



LEADER AND LEAD MEMBER FOR STRATEGIC MANAGEMENT AND ECONOMIC DEVELOPMENT

DECISIONS to be made by the Leader and Lead Member for Strategic Management and Economic Development, Councillor Keith Glazier

TUESDAY, 29 NOVEMBER 2022 AT 12.00 PM

VIA MS TEAMS

AGENDA

1. Decisions made by the Lead Cabinet Member on 9 May 2022 (*Pages 3 - 4*)
2. Disclosure of Interests
Disclosure by all Members present of personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
3. Urgent items
Notification of any items which the Lead Member considers urgent and proposes to take at the appropriate part of the agenda.
4. SELEP Funded Capital Programme Financial Statement - Confirmed Spend for 2021/22 and Forecast for 2022/23 (*Pages 5 - 32*)
Report by the Director of Communities, Economy and Transport
5. Getting Building Fund - Grant Agreements (*Pages 33 - 40*)
Report by the Director of Communities, Economy and Transport
6. Draft Sussex Integrated Care Strategy (*Pages 41 - 80*)
Report by the Director of Adult Social Care and Health
7. Any urgent items previously notified under agenda item 3

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21 November 2022

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LEADER AND LEAD MEMBER FOR STRATEGIC MANAGEMENT AND ECONOMIC DEVELOPMENT

DECISIONS made by the Leader and Lead Member for Strategic Management and Economic Development, Councillor Keith Glazier, on 9 May 2022 at a remote Meeting via Microsoft Teams

17. DECISIONS MADE BY THE LEAD CABINET MEMBER ON 7 MARCH 2022

17.1 The Lead Member approved as a correct record the minutes of the meeting held on 7 March 2022

18. DISCLOSURE OF INTERESTS

18.1 There were none.

19. URGENT ITEMS

19.1 There were none.

20. REPORTS

20.1 Reports referred to in the minutes below are contained in the minute book.

21. RECORD OF DELEGATION OF EXECUTIVE FUNCTIONS

21.1 The Leader and Lead Member considered a report by the Assistant Chief Executive.

DECISIONS

21.2 The Leader and Lead Member RESOLVED to:

- (1) agree the delegation of Cabinet responsibilities and functions as set out in the Constitution including in Part 3 Table 1, 2 and 3 attached at Appendices 2 - 4 of the report;
- (2) agree the Officer Scheme of Delegation attached at Appendix 5 of the report; and
- (3) agree his annual report to the County Council.

REASONS

21.3 Part 4 of the Council's Constitution requires the Leader to present to the Council at the annual meeting a written record of delegations of executive functions made to Cabinet Members for inclusion in the Council's Scheme of Delegation.

Report to: Leader and Lead Member for Strategic Management and Economic Development

Date of meeting: 29 November 2022

By: Director of Communities, Economy and Transport

Title: SELEP Funded Capital Programme Financial Statement - Confirmed Spend for 2021/22 and Forecast for 2022/23

Purpose: To present the Local Growth Fund, Growing Places fund and Getting Building Fund spend for 2021/22 and the forecast for 2022/23

RECOMMENDATIONS: The Leader is recommended to:

- (1) Note the final 2021/22 spend for the Local Growth Fund programme and the amount of funds re-profiled into the East Sussex County Council Capital Programme;**
 - (2) Note the final 2021/22 spend for the Getting Building Fund programme and the amount of funds re-profiled into the East Sussex County Council Capital Programme;**
 - (3) Note the final 2021/22 spend for the Growing Places Fund programme and the amount of funds re-profiled into the East Sussex County Council Capital Programme;**
 - (4) Agree the confirmed scheme spend profiles for the Local Growth Fund programme for the 2022/23 financial year;**
 - (5) Agree the confirmed scheme spend profiles for the Getting Building Fund programme for the 2022/23 financial year; and**
 - (6) Agree the confirmed scheme spend profiles for the Growing Places Fund programme for the 2022/23 financial year.**
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1. Background Information

Local Growth Fund (LGF)

East Sussex allocations

1.1 In March 2014, the South East Local Enterprise Partnerships (SELEP), which comprises businesses, local authorities and education leaders across East Sussex, Essex, Kent, Medway, Southend and Thurrock, submitted their proposals to Government for a Growth Deal to drive economic expansion in the area over the 6 years up to 2021. Within this was a specific growth plan for East Sussex focussed around its three growth corridors – Newhaven, A22/A27 Eastbourne/South Wealden and the A21/A259 Bexhill/Hastings Growth Corridor.

1.2 Since July 2014, over £90m of Local Growth Fund (LGF) monies has been secured towards economic growth and infrastructure projects in East Sussex. On 13 July 2021 the Leader and Lead Member for Strategic Management and Economic Development approved the allocation of £12.1m LGF for the 2021/22 financial year profiled across nine projects.

2020 LGF Covid Response Fund

1.3 At its Strategic Board meeting on 2 October 2020, SELEP agreed to utilise the unallocated LGF monies to create a LGF Covid Response Fund and that existing LGF projects, with a genuine need and justification of a funding gap, should submit a case for securing additional monies.

1.4 Two East Sussex existing LGF projects with an identified funding gap and which met the SELEP's Covid Response Fund criteria submitted applications for additional monies through the LGF Covid Response Fund: the Eastbourne Fisherman's Quayside and Infrastructure Development (£0.36m), and the Plumpton College Rural Skills for Business Post Brexit (£1.49m). The SELEP approved the allocation of these monies at its Accountability Board on 12 February 2021 and the Leader and Lead Member resolved to enter into the respective legal agreements at his decision making meeting on 4 March 2021.

Spending Conditions

1.5 The management of the LGF is undertaken through a Service Level Agreement (SLA) with SELEP, which was updated and approved by the Leader and Lead Member for Strategic Management and Economic Development in July 2020. The conditions of the SLA between SELEP Ltd, Essex County Council (ECC), 'as the accountable body' and the local partner 'the County Council', means that all LGF monies must be spent in the financial year in which they were drawn down. The LGF grant is drawn down quarterly in advance rather than the entire year's expected budget being transferred at the beginning of the year.

1.6 The SELEP local Accountability and Assurance Framework ([version approved June 2022](#)) provides a range of mitigation options to address potential slippage in local programmes. The five options are:

- 1) Bring forward LGF spend on schemes already in this year's programme;
- 2) Bringing forward future year's schemes to spend in the current financial year;
- 3) Transfer LGF spend on schemes between partner authorities;
- 4) Re-profile spend between LGF projects and own Council Capital Programme Projects;
- 5) Unclaimed funds retained by SELEP for use in later years

1.7 The 31 March 2021 marked the end of the official Government-SELEP Growth Deal period. In advance, the SELEP Strategic Board had previously agreed that where a project is reporting LGF spend beyond 31 March 2021, the monies would be transferred to the respective local authority for spend across their wider capital programme. During the subsequent financial years, local authorities will use their own capital programme to fund spend on the LGF project. SELEP also provided the option for local authorities to ring-fence grant funding allocated to projects that had been deemed a high risk for delivery.

Growing Places Fund (GPF)

East Sussex allocations

1.8 GPF was originally launched in 2011 by the Department for Communities and Local Government (DCLG) and Department for Transport (DfT) as a 'recyclable loan scheme'. SELEP was initially allocated approximately £50m to fund projects commensurate with the GPF criteria. Essex County Council (ECC), act as the lead accountable body, issuing funds on a project by project basis to the relevant local partner (upper tier authority) through loan agreements. It is then the responsibility of the upper tier authorities to enter into legal agreements to defray funds to the project promoter, monitor progress, and secure repayment.

1.9 Over the first three funding rounds, East Sussex benefitted from over £23.5m of GPF which has been invested in eight projects in the county.

GPF Spending Conditions

1.10 Capital loans will mainly be between £0.25m and £3.5m, repayable by March 2026 (with penalties for late repayment) and with an interest rate 2% below the Public Works Loan Board (PWLb) or 0% whichever is higher from the point of the contract being signed. The loan repayment

schedule for each GPF project is agreed within the credit agreement in place between ECC, as lead accountable body, and the local partner (upper tier authority) for each project.

1.11 All risk on the GPF investments is held by the fund itself (managed by ECC) and the granting of loans exposes the local partner (upper tier authorities) to no financial risk or obligation to underwrite should the borrower's default on repayments subject to reasonable endeavours shown to recover the funds. However, it is clearly important to ensure that the GPF monies are repaid into the overall pot to enable the fund to continue to be recycled onto other schemes.

1.12 Where a project is unable to spend the full amount of GPF which has been allocated and transferred to the partner authority within a financial year, the partner authority may carry forward the GPF within Partner accounts, subject to approval by the SELEP's Accountability Board.

Getting Building Fund (GBF)

East Sussex allocations

1.13 In June 2020 the Ministry of Housing, Communities and Local Government (MHCLG) issued a call for projects through Local Enterprise Partnerships (LEPs) to help aid economic recovery in the wake of the Covid-19 pandemic, to be funded through its new £900m Getting Building Fund (GBF).

1.14 In July 2020 MHCLG approved a final SELEP package of 34 GBF projects to the value of £85 million. This included eight East Sussex schemes with a GBF ask of £11,179,793.

1.15 At the 12 March 2021 Strategic Board meeting a GBF reserve pipeline was agreed to prioritise projects for unallocated and returned GBF monies, at which a further £0.24m was secured by East Sussex for the 'Charleston Access Road: removing the barrier to growth' project.

1.16 At the 19 March 2022 Strategic Board meeting a further £0.3m was secured by East Sussex from a second GBF reserve pipeline to reallocate further returned GBF monies; £0.1m for the 'Food Street' project and £0.2m for the 'Seven Sisters Country Park Visitor Infrastructure Uplift' project.

GBF Spending Conditions

1.17 Essex County Council (ECC), as the lead accountable body for SELEP, issues GBF funds on a project-by-project basis to the relevant local upper tier (county/unitary) authority. That upper tier authority then acts as local accountable body, responsible for defraying the funds to the individual projects and monitoring progress.

1.18 The terms of this arrangement are set out in a Service Level Agreements (SLA) between SELEP Ltd, ECC, and the relevant upper tier authority, which allows project funding and accountability to be devolved. The SLA for management of the GBF follows the same structure as the LGF SLA and as such the Leader and Lead Member for Strategic Management and Economic Development resolved at his meeting on 24 November 2020 to delegate authority to the Director of Communities Economy and Transport and the Chief Finance officer to agree the terms of and enter into the GBF SLA.

2. Supporting Information

Local Growth Fund

2021/22 Programme

2.1 Appendix 1 sets out the final spend and mitigation for the 2021/22 LGF programme. £7.7m was spent across nine projects in 2021/22 against a baseline budget, as referred to in section 1.2, of £12.1m. £17.8m was carried forward from 2020/21. Further details on each of these projects and the current status of all the projects in the LGF programme is outlined at Appendix 2.

2.2 The remaining £12.08m has been profiled as spend over 2022/23 and 2023/24 financial years.

2022/23 Programme

2.3 At the SELEP Strategic Board meetings on 1 October 2021 and 18 March 2022, SELEP approved spend beyond 30 September 2021 for two East Sussex projects: Bexhill Enterprise Park North and Bexhill Creative Workspace. At the 19 November 2021 SELEP Accountability Board meeting, SELEP approved a further extension to the Hailsham – Polegate – Eastbourne Movement and Access Transport scheme to March 2023.

2.4 Appendix 3 shows the proposed spend profile for the 2022/23 and 2023/24 financial years across the ten LGF projects and taking into account the mitigation options outlined in paragraph 1.6 above.

Growing Places Fund

2.5 The end year balances for 2021/22 is at Appendix 4 and the planned GPF drawdown and repayment schedule for 2022/23 is at Appendix 5.

2.6 The Phase 1 Eastbourne Fishermen Quayside and Infrastructure Development project received approval from SELEP of their confirmed revised repayment profile at the 3 July 2021 Accountability Board meeting and it was also agreed that, despite repayments not being made in line with the original repayment schedule, no interest will be charged on the loan.

2.7 As part of the re-allocation of GPF funding to projects, the business case for the second tranche of GPF funding for Phase 2 of The Observer Building, project (£1.62m) was approved for GPF funding at the 2 July 2021 SELEP Accountability Board.

2.8 Further details on each of the existing and new GPF projects is set out at Appendix 6.

Getting Building Fund (GBF)

2021/22 Programme

2.9 As highlighted in sections 1.13 – 1.18 of this report, in total, ten East Sussex projects have received Getting Building Fund monies to a value of over £11.5m.

2.10 However, two projects were removed from the GBF programme in 2021/22 – Fast Track Business Solutions (due to unforeseen delays in the planning and approvals processes, decision taken at the November 2021 SELEP Accountability Board) and Riding Sunbeams (due to insurmountable technical issues, decision taken at the May 2022 SELEP Accountability Board but with this known before the end of the 21/22 financial year). Any funding received for these projects was returned to SELEP. This left eight GBF projects in East Sussex with a total value of over £5.6m.

2.11 Appendix 7 sets out the final spend and mitigation for the 2021/22 programme. £2.73m was spent across five projects in 2021/22, all of which completed their grant spend in the calendar year - Winter Garden, Eastbourne; The Observer Building, Hastings (Phase 2a), Charleston Access Road, Lewes, Sussex Innovation Falmer – Covid Secure Adaptations, Lewes and; Creative Hub, Lewes in 2021/22.

2.12 Initially it was envisaged that all GBF schemes would need to spend their GBF allocation by 31 March 2022, but a decision was taken at the July 2021 SELEP Accountability Board to allow projects to continue past this deadline providing that they met criteria outlined by the board.

2.13 As a result of this, a further decision was taken at the February 2022 SELEP Accountability Board to transfer any outstanding GBF grant held by ECC to local partner accountable bodies by the end of the 21/22 financial year. East Sussex were transferred the remaining £1.005m.

2.14 The UTC Maritime & Sustainable Technology Hub, Food Street and Seven Sisters Visitors Infrastructure Uplift projects had not signed their grant agreement by the end of financial year 2021/22 and were therefore unable to draw down their GBF allocations. This is due to the Food Street and Seven Sisters projects not being added to the GBF programme until late in the 2021/22 financial year and the UTC project experiencing extensive unforeseen delays. £1,094,093.00 of the GBF grant for these three projects was carried forward into 2022/23 under the terms of the SELEP SLA.

2.15 Further details on each of the GBF projects and the current status of spend and delivery is outlined in Appendix 8.

2022/23 Programme

2.16 There are three remaining GBF projects that are due to complete spend of their grant in 22/23 - UTC, Food Street and Seven Sisters Visitors Centre projects.

2.17 The proposed spend profile for the 2022/23 financial year is detailed in Appendix 9.

3 Conclusion and Reasons for Recommendations

3.1 Taking into consideration the ongoing impact of Covid on the delivery of capital infrastructure programmes, East Sussex have continued to be successful in delivering over £60m of funding across the Local Growth Fund, Getting Building Fund and Growing Places Fund projects by the close of 2021/22.

3.2 It is recommended that the Leader notes the final outturn spend in 2021/22 and approves the allocated budgets for the individual projects in the 2022/23 LGF programme.

3.3 In addition, it is recommended that the Leader notes the final outturn in 2021/22 for GPF and approves the allocated budgets for the individual projects in the 2022/23 GPF programme.

3.4 It is also recommended that the Leader notes the final outturn spend in 2021/22 and approves the allocated budgets for the individual projects in the 2022/23 GBF programme, including the use of the funds that were offset against the East Sussex County Council capital programme under capital swap mitigation option available in the SELEP Accountability and Assurance Framework.

RUPERT CLUBB

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Local Members

All

BACKGROUND DOCUMENTS

None

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Appendix 1

Appendix 1: 2020/21 LGF Programme: Final Spend and Mitigation

*figures provided below relate only to LGF investment and do not include other scheme contributions

Scheme	Total LGF Allocation all Years (£)	2021/22 Final Spend (£)	LGF carried forward from 20/21 (£)	Grant Drawn Down in 21/22	Transfer to ESCC Capital Programme (mitigation option 4)	Mitigated
Hailsham/Polegate/Eastbourne movement and access transport scheme	2,100,000.00	60,921.14	546,497.84	-	-	-
Eastbourne and South Wealden walking and cycling LSTF package	6,600,000.00	361,882.67	2,352,337.46	-	-	-
Queensway Gateway Road	10,000,000.00	-	-	-	-	-
Hastings and Bexhill movement and access package	9,000,000.00	817,733.32	5,389,930.12	-	-	-
Eastbourne town centre LSTF access and improvement package	8,000,000.00	132,981.70	2,315,992.11	-	-	-
Bexhill Enterprise Park North	1,940,000.00	1,940,000.00	1,940,000.00	-	-	-
Skills for rural businesses post-Brexit	4,413,000.00	2,198,381.34	3,113,269.46	-	-	-
Churchfields Business Centre (Sidney Little Road Business Incubator Hub)	500,000.00	380,600.51	380,600.51	-	-	-
Bexhill Creative Workspace	960,000.00	368,643.07	368,643.07	-	-	-
Eastbourne Fisherman's Quayside and Infrastructure Development	1,440,000.00	1,440,000	1,440,000.00	-	-	-
Total	44,953,000.00	7,701,143.75	17,847,270.57	-	-	-

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Appendix 2 – LGF project update

- ***Bexhill and Hastings Movement and Access Package*** - This scheme was approved for £9m spend by the SE LEP Accountability Board in February 2018. We have progressed and consulted on a number of scheme designs for cycle routes in Hastings and Bexhill, including the western cycle route from the Combe Valley Way greenway, through the western section of Hastings providing access to existing schools, housing, and business developments, to central Silverhill area as well as the Alexandra Park cycle route. In addition, through the package we have developed and consulted on proposals for Bexhill town centre focussed on London Road and Hastings town centre relating to improving connectivity between the rail station, town centre and seafront. Ongoing design and construction work continues during 2022/23 and into 2023/24. Proposals for Havelock Road, and the allocated LGF, have been integrated into the wider aspirations for Hastings Town Centre and the £3m public realm/green connections funding in the Hastings Towns Deal.
- ***Newhaven Port Access Road*** – Awarded £10m LGF funding. Following completion of the detailed engineering design, the scheme went to tender at the end of 2017. A preferred contractor (BAM Nuttall) was identified in January 2018. Following submission of the full business case to DfT in July 2018, funding approval was given by Government on 20 August 2018. Construction started in early 2019 with works were completed in October 2020. Funded from the Port Infrastructure Fund, the new link into the Port and the Port Access Road were opened to traffic in late Feb 2022.
- ***East Sussex Strategic Growth Package (ESSGP)*** - Awarded £8.2m in 2017 through the LGF round three. Work on the road extension at Bexhill Enterprise Park was completed in September 2017. The construction of High Weald House (HWH) at the Bexhill Enterprise Park (South) is now complete and is ready for tenants to let. Later stages of the ESSGP subject to sale of the HWH building and other land receipts, expect to enable a recycling of funds that will lead to further developments at Sovereign Harbour, Bexhill, and Hastings Priory Quarter with additional development in South Wealden dependent on the need identified through the respective local plan processes.
- ***North Bexhill Access Road*** – the £18.6m North Bexhill Access Road, which runs between Combe Valley Way and the A269 north of Sidley, was completed and opened to traffic in Mar 2019. However, the road has still not been adopted by the County Council as a number of post construction road safety related issues still need to be resolved by Seachange Sussex (SCS) before we take on the maintenance liability, as well as the need to complete landscaping and planting works. The road will unlock around 28,000sqm of employment space at the Bexhill Enterprise Park North site and residential development of approx. 500 dwellings. The planning application for the Enterprise Park was approved in April 2021.
- ***Queensway Gateway Road*** - The total budget for the scheme is £12m – the initial budget of £6m was increased using £4m LGF reallocated from underspends elsewhere in the programme, which was complemented with a £2m commitment from SCS.

Following completion of the works to provide access to all existing businesses off the Gateway Road, SCS has put forward a temporary traffic solution to complete the road while the land issues related to providing the permanent connection to the A21 are resolved. Highways England and ESCC have given an in principle approval to the transport modelling for the temporary connection and the scheme designs are also currently being considered by National Highways (NH) and ourselves.

SCS have been working through the Road Safety Audit process with NH. Following the previous sign-off of the Stage 1 Road Safety Audit by NH, the Stage 2 Audit was issued via NH in January 2022. Design amendments have been made by SCS in line with the independent auditors' comments. Following review of the Stage 2 Road Safety Audit, NH

requested an additional stage to the process with an Audit Addendum to review the amendments. In August 2022 a revised brief was approved by NH and the Audit Addendum was commissioned and is currently being completed. It is not until SCS have the required highways agreements in place with both ESCC and NH that all the consents required to construct the signalised junction will be in place.

- **Eastbourne Town Centre (ETC)** – The total £8m LGF funding package applied in part to Phase 1 scheme which focusses on the section of Terminus Road between Station roundabout and Bankers Corner, Cornfield Road and Gildredge Road was completed in Jan 2020. Funded in part with £5m of LGF, the scheme has significantly improved the pedestrian environment in this section of ETC as well as supported the wider investment in the extension to The Beacon shopping centre, with construction completed in March 2020.

A business case for a further £3m investment in Phase 2a of movement and access in Eastbourne town centre was approved by the SELEP's Accountability Board in Feb 2019. The outcomes of the public consultation were reported to the Lead Member Transport and Environment (LMTE) in April 2020 with approval to progress to detailed design. A further report was considered by the LMTE in July 2021 who approved the advertisement of the necessary traffic regulation orders (TRO) and construction of the scheme. The TRO statutory consultation notices were delivered in Jan 2022 followed by public consultation in Summer 2022. A number of public TRO objections have been received by the County Council and so in order to address these and to avoid construction works beginning during November-December trading periods, construction will begin in the early part of 2023.

- **Eastbourne & South Wealden Walking and Cycling Package** – The total £6.6m LGF funding has seen Phase 1 works completed in 2018/19 and centred on the delivery of the Horsey Way cycle path extension. The Phase 2 business case for the remaining £4m towards the package was approved by the SELEP's Accountability Board in Feb 2019. The designs for the schemes within this package have continued during 2020/21 albeit progress has been impacted by the Covid-19 pandemic. Consultation has taken place on five cycle routes in Eastbourne in 2021/22 and the detailed design and delivery of these will continue into 2022/23 and 2023/24.
- **Devonshire Park Quarter Redevelopment** – Part of a wider £50m investment the £16m welcome centre opened in June 2019. The £5m LGF investment was fully spent in 2017/18.
- **Newhaven Eastside South Business Park** – £1.6m funding provided by Coast to Capital Local Enterprise Partnership (C2C LEP) with Phase 1 of construction completed and site has been fully let upon opening for 2,360m². Phase 2 construction commenced in April 2018.
- **Newhaven Flood Alleviation Scheme** – This is an Environment Agency (EA) led scheme to reduce flood risk in Newhaven and recognise the wider benefits this will bring in encouraging regeneration in the town. £10m from EA and £1.5m from C2C LEP as well as SELEP funding of £1.5m; The EA appointed a main contractor (Jackson Hyder) to produce detailed designs and construct the flood defences with construction having started in Nov 2016. The rail works are now fully completed - the temporary flood defence barrier was deployed during a trial in early Nov 2021 which coincided with planned rail engineering works. The formal completion date for the scheme was 31 Mar 2022 for the Principal Contractor related works achieved following rectification of minor outstanding elements.
- **Coastal Communities Housing Project Hastings** – Using £0.67m of LGF investment, Hastings Borough Council and Optivo have invested over £2m in the purchase and refurbishment of a former care home in St Leonards for the creation of 16 social rent units.
- **Bexhill Enterprise Park North** - The £1.94m LGF funding will be used to deliver the site and servicing infrastructure required to provide full access to the individual development

plots within the Bexhill Enterprise Business Park North off the North Bexhill Access Road. These works will directly enable development of the business park and will facilitate private sector investment in the site to bring forward 8,000 sqm of light industrial units and up to 8,000 sqm of manufacturing space. The planning application for the project was refused by Rother District Council and SCS, the scheme promoter appealed the decision. The appeal was heard in Jan 21 and the Planning Inspectorate advised SCS on 1 Apr 2021 that their appeal had been successful. The grant funding agreement between ESCC and SCS was completed in October 2021 allowing the project to meet the conditions to maintain and begin drawdown of the LGF allocated to the scheme. The road construction has been completed and the development of the business units has been delayed into 2023 as there is a need for the UK Power Networks to undertake the undergrounding of the overhead hi voltage cables which cross the site (UKPN advise this work cannot commence until a yet to be confirmed date in 2023 – SCS will confirm).

- ***Skills for Rural Businesses*** – The total £4.41m LGF funding will be used to support the provision of the infrastructure and training required to secure better AgriFood productivity and efficiency post-Brexit. This infrastructure comprises the first phase of an ambitious development on the college site involving the construction of a 2 storey centre of excellence in AgriFood knowledge transfer; improved pedestrian and road user access to the new facilities; redevelopment of the pig production and beef and sheep handling facilities, including automated milking stations; and the development of a village green through landscaping opportunities. The project was awarded an additional £1.49m LGF through the LGF Covid Response Fund pipeline. The delivery programme continues to be progressed with the LGF funded elements of the master plan planned for completion by 31 December 2022.
- ***Churchfields Business Centre (formerly Sidney Little Road Business Incubator Hub)***
– with £0.5m LGF funding this project will deliver 28 new incubator units on a currently redundant site in the Churchfields Industrial Estate in Hastings. The 28 new incubator units will range from 322 sqft to 344 sqft in size, with a total area of 9,558 sqft. The project experienced significant cost increases after receiving higher than anticipated tender returns, Hastings Borough Council (HBC) cabinet made the decision in February 2021 to proceed with the development with the cost increase of £750k to be covered by the HBC Town Investment Plan proposal as a shovel ready project. Hastings received approval of their Town Deal in summer 2021 and construction began in November 2021 with completion anticipated in November 2022. The LGF funding was achieved by the end of September 2021.
- ***Bexhill Creative Workspace*** – with £0.96m LGF investment this project will create 1,599sqm of B1 light industrial space across six units for the specific use of creative industry businesses. Creating entry level and starter jobs for young creatives in the area and supporting 36 net additional jobs. The project is also located within one of the East Sussex strategic priority Growth Corridors, the A259/A21. The total scheme costs £1.76m with Rother District Council match funding £0.8m for the purchase of the building. Construction was completed in March 2022 and the studios launched in April 2022.
- ***Eastbourne Fisherman's Quay and Infrastructure Development – Phases 2 and 3*** – with £1.44 LGF investment the delivery of the Fisherman's Quay will maximise the local economic benefits arising from the fishing activity, through transforming an uneven, open yard into a resilient and productive community asset. The LGF funding has been awarded to facilitate delivery of Phases 2 and 3, whilst delivery of Phase 1 of the project is supported by a Growing Places Fund loan. Phase 2 will deliver two buildings, which are joined on the

upper floors, offering 360 sqm of new space. The ground and first floors will provide storage space for fishing and landing equipment as well as a repair workshop. Phase 3 will deliver a 150 sqm building which will be used as a Visitor Centre and as a base for the Eastbourne Fisherman's under 10m Community Interest Company's outreach and engagement work. Construction of both Phase 2 and 3 have been completed in 2022.

Appendix 3: 2021/22 LGF Programme: Proposed Spend Profile

*Figures provided below relate only to LGF investment and do not include other scheme contributions

Scheme	Total LGF Allocation (at 31/03/2021) (£)	LGF Spend to date (£)	2022/23 LGF Profile (including 2021/22 slippage) (£)	Future years spend (23/24) (£)
Hailsham/Polegate/Eastbourne movement and access transport scheme	2,100,000.00	1,614,423.30	485,576.70	
Eastbourne and South Wealden walking and cycling LSTF package	6,600,000.00	4,609,545.21	540,000.00	1,450,454.79
Queensway Gateway Road	10,000,000.00	10,000,000.00		-
Hastings and Bexhill movement and access package	9,000,000.00	4,427,803.20	2,163,000.00	2,409,196.80
Eastbourne town centre LSTF access and improvement package	8,000,000.00	5,816,989.59	532,000.00	1,651,010.41
Bexhill Enterprise Park North	1,940,000.00	-	1,940,000.00	-
Skills for rural businesses post-Brexit	4,413,000.00	3,498,111.88	914,888.12	-
Churchfields Business Centre (Sidney Little Road Business Incubator Hub)	500,000.00	500,000.00		-
Bexhill Creative Workspace	960,000.00	960,000.00		-
Eastbourne Fisherman's Quayside and Infrastructure Development	1,440,000.00	1,440,000.00		-
Total	44,953,000.00	32,866,873.18	6,575,464.82	5,510,622.00

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Appendix 4: 2021/22 GPF Programme: Drawdown and Repayment Schedule

*Figures provided below relate only to GPF investment and do not include other scheme contributions

2021/22 GPF Programme: Proposed Drawdown and Repayment Schedule

	Funds Advanced			Repayments			Balances at end of Year	
	prior years	2021/22	total	prior years	2021/22	total	prior years	2021/22
	£m	£m	£m	£m	£m	£m	£m	£m
Priory Quarter Phase 3	7.000		7.000	7.000		7.000	0.000	0.000
North Queensway	1.500		1.500	1.000	0.500	1.500	0.500	0.000
Bexhill Business Mall	6.000		6.000	6.000		6.000	0.000	0.000
Sovereign Harbour	4.600		4.600	0.825	0.200	1.025	3.775	3.575
Charleston Centenary	0.120		0.120	0.000	0.020	0.020	0.120	0.100
Eastbourne Fishermans U10 CIC	1.150		1.150	0.225	0.100	0.325	0.925	0.825
WRNV Ltd - Observer Building 1a	1.750		1.750	0.000	0.000	0.000	1.750	1.750
Barnhorn Green CHD			0.00			0.000		0.00
WRNV Ltd - Observer Building 1b		1.616	1.616	0.000	0.000	0.000	0.000	1.616
	22.120	1.616	23.736	15.050	0.820	15.870	7.070	7.866

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Appendix 5: 2022/23 GPF Programme: Proposed Drawdown and Repayment Schedule

*Figures provided below relate only to GPF investment and do not include other scheme contributions

2022/23 GPF Programme: Proposed Drawdown and Repayment Schedule

	Funds Advanced			Repayments			Balances at end of Year	
	prior years	2022/23	total	prior years	2022/23	total	prior years	2022/23
	£m	£m	£m	£m	£m	£m	£m	£m
Priory Quarter Phase 3	7.000		7.000	7.000	0.000	7.000	0.000	0.000
North Queensway	1.500		1.500	1.500	0.000	1.500	0.000	0.000
Bexhill Business Mall	6.000		6.000	6.000	0.000	6.000	0.000	0.000
Sovereign Harbour	4.600		4.600	1.025	3.575	4.600	3.575	0.000
Charleston Centenary	0.120		0.120	0.020	0.020	0.040	0.100	0.080
Eastbourne Fishermans U10 CIC	1.150		1.150	0.325	0.000	0.325	0.825	0.825
WRNV Ltd - Observer Building 1a	1.750		1.750	0.000	0.000	0.000	1.750	1.750
Barnhorn Green CHD		1.750	1.750			0.000		1.750
WRNV Ltd - Observer Building 1b	1.616		1.616	0.000	0.000	0.000	1.616	1.616
	23.736	1.750	25.486	15.870	3.595	19.465	7.866	6.021

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Appendix 6 - Growing Places Fund Project Update

Round 1 and 2 GPF Projects

- **Glovers House, Bexhill** – the £6m GPF has been invested into a new commercial development and has led to the sale of Glovers House in late 2018/19, the full repayment of the outstanding GPF loan of £4.975m was made in Q1 of 2019/20, approximately one year ahead of schedule and this has now been removed from the GPF programme.
- **Priory Quarter Phase 3** – This scheme was awarded £7m GPF in round 1 to provide 2,323 sqm of high quality office premises at Priory Quarter in Hastings town centre, meeting the expressed needs of private sector employers to expand their operation in the town. The project was completed in Autumn 2014 . The loan funding was repaid in full to the LEP in 2018/19 and the schemes has now been removed from the GPF programme.
- **North Queensway, Hastings** - In relation to the North Queensway project, the £1.5m GPF has been invested in the construction of a new junction and preliminary site infrastructure works and the full £1.5m has been repaid by 31 March 2022. Due to the COVID-19 pandemic, the delivery of the further site enabling works at North Queensway has been delayed and as a result, it is expected this will impact on the delivery of the commercial space on the site.
- **Pacific House, Sovereign Harbour, Eastbourne** – the £4.6m GPF investment into the Sovereign Harbour Innovation Mall known as Pacific House, is now complete and has delivered 2,345m² of high-quality office space. This is currently 88% let and has delivered 220 jobs. Prior to the Covid-19 pandemic, and due to high uptake, on time loan repayments were expected to be made as scheduled. Repayments totalling £1,025,000 have been made against the Project by 31 March 2022, leaving an outstanding balance of £3.575m which is still to be repaid currently planned by 31 March 2023. Likewise, a revised repayment schedule for the outstanding balance was approved at the SELEP's Accountability Board meeting on 20 Nov 2020.

In April 2020, as a direct result of the Covid-19 pandemic, Sea Change Sussex (SCS), as delivery partner, offered all tenants at Pacific House a three month rent-free period. This measure was offered to try and protect the tenants long term survival and their ability to meet their rental payments following the Covid-19 pandemic. Despite this measure, as the COVID-19 crisis continued to have an effect on the UK property market and with further waves having lasted into 2021/22, there is a high risk of tenants serving notice and/or business failures resulting in empty workspace within Pacific House.

- **Charleston House** – The £120k GPF loan towards their Centenary scheme has enabled them to become more commercially sustainable and provide a year-round educational programme. The Charleston Centenary project has now delivered the GPF elements of the scheme, and the latest project update indicates that the project has enhanced the potential for secondary spend and offers a new attraction to the Charleston site which is independent of the house, potentially appealing to a wider market. The combined impact of closing the site due to Covid lockdown measures, particularly during the approach to peak season, and the cancellation of the Charleston Festival has resulted in the loss of a large proportion of the Charleston Trust's annual income. On 3 July 2020, the SELEP Accountability Board approved the revised repayment schedule for Charleston Centenary project and agreed that despite repayments not being made in line with the original repayment schedule, no interest will be charged on the loans. The revised repayment schedule proposes resumed repayments from 2021/22 to 2024/25 financial years on the basis that the Charleston Museum and the wider site are able to fully resume trading in 2021.

- **Eastbourne Fisherman's Quay** was awarded £1.15m GPF. Following the collapse of Carillion (who owned the land at Sovereign Harbour) the fishermen attempting to acquire the freehold for the land on which the quay is to be built. Carillion refused to sell the land to the fishermen as it would impact a deal for the Harbour side Restaurant Quarter with Premier Marina's. Premier purchased the freehold for the Fisherman's Quay land as part of the wider land purchase. A lease agreement was ratified in principle on 7 Feb 2019, however negotiations between the two parties solicitors over the details of some of the schedules to the lease took longer than anticipated. This has now been agreed by the legal teams and received final sign off from Premier Marinas. It was not possible to commence construction during 2018/19 as planned due to the preferred contractor entering administration. As a result, a revised funding drawdown schedule was approved at the April 2019 SELEP Accountability Board meeting for work to commence on site in 2019/20. A new contractor was put in place and costs have risen marginally from the original contractor's bid, however the EU10CIC have secured increased grant from the European Maritime Fisheries Fund (EMFF) to cover the cost difference. Construction of both Phase 1 and Phases 2 and 3 of the Fisherman's Quay project is now complete. Although the first repayment of the loan had been undertaken with £225k paid back to SELEP in March 2021, however due to the impact of Covid and Brexit, a revised GPF repayment profile was approved at July 2021 SELEP Accountability Board. A reduced repayment of £100,000 was made against the £250,000 repayment instalment due in Q4 2021/22 meaning that the project had defaulted on their agreed repayment terms. The risk to the agreed repayment schedule means that East Sussex County Council have asked the project deliverer to provide a revised repayment mechanism and schedule, with the outcome of these discussions likely to be reported to the SELEP Accountability Board in February 2023.

Round 3 GPF Projects

- **Observer Building Phase 1a, Hastings** - The business case for a £1.75m GPF loan to deliver Phase 1a of the Observer Building project was approved by the SELEP's Accountability Board on 18 Sept 2020. Phase 1a will support the renovation of a total of 1,174 sqm of the building. It will directly support the first 18-20 estimated jobs and six enterprises while preparing the building for Phase 2 which will deliver a further 1,039 sqm of commercial space (Mezzanine and First Floor) as well as preparing the residential shell on the 2nd and 3rd floors.
- **Observer Building Phase 2, Hastings** - The business case for the further £1.6m on the GPF pipeline was approved by the SELEP Accountability Board on 2 July 2021. The loan funding will support the shortfall in the post-tender and post-value engineering contract price for the redevelopment of the lower four floors for commercial workspace and leisure uses. In doing so, it will enable the transition towards delivering significant elements of Phase 2 of the project, particularly the external shell works, as well as provide refinancing of an extended loan from the Architectural Heritage Fund that has allowed the project to move to contract and start on site. Moreover, it will create the conditions for a successful application to the Homes England Affordable Homes Programme to unlock the final funding to bring forward and complete 15 new homes. The full loan has been defrayed to the scheme in March 2022.
- **Barnhorn Green Commercial and Healthcare Development (Phase 1), Bexhill** - The business case for a £1.75m loan for the Barnhorn Green project received approval by the SELEP's Accountability Board on 12 Feb 2021. The project will deliver Phase 1 which comprises the Medical Centre General Practice (GP) Surgery for 10 x FTE GP's and 2,750sqm B1 (c) light industrial floor space delivering 90 net additional jobs by December 2022. Rother District Council have agreed the Phase 2 element of the project for the remaining £1.75m GBF has been removed from the SELEPs' pipeline as this has now been

financed by District Council borrowing. There have been delays to the planning approvals for the project which are now expected in November 2022. A funding condition is attached to the loan agreement with Essex/SELEP that funding cannot be defrayed to the project sponsor until planning is secured. No loan drawdowns made to date.

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Appendix 7: 2021/22 GBF Programme: Final Spend and Mitigation

*figures provided below relate only to GBF investment and do not include other scheme contributions

Scheme	Total GBF Allocation	Final Spend 2021/22	GBF carried forward from 20/21	Grant drawn down 21/22	Transfer to ESCC Capital Programme (mitigation option 4)	Mitigated
Restoring the Glory of the Winter Garden	1,600,000.00	1,324,339.73	577,763.73	746,576.00		-
The Observer Building, Hastings (Phase 2) Option A	1,713,000.00	778,322.15	250,644.15	527,678.00		-
Charleston's access road: removing the barrier to growth	329,835.00	329,835.00	89,293.00	240,542.00		-
Creative Hub, 4 Fisher Street, Lewes	250,000.00	106,885.00	106,885.00	-		-
Sussex Innovation Falmer - Covid Secure adaptations-	200,000.00	200,000.00	200,000.00	-		-
UTC Maritime & Sustainable Technology Hub	1,300,000.00	-	-	794,093.00	794,093.00	-
Food Street	100,000	-	-	100,000.00	100,000.00	-
Seven Sisters Country Park Visitor Infrastructure Uplift	200,000	-	-	200,000.00	200,000.00	-
Total	5,692,835.00	2,739,381.88	1,224,585.88	2,608,889.00	1,094,093.00	-

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Appendix 8: GBF Programme: Project Updates

- **Charleston Access Road** – a total of £329k has been received with an initial £90k GBF was awarded to be used to widen and resurface the access track to Charleston as the poor condition of the access track is discouraging repeat visitors and is a barrier to growth. An additional £240k of GBF funding that had been returned to the SELEP was allocated to this project at the Strategic Board on 19 March 2021 to enable the addition of a cycle path along the access road and connection to other cycle routes. The business case for this additional funding was approved at the SELEP's Accountability Board on 3 July 2021. Project completed in March 2022
- **Creative Hub, 4 Fisher Street, Lewes** - The £250k grant will be used toward the Conversion of a vacant building into a new co-working hub and café. The new hub will include touch down, short occupation and longer term leased office space for the fast-growing creative industries in Greater Brighton. Project completed in September 2021.
- **Fast Track Business Solutions for the Hastings Manufacturing Sector, North Queensway, Hastings** – This £3.5m project will deliver 4,000sqm GIA of Class B1/B2 industrial accommodation designed to be occupied as a whole or subdivided into units. The programme for the project was heavily delayed by planning issues around the complexities of the site. At the Sep 2021 SELEP Accountability Board it was agreed that the project needed to secure planning permission for the project site and have a grant agreement finalised by the November 2021 Accountability Board meeting, or it would be removed from the GBF programme. Due to further delays in the planning process, the project was not able to achieve planning permission in time, which also meant that the grant agreement could not be finalised. As a result, at the Nov 2021 Accountability Board meeting, SELEP confirmed the removal of this project from the GBF programme.
- **Observer Building, Hastings (Phase 2)** - This iconic and much-loved local landmark will be brought to life with four floors of leisure, retail, offices, studios and community space. The £1.713m grant will also unlock the potential for 15 capped-rent flats and a large public roof terrace. The elements of the project delivered with the GBF funding were completed in March 2022 with the remaining elements of the overall project anticipated for completion in Oct 2022.
- **Restoring the Glory of the Winter Garden** – The £1.6m grant will be utilised to enable the restoration of the Winter Garden, a historic Grade 2 listed Victorian pavilion within Devonshire Park, to its former glory as a cultural destination of regional importance that supports and enhances Eastbourne's year-round visitor economy. The elements of the project delivered with the GBF funding were completed in March 2022 with the remaining elements of the overall project anticipated for completion in Quarter 3 of 2023/24.
- **Riding Sunbeams Solar Railway** - The £2,527,250 will be match funded by Network Rail to develop the route to market for direct rail subsidy free renewable energy directly supplying the UK's largest energy user. Despite their best efforts, Riding Sunbeams and Network Rail concluded that this project cannot be delivered at this time due to insurmountable technical issues. As a result, at the May 2022 Accountability Board meeting, SELEP confirmed the removal of this project from the GBF programme.
- **Sussex Innovation Falmer: Covid-Secure Adaptions** - The £200k grant will be utilised to refurbish the Innovation Centre to make it a Covid/pandemic-secure work environment. This will ensure that the space will be adapted to accommodate social distancing, provide technology to aid remote working and virtual meetings that are required to safeguard businesses and jobs in the centre, and create new jobs to fill the available space. Project completed in December 2021.
- **UTC Maritime and Sustainable Technology Hub** - £1.3m GBF will contribute towards the conversion of the former UTC@harbourside building into an education-led skills

training centre with commercial workspace for SMEs specialising in the marine sector. The proposals also include new office space for Lewes District Council and partners which is required to safeguard businesses and jobs in the town centre, as well as create new jobs to fill the available space. Ongoing issues with resolving building ownership initially caused lengthy delays to the project start date but these were eventually resolved with work commencing on site in Quarter 2 of 2022/23. Project expected to complete in Dec 2022.

- **Food Street** - £100k of GBF will support bringing 5 commercial units back into use in Eastbourne Town Centre. Project completed Jul 2022.
- **Seven Sisters Country Park Visitor infrastructure Uplift** - £200k of GBF investment awarded to widen the scope of an existing project to incorporate a high footfall retail space to support local businesses and accommodation for the onsite warden. Spend of GBF grant completed Sep 2022 with wider project expected to complete in Quarter 3 of 2022/23.

Appendix 9: 2022/23 GBF Programme: Proposed Spend Profile

*figures provided below relate only to GBF investment and do not include other scheme contributions

Scheme	Total GBF Allocation	GBF Spend to date (21/22)	Spend profiled over 22/23
Restoring the Glory of the Winter Garden	1,600,000.00	1,600,000.00	-
The Observer Building, Hastings (Phase 2) Option A	1,713,000.00	1,713,000.00	-
Charleston's access road: removing the barrier to growth	329,835	329,835	-
Creative Hub, 4 Fisher Street, Lewes	250,000.00	250,000.00	-
Sussex Innovation Falmer - Covid Secure adoptions-	200,000.00	200,000.00	-
UTC Maritime & Sustainable Technology Hub	1,300,000.00	-	1,300,000.00
Food Street	100,000	-	100,000
Seven Sisters Country Park Visitor Infrastructure Uplift	200,000	-	200,000
Total	5,692,835.00	4,092,835.00	1,600,000.00

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Report to: Leader and Lead Member for Strategic Management and Economic Development

Date of meeting: 29 November 2022

By: Director of Communities, Economy and Transport

Title: Getting Building Fund - Grant Agreements

Purpose: To approve East Sussex County Council (ESCC) entering into variations to existing, or new, grant agreements to transfer additional Getting Building Fund (GBF) monies to projects in East Sussex, as approved by the South East Local Enterprise Partnership (SELEP)

Recommendations: The Leader is recommended to:

- (1) Approve grant funding up to the total value of £1,620,514 to the following four projects, subject to prioritisation and approval of each project's business case by the SELEP Accountability Board:**
 - (i) Winter Garden Phase 2 - £900,000**
 - (ii) Seven Sisters County Park, Visitor Infrastructure Uplift - £84,100**
 - (iii) Observer Building - Essential elements - £315,000**
 - (iv) Accessing Charleston: Removing the barrier to growth (Project Extension) - £321,414**
 - (2) Delegate authority to the Director of Communities, Economy and Transport (CET), in consultation with the Chief Finance Officer, to agree the terms of the variation to the existing grant or funding agreements or new grant or funding agreements as appropriate (including any necessary documentation with SELEP and the project deliverers for each project), and take all other necessary actions as required to implement Recommendation 1 above.**
-

1. Background information

1.1. On 10 June 2020 the Ministry of Housing, Communities and Local Government (MHCLG) issued a call for projects through Local Enterprise Partnerships (LEPs) under the name of the Getting Building Fund (GBF) to help aid economic recovery in the wake of the Covid-19 pandemic.

1.2. To date in East Sussex, ten projects have received GBF funding. Seven have completed full spend of the allocated funding; Charleston Access Road (£329,000), Creative Hub, Lewes (£250,000), Restoring the glory of the Winter Garden (£1,600,000), Sussex Innovation Falmer – COVID secure adaptations (£200,000), The Observer Building Hastings Phase 2 (£1,713,000), Food Street - Eastbourne (£100,000) and Seven Sisters Visitors Infrastructure Uplift (£200,000), whilst one remains ongoing; UTC Maritime & Sustainable Technology Hub (£1,300,000), and two others were unable to proceed due to factors outside of their control (i) Fast Track Business Solutions (£3,500,000) and (ii) Riding Sunbeams - Solar Railways (£2,527,000), returning their allocated GBF funding to SELEP.

1.3. On 5 August 2022, the SELEP Strategic Board, via electronic procedure, agreed the process for the development of a new Getting Building Fund (GBF) prioritised project pipeline, to consist of existing GBF projects seeking additional funding. Currently there is £3.3175m available from GBF projects that have returned funding to Essex County Council (as Accountable Body for SELEP).

2. Supporting information

2.1. ESCC officers engaged with the project leads from existing East Sussex based GBF projects to ascertain their interest in applying for additional GBF funding under the terms outlined by SELEP. These were that the available funding will either:

- Provide the opportunity for existing GBF projects which have been adversely impacted by the COVID-19 pandemic, Brexit or current high inflation levels to seek additional GBF funding

to bridge funding gaps and allow delivery of the full project scope as set out in their approved Business Case.

Or

- Allow existing GBF projects to seek additional GBF funding to enable delivery of extensions to the project, i.e. to support delivery of further phases of the project which are not covered by the originally agreed Business Case.

2.2. Applications were received from five projects; Winter Garden, Seven Sisters County Park, Observer Building, Sussex Innovation Centre, Falmer, Accessing Charleston: Removing the barrier to growth, as per below:

- Winter Garden Phase 2 - £900,000
- Seven Sisters County Park, Visitor Infrastructure Uplift -£84,100
- Observer Building - Essential elements- £315,000
- Sussex Innovation Centre, Falmer: COVID Secure Adaptions (Hybrid Working Enhancements) - £200,000
- Accessing Charleston: Removing the barrier to growth (Project Extension) - £321,414

Further details on the projects can be found in Appendix 1.

2.3. The Seven Sisters and Observer Building projects were seeking funding to address cost inflations and were required to submit application forms drafted by SELEP. The remaining three projects; Winter Garden, Sussex Innovation Centre and Accessing Charleston, were seeking funding for new phases of their existing project and were required to submit new business cases.

2.4. Steer, the independent technical evaluators for SELEP, were commissioned to undertake a review for the three projects submitting new businesses cases.

2.5. As part of the application process, County Council finance and treasury teams undertook financial appraisals of all organisations submitting applications to confirm their financial health.

2.6. The five projects were ranked by County Council officers against the criteria supplied by SELEP. These criteria focused on assessing the deliverability of the projects, identifying any remaining risks which may impact on the delivery, cost, benefits, or value for money offered by the project and any remaining barriers to delivery. Crucially all projects that receive funding would be expected to spend and deliver by the end of March 2023.

2.7. The prioritised ranking produced from this exercise was carried out by East Sussex County Council (ESCC) officers with support from SELEPs Independent Technical Evaluators who undertook an initial gateway review on the business cases as per 2.4 in this report.

2.8. The proposed list of projects was submitted to members of Team East Sussex (TES), for comment and endorsement in their role as SELEP Federated Board for East Sussex. This endorsement was confirmed via electronic procedure, with the approved list of projects then being submitted to SELEP on 23 September 2022 for them to review and prioritise all the submissions into an indicative LEP-wide pipeline.

2.9. Following the initial listing Sussex Innovation Centre took the decision to withdraw their Business Case from the prioritisation process.

2.10. The ITE undertook more detailed assessments on the remaining business cases for applicants seeking funding for additional phases of their projects, with the results passed onto SELEP to feed into their processes as appropriate.

2.11. An initial pipeline was considered and finalised at the SELEP Strategic Board on 21 October 2022 with the final approval by the SELEP Accountability Board on 25 November 2022.

2.12. It is intended that the grant conditions attached to any funding allocated to East Sussex projects will be the same as for the previous GBF funding that each project received. Any risks to ESCC from defraying this funding has been mitigated by the initial financial appraisals into the bidding organisation (as per paragraph 2.5) and will be further managed by ongoing monitoring of the project spend and performance by both ESCC and SELEP.

3. Conclusion and reason for recommendations

3.1. The four projects highlighted in the report all help to support the objectives and priority areas of the Government's Getting Building Fund as well as the aims and ambitions of the County Council's core priority of driving sustainable economic growth.

3.2. The Leader is therefore recommended to approve grant funding up to the total value of £1,620,514 to the following four projects, subject to approval of each project's business case by the SELEP Accountability Board:

- Winter Garden Phase 2 - £900,000
- Seven Sisters County Park, Visitor Infrastructure Uplift - £84,100
- Observer Building - Essential elements - £315,000
- Accessing Charleston: Removing the barrier to growth (Project Extension) - £321,414

3.3. The Leader is further recommended to delegate authority to the Director of Communities, Economy and Transport (CET), in consultation with the Chief Finance Officer, to agree the terms of the grant agreements and to take all other necessary actions as required to implement the above recommendation.

RUPERT CLUBB

Director of Communities, Economy and Transport

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LOCAL MEMBERS

Councillor Nick Bennett

Councillor Godfrey Daniel

Councillor Johnny Denis

Councillor Sarah Osborne

Councillor Peter Pragnell

Councillor Barry Taylor

BACKGROUND DOCUMENTS

None

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Appendix 1 – Getting Building Fund round 2, approved East Sussex projects, November 2022

The applications were reviewed in line with the guidance from SELEP that projects were required to demonstrate:

- A legitimate case as to why additional funding is required to support delivery of the project
- That the project is in a position to deliver quickly and that it is not subject to any significant delivery risks.
- That the project continues to offer High value for money in accordance with the requirements of the SELEP Assurance Framework.
- The additionality (additional benefit) which will be realised as a result of the award of extra funding must be clearly demonstrated.

There was no guidance that projects applying for either additional phases, or due to the impact of Covid 19/Brexit/high inflation on their original business case should automatically be a higher priority than the other.

Steer, as Independent Technical Evaluator's for SELEP, were commissioned by ESCC to undertake an initial Gate 1 assessment for all projects that had submitted a full business case. These evaluations were incorporated as part of the project prioritisation process.

ESCC finance and treasury teams have reviewed all applications and have undertaken financial appraisals as part of financial due diligence and governance processes.

Winter Garden Phase 2	Eastbourne Borough Council	£900,000
<p>This project will develop a world-class facility for virtual film production (VP), a centre of excellence for skills training in digital and creative arts, and a leading VP R&D facility in the Devonshire Quarter, Eastbourne:</p> <ul style="list-style-type: none"> • 10+ FTE additional jobs directly created • Additional work created for production companies, film crews and ad agencies (etc) who will also spend at and use local businesses and accommodation for prolonged periods whilst shooting. • Opportunities for expansion into conference halls for larger/bespoke digital productions. • Training programmes will stimulate more opportunities for the local population to become involved in a highly skilled creative industry. • The digital media/VP facility will deliver opportunities for existing/traditional filmmaking businesses and partnerships including locations work, hybrid shooting and pick-up shots with partners such as The Sussex Film Office and their extensive client base 		

Seven Sisters Country Park Visitor Infrastructure Uplift	Seven Sisters Country Park	£84,100
<p>Funding will bridge inflationary gaps to enable the project to deliver the original agreed outputs and outcomes previously agreed by TES and SELEP. New contract costs for the construction works are significantly higher resulting in a shortfall of £84,100 from the projected project costs and total secured income. Summary of project benefits once project delivers:</p> <ul style="list-style-type: none"> • Safeguard 7.8 FTE (6 F/T and 4 (P/T) and an unknown number of local construction jobs. • Create 6.5 FTE (2 F/T and 9 P/T) jobs. 		

- Create 1 x 1 bed flat for onsite warden.
- 2,000 learners assisted per annum
- 233 high foot fall retail space (72 in original plan with this late funding allowing us to add in 131)
- 2 new superfast Broadband connection
- 104 enterprises supported (4 onsite and 100 through the new retail space)
- 4,523 annual reduction (kgCO2/annum) for the heat pump. We are unable to make an estimate for the electric boilers at this time.
- Increase in average spend from 38p to £3.90 per visitor (as assessed by MAI Arts and Heritage Commercial Dev. Consultant through their retail report)
- Increase in footfall through the visitor centre from 65,000 to 100,000 in year one, rising thereafter.

Observer Building, Hastings	White Rock Neighbourhood Ventures	£315,000*
Funding will bridge gaps towards addressing inflationary cost increases associated with Brexit and Covid, as well as increasing forecast operational costs. The windows across three elevations of the Observer Building are currently being replaced, making the building almost completely weathertight, but the above issues means that it has not been possible to undertake the necessary repairs to the facades.		

*White Rock Neighbourhood Ventures submitted two potential options for this projects that both addressed inflationary cost; at £315,000 and £650,000 which would address further construction costs increases. The higher ask could not be taken forwards due to the impact that this increase would have on the Benefit-Cost Ratio (BCR) of the project.

Sussex Innovation, Falmer. COVID Secure Adaptions (Hybrid Working Enhancements)	Sussex Innovation Centre	£200,000
<p>The next stage of adaptation of facilities to enhance technology infrastructure and flexible meeting spaces to allow companies to expand hybrid working practices will incorporate:</p> <ul style="list-style-type: none"> • Additional laptops and workstations to allow greater hybrid working. • Contactless door entry system • Server room upgrade • Building Enhancements: • 'Zoom rooms' - 4 x 1-person sound proof work booths • Break out facilities for short ad hoc meetings • Outdoor meeting facilities • Social space from repurposing underutilised parts of the building • Air conditioners that draw in outside air for Phase 1 of the Innovation Centre • 3 x Electric car charging points • Additional secure cycle parking, including specific parking for e-bikes. 		

Accessing Charleston: Removing the barrier to growth	Charleston	£321,414
<p>The extension of this project aims to secure a more environmentally sustainable option for bringing visitors to Charleston and the South Downs, generate a substantial reduction in carbon emissions and support audience development and long-term financial sustainability by:</p> <ul style="list-style-type: none"> • Improve environmentally sustainable growth in the local visitor economy by encouraging visitors locally and from outside the region to arrive in Lewes by rail or bus and reach Charleston via sustainable transport methods. 		

- Support audience development goals of widening access to Charleston by providing access to visitors who do not have access to car, typically younger and lower socio-economic groups.
- Sustainable transport will allow these visitors to access green traveller discounts.
- Provide charging points in the car park to encourage the growth of electric car usage, increasing the regional network of charging points and improving facilities for visitors using electric cars.
- This additional investment will further boost the economic impact of tourism in East Sussex and into the South Downs National Park and create a link between Lewes and Charleston visitors.
- Electric minibus linking Charleston to wider public transport network
- 3x Electric vehicle charging points for use by visitors to SDNP
- 2x FTE jobs
- Reduction of CO2 emissions from visitors to Charleston projected at between 222,000kg and 444,000kg per annum

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Report to: Leader and Lead Member for Strategic Management and Economic Development

Date of meeting: 29 November 2022

By: Director of Adult Social Care and Health

Title: Draft Sussex Integrated Care Strategy

Purpose: To enable consideration of the key elements of the draft joint Sussex Integrated Care Strategy as they relate to East Sussex, and the suggested emerging shared priorities to be taken forward on a partnership basis through the statutory Sussex Health and Care Assembly.

RECOMMENDATIONS: On behalf of the County Council as one of the four statutory members of the Assembly, the Leader and Lead Member for Strategic Management and Economic Development is recommended to:

1. Agree the terms of reference for the Sussex Health and Care Assembly (Appendix 2 of this report), setting out the Council's statutory role in this body;
 2. Agree the emerging Sussex-wide strategic priorities in the current draft joint Sussex Health and Care Strategy, as summarised in paragraphs 2.8 – 2.9 in this report, and;
 3. Agree the feedback to strengthen the draft Strategy from the perspective of East Sussex Place and population, as summarised in paragraphs 2.14 – 2.18 in this report, and any other feedback as appropriate, prior to it being presented to the Health and Wellbeing Board and Assembly for endorsement and approval respectively in December 2022.
-

1. Background

1.1 Cabinet considered a report on 19 April 2022 setting out the implications for the County Council's lead role and commitment to integrating care and improving population health in East Sussex, as a result of the then Health and Care Bill (now Health and Care Act 2022). The report detailed the new arrangements for the Council's partnership work with the local NHS, including the requirement to participate in two new statutory bodies that make up the Sussex Integrated Care System (ICS): the proposed new Sussex NHS Integrated Care Board (ICB) and the wider Sussex Health and Care Assembly partnership. In summary Cabinet agreed the following:

- The Chair of the Health and Wellbeing Board to attend and represent the County Council on the (then shadow) Sussex Health and Care Assembly;
- The three upper tier Councils in Sussex being represented on the (then shadow) NHS Sussex Integrated Care Board (ICB) by a Director of Adult Services, a Director of Children's Services and a Director of Public Health drawn from across the Councils;
- The Sussex Health and Care Assembly being established as a statutory joint committee between the future NHS Sussex ICB, East Sussex County Council (ESCC) West Sussex County Council (WSCC) and Brighton & Hove City Council (BHCC), to formally act as the Sussex Integrated Care Partnership with responsibility for agreeing the strategic direction which meets the broader health, public health and social care needs of the population in the Sussex ICS footprint;

- The Council's ongoing commitment to integrated working with the local NHS was also further confirmed.

1.2 The Health and Care Act 2022 made no changes to the role of Health and Wellbeing Boards, as statutory committees hosted by upper tier authorities responsible for assessing local health and care needs and agreeing a health and wellbeing strategy for their place. The importance of Place has also been recognised by our Sussex ICS to ensure a strong focus on local population health and care needs, integrated care and reducing health inequalities.

1.3 There are three 'Places' in the Sussex ICS based on the upper tier Local Authorities and statutory Health and Wellbeing Board (HWB) boundaries in Sussex – Brighton and Hove, East Sussex and West Sussex. The East Sussex HWB brings together representation from the County Council, borough and district councils, local NHS organisations, Healthwatch and voluntary, community, social enterprise organisations, and other key public services, to assess needs and agree strategies, focussed on improving health, care and the overall social and economic wellbeing of their populations. The informal East Sussex Health and Care Partnership enables joint working across organisations at Place to deliver the health and wellbeing strategy, and associated plans and activities.

1.4 In light of this Cabinet also agreed the set of principles that have been developed by Sussex ICS partners as the framework for how the NHS Sussex ICB will work with and in East Sussex, as one of three 'Places' in the Sussex ICS. This is in keeping with the flexibility built into the Health and Care Act for ICSs to develop arrangements suited to their local circumstances, to support close working across the NHS and Local Government, based on the principle of subsidiarity and the primacy of Place.

1.5 Central to these principles is the agreement that Place is key to strategic leadership and implementation within the Sussex ICS, as well as local commissioning and delivery for population services. The principles are set out at Appendix 1 for reference.

1.6 This report provides an update on the progress made with establishing the new joint committee (the Sussex Health and Care Assembly) and brings the current draft joint Integrated Care Strategy for consideration. A summary of the feedback from the People Scrutiny: Health and Social Care Integration Programme (HASCIP) Reference Group meeting on 22 November will also be provided, to inform the Leader and Lead Member for Strategic Management and Economic Development's decisions.

2. Supporting information

Sussex Health and Care Assembly

2.1 Work has taken place by the County Council with NHS Sussex, WSCC and B&HCC to jointly establish the Sussex Health and Care Assembly as a formal partnership forum in accordance with the constitutions of each body.

2.2 The purpose of the Assembly is to support and promote greater integration and collaboration across health and social care at a strategic, Sussex-wide level. It will build upon the local Health and Wellbeing Strategies and co-ordinate the strategic direction for meeting the broader health, public health and social care needs of the population of Sussex to develop an Integrated Care Strategy for Sussex.

2.3 The Assembly will undertake any other activities agreed by NHS Sussex and the three Local Authorities to help address the wider determinants of health and wellbeing and greater health equality at a strategic level. This will build upon and be informed by work at 'place' level in

Brighton & Hove, East Sussex and West Sussex, including through the local Joint Strategic Needs Assessments., Health and Wellbeing Boards and other place-based partnerships.

2.4 In addition to the four statutory members, members of the Assembly have been appointed to represent universities, voluntary and community organisations, Healthwatch, further education, housing and local enterprise across Sussex.

2.5 The full terms of reference proposed to be approved by the Leader and Lead member for Strategic Management and Economic Development (LM SMED) are included in Appendix 2.

ICS Integrated Care Strategies

2.6 The Sussex Health and Care Assembly's role will be to formally agree the strategic direction for the system to meet the broader health, public health and social care needs of the population in the ICS footprint. It will do this primarily through considering Sussex-wide matters and producing an integrated care strategy for Sussex, building on local Joint Strategic Needs Assessments (JSNAs) and Health and Wellbeing Strategies in each of the three 'places' in Sussex (East Sussex, West Sussex and Brighton & Hove), and identifying a small number of key priorities to focus on collectively at a Sussex level.

2.7 The Department of Health and Social Care published guidance on 29th July 2022 on the preparation of integrated care strategies for the agreement by ICS Integrated Care Partnerships (the Sussex Health and Care Assembly) by December 2022. Some key points include:

- It is a joint NHS ICB and Local Authority responsibility to produce the strategy. The wide variation in how ICSs are structured in England and their differing maturities is acknowledged and there is flexibility for ICSs to translate the strategy into the local context, and in how developmental or ambitious it needs to be;
- An emphasis is placed on the principle of subsidiarity and place within the strategy which aligns well with Sussex ICS arrangements;
- Future Care Quality Commission (CQC) reviews will assess how the integrated care strategy is used to inform the commissioning and provision of quality and safe services across all partners, within the integrated care system, and that this is a credible strategy for the population;
- There is a requirement to give due consideration to the NHS mandate within the strategy, and one of the detailed plans it will inform is the new '5-Year joint forward plan', which is to be published before the next financial year (2023/24). This is a joint delivery plan shared by NHS Sussex ICB and NHS Trusts and Foundation Trusts within the ICS which will be produced January – March 2023. The joint 5-year forward plan will be updated annually;
- The strategy is high level and relatively 'steady state', and for example could be updated when there are substantial changes in understanding population needs, for example through the JSNAs.

Draft Sussex Integrated Care Strategy

2.8 The draft Sussex Integrated Care Strategy (draft Strategy) is intended as a public-facing accessible strategic statement. Covering the period 2022 – 2027, it sets out the emerging areas that are being focussed on for developing the five-year strategy, which aims to improve the lives of everyone living in Sussex now and in the future and will address the needs of all our communities. Covering all ages across the whole life course it will:

- Help local people start their lives well;
- Help local people to live their lives well;
- Help local people to age well;
- Help local people get the treatment, care and support they need when they do become ill.

2.9 Following early Assembly and partner discussions, the draft Strategy sets out the rationale for supporting a key shared Sussex-wide ambition to deliver this aim. This ambition is focussed on a new community-based approach, which will work with and within different communities to better understand local population needs and respond in the best possible way. This will enable a greater focus on keeping people healthy, supporting all aspects of people's lives and the specific needs of children and young people. The draft Strategy also sets out how a shared focus on the following critical areas will further enable this ambition to be delivered:

- Doing more to grow and support our workforce;
- Improving the use of digital technology and information, and;
- Building on the partnership working that has developed across health and care, including the Place-based Health and Care Partnerships that report into the three Health and Wellbeing Boards.

2.10 More detail can be found in the draft Sussex Integrated Care Strategy (Appendix 3). The draft Strategy has been shaped by the themes and insight from recent public engagement. Further plans are in place for further testing the draft Strategy with the public and staff from across the system during November 2022, in order to meet the expected timescales of a finalised Strategy by December 2022.

2.11 In response to earlier feedback from the County Council regarding the critical importance of good mental and physical health in early years in order to increase prevention of ill health in later life, a strong focus has been included on supporting children and young people's health and wellbeing across the way the Assembly works together.

Addressing East Sussex population health needs

2.12 The draft Strategy is informed by the Joint Strategic Needs Assessments (JSNAs) and the shared priorities in the East Sussex HWB Strategy '[Healthy Lives, Healthy People](#)' (2022 - 2027), and the supporting information and evidence that was used to refresh the HWB Strategy, including national strategies, plans and good practice guidelines.

2.13 The shared focus on the key ambitions and life course described in the draft Strategy complements and aligns with the agreed vision, ambition and strategic outcomes for the East Sussex population set out in '[Healthy Lives, Healthy People](#)'. This includes the shared ambition to ensure measurable outcomes - based on what local people have said is important - to deliver improved quality and experience of care and sustainable services focussed on prevention and early intervention, and improved population health and wellbeing across the key life stages so that children have a good start in life, and people are able to live well, age well and experience a good end of life.

2.14 There is alignment with the Council's existing commitment to develop more integrated care driven by the specific needs and challenges faced by the population. This aims to strengthen the integrated community-based health and social care model for children and adults of all ages, and build on the progress made to date across a range of integrated services, such as Health and Social Care Connect and Joint Community Reablement in Adult Social Care and Integrated Health Assessments across Health Visiting and Children's Services.

2.15 In line with this, a next step for our East Sussex Health and Care Partnership will be to design and agree the model for working together in our communities across primary care, community healthcare, social care, mental health, and the full range of voluntary and community sector and accommodation-related support, driven by a deeper shared understanding of local needs. To support broader population health improvement this will link with the wider services that impact on social and economic wellbeing including leisure, housing and the environment.

2.16 This will help further inform how partners deploy collective resources more effectively to achieve the wider local vision and ambition for integrated care, through delivering the following shared objectives locally in communities:

- Greater levels of prevention, early intervention and anticipatory care to improve health outcomes for individuals and populations, and reduce health inequalities;
- Greater levels of joined up and personalised care to improve the experience and quality of care and reduce inequalities, building on the strengths people have and the assets they have in their lives and locally, and;
- Introducing new ways to remove the barriers that prevent staff and volunteers working in different teams from working together on the ground.

2.17 To support this the partners will review and refresh the existing Place governance and programme arrangements to ensure it enables the East Sussex Health and Care Partnership to coordinate leadership and delivery of the new approach, across all partners including the County Council, NHS Sussex, East Sussex Healthcare NHS Trust, Sussex Community NHS Foundation Trust and Sussex Partnership NHS Foundation Trust, and wider system partners including Primary Care Networks, the East Sussex Voluntary, Community and Social Enterprise (VCSE) Alliance, Healthwatch and Borough and District Councils.

2.18 In order to inform the strategy delivery plan in 2023/24, cement a clear focus on leadership and implementation at Place level and avoid duplication, it would be helpful to signal this alignment more strongly in the draft Strategy, through the addition of high level summary content that describes the work that has already been taken forward by partners in East Sussex and the planned next steps as described above.

Next steps

2.19 The draft Strategy will be presented to the East Sussex Health and Wellbeing Board for endorsement on 13 December 2022, and will be considered for approval at the Sussex Health and Care Assembly meeting on 14 December 2022. In order to support the Health and Wellbeing Board endorsement the draft Strategy ambitions will be shared at a meeting of the East Sussex Health and Social Care System Partnership Board meeting on 22 November, to enable consideration of the alignment with the existing Place partnership plans focussed on the East Sussex population.

2.20 Partners on the Sussex Health and Care Assembly are expected to oversee the development and impact of the final agreed Strategy. It will be the responsibility of the NHS Sussex ICB to coordinate developing the shared five-year delivery plan for 2023/24, which will need to be finalised by March 2023.

2.21 National Guidance is also awaited on the implementation of key elements of the recent White Paper on health and social care integration '*Joining up care for people, places and populations*' (February 2022). In the context of the new statutory ICSs, this included measures to further enable the NHS and Local Government to plan, commission and deploy resources jointly at 'Place', to offer co-ordinated, joined up and seamless services that support people to live healthy, independent and dignified lives, and also improve outcomes for the population as a whole. National measures to be initiated during 2023/24 include:

- A lead officer for delivery agreed by, and accountable to, both the Local Authority and the NHS ICB (in the Sussex ICS this will mean a lead officer each for East Sussex, West Sussex and Brighton & Hove);
- A new national shared outcomes framework, with space for local Place priorities, and a resourced plan to support delivery;

- A proposed model for formally pooling resources, making decisions and planning jointly, and a review of the current legal framework for s75 Agreements to support increased financial flexibility;
- A series of proposed actions for workforce and carers including joint roles, career progression and workforce planning;
- Continuation of plans for digital maturity to support seamless data flow across all care settings (including social care providers), person-centred and proactive care at place level, and reporting outcomes.

3. Conclusion and reasons for recommendations

3.1 The current draft Sussex Health and Care Assembly terms of reference and draft Strategy are based on the principles of population and Place first (as set out in Appendix 1), providing a helpful framework that aligns with and adds value to the existing Health and Wellbeing Board Strategy, and associated plans and activities. This recognises the Council's lead role and contribution and that, within the Sussex ICS, Place is key to strategic leadership and implementation of transformation, as well as local commissioning and delivery for population services.

3.2 In keeping with this, the draft Strategy sets out a high level strategic statement of common purpose across Sussex, and the critical areas of focus for the Sussex Health and Care Assembly. This will support the Health and Care Partnerships to lead and coordinate work in the three Places aimed at delivering improved health, reduced health inequalities and integrated care for their populations.

3.3 There are no changes to the Council's statutory role and responsibilities for services and budgets. The Council will remain responsible for setting the Authority's priorities and budgets through the Reconciling Policy Performance and Resources (RPPR) process. The approach outlined in the draft Strategy will add value through helping partner organisations focus on the things that can only be achieved well by working together.

3.4 In order to ensure a clear focus on the role of the Health and Wellbeing Board, and the leadership and coordination of the shared Strategy ambitions at Place level in the forthcoming strategy delivery plan, it is suggested that some further summary content is included in the final Strategy. This would briefly describe the work that has already been taken forward by partners in East Sussex on integrated community health and social care driven by our specific population needs, and signal the planned next steps. This would enable the ICS to avoid any potential duplication of effort, so that the Council's participation in delivering the Strategy can achieve:

- Added value in supporting the Council's continuing commitment and ambition to deliver the best possible outcomes for local residents:- and;
- The best use of collective public funding in East Sussex, through integrated working with the NHS.

3.5 Consequently, the Leader and Lead Member for Strategic Management and Economic Development is recommended to

- Agree the terms of reference for the Sussex Health and Care Assembly (Appendix 2 of this report), setting out the Council's statutory role in this body;
- Agree the emerging Sussex-wide strategic priorities in the current draft joint Sussex Health and Care Strategy, as summarised in paragraphs 2.8 – 2.9 in this report; and
- Agree the feedback to strengthen the draft Strategy from the perspective of East Sussex Place and population, as summarised in paragraphs 2.14 – 2.18 in this report, and any

other feedback as appropriate, prior to it being presented to the Health and Wellbeing Board and Assembly for endorsement and approval respectively in December 2022.

MARK STANTON

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LOCAL MEMBERS

All Members

Appendices

- Appendix 1 Agreed principles for 'Place' within the Sussex ICS
- Appendix 2 Sussex Health and Care Assembly Terms of Reference
- Appendix 3 Draft Sussex Integrated Care Strategy

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Appendix 1

Agreed principles for 'Place' within the Sussex ICS

The importance of 'Place' within our ICS has already been recognised by our Sussex ICS to ensure a strong focus on local population health and care needs, integrated care and reducing health inequalities.

There are three Places in the Sussex ICS based on the upper tier Local Authorities and Health and Wellbeing Board boundaries in Sussex – Brighton and Hove, East Sussex and West Sussex – each with informal health and care partnerships that enable joint working across organisations working at Place. In summary it has been agreed that the focus of Place and Place-based partnership plans is on the coordination and delivery of the following:

- Population health management using public health principles
- Addressing health inequalities
- Transformation of clinical pathways and health and care service models
- Primary care – accelerate the development of Primary Care Networks (PCNs) and neighbourhood working
- Priorities for social care and housing, and other services related to delivering outcomes for our community
- Operational issues and pressures

The following high level principles have been produced to underpin how the NHS Sussex ICB will work with and at Place, to support close working between the three Local Authorities and the NHS in the ICS:

- The three Place-based Health and Care Partnerships in Sussex are collaborative and non-statutory arrangements where all the organisations responsible for planning commissioning and delivering health and care services for the populations in that geographical area work together.
- In collaborating at Place, individual statutory organisations are responsible for agreeing decisions relating to their budgets and services according to their existing practice and processes.
- The **Joint Strategic Needs Assessments** and the **Health and Wellbeing Strategies** agreed through the three Health and Wellbeing Boards set the evidence base and strategic framework within which priorities at Place are identified.
- Place-based planning, commissioning and delivery will be focussed on a clear scope of services aimed at integrating care, improving health and reducing health inequalities. Wider partners in the voluntary, community, social enterprise (VCSE) and independent care sector, and Borough and District Councils (where applicable), will be engaged to mobilise and support the best use of the resources collectively available.
- At a pan-ICS level, the Sussex Health and Care Assembly will be responsible for producing the **Integrated Care Strategy** for the system. This high level strategy will reflect the priorities in, and be built from, the three Health and Wellbeing Strategies.
- NHS Sussex is required to develop and implement a **Delivery Plan** that delivers the Assembly's Integrated Care Strategy. The principle of subsidiarity is paramount – NHS Sussex's Delivery Plan will be implemented through the three place-based Health and Care Partnerships, unless there is collective agreement that it makes more sense to deliver an element at the pan-Sussex level. NHS Sussex will align resources and management capacity to support the three place-based Health and Care Partnerships to implement the Delivery Plan
- Effective delivery at place therefore requires the full involvement of local authority partners in the development of NHS Sussex's Delivery Plan and other key related decisions before those decisions are taken by the NHS Sussex Board or its executive.

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Sussex Health and Care Assembly (Sussex Integrated Care Partnership) Terms of Reference

Governance

1. The Sussex Health and Care Assembly (the Assembly) is a formal partnership forum jointly established by NHS Sussex, Brighton & Hove City Council, East Sussex County Council and West Sussex County Council (the three Local Authorities) in accordance with the Constitutions of each body. The Assembly is the Integrated Care Partnership for Sussex, established under the Health and Care Act 2022 and these Terms of Reference have been agreed by each of these bodies.

Purpose

2. The purpose of the Assembly is to support and promote greater integration and collaboration across health and social care at a strategic, Sussex-wide level. It will build upon the local Health and Wellbeing Strategies and co-ordinate the strategic direction for meeting the broader health, public health and social care needs of the population of Sussex to settle an Integrated Care Strategy for Sussex. It will undertake any other activities agreed by NHS Sussex and the three Local Authorities to help address the wider determinants of health and wellbeing and greater health equality at a strategic level. Its work will build upon and be informed by work at place level in Brighton & Hove, East Sussex and West Sussex, including through the local Joint Strategic Needs Assessments.

Responsibilities

The Assembly will:

3. Develop, approve and publish an Integrated Care Strategy for the whole population of Sussex, using best available evidence and data, covering health and social care and addressing the wider determinants of health and wellbeing. This will be built from local assessments of needs and assets identified at place level, based on Joint Strategic Needs Assessments.
4. Complement existing governance arrangements including Health and Wellbeing Boards (HWBs) and other place-based partnerships, and ensure governance and decision-making are proportionate, support subsidiarity and avoid duplication across the Sussex Health and Care System.
5. Promote and enhance integrated approaches, partnership working and collaboration within the Sussex health and care system, where these can improve planning, outcomes and service delivery.
6. Complement place-based working and partnerships, developing relationships on a pan-Sussex basis.

7. Highlight where coordination is needed on health and care issues and, through the development, promotion and oversight of the Integrated Care Strategy, challenge partners to deliver the action required. This includes, but is not limited to:
- helping people live more independent, healthier lives for longer;
 - taking a holistic view of people's interactions with services across the system and the different pathways within it;
 - addressing inequalities in health and wellbeing outcomes, experiences and access to health services;
 - improving the wider social determinants that drive these inequalities, including employment, housing, education, environment, and reducing offending;
 - improving the life chances and health outcomes of babies, children and young people;
 - improving people's overall wellbeing and preventing ill-health.
8. In preparing the Integrated Care Strategy:
- consider the extent to which the needs could be met more effectively by the making of arrangements under section 75 of the National Health Service Act 2006 (rather than in any other way);
 - have regard to—
 - (a) the mandate published by the Secretary of State under section 13A of the National Health Service Act 2006, and
 - (b) any guidance issued by the Secretary of State;
 - involve the Local Healthwatch organisations for Sussex and involve the people who live or work in Sussex; and
 - may include a statement of its views on how arrangements for the provision of health-related services in the area could be more closely integrated with arrangements for the provision of health services and social care services.
9. Each time the Assembly receives an assessment of relevant needs it will:
- (a) consider whether the current Integrated Care Strategy should be revised, and
 - (b) if so, prepare a revised Integrated Care Strategy.
10. Report to NHS Sussex and the Health and Wellbeing Board of each of the three Local Authorities after each meeting of the Assembly, highlighting any issues that require action.

Members

11. As set out in the Health and Care Act 2022, the core membership of the Assembly (as the Integrated Care Partnership) is NHS Sussex and the three local authorities. The composed Assembly may then appoint others. The three Local Authorities and NHS Sussex will each appoint their members to the Assembly in accordance with their respective Constitutions. Members are bound by the Standing Orders and Codes of Conduct of their respective appointing bodies, including those relating to equalities, confidentiality and information governance.
12. The Assembly will consist of the following members representing the four statutory

partners:

NHS Sussex [the Integrated Care Board] (3)

- Chair, NHS Sussex
- CEO, NHS Sussex
- Chief Delivery Officer, NHS Sussex

Brighton & Hove City Council (1)

- Health and Wellbeing Board Chair (or their nominated substitute)

East Sussex County Council (1)

- Health and Wellbeing Board Chair (or their nominated substitute)

West Sussex County Council (1)

- Health and Wellbeing Board Chair (or their nominated substitute)

One officer from each of the local authorities will also be permitted to attend to contribute towards the work of the Assembly and/or assist and advise the Health and Wellbeing Board Chairs as appropriate.

In addition to the membership from the statutory partners, the following members will also be appointed to support the work of the Assembly:-

- 3 x Place Executive Members, one from each place in Sussex
- 3 x Place Clinical Members, one from each place in Sussex
- 3 x Voluntary, Community & Social Enterprise Members, one from each place in Sussex
- 3 x Independent Health and Social Care Champion Members, one from each Healthwatch in Sussex
- 3 x University Members, comprising the three Vice Chancellors of the University of Brighton, the University of Chichester, and the University of Sussex respectively
- 3 x Specialist Members representing the further education, housing and local enterprise sectors respectively.

The Assembly will appoint further members or observers as it considers appropriate in line with its agreed work programme.

Procedure

Chairmanship

13. The Assembly will appoint its chair at its first meeting and will agree the term of office for the Chair. Assembly members may appoint a Vice Chair from amongst their membership. The Chair will be responsible for agreeing the agenda and draft minutes, and ensuring matters discussed meet the objectives as set out in the Terms of Reference.

Meeting proceedings and quorum

14. The Assembly will meet formally, in public, at least twice per year, unless the Assembly resolves to meet in private in accordance with reasons permitted by the legislation relevant to the meetings of public bodies. Additional meetings may take place as required, with the agreement of the Chair.
15. Meetings held in person will be at venues providing accessibility to the public. Members of the Assembly may attend remotely with the agreement of the Chair. Any formal public meetings held entirely virtually will be webcast to provide openness and transparency to the public.
16. The Assembly is quorate when there are four members of the Assembly present including at least one representative from NHS Sussex and each of the three Local Authorities. If the quorum has not been reached, the meeting may proceed if those attending agree, but no decisions may be taken. Members attending meetings virtually will be counted towards the quorum.
17. In any circumstance where a decision is required the Chair shall strive to ensure a consensus is achieved. If a vote has to be taken, in the event of an equality of votes, the Chair shall have a second or casting vote. Each core (NHS Sussex and local authority) member of the Assembly will be entitled to a single vote. The voting rights of any other members appointed by the Assembly will be determined by the Assembly.

Attendance

18. Where a member cannot attend a meeting of the Assembly, they may send a nominated substitute who will have equivalent voting rights.

Engagement

19. Where relevant to its responsibilities, the Assembly may engage and consult with partner organisations to promote strategic integration and collaboration across the health and social care sector in Sussex. This should not duplicate existing engagement/consultation arrangements, such as carried out at place level by Health and Wellbeing Boards. Key consultees of the Assembly will include:
 - Healthwatch Brighton and Hove, East Sussex and West Sussex
 - Patient Forums for each area of Sussex
 - Place-based partnerships
 - Higher and Further Education representatives
 - Housing representatives
 - Local Enterprise representatives
 - Others TBC.

Administration and access to agenda and reports

20. NHS Sussex will provide secretariat support to the Assembly.
21. Copies of the agenda and reports for meetings of the Assembly will be provided to Members (either via e-mail or in paper copy) and published on the NHS Sussex website (for public access) at least five clear working days before the meeting.

Assembly papers will be available online for a period of six years, after which time they will be archived.

22. Minutes of meetings shall be recorded by the secretary and submitted in draft form to the NHS Sussex Board, and the Health and Wellbeing Board of each of the three Local Authorities. The draft minutes will also be published on the NHS Sussex website once approved by the Chair. Minutes will be subject to final agreement by the Assembly.
23. The secretary will support the Chair of each Health and Wellbeing Board to prepare and deliver reports to the three Local Authorities' Health and Wellbeing Boards and the NHS Sussex Chair to deliver reports to the NHS Sussex Board.

Terms of Reference publication and review

24. These Terms of Reference will be published on the websites of NHS Sussex and the three Local Authorities.
25. As a new partnership forum, it will be important to ensure there is a robust review process for the Assembly. Its Terms of Reference will be reviewed by Assembly six months after its first formal meeting and after that on at least an annual basis. Any proposed changes will require the approval of NHS Sussex and the each of the three Local Authorities.

Document Control

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Change Record

Date	Change	Comments

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Draft v.3 16/11/22

Improving lives together

Our ambition for a healthier future

We want to improve the lives of people living across Sussex now and in the future and will be working differently with our communities to make it happen. We want people to thrive and be the best they can be; to be healthier and feel supported; and to get care from services in the best possible way when needed.

We know this is not happening often enough at the moment, particularly for those who are most disadvantaged across our communities.

Not enough people are being supported to live healthier and to prevent them becoming ill. Too many people are living in poor health. And too many people are waiting too long for treatment and care. This is despite our dedicated health and care staff working tirelessly every day to give the best care they can.

In some areas, this has been the case for many years, but has been made worse by the impact of the pandemic and the current pressures on people's lives due to the cost-of-living crisis.

A lot of work has already taken place across health and care to make improvements and progress has been made for our population. But this has still not gone far enough for many people and we need to do more.

A lot of the issues we face can only be resolved with long-term change. So we need to think and work differently to make a bigger difference to local people. And this needs a bigger ambition to build on what we have done in the past.

Improving Lives Together represents that ambition.

It is an ambition where people are supported to live healthier at every stage of their lives, have the best services possible available to them when needed, and where staff are better supported to do the best job they can.

To achieve this ambition, we are building on the Health and Wellbeing Strategies we have in place across Brighton and Hove, East Sussex and West Sussex that focus on the priorities we are working on to improve health and wellbeing across our populations.

In addition to this, we have agreed the things that will make the biggest positive difference to people's lives that can be best achieved by working across the whole of Sussex. These are:

- **A new joined-up community approach to health and care.**
- **Growing and developing our workforce.**
- **Improving the use digital technology and information.**
- **Maximising the power of partnership working.**

We now have an opportunity to make our ambition a reality. Some people may ask why we have not done this in the past and what is going to be different this time around.

The difference now is the way we – the organisations responsible for planning, providing, supporting and influencing health and care - are working together.

We will be working differently with and within our local communities and strengthening how our organisations work formally in partnership across our populations in Brighton and Hove, East Sussex and West Sussex, what we call working at “place”. Place is where our organisations have been working hard to join up care and take action to improve health and reduce health inequalities, coordinated through three Health and Care Partnerships whose work is overseen by Health and Wellbeing Boards.

About our Health and Wellbeing Boards and Strategies

There are three Health and Wellbeing Boards in Sussex covering Brighton and Hove, East Sussex and West Sussex. They bring together representation from local government, including borough and district Councils, local NHS organisations, Healthwatch and voluntary, community, social enterprise organisations, and other key public services to assess needs and agree strategies, focussed on improving health, care and the overall social and economic wellbeing of their populations.

The Health and Wellbeing Board Strategies for Brighton and Hove, East Sussex and West Sussex use local evidence, data and insight to set out the priorities for improving health and wellbeing of their populations, responding to the distinct issues and challenges in these places. These Strategies form the basis for our Sussex-wide ambition.

- Brighton and Hove Health and Wellbeing Board Strategy (link to be added)
- [Healthy lives, healthy people: East Sussex Health and Wellbeing Board Strategy | East Sussex County Council](#)
- West Sussex County Council Health and Wellbeing Board Strategy (link to be added)

There are three Health and Care Partnerships that support the HWBS to deliver these Strategies. The additional improvements we want to make in *Improving Lives Together* aim to support, build on, and accelerate these local priorities.

We cannot do this alone though and will need local people, our communities, and our staff to play a part in making it happen. We will all need to be committed to making the changes we want to make and help support each other to do so.

By working together in this way we can improve lives now and in the future.

Sussex Health and Care Assembly

Who we are

The Sussex Health and Care Assembly is a formal joint committee set up between NHS Sussex, Brighton & Hove City Council, East Sussex County Council and West Sussex County Council. Its membership includes representatives from universities, voluntary and community organisations, Healthwatch, further education, housing and local enterprise, across Sussex. You can read more information on the Assembly [here](#).

1. Where we are now: Why we need to change

The majority of people living across Sussex receive good quality support, care and treatment most of the time. Satisfaction rates are still high among those using services and a lot of work has taken place to improve health and care over the last few years that has brought real benefits.

This includes work to give people better and quicker access to the right services when they need them. For example, we are creating more appointments at GP practices and making it easier for people to access them by making appointments available in mornings, evenings and at weekends, and by improving new telephone systems. We have improved how people get urgent care by introducing Urgent Treatment Centres at hospital sites and expanding the 111 service. There has been an expansion of mental health services to include a single point of access service in West Sussex, to go along with that already in place in Brighton and Hove and East Sussex. More is being done to prevent people going to hospitals for care, such as the 'virtual wards' we are creating to give people the care they need at home and to support them to not go into hospital when they don't need to, and the community diagnostic centres that are being rolled out to provide people with tests, scans and treatments closer to where they live. There has also been greater focus and improvements on how people can manage long-term conditions and on supporting people with their wellbeing.

During the Covid-19 pandemic, all health and care organisations and staff pulled out all the stops and worked together, and with our communities, to rapidly do whatever was needed to keep local people as safe and well as possible. Many of these ways of working together have been maintained and improved to benefit local people, and the partnership working and learning from the pandemic has continued. We

successfully rolled out the biggest vaccination programme in history and to date have delivered more than 3.8m jabs to keep people protected thanks to the efforts of health and care staff, and our partners.

Case study: Supporting people at home during Covid

The Covid Oximetry at Home (CO@Home) and Covid Virtual Ward services were rapidly rolled out from December 2021 as part of the Sussex response to the pandemic. These supported patients to better manage their Covid symptoms at home using simple technologies, that enabled the early identification of deterioration. Patients were virtually monitored three times a day and clinical questions from doctors and healthcare professionals sent via a portal, text, email or telephone call. Feedback shows that the simple equipment and flexible contact methods made it easy for patients to monitor and report on their health and worked well for patients with learning difficulties, sensory impairment and mental health conditions, as well as those for whom English is not their first language. Across five months, over 2,100 patients were cared for by the services.

People are telling us things need to change

Despite the good work to improve and maintain people's health, and health and care services, local people are telling us they are not always getting what they need, when they need it.

We are constantly hearing feedback from individuals, communities and staff and we need to listen, and respond, to what they are saying. A lot of feedback is positive, but we also hear a lot about areas we need to improve. Every person has a different experience and story to tell, but there are common themes people keep telling us:

People say we need to improve access to services

"Getting to see the right service can be slow, inaccessible and makes you reluctant to ask for help. You don't want to bother emergency services which are already stretched and not the correct first point of call, so you just muddle through and feel unwell."

People are finding care disjointed care and a confusing 'system'

"Services can be dis-jointed and appointments often seem unnecessary. Some services could be made much more accessible by being community based."

"My mother has a complex condition, both mental and physical. The biggest challenge has been dealing with all the different teams, being batted around, and no one really taking responsibility. You don't want to have to repeat your situation with each person you come into contact with. You can feel like you're going back to square one."

"I am carer for my husband who has Alzheimer's. I struggle to get help as the whole process from diagnosis is too confusing. You end up feeling you have been left to get on with it."

People need more involvement in their own care

"Someone's health belongs to them, not to the system. A person knows their body and mind best even if they can't diagnose what's wrong. They know what motivates and dis-incentivises them. A system built around the needs and preferences of an individual is more likely to see that person fully engage with it."

People need more focus on their individual needs

"I think the thing that gets missed is the individual person - what people actually need for them beyond a one size fits all. That's where people fall through the gaps."

People need better access to information

"I know the information I need is out there but I either cannot find or access it. This is a problem that other family members have faced."

People need support for all aspects of their lives

"I think you should be working with local activity and social groups to help get people out in their local community to show that people can help them."

We need better support our workforce

"Tackling the issues and supporting local people better can only be done if the workforce is sufficient and encouraged, not stressed to the point of leaving the service or becoming ill themselves."

"I work in healthcare and don't really feel I can progress beyond my current role. I've done the same thing for many years and would like to develop and learn new skills but I don't know how best to do it."

How we have engaged with local people

We have collated feedback from local people over the last two years to help shape our ambition. This includes:

- Direct feedback from **18,000** people.
- Face-to-face and virtual workshops with **420** people.
- **500** interviews and direct feedback through partners, including Healthwatch.
- **1,440** survey responses on our ambition priorities.
- Online engagement that has reached more than **200,000** people across our website, social media and podcasts.
- **800** individual conversations in public engagement events during the summer and autumn of 2022.
- Engagement with communities who may experience health inequalities and marginalised groups, working with the voluntary and community sector.

Understanding the reasons behind the need to change

The reason people are not always getting what they need from health and care is largely down to the growing need to use services we are seeing. More people living across Sussex now need more support, care and treatment more often and the services currently available cannot keep up. This is causing some people to get sicker, experience delays and is putting staff under pressure.

We need to understand what the reasons are behind this increase in need so we can tackle them and make improvements.

As Places, Brighton and Hove, East Sussex and West Sussex have unique strengths, assets and challenges in their areas, which contributes to differences in the overall health both between and within their populations. This informs the distinct approaches to addressing population needs - through the way local health and care services are organised, as well as to improve social, economic and other factors that influence people's health – that are captured in the three Health and Wellbeing Strategies and other local plans. There are also common themes across Sussex that we need to tackle and improve.

Different life factors affecting health

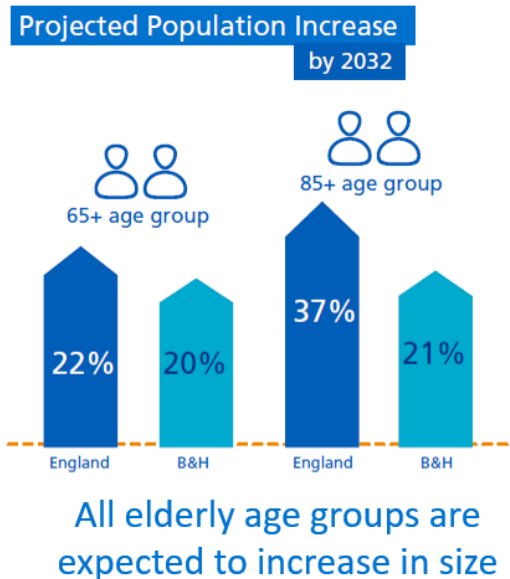
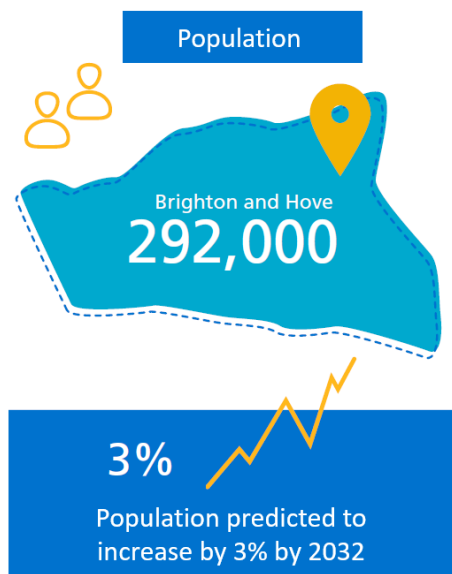
Many factors influence someone's health and wellbeing, most of which people are unable to control or improve themselves without support. Many different organisations are responsible for influencing these factors and they have not always worked in a joined-up way in the past.



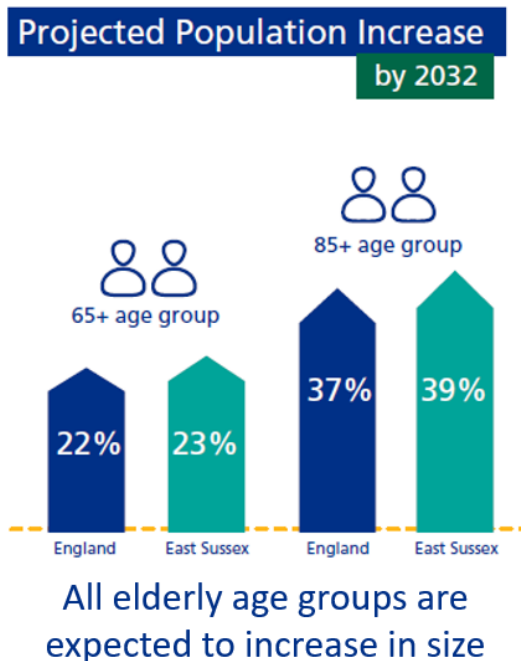
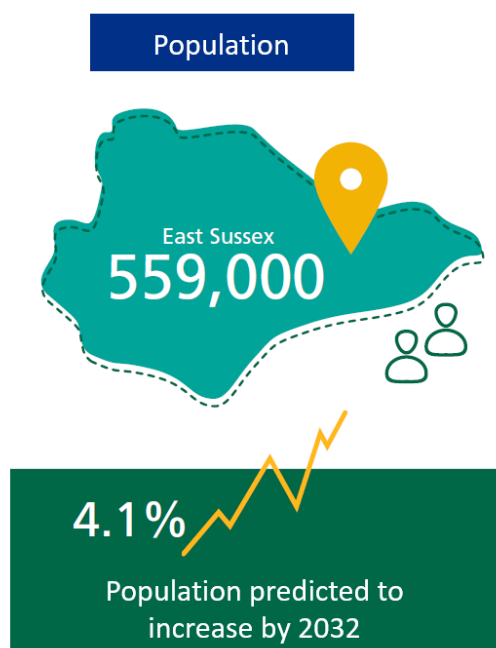
Growing and ageing population

We have a growing population, with the main reason being more people coming to live in Sussex. We also have an ageing population. This means more people are needing more care and support more often.

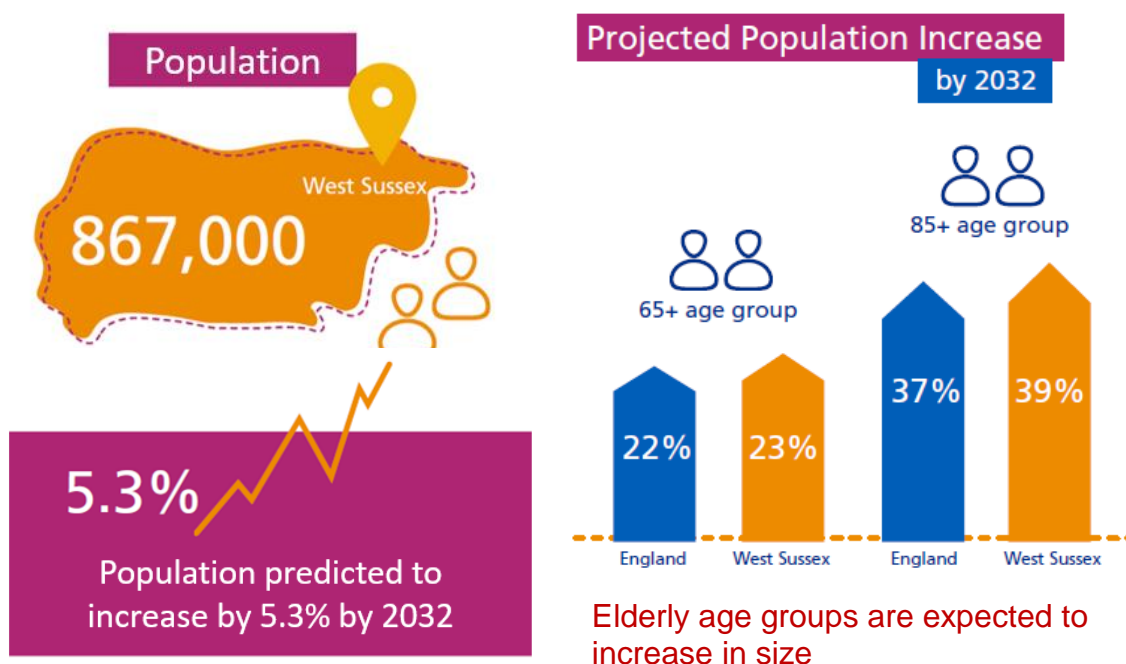
Growing and ageing population in Brighton and Hove



Growing and ageing population in East Sussex



Growing and ageing population in West Sussex



Poor quality of life

Many people are living with long-term illnesses that are affecting their day-to-day lives and need to be better supported to manage their condition. The common causes across all our populations are:

- Respiratory problems
- Mental health problems
- Lower backpain and joint problems
- Migraines

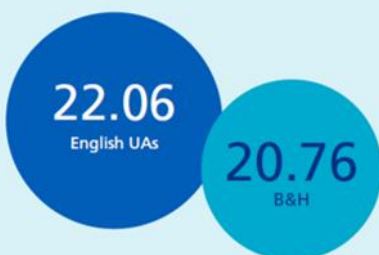
Health inequalities

There are avoidable and unfair differences in health between different groups of people across Sussex that we need to reduce. There are many reasons for 'health inequalities', including employment, where someone lives, income, housing, education, their ethnicity and their personal situation.

People living in more **deprived areas** have worse health and outcomes and there are big differences in life expectancy across Sussex which matches deprivation. Most deprivation in Sussex is along the coast and in south west Crawley.

Health inequalities in Brighton and Hove

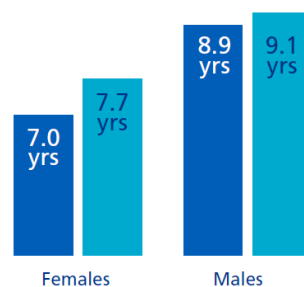
Measurement of deprivation



Inequality in Life Expectancy at Birth

England UAs

B&H



Inequality in Health Life Expectancy at Birth

B&H



Health inequalities in East Sussex

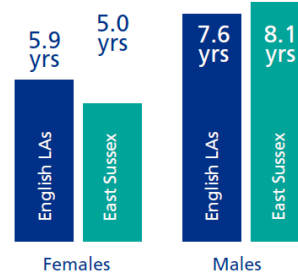
Measurement of deprivation



Inequality in Life Expectancy at Birth

England LAs

East Sussex

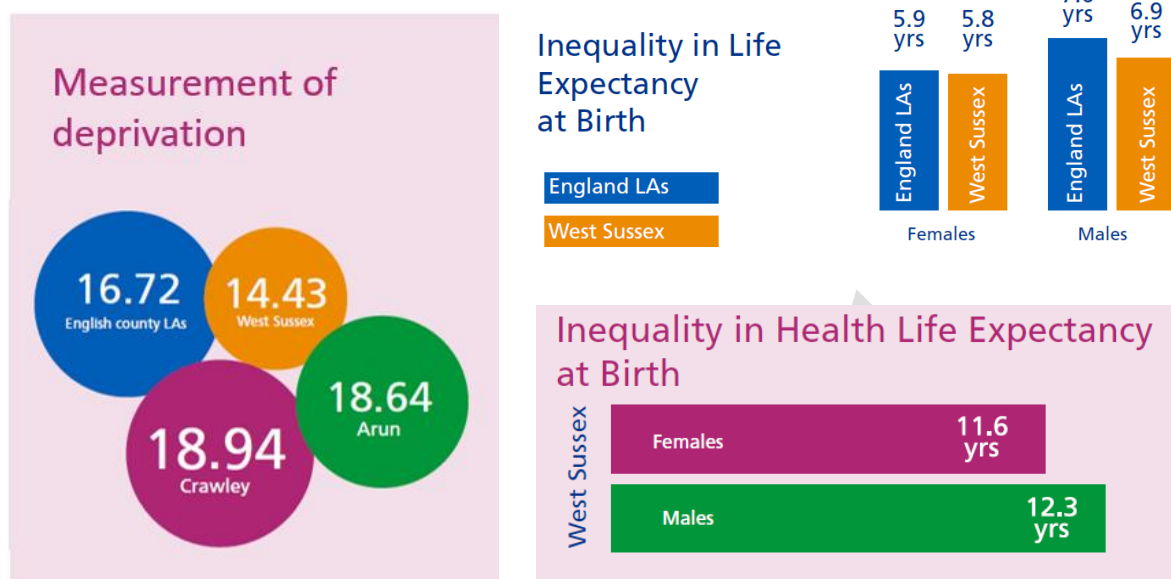


Inequality in Health Life Expectancy at Birth

East Sussex



Health inequalities in West Sussex



The impact of Covid and cost-of-living

The Covid pandemic, and the lockdowns we lived through, impacted on people's health and wellbeing in different ways. As a result, we have seen:


- More children need support for mental health issues.
- Increase in alcohol consumption, smoking and obesity among adults.
- Physical and mental wellbeing of older people have got worse.
- Waiting times for procedures and treatment have grown.
- Sicker patients are now coming into hospital.
- The inequalities that exist were highlighted and made worse for some people.
- More health and care staff leaving the profession.

The current cost of living crisis is also having an impact on people's wellbeing and more are likely to need support and care as a result in future.

Why services cannot keep up with the need

There are a number of reasons services are not currently able to always keep up with the growing need. These include:

- **How services are arranged and organised:** Services are currently run by different parts of the NHS, local authorities and other organisations and many people need support and care from more than one service at a time. As a result services do not always work seamlessly, which means people often



have to repeat their stories which is frustrating, and services can feel disjointed and slow.

- **Over-focus on sickness rather than health:** The majority of health and care services are focused on treating and supporting people when they become ill. This is often necessary but there is more that could be done to focus on helping to prevent people becoming ill in the first place.
- **Use of digital technology:** We have been developing new ways of using digital technology over the last few years to improve health and care services. But we are still not using it in the best possible way and not tapping into all the benefits it could bring. Most people are now using sophisticated technology in their everyday life, through mobile phones and the internet, but some services are still relying on old technology that does not work very well and does not connect to other services. This means we cannot always provide modern health and care services that you and others rightly expect.
- **Limited money and facilities available:** There is a limited amount of public funding available for health and care and this has an impact on investment in services. There is not enough money available to do everything we may want to do, so we have to get the best value out of the funding we have that will make the biggest difference to local people. We are still using ageing buildings in some areas, which can make it difficult to provide high quality care and experience for people or staff. We now need to think differently around how we can best use the buildings and land we have.

Our workforce challenge

One of the biggest reasons services are not able to keep up with the rising need is related to our workforce. When we talk about our workforce, we are describing those that keep people safe and who deliver care and support, either through paid employment or volunteering. Working in health and care is incredibly rewarding and those that do want to give the best possible care, in the best possible way. They are currently not always able to do this because of the growing pressure on services and the way some services are run. There are three main issues we need to tackle:

- **Retaining our staff:** The increasing pressure, and the lasting impact of their efforts during the pandemic, has resulted in some staff being stressed, overworked and tired, which is resulting in more going off sick and leaving health and care professions.
- **Recruitment:** We are currently not able to recruit enough health and care professionals to cover vacancies in our services and it takes time to train and develop future staff. Housing is also very expensive in some parts of Sussex, which can mean some staff are not able to afford to live locally and makes it more difficult to recruit and keep a local workforce.
- **Development:** We know we are not doing enough to support staff to develop new skills which can be used in the best possible way across different teams and services.

Other areas we need to improve

There are many people who need specific and additional support to help them stay healthy. We have agreed that there are three that we need to give particular collective focus. These are:

The most disadvantaged and vulnerable people and communities

We are committed to improving health and care for everyone living across Sussex, but we will give particular focus to better supporting those who are disadvantaged. These include those who live in areas of deprivation and who experience health inequalities. This includes people living with learning disabilities and autism.

Children and young people

Our early years have a big impact on the health and wellbeing of the rest of our lives. More children are needing help and care, and the issues they have are more complicated and severe than they were. The current services are not always able to meet this growing need, so we need more focus on our children, young people and families, to better support them in all aspects of their lives. This includes the environment where they grow up, their education, and the support around them. We need to give particular focus to children in and leaving care, those who need support to keep them safe, and young people as they become adults.

Unpaid carers

Unpaid carers play an important role and on average have poor health than people who are not carers. Over 10% of adults across Sussex say they provide unpaid care to a relative or friend. Many carers do not get the support they need and we need to help them maintain their own health and that of those they are caring for.

People who feel lonely and live in social isolation

The feeling of being alone and a lack of social connections can have major impacts on someone's health, how long they live for, and their mental health and wellbeing. This is an issue for people of all ages, but particularly for our elderly population, and we can make a big positive difference by giving them more support.

2. Where we want to get to: Our ambition for a healthier future

We are taking collective action to respond to what local people are telling us and tackle and improve the issues.

Our ambition is to improve the lives of people living across Sussex by supporting them to live healthier for longer and making sure they get the best possible care and treatment when needed.

To make this a reality, we have four goals we want to achieve:

- Improve health and health outcomes for local people, especially those who are disadvantaged.
- Tackling the health inequalities we have.
- Working better and smarter, and getting the most value out of funding we have.
- Doing more to support our communities to develop socially and economically.

We will do this by organisations working closer together and differently with and within our communities to support people through each stage of their lives. We want to:

- **Help local people start their lives well by:**
 - Improving mother and baby health and wellbeing, especially for those most in need.
 - Creating healthy environments for children, young people and families to grow up in.
 - Supporting parents and carers.
 - Linking health and care up in a better way with education and schools.
 - Supporting good mental health for all children and young people.
 - Better supporting the most vulnerable children and young people, including those in and leaving care, and those who need to be kept safe.
- **Help local people to live their lives well by:**
 - Supporting people to look after their own health and wellbeing.
 - Supporting people to live, work and play in places that promote health and wellbeing.
 - Supporting people to know how they can look after themselves better when they do become ill or have a health issue.
 - Supporting people who have physical disabilities, learning disabilities and mental health conditions, to have good health and joined up care and support, including access to opportunities such as accommodation, housing and employment.
 - Ensuring more access to services for people who have traditionally been under-served, for example homeless people and other groups
- **Help local people to age well by:**
 - Ensuring fewer older people feel lonely or isolated.
 - Helping older people to stay healthy and live independently for longer
 - Reducing the number of older people who suffer falls
 - Helping people receive good quality care at the end of their lives and to die at a place of their choosing.
- **Help local people get the treatment, care and support they need when they do become ill by:**
 - Tailoring care to support people in their own homes, or as close to home as possible.
 - Supporting the health and wellbeing of informal carers
 - Giving them access to the most appropriate and best experts and professionals as early as possible that best suits their needs.

- Giving greater joined-up care and support for people with long-term conditions and a number of health issues
- Helping to make sure people only need to use health and care services when they really need to.
- **Help our staff to do the best job they can in the best possible working environment by:**
 - Supporting our staff better and creating a more diverse, inclusive and healthier working environment.
 - Encouraging and supporting more people to go into health and care professions, particularly young people and students.
 - Developing our staff to give them the skills they need to work more flexibly and progress their career.

3. What we will do to get there: Making our ambition a reality

We are not starting from scratch as we look to achieve our ambition. Our Health and Wellbeing Board Strategies and other plans outline the collective action being taken forward by our organisations working in partnership in Brighton and Hove, East Sussex and West Sussex, and improvements are taking place all the time to try to meet the immediate needs of local people.

However, by organisations working together across Sussex, we can take bolder long-term action and change that will build on what we are already doing and make a bigger difference to local people.

This involves developing '**Joined-up Community working**' that aim to better meet the needs of residents needs through health and care organisations working together where they live.

To support this, there are three 'success factors' that we need to develop and improve:

- **Growing and supporting our workforce**
- **Improving the use of digital technology and information**
- **Maximising the power of partnerships**

So how will this work and what difference will it make?

Joined-up Community working

In future, health and care organisations will work in a more joined-up way with and within communities to better understand and respond to their needs. Support and services will be shaped around local people, rather than expect them to fit into the 'system'. When we say communities, we mean both the local area people live in and also communities that we know people identify with, such as those with the same interest, beliefs, or way of life.

What will be different?

This will involve a very different way of working to how health and care organisations have often worked with communities in the past. There will be three big differences:

- **Greater joined-up working:** Joined-up Community Teams of professionals and experts will work together across different organisations and within local communities to tailor support, care and treatment to what local people need. This will involve linking up all the services and organisations that influence someone's health, care and wellbeing - including primary care (GP services, pharmacy, dental and eye health services), community, mental health and social care services, hospitals, the full range of support provided by local voluntary and community organisations, and wider services such as public health, school and lifelong learning institutions, leisure, housing, environment and support for business. When someone needs specialist care and treatment, they will be better supported to get it as quickly as possible.
- **Different relationship with communities:** We want to change the relationship between health and care organisations and staff providing services and those who are receiving care and treatment. We will work with, rather than 'doing to', people and communities to better understand their needs and circumstances, maximise the use of what already works well for them, and find solutions together to issues they face. This will involve greater engagement with local people in how health and care works best for them.
- **Greater involvement of individuals:** Local people will be more involved in, and get more support for, their own health, wellbeing and care. People will be given more support to confidently keep themselves healthy and, if they do become ill, help them manage better themselves so they can carry on living a fulfilled life. There will also be more involvement of, and support for, carers so they can stay healthy themselves and can better support the person they are caring for.

We know every community is different so there will not be a one-size fits all approach, and we will particularly focus on those communities who experience poorer health and outcomes.

As well as changes to how services work, this new way of working will have three big differences in how we approach health and care:

- **Bigger focus on all aspects of your life:** To make a greater difference to people's health and wellbeing, we will be focusing more on all the factors that influence someone's health. This will include doing more to support and contribute to local communities, such as supporting local businesses and employment, working in a more joined-up way with housing and education, and supporting local initiatives that encourage healthy living.
- **Bigger focus on supporting you to stay healthy:** We want to shift more of our effort, resource and expertise into helping people stay healthy and

supporting them to continue to live a fulfilled life if they do become ill or have a health issue. This includes more of what we call 'proactive care' which focuses more on prevention and not just cure. We will also make sure more people get urgent, emergency and specialist care as early as possible when they need it to avoid their condition getting worse.

- **Bigger focus on our children and young people:** We will be focusing more on supporting children, young people and families with every aspect of their lives to help them stay healthy and get the support, care, and access to services they need when they need it. This includes focusing more on support during their early years, working closer together with their school and further education, and providing them with more career opportunities.

Bringing our ambition to life: Case study on Universal Healthcare in Hastings

The local NHS is currently working with councils, community and voluntary organisations and local people in Hastings to design and develop health and care services and support in the future. A project called 'Universal Healthcare' involves a number of community engagement workshops taking place to understand the needs of local people and help shape how local people can be better supported in the long term. We intend to be able to start new ways of working from Spring 2023 and is a good example of the way we want to work with all our communities in future.

Our success factors

We have three success factors – workforce, digital technology and information, and partnership working - that need to be improved and developed. Without these, there will not be enough staff and the right expertise to give local people what they need, and services and organisations will not be able to work in the best way.

Growing and supporting our workforce

We want to support our staff and volunteers to do the best job they can for local people by growing and developing our collective workforce. The number of people working in health and care has increased, but it does not feel like that because there has been an increase in the number of people who need to use services. We need to carry on increasing the numbers of staff but recruiting more is not the only answer. We need to also get the best out of the staff we already have.

There are five key areas we want to achieve:

- **Working as 'one team':** We want to create a 'one team' approach across health and care, as well as the voluntary sector and other professionals, so they can all work together and across different areas to help local people get the support and care they need.

- **A more multi-skilled workforce:** We will support staff to better develop new skills and expand the skills they have. This will allow them to work across different disciplines and areas and help staff to have more opportunities to progress in their careers.
- **Creating an inclusive environment:** We want to create a more inclusive working environment that recognises diversity and has a workforce that better represents the population they care for.
- **More recruitment and career opportunities:** We will encourage, and make it easier for, more young people and students to have a career in health and care. We will do this by working closer with further education and our local Universities. We want to employ more local people and will give greater focus on providing opportunities for those living in disadvantaged areas.
- **Learning culture:** We want to create a culture where people feel valued and supported to develop their skills and expertise at work. We want to take a 'lifelong learning' approach where people never stop developing their skills through their career.

Improving the use of digital technology and information

We will be building on the work that has taken place to improve the use of digital technology. This will help staff make better decisions, work better and provide better care. It will also help local people to access services easier, to tell their story once and to have more involvement and control over their own health and care.

There are five key areas we want to achieve:

- **Connecting services:** We will better connect information across our different services to help them work in a more joined-up way.
- **Improving technology and sharing data:** We will support organisations to improve the way they use technology and how they share data to improve the support, care and treatment they provide.
- **Supporting staff:** Staff to have access to the information they need, wherever they are and whenever they need it, to better support the health and care needs of local people.
- **Giving local people information:** We will better support local people to access and manage their own health and care information, care preferences and the way in which they wish to interact with those providing services.
- **Supporting people to use technology:** We will do more to help people use and know how to use digital technology in the best possible way that will best suit them and their needs. This will help those who do not have regular access to technology, or are unsure how to use it.

Maximising the power of partnerships

In addition to working at a local level across our communities, organisations responsible for influencing health and care will be working closer together and with other organisations for the benefit of local people. There are three key areas we want to achieve:

- **More leadership at “place”:** We will strengthen how our organisations can work together formally across our populations in Brighton and Hove, East Sussex and West Sussex focussing on the distinct needs and challenges in our local areas. We call this working at “place” and it is where the local NHS, local government and a wide range of local partners come together to shape and transform health and care, and make the most of the collective resources we have available. We will do this by working in our three Health and Care Partnerships to increase ways to help our staff and volunteers work together to deliver joined-up care, and improve health in our local communities and neighbourhoods. More information can be found at the end of this Strategy about how each place has made a start with this, and what we plan to do next.
- **Working across Sussex:** Our new Health and Care Assembly will strengthen how key organisations can work together formally on the complex and challenging issues that are shared across Sussex. This is a new way of working and will mean more organisations will be able to contribute to improving health and care.
- **Greater joined-up of the local NHS:** The local NHS will be doing more to join-up services in future. The NHS across Sussex is made up of 1,100 different organisations and we will be supporting them to work in a more seamless way to improve the care and experience of local people and improve how they are run.

Our ambition in summary



How this will benefit local people and staff

Emily, 13, lives with her mum, brother and cat in an apartment block. She used to like doing gymnastics but gave it up last year and now spends most of her spare time chatting to her friends on social media. She has been feeling quite anxious recently, is having more arguments with her mum and is less keen on going to school than she used to be. What will be different for Emily in future?

- There will be more health and wellbeing support for her at school.
- There will be more opportunities for her and her family to be supported by healthy activities, facilities, groups and services where she lives, both virtually and physically.
- More and quicker access to health, care and wellbeing services if she does become ill or need support.
- She will have more opportunities to make health and care a career choice when she leaves school.

Harpreet, 42, is a mum of two and lives with her husband in an old Victorian terraced house. She is relatively healthy, goes to the gym whenever she can, and hasn't needed to use health and care services for a long time. She wants to know how she can stay well and, when she does have a health issue, how to get the most appropriate care and support as quickly as possible. What will be different for Harpreet in future?

- She will be better supported and informed to make her feel more confident at what she and her family can do to stay healthy.
- Her family will have more access to healthy activities.
- If she does become ill, she will be able to access the right service for her at a time that is more suitable for her busy life.
- She will be able to access services, and keep better track of her own health, through digital technology, such as her mobile phone.

Dave, 82, lives alone and has a number of long-term health conditions. His mobility is restricted, he doesn't go out of his house very often and needs support to travel. He needs care from a number of different professionals and services and his daughter is increasingly looking after him. What will be different for Dave in future?

- He will have a personalised care and support plan in place so she doesn't have to repeat her story and the number of contacts she has with services will be reduced.
- All the health and care professionals supporting him will know his needs and what is important to him.
- His daughter will be treated as one of the team supporting Dave and will also be supported herself.
- His condition and health will be regularly reviewed to prevent him from deteriorating.
- If he needs a higher level of care, this will be able to be done in his own home through a 'virtual ward' and Urgent Community Response service.
- He will be supported to have more opportunities to meet other people socially.

4. How we will get there: Achieving our ambition

Achieving our ambition will need change, with how health and care organisations, services and teams work, and how communities interact with services and are involved in their own health, care and wellbeing.

We want to achieve our ambition over the next five years and we know we will not be able to do everything at once, with some things taking longer than others to get up and running. So we need to be focused on what we can do and when. We will also need to do it in a realistic way, using the funding, staff and facilities we have available. This is alongside all the work that we continue to do every day to improve and maintain the immediate and short-term support, care and treatment local people need.

This will be a big challenge but we need to be ambitious and bold because just doing what we have always done, or what we are doing now, is not going to make the big difference we want and need to make. This will need a collective effort and everyone will need to play their part.

How we will achieve our ambition is something we will be discussing across organisations, staff, and our communities over the coming months.

We will be developing a plan that clearly sets out what actions need to be taken and will be agreeing across organisations how they will need to work differently in the future. We will engage with local people and staff to discuss what will be different for them and how they can play a role in supporting the change.


We will also be setting out how we will measure progress and success to make sure we know whether or not our ambition has become a reality.

How we developed *Improving Lives Together*

Improving Lives Together has been developed with the input of a large number of people. The Sussex Health and Care Assembly has been established to oversee its development and all representatives have been involved in shaping what it looks like and agreeing the areas we want to focus on.

We have engaged with representatives and experts from NHS organisations, public health, social care, voluntary and community organisations, Healthwatch and other people who have an interest and knowledge of health and care.

We have used a significant amount of feedback from local people and communities from engagement carried out over the last two years and have been testing what we are proposing across our communities over the last six months. [The engagement activity and feedback can be read here.](#)



The Health and Wellbeing Strategies that form the basis of our ambition for the future across Brighton and Hove, East Sussex and West Sussex [can be read here.](#)

We have also used a range of evidence and supporting information, which has included an assessment of the needs of the local populations. We have an information library that can [be read here.](#)

Our ambition responds to a number of national strategies, plans and guidelines, most notably [xxxxxxxxxxxxxxxxxxxxxx.](#) [These can be read here.](#)

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Annex: Brighton and Hove

The following section summarises the key areas of focus and plans in Brighton and Hove *(to be added)*

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Annex: East Sussex

The following section summarises the key areas of focus and plans in East Sussex
(to be added)

Draft



Annex: West Sussex

The following section summarises the key areas of focus and plans in West Sussex
(to be added)

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