

## Council Monitoring Corporate Summary – Q1 2016/17

### Council Plan performance targets

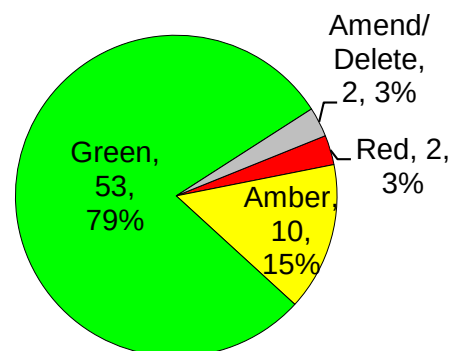
| Priority                       | Red      | Amber     | Green     | Amend / Delete (AD) |
|--------------------------------|----------|-----------|-----------|---------------------|
| Driving economic growth        | 0        | 6         | 26        | 0                   |
| Keeping vulnerable people safe | 0        | 1         | 11        | 0                   |
| Helping people help themselves | 2        | 3         | 13        | 2                   |
| Making best use of resources   | 0        | 0         | 3         | 0                   |
| <b>Total</b>                   | <b>2</b> | <b>10</b> | <b>53</b> | <b>2</b>            |

#### Q1 2016/17

#### Q1 2016/17

There are 67 individual measures in the Council Plan

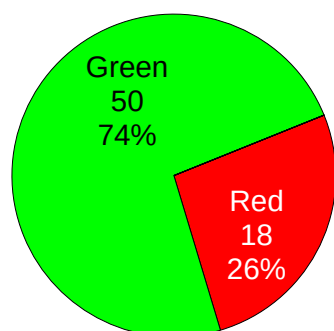
- Appendix 2 ASC – 1 red, 2 amber, 2 amend
- Appendix 3 BSD – 1 amber
- Appendix 4 CSD – 4 amber
- Appendix 5 CET – 1 red, 3 amber



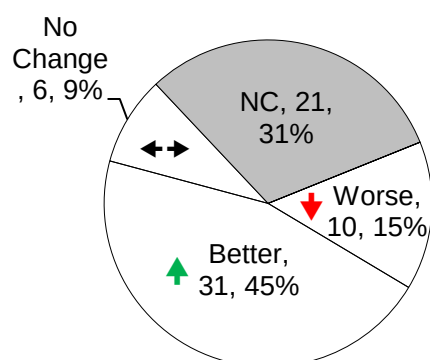
### Final Council Plan outturn summary for year ending 2015/16

Four measures were reported as carry overs at the end of Q4 2015/16. Outturns for these measures are now available and the charts below summarise the final year end position for the 68 council plan targets applicable in 2015/16. Where available, performance improvement relative to 2014/15 is given under Direction of Travel.

#### 2015/16 – Final



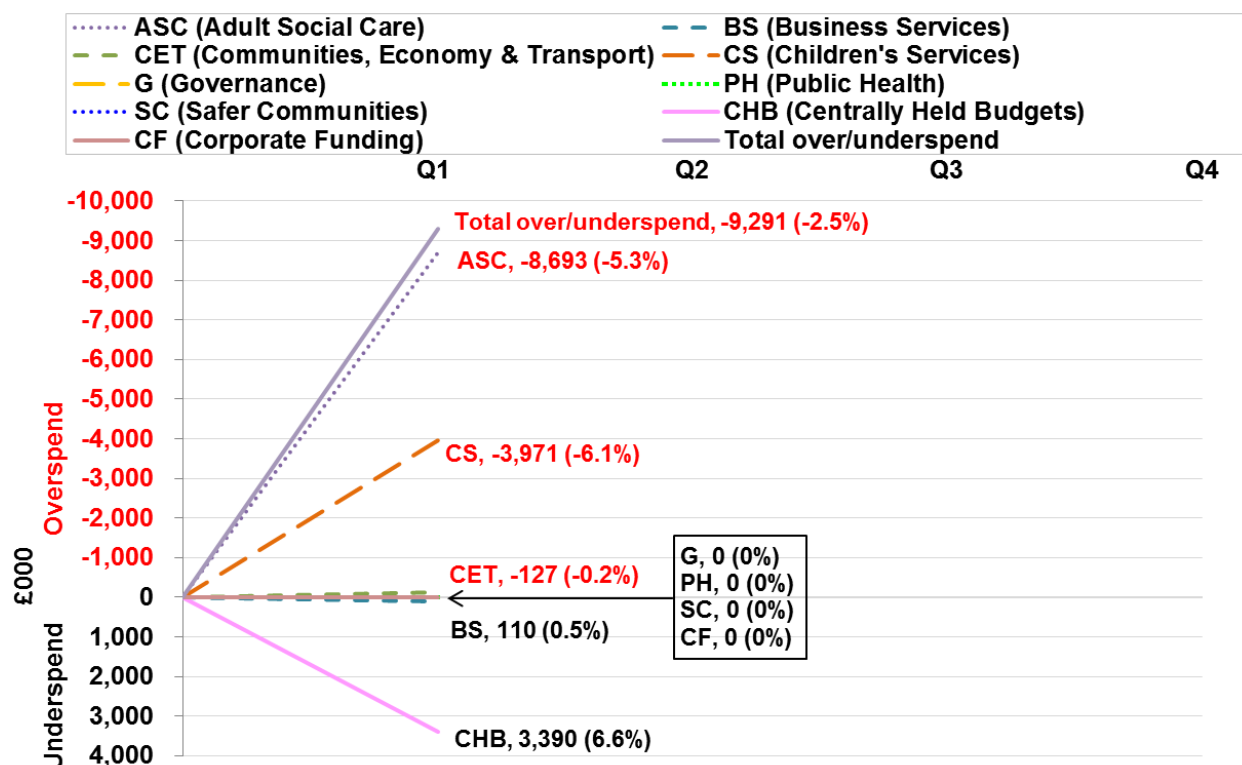
#### Direction of travel since 2014/15



Direction of Travel key

|            |   |                |    |        |   |                           |   |
|------------|---|----------------|----|--------|---|---------------------------|---|
| No change: | ↔ | Not Comparable | NC | Worse: | ↓ | Improved (or at maximum): | ↑ |
|------------|---|----------------|----|--------|---|---------------------------|---|

## Revenue budget outturn (net £000)



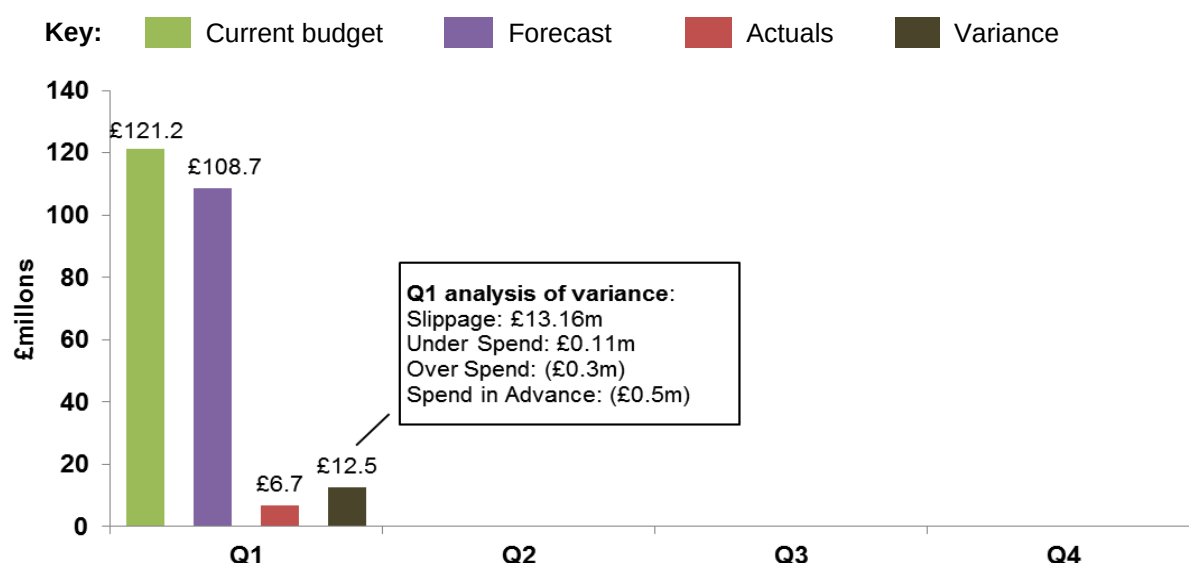
## Revenue budget summary (£000)

|                               | Planned (£000) |                  |                | Q1 2016/17 (£000) |                  |                |                      |              |                 |
|-------------------------------|----------------|------------------|----------------|-------------------|------------------|----------------|----------------------|--------------|-----------------|
|                               |                |                  |                | Projected outturn |                  |                | (Over) / under spend |              |                 |
|                               | Gross          | Income           | Net            | Gross             | Income           | Net            | Gross                | Income       | Net             |
| <b>Service Expenditure</b>    |                |                  |                |                   |                  |                |                      |              |                 |
| ASC                           | 230,520        | (67,364)         | 163,156        | 239,851           | (68,002)         | 171,849        | (9,331)              | 638          | (8,693)         |
| Safer Communities             | 753            | (337)            | 416            | 753               | (337)            | 416            | -                    | -            | -               |
| Public Health                 | 34,781         | (34,781)         | -              | 33,642            | (33,642)         | -              | 1,139                | (1,139)      | -               |
| BSD                           | 48,351         | (26,761)         | 21,590         | 48,241            | (26,761)         | 21,480         | 110                  | -            | 110             |
| CSD                           | 328,678        | (264,074)        | 64,604         | 332,236           | (263,661)        | 68,575         | (3,558)              | (413)        | (3,971)         |
| CET                           | 106,886        | (46,068)         | 60,818         | 107,717           | (46,772)         | 60,945         | (831)                | 704          | (127)           |
| GS                            | 8,506          | (1,007)          | 7,499          | 8,506             | (1,007)          | 7,499          | -                    | -            | -               |
| <b>Total Service Spend</b>    | <b>758,475</b> | <b>(440,392)</b> | <b>318,083</b> | <b>770,946</b>    | <b>(440,182)</b> | <b>330,764</b> | <b>(12,471)</b>      | <b>(210)</b> | <b>(12,681)</b> |
| <b>Centrally Held Budgets</b> |                |                  |                |                   |                  |                |                      |              |                 |
| Treasury Management           | 27,566         | -                | 27,566         | 27,566            | -                | 27,566         | -                    | -            | -               |
| Funding Cap Prog.             | 8,878          | -                | 8,878          | 8,878             | -                | 8,878          | -                    | -            | -               |
| General Contingency           | 3,390          | -                | 3,390          | -                 | -                | -              | 3,390                | -            | 3,390           |
| Pensions                      | 6,299          | -                | 6,299          | 6,299             | -                | 6,299          | -                    | -            | -               |
| Contrib. to Reserves          | 4,413          | -                | 4,413          | 4,413             | -                | 4,413          | -                    | -            | -               |
| Corporate Grants              | -              | (58)             | (58)           | -                 | (58)             | (58)           | -                    | -            | -               |
| Levies                        | 441            | -                | 441            | 441               | -                | 441            | -                    | -            | -               |
| Other                         | 300            | -                | 300            | 300               | -                | 300            | -                    | -            | -               |
| <b>Total Centrally Held</b>   | <b>51,287</b>  | <b>(58)</b>      | <b>51,229</b>  | <b>47,897</b>     | <b>(58)</b>      | <b>47,839</b>  | <b>3,390</b>         | <b>-</b>     | <b>3,390</b>    |
| <b>Total</b>                  | <b>809,762</b> | <b>(440,450)</b> | <b>369,312</b> | <b>818,843</b>    | <b>(440,240)</b> | <b>378,603</b> | <b>(9,081)</b>       | <b>(210)</b> | <b>(9,291)</b>  |

| Revenue budget summary (£000)  |                |                  |                  |                   |                  |                  |                      |              |                |
|--------------------------------|----------------|------------------|------------------|-------------------|------------------|------------------|----------------------|--------------|----------------|
|                                | Planned (£000) |                  |                  | Q1 2016/17 (£000) |                  |                  |                      |              |                |
|                                |                |                  |                  | Projected outturn |                  |                  | (Over) / under spend |              |                |
|                                | Gross          | Income           | Net              | Gross             | Income           | Net              | Gross                | Income       | Net            |
| <b>Corporate Funding</b>       |                |                  |                  |                   |                  |                  |                      |              |                |
| Business Rates                 | -              | (71,400)         | (71,400)         | -                 | (71,400)         | (71,400)         | -                    | -            | -              |
| Revenue Support Grant          | -              | (45,107)         | (45,107)         | -                 | (45,107)         | (45,107)         | -                    | -            | -              |
| Council Tax                    | -              | (247,223)        | (247,223)        | -                 | (247,223)        | (247,223)        | -                    | -            | -              |
| New Homes Bonus                | -              | (2,878)          | (2,878)          | -                 | (2,878)          | (2,878)          | -                    | -            | -              |
| Transition Grant               | -              | (2,704)          | (2,704)          | -                 | (2,704)          | (2,704)          | -                    | -            | -              |
| <b>Total Corporate Funding</b> | -              | <b>(369,312)</b> | <b>(369,312)</b> | -                 | <b>(369,312)</b> | <b>(369,312)</b> | -                    | -            | -              |
|                                |                |                  |                  |                   |                  |                  |                      |              |                |
| <b>Total</b>                   | <b>809,762</b> | <b>(809,762)</b> | <b>0</b>         | <b>818,843</b>    | <b>(809,552)</b> | <b>9,291</b>     | <b>(9,081)</b>       | <b>(210)</b> | <b>(9,291)</b> |

| Revenue savings summary 2016/17 £000            |                               |               |              |            |
|-------------------------------------------------|-------------------------------|---------------|--------------|------------|
| Department                                      | 2016/17 (£'000) - Q1 Forecast |               |              |            |
|                                                 | Target                        | Achieved      | Slipped      | Unachieved |
| ASC                                             | 7,955                         | 4,193         | 3,762        | -          |
| BSD                                             | 312                           | 312           | -            | -          |
| CS                                              | 4,985                         | 4,455         | 363          | 167        |
| CET                                             | 3,117                         | 3,117         | -            | -          |
| GS                                              | 180                           | 180           | -            | -          |
| Centrally Held                                  | 3,000                         | 3,000         | -            | -          |
| <b>Total Savings</b>                            | <b>19,549</b>                 | <b>15,257</b> | <b>4,125</b> | <b>167</b> |
| ASC                                             | -                             | -             | -            | -          |
| BSD                                             | -                             | -             | -            | -          |
| CS                                              | -                             | -             | -            | -          |
| CET                                             | -                             | -             | -            | -          |
| GS                                              | -                             | -             | -            | -          |
| Centrally Held                                  | -                             | -             | -            | -          |
| <b>Permanent Variations</b>                     | <b>0</b>                      | <b>0</b>      | <b>0</b>     | <b>0</b>   |
| <b>Total Permanent Savings &amp; Variations</b> | <b>19,549</b>                 | <b>15,257</b> | <b>4,125</b> | <b>167</b> |
| ASC                                             | -                             | 163           | (163)        | -          |
| BSD                                             | -                             | -             | -            | -          |
| CS                                              | -                             | -             | -            | -          |
| CET                                             | -                             | -             | -            | -          |
| GS                                              | -                             | -             | -            | -          |
| Centrally Held                                  | -                             | -             | -            | -          |
| <b>Temporary Variations</b>                     | <b>0</b>                      | <b>163</b>    | <b>(163)</b> | <b>0</b>   |
| <b>Total Savings with Variations</b>            | <b>19,549</b>                 | <b>15,420</b> | <b>3,962</b> | <b>167</b> |

### Capital programme (gross £ millions) – approved projects



### Capital programme summary (£000)

| Approved project       | Total project – all years |                | 2016/17 (£000)     |                |                   |                                 |                       |                         |                  |
|------------------------|---------------------------|----------------|--------------------|----------------|-------------------|---------------------------------|-----------------------|-------------------------|------------------|
|                        |                           |                | In year monitor Q1 |                |                   |                                 | Analysis of variation |                         |                  |
|                        |                           |                | Budget             | Actual to date | Projected 2016/17 | Variation (over) / under budget | (Over) / under spend  | Slippage to future year | Spend in advance |
| ASC                    | 21,401                    | 21,401         | 4,132              | 413            | 4,132             | -                               | -                     | -                       | -                |
| BSD                    | 67,798                    | 67,798         | 15,409             | 2,083          | 14,795            | 614                             | -                     | 614                     | -                |
| CS                     | 106,409                   | 106,409        | 22,367             | 3,764          | 22,567            | (200)                           | -                     | -                       | (200)            |
| CET                    | 459,707                   | 459,924        | 79,257             | 483            | 67175             | 12,082                          | (217)                 | 12,549                  | (250)            |
| GS                     | 157                       | 127            | 74                 | -              | 44                | 30                              | 30                    | -                       | -                |
| <b>Total</b>           | <b>655,472</b>            | <b>655,659</b> | <b>121,239</b>     | <b>6,743</b>   | <b>108,713</b>    | <b>12,526</b>                   | <b>(187)</b>          | <b>13,163</b>           | <b>(450)</b>     |
| Scheme Specific Income |                           |                | 23,651             | 437            | 23,368            | 283                             | (217)                 | 750                     | (250)            |
| Capital Reserves       |                           |                | -                  | -              | -                 | -                               | -                     | -                       | -                |
| Section 106            |                           |                | 228                | 228            | 228               | -                               | -                     | -                       | -                |
| Non Specific Grants    |                           |                | 35,083             | -              | 35,083            | -                               | -                     | -                       | -                |
| Capital Receipts       |                           |                | 6,268              | -              | 6,268             | -                               | -                     | -                       | -                |
| Revenue Contributions  |                           |                | 11,044             | 6,078          | 11,044            | -                               | -                     | -                       | -                |
| Borrowing              |                           |                | 44,965             | -              | 32,722            | 12,243                          | 30                    | 12,413                  | (200)            |
| <b>Total</b>           |                           |                | <b>121,239</b>     | <b>6,743</b>   | <b>108,713</b>    | <b>12,526</b>                   | <b>(187)</b>          | <b>13,163</b>           | <b>(450)</b>     |

### Centrally held budgets

The Treasury Management (TM) Strategy, which provides the framework for managing the Council's borrowing requirement, continues to reflect a policy of ensuring minimum risk whilst aiming to deliver secure realistic investment income on the Council's cash balances. Investment rates available in the market have been broadly stable during the quarter and have continued at historically low levels as a result of the low Bank Rate. The average level of funds available for investment purposes during the quarter was £282m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the Capital Programme. The total amount received in short term interest for the three months to 30 June 2016 was £531k at an average rate of 0.75%.

At 30 June 2016, the majority of the Council's external debt was held as long term loans (£270.4m), and no cost effective opportunities have arisen in the twelve months to restructure the existing debt portfolio. In June 2016 the Council took advantage of attractive Public Work Loan Board (PWLB) borrowing rates and borrowed £5m for the capital programme. The Accounts & Pensions team have set up a recording process for trigger rate monitoring and work to an agreed protocol for potential future borrowing activity to fund the current capital programme.

The Council's budgeted cost of external interest, relating to both long and short-term borrowing for the year is £16.2m. Depending on the level of borrowing undertaken in 2016/17, it may be possible to use the Treasury Management budget to fund any further overspends if external borrowing is not made in year. If those funds are not available, any overspending will have to be funded from general balances which will then need to be topped up.

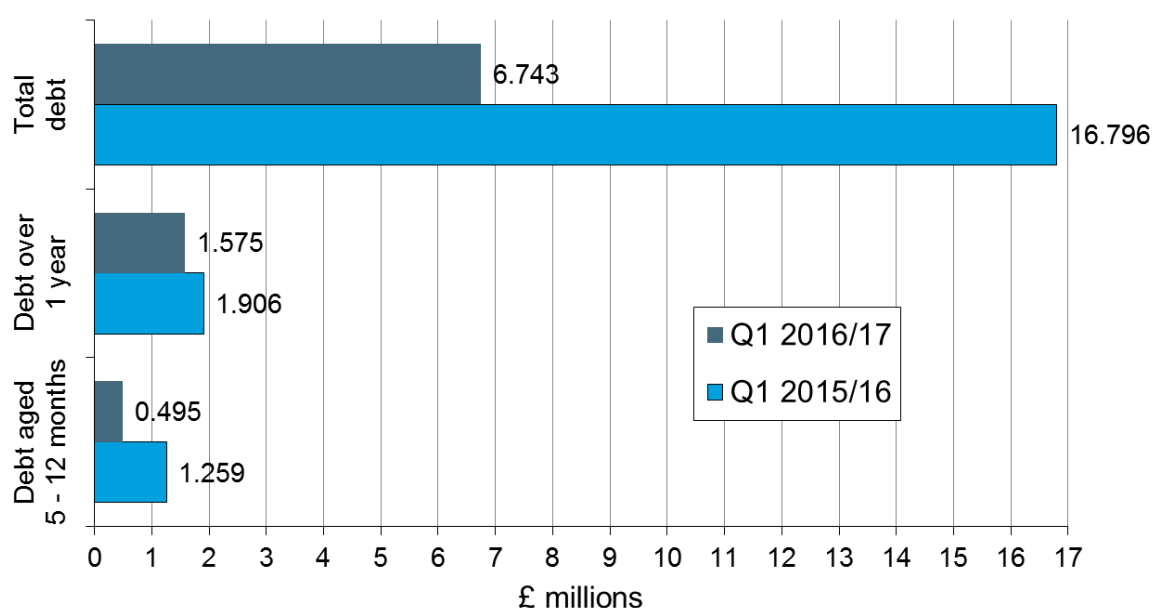
Centrally held budgets include a general contingency of £3.4m. This will be held to offset the projected service overspend of £12.7m.

### General balances

The General Fund balance was £10.0m as at 31 March 2016. General balances allow the Council to manage unforeseen financial circumstances without the need to make immediate savings.

The Schools balances as at 31 March 2016 were £14.9m.

### Outstanding debt analysis (£ millions)



The value of debt over 5 months at Quarter 1 has reduced further to £2.070m when compared to the 2015/16 outturn of £2.190m. The continuous improvement approach to continually re-engineering systems and processes within Accounts Receivable is a priority. Aged Debt reporting with regular monthly ASC debt case review meetings ensures the most appropriate steps are taken to recover debt promptly and in accordance with the Care Act.

## Adult Social Care and Health – Q1 2016/17

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

**Summary of successes and achievements** – Between April and June 2016, 100% (4,606) of working age adults and older people supported by Adult Social Care received self-directed support. 96.5% of new clients who received short-term services to increase their independence made no further request for support. 881 adults with a learning disability were in settled accommodation, an increase from 869 in 2015/16. 421 referrals were made to the Memory Assessment Service. 942 people were supported by STEPS housing related support. This included 457 older people supported with a housing service, 460 working age adults supported with a Navigator service, and 25 people receiving advice through the Gateway service.

**Smoking Cessation (carry over from Q4 2015/16)** – The performance at the end of Q4 2015/16 was 454 individuals achieving a 4-week quit (**ref vii**). The final 2015/16 outturn for this measure is 2,041 against a target of 3,386 (**ref i**). Performance continues to be significantly lower than we would expect. National evidence and a performance report submitted by the service provider indicated that demand for stop smoking services was being reduced by the increase in use of nicotine vaporisers (e-cigs), and that this is reflected nationally. The provider has been required to develop a performance improvement plan which has now been submitted and agreed. It outlines clear actions that will be taken to address a range of different issues including to increase; uptake of services by individuals wishing to use e-cigs as a stop smoking aid, the number of general practices and community pharmacies both providing a service and referrals from them, and referrals from all hospital wards and departments into the service.

**Independent Sexual Violence Advisor (ISVA) service (carry over from Q4 2015/16)** – In Q3 and Q4 2015/16 the specialist service (The Portal) undertook to bring case management and outcome reporting onto a shared IT system. All providers adopted the final version of the shared case management system in March 2016. However there have been a number of issues including data quality, which the specialist service is working hard to rectify. There are also a low number of 'matched' forms, which means there are people in the system that haven't been closed yet so there is not sufficient data to report against (**ref ii**).

**NHS Health checks (reported a quarter in arrears)** – East Sussex continues to perform well in ensuring eligible adults benefit from an NHS Health Check. Since the programme began in 2013 a greater proportion of eligible people in East Sussex (33%) have received their NHS Health Check than any other local authority in the South East (on average 23.5% of those eligible have received their Health Check in the South East). During 2015/16, over 18,000 adults had a Health Check. Over half of those offered a health check (50.2%) took up their offer, an increase compared with 47% last year, and above the national (47.9%) and South East region (48.8%) averages.

**Direct Payments** – As at 30th June 2016, 34.4% of adults and older people were receiving Direct Payments (1,603 people) (**ref iii**). In order to address the shortfall in Direct Payment numbers, several areas are being examined in order to ensure that a) the Direct Payment process is as easy and straightforward as possible and b) that Direct Payments are being made available in all areas, for example to clients who receive meals or day care services.

Investigations into the Direct Payment process have shown that support provided to Direct Payment clients at the set up stage can be improved. Actions to reduce the number of Direct Payments which break down in the early set up stages are currently being finalised.

The employer role has also been identified as a barrier to clients who employ personal assistants. These barriers include; registering and making the correct payments to HMRC, ensuring Personal Assistants (PAs) who are eligible auto enrol into a pension scheme, and making sure PAs receive all the necessary training required. In order to remove these barriers, a new service is being considered where the Direct Payment support service is able to take on the employer role. This would remove the administration required by employers but still enable the client to have the maximum flexibility and choice over who provides their care and support.

**East Sussex Better Together (ESBT)** – Data for April and May 2016 shows an average of 3.2 people per day being discharged to residential care.

As part of the ESBT commissioning reform project, work is currently being undertaken to identify what integrated commissioning will look like across the ESBT organisations. The initial blueprint has now been agreed by the programme board and work will begin on implementation. We are working on the strategic planning and delivery outcomes for the project, the details of which have been finalised in August 2016. The outcomes of this project will include; the development of a single plan and investment schedule across the ESBT organisations; a delivery model that meets resident's needs at county-wide, Clinical Commissioning Group (CCG) and locality area levels; and the development of a common approach to planning and investment that makes the best use of resources.

To allow an incremental implementation we are proposing an amendment to the target to March 2017 when the proposed Accountable Care model enters its test year. **Proposed amendment to target** from, "Reformed ESCC commissioning framework, functions and structure to be implemented by July 2016" to "Integrated ESCC and CCG Commissioning functions to be implemented by 31st March 2017" (**ref iv**).

**Support with Confidence** – A total of six new members have been approved in Q1, this includes one Independent

Financial Advisor and five Personal Assistants (PAs). We currently have 80 applications pending of which 60 are PAs. In Q1 we had six existing members resign from the scheme, which leaves overall membership at 146 (**ref v**).

**STEPS** – Following a contractual change, STEPS now provides services to both working age and older people therefore we are proposing a change to the wording of this measure. The target of 3,500 remains the same.

**Proposed amendment to measure** from, “Number of people receiving support through ‘STEPS to stay independent’, which supports people aged 65 and over to maintain independence within their own homes” to “Number of people receiving support through ‘STEPS to stay independent’” (**ref vi**).

**Safer Communities** – On 17 May 2016 the Safer East Sussex Team developed and organised the Safer People, Safer Places event on behalf of the Safer Communities Board. The event was attended by over 100 leaders and practitioners from a range of organisations. Information gathered will inform the partnership’s annual strategic assessment of community safety. A newsletter has been produced which outlines the discussions at the event and can be provided upon request.

**Serious Organised Crime** – A ‘Scams Working Group’ has been formed, bringing together individuals from statutory agencies with responsibility for protecting vulnerable victims of fraud. The group aims to build on existing work to support victims of scams and help build resilience in the community. The group is also looking to develop a shared understanding of the profile and locations of victims to collectively target preventative activities in relation to scams in areas identified as having a high risk population. An Information Sharing Agreement is currently being developed to assist with this.

**Cuckooing and County Lines** – ‘Cuckooing’ is the name given to drug dealers taking over the properties of local vulnerable drug users to either use to deal class A drugs from or using the tenants to deal for them. A professionals meeting has been established and an information sharing agreement has been drafted, which, once complete, will be shared with key partners from support services including housing providers, drug and alcohol treatment service and local daycentres which are accessed by vulnerable clients. The Integrated Offender Management (IOM) manager is also currently drafting an operational response from Sussex Police in relation to this which will include looking at the person being cuckooed as a victim and ensuring effective safeguarding processes are in place.

**Domestic Abuse** – East Sussex has been chosen as one of the pilot areas for the Women’s Aid and Welsh Women’s Aid ‘Ask Me’ scheme. The scheme aims to provide more opportunities for survivors of domestic violence and abuse to access help from their local community. Across Brighton & Hove, and East Sussex fifty ambassadors from the community will be trained to understand domestic violence and abuse, know how to spot signs, and help people identify where they can go if they need additional help and support. Locally, the pilot is being delivered by Refuge, Information, Support and Education (RISE) and Change, Grow, Live (CGL) who provide The Portal.

**Substance Misuse** – On 23 May a range of organisations working with those in recovery from drug and alcohol misuse met to discuss innovative ideas to meet the needs of service users. Areas of work discussed included supporting service users to engage with education, training and employment, and support with securing and maintaining accommodation. These ideas will be developed through a fund held by the Strategic Commissioning Manager for Substance Misuse.

### **Revenue Budget Summary**

**Adult Social Care** – There is a projected overspend of £8.693m (**ref x**), comprising overspends of £7.924m (**ref viii**) in the Independent Sector Care and £0.769m (**ref ix**) within Directly Provided Services and Assessment and Care Management. The total net budget of £163.156m incorporates savings totalling £7.955m, of which £3.762m is projected to slip to 2017/18 due to overspend and delays in delivering specific service developments and change. The challenges of 2015/16 have continued into 2016/17 with continued increases in the number, complexity and cost of packages of care; compared to Q1 of 2015/16, 2016/17 has seen a 17% increase in the number of care packages being presented to panels, with a 9% increase in the average value of these packages.

The position continues to be monitored and is included within the development of the ESBT Strategic Investment Plan and ongoing discussions with Clinical Commissioning Groups. The outcome of this work will be reflected in Q2 reporting, with budgets being realigned to seek to mitigate the projected overspend.

*Extract from minutes of the ESBT Programme Board on 10 August 2016: “Alison Gale presented the finance and performance update on behalf of John O’Sullivan and recommended that the Board note the forecast for the whole system is a deficit of £12.3m in 2016/17 and agree to consider mitigation to the current projected deficit as part of the strategic integrated planning process. Alison Gale reported that the commissioning organisations have gross resources of £954.3m and a planned net surplus (for 2016/17) from that of £8.7m. The Quarter 1 forecast shows a net deficit of £3.6m, comprising a CCG surplus of £8.7m and a Council deficit of £12.3m. The CCGs are required to achieve their control total surplus, as part of NHS England achieving spend within its budget meaning that this cannot be offset against the council deficit resulting in a whole system deficit of £12.3m in 2016/17. The Integrated Management Team (IMT) will be working through their understanding of the impact to whole system for 2016/17 and 2017/18 of this forecast and how mitigations can be developed over the next few weeks. The Better Care plan for East Sussex was approved following the regional assurance process on 11 July 2016. The Board **noted** the forecast for the whole system deficit of £12.3m and **agreed** to consider mitigation to the current projected deficit as part of the*



*strategic integrated planning process.”*

**Public Health** – The Public Health (PH) budget of £28.747m comprises the PH grant allocation of £28.697m and £50,000 addition Public Health England income for drug/alcohol prevention carried forward from 2015/16; at 30 June 2016 there is projected underspend of £83,000. In addition to the PH Grant, £4.895m has been allocated from reserves to meet the costs of a number of one-off projects to improve delivery against indicators in the Public Health Outcomes Framework.

**Capital Programme Summary** – The Capital Programme reports a net nil variation on the total budget of £4.132m, after the transfer of the underspend of £38,000 on Greenwood, Bexhill (**ref xi**) to Learning Disability Service Opportunities (**ref xii**) and £70,000 overspend on Sidley, Bexhill (**ref xiii**) being funded from the House Adaptations budget allocation (**ref xiv**).

### Measures marked carry over at year end 2015/16

#### Final outturn

| Performance measure                                                                                                                           | Outturn<br>14/15 | Target 15/16                   | 15/16RAG |    |    |    | 2015/16 final<br>outturn | Note<br>ref |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------|----------|----|----|----|--------------------------|-------------|
|                                                                                                                                               |                  |                                | Q1       | Q2 | Q3 | Q4 |                          |             |
| Helping people help themselves                                                                                                                |                  |                                |          |    |    |    |                          |             |
| Percentage of the eligible population offered an NHS Health Check                                                                             | 26.2%            | 20%                            | G        | G  | G  | G  | 21.8%                    |             |
| Number of persons attending East Sussex NHS Stop Smoking Services who quit smoking four weeks after setting a quit date                       | 3287             | 3% increase on 2014/15 outturn | G        | A  | R  | R  | 2041                     | i           |
| Keeping vulnerable people safe                                                                                                                |                  |                                |          |    |    |    |                          |             |
| The percentage of Independent Domestic Violence Advisor (IDVA) service users who feel confident asking for help and support when they need it | New measure      | 80%                            | G        | G  | G  | G  | 82%                      |             |
| Percentage of Independent Sexual Violence Advisor (ISVA) service users who feel confident asking for help and support when they need it       | New measure      | 80%                            | G        | G  | G  | R  | Data unavailable         | ii          |

### Performance exceptions

(Q1 – Red and Amber RAG rated targets, and amendments

Q2-4 – RAG status changed to Red, Amber, Green, and amendments)

| Performance measure                                                                                                            | Outturn 15/16                                                                                                                                   | Target 16/17                                                                                                                                                                                                                     | 16/17 RAG |    |    |    | Q1 16/17 outturn                                                                                             | Note ref |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----|----|----|--------------------------------------------------------------------------------------------------------------|----------|
|                                                                                                                                |                                                                                                                                                 |                                                                                                                                                                                                                                  | Q1        | Q2 | Q3 | Q4 |                                                                                                              |          |
| Priority - Helping people help themselves                                                                                      |                                                                                                                                                 |                                                                                                                                                                                                                                  |           |    |    |    |                                                                                                              |          |
| Proportion of working age adults and older people receiving direct payments                                                    | 35.6%                                                                                                                                           | 42%                                                                                                                                                                                                                              | A         |    |    |    | 34.4%                                                                                                        | iii      |
| East Sussex Better Together: Design and implement an Integrated Strategic Commissioning Framework (Including Co-Commissioning) | i)<br>Commissioning structure implemented in shadow form by June 2015<br><br>ii) Integrated commissioning framework developed by September 2015 | <b>Amendment requested from:</b><br>Reformed ESCC commissioning framework, functions and structure to be implemented by July 2016<br><b>to:</b><br>Integrated ESCC & CCG Commissioning functions to be implemented by 31/03/2017 | AD        |    |    |    | Slippage to March 2017 due to delay in gaining consensus across ESBT organisations on scope of Commissioning | iv       |
| Increase the number of providers registered with Support With Confidence                                                       | 146 providers                                                                                                                                   | 10% increase on 15/16 outturn                                                                                                                                                                                                    | A         |    |    |    | 146                                                                                                          | v        |



| Performance exceptions<br>(Q1 – Red and Amber RAG rated targets, and amendments<br>Q2-4 – RAG status changed to Red, Amber, Green, and amendments)                                                                                                                                         |               |              |           |    |    |    |                                             |          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------|-----------|----|----|----|---------------------------------------------|----------|
| Performance measure                                                                                                                                                                                                                                                                        | Outturn 15/16 | Target 16/17 | 16/17 RAG |    |    |    | Q1 16/17 outturn                            | Note ref |
|                                                                                                                                                                                                                                                                                            |               |              | Q1        | Q2 | Q3 | Q4 |                                             |          |
| <b>Amendment requested from:</b><br>Number of people receiving support through 'STEPS to stay independent', which supports people aged 65 and over to maintain independence within their own homes<br><b>to:</b><br>Number of people receiving support through 'STEPS to stay independent' | 2,813         | 3,500        | AD        |    |    |    | 942                                         | vi       |
| Number of persons attending East Sussex NHS Stop Smoking Services who quit smoking four weeks after setting a quit date                                                                                                                                                                    | 2,041         | 2,102        | R         |    |    |    | Q4 – 454<br>(Reported a quarter in arrears) | vii      |

| Savings exceptions<br>(Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year) |                               |              |              |            |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------|--------------|------------|----------|
| Service description                                                                                                                                                                                 | 2016/17 (£'000) - Q1 Forecast |              |              |            | Note ref |
|                                                                                                                                                                                                     | Target                        | Achieved     | Slipped      | Unachieved |          |
| <b>Savings</b>                                                                                                                                                                                      |                               |              |              |            |          |
| Community Based Services: Review and focus on services to meet personal care needs, in line with personal budgets                                                                                   | 3,000                         | -            | 3,000        | -          |          |
| Commissioning Grants Prospectus                                                                                                                                                                     | 1,317                         | 1,157        | 160          | -          |          |
| Supporting People                                                                                                                                                                                   | 1,812                         | 1,649        | 163          | -          |          |
| All Other Savings                                                                                                                                                                                   | 1,826                         | 1,387        | 439          | -          |          |
| <b>Total Savings</b>                                                                                                                                                                                | <b>7,955</b>                  | <b>4,193</b> | <b>3,762</b> | <b>0</b>   |          |
| <b>Variations to Planned Savings</b>                                                                                                                                                                |                               |              |              |            |          |
| None                                                                                                                                                                                                | -                             | -            | -            | N/A        |          |
| <b>Permanent Variations</b>                                                                                                                                                                         | <b>0</b>                      | <b>0</b>     | <b>0</b>     | <b>0</b>   |          |
| <b>Total Permanent Savings &amp; Variations</b>                                                                                                                                                     | <b>7,955</b>                  | <b>4,193</b> | <b>3,762</b> | <b>0</b>   |          |
| Supporting People Reserve                                                                                                                                                                           | -                             | 163          | (163)        | N/A        |          |
| <b>Temporary Variations</b>                                                                                                                                                                         | <b>0</b>                      | <b>163</b>   | <b>(163)</b> | <b>0</b>   |          |
| <b>Total Savings with Variations</b>                                                                                                                                                                | <b>7,955</b>                  | <b>4,356</b> | <b>3,599</b> | <b>0</b>   |          |

| Revenue budget                                                                |                |          |         |                   |          |         |                      |         |         |          |
|-------------------------------------------------------------------------------|----------------|----------|---------|-------------------|----------|---------|----------------------|---------|---------|----------|
| Divisions                                                                     | Planned (£000) |          |         | Q1 2016/17 (£000) |          |         |                      |         |         | Note ref |
|                                                                               |                |          |         | Projected outturn |          |         | (Over) / under spend |         |         |          |
|                                                                               | Gross          | Income   | Net     | Gross             | Income   | Net     | Gross                | Income  | Net     |          |
| Adult Social Care:                                                            |                |          |         |                   |          |         |                      |         |         |          |
| Physical Support, Sensory Support and Support for Memory & Cognition          | 94,992         | (43,652) | 51,340  | 99,155            | (39,658) | 59,497  | (4,163)              | (3,994) | (8,157) |          |
| Learning Disability Support                                                   | 45,298         | (3,486)  | 41,812  | 45,305            | (4,054)  | 41,251  | (7)                  | 568     | 561     |          |
| Mental Health Support                                                         | 6,860          | (898)    | 5,962   | 7,524             | (1,234)  | 6,290   | (664)                | 336     | (328)   |          |
| Substance Misuse Support                                                      | 263            | (8)      | 255     | 262               | (7)      | 255     | 1                    | (1)     | -       |          |
| Subtotal Independent Sector                                                   | 147,413        | (48,044) | 99,369  | 152,246           | (44,953) | 107,293 | (4,833)              | (3,091) | (7,924) | viii     |
| Physical Support, Sensory Support and Support for Memory & Cognition          | 17,714         | (6,960)  | 10,754  | 17,965            | (6,846)  | 11,119  | (251)                | (114)   | (365)   |          |
| Learning Disability Support                                                   | 8,750          | (1,154)  | 7,596   | 8,916             | (1,073)  | 7,843   | (166)                | (81)    | (247)   |          |
| Mental Health Support                                                         | 1,654          | (1,630)  | 24      | 2,315             | (2,291)  | 24      | (661)                | 661     | -       |          |
| Substance Misuse Support                                                      | 340            | (133)    | 207     | 340               | (133)    | 207     | -                    | -       | -       |          |
| Equipment & Assistive Technology                                              | 5,407          | (2,522)  | 2,885   | 5,836             | (2,951)  | 2,885   | (429)                | 429     | -       |          |
| Other                                                                         | 5,523          | (3,094)  | 2,429   | 6,153             | (3,724)  | 2,429   | (630)                | 630     | -       |          |
| Supporting People                                                             | 8,751          | (213)    | 8,538   | 8,751             | (213)    | 8,538   | -                    | -       | -       |          |
| Assessment and Care Management                                                | 26,051         | (1,855)  | 24,196  | 26,715            | (2,269)  | 24,446  | (664)                | 414     | (250)   |          |
| Management and Support                                                        | 8,387          | (1,759)  | 6,628   | 9,732             | (3,197)  | 6,535   | (1,345)              | 1,438   | 93      |          |
| Service Strategy                                                              | 530            | -        | 530     | 882               | (352)    | 530     | (352)                | 352     | -       |          |
| Subtotal Directly Provided Services                                           | 83,107         | (19,320) | 63,787  | 87,605            | (23,049) | 64,556  | (4,498)              | 3,729   | (769)   | ix       |
| Total Adult Social Care                                                       | 230,520        | (67,364) | 163,156 | 239,851           | (68,002) | 171,849 | (9,331)              | 638     | (8,693) | x        |
|                                                                               |                |          |         |                   |          |         |                      |         |         |          |
| Total Safer Communities                                                       | 753            | (337)    | 416     | 753               | (337)    | 416     | 0                    | 0       | 0       |          |
|                                                                               |                |          |         |                   |          |         |                      |         |         |          |
| Public Health:                                                                |                |          |         |                   |          |         |                      |         |         |          |
| Health Improvement services                                                   | 5,183          | (5,183)  | -       | 5,560             | (5,560)  | -       | (377)                | 377     | -       |          |
| Drug and alcohol services                                                     | 6,101          | (6,101)  | -       | 6,101             | (6,101)  | -       | -                    | -       | -       |          |
| Sexual health services                                                        | 4,160          | (4,160)  | -       | 4,160             | (4,160)  | -       | -                    | -       | -       |          |
| Children's Public Health Services - Including the new Health Visiting service | 8,769          | (8,769)  | -       | 8,769             | (8,769)  | -       | -                    | -       | -       |          |
| NHS Health Checks                                                             | 930            | (930)    | -       | 771               | (771)    | -       | 159                  | (159)   | -       |          |
| Other programmes and non-contracted services                                  | 3,604          | (3,604)  | -       | 3,303             | (3,303)  | -       | 301                  | (301)   | -       |          |
| Deposit to Underspend Reserve                                                 | -              | -        | -       | 83                | (83)     | -       | (83)                 | 83      | -       |          |
| Subtotal Core Service                                                         | 28,747         | (28,747) | 0       | 28,747            | (28,747) | 0       | 0                    | 0       | 0       |          |
|                                                                               |                |          |         |                   |          |         |                      |         |         |          |
| Draw from Underspend Reserve                                                  | 1,139          | (1,139)  | -       | -                 | -        | -       | 1,139                | (1,139) | -       |          |
| One Off Projects funded from Project Reserves                                 | 4,895          | (4,895)  | -       | 4,895             | (4,895)  | -       | -                    | -       | -       |          |
| Total Public Health                                                           | 34,781         | (34,781) | 0       | 33,642            | (33,642) | 0       | 1,139                | (1,139) | 0       |          |

| Capital programme                              |                                  |           |                           |                |                   |                                 |                              |                         |                  |          |
|------------------------------------------------|----------------------------------|-----------|---------------------------|----------------|-------------------|---------------------------------|------------------------------|-------------------------|------------------|----------|
| Approved project                               | Total project – all years (£000) |           | 2016/17 (£000)            |                |                   |                                 |                              |                         |                  | Note ref |
|                                                |                                  |           | In year monitor Q1 (£000) |                |                   |                                 | Analysis of variation (£000) |                         |                  |          |
|                                                | Budget                           | Projected | Budget                    | Actual to date | Projected 2016/17 | Variation (over) / under budget | (Over) / under spend         | Slippage to future year | Spend in advance |          |
| OP Service Improvements                        | 536                              | 536       | 136                       | 5              | 136               | -                               | -                            | -                       | -                |          |
| Social Care Information Systems                | 4,258                            | 4,258     | 131                       | 87             | 131               | -                               | -                            | -                       | -                |          |
| Greenwood, Bexhill                             | 463                              | 425       | 39                        | 1              | 1                 | 38                              | 38                           | -                       | -                | xi       |
| LD Service Opportunities                       | 5,107                            | 5,145     | 3,194                     | 328            | 3,232             | (38)                            | (38)                         | -                       | -                | xii      |
| Warwick House, Seaford                         | 7,331                            | 7,331     | 119                       | 4              | 119               | -                               | -                            | -                       | -                |          |
| Extra Care / Supported Accommodation Projects: |                                  |           |                           |                |                   |                                 |                              |                         |                  |          |
| Sidley, Bexhill-on-Sea                         | -                                | 70        | -                         | -              | 70                | (70)                            | (70)                         | -                       | -                | xiii     |
| LD Extra Care                                  | -                                | -         | -                         | -              | -                 | -                               | -                            | -                       | -                |          |
| Continuing Programme                           |                                  |           |                           |                |                   |                                 |                              |                         |                  |          |
| House Adaptations for People with Disabilities | 3,332                            | 3,262     | 486                       | (12)           | 416               | 70                              | 70                           | -                       | -                | xiv      |
| Refurbishment – Registration standards         | 374                              | 374       | 27                        | -              | 27                | -                               | -                            | -                       | -                |          |
| Total ASC Gross                                | 21,401                           | 21,401    | 4,132                     | 413            | 4,132             | 0                               | 0                            | 0                       | 0                |          |

## Business Services – Q1 2016/17

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

**Summary of successes and achievements** – Throughout 2016/17, focus will be on the next phase of the Orbis Partnership programme with Surrey County Council (SCC) which moves us from design into delivery. The emphasis will be on integrating management structures across the partnership. Recent appointments include the Director of Human Resources and Organisational Development and the Property senior management team. The finance service is the final service within Orbis to move to the Partnership model of single leadership. A report to Governance Committee on 12 July 2016 advised about the proposal to implement a single integrated finance lead for Orbis. The integration of management structures helps us to build upon the strong foundations of the partnership. We continue to work with our colleagues at Brighton & Hove City Council to establish relationships and develop plans as part of our partnership approach.

The 2015/16 Financial Statements for the Council and the Pension Fund have now been completed. The Accounts were formally approved by the Governance Committee (19 July 2016), with an 'unqualified true and fair audit opinion' from the Council's Independent Auditors (KPMG). The closure of the Council account was completed and approved ten weeks earlier than the statutory deadline of 30 September.

**Reduction in CO2 emissions** – We aim to reduce the amount of CO2 arising from Council operations by 3% during 2016/17 compared to the 2015/16 outturn. Q1 showed an 8.4% weather adjusted reduction. Improvements at County Hall have had a significant impact (boilers, lighting, building fabric, solar PV). Sites taking part in the Ashden LESS CO2 energy awareness programme also made a contribution, and schools appear to be making greater effort to manage their own energy use, particularly large secondaries. This is facilitated by TEAM Energy Viewer, giving sites access to consumption and billing data. Sites contacted for good housekeeping measures also showed significant reductions. Further energy projects are planned throughout the year, which include improvements to lighting, upgrading insulation, improvements to the controls of boilers and heating systems, improvements to air conditioning and replacement windows.

**Property operations** – During 2016/17, we aim to achieve a 2% reduction on last year's cost of occupancy of corporate buildings per sq metre (a reduction from £150 to £147 per sq metre). Efficiencies have been identified and in some cases are in the process of being delivered (particularly within the service charge element of our Property costs) which at present we estimate will save approximately £100k from the 2015/16 baseline. Further smaller efficiencies are anticipated within our Energy and Waste spend at our largest corporate buildings.

The Council is undertaking final testing of latest revisions to the Property Asset Management System (PAMS) to resolve previous system interface issues identified in 2015/16. Subject to these tests not identifying any further issues, it is anticipated that the reactive module of the system will go live in August 2016. Following this the planned module (that incorporates statutory servicing) will be implemented.

**Social Value** – The Q1 outturn for spend with local suppliers is 43% of the total spend (ref i). This figure includes large non-local suppliers who subcontract to local suppliers through the supply chain. We are continuing to maintain our visibility in the market to promote contract opportunities for local businesses; recent examples include presenting at Wealden Business Breakfast on how the Council is making selling to the public sector easier for local suppliers.

**Savings achieved through procurement, contract and supplier management activities** – During Q1, £2.4m of related savings have been signed off. These include £1.4m from the Highways Re-Procurement Project, £171k from the Storage Network Area Replacement project and £426k from the Hastings Library Adaptation Works. Forecasting for the remainder of the year shows us on track to meet our target of £6.5m.

**ICT infrastructure** – 99% of key services were available during core hours (08:00 to 17:00 Monday to Friday except the Local Area Network where availability has been extended to be 24/7). Weekend and planned unavailability is excluded.

**Wellbeing** – The 2016/17 Q1 sickness absence outturn for the whole authority (excluding schools) is 1.96 days lost per FTE employee, which represents a decrease of 2.4% since the same period last year. The forecasted end of year outturn is 8.87 days per FTE employee. Stress continues to be the primary driver of absences across the organisation. There are a number of interventions in place to reduce and sustain reductions in absence. These interventions have been detailed in previous reports, and information on some key activities is included below.

An automated process remains in place to ensure that all managers who have employees absent due to stress or mental health are contacted by the tenth days of absence. Guidance is provided to managers on the resources available to support staff and prompts them to make contact. Research suggests that establishing open lines of communication at the early stage of an employee's absence is vital to securing a return to work. The function of appraisal and supervision meetings is being reviewed to enable managers and employees to discuss any wellbeing concerns at an early stage and put in place a shared agreement to prevent absences in the future. A template for this is being piloted within Children's Services.

A report is produced on a monthly basis identifying the top 30 corporate employees who have the highest level of short term absence, with a view to agreeing a strategy with managers.

As previously reported, a training course, 'Managers Managing Stress' has been commissioned as part of the corporate training package to equip managers with the confidence, tools and experience to effectively signpost and support employees who are experiencing stress. Furthermore, the 'Resilience through Mindfulness' course has been commissioned and is proving very popular.

**Revenue Budget Summary** – The Business Services revenue budget is currently forecasting to underspend by £111k. This is due to holding vacancies across a number of Orbis services in advance of restructures, resulting in the early delivery of 2017/18 savings. 2016/17 savings are forecast to be delivered in full (ref's ii and iii).

**Capital Programme Summary** – The Business Services Capital programme is currently forecasting slippage of £614k. There is no material expenditure forecast to be incurred in the Core Systems Capital Programme in 2016/17 while a number of solutions to a joint Orbis back office system are under consideration (ref iv).

| Council Plan Performance Exceptions<br>(Q1 – Red and Amber RAG rated targets, and amendments<br>Q2-4 – RAG status changed to Red, Amber, Green, and amendments) |               |              |           |    |    |    |                         |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------|-----------|----|----|----|-------------------------|----------|
| Performance measure                                                                                                                                             | Outturn 15/16 | Target 16/17 | 16/17 RAG |    |    |    | Q1 16/17 outturn        | Note ref |
|                                                                                                                                                                 |               |              | Q1        | Q2 | Q3 | Q4 |                         |          |
| Priority – Making best use of resources                                                                                                                         |               |              |           |    |    |    |                         |          |
| Increase the percentage of Council procurement spend with local suppliers (CP)                                                                                  | 46%           | 48%          | A         |    |    |    | 43% over last 12 months | i        |

| Savings exceptions<br>(Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year) |                               |          |         |            |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|---------|------------|----------|
| Service description                                                                                                                                                                                 | 2016/17 (£'000) - Q1 Forecast |          |         |            | Note ref |
|                                                                                                                                                                                                     | Target                        | Achieved | Slipped | Unachieved |          |
| Savings                                                                                                                                                                                             |                               |          |         |            |          |
| ESCC savings from efficiencies generated by the Orbis partnership                                                                                                                                   | 312                           | 312      | -       | -          | ii       |
| Total Savings                                                                                                                                                                                       | 312                           | 312      | 0       | 0          |          |
| Variations to Planned Savings                                                                                                                                                                       |                               |          |         |            |          |
|                                                                                                                                                                                                     | -                             | -        | -       | -          |          |
| Permanent Variations                                                                                                                                                                                | 0                             | 0        | 0       | 0          |          |
| Total Permanent Savings & Variations                                                                                                                                                                | 0                             | 0        | 0       | 0          |          |
|                                                                                                                                                                                                     | -                             | -        | -       | -          |          |
| Temporary Variations                                                                                                                                                                                | 0                             | 0        | 0       | 0          |          |
| Total Savings with Variations                                                                                                                                                                       | 312                           | 312      | 0       | 0          |          |

The below table represents the East Sussex 2016/17 Revenue Budget, and includes a line which is the contribution to Orbis Partnership. The second table shows the total Orbis Partnership 2016/17 Revenue Budget, of which East Sussex hold a 30% share.

| Revenue Budget                    |                |          |        |                   |          |        |                      |        |     |             |
|-----------------------------------|----------------|----------|--------|-------------------|----------|--------|----------------------|--------|-----|-------------|
| Divisions                         | Planned (£000) |          |        | Q1 2016/17 (£000) |          |        |                      |        |     | Note<br>ref |
|                                   |                |          |        | Projected outturn |          |        | (Over) / under spend |        |     |             |
|                                   | Gross          | Income   | Net    | Gross             | Income   | Net    | Gross                | Income | Net |             |
| Management & Support              | 86             | (302)    | (217)  | 86                | (302)    | (217)  | -                    | -      | -   |             |
| Personnel & Training              | 287            | (382)    | (95)   | 287               | (382)    | (95)   | -                    | -      | -   |             |
| Finance                           | 2,334          | (1,745)  | 589    | 2,334             | (1,745)  | 589    | -                    | -      | -   |             |
| Procurement                       | 4              | (86)     | (83)   | 4                 | (86)     | (83)   | -                    | -      | -   |             |
| Non Specific Budgets              | 262            | -        | 262    | 262               | -        | 262    | -                    | -      | -   |             |
| Property                          | 23,399         | (18,792) | 4,607  | 23,399            | (18,792) | 4,607  | -                    | -      | -   |             |
| ICT Services                      | 5,906          | (5,454)  | 452    | 5,906             | (5,454)  | 452    | -                    | -      | -   |             |
| Business Ops                      | 157            | -        | 157    | 157               | -        | 157    | -                    | -      | -   |             |
| Contribution to Orbis Partnership | 15,916         | -        | 15,916 | 15,806            | -        | 15,806 | 111                  | -      | 111 |             |
| Total BSD                         | 48,351         | (26,761) | 21,589 | 48,241            | (26,761) | 21,478 | 111                  | 0      | 111 | iii         |

| Orbis Partnership Revenue Budget |                |                 |               |                   |                 |               |                      |          |            |             |
|----------------------------------|----------------|-----------------|---------------|-------------------|-----------------|---------------|----------------------|----------|------------|-------------|
| Divisions                        | Planned (£000) |                 |               | Q1 2016/17 (£000) |                 |               |                      |          |            | Note<br>ref |
|                                  |                |                 |               | Projected outturn |                 |               | (Over) / under spend |          |            |             |
|                                  | Gross          | Income          | Net           | Gross             | Income          | Net           | Gross                | Income   | Net        |             |
| Business Operations              | 10,809         | (5,679)         | 5,130         | 10,809            | (5,679)         | 5,130         | -                    | -        | -          |             |
| Finance                          | 10,460         | (1,034)         | 9,426         | 10,310            | (1,034)         | 9,276         | 150                  | -        | 150        |             |
| HR                               | 5,685          | (566)           | 5,120         | 5,685             | (566)           | 5,120         | -                    | -        | -          |             |
| IT                               | 18,889         | (1,586)         | 17,303        | 18,889            | (1,586)         | 17,303        | -                    | -        | -          |             |
| Management                       | 2,359          | -               | 2,359         | 2,319             | -               | 2,319         | 40                   | -        | 40         |             |
| Procurement                      | 3,650          | (154)           | 3,496         | 3,470             | (154)           | 3,316         | 180                  | -        | 180        |             |
| Property                         | 11,474         | (1,202)         | 10,272        | 11,474            | (1,201)         | 10,272        | -                    | -        | -          |             |
| <b>Total Orbis</b>               | <b>63,326</b>  | <b>(10,221)</b> | <b>53,105</b> | <b>62,956</b>     | <b>(10,221)</b> | <b>52,735</b> | <b>370</b>           | <b>0</b> | <b>370</b> |             |
|                                  |                |                 |               |                   |                 |               |                      |          |            |             |
| ESCC Contribution (30%)          |                |                 | 15,916        |                   |                 | 15,806        |                      |          | 111        |             |
| SCC Contribution (70%)           |                |                 | 37,189        |                   |                 | 36,930        |                      |          | 259        |             |
| <b>Total</b>                     |                |                 | <b>53,105</b> |                   |                 | <b>52,736</b> |                      |          | <b>370</b> |             |

| Capital programme             |                                  |           |                           |                |                   |                                 |                              |                         |                  |          |
|-------------------------------|----------------------------------|-----------|---------------------------|----------------|-------------------|---------------------------------|------------------------------|-------------------------|------------------|----------|
| Approved project              | Total project – all years (£000) |           | 2016/17                   |                |                   |                                 |                              |                         |                  | Note ref |
|                               |                                  |           | In year monitor Q1 (£000) |                |                   |                                 | Analysis of variation (£000) |                         |                  |          |
|                               | Budget                           | Projected | Budget                    | Actual to date | Projected 2016/17 | Variation (over) / under budget | (Over) / under spend         | Slippage to future year | Spend in advance |          |
| Core Systems Development      | 1,470                            | 1,470     | 623                       | 1              | 9                 | 614                             | -                            | 614                     | -                | iv       |
| The Link                      | 2,718                            | 2,718     | 69                        | (12)           | 69                | -                               | -                            | -                       | -                |          |
| SALIX Contract                | 2,644                            | 2,644     | 380                       | -              | 380               | -                               | -                            | -                       | -                |          |
| AGILE                         | 9,029                            | 9,029     | 3,239                     | 492            | 3,239             | -                               | -                            | -                       | -                |          |
| Capital Building Improvements | 40,898                           | 40,898    | 9,048                     | 1,433          | 9,048             | -                               | -                            | -                       | -                |          |
| ICT Strategy Implementation   | 11,039                           | 11,039    | 2,050                     | 169            | 2,050             | -                               | -                            | -                       | -                |          |
| Total BSD Gross               | 67,798                           | 67,798    | 15,409                    | 2,083          | 14,795            | 614                             | 0                            | 614                     | 0                |          |



## Children's Services – Q1 2016/17

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

#### **Summary of successes and achievements:**

**New missing people service** – Together with West Sussex County Council and Brighton & Hove City Council, we have commissioned the national charity Missing People to offer families vital support when a missing child returns home. Missing People will carry out return to home interviews with children across Sussex, giving the child a chance to talk about what happened and reducing the likelihood of them going missing again. Missing children often travel across local authority boundaries and working with our neighbouring councils and the police allows us to share information and keep children safe. Missing People will carry out up to 1,750 return to home interviews annually for the next three years.

**Independent travel training** – Independent Travel Training is delivered by National Star College to young people with Special Educational Needs and/or Disability (SEND) living in East Sussex. Children are given 1:1 training over 8 – 12 weeks on their specific route to school or college, to gain the life skills to travel independently without having to rely on Council funded taxis. Nine young people have successfully moved from travel by taxi onto public transport in Q1 and two older learners (aged 20) have received successful short courses which will help them to become independent adults.

**Single Point of Advice (SPOA)** – Launched on 3 May 2016, SPOA provides a 'front door' for all referrals for children who need either early help or social care support. When it's clear that a social worker is needed the SPOA will work with one of two Multi Agency Safeguarding Hubs (MASH) in Eastbourne and Hastings to make sure that there isn't any delay. Since it started SPOA has received 4,520 initial contacts from either a professional or a member of the public. Before the launch of SPOA, schools were briefed about the service changes as they were and remain the source of most contacts at 29%. Other sources of contact include 20% from relatives and carers and 18% from health colleagues (a combination of Primary Health care services and hospitals).

**Attainment gap for disadvantaged pupils** – In year data, collected from schools, suggests that the percentage point gap between disadvantaged pupils and their peers for both the expected standard in reading, writing and maths combined at Key Stage 2, and Attainment 8 will be wider than the national average. From summer 2016 Attainment 8 and Progress 8 will become the key accountability measure for secondary schools. Attainment 8 scores are calculated from a suite of eight qualifications (including maths and English) and the point scores awarded to each grade. Provisional data will be reported at Q2 (**ref i and ii**).

**Troubled Families** – The target number of new households receiving family support interventions under the Troubled Families programme for 2016/17 is 1,014 and in Q1 there were 145 new starts. In part, the quarterly variations in new starts are a result of the cyclical nature of the work; this is consistent with other local authorities. Further analysis has also been undertaken locally and actions are underway to address the identified issues with the services concerned. Actions include; translating and embedding the programme into working practices; simplified forms to make the process easier; and reporting on monthly performance data to allow managers to monitor trends. It is expected that this will result in an increase in new starts during the remainder of the year (**ref iii**).

**Looked after Children (LAC)** – The rate of LAC per 10,000 at Q1 is 52 (548 children), against a target of 51.6 (544 children). The Government has agreed to resettle asylum seekers in the UK, including asking councils to accept responsibility for a total number of Unaccompanied Asylum Seeking Children (UASC) that is equivalent to 0.07% of their total child population. The Council is currently supporting 13 UASC as LAC and a further 61 children would need to be resettled in the next three years before we reach the 0.07% figure. In addition to the number of young people currently being supported as LAC, the Council is also supporting 12 young people over the age of 18 who are care leavers (**ref iv**).

**Revenue Budget Summary** – The £64.604m net CSD budget for the year is forecast to be overspent by year end by £3.971m (**ref xi**). £2.182m of this is in Education and ISEND (**ref ix**) where ISEND agency placement costs are continuing to increase from Q4 in 2015/16, there is a lack of local mainstream provision (£1.0m) and pre and post-16 high needs funded placements forecast costs from the current cohort of children (£1.182m). There are also pressures (£1.516m) on LAC costs within Early Help and Social Care (**ref viii**), again ongoing from 2015/16, due to the need for further residential agency placements which are more costly. Home to School Transport costs within Communication, Planning and Performance (**ref x**) are also forecasting an overspend of £0.361m, resulting from an increase in SEN children requiring statutory transport provision.

The forecast position is net of mitigations of some £1.611m, achieved through the one-off use of grants of £0.802m and through pay cost controls across the department of £0.809m. In addition to these mitigations, and to reduce the overspend from further mitigations, Children's Services is carrying out a review of all costs across the department, including: reviewing recruitment activity and holding vacancies open for longer; a review of staff on non-permanent contracts and agency workers; identifying new savings for 2016/17; and bringing forward savings from later years into 2016/17. They are also scrutinising pressure areas and developing better forecasting models for ISEND and Home to School Transport costs (the latter with CET colleagues). Budgets are at risk from further pressure: as the modelling work concludes and from the new academic year as the numbers of children with High Needs are expected to



continue to increase. There is therefore a risk, despite the work to identify mitigations, that the forecast overspend may increase in Q2.

Within the above, £4.455m of the planned £4.985m savings for 2016/17 are on track (**ref vii**), with a further £0.363m at risk of slippage mainly under Locality Services (**ref v**). The remaining £0.167m currently due to be unachieved is within LAC (**ref vi**), due to the reasons described above. The department is seeking ways to bring these back on track or to mitigate them.

**Capital Programme Summary** – The £22.367m capital budget for 2016/17 is forecast to be overspent by £0.200m (**ref xv**). This is due to spend in advance on various projects across the Basic Needs Programme (**ref xiv**) and final payments and retention on the Etchingham (**ref xii**) and St Mary Magdalene (**ref xiii**) projects that will be met from 2017/18 funds. The overall 5 year programme ending in 2017/18 is on track and forecast to stay within budget.

| Performance exceptions<br>(Q1 – Red and Amber RAG rated targets, and amendments<br>Q2-4 – RAG status changed to Red, Amber, Green, and amendments)                    |                            |                                                |           |    |    |    |                                    |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------|-----------|----|----|----|------------------------------------|----------|
| Performance measure                                                                                                                                                   | Outturn 15/16              | Target 16/17                                   | 16/17 RAG |    |    |    | Q1 16/17 outturn                   | Note ref |
|                                                                                                                                                                       |                            |                                                | Q1        | Q2 | Q3 | Q4 |                                    |          |
| Priority – Driving economic growth                                                                                                                                    |                            |                                                |           |    |    |    |                                    |          |
| The percentage point gap between disadvantaged pupils achieving at least the expected standard in reading, writing and maths combined at Key Stage 2, and their peers | 16% (National average 15%) | Ac year 15/16 At or below the national average | A         |    |    |    | Provisional outturn expected at Q2 | (i)      |
| The gap between Attainment 8 overall score for disadvantaged pupils, and Attainment 8 overall score for non-disadvantaged pupils                                      | N/A                        | Ac year 15/16 At or below the national average | A         |    |    |    | Provisional outturn expected at Q2 | (ii)     |
| Priority – Helping people help themselves                                                                                                                             |                            |                                                |           |    |    |    |                                    |          |
| Number of Households eligible under the government’s Troubled Families programme receiving a family support intervention.                                             | 895                        | 1,014                                          | A         |    |    |    | 145                                | (iii)    |
| Priority – Keeping vulnerable people safe                                                                                                                             |                            |                                                |           |    |    |    |                                    |          |
| Rate of Looked after Children                                                                                                                                         | 51.6                       | 51.6                                           | A         |    |    |    | 52                                 | (iv)     |

| Savings exceptions<br>(Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year) |                               |          |         |            |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|---------|------------|----------|
| Service description                                                                                                                                                                                 | 2016/17 (£'000) - Q1 Forecast |          |         |            | Note ref |
|                                                                                                                                                                                                     | Target                        | Achieved | Slipped | Unachieved |          |
| Savings                                                                                                                                                                                             |                               |          |         |            |          |
| Early Help                                                                                                                                                                                          | 2,071                         | 1,964    | 107     | -          |          |
| Children's Support Services (including Music, Watersports, DoF& and Safeguarding quality assurance)                                                                                                 | 309                           | 287      | 23      | -          |          |
| Home to School Transport                                                                                                                                                                            | 173                           | 173      | -       | -          |          |
| Locality Services                                                                                                                                                                                   | 992                           | 779      | 213     | -          | (v)      |
| Specialist Services                                                                                                                                                                                 | 138                           | 138      | -       | -          |          |
| Looked after Children                                                                                                                                                                               | 884                           | 697      | 20      | 167        | (vi)     |
| Youth Offending Team                                                                                                                                                                                | 124                           | 124      | -       | -          |          |
| SLES                                                                                                                                                                                                | 171                           | 171      | -       | -          |          |
| ISEND                                                                                                                                                                                               | 123                           | 123      | -       | -          |          |
| Total Savings                                                                                                                                                                                       | 4,985                         | 4,455    | 363     | 167        |          |
| Variations to Planned Savings                                                                                                                                                                       |                               |          |         |            |          |
| -                                                                                                                                                                                                   | -                             | -        | -       | -          |          |
| Permanent Variations                                                                                                                                                                                | -                             | -        | -       | -          |          |
| Total Permanent Savings & Variations                                                                                                                                                                | 4,985                         | 4,455    | 363     | 167        |          |
| -                                                                                                                                                                                                   | -                             | -        | -       | -          |          |
| Temporary Variations                                                                                                                                                                                | -                             | -        | -       | -          |          |
| Total Savings with Variations                                                                                                                                                                       | 4,985                         | 4,455    | 363     | 167        | (vii)    |

## Revenue budget

| Divisions                               | Planned (£000) |           |          | Q1 2016/17 (£000) |           |          |                      |        |         | Note ref |
|-----------------------------------------|----------------|-----------|----------|-------------------|-----------|----------|----------------------|--------|---------|----------|
|                                         |                |           |          | Projected outturn |           |          | (Over) / under spend |        |         |          |
|                                         | Gross          | Income    | Net      | Gross             | Income    | Net      | Gross                | Income | Net     |          |
| Central Resources                       | 3,151          | (7,337)   | (4,186)  | 3,063             | (7,337)   | (4,274)  | 88                   | -      | 88      |          |
| Early Help and Social Care              | 57,332         | (10,473)  | 46,860   | 58,876            | (10,500)  | 48,376   | (1,543)              | 27     | (1,516) | (viii)   |
| Education and ISEND                     | 72,447         | (6,444)   | 66,003   | 74,184            | (5,999)   | 68,185   | (1,737)              | (444)  | (2,182) | (ix)     |
| Communication, Planning and Performance | 19,885         | (3,941)   | 15,944   | 20,249            | (3,945)   | 16,305   | (365)                | 4      | (361)   | (x)      |
| DSG non Schools                         |                | (60,017)  | (60,017) |                   | (60,017)  | (60,017) | -                    | -      | -       |          |
| Schools                                 | 175,863        | (175,863) | 0        | 175,863           | (175,863) | -        | -                    | -      | -       |          |
| Total Children's Services               | 328,678        | (264,074) | 64,604   | 332,236           | (263,661) | 68,575   | (3,557)              | (414)  | (3,971) | (xi)     |

## Capital programme

| Approved project                                   | Total project – all years (£000) |           | 2016/17 (£000)            |                |                   |                                 |                              |                         |                  | Note ref |
|----------------------------------------------------|----------------------------------|-----------|---------------------------|----------------|-------------------|---------------------------------|------------------------------|-------------------------|------------------|----------|
|                                                    |                                  |           | In year monitor Q1 (£000) |                |                   |                                 | Analysis of variation (£000) |                         |                  |          |
|                                                    | Budget                           | Projected | Budget                    | Actual to date | Projected 2016/17 | Variation (over) / under budget | (Over) / under spend         | Slippage to future year | Spend in advance |          |
| ASDC (Aiming High Short Breaks: Disabled children) | 497                              | 497       | 13                        | -              | 13                | -                               | -                            | -                       | -                |          |
| Mobile Replacement Programme                       | 8,059                            | 8,061     | 150                       | 54             | 152               | (2)                             | (2)                          | -                       | -                |          |
| Etchingham School                                  | -                                | 72        | -                         | 69             | 72                | (72)                            | (72)                         | -                       | -                | (xii)    |
| St Mary Magdalene - retention                      | -                                | 6         | -                         | 6              | 6                 | (6)                             | (6)                          | -                       | -                | (xiii)   |
| Shinewater School – roof (covered by insurance)    | -                                | -         | -                         | 15             | -                 | -                               | -                            | -                       | -                |          |
| Family Contact                                     | 346                              | 346       | 38                        | -              | 38                | -                               | -                            | -                       | -                |          |
| House Adaptations for Disabled Children's Carers   | 1,255                            | 1,255     | 294                       | 60             | 294               | -                               | -                            | -                       | -                |          |
| Schools Delegated Capital                          | 5,828                            | 5,828     | 928                       | (79)           | 928               | -                               | -                            | -                       | -                |          |
| Universal Infant Free School Meals                 | 1,961                            | 1,961     | 689                       | 109            | 689               | -                               | -                            | -                       | -                |          |
| Early Years 2 Year Old's grant                     | 3,031                            | 3,031     | 257                       | 15             | 257               | -                               | -                            | -                       | -                |          |
| Basic Need Programme                               | 85,432                           | 85,352    | 19,998                    | 3,515          | 20,118            | (120)                           | 80                           | -                       | (200)            | (xiv)    |
| Total CSD Gross                                    | 106,409                          | 106,409   | 22,367                    | 3,764          | 22,567            | (200)                           | 0                            | 0                       | (200)            | (xv)     |

## Communities, Economy & Transport – Q1 2016/17

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

**Summary of successes and achievements** – We provided funding to 21 business who expect to create or protect 76 jobs, the money was provided through East Sussex Invest 4 funding with one large grants and loans panel (which deal with any applications over £10,000) and two small grants and loans panels held. Nine new apprentices have been appointed. Trading Standards hosted 10 workshops which were attended by 273 delegates; and 19 positive interventions were made to help protect vulnerable people. STEMfest, which encourages young people to study Science, Technology, Engineering and Maths (STEM) was a success. A preferred bidder has been identified to construct the Queensway Gateway Road. Construction of the Hailsham Town Centre Improvement Scheme, which will improve traffic flow and provide enhanced facilities for pedestrians, started in July 2016; work is scheduled to be complete by the end of the financial year. A programme of work to improve Uckfield High Street started on 22 February 2016; with widened pavements, improved street lighting, installation of RTPi signs at bus stops, and improved traffic signals; amongst other improvements. The work is scheduled to be completed by the end of September 2016.

Paragraphs marked (GS) below highlight important contributions to the East Sussex Growth Strategy.

**East Sussex Growth Hub (GS)** – The Business East Sussex Growth Hub core service has been extended to the end of September 2016. Tendering and procurement documents to further extend the service from 1 October 2016 to 31 March 2018 were released on 1 July 2016.

**Online Learning in Libraries (GS)** – 41 online courses were completed in libraries in Q1, which is slightly lower than expected. We are due to launch a new £35,000 project, funded by the Department for Work and Pensions, which will help people improve their basic IT skills and support residents to access employment support programmes; we expect the new project to boost the number of completed courses (**ref iii**).

**Apprenticeships (GS)** – Two apprentices were recruited in Q1; a work readiness week in July saw another seven recruited and further work with Costain CH2M is expected to appoint a further eight engineering apprentices by the end of the summer. Further work readiness programmes are scheduled for October 2016 and February 2017. Of the 58 young people who have started an apprenticeship since November 2015 six have left, so the retention rate is currently 90%.

**Cultural Destinations (GS)** – Tourism South East have been commissioned to conduct research into countywide tourism; at the end of Q1, stage one of this research has been completed. Work has commenced on a funding bid to Cultural Destinations Round 2, with a September deadline for submissions (**ref ii**).

**Employability and Skills** – As part of the Progress Project, Skills East Sussex delivered STEMfest, a series of events designed to encourage young people to study STEM subjects. The centre piece of the programme of events was The Big Bang @ The Hastings Centre, on 11 May 2016, which included a science show and a 'lab in a lorry', over 300 young people attended the event.

**Queensway Gateway Road** – The tender process to appoint a main contractor for the construction of the road has been completed and a preferred bidder has been identified. Preparatory construction work has continued with substantive work expected to begin in Q2.

**Newhaven Port Access Road** – Discussions have continued with the Department for Transport (DfT) to agree the scope of the business case. Design work is ongoing and we are working towards the procurement of a contractor later in the year. Once the tender process is complete and we have received estimated costs the final business case should be submitted to the DfT in early 2017. Subject to the approval of this business case, construction is projected to start in spring 2017 and to be completed in spring 2018, this has led to slippage of £4.4m in 2016/17 (**ref i**).

**Terminus Road, Eastbourne** – The tender, for the construction of a scheme of pedestrian improvement works, is planned to take place between August and December 2016, with construction then starting in January 2017. Following comments from the bus operators regarding the location of the bus stops in Cornfield Road there will need to be some refinement to the design of the scheme as well as some further local consultation; this has led to slippage of £2.8m in 2016/17 (**ref xv**).

**Road Safety** – Currently between 90% and 95% of road traffic incidents resulting in people being Killed or Seriously Injured (KSI) are caused by driver error. Due to this the East Sussex Road Safety Programme will focus on the provision of additional road safety interventions to help implement long term behavioural change in identified high risk groups, the proposed approach was considered by a Joint Scrutiny Committee on 11 March 2016. This three year programme has been made possible by a one off £1m allocation of Public Health funding, the project manager has been appointed and is due to attend the Economy, Transport and Environment Scrutiny Board meeting in September. Provisional data for January to March 2016 shows that there were 86 KSI on the county's roads, with

three of these being fatalities. Of these, 10 KSI occurred on trunk roads with one of these a fatality. This is lower than the 2005-2009 quarterly baseline average of 95 KSI with 8 fatalities **(ref iv)**.

**Road Condition** – We have continued to implement maintenance projects to maintain and improve the condition of the county's Principal, Non-Principal and Unclassified roads. 180 potential sites have been identified for planned maintenance, an update on our progress towards maintaining and improving these sites will be provided in Q2.

**School Safety Zones** – School safety zones at Heathfield Community College and St Richards Catholic School in Bexhill are due to be constructed during 2016/17. Designs for two further zones, at Ocklynge Junior School in Eastbourne and Christchurch CE School in Hastings, will be drawn up during 2016/17.

**Trading Standards** – We hosted 10 workshops, on topics such as allergens in food and Building Bridges to Care, in Q1. These were attended by 273 delegates, meeting the target for the year.

Trading Standards made 19 positive interventions with people who had become the target of rogue trading or financial abuse in Q1. 15 victims of financial abuse were visited and two were found to be chronic victims, amongst these victims we installed four call blockers to prevent fraudsters making further contact with them. The Rapid Action Team (RAT) responded to four call outs in Q1 to try and prevent rogue traders from obtaining money from vulnerable customers. One case involved someone trying to withdraw £4,000 from their bank account, upon talking to the customer the Trading Standards Officer quickly realised a rogue trader was trying to fraudulently obtain money from them and prevented the money being paid.

**Revenue Budget Summary** – At Q1 there is a forecast budget overspend of £127k, despite forecasting the successful delivery of £3.1m savings in 2016/17. The main overspends are in Waste where there is a combination of reduced landfill gas income and increased waste disposal costs offset by reduced data system costs, and Fleet Management where a reduction in the size of the fleet has resulted in a lower than expected level of recovery of insurance costs **(ref viii)**. There are various small over and underspends in some other services **(ref v, vi and vii)**.

CET is continuing to work on strategies to reduce the forecast overspend. The fees and charges for Trading Standards have been reviewed and recommendations for a number of new charges and increases to existing charges are set out at the end of this report **(ref xvii)**.

**Capital Programme Summary** – At Q1 there is a forecast expenditure of £67.2m against an approved programme of £79.3m. Of the variation £12.5m is slippage, £0.2m is overspend and £0.3m is spend in advance. The most significant slippages are for; Newhaven Port Access Road, £4.4m, where there are ongoing discussions with DfT to agree the scope of the project, **(ref xii)** Terminus Road, £2.8m, where the necessary redesign of the bus routes has delayed the start of construction **(ref xvi)**; Hastings Library, £2.3m, due to issues including the presence of lead paint being identified, which will be spent next year on furniture, equipment, fees and retention **(ref ix)**; Broadband, £1.9m, slipped in line with the contractors phase two deployment programme **(ref x)**; and East Area Depot, £1.2m, where discussions are still ongoing re plans for the new site **(ref xiii)**. There is further contractor overspend on the Bexhill to Hasting Link Road of £0.2m in 2016/17, with a total project forecast of £125.75m **(ref xi)**; however there is risk of further cost overruns and the position will be updated as more information becomes available. The Sustainable Transport Corridor **(ref xiv)** is commencing in 2016/17, ahead of the planned budget profile, therefore this is showing a spend in advance. The delivery of the Programme of Integrated Transport projects is being reviewed and there is a risk that there will be slippage on these schemes, this will be reported in Q2 if necessary **(ref xv)**.

| Performance exceptions<br>(Q1 – Red and Amber RAG rated targets, and amendments<br>Q2-4 – RAG status changed to Red, Amber, Green, and amendments)                     |                                                                                                         |                                                                   |           |    |    |    |                                                                                                                                                                                           |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------|----|----|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Performance measure                                                                                                                                                    | Outturn 15/16                                                                                           | Target 16/17                                                      | 16/17 RAG |    |    |    | Q1 16/17 outturn                                                                                                                                                                          | Note Ref |
|                                                                                                                                                                        |                                                                                                         |                                                                   | Q1        | Q2 | Q3 | Q4 |                                                                                                                                                                                           |          |
| Priority – Driving economic growth                                                                                                                                     |                                                                                                         |                                                                   |           |    |    |    |                                                                                                                                                                                           |          |
| Deliver major transport infrastructure – Newhaven Port Access Road                                                                                                     | Business Case delayed due to difficulties in agreeing its scope with the Department for Transport (DfT) | Construction commenced                                            | A         |    |    |    | Submission of the final business case to DfT planned for early 2017. If approved, construction could commence Spring 2017 and complete Spring 2018.                                       | i        |
| Deliver Cultural Destinations Action Plan as resources are secured                                                                                                     | Tourism South East commissioned to undertake county-wide visitor data stock take                        | Continue to grow Coastal Cultural Trail                           | A         |    |    |    | Stage One Tourism South East County-wide research complete. Work commenced on Cultural Destinations Round 2 bid with deadline early September for submissions. Action plan to be revised. | ii       |
| In partnership with Learndirect and other funding organisations provide online learning (including skills for life and ICT courses) in libraries (subject to contract) | 376 courses completed                                                                                   | 250 courses completed (subject to contractual review, Q2 2016/17) | A         |    |    |    | 41                                                                                                                                                                                        | iii      |
| Priority – Helping people help themselves                                                                                                                              |                                                                                                         |                                                                   |           |    |    |    |                                                                                                                                                                                           |          |
| 40% reduction in the number of people killed or seriously injured (KSI) on the 2005/09 average by 2020 (no more than 227 KSI)                                          | 348 (with 22 fatalities)                                                                                | Fewer than 289 KSI casualties                                     | R         |    |    |    | 86 (3 being fatalities)<br>(10 from 86 on trunk roads with 1 fatality)                                                                                                                    | iv       |

## Savings exceptions

(Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year)

| Service description                                                                                                                                             | 2016/17 (£'000) - Q1 Forecast |          |         |            | Note<br>ref |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|---------|------------|-------------|
|                                                                                                                                                                 | Target                        | Achieved | Slipped | Unachieved |             |
| Savings                                                                                                                                                         |                               |          |         |            |             |
| Use of the Parking Surplus to contribute towards the supported bus network and concessionary fares budget                                                       | 630                           | 630      | -       | -          |             |
| Change to the management of the Corporate Waste Reserve; efficiency improvements, with partners, of the service; and maximising income generation opportunities | 1,780                         | 1780     | -       | -          |             |
| Restructure of Transport Hub teams                                                                                                                              | 75                            | 75       | -       | -          |             |
| Efficiency savings in the Rights of Way and Countryside sites service                                                                                           | 50                            | 50       | -       | -          |             |
| Development Control, Transport Development Control and Environment                                                                                              | 20                            | 20       | -       | -          |             |
| Libraries Transformation Programme - internal review of the Library and Information Service                                                                     | 425                           | 425      | -       | -          |             |
| The Keep - improved staff utilisation across a range of functions, increased income generation and reduction in sinking fund                                    | 77                            | 77       | -       | -          |             |
| Continued modernisation of the Trading Standards Service                                                                                                        | 60                            | 60       | -       | -          |             |
| Total Savings                                                                                                                                                   | 3,117                         | 3,117    | 0       | 0          |             |
| Variations to Planned Savings                                                                                                                                   |                               |          |         |            |             |
| None                                                                                                                                                            | -                             | -        | -       | -          |             |
| Permanent Variations                                                                                                                                            | 0                             | 0        | 0       | 0          |             |
| Total Permanent Savings & Variations                                                                                                                            | 0                             | 0        | 0       | 0          |             |
| None                                                                                                                                                            | -                             | -        | -       | -          |             |
| Temporary Variations                                                                                                                                            | 0                             | 0        | 0       | 0          |             |
| Total Savings with Variations                                                                                                                                   | 3,117                         | 3,117    | 0       | 0          |             |

## Revenue budget

| Divisions                        | Planned (£000) |          |        | Q1 2016/17 (£000) |          |        |                      |        |       | Note<br>ref |
|----------------------------------|----------------|----------|--------|-------------------|----------|--------|----------------------|--------|-------|-------------|
|                                  |                |          |        | Projected outturn |          |        | (Over) / under spend |        |       |             |
|                                  | Gross          | Income   | Net    | Gross             | Income   | Net    | Gross                | Income | Net   |             |
| Management and Support           | 2,332          | (153)    | 2,179  | 2,301             | (110)    | 2,191  | 31                   | (43)   | (12)  | v           |
| Customer and Library Services    | 8,496          | (2,411)  | 6,085  | 8,348             | (2,248)  | 6,100  | 148                  | (163)  | (15)  | vi          |
| Communities                      | 3,691          | (2,235)  | 1,456  | 3,706             | (2,261)  | 1,445  | (15)                 | 26     | 11    | vii         |
| Transport & Operational Services | 70,940         | (36,125) | 34,815 | 71,740            | (36,814) | 34,926 | (800)                | 689    | (111) | viii        |
| Highways                         | 16,190         | (1,335)  | 14,855 | 16,314            | (1,459)  | 14,855 | (124)                | 124    | -     |             |
| Economy                          | 2,391          | (1,728)  | 663    | 2,450             | (1,787)  | 663    | (59)                 | 59     | -     |             |
| Planning and Environment         | 2,846          | (2,081)  | 765    | 2,858             | (2,093)  | 765    | (12)                 | 12     | -     |             |
| Total CET                        | 106,886        | (46,068) | 60,818 | 107,717           | (46,772) | 60,945 | (831)                | 704    | (127) |             |

| Capital programme                                           |                                  |           |                           |                |                   |                                 |                              |                         |                  |          |
|-------------------------------------------------------------|----------------------------------|-----------|---------------------------|----------------|-------------------|---------------------------------|------------------------------|-------------------------|------------------|----------|
| Approved project                                            | Total project – all years (£000) |           | 2016/17 (£000)            |                |                   |                                 |                              |                         |                  | Note ref |
|                                                             |                                  |           | In year monitor Q1 (£000) |                |                   |                                 | Analysis of variation (£000) |                         |                  |          |
|                                                             | Budget                           | Projected | Budget                    | Actual to date | Projected 2016/17 | Variation (over) / under budget | (Over) / under spend         | Slippage to future year | Spend in advance |          |
| The Keep                                                    | 20,207                           | 20,207    | 87                        | (24)           | 73                | 14                              | -                            | 14                      | -                |          |
| Rye Library                                                 | 87                               | 87        | 56                        | (22)           | 56                | -                               | -                            | -                       | -                |          |
| Hastings Library                                            | 8,846                            | 8,846     | 6,243                     | (370)          | 3,993             | 2,250                           | -                            | 2,250                   | -                | ix       |
| Newhaven Library                                            | 1,754                            | 1,754     | 104                       | (23)           | 104               | -                               | -                            | -                       | -                |          |
| Southover Grange (formerly The Maltings)                    | 1,200                            | 1,200     | 1,044                     | (55)           | 1,044             | -                               | -                            | -                       | -                |          |
| Library Refurbishment Programme                             | 1,983                            | 1,983     | 348                       | (79)           | 348               | -                               | -                            | -                       | -                |          |
| Newhaven Household Waste Recycling Site                     | 2,041                            | 2,038     | 4                         | -              | 1                 | 3                               | 3                            | -                       | -                |          |
| Travellers Site Bridies Tan                                 | 1,348                            | 1,348     | 34                        | -              | 34                | -                               | -                            | -                       | -                |          |
| Broadband                                                   | 25,600                           | 25,600    | 8,303                     | 4,283          | 6,393             | 1,910                           | -                            | 1,910                   | -                | x        |
| Bexhill to Hastings Link Road                               | 124,309                          | 124,529   | 3,957                     | 664            | 4,177             | (220)                           | (220)                        | -                       | -                | xi       |
| BHLR Complimentary Measures                                 | 1,800                            | 1,800     | 766                       | (10)           | 766               | -                               | -                            | -                       | -                |          |
| Reshaping Uckfield Town Centre                              | 2,500                            | 2,500     | 1,537                     | (670)          | 1,537             | -                               | -                            | -                       | -                |          |
| Exceat Bridge Maintenance                                   | 500                              | 500       | 467                       | (4)            | 467               | -                               | -                            | -                       | -                |          |
| Economic Intervention Fund                                  | 7,945                            | 7,945     | 1,403                     | (262)          | 1,403             | -                               | -                            | -                       | -                |          |
| Catalysing Stalled Sites                                    | 916                              | 916       | 316                       | (9)            | 316               | -                               | -                            | -                       | -                |          |
| EDS Upgrading Empty Commercial Properties                   | 500                              | 500       | 250                       | -              | 250               | -                               | -                            | -                       | -                |          |
| EDS Incubation Units                                        | 1,500                            | 1,500     | 500                       | -              | 500               | -                               | -                            | -                       | -                |          |
| North Bexhill Access Road                                   | 16,600                           | 16,600    | 6,190                     | (187)          | 6,190             | -                               | -                            | -                       | -                |          |
| Queensway Gateway Road                                      | 6,000                            | 6,000     | 4,581                     | -              | 4,581             | -                               | -                            | -                       | -                |          |
| Newhaven Flood Defences                                     | 1,500                            | 1,500     | 800                       | -              | 800               | -                               | -                            | -                       | -                |          |
| Sovereign Harbour/Site Infrastructure                       | 1,700                            | 1,700     | 1,170                     | (683)          | 1,170             | -                               | -                            | -                       | -                |          |
| Swallow Business Park                                       | 1,400                            | 1,400     | 895                       | (211)          | 895               | -                               | -                            | -                       | -                |          |
| LGF Business Case Review                                    | 196                              | 196       | 196                       | -              | 196               | -                               | -                            | -                       | -                |          |
| Newhaven Port Access Road                                   | 23,219                           | 23,219    | 5,205                     | (26)           | 800               | 4,405                           | -                            | 4,405                   | -                | xii      |
| Street Lighting Invest to Save                              | 920                              | 920       | 17                        | -              | 17                | -                               | -                            | -                       | -                |          |
| Local Sustainable Transport Fund - ES Coastal Towns         | 2,467                            | 2,467     | 370                       | (5)            | 370               | -                               | -                            | -                       | -                |          |
| Local Sustainable Transport Fund - Travel choices for Lewes | 1,196                            | 1,196     | 2                         | (2)            | 2                 | -                               | -                            | -                       | -                |          |
| Eastbourne and Hastings Light Reduction                     | 3,704                            | 3,704     | 9                         | -              | 9                 | -                               | -                            | -                       | -                |          |
| Eastern Depot Development                                   | 1,586                            | 1,586     | 1,390                     | (26)           | 200               | 1,190                           | -                            | 1,190                   | -                | xiii     |
| Newhaven Swing Bridge                                       | 1,548                            | 1,548     | 35                        | (1)            | 35                | -                               | -                            | -                       | -                |          |



| Capital programme                                           |                                  |           |                           |                |                   |                                 |                              |                         |                  |          |
|-------------------------------------------------------------|----------------------------------|-----------|---------------------------|----------------|-------------------|---------------------------------|------------------------------|-------------------------|------------------|----------|
| Approved project                                            | Total project – all years (£000) |           | 2016/17 (£000)            |                |                   |                                 |                              |                         |                  | Note ref |
|                                                             |                                  |           | In year monitor Q1 (£000) |                |                   |                                 | Analysis of variation (£000) |                         |                  |          |
|                                                             | Budget                           | Projected | Budget                    | Actual to date | Projected 2016/17 | Variation (over) / under budget | (Over) / under spend         | Slippage to future year | Spend in advance |          |
| Waste Leachate Programme                                    | 250                              | 250       | 250                       | -              | 250               | -                               | -                            | -                       | -                |          |
| Hastings & Bexhill Junction Walking & Cycling Package       | 250                              | 250       | -                         | -              | -                 | -                               | -                            | -                       | -                |          |
| Eastbourne/South Wealden Walking & Cycling Package          | 2,100                            | 2,100     | 750                       | (9)            | 750               | -                               | -                            | -                       | -                |          |
| Hastings & Bexhill Junction Improvement Package             | 1,893                            | 1,893     | -                         | -              | -                 | -                               | -                            | -                       | -                |          |
| Hailsham/Polegate/Eastbourne Sustainable Transport Corridor | 2,350                            | 2,350     | -                         | (24)           | 250               | (250)                           | -                            | -                       | (250)            | xiv      |
| Integrated Transport - LTP plus Externally Funded           | 46,177                           | 46,177    | 5,605                     | (648)          | 5,605             | -                               | -                            | -                       | -                | xv       |
| Speed Management                                            | 2,948                            | 2,948     | 122                       | 47             | 122               | -                               | -                            | -                       | -                |          |
| Terminus Road Improvements                                  | 6,250                            | 6,250     | 5,275                     | (45)           | 2,495             | 2,780                           | -                            | 2,780                   | -                | xvi      |
| Highway Structural Maintenance                              | 103,038                          | 103,038   | 18,538                    | (988)          | 18,538            | -                               | -                            | -                       | -                |          |
| Bridge Assessment Strengthening                             | 16,860                           | 16,860    | 1,134                     | (34)           | 1,134             | -                               | -                            | -                       | -                |          |
| Street Lighting - Life Expired Equipment                    | 7,902                            | 7,902     | 867                       | (4)            | 867               | -                               | -                            | -                       | -                |          |
| Rights of Way Surface Repairs and Bridge Replacement        | 4,617                            | 4,617     | 437                       | (90)           | 437               | -                               | -                            | -                       | -                |          |
| Total CET                                                   | 459,707                          | 459,924   | 79,257                    | 483            | 67,175            | 12,082                          | (217)                        | 12,549                  | (250)            |          |

| Proposed increases to Trading Standards (TS) fees and charges |                                                                                          |              |              |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |          |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------|--------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| No.                                                           | Fees & Charges                                                                           | Fees 2015/16 | Fees 2016/17 | % increase /decrease | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Note ref |
| 1                                                             | <u>Animal Welfare</u><br>New Performing Animals Licence – Registration and certification | £67          | £72 per hour | 7% increase          | The Performing Animals (Regulation) Act 1925 allows the local authority to charge such fees as appear to them to be appropriate for the process of issuing the licence, inspection of the register, for taking copies thereof or making extracts therefrom or for inspection of copies of certificates of registration issued by them. The licence fee for 2015/16 was £67.00 This has increased to the new rate of £72.00 in 2016/17 an increase of 7%. The service estimate a licence would take one hour to process hence they are using the new rate of £72.00 which is commensurate with their general charging regime. | xvii     |

| Proposed increases to Trading Standards (TS) fees and charges |                                                                    |                                                          |                                                                                                             |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
|---------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| No.                                                           | Fees & Charges                                                     | Fees 2015/16                                             | Fees 2016/17                                                                                                | % increase /decrease | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Note ref |
| 2                                                             | <u>Metrology</u><br>Hourly rate for carrying out metrology testing | Range of fees per equipment type for reverification work | £72 per hour                                                                                                | Variable             | The Weights and Measures Act 1985 allows the local authority to charge a reasonable fee for the service or facilities provided by them. In 2015/16 this work was carried out for a range of flat rate fees from £21 - £538. For example a Tri-plate weighbridge was charged out at £367. Using an hourly rate the Trading Standards Service can control costs and work flow more effectively as the service will be able to recover costs for hours worked rather than a fixed fee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | xvii     |
| 3                                                             | East Sussex Trading Standards Virtual College                      | 0                                                        | New service £15-£30 per course, per person                                                                  | New fee              | The Virtual College is an on-line facility, available to local businesses 24/7. It would provide on-line training on current TS legislation, such as age restricted products. This training would be backed with certification. It is maintained by the Chartered Trading Standards Institute in partnership with the Virtual College. Courses range from £15-£30 per participant for which East Sussex TS would receive a commission of 20%.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | xvii     |
| 4                                                             | Chargeable Business Workshops                                      | 0                                                        | New service £30 per delegate plus an apportionment of any costs associated with hiring an appropriate venue | New fee              | During the financial year 2015/16, the TS Service ran 35 business workshops which were attended by 488 business delegates. The workshops were free and well-received. It is proposed that further workshops are developed, delivered, and marketed in 2016/17 at a cost of £30 per delegate, plus an apportionment of any costs associated with hiring an appropriate venue. These workshops complement the Virtual College and Business Companion website. The workshops also allow traders face to face contact with a TS professional and the opportunity to network with other businesses. The courses can be developed to tie in with national events e.g. National Allergens Awareness Week, or local issues of concern e.g. the storage of explosives, or changes to legislation e.g. nutritional labelling. The courses also have the advantage of being VAT exempt and repeatedly deliverable to a number of businesses at any one time. The fee set enables Trading Standards Officer time to be recovered and puts the course cost on parity with the virtual online college. | xvii     |
| 5                                                             | Bespoke Chargeable Business Advice                                 | 0                                                        | New service £72 per hour plus VAT                                                                           | New fee              | There will be occasions when businesses will be prepared to pay for detailed advice. Bespoke business advice can be both time consuming and complex, and also removes officers from day-to-day mandatory operational duties. The TS Service needs flexibility to decide when it has both the necessary expertise and capacity to take on such advice. It also needs to charge in line with its competitors, such as other Local Authorities, private training companies and solicitor firms. For this reason a fee of £72 per hour plus VAT is suggested. The fee set enables Trading Standards Officer time to be recovered and puts the course cost on parity with other Local Authorities.                                                                                                                                                                                                                                                                                                                                                                                            | xvii     |

## Governance – Q1 2016/17

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

**Summary of Successes and Achievements** – Legal Services carried out three prosecutions for fraudulent use of blue badges and one for selling illegal tobacco products. Training has been provided to Members to help them make better use of ICT and engage with the public. The World War 1 website saw an increase in users around the centenary of two significant battles. We conducted an unveiling ceremony for a commemorative paving stone in Eastbourne for Victoria Cross recipient Nelson Carter. The State of the County report was approved by Cabinet. The Health and Wellbeing Board received a final report on the Health and Wellbeing Strategy 2013-2016 on 19 July 2016.

**Reconciling Policy, Performance and Resources (RPPR)** – The State of the County report to Cabinet in June and Council in July, set out the changes to the context in which the Council agreed its three year plans in February 2016. It sought agreement of members to continue the plan to deliver against the four priority outcomes, using the operating principles agreed by the Council. The plans include the need to make savings of £70-90m during the period 2016/17 – 2018/19 and the report asked members to confirm the areas of search for these savings identified in February. Following year-end the Council Plan and Portfolio Plans 2016/17 – 2018/19 have been refreshed with completed outturns. There have been some changes to the performance measures and targets, in part due to changes in the way the Department for Education measures attainment. The updated plans are available on our website.

**Devolution** – The Three Southern Counties (3SC) devolution plans progressed in Q1. A 3SC Leaders' Seminar was held on 8 April 2016, bringing together for the first time, all of the Leaders and Chief Executives of the 26 Councils in the 3SC area and representatives of the East Sussex Fire Authority, the South Downs National Park Authority and the three Local Enterprise Partnerships. The seminar was an opportunity to further develop the relationships required for an activity of the scale and ambition of the 3SC and to ensure there is a shared understanding of the proposals and the "asks" of Government. 3SC partners are finalising plans to confirm to Government the complete package of devolution "asks" and "offers" as developed through negotiation over recent months.

**Supporting democracy** – During Q1 we supported 54 formal meetings including: one Full Council meeting; three Cabinet meetings; 19 Lead Member meetings; nine scrutiny committees and review boards; and 22 other committees and panels. 280 school admission appeals were received and arranged, plus one exclusion appeal hearing.

The Members' ICT strategy and the paperless project have become well established during Q1. The Members' ICT Reference Group met in April and is continuing to oversee the practicalities of encouraging and supporting effective use of ICT by Members. In March a series of workshops were held to provide training for Members to help them get the most out of their ICT equipment, especially to enable paperless working. These courses were followed by 1:1 coaching and support, designed to enable Members to address individual technology issues and concerns. The paperless meetings initiative is progressing well with Member Services now receiving only a small number of requests for printed agendas. 12 Members are trialling updated ICT equipment in the form of a 'hybrid' Windows device; with several others likely to trial this technology over coming months.

A well-received social media course for Members was held in April, with a follow up session in June. The focus was on assisting Members to raise their social media profile with practical ideas on growing their networks, and having valuable conversations with people; the course provided an overview about how social media platforms such as Facebook, Twitter and LinkedIn interact with other parts of the Web.

In early June, Member Services completed the production of the County Council's submission to the Local Government Boundary Commission for England on the review of electoral division boundaries for East Sussex.

A Twitter account, previously developed by the Scrutiny team, is to be adapted to supplement the webcasts for publicity of the Council's meetings. We are working closely with Communications in developing this new Twitter role to give residents and businesses clearer sight of our decision-making and the opportunity to discuss and ask questions.

**Digital Transformation** – Development work is almost complete on a new web portal for school appeals which will give parents more control over the process and make it more efficient. This is part of a comprehensive digital redesign of the appeals process that has already included revised web pages to give parents a better understanding of how it works. This has reduced phone calls to the team and coincided with a significant fall in the number of primary appeals. For the September 2015 Primary School intake 302 appeals were received by the deadline for parents to submit their appeal request. By the deadline for the September 2016 intake, 181 appeals had been submitted. The new system will give a more efficient service to parents and increase capacity to administer appeals on behalf of academies and other authorities, generating income for the Council.

**Legal Services** – Orbis Public Law launched on 4 April 2016 (our joint legal services partnership with Brighton and Hove City Council, West Sussex, and Surrey County Councils). Following the launch, a joint workshop for support staff from all four authorities was held on 11 May 2016. A joint training programme has been devised for legal staff, and pathfinder projects to establish a single advocacy team and to integrate the commercial law teams of the four partners have commenced. We have appointed a jointly funded Business Development Manager who will establish a single practice manual; and the joint processes, systems and technology required for the joint service.

During Q1 we completed six Section 106 planning agreements securing contributions of £75,000 together with various commitments to highway works. We completed four Section 78 agreements with contributions totalling £55,984. We collected debts due the Council totalling £94,249 and agreed a further 13 instalment plans. We carried out three further prosecutions on behalf of the Council for fraudulent use of blue badges (disabled parking); and one prosecution, for Trading Standards, of a retailer who was selling illegal tobacco products. The retailer was given a nine month prison sentence, suspended for two years together with 100 hours unpaid work for the community and was ordered to pay £1,000 in costs.

There has been an increasing number of court hearings required in order to ensure that members of the community who are mentally incapacitated are protected. In Q1 we made two such applications but at the end of the quarter there were a further 10 cases awaiting issue.

We continued to advise Children's Services in pre-proceedings cases to enable families to keep their children within the family. 18 new pre-proceedings cases were opened to Legal Services in Q1. 2015/16 saw an increase in care proceedings, from 67 cases in 2014/15 to 87 in 2015/16. The increased level has been sustained in Q1 with a further 24 cases being issued. Despite this increase, during Q1 the average case duration was 23 weeks, within the 26 week government target.

**Effective publicity and campaigns** – Communications campaigns or projects active during Q1 included a digital campaign to recruit more children's social workers using video and advertising on Facebook which prompted more than 1,500 click-throughs to our social worker campaign pages. Publicity and planning work for Older People's Day has seen a jump in the number of events being held across the county, from 58 last year to at least 70 this.

**Media work** – There were 336 media stories relating to the Council in Q1. The press office issued 47 press releases and handled 196 media calls during the quarter.

**Web activity** – The web team completed a two year project to migrate the entire Council website to a new hosting and content management system. The new system is a cheaper, more stable and resilient web service, and gives us the means to modernise and improve web content. About 3,500 pages and 5,000 documents were migrated to the new system and 100 web applications either moved across or decommissioned. The website was streamlined in the process, with more than 2,000 pages and 4,000 documents archived.

**Third Sector support** – The Voluntary and Community Sector (VCS) infrastructure service review is nearing completion. Partners ensured that the core offer for future infrastructure services has a direct connection with Locality Link Workers, Building Stronger Communities, and Accountable Care developments. The review will provide recommendations on the future of VCS infrastructure services in autumn 2016.

The service specification for the local Healthwatch service is nearing completion and will recognise that Healthwatch services have matured since its inception in 2013. The new tender will be advertised in autumn 2016 with a view to commencing the new contract in 2017. One year funding has been agreed for Action in rural Sussex to support the members of the East Sussex Rural Partnership to seek funding for partner projects for rural communities.

**World War 1 (WW1) commemorations** – The website ([www.eastsussexww1.org.uk](http://www.eastsussexww1.org.uk)) hosts 173 stories and events, 64% of which have been submitted or contributed to by the public. In Q1, 8,351 users viewed the site 16,645 times - 129% more users and 57% more views than for the same period in 2015. 146 records of war memorials are available on our sister website, Recording Remembrance ([www.recordingremembrance.org.uk](http://www.recordingremembrance.org.uk)). Our WW1 Twitter profile now has 1,287 followers, who are regularly making contact to share their WW1 stories. 30 June 2016 and 1 July 2016 saw, respectively, the centenaries of the Battle of Boar's Head, in which hundreds of soldiers from Sussex were killed, and the Battle of the Somme. Over these two days, we received a total of 3,236 views of our website, 9.9% of our total for the period 1 January to 4 July 2016, including 1,822 views of our story about the Battle of Boar's Head, and 32 of our story about the Battle of the Somme. 87.1% of these views were from new users to the website.

A commemorative paving stone honouring local WW1 Victoria Cross recipient Nelson Carter was unveiled in Eastbourne on 2 July 2016. The ceremony was attended by over 180 people including the Deputy Lieutenant, High Sheriff, Mayor of Eastbourne, President of the Royal Sussex Association, Vice-Chairman of East Sussex County Council, the Member of Parliament for Eastbourne and Willingdon, Eastbourne Borough Councillors, 40 of Nelson Carter's relatives, and members of the public. Spyke Baker, Nelson's grandson, read a poem dedicated to Nelson, and children from Langney Primary School wrote a selection of poems and read one on the day.

**Revenue budget summary** – The Q1 forecast is in line with the budget and the 2016/17 savings are forecast to be achieved (ref i).

**Capital Programme Summary** – The Laptops for Members project is projected to be spent in 2016/17. The committee management system (Modern.gov) is complete and there are outstanding payments due for additional features in the case management system (Norwell), however there is a £30k underspend on this scheme (ref ii).

| Performance exceptions<br>(Q1 – Red and Amber RAG rated targets, and amendments<br>Q2-4 – RAG status changed to Red, Amber, Green, and amendments) |               |              |           |    |    |    |                  |          |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------|-----------|----|----|----|------------------|----------|
| Performance measure                                                                                                                                | Outturn 15/16 | Target 16/17 | 16/17 RAG |    |    |    | Q1 16/17 outturn | Note ref |
|                                                                                                                                                    |               |              | Q1        | Q2 | Q3 | Q4 |                  |          |
| There are no Council Plan targets                                                                                                                  |               |              |           |    |    |    |                  |          |

| Savings exceptions<br>(Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year) |                               |          |         |            |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|---------|------------|----------|
| Service description                                                                                                                                                                                 | 2016/17 (£'000) - Q1 Forecast |          |         |            | Note ref |
|                                                                                                                                                                                                     | Target                        | Achieved | Slipped | Unachieved |          |
| Savings                                                                                                                                                                                             |                               |          |         |            |          |
| Communication Service redesign and income generation                                                                                                                                                | 115                           | 115      | -       | -          |          |
| Legal Services income generation                                                                                                                                                                    | 25                            | 25       | -       | -          |          |
| Senior Management & Organisational Development                                                                                                                                                      | 40                            | 40       | -       | -          |          |
| Total Savings                                                                                                                                                                                       | 180                           | 180      | 0       | 0          | i        |
| Variations to Planned Savings                                                                                                                                                                       |                               |          |         |            |          |
|                                                                                                                                                                                                     | -                             | -        | -       | -          |          |
| Permanent Variations                                                                                                                                                                                | 0                             | 0        | 0       | 0          |          |
| Total Permanent Savings & Variations                                                                                                                                                                | 0                             | 0        | 0       | 0          |          |
|                                                                                                                                                                                                     | -                             | -        | -       | -          |          |
| Temporary Variations                                                                                                                                                                                | 0                             | 0        | 0       | 0          |          |
| Total Savings with Variations                                                                                                                                                                       | 180                           | 180      | 0       | 0          |          |

| Revenue budget                      |                |         |       |                   |         |       |                      |        |     |             |
|-------------------------------------|----------------|---------|-------|-------------------|---------|-------|----------------------|--------|-----|-------------|
| Divisions                           | Planned (£000) |         |       | Q1 2016/17 (£000) |         |       |                      |        |     | Note<br>ref |
|                                     |                |         |       | Projected outturn |         |       | (Over) / under spend |        |     |             |
|                                     | Gross          | Income  | Net   | Gross             | Income  | Net   | Gross                | Income | Net |             |
| Corporate Governance                | 3,603          | (70)    | 3,533 | 3,603             | (70)    | 3,533 | -                    | -      | -   |             |
| Corporate Support Services          | 3,317          | (573)   | 2,744 | 3,317             | (573)   | 2,744 | -                    | -      | -   |             |
| Senior Management & Org Development | 1,586          | (364)   | 1,222 | 1,586             | (364)   | 1,222 | -                    | -      | -   |             |
| Total Governance                    | 8,506          | (1,007) | 7,499 | 8,506             | (1,007) | 7,499 | 0                    | 0      | 0   |             |

| Capital programme                           |                                  |           |                           |                |                   |                                 |                              |                         |                  |          |
|---------------------------------------------|----------------------------------|-----------|---------------------------|----------------|-------------------|---------------------------------|------------------------------|-------------------------|------------------|----------|
| Approved project                            | Total project – all years (£000) |           | 2016/17 (£000)            |                |                   |                                 |                              |                         |                  | Note ref |
|                                             |                                  |           | In year monitor Q1 (£000) |                |                   |                                 | Analysis of variation (£000) |                         |                  |          |
|                                             | Budget                           | Projected | Budget                    | Actual to date | Projected 2016/17 | Variation (over) / under budget | (Over) / under spend         | Slippage to future year | Spend in advance |          |
| Case Management/Committee Management System | 115                              | 115       | 32                        | -              | 2                 | 30                              | 30                           | -                       | -                | ii       |
| Laptops for Members                         | 42                               | 42        | 42                        | -              | 42                | -                               | -                            | -                       | -                |          |
| Total Governance                            | 157                              | 157       | 74                        | 0              | 44                | 30                              | 30                           | 0                       | 0                |          |



## Strategic Risk Register – Q1 2016/17

| Ref | Strategic Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Risk Control / Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RAG |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 4   | <b>HEALTH</b><br>Failure to secure maximum value from partnership working with the NHS. If not achieved, there will be impact on social care, public health and health outcomes and increased social care cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives.                                                                                                                                                                                                      | <p>Implementation of East Sussex Better Together Programme by ESCC and Hastings and Rother CCG and Eastbourne, Hailsham and Seaford CCGs to transform health and social care in the county and deliver the Better Care Fund plan to improve outcomes for East Sussex residents, with robust governance arrangements reporting to County Council and Health and Wellbeing Board. Programme will develop the plan for a clinically and financially sustainable health and social care system in East Sussex. There will also be targeted use of the Better Care Fund to better integrate health and social care and contribute to whole system transformation.</p> <p>In High Weald Lewes Havens the Connecting 4 You Programme has now been established to improve health and social care outcomes for residents. The Programme will have implications for management capacity and for the Medium Term Financial Plan. The RPPR process will be used to manage this risk and associated implications.</p> <p>The Sustainability and Transformation Plan for Sussex and East Surrey (STP) was submitted in June. Work to develop and deliver the plan is ongoing. Nine working groups have been formed covering: Acute provision (including mental health); workforce; primary and community care provision; digital improvement, estates; provider productivity improvement, communication and engagement and governance. The next submission is due mid-September.</p> | R   |
| 7   | <b>SCHOOLS</b><br>The implications of the Government's White Paper "Educational Excellence Everywhere", the introduction of the National Funding Formula for schools in 2017 and changes set out in the Schools Causing Concern Guidance could, potentially, increase the risk of underperformance in schools due to the local authority having fewer powers of intervention. This could impact negatively on the Council's reputation as Ofsted holds the local authority to account for the performance of all schools. | <ul style="list-style-type: none"> <li>•Develop and implement a transition plan so the Standards and Learning Effectiveness Service and schools are prepared for the changes to the LA role in education that will take place should the White Paper pass into law and the likely impact on LA funding once the National Funding formula is implemented. This plan includes:               <ul style="list-style-type: none"> <li>-Continue to build relationships with academies and sponsors, including the Diocese of Chichester, to ensure a dialogue about school performance, including data sharing.</li> </ul> </li> <li>•Continue to work with academies and maintained schools through the Education Improvement Partnerships to develop system leadership, school to school support and to broker partnerships.</li> <li>•Continue to offer direct support to academies to address any performance concerns and investigate the feasibility of full cost recovery for some LA school improvement services.</li> <li>•Where academies do not appear to be accessing appropriate support, bring this to the attention of the Regional Schools Commissioner (RSC), who may exercise his intervention powers.</li> <li>•Continue to build a relationship with the RSC to ensure the work of the RSC and the LA do not duplicate and that schools have the support they need.</li> </ul>                                                                         | R   |
| 8   | <b>CAPITAL PROGRAMME</b><br>Failure to deliver capital programme outcomes on-time and on-budget, impacting on the Council's ability to support local economic growth.                                                                                                                                                                                                                                                                                                                                                     | <p>The Council has a five year capital programme in place which reflects Council priorities. This is updated annually and monitored as part of the Reconciling Policy, Performance and Resources (RPPR) process.</p> <p>In April 2015, a high level Capital Programme Management Review was commissioned with a recognition that we need to not only set firm targets for the next year of the programme, but set indicative targets for the following years and start to focus on shaping the 2018-2023 capital programme. The brief set out that there needs to be shift of focus from capital programme 'monitoring' to capital programme 'management' in order to improve forecasting and scheme scheduling and planning.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | R   |

## Strategic Risk Register – Q1 2016/17

| Ref      | Strategic Risks                                                                                                                                                                                                                                                                                             | Risk Control / Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | RAG |
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| 1        | <b>ROADS</b><br>Wet winter weather, over recent years has caused significant damage to many of the county's roads, adding to the backlog of maintenance in the County Council's Asset Plan, and increasing the risk to the Council's ability to stem the rate of deterioration and maintain road condition. | <p>The additional capital maintenance funding approved by Cabinet in 2013 was approved on the basis that additional investment was required to stem the rate of deterioration in road condition and maintain the current condition. Since then an additional £10m has been invested in rural roads, and road conditions remain in line with modelling predictions.</p> <p>The County Council's asset management approach to highway maintenance is maintaining the overall condition of roads, despite recent winter weather. The preventative approach to the maintenance of the counties highway network is being further rolled out across all highway asset types, including highway drainage. The new highways contract commenced on 1st May 2016 placing asset management and customer service at its core to maintain the current condition of the public highway.</p>                                                                         | A   |
| 5        | <b>RECONCILING POLICY, PERFORMANCE &amp; RESOURCE</b><br>Failure to plan and implement a strategic corporate response to resource reductions, demographic change, and regional economic challenges in order to ensure continued delivery of services to the local community.                                | <p>We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning. We have adopted a commissioning approach which means evaluating need and considering all methods of service delivery, which includes working with partner organisations to deliver services. The Council Plan sets out targets for a 'One Council' approach to deliver our priorities and is monitored quarterly. The plans take account of known risks and pressures, including demographic changes, to design mechanisms to deliver the Council's priorities. The result of the EU referendum has introduced greater uncertainty in the Government's policy direction, legislative process and spending plans. The RPPR process will be used to monitor the situation and keep members informed of any changes which affect the plans in order that mitigating action can be taken.</p>                                                   | A   |
| 9        | <b>WORKFORCE</b><br>Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and / or reputational issues.                                    | <p>A range of initiatives and interventions to support managers and staff in this area are being taken forward. In particular, we have confirmed our commitment to the mental health 'Time for Change' pledge as well as launching our '5 weeks to wellbeing' campaign.</p> <p>In considering stress absences, new arrangements have been implemented whereby an OH nurse makes direct contact with employees who are off sick with stress to offer support. In addition, a manager who has an employee off sick with stress receives targeted advice and guidance on how to support and manage the absence. More generally, the Lead clinical OH Physician has been commissioned to deliver a session for managers on supporting staff with mental health and stress issues. In addition, a new course 'Resilience through Mindfulness' is now available as part of the corporate training programme to support staff increase their resilience.</p> | A   |
| New risk | <b>RECRUITMENT</b><br>Inability to attract high calibre candidates, leading to limited recruitment choices therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.                                                                 | <p>Work with departments is underway to understand key areas of recruitment difficulty. Strategies to address this will include refreshing and publicising more clearly the benefits of working in the public sector and ESCC in particular, as well as understanding the different markets we are competing in. To support this, different talent attraction approaches will be developed ranging from apprentices and interns through to highly experienced individuals.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | A   |



## Strategic Risk Register – Q1 2016/17

| Ref | Strategic Risks                                                                                                                                                                                                                                                                                  | Risk Control / Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | RAG |
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| 6   | <p><b>LOCAL ECONOMIC GROWTH</b></p> <p>Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.</p>     | <p>Having secured over £20m of Growing Places Funding and £70m of Local Growth Funding (LGF) through Local Enterprise Partnerships (LEP) to deliver infrastructure projects in East Sussex, work has continued to develop a pipeline of projects to capitalise on further funding rounds. Government issued a call to LEPs in March to prepare bids for the 3rd round of LGF, and projects will be submitted at the end of July 2016. Team East Sussex has considered a number of new projects, with a cumulative value of over £30m and they will look to be included in the respective LEP single prioritised submissions. It is anticipated that we will know the outcome of the bids later in the year via the Chancellor's Autumn Statement.</p> <p>Whilst the outcome of the EU referendum clearly signals that in the longer term, we will not be able to secure European funding, it has also placed some uncertainty around availability of funding in the current EU programme period with a pause on the release of EU funding from Government departments on new project submissions until further clarification. This places significant risk on our ability to secure European Social Fund (ESF) skills funding in particular, although it is too early to say precisely what the impact will be. Work will continue on developing partner bids across the SE LEP, currently with European Regional Development Funding (ERDF) for example to support a range of enhanced and extended business support services through the current Business East Sussex (BES) Growth Hub via the project termed South East Business Boost (SEBB); and we look to augment inward investment services with the project termed South East Invest; and also develop specific business support services to the creative sector (project termed South East Creative Cultural and Digital Sector).</p> | A   |
| 2   | <p><b>ORDINARY RESIDENCE</b></p> <p>Risk from other areas placing clients in receipt of social care services in East Sussex, and transferring to ESCC the commissioning, care management and funding responsibility for the individual as a result of a successful Ordinary Residence claim.</p> | <p>Dedicated Ordinary Residence Panel set up. The Panel discusses and agrees strategic and legal responses to Ordinary Residence claims from and to other Local Authorities, and directs reporting content. Panel members contact other Local Authorities directly where appropriate, and instruct Legal Services representation (including Counsel, and applications for Secretary of State determination) on behalf of ESCC.</p> <p>Continued awareness raising for ASC operational staff (and particularly Social Care Direct) in line with published guidance on Ordinary Residence, resulting in earlier case referrals to Ordinary Residence team. Guidance for frontline staff was written and issued followed by panel members visiting all ASC Operational teams to deliver presentation and Q&amp;A. OR Inbox established to provide advice to staff and monitor all known incoming/outgoing OR queries and claims.</p> <p>Regular information gathering and reporting to DMT on all Ordinary Residence case referrals and financial projections.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | A   |