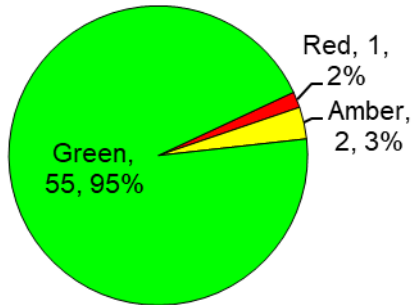


Council Monitoring Corporate Summary – Q1 2020/21

Council Plan performance targets

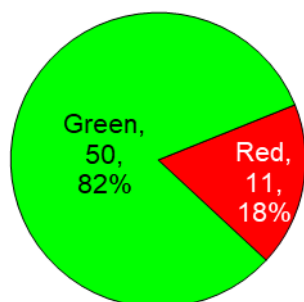
Priority	Red	Amber	Green
Driving sustainable economic growth	0	1	22
Keeping vulnerable people safe	0	1	10
Helping people help themselves	0	0	20
Making best use of resources	1	0	3
Total	1	2	55

Q1 2020/21	Q1 2020/21
<p>There are 58 individual targets in the Council Plan.</p> <ul style="list-style-type: none"> Appendix 2 ASC&H – 1 Amber Appendix 3 BSD – 1 Red Appendix 5 CET – 1 Amber 	 <p>A pie chart illustrating the distribution of performance targets for Q1 2020/21. The chart is divided into three segments: a large green segment representing 55 targets (95%), a small yellow segment representing 2 targets (3%), and a very small red segment representing 1 target (2%).</p>

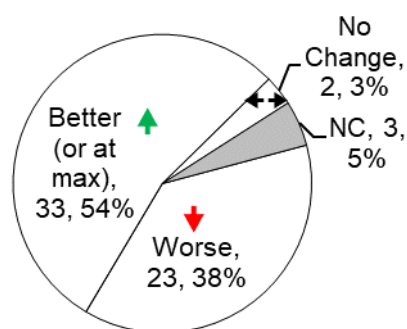
Final Council Plan outturn summary for year ending 2019/20

Five measures were reported as carry overs at the end of Q4 2019/20. Outturns for these measures are now available and the charts below summarise the final year end position for the 61 council plan targets applicable in 2019/20. Where available, performance improvement relative to 2018/19 is given under Direction of Travel.

2019/20 – Final



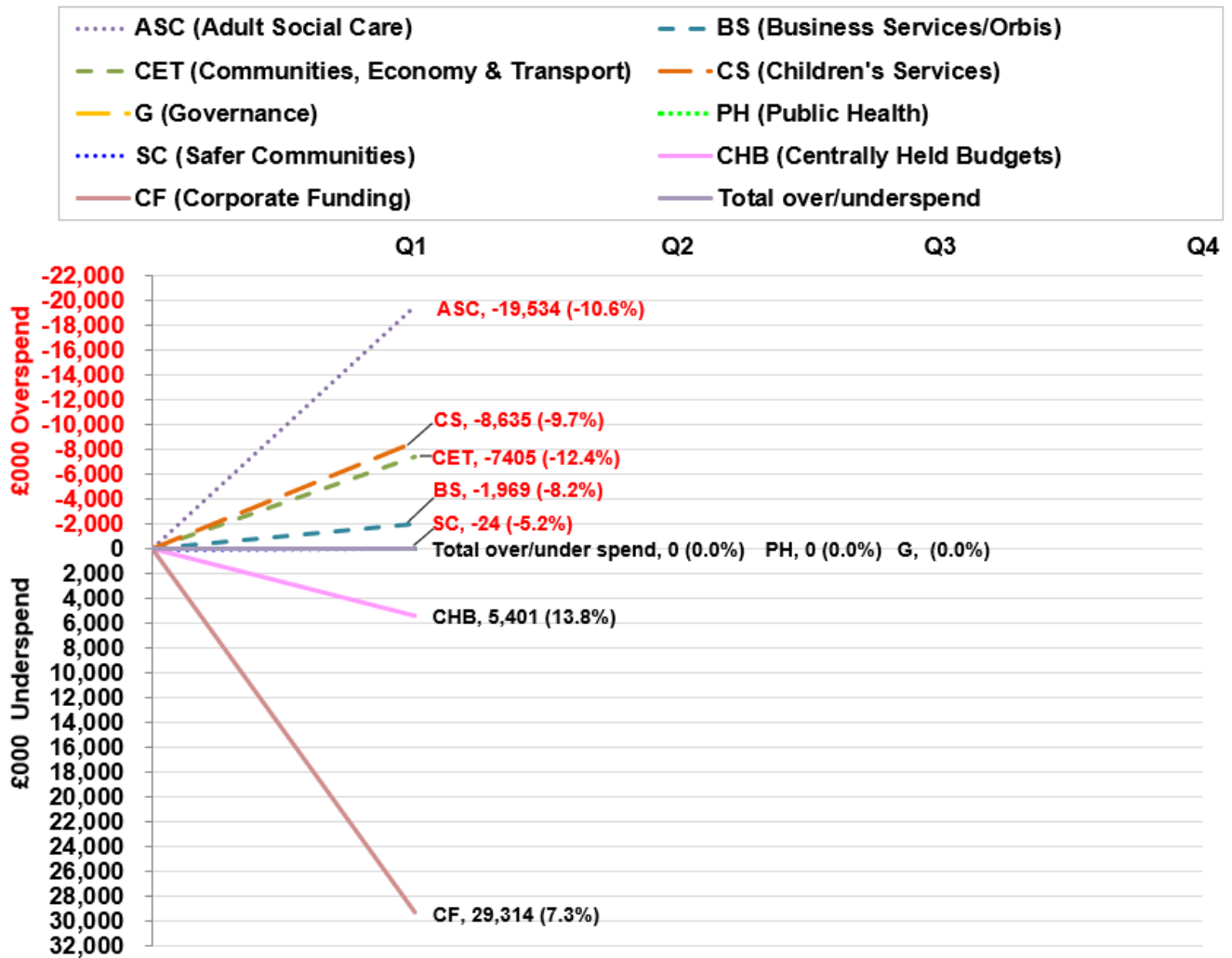
Direction of travel since 2018/19



Direction of Travel key

No change:	↔	Not Comparable	NC	Worse:	↓	Improved (or at maximum):	↑
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Revenue budget outturn (net £000)



Revenue budget summary (£000)									
Divisions	Q1 2020/21								
	Planned			Outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Services									
Planned Budget									
Adult Social Care	280,415	(96,905)	183,510	281,397	(97,688)	183,709	(982)	783	(199)
Safer Communities	459	-	459	1,436	(977)	459	(977)	977	-
Public Health	29,105	(29,105)	-	28,011	(28,011)	-	1,094	(1,094)	-
Business Services / Orbis	52,494	(28,481)	24,013	53,760	(29,061)	24,699	(1,266)	580	(686)
Children's Services	343,120	(254,393)	88,727	344,024	(254,617)	89,407	(904)	224	(680)
Communities, Economy & Transport	119,528	(59,685)	59,843	118,174	(58,812)	59,362	1,354	(873)	481
Governance Services	7,642	(666)	6,976	7,793	(843)	6,950	(151)	177	26
Subtotal Planned Budget	832,763	(469,235)	363,528	834,595	(470,009)	364,586	(1,832)	774	(1,058)
COVID-19 related									
Adult Social Care	-	-	-	35,769	(16,434)	19,335	(35,769)	16,434	(19,335)
Safer Communities	-	-	-	24	-	24	(24)	-	(24)
Public Health	2,535	(2,535)	-	2,535	(2,535)	-	-	-	-
Business Services / Orbis	-	-	-	751	532	1,283	(751)	(532)	(1,283)
Children's Services	-	-	-	7,411	544	7,955	(7,411)	(544)	(7,955)
Communities, Economy & Transport	-	-	-	2,410	5,476	7,886	(2,410)	(5,476)	(7,886)
Governance Services	-	-	-	26	-	26	(26)	-	(26)
Subtotal COVID-19 related	2,535	(2,535)	0	48,926	(12,417)	36,509	(46,391)	9,882	(36,509)
Total Services	835,298	(471,770)	363,528	883,521	(482,426)	401,095	(48,223)	10,656	(37,567)
Centrally Held Budgets (CHB)									
Planned Budget									
Treasury Management	19,938	(1,700)	18,238	18,336	(1,672)	16,664	1,602	(28)	1,574
Capital Programme	3,453	-	3,453	3,453	-	3,453	-	-	-
Unfunded Pensions	10,049	-	10,049	9,070	-	9,070	979	-	979
General Contingency	3,850	-	3,850	-	-	-	3,850	-	3,850
Contrib to Reserves	2,064	-	2,064	2,022	-	2,022	42	-	42
Apprenticeship Levy	600	-	600	582	-	582	18	-	18
Levies, Grants and Other	1,004	(70)	934	967	(152)	815	37	82	119
Subtotal Planned Budget	40,958	(1,770)	39,188	34,430	(1,824)	32,606	6,528	54	6,582
COVID-19 related									
Treasury Management	-	-	-	-	650	650	-	(650)	(650)
Levies, Grants and Other	-	-	-	1,033	(502)	531	(1,033)	502	(531)
Subtotal COVID-19 related	0	0	0	1,033	148	1,181	(1,033)	(148)	(1,181)
Total Centrally Held Budgets	40,958	(1,770)	39,188	35,463	(1,676)	33,787	5,495	(94)	5,401

Revenue budget summary (£000)									
Divisions	Q1 2020/21								
	Planned			Outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Corporate Funding									
Planned Budget									
Business Rates	-	(82,024)	(82,024)	-	(82,024)	(82,024)	-	-	-
Revenue Support Grant	-	(3,548)	(3,548)	-	(3,548)	(3,548)	-	-	-
Council Tax	-	(301,753)	(301,753)	-	(301,753)	(301,753)	-	-	-
Social Care Grant	-	(14,630)	(14,630)	-	(14,630)	(14,630)	-	-	-
New Homes Bonus	-	(761)	(761)	-	(761)	(761)	-	-	-
Subtotal Planned Budget	0	(402,716)	(402,716)	0	(402,716)	(402,716)	0	0	0
COVID-19 related									
COVID-19 funding	-	-	-	-	(29,660)	(29,660)	-	29,660	29,660
Business Rates	-	-	-	-	346	346	-	(346)	(346)
Subtotal COVID-19 related	0	0	0	0	(29,314)	(29,314)	0	29,314	29,314
Total Corporate Funding	0	(402,716)	(402,716)	0	(432,030)	(432,030)	0	29,314	29,314
Total	876,256	(876,256)	0	918,984	(916,132)	2,852	(42,728)	39,876	(2,852)
Use of reserves to cover deficit	-	-	-	-	(2,852)	(2,852)	-	2,852	2,852
FINAL TOTAL	876,256	(876,256)	0	918,984	(918,984)	0	(42,728)	42,728	0

Revenue Savings Summary 2020/21					
Service description	2020/21 (£'000) – Q1 Forecast				
	Original Target for 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings					
ASC	248	854	854	-	-
BSD / Orbis	1,161	1,161	570	591*	-
CS	770	2,028	1,794	234*	-
CET	1,362	2,362	323	2,039*	-
GS	-	-	-	-	-
Total Savings	3,541	6,405	3,541	2,864	0
ASC			-	-	-
BSD / Orbis			-	-	-
CS			-	-	-
CET			-	-	-
GS			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	3,541	6,405	3,541	2,864	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
ASC	-	-	0
BSD / Orbis	-	591	591
CS	188	46	234
CET	39	2,000	2,039
GS	-	-	0
Total	227	2,637	2,864

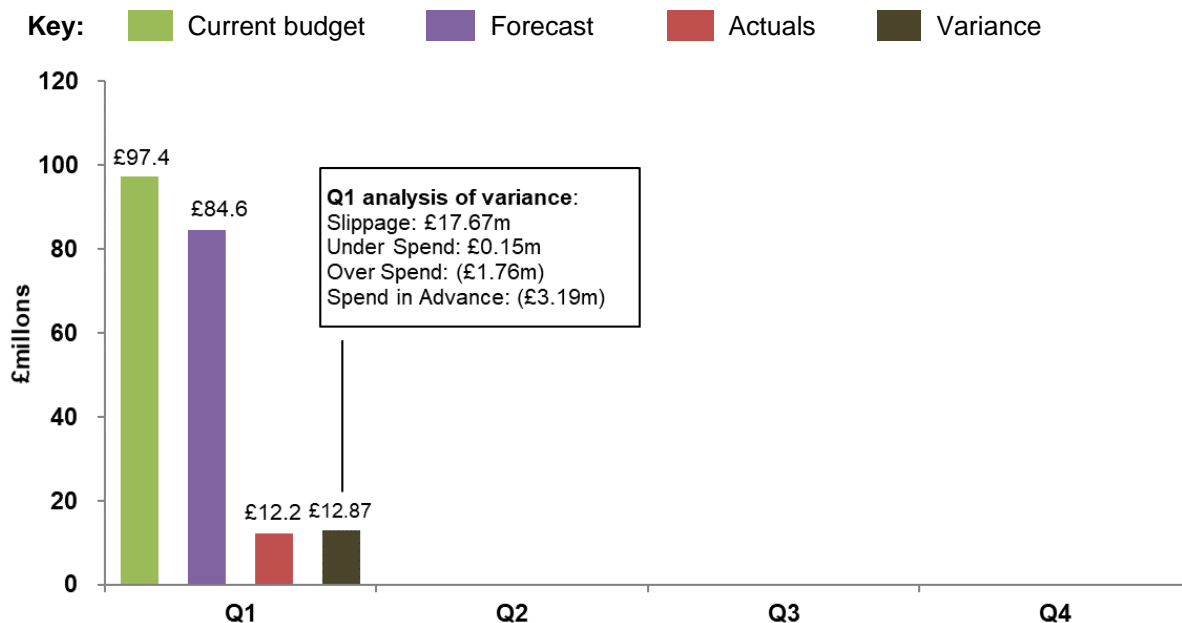
¹ Permanent changes will replace a previously agreed saving that can no longer be achieved. It is done via approval of quarterly monitoring.

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

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

* Means that a slipped or unachieved saving within this total is COVID-19 related – see individual departmental reports for details.

Capital Programme (gross £ millions) – approved projects



Capital Programme Summary (£000)

	2020/21									
	Budget	Total Projected Exp.	Analysis of Variation (Planned Programme)				Analysis of Variation (Covid-19 Related)			
			Variation (Over) / Under	(Over) / under spend	Slippage to future years	Spend in advance	Variation (Over) / Under	(Over) / under spend	Slippage to future years	Spend in advance
Adult Social Care	314	239	75	-	75	-	-	-	-	-
Business Services	33,248	33,835	(684)	-	2,356	(3,040)	97	(732)	829	-
Children's Services	978	978	-	-	-	-	-	-	-	-
Communities, Economy & Transport	62,884	48,952	2,316	153	2,313	(150)	11,616	(478)	12,094	-
Covid-19 Risk Factor	-	552	-	-	-	-	(552)	(552)	-	-
Gross Expenditure	97,424	84,556	1,707	153	4,744	(3,190)	11,161	(1,762)	12,923	0
Section 106 and CIL	(9,410)	(9,410)	-	-	-	-	-	-	-	-
Other Specific Funding	(28,482)	(15,675)	841	-	841	-	11,966	-	11,966	-
Capital Receipts	(2,915)	(2,915)	-	-	-	-	-	-	-	-
Formula Grants	(26,317)	(26,317)	-	-	-	-	-	-	-	-
Reserves and revenue set aside	(5,783)	(5,087)	696	153	693	(150)	-	-	-	-
Borrowing	(24,517)	(23,390)	170	-	3,210	(3,040)	957	-	957	-
Covid-19 tbc	-	(1,762)	-	-	-	-	(1,762)	(1,762)	-	-
Total Funding	(97,424)	(84,556)	1,707	153	4,744	(3,190)	11,161	(1,762)	12,923	0

Centrally held budgets (CHB) and Corporate Funding

The Treasury Management (TM) Strategy, which provides the framework for managing the Council's cash balances and borrowing requirement, continues to reflect a policy of ensuring minimum risk whilst aiming to deliver secure realistic investment income on the Council's cash balances. During Quarter 1 the Bank of England bank rate was at a record low of 0.10%. Market investment rates during the quarter have reduced and where possible a number of Local Authority investments were made to secure a fixed return, with market volatility and the increased risk of a reduced interest rate environment these investments up to 2 years lock in some value into 2020/21 and beyond. The average level of Council funds available for investment purposes during the quarter was £227m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, external debt repayments, receipt of grants and progress on the Capital Programme.

The total amount received in short term interest for the quarter to 30 June 2020 was £525k at an average rate of 0.93%.

The majority of the Council's external debt was held as long term loans (£236.6m). No debt matured during the quarter, although there are two £1.3m fixed term Public Works Loan Board (PWLb) debt maturities in September 2020 and March 2021 both at a loan rate of 8.125%. During the quarter a short term loan of £10m was taken to cover any potential cashflow shortfalls arising from Covid, arranged through one of the Council's Brokers. It cost £3k including brokerage and was fully repaid on maturity in May 2020.

No long term borrowing was undertaken in the quarter and no further cost effective opportunities have arisen during Q1 to restructure the existing PWLB or wider debt portfolio. The debt portfolio is reviewed by treasury advisors Link Asset Services. With the current PWLB arrangements in place there is a cost to restructuring debt, if the terms move in the Council's favour Link Asset Services will advise.

The comparable TM budget is forecast at an underspend of £1.57m; this is based on the position on the capital programme removing the need to borrow externally in 2020/21, together with the financial information presented above.

There is also an estimated Covid risk of £0.65m for loss of investment income. Following the outbreak of the pandemic in late March the bank rate was cut twice from 0.75% to a record low of 0.10%; pre pandemic the forecast for interest rates were to remain at 0.75% for the remainder of 2020/21. Current forecasts now up to 18-24 months for interest rates are flat at 0.10% (or even lower). Most of our investments that are not fixed rate are linked to bank rate and the loss of investment income was estimated based on that decrease.

The Council holds a general contingency of £3.9m that will offset the deficit; the remaining deficit will be covered from the Financial Management Reserve.

Reserves and Balances 2020/21 (£000)

Reserve / Balance	Balance at 1 Apr 2020	Planned net use at Feb 20	Planned net use at Q1	Movt	Est. balance at 31 Mar 2021
Statutorily ringfenced or held on behalf of others:					
Balances held by schools	15,041	-	-	-	15,041
Public Health	4,026	(607)	(607)	-	3,419
Other	5,929	(467)	(717)	(250)	5,212
Subtotal	24,996	(1,074)	(1,324)	(250)	23,672
Service Reserves:					
Capital Programme	9,334	(1,476)	(1,476)	-	7,858
Corporate Waste	14,613	-	-	-	14,613
Insurance	6,463	-	-	-	6,463
Subtotal	30,410	(1,476)	(1,476)	0	28,934
Strategic Reserves:					
Priority / Transformation	7,173	(1,079)	(2,334)	(1,255)	4,839
Financial Management	35,001	(397)	(2,820)*	(2,423)	32,181
Subtotal	42,174	(1,476)	(5,153)	(3,677)	37,021

Reserve / Balance	Balance at 1 Apr 2020	Planned net use at Feb 20	Planned net use at Q1	Movt	Est. balance at 31 Mar 2021
Total Reserves	97,580	(4,026)	(7,954)	(3,928)	89,626
General Fund	10,000	-	-	-	10,000
Total Reserves and Balances	107,580	(4,026)	(7,954)	(3,928)	99,626

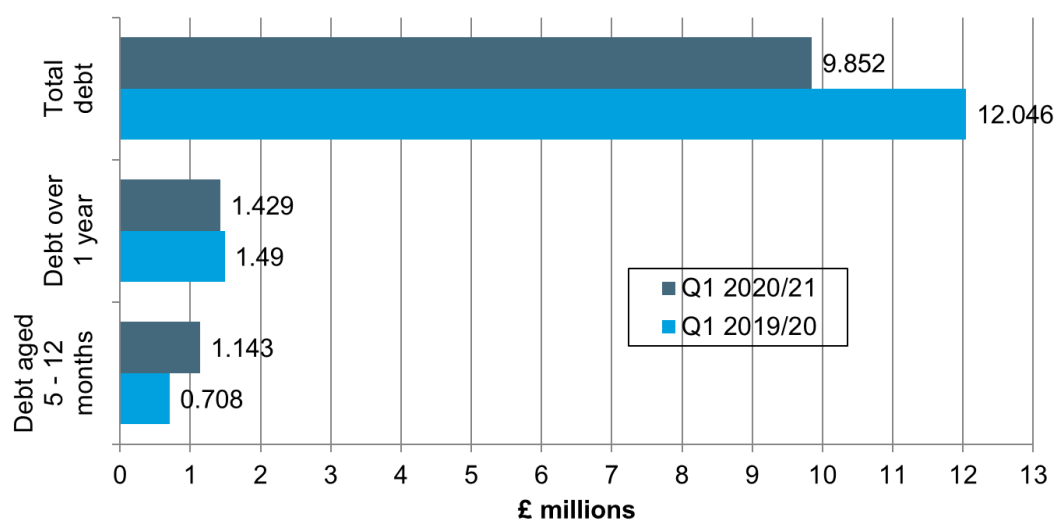
* includes estimated use of £2,852k to cover the unfunded revenue deficit

Changes to Fees & Charges

A change to permit fees for Temporary Traffic Regulation Orders and Notices was approved during Q1. A benchmarking exercise against other authorities concluded that it is appropriate to amend current rates to more accurately reflect the levels of network administration, coordination, site visits & inspections undertaken. All of which require a significant amount of time and skilled resource to ensure that applications are processed in accordance with Network Management duties, the New Roads & Street Works Act and the Road Traffic Regulation Act.

Description	Current (£)	Proposed (£)	Movt (£)	Movt (%)
14.1 & 16A Temporary Traffic Regulation Order	532.20	881.50	349.30	65.6%
14.2 Temporary Traffic Regulation Notice	228.80	707.75	478.95	209.3%

Outstanding debt analysis (£ millions)



The value of debt over 5 months at Quarter 1 has increased by £0.503m to £2.572m compared to the 2019/20 outturn of £2.069m. However, the value of invoiced income continues to rise. An extra £1.8m was invoiced for services during Quarter 1 this year, compared to Quarter 1 in 2019/20.

Due to the COVID emergency, debt recovery was suspended for all debts from 26th March 2020. Debt recovery for commercial customers recommenced on 1st July 2020 and will recommence for Adult Social Care clients on 1st August 2020. During the period of debt recovery suspension, customers were encouraged to pay by direct debit as the easiest and most efficient payment method.

Even with debt recovery suspension, total debt is lower than Q1 last year despite the value of invoices increasing year on year, due to improved debt collection processes such as customers paying by direct debit.

Priorities for Quarter 2 include; the recommencement of all debt recovery routines and more mailshots to encourage direct debit uptake.

Adult Social Care and Health – Q1 2020/21

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

Adult Social Care (ASC)

Impacts of Covid-19

Clinically Extremely Vulnerable People – As of 7 July there are 21,233 people identified as clinically extremely vulnerable in East Sussex, and therefore shielded. Of these 12,874 (61%) are currently registered on the Government's Extremely Vulnerable Person (EVP) service.

Led by the ASC&H Housing & Support Solutions Team, call groups were set up to make contact with all shielded people who were not in receipt of an ASC commissioned and funded service (day care; home care; direct payments; nursing or residential placements; adult placement; extra care). These call groups were comprised of staff from Libraries, Homeworks, STEPS, the Parking Team, Children's Services, WELbeing, and a small local Independent Call Centre. Calls were made to ensure support was in place to people who have been identified by the NHS, as someone at risk of severe illness if they catch COVID-19 because they have an underlying disease or health condition that means if they catch the virus, they are more likely to be admitted to hospital than others. Up to 7 July calls have been made to 18,205 people who are shielding, and 3,404 follow up calls to people on the EVP service who required further welfare calls. Work is in progress to also contact the 2,183 people who were receiving a government food box (as at 30 June) to signpost them to alternative forms of support when the Shielded Group is paused and government food parcels cease at the end of July.

A range of signposting, advice and forms of support was offered to shielded people as part of the contact including:

- For those who required NHS volunteer support (food/medication etc), a referral was made on the GOOD SAM website.
- Details for Care for the Carers where the shielded person had a family member/friend/neighbour providing essential care who may need additional support.
- Referral for a Council Essentials Food box where the person is experiencing ongoing issues accessing food e.g. dietary/cultural or insufficient supplies due to size of household.
- Information on independent hot meal providers.
- Referral to Health and Social Care Connect (HSCC) if the person has personal care or mobility needs, or safeguarding risks identified.

Where no contact has been made through a phone call, a letter has been sent with information of support options and contact details for getting in touch with ASC&H. Where a response was not received following a letter, we are working with East Sussex Fire and Rescue Service and British Red Cross who are undertaking face to face welfare visits.

In addition to the call groups above, operational teams within ASC&H have been contacting shielded people in receipt of ASC services and people known to teams who may be vulnerable although not classified as Extremely Clinically Vulnerable (such as those over 70). A Council Shielded Helpline was also established, managed by the ASC&H Complaints Team and supported by HSCC and the training team.

ASC&H regularly receives reports from the Police and other concerned parties regarding Vulnerable Adults – letters have been sent to 2,309 people who were reported as vulnerable to ASC since the beginning of 2020.

ESCC food distribution service – Led by the ASC&H Equality and Inclusion Team, a new food distribution service was set up in April for people shielding at home that had not yet received their food parcel from the national government and had no other access to food and essentials during lockdown. Since then over 8,000 food boxes have been delivered and over 1,700 calls handled through the shielded helpline. Staff from across every department pulled together to deliver the service, a vital lifeline for hundreds of residents, and now the team's focus is on supporting people's transition back to doing their own shopping. Teams involved include; Libraries, Training, Community Safety, the Transport Hub, Procurement, Contract Management, ISEND, CET Archaeology, the Planning Policy and Development Management Team, ESBAS, CS Customer Relations and the Courier Service.

Care sector impacts – Since March 2020 all parts of the social care sector have been responding to the pandemic, including making changes to service delivery to care for the most vulnerable people in our population during lockdown, physical distancing, shielding and isolation, as well as to discharge pathways to rapidly allow for surge capacity in hospitals within our system.

In East Sussex this has been supported by regular communication and sharing of information and guidance, training and good practice and daily monitoring of the sector to support business continuity and provide rapid multi-disciplinary support in emergency situations. This has included specific steps taken by the Council and Clinical Commissioning

Group to alleviate short-term financial pressure on care homes, home care, extra care, Direct Payments and Personal Assistants and commissioned services as a result of responding to COVID-19.

An East Sussex Care Homes Resilience Plan has been developed to draw together our work as a health and social care system on infection prevention and control, training, PPE, reducing workforce movement, quarantining, stepping up NHS clinical support, comprehensive testing and building the workforce. A process has been put in place to monitor the delivery of mutual aid support to care homes jointly across primary, community, acute and social care with representation from care sector leads.

Our care sector has reported high levels of ongoing concern about the cost and supply of PPE, staff and client testing, workforce challenges and the impact on short, medium and long term financial outlook caused by COVID-19 and the ongoing need to prevent and control infection. For example, maintaining social distancing is particularly challenging for some services like day services, where capacity is significantly reduced in a buildings based environment; high levels of voids in residential and nursing homes, combined with ongoing COVID-19 outbreaks present particular financial and operational challenges for care homes. In June we distributed the first allocation of the Infection Control Fund made to East Sussex from Government to support the whole market, and will shortly be distributing the second instalment which was received on 28th July. We will continue to work as a whole health and social care system to manage existing and new challenges and requirements as they arise from COVID-19 and deliver co-ordinated support to enable our local independent care sector to provide safe, effective care for our population. This will focus on all aspects of social care, including care homes, home care, Personal Assistants, Extra Care, and supported housing, and for the Council will be managed alongside significant financial risks that have arisen from the pandemic.

PPE – Since April we have been issuing supplies of PPE across the county to a range of internal and external teams, including providers, GPs, pharmacies and crematoriums. This has included masks, gloves, aprons, waste bags, body bags and eye protection, and to 17 July we had issued 1,224,316 items of PPE. To enable this, a team of volunteers from across Adult Social Care have been undertaking a variety of tasks such as the management of requests and inboxes, picking and packing, manning a collection hub at St Marys House and undertaking deliveries.

Community Hubs – Support to a wider cohort of vulnerable people has been provided through Community Hubs. Community Hubs are led by a partnership of district and borough councils, Voluntary Action (VAs) organisations, and other local voluntary community and social enterprise (VCSE) organisations. The Council, in partnership with the NHS, has supported the Community Hubs to establish and become operational by convening regular updates and meetings, supporting communications and data gathering, and helping to identify issues and overcome barriers. Over 6,000 people have been in contact with their district & borough councils to access support through Community Hubs, and the cross-sector partnership has supported many more people through a variety of other access points.

Community Hub partners have begun discussions on the role of Hubs in supporting vulnerable people during the next phases of coronavirus pandemic. The Hubs have provided a vital service to vulnerable residents during the pandemic. As lockdown and social distancing measures ease demand has fallen and evolved, but there is a need to anticipate new types of demand driven by future phases of the pandemic and the longer-term impact on economic insecurity, health and wellbeing. We are working to consider what is required from Community Hubs in the future, and the role of each partner. Partners also recognise that organisations and communities at every level have played a vital role in the local response to the pandemic. We need to develop our understanding of the sustainability of this support and work together to meet local need. For the time-being, Community Hubs remain available for anyone struggling to cope with the effects of coronavirus until at least the 31 August.

Public Health – Significant work has been underway to keep pace with developments in guidance, data production and test and trace services, specific examples of work include:

- Clinical Cell – the cell responds to internal and external queries and works with teams across the Council and across districts and boroughs to bring in specialist advice and support for a range of situations. This includes identifying any additional needs e.g. PPE, testing and signposting to other Council services. Support is also provided to help interpret and confirm government guidance and deal with COVID-19 related public complaints, for example, reports of unsafe COVID-19 working practices. Work is often in liaison with our Primary and Secondary care stakeholders and the regional Public Health England Centre to raise or discuss any situations of increasing concern to agree a joint plan of action. Infection Prevention Control advice has been provided in line with guidance as and when it is released/updated (involving rapid assimilation) and provider training commissioned and delivered via webinar.
- Local Outbreak Plan¹ – all councils were asked to rapidly produce a comprehensive outbreak control plan to prevent cases of the virus where possible and respond to any local outbreaks. The plan had to cover the following areas: care homes and schools; high risk places; settings and communities; testing; contact tracing; integrated data; supporting vulnerable people; and governance. The development of this plan was led by public health but a collective effort across a range of partners, including all parts of the Council, Police, Public Health England, East

¹ www.eastsussex.gov.uk/community/emergencyplanningandcommunitysafety/coronavirus/outbreak-control-plan/

Sussex Healthcare NHS Trust, Clinical Care Groups (CCG), districts and boroughs, Sussex Resilience Forum, and Health Watch.

- Data Surveillance and Analysis² – a report has been developed for weekly publication using nationally published data for all confirmed cases across the country. This enables a clearer understanding of the number of COVID-19 cases identified through NHS Test and Trace, how they change over time, and how this compares to other areas.
- Services adaptations – some key changes during the pandemic include additional infection control training commissioned to support care homes and schools, sexual health services have shifted to online triage and home testing and One You East Sussex, the commissioned integrated lifestyle provider, quickly replaced face to face services with video link technology.
- COVID-19 recovery projects – a number of one-off project proposals are in development following work with internal departments and across the system to triangulate understanding of needs and ensure they are complementary and supporting existing work. As the funding is one-off, proposals are designed to effect change which will remain after the end of the project, through building system capability, supporting groups to work together, mitigating against some of the impacts of lockdown (such as increased alcohol consumption, impacts on mental health and loneliness and social isolation) or reinforcing the positive side-effects of lockdown (such as increased physical activity and housing rough sleepers).

Health and Social Care Integration – Our collective business associated with the East Sussex Health and Social Care Plan and integration programme has been paused since March in order to enable our health and social care system to focus on the management of our urgent response to the COVID-19 pandemic. This has included adapting our system governance in order to deliver the emergency response where this has required coordination and grip across the whole system, for example hospital discharge and mutual aid support to care homes. In May our system started a process to revise and restore our integration programme as we started to move into further phases of the COVID-19 response and the wider recovery process.

In line with this, work has taken place to revisit our initial programme objectives for 2020/21 in light of the impacts of responding to COVID-19, including the changes made to rapidly allow for surge capacity within our hospitals and manage delivery of services and support during lockdown, social distancing and isolation. New models and ways of working have emerged at speed, including for example:

- Hubs and liaison arrangements and integrated commissioning to support discharges from hospital across physical and mental health.
- More virtual integrated working across community health and social care teams.
- Coordinated whole system support for care homes including primary and community care.
- Community hubs that have supported vulnerable people with food, medicine and social contact needs, delivered in partnership by the Council, CCG, district and borough councils and the VCSE.

As a result, we are developing a programme that takes into account the changes due to COVID-19 to integrate the learning and sustain new models of delivery where there have been agreed benefits. In the context of the wider Sussex Integrated Care System, our integration programme restoration will focus on the priorities for our recovery and ongoing transformation of care that make best sense to be collectively led at the East Sussex level, covering Children and Young People; Community; Urgent Care; Planned Care, and; Mental Health. Priorities for prevention and reducing health inequalities will also, where appropriate, form a part of each of these programme areas and projects.

Discussions have taken place with the full range of health and care system partners that have worked together to deliver the pandemic response, including General Practice, the independent care sector, district and borough councils, Healthwatch East Sussex, VCSE organisations, and core health and social care services, to explore the potential integration projects that are emerging as critical shared priorities during the remainder of 2020/21, given the changes in focus due to COVID-19 and broader restoration and recovery. This has also taken into consideration the different impacts of COVID-19 across our population and system. Priorities have been identified that will enable our system to make further progress as an Integrated Care Partnership (ICP) in 2020/21, and deliver the long term outcomes set out in our East Sussex Plan. In addition, there will be a continual requirement to balance the ongoing need to respond to the pandemic with the pace and delivery of transformation. In light of this challenge attention has also been given to programme capacity and the resources needed to support delivery of our shared priorities.

The next step will be to develop a framework of realistic programme metrics and resources for the remainder of 2020/21, taking into account the current challenges, complexities and risks across our system, and returning to our integration programme delivery in a phased and manageable way in the early autumn. The oversight boards for each programme area also started to meet again as of June, including the new Children and Young People Oversight Board and a meeting to consider the arrangements for establishing a new Mental Health Oversight Board and programme.

² www.eastsussex.gov.uk/community/emergencyplanningandcommunitysafety/coronavirus/covid-19-weekly-update

We have also started to revisit our objectives for integrated health and social care commissioning for our population, to support how we shape and strengthen our East Sussex ICP as both a commissioner and provider of services. In the long term this will describe what is led at the East Sussex level, the outcomes our ICP has to deliver to meet the health and care needs of our population and the collective resources available to do this. Responding to COVID-19 together as a system has also enabled different working arrangements to rapidly develop around commissioning, for example a faster more collaborative approach between NHS commissioners and providers, and with voluntary and independent care sector providers. We are now building on this to accelerate our model for integrated commissioning and set out the next steps for taking this forward.

Strong progress has been made with revisiting our plans and programme for 2020/21 and our intention to produce a revised programme of the critical shared priorities, projects and objectives that will ensure our continued focus on local health and social care system issues, given the changes due to COVID-19, and the broader restoration and recovery planning process that is taking place.

Minimising unnecessary delayed discharges from hospital – Due to COVID-19 NHS England have paused the collection and publication of some official statistics, this includes Delayed Transfers of Care (DToc) for data due to be submitted between 1 April and 30 June. Since March 2020 all parts of the social care sector have been responding to the pandemic, including making changes to discharge pathways to rapidly allow for surge capacity in hospitals within our system.

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

- Between April 2019 and March 2020 90.5% of older people discharged from hospital to reablement / rehabilitation services were at home 91 days after their discharge from hospital.
- Between July 2019 and June 2020, no further request was made for on-going support for 91.6% people who received short-term services.

Enabling people to live independently at home and delaying dependency

- Frail adults across East Sussex can receive Technology Enabled Care Services (TECS), to help manage risks and maintain independence at home. TECS includes Telecare, which offers a range of sensors and detectors to meet different needs, such as wearable alert buttons, fall detectors or medication dispensers. At the end of Q1, 8,694 people were receiving Technology Enabled Care Services (TECS).

Adults are able to take control of the support they receive

- There are currently 272 members signed up to Support with Confidence. This is made up of 222 Personal Assistants (PA's) and 50 businesses. In addition to these, there are 63 current applications being processed (58 PA's and five businesses).
- At the end of Q1, 35.3% of adults and older people were receiving Direct Payments (DP). This equates to a total of 4,392 people. DP are offered to all clients where appropriate, and support is in place at the start of the process to ensure as many clients as possible take up DP and continue to receive them for as long as required.

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

1,958 people were supported through STEPS and Homeworks across East Sussex in Q1 to maintain their independence, provided with advice and support on topics such as debt, welfare and healthy lifestyles or to find and keep safe and affordable accommodation and to improve their health and wellbeing.

Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales – Activity is only available for April and May at this stage. Between April and May 88% of Health Hub Referrals were handled within the correct time scales across all priorities (**ref i**). This shortfall in performance is due to a staffing deficit of nurses within the Health Hub. Due to current circumstances the staffing levels for nurses have remained the same and as such are still not at full compliment. Interviews were to commence in March, but this was put on hold due to the pandemic. This will be picked up again through the HSCC ASCH Project Group.

Safer Communities (Safer East Sussex Team, Substance Misuse and Recovery Services and Domestic Violence and Abuse, Sexual Violence and Abuse Services)

Safer East Sussex Team (SEST)

Vulnerable People being Exploited & Recruited by Serious and Organised Crime – Working collaboratively with Victim Support, Bexhill College performing arts students and targeted youth support staff the Safer East Sussex Team are developing an innovative and interactive workshop for young people which aims to increase the awareness of the impact of crime on a victim and their family and will help recognise and avoid risky situations. Victim's personal

accounts depicting knife crime, domestic abuse, county lines and online harms are being developed into monologues by Bexhill College students before being performed to a 'test' audience in the autumn.

Modern Slavery and Human Trafficking – The Safer East Sussex Team have setup an internal Modern Slavery Group with representatives from ASC, Safeguarding Adults Board, East Sussex Safeguarding Children Partnership, Trading Standards and the Gypsy and Traveller team. Together we are working on the following objectives:

- Completing the Anti-Slavery Network dashboard to ensure compliance with the Modern Slavery Act.
- Developing training for councillors.
- Developing internal training such as bespoke training packages for frontline teams that may encounter Modern Slavery.
- Formulating a joint communications plan, introducing a specific communication for Modern Slavery Single Points Of Contact (SPOCs) and providing information to the community for spotting and reporting the signs of Modern Slavery.

Vulnerable Victims of Fraud & Scams – The Safer East Sussex Team have been working with the National Scams Team to raise awareness amongst Our Charter Partners (104 voluntary and community sector providers signed up to tackling scams in our community) and the community about the types of scams that we have been seeing during the lockdown. Due to the ongoing requirements to manage the risk of COVID-19 we have adapted our exploitation training which has a focus on fraud and scams (including prevalent coronavirus fraud) to be delivered virtually. We will be piloting the project online to Council teams and providing resources that staff can provide service users.

Online Safety, Social Media, the Internet and Mobile Phones – The Safer East Sussex Team have published two editions of Safe in East Sussex which reached more than 6,500 people. We provided information on COVID-19 related scams/fraud and updates on community hub development at an early stage of the lockdown period.

Serious Violent Crime – The partnership has commissioned and received a problem profile for East Sussex from the SEST. Following discussion with partners in our Violence Reduction Unit (VRU), we are proposing a new structure for our work as follows:

- Perpetrators / Reducing Re-Offending.
- Community Focus / Hotspot Areas in Castle and Devonshire Ward.
- Victims.

The partnership has subsequently commissioned a problem profile and an environmental audit to guide partnership work in the Castle and Devonshire ward.

The SEST have begun to map existing and proposed VRU interventions across the partnership, categorised by:

- Primary services provided for a whole population (in violence reduction these refer to preventing violence from happening in the first place).
- Secondary services for those 'at risk' (in violence reduction the focus is on preventing violence from escalating to serious criminality).
- Tertiary services for those who have experienced or caused injury (in violence reduction these relate to preventing violent offenders from reoffending).

The SEST have further developed our profile for 0-17 year olds and this initial work was presented to the YOT Chief Officers Group. The SEST are now meeting with partners to continue to build and enhance the Serious Violence Problem Profile by understanding what the risk factors and characteristics are that are associated with Children and Young People who display violent behaviour.

The partnership have been working with partners in the VCSE to develop projects run by micro charities or a social enterprise; this includes companies limited by guarantee and community interest companies (annual income under £100,000) who are working with children (0-17) who are at risk of being drawn into violence and be delivered between April and 31 October 2020 in our two hotspot areas (Castle and Devonshire).

We have also taken the lead for Pan Sussex work around re-offending and provided contacts and documents to the consultant engaged by the Serious Violence Steering Group to develop an outcomes framework.

Substance Misuse and Recovery Services – The drug and alcohol treatment services and other commissioned projects related to recovery have effectively been able to continue delivering services at this time via different models of delivery.

During Q1, we undertook a commissioning process to support those in recovery from drug and alcohol disorders in East Sussex. Two contracts were awarded:

- East Sussex Veterans Hub provides non-clinical support for veterans of HM Forces, specifically addressing PTSD and/or mental ill-health. Whilst statistics show 50% of those presenting to the NHS with mental health issues have alcohol and substance problems, for this cohort that percentage is considered to be around 75%, conservatively.

- Oasis Women's Recovery Service (OWRS) provide gender specific support for women experiencing problems with alcohol or drugs including those who are abstinent and in recovery. The model of support will be tailored to each client and is centred around goal-setting to promote harm minimisation and relapse prevention and to support women to sustain their recovery from drug or alcohol addiction.

In light of the COVID-19 pandemic, a separate fund was also developed to support members of the street community. This fund was used to commission the RADAR (Refocus, Assess, Develop, Activate and Recover) Project, which is delivered by Seaview. The project provides a range of psycho-social interventions and diversionary activities which helps these vulnerable individuals access support to begin or sustain recovery from substance misuse.

Domestic Violence and Abuse, Sexual Violence and Abuse Services – Commissioned domestic and sexual violence and abuse support services have been able to continue delivering services during the pandemic via different models of delivery. This has meant that 1:1 support is being offered virtually, and generally victims are responding well to this offer with face to face meetings increasing as lockdown eases, where appropriate and risk assessed. Group work has had to be postponed, but alternative methods are being developed to reintroduce this support as soon as practicable.

The Joint Unit for Domestic and Sexual Violence and Abuse and Violence against Women and Girls has managed communications about service availability, ensuring that up to date information is available for service providers responding to the needs of victims and their families, but also ensuring consistent information is available for the public. This has at times been challenging because of the impact of national campaigns run by both government, and others (e.g. Boots Pharmacies).

Weekly meetings are held between commissioners and commissioned services and involving Sussex Police and Health representatives. Specialist support including Independent Domestic Violence Advisor / Independent Sexual Violence Advisor services and refuge are sharing data and insight and preparing responses to trends emerging. It is still a challenge to predict the impact that the lifting of restrictions will bring, but it is anticipated that there will be an increase in demand for support.

Proactive partnership response work has included:

- Proactive promotional campaigns recognising the disjoint between national helpline numbers rising, and local services (and police) experiencing a dip in reports and referrals.
- Partnership development work in Sussex Partnership Foundation Trust to respond to increased reports of higher mental health needs (including suicidal ideation) from victims contacting services. Initiatives include free sharing of training for both SPFT and Domestic and Sexual Violence Services on Domestic Abuse/Sexual Violence, and recognising and responding to mental health needs; additional professional psychologist support for specialist services representatives managing cases where mental health issues are prevalent; mental wellbeing boxes delivered to victims to support them.
- Reviewing demand and contingency plans for responding to increases in demand for refuge space once lockdown restrictions are lifted. It is the view of all partners at this stage that the local authority strategy, with its partners, should be to make use of existing emergency/temporary accommodation and 'move on' opportunities through housing services to cope with increased demand. This will include monitoring current refuge tenants for readiness for move-on, as well as ensuring outreach specialist support is available for those in dispersed accommodation.
- MARAC weekly conferences have been at capacity for some time, and prior to the COVID-19 pandemic. MARAC is being held virtually, with some issues initially around establishing a secure platform all agencies were able to access, but is now working well. Additional resources have been secured to enable response to the predicted increase in demand when lockdown restrictions are lifted, but the matter will need to be monitored closely given the broad involvement of key agencies, and the pressure on resources to respond.

Public Health

NHS Health checks – In the five-year reporting period ending March 2020 49.3% (84,012) of the eligible population received their NHS Health Check (**ref ii**). The slight underachievement is due the emergence/impact of COVID-19 during Q4 resulting in NHS England / Royal College of General Practitioners guidance to suspend checks in March. There is variation by CCG; Eastbourne, Hailsham and Seaford CCG: 56% (31,545); Hastings and Rother: 50.3% (29,010); and High Weald Lewes Havens: 41.6% (23,254). The county's integrated health and wellbeing service, One You East Sussex delivered 374 Checks in Q4 and 3,562 checks in 2019/20: 41% within the Hastings & Rother CCG area, as the service continues to engage communities and individuals more at risk of cardiovascular disease. The target will be reprofiled and revised for Q2 to reflect the impact of service suspension during COVID-19 and the anticipated take up to achieve the five-year target.

Roll out of Relationships and Sex Education and Health Education – Schools have engaged well with the Public Health commissioned programme of support to help them prepare for new statutory guidance on Relationships Education, Relationships and Sex Education and Health Education (in place from September 2020). Over 150 schools (80% of schools in East Sussex) have completed a 'Readiness Checker' to determine their preparedness for the new requirements and next steps. The support offer has been adapted for digital delivery throughout the COVID-19

pandemic and includes practical resources, consultancy support and needs-led Continuing Personal Development opportunities for teachers, school staff and governors.

Fuel voucher scheme – Eligibility criteria for the Sussex-wide fuel voucher scheme, which is administered locally by the East Sussex Warm Home Check service, were updated to take into account the impact of COVID-19 restrictions on vulnerable fuel poor households. The Public Health team provided emergency funds for the scheme after higher demand was seen across the county.

Revenue Budget Summary

Public Health

The Public Health (PH) Budget of £31.640m comprises of the PH grant allocation of £27.702m, Test Track and Contain grant allocation £2.535m, CCG funding of £0.40m and £1.363m drawn from reserves to support in year spending.

Core PH expenditure is projected to be £1.086m less than planned due to the delivery of services being restricted by COVID-19. This reduces the forecast draw from reserves to £277k.

ASC

The net Adult Social Care budget of £183.510m includes growth and demography funding and an inflationary uplift to support the independent sector care market.

The budget is currently forecast to overspend by £0.199m, excluding the financial impact of COVID-19 on ASC costs. This comprises an overspend of £0.607m in the Independent Sector, offset by an underspend of £0.408m in Directly Provided Services due mainly to lower demand in day centres.

Savings reflect the full year impact of prior year approved savings and are forecast to be delivered in full.

ASC is currently forecasting the net financial impact of COVID-19 to be £19.534m in 2020/21. This is split £14.356m in the Independent Sector, £4.948m in Directly Provided Services and £0.024m in Community Safety. The main areas of expenditure include: relief payments to providers; the assessed financial impact of hospital discharge costs beyond the agreed funding period of the 31 July and spend on PPE.

Capital Programme Summary

The ASC Capital programme is £0.314m for 2020/21. £75k slippage is expected in Greenacres as some of the budget being held for future modifications.

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

(See how to read this report for definition)								
Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				Q1 2019/20 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Helping people to help themselves								
Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales		90%	A				88%	i

Measures marked carry over at year end 2019/20 Final outturn

Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 final outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Keeping vulnerable people safe								
When they leave the service the % of those affected by rape, sexual violence and abuse who have improved coping strategies	80%	88%	G	G	G	G	96%	
The % of people affected by domestic violence and abuse who feel safe upon leaving the service	88%	88%	G	G	G	G	96%	

Measures marked carry over at year end 2019/20 Final outturn								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 final outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Helping people to help themselves								
Percentage of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services)	96.8%	95.0%	G	G	G	G	98%	
Number of new service user interventions commenced as part of the Integrated Lifestyle Service	7,043	6,000	AD	G	G	G	6,432	
Cumulative percentage of the eligible population who have received an NHS health check since 2015/16 (five year period)	51.7%	50%	G	G	G	R	49.3%	ii

Savings exceptions						
Service description	2020/21 (£'000) – Q1 Forecast					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Working Age Adults: Nursing, Residential and Community Based services	248	371	371	-	-	
Meals in the Community		483	483	-	-	
Total Savings	248	854	854	0	0	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	248	854	854	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total	Note Ref
	-	-	-	
	-	-	-	
	-	-	-	
Total	0	0	0	

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

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

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

Revenue Budget										
Divisions	Planned (£000)			Q1 2020/21 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Adult Social Care										
Independent Sector										
IS - Physical Support, Sensory Support and Support for Memory & Cognition	120,455	(43,591)	76,864	115,372	(41,384)	73,988	5,083	(2,207)	2,876	
IS - Learning Disability Support	63,737	(4,878)	58,859	67,897	(5,608)	62,289	(4,160)	730	(3,430)	
IS - Mental Health Support	7,822	(1,805)	6,017	9,644	(3,574)	6,070	(1,822)	1,769	(53)	
Subtotal	192,014	(50,274)	141,740	192,913	(50,566)	142,347	(899)	292	(607)	
COVID-19 related										
IS - Hospital Discharges	-	-	-	9,103	(5,697)	3,406	(9,103)	5,697	(3,406)	
IS - Loss of Income	-	-	-	377	-	377	(377)	-	(377)	
IS - Provider Relief Payments	-	-	-	10,573	-	10,573	(10,573)	-	(10,573)	
IS - Infection Control Fund	-	-	-	10,737	(10,737)	-	(10,737)	10,737	-	
Subtotal	0	0	0	30,790	(16,434)	14,356	(30,790)	16,434	(14,356)	
Directly Provided Services and Assessment and Care Management										
Physical Support, Sensory Support and Support for Memory & Cognition	15,132	(4,675)	10,457	14,629	(3,863)	10,766	503	(812)	(309)	
Learning Disability Support	7,653	(726)	6,927	7,178	(842)	6,336	475	116	591	
Mental Health Support	3,008	(2,985)	23	3,008	(2,985)	23	-	-	-	
Substance Misuse Support	591	(115)	476	591	(115)	476	-	-	-	
Equipment & Assistive Technology	5,599	(3,101)	2,498	5,333	(3,357)	1,976	266	256	522	
Other	618	(199)	419	636	(199)	437	(18)	-	(18)	
Supporting People	6,830	(310)	6,520	6,828	(310)	6,518	2	-	2	
Assessment and Care Management	25,027	(2,735)	22,292	26,135	(3,509)	22,626	(1,108)	774	(334)	
Carers	3,188	(2,494)	694	2,948	(2,254)	694	240	(240)	-	
Management and Support	20,465	(29,291)	(8,826)	20,683	(29,463)	(8,780)	(218)	172	(46)	
Service Strategy	290	-	290	515	(225)	290	(225)	225	-	
Subtotal	88,401	(46,631)	41,770	88,484	(47,122)	41,362	(83)	491	408	
COVID-19 related										
Loss of Income	-	-	-	425	-	425	(425)	-	(425)	
PPE	-	-	-	2,799	-	2,799	(2,799)	-	(2,799)	
Emergency Meals, Community Hubs and Grants	-	-	-	1,436	-	1,436	(1,436)	-	(1,436)	
Staffing	-	-	-	281	-	281	(281)	-	(281)	
Other	-	-	-	38	-	38	(38)	-	(38)	
Subtotal	0	0	0	4,979	0	4,979	(4,979)	0	(4,979)	
Total Total Adult Social Care	280,415	(96,905)	183,510	317,166	(114,122)	203,044	(36,751)	17,217	(19,534)	

Revenue Budget

Divisions	Planned (£000)			Q1 2020/21 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Safer Communities										
Safer Communities	459	-	459	1,437	(977)	459	(977)	977	-	
Subtotal	459	0	459	1,437	(977)	459	(977)	977	0	
COVID-19 related										
Community Safety - Staffing	-	-	-	24	-	24	(24)	-	(24)	
Subtotal	0	0	0	24	0	24	(24)	0	(24)	
Total Safer Communities	459	0	459	1,461	(977)	483	(1,001)	977	(24)	
Planned Budget										
Public Health										
Core Services										
Mental Health & Best Start	10,308	-	10,308	10,127	-	10,127	181	-	181	
Risky Behaviour and Threats to Health	11,278	-	11,278	11,125	-	11,125	153	-	153	
Health Systems	3,106	-	3,106	2,748	-	2,748	358	-	358	
Communities	743	-	743	738	-	738	5	-	5	
Central Support	3,670	-	3,670	3,273	-	3,273	397	-	397	
Public Health Grant income	-	(27,702)	(27,702)	-	(27,702)	(27,702)	-	-	-	
Public Health CCG and Reimbursement income	-	(40)	(40)	-	(32)	(32)	-	(8)	(8)	
Contribution from General Reserves	-	(1,363)	(1,363)	-	(277)	(277)	-	(1,086)	(1,086)	
Subtotal	29,105	(29,105)	0	28,011	(28,011)	0	1,094	(1,094)	0	
COVID-19 related										
Test, Track and Contain	2,535	-	2,535	2,535	-	2,535	-	-	-	
Test, Track and Contain Grant	-	(2,535)	(2,535)	-	(2,535)	(2,535)	-	-	-	
Subtotal	2,535	(2,535)	0	2,535	(2,535)	0	0	0	0	
Total Public Health	31,640	(31,640)	0	30,546	(30,546)	0	1,094	(1,094)	0	

Capital programme										
Approved project	Total project – all years (£000)		2020/21 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2020/21	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
OP Service Improvements	-	-	-	-	-	-	-	-	-	
Greenacres	2,598	2,598	264	34	189	75	-	75	-	
LD Service Opportunities	5,092	5,092	-	-	-	-	-	-	-	
House Adaptations for People with Disabilities	2,719	2,719	50	-	50	-	-	-	-	
Total ASC Gross	10,409	10,409	314	34	239	75	0	75	0	

Business Services – Q1 2020/21

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

Summary of successes and achievements – In light of Covid-19, there has been significant focus on wellbeing approaches and resources during Q1 to support staff through this challenging time. Whilst sickness levels have remained low, many staff have been on the frontline of supporting vulnerable service users. Therefore the 'Time to TALK' campaign was further promoted and re-purposed; including utilising our 100+ Mental Health First Aiders to attend virtual team meetings and offer 1-1 support sessions.

Business Operations responded to Covid-19 by ensuring Business Continuity was sustained. Throughout Q1, teams worked closely with IT&D to support all staff from office-based to remote working. As part of this several processes that had relied on manual methods were reviewed, with support from Internal Audit, to enable both our service and the wider organisations to work in a more online way. These will continue to benefit current working arrangements and for the future.

Support was provided to Adult Social Care (ASC) services with 2,000 additional resilience payments and a quick turnaround for critical services. Through Q1 we have seen prompt payment levels rise to 95%, exceeding the target of 93%. This was enabled by the move to electronic receipt of invoices, 88% of forms moving to self-service, improved turnaround for goods receipting and use of the online provider portal with the ASC payment system, *ContrOCC*.

IT & Digital worked in conjunction with Children's Services to obtain and allocate equipment in support of remote learning for the most vulnerable children, see appendix 4. As a result of early engagement with the DfE and a One Council approach between departments, the laptops were quickly provided to those that needed them the most.

As hosts of the Link Consortium, ESCC are leading on preparations for the re-procurement of the data network on behalf of partner organisations. The contract comes to an end in December 2021 with an optional 12-month extension. A review of the marketplace took place and CMT approved a joint procurement which will be set out it will enable others to join in later.

Apprenticeships – In response to Covid-19, all apprenticeship training has been switched from physical place-based learning to online learning. This has worked well with none of the Council staff undertaking apprenticeships dropping out. Based on this success, we will be exploring further use of remote, online learning approaches and techniques with our apprenticeship providers as a future long-term approach.

Savings achieved through procurement, contract and supplier management activities – During Q1, the Procurement team took on several additional activities to support services affected by Covid-19. Emergency procedures were quickly put in place to handle urgent requirements as a direct result of the outbreak. The ASC and Health service areas were heavily affected, needing up to 20 contracts to be varied or directly awarded. Support was provided to services on supplier relief claims and a delivery service was quickly set up for food and essential hygiene items for vulnerable or shielded people in our local communities. Two of our local contractors provided the delivery services free of charge as part of their Social Value contribution.

A dedicated team was set up to purchase urgent Personal Protective Equipment (PPE) for frontline services, providers, GPs, crematoriums and pharmacists. Additional resource provided by the Internal Audit team helped build a reliable supply chain of certified suppliers. A guidance document for local businesses and providers on sourcing PPE & Medical Devices was written to give support and share the learnings from the PPE team during Q1. This guidance was shared across our local business networks, with our schools and our VCSE colleagues.

Social Value (SV) – In Q1, a total of 14 contracts were awarded. 5 contracts were out of scope as we accessed existing pre-approved lists of suppliers with predefined terms, so the Social Value Measurement Charter could not be applied. The 9 in-scope contracts had a total value of £5.05m and secured £317k in SV commitment; equating to an outturn of 6.3%. This is below the >10% target but is anticipated it will be met by the end of Q4. The SV committed included support and advice offered to micro SMEs, work initiatives for priority groups, careers advice and volunteering to support local community projects. The Facilities Management contracts awarded in Q1 secured several SV commitments, including subcontracting 55% of the work to local contractors.

Third Sector support – During Q1 all activity was directed to ensuring that partners were supported in following Government 'Stay at Home' guidance and identifying adaptations for their services and activities to meet the impacts of the pandemic. Third Sector support also acted as the Volunteer SME in setting up the Sussex Resilience Forum Volunteer Cell; working with colleagues from across sectors in East Sussex and neighbouring local authorities.

Working with Crowdfunder, it was agreed to widen the criteria for the *Building Stronger Communities* match fund to include organisations that were responding to the impact of Covid-19.

Internal audit – During Q1 all planned audit work was suspended in order to avoid interfering with priority and frontline service delivery. As well as redeploying some staff to support other services, our resources were concentrated on providing advice on the many system and process changes implemented across the Council in response to Covid-19, with emphasis on ensuring an appropriate internal control environment is maintained.

None of the five high risk agreed actions that were due to be implemented within Q1 were completed, although work was ongoing in relation to all of these. All actions have now been incorporated into other, existing improvement programmes and we are continuing to liaise with management to ensure that work continues and will be subject to ongoing monitoring, with further escalation where necessary.

Insurance claims – 38.1% of liability claims were handled to first decision (i.e. initial repudiation or offer of compensation) within the relevant legal time frames. This is well below the 95% target. Most third-party claims relate to the highway and these are handled by East Sussex Highways (Costain Jacobs). All claims handled outside of the timeframe were administered by them and was caused by staffing and administration issues during Q1. The implications of not meeting these timeframes means that claimants could decide to take legal action immediately, and although there are no financial implications to ESCC (as East Sussex Highways are accountable for claim payments) there is a reputational risk for the council if response compliance continues to be below target. This performance is being addressed through the contract management process with Costain Jacobs and performance is required and targeted to recover.

Property operations – The core of activities for Property during Q1 have been around Covid-19 response and recovery; providing assurance around Service, Building and Team Risk assessments across our sites. This has included building compliance checks and implementing physical measures where needed. We have also completed the procurement phase for suppliers to our Hard Facilities Management Term and Reactive maintenance contracts and will conclude appointments across our planned maintenance framework in Q2. Over the course of the last 18 months officers across both East Sussex CC and Brighton & Hove CC have worked together to deliver the service and procurement strategy which aims to deliver best value for money; aligning with the councils' aims and objectives - increasing efficiencies, quality and sustainability.

Separate work is underway to finalise the renewal of framework arrangements to support our Rating and Asset Valuation/External Audit requirements. This procurement work is jointly with West Sussex CC, as we share current framework appointments with them.

Although with less people in the offices during Q1 we saw a reduction in energy costs across our corporate estate, this has been outweighed by third-party rental increase for St Mark's House. The calculations this quarter included the uplift in rent and the backdated rental increase but despite this increase being challenged, the uplift advised by the third-party was higher than forecasted. The cost of occupancy per square meter is now £179.38, which is a 10% increase on the previous year's outturn and means the target for the year will be missed (**ref i**). If the rent had remained the same, it would have reduced the cost per square meter to £167.

The data platform that supports the Property service is being replaced and during Q1 a preferred supplier was appointed following a full procurement and evaluation process. This work included a wholesale review of property related processes and enabled cross functional teams to support a programme around customer experience. The implementation stages are now starting as a sub-project of the wider corporate Modernising Back Office Systems (MBOS) programme

Property Strategy (SPACES) – The Strategic Property Asset Collaboration in East Sussex (SPACES) partnership continues to deliver the One Public Estate (OPE) projects, having received £760,000 of Government funding across Phases 5, 6 and 7. The projects are geographically spread across all East Sussex district and boroughs, with activities varying from emergency services colocation to town centre regeneration.

During Q1 some SPACES projects have continued to make progress wherever possible and partners gradually reconvened focus on the programme initiatives. Two OPE projects are proposed to be 'closed out' without being able to fulfil their predicted benefits as feasibility studies concluded the projects are not viable; either financially or due to estates strategy changes. Lessons are being taken from these and shared with the partnership.

OPE Phase 8 and Land Release Fund (LRF) Phase 2 funded streams are potentially being made available later this year (subject to budget approval). In anticipation of this, SPACES continue to consider pipeline projects that could be selected for submission. Focus is around the economic recovery following Covid-19; including housing, regeneration, infrastructure and supporting greener, sustainable projects which also contribute to climate emergency agendas.

As recovery plans develop, the partnership is looking at ways to share learning, best practices and exploring new opportunities especially where revised estate strategies could see synergies between the public sector organisations.

The value of benefits delivered by SPACES (a total across all SPACES partners) at the end of Q1 was over £19m, with another £2.4m identified within planned projects.

Property Strategy – The significant changes in working practices seen during Q1 has led to a reassessment of future needs; including the opportunity for step changes across some key services. Activities in reviewing our Corporate Office estate is ongoing but will be refined in Q2 as we determine our needs following Covid-19. Whilst the pandemic has interrupted progress of this strategy, it has highlighted wider benefits of different ways of working for the future; including opportunities to widen our partnership working and support our Climate Change and Carbon Reduction strategies

Property Investment – Feasibility and Town Planning work has continued during Q1 across a number of our key sites, although market factors have intervened on some site sales. All projects will be subject to a review and prioritisation assessment as part of the post Covid-19 activities.

IT & Digital – Whilst the Covid restrictions forced IT & Digital to pause the Windows 8 Device Refresh Project in Q1, emergency deployments of laptops continued, ensuring that staff were equipped with the tools they needed to continue working from home.

With more people working from home there was increased demand for tools to help staff collaborate remotely, especially for holding audio and video calls. In response, the rollout of Microsoft Teams was accelerated to make it widely available. WhatsApp was also made available on work iPhones for frontline staff within Children's Services to help them maintain contact with this vulnerable group; with the knowledge of how to stay safe and cyber aware.

A soft phone solution was deployed quickly to enable teams of staff who deal with calls from customers to work remotely in the same way that they would use landlines in the office. This solution was deployed to around 500 staff enabling them to use their laptops as a phone.

Modernising Systems – A MBOS Programme has been established to deliver the replacement of the Council's financial, resource management and property asset management systems. Replacement of these systems will be supporting further developments to increased agile and digital working. Market engagement is taking place and contract awards are targeted for Q2 for the property asset management system and Q4 for the Council's financial and resource management system.

Attendance Management and Wellbeing – Along with the 'Time to TALK' campaign to support staff through the Coronavirus pandemic, we have also used the Council's staff communications platform 'Yammer' to host a dedicated wellbeing campaign using different themes each week; with focuses on subjects such as emotional support, managing remote teams, and self-care. The dedicated Wellbeing Intranet page hosts information and signposts to resources on a variety of subjects to continually support staff during this challenging time.

During the pandemic, the direct experiences for some staff have been significant and potentially traumatic. The impact will vary depending on the different roles and personal situations, but if not addressed this could lead to long term consequences; both in terms of the health and wellbeing of staff and for future retention issues. In response to this, along with the resources and initiatives mentioned already, an offer based around coaching for both group and individuals has been developed. The intention is to use experienced coaches to offer facilitated sessions to consider an approach of compassionate leadership, providing the opportunity for managers to share expertise and best practice whilst also enabling the specific challenges they are facing to be explored.

The 2020/21 Q1 sickness absence figure for the whole authority (excluding schools) is 1.78 days lost per FTE, an increase of 1.7% since the previous year. Mental health continues to be the primary driver of absence. It is worth noting that Q1 covers the key period of the immediate response to the coronavirus pandemic and it is likely therefore that this will have had an impact. A range of measures have been introduced to tackle this:

- A targeted 'Time to TALK about Mental Health' campaign was launched on 10 October 2019, the aim being to remove the stigma surrounding mental health and address poor mental health in the workplace. In response to the Covid-19 situation, we have further promoted and re-purposed this campaign, including utilising our 100+ Mental Health First Aiders (MHFA) to support virtual team meetings and offer 1-1 support sessions;
- In addition to our MHFAs, a small additional cohort of staff have been trained as accredited MHFA instructors, which qualifies them to deliver future MHFA training within the Council, thereby enabling us to grow our internal MHFA community in a cost-effective way;
- A dedicated Yammer wellbeing campaign to support staff during Covid-19 was launched March 2020 and continues to run to support staff. In addition, a dedicated Wellbeing Intranet page has been developed, which hosts a wealth of information and signposts to resources on a variety of subjects to support staff;
- The development of a new Stress Risk Assessment to encourage meaningful conversations between managers and employees and provide signposting;
- As time lost due to mental health related absence has also increased in schools, a comprehensive Mental Health offer specifically for Schools has been launched.

Business Operations – Our Employee services teams worked in collaboration with HR and Organisational Development to create online travel and hours claims forms to enable staff to submit claims remotely. These forms are approved by their line manager through email and uploaded by our teams. Online methods were developed alongside Internal Audit to ensure that compliance and controls were still in place.

In order to support our customers, a 'Contact us' form was developed to help the redirection of emails to the right part of our service or to online resources during Covid-19. In our Accounts Payable and Accounts Receivable teams we similarly had to respond to the changes needed as well as the government policy amendments to the way we pay suppliers.

Improving the Purchase-2-Pay (P2P) reporting has helped the prompt goods receipting across the Council. As a major user of the existing SAP system, the Business Operations teams have been lending expertise and knowledge

to the MBOS programme by assisting with the requirements specifications and working with wider stakeholders to help visibility.

Revenue Budget Summary – The 2020/21 Business Services net revenue budget is £24m, which includes an £11.6m contribution to the Orbis budget. The full year estimated outturn is a net overspend of £1.969m (**ref ix**). As expected, a significant portion of this, £1.283m (**ref viii**), is directly related to additional costs, lost revenue or savings not being achieved due to Covid-19. Additional IT expenditure has been incurred to allow for remote working, as well as the loss of income streams with HR&OD and Property due to closure of various premises. There is also a significant savings target within ESCC's contribution to Orbis which is now unlikely to be made due to Covid-19 (**ref vii**)

The remainder of the net overspend, £0.686m, (**ref vi**) mainly consists of £0.406m of budgeted savings which due to COVID-19 are unlikely to be made this year (**ref ii**). In the revenue budget table below, these savings are included within Finance (included in **ref iii** alongside £0.018m of other variances). Additionally, there are some overspends due to an increase in rent following a rent review (**ref iv**).

The Orbis operating model changed from 2020/21. Service areas are now categorised as either "Fully integrated", "Partially integrated" or "Centres of Expertise". This is therefore reflected within the financial tables below. Categorisation is determined by the nature of the service and the participation of sovereign authorities. ESCC contribute to and operate within all Orbis areas.

The total Orbis operating budget is forecast to overspend by £0.215m (**ref x**). This is due to overspends within finance and management budgets, however further work is ongoing to assess these budgets. The ESCC contribution to this overspend is currently forecast as £0.069m. There are also a few potential pressures, mainly caused by the current situation, that have been identified which have not yet been included within the forecast variances, as service areas are assessing these and determining plans to manage them within their control totals.

Capital Programme Summary – The 2020/21 capital budget is £32.248m and includes the £13.308m Schools Basic Need Programme and the £9.214m Building Improvements programme. The full year estimated variance includes slippage of £3.185m, spend in advance of £3.040m and overspends of £0.732m (**ref xii**). The overspends are forecasted additional expenditure due to the impact of Covid-19. The most significant other movements are associated with the Schools Basic Need programme, with a slippage of £1.756m and spend in advance of £3.040m (**ref xi**). The slippage is mainly due to the delays into 2021/22 for Hailsham Secondary. The spend in advance relates to Reef Way. There have also been slippages in the Special Provision in Secondary School project.

Performance Exceptions (See How to read this report for definition)								
Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				Q1 2020/21 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Making best use of resources								
Cost of occupancy of corporate buildings per sq. metre	£161.98	2% reduction on 2019/20 revised cost base	R				£179.38	i

Savings exceptions

Service description	2020/21 (£'000) – Q1 Forecast					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Planned savings - BSD	778	778	372	406	-	ii
Planned savings - Orbis	383	383	198	185	-	
	-	-	-	-	-	
Total Savings	1,161	1,161	570	591	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	1,161	1,161	570	591	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total	Note Ref
Delayed savings	-	591	591	
	-	-	-	
	-	-	-	
Total	0	591	591	

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

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

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

Revenue Budget

Divisions	Planned (£000)			Q1 2020/21 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Business Operations	13	(13)	-	13	(13)	-	-	-	-	
Finance	2,148	(1,654)	494	2,565	(1,647)	918	(417)	(7)	(424)	iii
HR & OD	394	(394)	-	394	(394)	-	-	-	-	
IT & Digital	5,990	(2,414)	3,576	5,990	(2,414)	3,576	-	-	-	
Procurement	977	(510)	467	1,018	(551)	467	(41)	41	-	
Property	26,991	(19,160)	7,831	27,810	(19,786)	8,024	(819)	626	(193)	iv
Contribution to Orbis Partnership	15,981	(4,336)	11,645	15,970	(4,256)	11,714	11	(80)	(69)	v
Subtotal	52,494	(28,481)	24,013	53,760	(29,061)	24,699	(1,266)	580	(686)	vi
COVID-19 related										
HR&OD – Covid-19	-	-	-	-	300	300	-	(300)	(300)	
IT&D – Covid-19	-	-	-	363	-	363	(363)	-	(363)	
Property – Covid-19	-	-	-	5	232	237	(5)	(232)	(237)	
Contribution to Orbis Partnership – Covid-19				383		383	(383)	-	(383)	vii
Subtotal	0	0	0	751	532	1,283	(751)	(532)	(1,283)	viii
Total BSD	52,494	(28,481)	24,013	54,511	(28,529)	25,982	(2,017)	48	(1,969)	ix

Revenue Budget

Divisions		Planned (£000)			Q1 2020/21 (£000)						Note ref
					Projected outturn			(Over) / under spend			
		Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget											
Fully Integrated	Business Operations	12,686	(7,592)	5,094	12,686	(7,592)	5,094	-	-	-	
	IT & Digital	22,892	(3,120)	19,772	22,892	(3,120)	19,772	-	-	-	
	Management	402	-	402	575	(55)	520	(173)	55	(118)	
	Procurement	4,658	(200)	4,458	4,550	(95)	4,455	108	(105)	3	
Partially Integrated	Finance	4,504	(1,249)	3,255	4,524	(1,219)	3,305	(20)	(30)	(50)	
	HR & OD	4,765	(1,539)	3,226	4,765	(1,539)	3,226	-	-	-	
	Management	103	-	103	103	-	103	-	-	-	
Centres of Expertise	Financial Accounting Systems	583	-	583	558	-	558	25	-	25	
	Insurance	601	(266)	335	616	(156)	460	(15)	(110)	(125)	
	Treasury & Tax	346	(22)	324	346	(22)	324	-	-	-	
	Orbis Finance Team	360	-	360	310	-	310	50	-	50	
	Orbis Internal Audit	1,835	(444)	1,391	1,760	(369)	1,391	75	(75)	-	
Total Orbis		53,735	(14,432)	39,303	53,685	(14,167)	39,518	50	(265)	(215)	x
ESCC Contribution				11,645			11,713			(69)	

Capital programme

Approved project	Total project – all years (£000)		2020/21 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2020/21	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
SALIX Contract	3,590	3,590	440	132	440	-	-	-	-	
Property Agile Works	9,713	9,713	374	-	374	-	-	-	-	
Capital Building Improvements	81,052	81,052	9,214	777	9,214	-	-	-	-	
IT & Digital Strategy Implementation	31,543	31,543	4,634	508	4,634	-	-	-	-	
Schools Basic Need	135,524	135,524	13,308	2,601	14,834	(1,526)	(242)	1,756	(3,040)	xi
Special Provision in Secondary School	2,585	2,585	2,379	366	1,690	689	(140)	829	-	
14 Westfield Lane	1,200	1,200	1,200	-	600	600	-	600	-	
Disabled Children's Homes	242	242	242	-	242	-	-	-	-	
Lansdowne Unit (CSD)	7,600	7,600	1,457	342	1,807	(350)	(350)	-	-	
Total BSD Gross	273,049	273,049	33,248	4,726	33,835	(587)	(732)	3,185	(3,040)	xii

Children's Services – Q1 2020/21

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

Summary of successes and achievements

Schools and vulnerable young people – The Government closed all schools in March to stem the spread of COVID-19, with the exception of children considered vulnerable and those with keyworker parents. We have been working with schools in innovative ways to keep their school communities together, their pupils engaged and support attendance for key groups. East Sussex has had some of the highest numbers of vulnerable children and young people in school and we also had one of the highest proportions of secondary schools open. For the period 6 – 10 July, 159 of the 187 schools in East Sussex opened their doors every day to more than 12,600 pupils.

Colleagues across the education and social care systems worked hard to provide reassurance to parent/carers regarding attending school for vulnerable children and young people and the attendance of children with an Education, Health and Care Plans (EHCP) increased significantly. Comparing two Mondays (Monday 25 May 2020 and Monday 06 July 2020) this went from 16 children with EHCPs in May to 564 children with EHCPs in July.

Assessments and exams have not taken place in the 2019/20 academic year. Schools and colleges will provide centre assessment grades for GCSE and A level awards. For this academic year the Department for Education (DfE) will not be publishing data on outcomes or producing league tables.

Primary and Secondary Boards have supported schools to meet the challenges and share good practice at regular area groups/Education Improvement Partnership meetings. External advisers are supporting planning and preparations for school recovery.

The virtual task group 'Keeping Schools Open' was established to oversee the support for schools during lockdown and the recovery period, in order to ensure that provision is offered in line with the government's guidance. Members of the group include staff from across Children's Services and other key teams across the Council – school transport, catering and cleaning contract managers.

A vulnerable children and young people (0-25) virtual group was set up including education and social care staff to agree and implement a process to ensure:

- the assessment and management of risk for vulnerable children during COVID-19 school closures;
- improved systems for sharing information and utilising resources to monitor at-risk children during school closures; and
- identification of barriers to vulnerable children attending school and working together to resolve these so that schools are able to prioritise the right children to attend.

The Council has supported the allocation of 1,187 laptops and tablets to the most vulnerable Year 10 pupils. The Council was the first local authority to order laptops and has committed additional resources to address the gap between DfE allocations and targeted pupils in year 10 requiring equipment to access online learning. Working in partnership with Uni Connect and Hastings Opportunity Area, further resources have enabled us to order in excess of 200 additional devices to support our most vulnerable learners.

Supporting schools to open in September – We have worked closely with schools on the key areas to support schools to fully open for all pupils in September in line with the DfE guidance. The Council has developed a communication campaign to give parents and carers confidence in returning their children and young people to school at the start of the next academic year. The average daily attendance, as a percentage of registered pupils for week commencing 14 September, was 76.8%. This figure is based on DfE returns which are distorted by a number of schools who have not completed their returns on a daily basis.

Participation in education, training or employment with training academic age 16 and 17 – There are significant concerns about the impact of COVID-19 on young people and their opportunities going forward and our target will be reviewed in Q2. Our plans and response to this include: increased frequency and intensity of support from Youth Employability Services; careers hub developing online resources and alternative ways of working i.e. virtual work experience; Track and Place proposal to support year 14 plus (academic age 18); developing an economic recovery plan (led by Community and Transport); and lobbying and inputting to national youth unemployment groups and new government initiatives.

Participation in annual Education, Health and Care Plan (EHCP) review – 94.2% (802 out of 851) children and young people gave their views and/or participated in their annual review in Q1. This is significantly higher than the 85.9% in the comparable period in 2019/20.

Proportion of all new Education, Health and Care Plans (EHCPs) issued within 20 weeks – of all new EHCPs issued in Q1, 84.4% (76 out of 90) including exceptions and 88.1% (74 out of 84) excluding exceptions were issued

within statutory timescales. This is a significant improvement from the comparable period in the previous financial year (29.5% and 29.1%).

Communication and support to parents and carers of children with special educational needs or disabilities – We have improved our communication support to parents and carers over the lockdown period including: a dedicated telephone line for parents and carers of children with special educational needs or disabilities, through the educational psychologist service; resources including videos for children and young people and parents and carers; and we increased the frequency of meetings with our Parents and Carers Forum.

Children subject to Child Protection (CP) plans and Looked after Children (LAC) – The numbers of children subject to CP plans has risen substantially from a rate of 50.9 per 10,000 (542 children) at Q4 2019/20 to a rate of 55.3 (588 children) at Q1. Reasons for this include increased stress within families during COVID-19 and an understandable reluctance to end plans during times of heightened pressure. However, LAC numbers have remained stable throughout the pandemic, a rate of 56.5 per 10,000 (601 children) at Q4 and a rate of 56.4 (599 children) at Q1. Foster carers have worked above and beyond to prevent major difficulties and disruption, however, the numbers of children moving between placements have increased with 68 placements being made during lockdown and there has been a need to source more expensive options for children, including residential placements for young children when no fostering placements (either internally or in agencies) have been available. Reasons for this include: 30% of the Council's foster carers and 25% of supported lodgings providers were isolating throughout, which has meant that they could not be approached to increase capacity and take new children. Some families have also felt unable to retain care of their challenging teenagers during lockdown and 5 children who were on the edge of care in March became LAC, in the context of their involvement in criminal exploitation. All went into residential accommodation.

Initial health assessments for LAC – We have seen further increases in our performance during Q1 building on the much-improved performance in this area over the last 18 months. At a very early stage of the COVID-19 pandemic lockdown we agreed with Health how we would evidence parental consent for initial health assessments and this flexible approach has led to further positive performance during Q1. 91% of initial health assessments were completed within 20 days and 97% within 25 days.

Integrated 0 – 19 Early Help service – The Integrated 0-19 Early Help service was launched successfully at the beginning of April. This meant a major reconfiguration of teams, budgets etc. Although the current COVID-19 context has required a more flexible approach to working with families, health visiting staff have continued to support families via delivery of the Healthy Child programme and keyworkers have maintained contact with families at level 3 on the continuum of need and who have been stepped down from Social Care.

Service user feedback 0 – 19 Early Help Service – 97% of respondents to the feedback surveys who agree that things have changed for the better as a result of getting targeted support from the 0-19 Early Help Service.

Regional Adoption Agency (RAA) – The RAA, Adoption South East, went live on 1 April. The Council is leading this on behalf of Brighton and Hove City Council, West Sussex County Council and Surrey County Council. Staff in the Council's adoption service are part of the RAA and the launch has gone well to date, with very creative responses to the COVID-19 context.

Revenue Budget Summary – The net budget of £88.727m is currently forecast to be overspent by £8.635m by the year end (**ref viii**). Within this, £7.955m relates directly to COVID-19 pressures (**ref vii**) and £0.680m to non COVID-19 pressures (**ref iv**).

The **COVID-19 related pressures** are primarily on the LAC budgets (£4.842m) within Early Health and Social Care (**ref v**) and the Home to School Transport budget (£1.350m) within Communication, Planning and Performance (**ref vi**).

LAC budgets have been directly impacted by COVID-19, with the financial pressures reflected in the increase in new placements during the period to date. As covered above, there has been a mixture of residential and foster provision and semi-independent accommodation from early April onwards, where weekly fees have also increased. In addition, there have also been extra agency costs for staff employed at residential sites to support staff absences. The Care Leavers service has been impacted by placement changes and delayed moves, as well as the universal credit uplift. Lansdowne Secure Unit has also experienced build delays and a resulting loss of income.

The HTST budget has been impacted by school closures which have reduced expenditure to date, but costs are forecast to increase when schools reopen fully in September with the expected changes needed to meet social distancing requirements.

Of the **non COVID-19 related pressures**, £1.372m relates to Early Help and Social Care (**ref iii**). Pressures of £0.856m on the Looked After Children's budgets within this have resulted from new agency placements and in-house foster placements, over and above those anticipated: while the budget allowed for an overall increase in placements of 2 per month, the increase, in June in particular (where there were 4 new placements solely for residential agency), has been higher than both the budget and the trendline from within the forecasting model. It is also likely that while the increase is not directly related to COVID-19, some of the increase is indirectly related to it. There are also Locality

pressures of £0.728m on the Social work staffing budgets. We are pursuing a range of strategies to reduce these pressures. This includes the review of placements as Independent Fostering Agencies start to increase their availability due to lockdown easing.

These non COVID-19 overspends have been mitigated in part by a forecast underspend of £0.662m in Central Resources as a result of efficiencies and pay cost controls (**ref ii**).

Within the above forecast outturn position, £1.794m (**ref i**) of the £2.028m savings planned for 2020/21 are forecast to be achieved this year, with £0.234m to be achieved in future years. £0.188m are being offset within the department this year, and the remaining £0.046m is slipped due to COVID-19.

Capital Programme Summary – The Capital Programme for Children's Services for 2020/21 is £0.978m (**ref xi**) and we are forecasting spend to be on line.

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

Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				Q1 2020/21 outturn	Note Ref
			Q1	Q2	Q3	Q4		
There are no Council Plan exceptions								

Savings exceptions

Service description	2020/21 (£'000) – Q1 Forecast					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
SLES: Performance monitoring	410	410	410	-	-	
I-SEND: EHCP Assessment Services	188	188	-	188	-	
I-SEND: Inclusion Services	19	19	19	-	-	
Early Years: Inclusion Services	85	85	85	-	-	
Early Help	68	1,065	1,019	46	-	
ISEND and ESBAS	-	261	261	-	-	
Total Savings	770	2,028	1,794	234	0	i
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	770	2,028	1,794	234	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total	Note Ref	
I-SEND: EHCP Assessment Services	188	-	188		
Early Help	-	46	46		
Total	188	46	234		

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

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

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

Revenue Budget

Revenue Budget										
Divisions	Planned (£000)			Q1 2020/21 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Central Resources	2,975	(1,578)	1,397	2,313	(1,578)	735	662	-	662	ii
Early Help and Social Care	69,673	(12,528)	57,145	71,444	(12,927)	58,517	(1,771)	399	(1,372)	iii
Education and ISEND	89,619	(6,821)	82,798	89,389	(6,637)	82,752	230	(184)	46	
Communication, Planning and Performance	19,081	(1,643)	17,438	19,106	(1,652)	17,454	(25)	9	(16)	
DSG non Schools	-	(70,051)	(70,051)	-	(70,051)	(70,051)	-	-	-	
Schools	161,772	(161,772)	-	161,772	(161,772)	-	-	-	-	
Subtotal	343,120	(254,393)	88,727	344,024	(254,617)	89,407	(904)	224	(680)	iv
COVID-19 related										
Central Resources	-	-	-	621	-	621	(621)	-	(621)	
Early Help and Social Care	-	-	-	5,328	22	5,350	(5,328)	(22)	(5,350)	v
Education and ISEND	-	-	-	80	377	457	(80)	(377)	(457)	
Communication, Planning and Performance	-	-	-	1,382	145	1,527	(1,382)	(145)	(1,527)	vi
Subtotal	0	0	0	7,411	544	7,955	(7,411)	(544)	(7,955)	vii
Total Children's Services	343,120	(254,393)	88,727	351,435	(254,073)	97,362	(8,315)	(320)	(8,635)	viii

Capital programme

Capital programme										
Approved project	Total project – all years (£000)		2020/21							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2020/21	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
House Adaptations for Disabled Children's Carers	1,057	1,057	104	7	104	-	-	-	-	
Schools Delegated Capital	23,697	23,697	791	(133)	791	-	-	-	-	
Conquest Centre redevelopment	356	356	83	-	83	-	-	-	-	
Total CSD Gross	25,110	25,110	978	(126)	978	0	0	0	0	ix

Communities, Economy & Transport – Q1 2020/21

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

Summary of successes and achievements – Construction of the Newhaven Port Access Road has continued in Q1, with social distancing rules in place, completion is currently scheduled for autumn 2020. 30 carriageway asset improvement schemes were completed in Q1, to maintain and improve the condition of the county's roads. Q1 data for the number of additional premises with improved broadband speeds will be available in Q2; the latest progress report shows that superfast coverage is now at 97% in East Sussex, with overall take-up at 71%. Initial discussions on forming a pan-Sussex tourism group have begun. We are also exploring the possibility of applying for emergency funding for 1066 Country, Visit Eastbourne and Sussex Modern, to support the promotion of various tourism campaigns. As our libraries and The Keep were closed in Q1, many members of staff were redeployed (along with staff from our Customer Services Team) to support other services which were experiencing greater demand or to help support the emergency response. Services supported included the Registration Service, the Emergency Control Centre, the Multi Agency Information Cell and the Excess Deaths workstream. Staff were involved in the management and operation of Adult Social Care's food delivery scheme, delivering urgent food drops to residents who were shielding and who had no other means of obtaining food at short notice. The Library Service also set up a call centre at Ropemaker Park in Hailsham, to provide further support to Adult Social Care in making telephone calls to people who were on the shielded list from the government.

Queensway Gateway Road – Work has been suspended, with Sea Change Sussex (SCS) aiming to get contractors back on site in Q2, with a view to opening the temporary link road to the A21 by the end of Q2. Opening the temporary link is dependent on social distancing working arrangements being in place, as well as securing a temporary traffic regulation order and stopping-up order for Whitworth Road and Junction Road respectively. The Council is continuing to work with SCS to progress the land acquisition needed to deliver a permanent solution, potentially via a Compulsory Purchase Order.

Employability and Skills – Skills East Sussex met three times in Q1 to support the development of the East Sussex Economy Recovery Plan and to continue to deliver against the Skills East Sussex Strategy. The sector task groups have met, to give important business sectors the chance to feed into the plans. The Careers East Sussex group met in Q1 and agreed to amend its career campaign to support recovery and refocus on addressing unemployment. Schools were supported by the Careers Hub in Q1 to achieve an average of 4.9 of the Gatsby benchmarks. The development of the Careers East Sussex web portal is underway, including an events calendar, resources for Careers Leaders and Enterprise Advisers, that help meet the Gatsby benchmarks, and resources for Industry Champions to help them engage with children in schools.

Business Support and job creation – Over 40 businesses have been approved to receive a grant in Q1; but the number of business engagement events to promote SECCADS has been limited due to COVID-19. Businesses were supported to create 21.5 jobs in the county through business support programmes in Q1 (ref i). Locate East Sussex helped one business to remain the county, this figure is expected to increase in Q2 once the economy begins to reopen.

Road Safety – A number of the trials of the behavioural change initiatives launched as part of the Council's £1m Road Safety Programme are now coming to an end with results from these expected during Autumn/Winter 2020. A number of the trials have been affected by COVID-19 and these will now need to be extended for a number of months to ensure a statistically significant outcome. Six road safety schemes have been completed in Q1, with one further scheme currently under construction and due to be completed shortly.

Trading Standards – 33 delegates received online business training activities in Q1, while 193 businesses were provided with advice regarding COVID-19 closures. There were 67 positive interventions to protect vulnerable people, including remote contact with 66 victims of rogue trading or financial abuse, and one intervention from the rapid response team.

Waste – The final outturns for 2019/20 show that 528kg/hh of waste was re-used, recycled or composted or used beneficially, against a target of 540kg/hh. The total amount of household waste exceeded the target, with 958kg/hh collected, against a target of 970kg/hh. The Council's Waste Teams have worked closely with all Districts and Boroughs to ensure services continued to be delivered throughout the pandemic.

Revenue Budget Summary – The revenue budget is forecast to overspend by £7.405m. Only £323k of the £2.362m savings will be achieved this year mainly due to the delay in implementing the new parking charges and reduced income as a result of COVID-19 (ref ii). There is a pressure of £7.886m relating to additional costs and reduced income resulting from COVID-19 (ref iv). The most significant COVID-19 pressures are in Transport and Operations where car parking income is down £2.345m (this has reduced the planned Parking contribution to Concessionary Fares). Increased collection volumes and the cost of reopening household waste sites with social distancing, have resulted in a COVID-19 related overspend of £1.2m in the Waste service (ref iii). The overspend in Communities is mostly due to lost income from marriages and other ceremonies (£1.06m) along with reduced Road Safety training

income. The Council's share of the pan Sussex cost of excess deaths as a result of COVID-19 is expected to be £407k. Income is also down in across other services. There is a non COVID-19 related underspend of £481k which is mostly due to reduced pre COVID-19 waste volumes.

Capital Programme Summary – The CET capital programme had a gross budget of £62.883m and has slippage of £14.407m, spend in advance of £150k, overspend of £478k and an underspend of £153k. Of the slippage £12.094m is due to COVID-19 delays. The COVID-19 related slippage is mostly within the various movement and access schemes (**ref viii,ix,x,xi**). These schemes rely on public involvement in terms of surveys and transport monitoring. The South East Local Economic Partnership have granted a six-month COVID-19 extension to their Local Growth Fund schemes and as a result the Skills for Rural Business scheme will slip (**ref v**). The Newhaven Port Access Road is progressing well, and the risk contingency will not be spent this year nor will some after construction costs which will be due when the Port complete their part of the works (**ref vi**). Low take up from parish councils means the Community Match Fund has slipped (**ref xi**). The Exceat Bridge scheme has slipped due to extended consultations with stakeholders with the completion expected in late 2022/23 (**ref xii**). The programme now includes the additional funding for Emergency Travel Fund schemes (**ref xiii**). The overspend on the Highways Structural Maintenance programme is due to the cost of ensuring social distancing (**ref xiv**). There is also a risk to the general availability of commodities for capital works which could increase costs across the sector later in the financial year, although this is uncertain at this stage.

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

View how to read this report for further information								
Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				Q1 2020/21 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
Job creation from East Sussex Programmes	141 jobs created	135 jobs safeguarded or created	A				New jobs created: 21.5 FTE	i

Savings exceptions

Service description	2020/21 (£'000) – Q1 Forecast					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Archives and Records Service	74	74	60	14	-	
Road Safety Services	33	33	33	-	-	
Parking: Civil Parking Enforcement	1,000	2,000	-	2000	-	
Concessionary Fares	70	70	70	-	-	
Transport Hub Services	30	30	30	-	-	
Rights of Way Services	100	100	100	-	-	
Environmental Advice Services	25	25	-	25	-	
Ashdown Forest	30	30	30	-	-	
Total Savings	1,362	2,362	323	2,039	0	ii
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	1,362	2,362	323	2,039	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total	Note Ref
Reduced contribution from Parking to Concessionary Fares and reduced contribution to reserves	-	2,000	2,000	
Environmental Advice vacancy	25	-	25	
Archives and Records additional income	14	-	14	
Total	39	2,000	2,039	

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

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

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

Revenue Budget										
Divisions	Planned (£000)			Q1 2020/21 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Management and Support	3,589	(1,487)	2,102	3,599	(1,487)	2,112	(10)	0	(10)	
Customer and Library Services	6,962	(2,033)	4,929	6,870	(2,080)	4,790	92	47	139	
Communities	4,438	(2,806)	1,632	4,426	(2,776)	1,650	12	(30)	(18)	
Transport & Operational Services	83,340	(46,874)	36,466	81,863	(45,722)	36,141	1,477	(1,152)	325	iii
Highways	15,110	(2,462)	12,648	15,110	(2,462)	12,648	0	0	0	
Economy	3,211	(2,033)	1,178	3,150	(1,972)	1,178	61	(61)	0	
Planning and Environment	2,878	(1,990)	888	3,156	(2,313)	843	(278)	323	45	
Subtotal	119,528	(59,685)	59,843	118,174	(58,812)	59,362	1,354	(873)	481	
COVID-19 related										
Management and Support	-	-	-	520	1,000	1,520	(520)	(1,000)	(1,520)	
Customer and Library Services	-	-	-	98	150	248	(98)	(150)	(248)	
Communities	-	-	-		1,186	1,186	0	(1,186)	(1,186)	
Transport & Operational Services	-	-	-	1,184	2,508	3,692	(1,184)	(2,508)	(3,692)	
Highways	-	-	-	538	195	733	(538)	(195)	(733)	
Economy	-	-	-	55	218	273	(55)	(218)	(273)	
Planning and Environment	-	-	-	15	219	234	(15)	(219)	(234)	
Subtotal	0	0	0	2,410	5,476	7,886	(2,410)	(5,476)	(7,886)	iv
Total CET	119,528	(59,685)	59,843	120,584	(53,336)	67,248	(1,056)	(6,349)	(7,405)	

Capital programme										
Approved project	Total project – all years (£000)		2020/21 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2020/21	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
The Keep	1,091	1,091	24	-	24	-	-	-	-	
Libraries	5,140	5,140	670	123	670	-	-	-	-	
Broadband	33,800	33,800	4,279	66	4,279	-	-	-	-	
Bexhill and Hastings Link Road	126,247	126,247	1,652	56	1,652	-	-	-	-	
BHLR Complementary Measures	1,800	1,800	219	2	219	-	-	-	-	
Economic Intervention Fund	12,033	12,033	542	61	542	-	-	-	-	
Economic Intervention Fund - Loans	3,000	3,000	500	472	650	(150)	-	-	(150)	
Stalled Sites Fund	916	916	152	20	152	-	-	-	-	
EDS Upgrading Empty Commercial Properties	500	500	7	-	-	7	-	7	-	
Queensway Gateway Road	10,000	10,000	504	-	504	-	-	-	-	
Bexhill Enterprise Park North	1,940	1,940	1,940	-	1,540	400	-	400	-	
Skills for Rural Businesses - Post Brexit	2,918	2,918	2,189	-	1,189	1,000	-	1,000	-	v
Sidney Little Road Business Incubator Hub	500	500	435	(44)	335	100	-	100	-	
Bexhill Creative Workspace	960	960	946	(14)	946	-	-	-	-	
Newhaven Port Access Road	23,271	23,271	4,054	1,100	3,200	854	-	854	-	vi
Real Time Passenger Information	2,963	2,963	284	26	284	-	-	-	-	
Parking Ticket Machine Renewal	1,479	1,479	291	-	138	153	153	-	-	
Hastings and Bexhill Movement & Access Package	9,057	9,057	6,169	10	1,581	4,588	-	4,588	-	vii
Eastbourne/South Wealden Walking & Cycling Package	7,017	7,017	2,988	126	802	2,186	-	2,186	-	viii
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	1,203	(19)	135	1,068	-	1,068	-	ix
Terminus Road Improvements	9,182	9,182	-	59	-	-	-	-	-	
Eastbourne Town Centre Movement & Access Package	3,486	3,486	3,014	12	390	2,624	-	2,624	-	x
Other Integrated Transport Schemes	56,119	56,119	3,235	176	3,207	28	-	28	-	
Community Match Fund	1,500	1,500	769	(26)	83	686	-	686	-	xi
Exceat Bridge	4,133	4,133	1,500	32	734	766	-	766	-	xii
Queensway Depot Development	1,956	1,956	1,153	10	1,153	-	-	-	-	
Hailsham HWRS	97	97	97	-	97	-	-	-	-	
Emergency Travel Fund	535	535	535	-	535	-	-	-	-	xiii
Core Programme - Highways Structural Maintenance	380,207	380,207	19,404	4,689	19,844	(440)	(440)	-	-	xiv
Core Programme - Bridge Assessment Strengthening	25,770	25,770	1,267	301	1,305	(38)	(38)	-	-	
Core Programme - Street Lighting	24,759	24,759	1,331	200	1,331	-	-	-	-	
Core Programme - Street Lighting - SALIX scheme	2,804	2,804	935	-	935	-	-	-	-	

Capital programme										
Approved project	Total project – all years (£000)		2020/21 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2020/21	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Core Programme - Rights of Way Bridge Replacement	8,748	8,748	596	89	496	100	-	100	-	
Total CET	766,278	766,278	62,884	7,527	48,952	13,932	(325)	14,407	(150)	

Governance – Q1 2020/21

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

Reconciling Policy, Performance and Resources (RPPR) – The State of the County report, to be considered by Council in October and as reported to Cabinet in July, sets out the initial impacts COVID-19 has had on the Council and the county, and how we can move towards recovery, including opportunities offered by the new partnerships which have been fostered during the pandemic. COVID-19 has caused an unprecedented level of financial uncertainty and the need for a sustainable long-term funding solution remains. The Council Plan and Portfolio Plans 2020/21 have been refreshed with completed outturns, there have been some changes to the performance measures and targets, based both on the outturns now available and due to the impact of COVID-19. The updated plans are available on our website.

Transport for the South East (TfSE) – The Shadow Partnership Board approved the 30-year transport strategy at their meeting on 16 July. The strategy sets an ambitious 2050 vision which shows that with the right investment in the region's transport network the South East's economy will more than double, creating an additional 500,000 jobs, boosting quality of life and access to opportunities and helping cut the South East's carbon emissions to net-zero.

The Board also approved the proposal for statutory status, which sets out the powers and responsibilities that will help to achieve the 2050 vision, including road and rail, smart ticketing and air quality powers. The proposal has received the formal consent of the 16 local transport authorities and has been submitted to the Secretary of State for Transport, alongside the final transport strategy. If the bid for statutory status is successful, TfSE will become a statutory body in summer 2021. A communications and engagement campaign to support the bid has commenced, with briefing sessions for MPs arranged in July 2020.

The Department for Transport (DfT) confirmed that grant funding has been awarded to TfSE for 2020/21 to support the delivery of the technical programme. The amount will be confirmed imminently. Work continues at pace on the technical programme. Work on the Future Mobility Strategy is underway and the procurement exercise for the five Area Studies has recently been completed. Due to budgetary constraints, initial work will focus on one area study, although this will be accelerated depending on the amount of DfT grant made available.

Corporate Lobbying – In Q1 we worked with our partners in the County Councils Network (CCN) and South East 7 to raise and maintain Government's awareness of the financial cost of the coronavirus pandemic, and the need for full compensation of additional costs and income lost in the response. The Leader met regularly with local MPs to brief them on the Council's COVID-19 response and financial position, and discuss other local issues. The Chief Executive and Leader continue to regularly engage with ministers and civil servants in the Ministry for Housing, Communities and Local Government and other departments to make representations on the provisions councils need to continue the COVID-19 response and play an active role in recovery.

Supporting democracy – During Q1, in light of COVID-19 restrictions, we facilitated the transition of Council meetings to a remote meeting format using video conferencing technology. Local democratic accountability and transparency were maintained throughout by rapidly putting in place the necessary practical arrangements and new procedures to hold Member meetings remotely under temporary regulations. This enabled core business to continue in a transparent and open way. Public access to remote meetings has been arranged via our existing webcasting site and agendas for remote meetings are being published as normal. During Q1 we supported 22 virtual meetings including: one County Council meeting; two Cabinet meetings; nine Lead Member meetings; two Scrutiny Boards; and nine other committees and panels. We also published agendas for a further 13 meetings which will be held in Q2.

The Member development programme was realigned in Q1 to focus on supporting the transition to virtual meetings. Three online training sessions were provided to Members, covering the use of video conferencing technology and virtual meeting procedures, supported by the development of a Member guide to remote meetings. The Member ICT and Development Reference Group met regularly to provide oversight of the arrangements for remote meetings.

The Council's Scrutiny Committees continued to undertake research and hold informal virtual meetings to support ongoing scrutiny work where feasible during Q1, whilst suspending formal meetings to enable frontline services to focus on the emergency COVID-19 response. Health Overview and Scrutiny Committee Members have raised a range of questions about the impact of COVID-19 on NHS services on behalf of local residents via regional briefings with NHS leaders.

Significant work was undertaken by the East Sussex School Appeals Service during Q1 to design and implement an approach to holding appeal hearings remotely under temporary regulations, which came into effect nationally from 24 April. All planned appeal hearings were rearranged in line with the agreed temporary arrangements, with significant support provided to independent volunteer panel members, parents and admission authorities to participate fully in the remote hearing process. Remote hearings for the main round of appeals began during Q1 and will continue into Q2 ahead of the start of the new academic year in September. It is anticipated that the vast majority of appeals will be heard by the end of the summer term as originally planned, despite the delayed start due to COVID-19 restrictions. In total 225 school admission appeals were received during Q1. During this period, we also held 11 separate appeal

hearings, three of which took place over several days. The majority of appeals were submitted by parents using the secure online digital appeal management system. This system, which was developed in-house, has provided significant benefits in the context of remote working.

Legal Services – During Q1 we assisted Trading Standards in securing a restraint order in relation to the proceeds of sale from a house, pending prosecution of the homeowner who is suspected of committing fraud by running a scam company. In Q1 most criminal trials have been suspended as have all education prosecutions but it is anticipated that these prosecutions will be effective from September 2020. In Q1 we carried out 67 cases involving the protection of vulnerable adults (compared to 68 in Q4 of 2019/20) and 31 Deprivation of Liberty Safeguarding Applications in the Court of Protection (compared to 57 in Q4 of 2019/2020). We have also continued to provide advice and support to Adult Social Care in relation to the Coronavirus Act 2020 and related guidance.

During Q1, we also advised and assisted Children's Services in pre-proceedings and court applications for care proceedings, with the priority always of seeking ways to keep children within their family when it is safe to do. We provided advice and assistance in relation to a wide range of other children's matters, such as private law applications, secure accommodation, deprivation of liberty, wardship and judicial review. We have continued to work creatively with Children's Services and the Courts to find solutions to the impact of COVID-19 on the carrying out of assessments and on the progression of court proceedings in order to avoid delays where possible in relation to final decisions being made for children. This has included East Sussex making an offer to facilitate parents in a number of cases to attend hearings remotely by providing technology and use of local authority rooms. The latest guidance from the President of the Family Division issued this month is that with court capacity for full face to face hearings following government guidance being limited, remote and hybrid hearings will be a feature for the remainder of 2020 and into Spring 2021, but that decisions cannot be put on hold and children's welfare must be at the forefront of minds. The organisation of remote hearings is time consuming due to arrangements having to be tailored to the individual circumstances of the parties to the case. Legal Services will continue to be instrumental in the organisation of those hearings for some months to come.

In Q1 we completed planning agreements which helped to secure financial contributions to the Council of £1,075,000. We also finalised a substantial agreement allowing works to commence on a site in Uckfield, which will unlock an extensive house building programme, and we finalised an agreement with Highways England to enable the Council to complete elements of a road improvement scheme straddling the county highway and Highways England Trunk Road in the Glyne Gap area of Bexhill. During Q1 we also advised on a significant adverse possession claim, assisting in collating and presenting evidence to prove the land to be a highway so that the claim was withdrawn. In Q1 we also worked with the Services to Schools team to review contract terms, which has resulted in a significant increase in positive engagements with schools. In addition, we also advised on 37 new contract and procurement matters and 18 new property transactions.

Coroner Services – On average 193 deaths per month were reported to the Coroner in Q1. This is lower than the 2019/20 Q4 figure of 206 and higher than the 2019/20 average of 178. In Q1, 62 inquests were opened, whereas 99 were opened in Q4 of 2019/20. However, only 1 inquest was closed in Q1 compared to 64 in Q4 of 2019/20. COVID-19 has not impacted significantly on deaths reported to the Coroner because it is capable of being a natural cause of death and is not therefore a reason on its own to refer a death to a Coroner. However, where non-paper inquests cannot be held remotely and have currently been delayed until August 2020, this has impacted on the number of inquests that the Coroner has been able to close.

Regulation of Investigatory Powers Act (RIPA) – There were no RIPA applications during Q1. A Facebook Usage Policy is being formulated, which will draw upon direction from the Investigatory Powers Commissioner's Office on whether RIPA applications need to be considered, if non-overt engagement with Facebook users is undertaken by Council employees.

Local Government Ombudsman complaints – On 29 March the Ombudsman suspended all casework to enable local authorities to focus on key services during the COVID-19 pandemic. After consultation with local authorities some casework resumed on 22 May and on 29 June the suspension was fully lifted.

Six decisions were issued in Q1 with two of these cases relating to Adult Social Care (ASC), three to Communities, Economy & Transport (CET) and one to Children's Services (CS). Two were closed before a full Ombudsman investigation, in one case this was due to insufficient evidence of fault and for the other the Ombudsman felt it was reasonable for the complainant to go to court to seek a remedy.

Of the four fully investigated, one was closed with no fault found and the following three were closed with the complaint partly or fully upheld.

CET – The Ombudsman found the Council at fault in the way it ran a tender for a contract because it did not establish whether the complainant's bid was compliant before awarding them the contract. The Council has agreed to apologise to the complainant, to pay him £250 for the frustration that he experienced at having the contract rescinded, and to review its procurement procedures.

CET – The Ombudsman found the Council at fault as it failed to follow up on reports about unauthorised work on the highway and there was also some fault in the Council's record keeping. The Council has agreed to apologise to the complainant and review its record keeping procedures.

CS – The Ombudsman found fault with the Council for failing to provide respite services. Despite accepting that there were good reasons for this, the Ombudsman considers that the failure to provide a service to meet an assessed need is a fault. The Ombudsman also found fault as there was some delay in progressing to Stage Two and Stage Three of the statutory complaint procedure. The Council has agreed to:

- pay the complainant £7,800 to acknowledge the impact of a loss of a non-monetary benefit for 39 months and £200 for the avoidable time and trouble caused by delay in progressing the complaint;
- review the complainant's daughter's 'child in need plan' to determine what support is necessary and appropriate and put it in place; and
- review its children's social care complaints procedures to ensure they reflect the statutory guidance on progressing to Stage Two where complainants are unhappy with the Stage One response, and on engaging in alternative dispute resolution methods following Stage Two rather than Stage One.

Effective publicity and campaigns – An online survey about public experiences of coronavirus was completed by 10,335 residents and the results have been published. The survey ran for two weeks in June and used a chat format on both the web and social media to broaden the range of responders. A separate survey by phone has also been carried out in June with results to come.

Media work – There were 306 media stories about the Council in Q1, of which 136 were positive and 134 were neutral (stories are classified as positive if they generally celebrate an aspect of the Council's work and neutral if they balance any criticism with positive comment from the Council or others). The press office issued 32 press releases, generating 95 stories. 174 media enquiries were handled.

The number of schools open and COVID-19 case figures featured heavily in the media enquiries in Q1, as did the issues caused by the number of people heading to Camber Sands during June's heatwave.

The Council's Active Travel plan submitted to the DfT attracted positive publicity, as did Public Health's spring cards initiative which, as well as local and regional coverage was picked up by the Press Association, resulting in 186 online stories on news sites across the country from the Dorset Echo to the Glasgow Evening Times. The project was also covered by Mail Online.

Web activity – Web pages offering public information and support with COVID-19 were published on the council website as the disease arrived in the UK. These pages were viewed 58,102 times in Q1. There have been 80,820 views of these pages up to 15 July 2020. In Q1 the entire council website was accessed almost 665,733 times, with more than 2 million page-views.

South East 7 (SE7) – SE7 Leaders and Chief Executives have maintained contact throughout the COVID-19 response. The partnership has continued to provide an important forum for enhancing councils' understanding of the shifting policy landscape; and for augmenting approaches to a range of issues, including sourcing PPE, Local Outbreak Planning, re-opening services, supporting the return of schools and lobbying for adequate funding and future funding certainty.

Partnership with West Sussex County Council (WSCC) – During the pandemic we have worked with WSCC to share approaches for HR practices and responses, and how we maintain the democratic process with virtual meetings. We have worked closely through the Sussex Resilience Forum on the emergency response and continue to do so through the easing of lockdown and planning for recovery. We have shared information on the procurement of Personal Protective Equipment and shared a bulk order of face masks to secure an improved price. Work is ongoing regarding further joint procurements including accessing each other's Frameworks. There are ongoing discussions about waste and highways management and significant support has been provided by Children's Services to recruitment within WSCC. This closer working will reduce the risks to the Council's workforce development of a competitive rather than collaborative approach. Close working between the Leaders, including through greater involvement with SE7 partners at Member and officer level, has strengthened our collective lobbying voice at local, regional and national level, including within the CCN, the Local Government Association and with Government.

Health and Wellbeing Board (HWB) – The Board met on 14 July and work on the joint plan with health has begun again following suspension during the initial response to the COVID-19 pandemic. The joint plan will also now include programmes on Children and Mental Health. Reports were also received on the Healthwatch Annual Report, Sussex Wide Children and Young Person's Emotional Health and Wellbeing Service Review and joint targeted inspection of multi-agency responses to children's mental health in East Sussex. The Board also agreed the East Sussex Local Outbreak Plan.

Revenue budget summary – Governance Services are reporting a balanced budget at Q1. It is expected that £26k of costs will be incurred as a result of COVID-19 but that this will be mitigated from underspends within the department.

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				2020/21 outturn	Note ref
			Q1	Q2	Q3	Q4		
There are no Council Plan targets								

Savings exceptions						
Service description	2020/21 (£'000)					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
There are no targeted savings in 2020/21	-	-	-	-	-	
	-	-	-	-	-	
Total Savings	0	0	0	0	0	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	0	0	0	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total	Note Ref
	-	-	-	
Total	0	0	0	

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

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

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

Revenue Budget										
Divisions	Planned (£000)			Q1 2020/21 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Corporate Governance	4,187	(74)	4,113	4,110	(226)	3,884	77	152	229	
Corporate Support	3,455	(592)	2,863	3,683	(617)	3,066	(228)	25	(203)	
Subtotal	7,642	(666)	6,976	7,793	(843)	6,950	(151)	177	26	
Covid Related										
Corporate Governance	-	-	-	-	-	-	-	-	-	
Corporate Support	-	-	-	26	-	26	(26)	-	(26)	
Subtotal	0	0	0	26	0	26	(26)	0	(26)	
Total Governance	7,642	(666)	6,976	7,819	(843)	6,976	(177)	177	0	

[illegible]

Strategic Risk Register – Q1 2020/21		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
16	<p>COVID-19</p> <p>Adverse impact of Covid-19 sickness and restrictions on Council finances and services. Reduced ability to deliver services, priorities and long-term planning, impacting on e.g. protecting and supporting vulnerable adults and children, education and schools, roads and infrastructure, local economic growth, and the Council's workforce. Capacity to manage a response to a significant sustained increase in Covid-19 cases (a second wave). Adverse impact of Covid-19 on local health, wellbeing and economy creating new long-term need for Council services.</p>	<p>Services have changed and adapted to the changing situation and Government guidance. We are endeavouring to keep services going as far as possible and to offer other options when it isn't possible. Looking after the most vulnerable people in our community is our absolute priority and community hubs have been established with Borough and District partners to support those that need additional help. We have received additional funding from the Government and are closely monitoring our Covid-19 spend. We are also monitoring impacts on the economy and wider community and developing recovery plans with our partners.</p> <p>We have developed a Local Outbreak Plan to prevent, where possible, and respond to and contain local outbreaks, with specific measures for high risk areas.</p> <p>The Corporate Management Team are meeting regularly to ensure our response and recovery is effectively co-ordinated and working well through our established partnerships and the new partnerships, which come into operation when we are operating under the Civil Contingencies Act, including the Sussex Resilience Forum and the Local Health Resilience Forum. Preparation for a reasonable worst-case scenario of a second wave of infections is taking place in ESCC and coordinated across the Sussex Resilience Forum.</p> <p>Extensive co-ordination and lobbying are taking place at Member and officer level through SE7, CCN and other arrangements.</p>
12	<p>CYBER ATTACK</p> <p>The National Cyber Security Centre (NCSC) has highlighted the substantial risk to British web infrastructure with elevated levels of Cyber Crime being reported against all areas of government.</p> <p>Cyber-attacks often include multi vector attacks featuring internet based, social engineering and targeted exploits against hardware, software and personnel. The remote nature of the internet makes this an international issue and an inevitable risk. There is a significant rise in global and local Cyber based attacks, which are increasing in sophistication in terms of technology and social based insertion methods. The Covid-19 pandemic has increased the need to carry out many additional functions virtually and remotely and there are more requests to relax security controls, with services more likely to take risks on the technology they procure and how they use it.</p> <p>Examples of the impact of a Cyber Attack include:</p> <ul style="list-style-type: none"> • Financial fraud related to phishing of executives and finance staff; 	<p>Most attacks leverage software flaws and gaps in boundary defences. Keeping software up to date with regular patching regimes; continually monitoring evolving threats and re-evaluating the ability of our toolset to provide adequate defence'. Ongoing discussion and communication with the Information Security industry to find the most suitable tools and systems to secure our infrastructure.</p> <p>IT&D use modern security tools (e.g. Splunk) to help monitor network activity and identify security threats. These tools have proved their value in preventing and quickly tracing, isolating and recovering from significant malware attacks. IT&D continues to invest in new tools which use AI and machine learning to identify threats by analysing network traffic and patterns for abnormal behaviour. The increasing use of Software As A Service adds additional risk for the user outside of the corporate data centre and core managed platforms, so elements of Cloud Access Security Broker functionality are being looked into but are expensive.</p> <p>Enhancing user awareness - Expanding E-Learning and policy delivery mechanisms to cover Cyber threat, educating staff around the techniques and methods used by active threats and providing GDPR training and workshops to cascade vital skills and increase awareness of responsibilities under Data Protection legislation.</p> <p>ESCC servers moved to the Orbis Primary Data Centre for resilience – An accredited Tier 3</p>

Strategic Risk Register – Q1 2020/21		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
	<ul style="list-style-type: none"> • Loss of Personally Identifiable Information and subsequent fines from Information Commissioner's Office (4% of global revenue under the new General Data Protection Regulations); • Total loss of access to systems that could lead to threat to life. <p>A successful cyber-attack can shut down operations - not just for a few hours, but rather for multiple days and weeks. The collateral damage, such as information leaks and reputational damage can continue for much longer. Added to that, backup systems, applications and data may also be infected and therefore, of little usable value during response and recovery operations - they may need to be cleansed before they can be used for recovery. This takes time and consumes skilled resources, reducing capacity available to operate the usual services that keep the Council working.</p> <p>Our external technology stack is dependent on vendors ensuring that their products are up to date against the methods employed by internet-based threats.</p> <p>Furthermore, aside from the technical risks - social engineering-based insertion methods (such as legitimate looking emails which trigger viral payloads) are becoming harder to identify and filter.</p>	<p>environment certified to these standards:</p> <ul style="list-style-type: none"> • ISO 27001 - IT Governance and Information Security Management • ISO 9001 - Quality Standard in Customer Service, Customer Processes, Product Process and Service, Efficiency and Continuous Improvement • ISO 14001 - Environmental Management and Best Practices for Corporate Environmental Responsibility. <p>Disaster Recovery services are similarly relocated in a Tier 3 Data Centre environment (Orbis Secondary Data Centre in Guildford).</p>

Strategic Risk Register – Q1 2020/21		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
4	<p>HEALTH</p> <p>Failure to secure maximum value from partnership working with the NHS. If not achieved, there will be impact on social care, public health and health outcomes and increased social care cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives.</p>	<p>Our collective business associated with the East Sussex Health and Social Care Plan and integration programme has been paused since March in order to enable our health and social care system to focus on the management of our urgent response to the Covid-19 pandemic. This has included:</p> <ul style="list-style-type: none"> • Adapting our system governance in order to deliver the emergency response where this has required coordination and grip across the whole system, for example hospital discharge and mutual aid support to care homes. • The production of system plans to support hospital discharge including integrated commissioning of additional bedded capacity, the local response to the DHSC Action Plan for Adult Social Care and the Care Homes Resilience Plan. <p>We will continue to work as a whole health and social care system to manage existing and new challenges and requirements as they arise from Covid-19 and deliver co-ordinated support across all aspects of social care, and for the Council will be managed alongside significant financial risks that have arisen from the pandemic as we move into second wave planning and winter pressures. Funding arrangements for hospital discharges were initially confirmed from 19th March to 31st July, and local agreements and processes have been agreed via the East Sussex CFO Group and operated without issues to date. NHSE have committed to extend funding to September, with new conditions expected to be published by Friday 17th July, and the local discharge funding arrangements and the transition process will be reviewed in light of this.</p> <p>In May our system started a process to revise our integration programme as we moved into further phases of the Covid-19 response and the wider recovery process. This will take into account the changes due to Covid-19 to integrate the learning and sustain new models of delivery where there are agreed benefits, to produce a revised programme of the critical shared priorities, projects and objectives that will ensure our continued focus on local health and social care system issues. There will be a continual requirement to balance the ongoing need to respond the pandemic with the pace and delivery of transformation, and attention has also been given to programme capacity and the resources needed to support delivery of our shared priorities. The next step will be to develop a framework of realistic programme metrics and resources for the remainder of 2020/21. We have also started to revisit our objectives and next steps for integrated health and social care commissioning for our population to support how we shape and strengthen our East Sussex ICP as both a commissioner and provider of services, in light of the faster more collaborative approach between commissioners and providers emerging as a result of Covid-19.</p>

R

Strategic Risk Register – Q1 2020/21		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
5	<p>RECONCILING POLICY, PERFORMANCE & RESOURCE</p> <p>Failure to plan and implement a strategic corporate response to resource reductions, demographic change, and regional economic challenges in order to ensure continued delivery of services to the local community.</p>	<p>We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning. We take a commissioning approach to evaluating need and we consider all methods of service delivery. We work with partner organisations to deliver services and manage demand.</p> <p>We take a 'One Council' approach to delivering our priorities and set out our targets and objectives in the Council Plan. We monitor our progress and report it quarterly. Our plans take account of known risks and pressures, including social, economic and demographic changes and financial risks.</p> <p>The Coronavirus pandemic has had, and will continue to have for a long time, profound impacts on our communities and services. We are operating in new, changing and uncertain contexts. We will review and undertake research to track and understand the impacts. We will update and reset our performance targets, priorities, service offers and financial plans, as required, to reflect them.</p>
15	<p>CLIMATE</p> <p>Failure to limit global warming to below 1.5°C above pre-industrialisation levels, which requires global net human-caused emissions of carbon dioxide (CO2) to be reduced by about 45 percent from 2010 levels by 2030, reaching 'net zero' by 2050 at the latest. The predicted impacts of climate change in East Sussex include more frequent and intense flooding, drought and episodes of extreme heat, as well as impacts from the effects of climate change overseas, such as on food supply. This will lead to an increase in heat-related deaths, particularly amongst the elderly, damage to essential infrastructure, increased cost of food, disruption to supply chains and service provision, and greater coastal erosion.</p>	<p>Climate change adaptation: we are following national adaptation advice, including working with partners on flood risk management plans, a heatwave plan and drought plans.</p> <p>Climate change mitigation: we are continuing to reduce the County Council's own carbon footprint, which was cut by 56% between 2008-9 and 2018-19.</p> <p>The County Council declared a Climate Emergency in October 2019 and committed to achieve net zero carbon emissions from the County Council's own activities as soon as possible, and by 2050 at the latest. A corporate climate emergency plan was agreed by Cabinet on 2nd June. A new post of Climate Emergency Officer has been created to lead on delivering the plan and the new postholder will start on 1st July. A senior Officer climate emergency board has been set up and is holding its first meeting on 3rd July.</p>

Strategic Risk Register – Q1 2020/21		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
14	<p>NO TRADE DEAL BREXIT</p> <p>Brexit transition period ends with no agreed trade deal or future relationship between the UK and EU leading to disruption. Key areas at risk of disruption are:</p> <ul style="list-style-type: none"> •At Newhaven Port and on the surrounding road network due to new port checks; •In business and economic activity, due to import/export administrative complexities for SME's, supply chain disruption and goods storage, impact of trade tariffs on consumer purchasing power, and workforce supply; •The Covid-19 pandemic response and local outbreak management e.g. through disrupting international supply chains for PPE; and •delivery of Council Services. <p>The impact of this risk could be heightened should disruption coincide with other events such as an increase in Covid-19 infection rates or extreme weather, which challenges the Council's capacity to respond to events effectively and interrupts recovery of the economy from the Covid-19 pandemic.</p>	<p>Many of the key areas at risk of disruption are already on the Strategic risk register (Covid-19 response, Local Economic Growth) or departmental risk registers and are subject to business as usual risk and business continuity management.</p> <p>The Trading Standards team are working with Environmental Health colleagues to assess the impact of emerging Government border policy on the capacity required to support new border enforcement arrangements at Newhaven Port. Planning will also be informed by the Government Border Group, of which the Director of Communities, Economy and Transport is a member.</p> <p>The Sussex Resilience Forum has run a preparatory exercise on the coincidence of emergency responses to the Covid-19 pandemic and a No Trade Deal Brexit to inform multi-agency emergency planning for the scenario.</p> <p>The Chief Executive is a representative for the South East on the MHCLG group of nine regional chief executives, which provides a direct channel of communication into the Ministry on local and regional issues emerging in advance of the end of the transition period.</p>

R

Strategic Risk Register – Q1 2020/21			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
1	<p>ROADS</p> <p>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> <p>Covid-19 could lead to an increase in the level of staff sickness, as well as the need for staff to self-isolate/distance. It will lead to a change in our working approach and arrangements, even beyond the length of any Government imposed lockdown.</p>	<p>The additional capital maintenance funding approved by Cabinet in recent years has enabled us to stabilise the rate of deterioration in the carriageway network and improve the condition of our principle road network. However, a large backlog of maintenance still exists and is addressed on a priority basis.</p> <p>The County Council's asset management approach to highway maintenance is maintaining the overall condition of roads, despite recent years' winter weather. However, severe winter weather continues to be a significant risk with the potential to have significant impact on the highway network. The winter of 2019/20 was one of the wettest on record and generated 4 times more potholes for example. The recently approved five-year capital programme for carriageways 2018/19 to 2022/23, and the six-year additional capital programme for drainage and footways 2017/18 to 2022/23 provide the ability to continue to manage condition and build resilience into the network for future winter events.</p> <p>Additional DfT money from 2018/2019 has supported this approach.</p> <p>Remote working has been adopted where possible in response to Covid-19. We are still able to deliver works on the ground adhering to current working restrictions and the carriageway programme is continuing as normal. If working restrictions change, this might impact our ability to deliver. If staff illness increases for either our contractor, sub-contractors or suppliers, this might impact our ability to deliver.</p>	A

Strategic Risk Register – Q1 2020/21		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
7	<p>SCHOOLS</p> <p>Failure to manage the expected significant reduction in resources for school improvement from 2017/18 and the potential impacts of changing government policy on education, leading to reduced outcomes for children, poor Ofsted reports and reputational damage.</p>	<p>Continue to secure high quality leadership and governance across all our schools, colleges and settings is a high priority for the SLES performance plan. We will:</p> <ul style="list-style-type: none"> •Work with Teaching Schools Alliances and Education Improvement Partnerships to support the development of outstanding leaders. •Work with the existing Academy Chains within East Sussex, including the Diocese of Chichester, to ensure appropriate solutions for schools in East Sussex. •Work in partnership with the National College to increase opportunities for leadership and governance development programmes. •Implement strategies for encouraging headship applicants from outside East Sussex, including supporting schools to place more attractive advertisements and to provide better information on the benefits of living and working in East Sussex. •Accelerate the work to develop partnerships between schools that cannot secure adequate leadership alone and explore the options for closure of schools that are unable to deliver a high-quality education to their pupils. •Secure the establishment and implementation of the Primary Board and delivery working groups within it. •Develop the role of the Secondary Board and Area Groups to review data and other information to identify priorities for improvement, support needs of individual schools and build capacity for school led improvement. • Review of leadership responsibilities and capacity will help respond effectively to changes in the external environment and deliver our refreshed priorities for 2020/21

A

Strategic Risk Register – Q1 2020/21		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
8	<p>CAPITAL PROGRAMME</p> <p>As a result of current austerity, the capital programme has been produced to support basic need only and as a result of this there is no resource for other investment that may benefit the County e.g. that may generate economic growth. Additionally, there is a risk, due to the complexity of formulas and factors that impact upon them, or changes in these, that the estimated Government Grants, which fund part of the programme, are significantly reduced.</p> <p>There is also a risk that the move from S106 contributions to Community Infrastructure Levy will mean that Council has reduced funding from this source as bids have to be made to Districts and Boroughs. Slippage continues to occur within the programme, which has an impact on the effective use of limited resources.</p>	<p>The Council has a Capital Strategic Asset Board (CSAB), a cross departmental group consisting of officers from each service department, finance, property and procurement to oversee the development and delivery of the capital programme. Governance arrangements continue to be reviewed and developed in support of the robust programme delivery of the basic need programme. The Education Sub Board, which in part focuses on future need for schools places, continues to inform the CSAB of key risks and issues within the School Basic Need Programme. Regular scrutiny by the CSAB of programme and project profiles (both in year and across the life of the programme) occurs on a quarterly basis.</p> <p>The CSAB also proactively supports the seeking and management of all sources of capital funding, including; grants, S106, CIL and, Local Growth Fund monies. A cross department sub board has been set that oversees the process for bidding for CIL and to the use of S106 funds, and work continues with Districts and Boroughs to maximise the Council's receipt of these limited resources. The impact of Covid-19 provides a risk to external funding that supports the capital programme, with future years capital grants and receipts estimates, CIL and S106 targets at risk of reducing. Officers will proactively monitor funding announcements and seek to minimise the impact on delivery of the capital programme and ensure that there is sufficient liquidity to meet funding requirements.</p> <p>A risk factor was introduced in 2019/20 to acknowledge and address the historic level of slippage in the capital programme, its impact on the financing of the capital programme, and therefore on treasury management activity. Following the creation of the 20-year capital strategy (2020/21 to 2040/41) and the enhanced rigour in the building of the 10-year capital programme (2019/20 to 2029/30), this factor has not been extended to future years. CSAB will continue to monitor slippage and recommend any change should it become necessary. Covid-19 is impacting on the delivery of projects and programmes of work and as a result slippage will increase in 2020/21, to be reported as part of the capital monitoring process overseen by the CSAB. The pressures and issues that Covid-19 has presented are unprecedented and has thrown many of the current planning assumptions off course. Over the summer, services will need to consider if their current targeted basic need investment and capital strategy remain appropriate to support the post Covid-19 service offer and Council Plan.</p>

A

Strategic Risk Register – Q1 2020/21			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
9	<p>WORKFORCE</p> <p>Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and / or reputational issues.</p>	<p>The 2020/21 Q1 sickness absence figure for the whole authority (excluding schools) is 1.78 days lost per FTE, an increase of 1.7% since last year.</p> <p>Stress/mental health remains the primary reason for absence, increasing sharply by 106.5% compared to 2019/20 Q1. It is worth noting that Q1 covers the key period of the immediate response to the coronavirus pandemic and lockdown period and it is likely therefore, that the sudden increase since April 2020 is as a result of the Coronavirus situation. This should become clearer in future reports.</p> <ul style="list-style-type: none"> •Almost 100 Mental Health First Aiders have been trained across the organisation and 73 interventions have taken place since November 2019 •Employee and Managers Mental Health Guides have been produced alongside a supporting toolkit, campaign video and dedicated resource intranet page •A dedicated Yammer wellbeing campaign to support staff during Covid-19 was launched in March 2020 and continues to run to support staff •Development of a coaching offer to support an approach based on compassionate leadership •A new Stress Awareness Campaign, with supporting resources has been launched 	A
10	<p>RECRUITMENT</p> <p>Inability to attract high calibre candidates, leading to limited recruitment choices and therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.</p>	<p>Following an assessment of our workforce demographics and recruitment and retention 'hotspots', CMT had previously supported the establishment of two workstreams of: 'attracting and recruiting the future workforce' and 'leading the workforce'. Work on these workstreams had progressed well with the intention of specific proposals for action being presented to CMT in April 2020. This was delayed as a result of the Coronavirus pandemic. Before reporting back to CMT, the opportunity will now be taken to incorporate the lessons learned from Covid-19 and the Council's response to it, including new ways of working and new models of service delivery.</p>	A

Strategic Risk Register – Q1 2020/21		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
6	<p>LOCAL ECONOMIC GROWTH</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>The County Council and its partners have been successful in securing significant amounts of growth funding totalling £118m, via both the South East and Coast 2 Capital Local Enterprise Partnerships, to deliver a wide range of infrastructure projects in East Sussex. We have also secured outgoing EU funding for complementary economic development programmes supporting businesses to grow, including South East Business Boost (SEBB), LoCASE, SECCADS and inward investment services for the county. We have continued to bid for further EU funding on the above projects and have secured over £4m of investments to be delivered from April 2020 for a further 3 years.</p> <p>Government has withheld a third of all LEPs LGF allocations for 2020/21, which for SELEP equates to approximately £25m pending a review of the deliverability of all the projects within its programme. They subsequently issued a call in mid June for pipeline projects that can create jobs and deliver over next 18 months, and East Sussex submitted over 25 schemes worth over £40m for consideration – we await further details. Furthermore, there are several recent funds including Future High Streets, Stronger Towns Fund and European Social Fund and we have been actively working with partners in developing projects and submitting proposals and await the outcomes.</p> <p>East Sussex have submitted projects for consideration to SELEP for the Growing Places Fund (GPF Round 3) programme and in June both Barnhorn Green (Rother) commercial workspace and medical centre AND the Observer Building in Hastings secured £1.75m each, subject to business case approval.</p> <p>The Covid-19 outbreak in early March 2020 is seemingly changing the funding landscape, having an impact on major funding decisions from Government. We are developing the East Sussex Economy Recovery Plan, and this is identifying deliverable actions in the short term, alongside more aspirational asks. The initial action plan is expected to be presented to Team East Sussex at end of July, and this plan will become an important bidding document.</p>

G