-standard materials for use in minor repair work. Therefore maintaining stocks of non-standard materials can help to reduce the costs of maintenance and, in some cases, the time taken for permanent repairs to be made.

There is no capacity at the East Sussex Highway depots for stocks of materials. However if the District or Borough Councils can identify locations where materials can be stored these could potentially be used for:

- Minor repairs by highway teams and utility companies, which could potentially reduce patchiness.
- Storing materials removed from areas that are a lower priority for conservation to be reused in areas of higher importance.
- Potentially reducing the costs of larger scale repair schemes.

The fewer the different types of non-standard materials used in an area, the more cost effective they become. Creating a standard palette of materials to be used across an area is encouraged.

13. Communication

Please continue to report faults via the Highway Contact Centre.

The Service Development Team within the East Sussex Highways Contracts Management Group will provide a central point of contact for policy matters related to this protocol.

Where you are contacted directly by a specific team such as the Road Safety Team or Design Team please continue to respond direct to that team.

We will ask for feedback from the Conservation Officers on a regular basis and work to improve our processes wherever we can.

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Report to:	Place Scrutiny Committee
Date of meeting:	23 September 2020
By:	Assistant Chief Executive
Title:	Place Scrutiny Committee future work programme
Purpose:	To review and agree items for the Place Scrutiny Committee's future work programme.

RECOMMENDATIONS: The Place Scrutiny Committee is recommended to:

1) Review and agree agenda items for the future Committee meetings, including items listed in the work programme in appendix 1;

2) Agree topics for Scrutiny Reviews to be included in the Committee's future work programme; and

3) Review upcoming items on East Sussex County Council's (ESCC) Forward Plan in appendix 2 to identify any issues that may require more detailed scrutiny.

1 Background

1.1 The work programme is an important tool in ensuring the correct focus and best use of the Committee's time in scrutinising topics that are of importance to the residents of East Sussex, and the efficient and effective working of the Council. It also provides clarity for those who may be requested to give evidence to the Committee on the issues under review, and the questions the Committee requires answers to.

1.2 Discussion of the work programme provides the Committee with the opportunity to examine topics that it may be of value to scrutinise, and to decide whether further scoping work is required. This provides a basis for deciding the best way of scrutinising a topic, the timescale, and who from the Committee will be involved in carrying out the review work. If there are a number of topics for review, the Committee can determine the priority of the work within the resources available to the Committee.

2 Work programme and future scrutiny reviews

2.1 The Committee is asked to review the items in the work programme contained in appendix 1 of the report and agree the future agenda items and other scrutiny work of the Committee.

2.2 The Committee is asked to consider whether there are any potential topics for future scrutiny reviews, or agenda items for future meetings, that should be included in the work programme. This can include any topics or issues identified through the Committee's work on the Reconciling Policy, Performance and Resources (RPPR) process.

3 Forward Plan

3.1 A copy of the Council's Forward Plan of executive decisions for the period 1 September 2020 to 31 December 2020 is included in appendix 2. The Committee is requested to review the forthcoming items on the Forward Plan to identify any issues that may require scrutiny work. The Forward Plan is revised and published on a monthly basis, and Committee members should regularly review the Forward Plan.

4 Conclusion and reasons for recommendations

4.1 The Place Scrutiny Committee is recommended to agree the agenda items and topics for scrutiny reviews to be included in the future work programme. The Committee is also recommended to review the Council's Forward Plan of decisions to identify any issues that may require more detailed scrutiny.

PHILIP BAKER
Assistant Chief Executive

Contact Officer: Martin Jenks, Senior Democratic Service Adviser
Tel. No. 01273 481327
Email: martin.jenks@eastsussex.gov.uk

BACKGROUND DOCUMENTS

None.

Place Scrutiny Committee – Work Programme

Current Scrutiny Reviews		
Title of Review	Detail	Proposed Completion Date
Scrutiny Review of becoming a Carbon Neutral Council	Following the declaration of a climate emergency by the Council, the Scrutiny Committee has agreed to undertake a scrutiny review of the actions needed for the Council to achieve carbon neutrality in its own operations. The work will examine the costs, benefits and timescales for the actions needed for the Council to become carbon neutral.	Nov 2020
Initial Scoping Reviews		
Subject area for initial scoping	Detail	Proposed Dates
To be agreed.		
List of Suggested Potential Future Scrutiny Review Topics		
Suggested Topic	Detail	
To be agreed.		
Scrutiny Reference Groups		
Reference Group Title	Subject Area	Meetings Dates
Highways Contract Re-procurement	A reference group has been established by the Committee to work alongside Officers who are delivering the project to re-procure the Highways Maintenance contract.	May 2020 onwards

	The reference group will examine and contribute to the development of the service delivery model and comment on the outline and detailed business case. A report will be submitted at the November Place Scrutiny Committee meeting on the work of the Reference Group on the Outline Business Case	25 November 2020
Archives and Records Service	The Committee has established a reference group to examine the work being undertaken to make savings to the service, including services provided at The Keep, and to provide digital access to archival material.	To be re-scheduled

Reports for Information

Subject	Detail	Proposed Date
To be agreed		

Training and Development

Title of Training/Briefing	Detail	Proposed Date
To be agreed.		

Future Committee Agenda Items		Author
25 November 2020		
Reconciling Policy, Performance and Resources (RPPR)	The Committee will examine any additional information requested at the September meeting and consider any updated RPPR information for 2021/22.	Chief Executive / Senior Democratic Services Adviser
Highways Contract Re-Procurement Project (HCRP)	To receive the report from the Highways Contract Re-Procurement Reference Group on their work and the formulation of the Outline Business Case (OBC) for the re-procurement of the Highways Maintenance contract.	Chair of the Reference Group / Senior Democratic Services Adviser

Scrutiny Review of Becoming a Carbon Neutral Council	To receive the report of the Review Board on the actions the Council can take to reduce its CO ₂ and greenhouse gas emissions to achieve the target of becoming a carbon neutral Council.	Chair of the Review Board / Senior Democratic Services Adviser
Scrutiny Review of Road Repairs	To receive the update monitoring report on the implementation of the recommendations of the scrutiny review.	Assistant Director, Operations
Scrutiny Review of the Effectiveness of School Travel Plans	To receive the second update monitoring report on the implementation of the recommendations of the scrutiny review.	Assistant Director, Economy
Work Programme	To consider items for inclusion in the Committee's work programme: <ul style="list-style-type: none"> • Reports for future meetings • Scrutiny reviews and potential scrutiny reviews • Items from the Forward Plan • Reports for information 	Senior Democratic Services Adviser
17 March 2021		
Reconciling Policy, Performance and Resources (RPPR)	The Committee will review its input into the RPPR budget setting process, and the impact of any recommendations or comments made by the Committee	Chief Executive / Senior Democratic Services Adviser
Work Programme	To consider items for inclusion in the Committee's work programme: <ul style="list-style-type: none"> • Reports for future meetings • Scrutiny reviews and potential scrutiny reviews • Items from the Forward Plan • Reports for information 	Senior Democratic Services Adviser
23 June 2021		
East Sussex Road Safety Programme	To receive progress report on the East Sussex Road Safety Programme including an update on the outcomes of Behavioural Change and Speed Management projects.	Head of Communities/Project Manager Road Safety
Work Programme	To consider items for inclusion in the Committee's work programme: <ul style="list-style-type: none"> • Reports for future meetings • Scrutiny reviews and potential scrutiny reviews • Items from the Forward Plan • Reports for information 	Senior Democratic Services Adviser

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EAST SUSSEX COUNTY COUNCIL'S FORWARD PLAN

Please note: Due to the ongoing situation regarding Covid-19 the timing of decisions listed on this plan may be subject to review

The Leader of the County Council is required to publish a forward plan setting out matters which the Leader believes will be the subject of a key decision by the Cabinet or individual Cabinet member in the period covered by the Plan (the subsequent four months). The Council's Constitution states that a key decision is one that involves

- (a) expenditure which is, or the making of savings which are, significant having regard to the expenditure of the County Council's budget, namely above £500,000 per annum; or
- (b) is significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions.

As a matter of good practice, the Council's Forward Plan includes other items in addition to key decisions that are to be considered by the Cabinet/individual members. This additional information is provided to inform local residents of all matters to be considered, with the exception of issues which are dealt with under the urgency provisions.

For each decision included on the Plan the following information is provided:

- the name of the individual or body that is to make the decision and the date of the meeting
- the title of the report and decision to be considered
- groups that will be consulted prior to the decision being taken
- a list of other appropriate documents
- the name and telephone number of the contact officer for each item.

The Plan is updated and published every month on the Council's website two weeks before the start of the period to be covered.

Meetings of the Cabinet/individual members are open to the public (with the exception of discussion regarding reports which contain exempt/confidential information). Copies of agenda and reports for meetings are available on the website in advance of meetings. For further details on the time of meetings and general information about the Plan please contact Andy Cottell at County Hall, St Anne's Crescent, Lewes, BN7 1UE, or telephone 01273 481955 or send an e-mail to andy.cottell@eastsussex.gov.uk.

For further detailed information regarding specific issues to be considered by the Cabinet/individual member please contact the named contact officer for the item concerned.

EAST SUSSEX COUNTY COUNCIL
County Hall, St Anne's Crescent, Lewes, BN7 1UE

For copies of reports or other documents please contact the officer listed on the Plan or phone 01273 335274.

FORWARD PLAN – EXECUTIVE DECISIONS (including Key Decisions) –1 September 2020 TO 31 December 2020

Additional notices in relation to Key Decisions and/or private decisions are available on the [Council's website](#).

Cabinet membership:

Councillor Keith Glazier - Lead Member for Strategic Management and Economic Development

Councillor Nick Bennett – Lead Member for Resources

Councillor Bill Bentley – Lead Member for Communities and Safety

Councillor Rupert Simmons – Lead Member for Economy

Councillor Claire Dowling – Lead Member for Transport and Environment

Councillor Carl Maynard – Lead Member for Adult Social Care and Health

Councillor Sylvia Tidy – Lead Member for Children and Families

Councillor Bob Standley – Lead Member for Education and Inclusion, Special Educational Needs and Disability

Date for Decision	Decision Taker	Decision/Key Issue	Decision to be taken wholly or partly in private (P) or Key Decision (KD)	Consultation	List of Documents to be submitted to decision maker	Contact Officer
14 Sep 2020	Lead Member for Economy	Scale Up East Sussex programme To report on progress of the Scale Up East Sussex programme and to update the Lead Member of funding received to continue to support high growth ambitious companies in East Sussex in light of the Covid 19 pandemic.			Report, other documents may also be submitted	Ioni Sullivan 01273 482701
25 Sep 2020	Lead Member for Adult Social Care and Health	Notice of Motion: Unison Ethical Care Standards A Notice of Motion to be considered calling on the County Council to sign up to the			Report, other documents may also be submitted	Keith Hinkley 01273 481288

		Unison Ethical Care Standards.				
28 Sep 2020	Lead Member for Transport and Environment	Alexandra Park shared pedestrian and cycle way To consider objections received to the advertisement of the Notice to convert existing footways on Dordrecht Way to shared use associated with the scheme		Local Members	Report, other documents may also be submitted	Tracey Vaks 01273 481288
28 Sep 2020	Lead Member for Transport and Environment	Bus Stop Clearway proposals in Rother District and Hastings Council areas To report the outcomes of consultations on bus stop clearway proposals and seek approval to proceed with their implementation.			Report, other documents may also be submitted	Deborah Parker 01273 481288
28 Sep 2020	Lead Member for Transport and Environment	Petition on the use of Glyphosates along Hastings roadsides To consider a petition on the use of Glyphosate weed killer along roadsides in the Hastings area.			Report, other documents may also be submitted	Pippa Mabey 01273 335506
2 Oct 2020	Cabinet	Council Monitoring: Quarter 1 2020/21 To consider the Council Monitoring report for the first quarter of the financial year 2020/21 as part of the Council's Reconciling Policy, Performance and Resources (RPPR) budget monitoring process.			Report, other documents may also be submitted	Beth McGhee 01273 335828
2 Oct 2020	Cabinet	Reconciling Policy, Performance and Resources (RPPR) - Update Cabinet is asked to consider the progress in developing an updated Medium Term	KD		Report, other documents may also be submitted	Beth McGhee 01273 335828

		Financial Plan (MTFP) and other work as part of the RPPR financial and service planning process for 2021/22.				
2 Oct 2020	Leader and Lead Member for Strategic Management and Economic Development	Getting Building Fund - Grant Agreements To approve East Sussex County Council (ESCC) entering into grant agreements to transfer Getting Building Fund (GBF) monies to 8 projects in East Sussex, as approved by the South East Local Enterprise Partnership (SELEP Ltd)			Report, other documents may also be submitted	Dave Evans 01273 335706
2 Oct 2020 Page 146	Leader and Lead Member for Strategic Management and Economic Development	Getting Building Fund - updated Service Level Agreement with the South East Local Enterprise Partnership (SELEP) To approve East Sussex County Council (ESCC) entering into an updated Service Level Agreement with the South East Local Enterprise Partnership (SELEP Ltd) and Essex County Council as the accountable body to SELEP in order to deliver the government's Getting Building Fund (GBF).			Report, other documents may also be submitted	Dave Evans 01273 335706
2 Oct 2020	Leader and Lead Member for Strategic Management and Economic Development	Local Growth Fund and Growing Places Fund financial statement - confirmed spend for 2019/20 and forecast for 2020/21 To agree and approve the Local Growth Fund and Growing Places Fund spend for 2019/20 and forecast for 2020/21			Report, other documents may also be submitted	Marwa Al-Qadi 01273 336439
19 Oct 2020	Lead Member for Transport and Environment	East Sussex County Council response to the consultation on "Planning for the Future White Paper" The Planning for the Future White Paper			Report, other documents may also be submitted	Ed Sheath 01273 335828

		proposes significant reform to the planning system that will impact upon the County Council, particularly our own statutory planning duties and our role as an infrastructure provider.				
22 Oct 2020	Lead Member for Education and Inclusion, Special Educational Needs and Disability	East Sussex Childcare Sufficiency Assessment 2020 To seek Lead Member approval to publish the East Sussex Childcare Sufficiency Assessment 2020.			Report, other documents may also be submitted	Jane Spice 01323 747425
22 Oct 2020	Lead Member for Education and Inclusion, Special Educational Needs and Disability	East Sussex School Organisation Plan 2020-2024 To seek Lead Member approval to publish the East Sussex School Organisation Plan, covering the period 2020 to 2024.			Report, other documents may also be submitted	Gary Langford 01273 481758
22 Oct 2020	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Admission arrangements for Community and Controlled schools in East Sussex 2022-23- permission to consult The Lead Member is asked to approve the plans to consult on proposed admission arrangements for Community and Controlled schools in East Sussex for the 2022-23 academic year. The law states that consultation must be for a period of at least six weeks between October and January every year.	KD		Report, other documents may also be submitted	Jo Miles 01273 481911
22 Oct 2020	Lead Member for Communities and Safety	Petition - safety concerns at Tyes Cross, Sharpthorne Petition submitted raising concerns over the safety of where Plaw Hatch Lane (C319)	KD	Local Members Lead Petitioner	Report, other documents may also be submitted	Victoria Bartholomew 01424 724284

		meets the junction of Grinstead Lane and the twitten from Chilling Street, Sharpthorne				
10 Nov 2020	Cabinet	Scrutiny Review of Road Markings To consider the report on the Scrutiny Review of Road Markings undertaken by the Place Scrutiny Committee.			Report, other documents may also be submitted	Martin Jenks 01273 481327
17 Nov 2020	Lead Member for Transport and Environment	Well Managed Highway Code of Practice update: Highway Maintenance and Consideration of Character To consider a proposal for a new policy regarding the approach to the choice of materials used in the management of highway assets including those of particular conservation and historical interest			Report, other documents may also be submitted	Stephanie Everest 01273 482644
8 Dec 2020	Cabinet	Council Monitoring: Quarter 2 2020/21 To consider the Council Monitoring report for the second quarter of the financial year 2020/21 as part of the Council's Reconciling Policy, Performance and Resources (RPPR) budget monitoring process.			Report, other documents may also be submitted	Beth McGhee 01273 335828
8 Dec 2020	Lead Member for Resources	Modernising Back Office Systems (MBOS) - Preferred Solution Provider To approve the engagement of the preferred implementation and technical solution provider.	P KD		Report, other documents may also be submitted	Richard Lundie-Sadd 07922 387668