

**Report to:** Cabinet  
**Date:** 22 September 2015  
**Report by:** Chief Executive  
**Title:** Council Monitoring Report – quarter 1 2015/16  
**Purpose:** To report Council Plan and Finance monitoring for quarter 1 2015/16

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## **RECOMMENDATIONS**

Cabinet is recommended to note the latest monitoring position for the Council

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### **1. Introduction**

1.1 This report sets out the Council's position and year end projections for the Council Plan targets, Revenue Budget, Capital Programme, Savings Plan, together with risks for quarter 1 (April – June) 2015.

1.2 Broad progress against the Council's four strategic priority outcomes is summarised below and an overview of finance and performance data is provided in the Corporate Summary at Appendix 1. Strategic risks are reported at Appendix 7.

### **2. Carry over report for 2014/15 Council Plan**

2.1 Four measures were carried over from quarter 4 reporting for the Council Plan 2014/15; three were achieved and one was not. Measures are carried over where action has been completed but the outturn data is not available for reporting at year-end. They are:

- Percentage of domestic abuse victims reporting improved safety following the delivery of a Multi-Agency Risk Assessment Conference action plan. Final outturn green, 82% (target 80%)
- The proportion of clients of the Independent Domestic Violence Advisor Service completing user evaluations who state they have benefited from that service. Final outturn green, 97% (target 80%)
- Percentage of people completing a health trainer intervention who achieve their primary or secondary goal. Final outturn green, 77% (target 75%)
- Household waste re-used, recycled or composted or used beneficially. Final outturn red, 539kg/hh (target 544kg/hh). Total household waste increased last year to 998kg/hh.

2.2 All 76 performance target outturns for 2014/15 are now known: 54 (71%) were achieved, 22 (29%) were not achieved. 45 measures can be compared to previous years, of these 32 (71%) improved, 4 (9%) showed no change and 9 (20%) deteriorated. A summary of these can be found at Appendix 1.

### **3. Overview of 2015/16 Council Plan**

3.1 Following year-end the Council Plan and Portfolio Plans 2015/16 – 2017/18 have been refreshed with completed outturns, and considering these, some changes have been made to the performance measures and targets. The updated plans are available on our website.

3.2 The Bexhill to Hastings Link Road is now due to open in the autumn of 2015 and an extended commentary on progress is included at Appendix 5. The latest data shows that 48,309 premises now have access to improved broadband. Locate East Sussex have helped to create 13 jobs in Q1, these supplement the 235 confirmed jobs created over the course of the Regional Growth Fund 4 (RGF4), which ran from July 2013 to June 2015. The Business East Sussex tender was awarded to the Lets Do Business Group in May 2015 and launched on 2 July 2015. We completed 157 resurfacing schemes to around 87 kilometres of road. 76% of eligible 2 year olds have taken up a place with a preschool provider. The Department for Education data collated from January 2015 places East Sussex top of its statistical neighbours and second to our geographical neighbours in terms of preschool take up. Our dedicated First World War website has been viewed 54,000 times since launch in August 2014.

3.3 More detail of progress against each of our priority outcomes is set out at paragraph 4 below. Of the 70 Council Plan targets, 62 (89%) are rated green and 8 (11%) are rated amber. Appendix 1 gives a breakdown of the measures rated amber by priority and department.

3.4 At quarter 1, the gross projected year-end overspend within service departments is £6.0m. The main areas of overspend are: Adult Social Care £3.0m overspend mainly on Independent Sector Care; Children's Services £1.2m overspend mainly for Looked After Children; Business Services £1.1m overspend due to structural pressures in the Link and commissioning cycle savings not yet allocated or being achieved; Communities Economy and Transport £0.7m overspend mainly as a result of unachieved waste savings. Departments are currently looking at ways to manage and mitigate these overspends.

3.5 If the departmental mitigations do not eliminate the projected overspend, the general contingency of £3.5m and the unallocated inflation provision of £0.976m are available if needed to achieve a break-even position.

3.6 The total savings target for 2015/16 is £19.9m including unachieved savings carried forward from previous years. At this stage, £4.2m of savings will not be achieved. Permanent mitigations of £0.5m and temporary mitigations of £1.9m have been identified.

3.7 The forecast expenditure on the capital programme is £153.3m against a budget of £177.1m. This represents a variation of £23.8m. .

3.8 The most significant slippage of £12.7m relates to the Newhaven Port Access Road which has been awaiting Department for Transport approval following re-design of the scheme. The phase 1 Broadband project, which is delivering efficiencies due to new technology, has identified £6.7m slippage that may help to deliver Broadband to the remaining hard to reach areas of the county. Hasting library will also slip by £6.1m following a scheme re-design.

3.9 The total cost of the Bexhill Hastings Link Road is projected to be £120.8m (Appendix 5). The latest estimates reflect a scheme overspending of £4.4m. The profile and funding of the remaining expenditure between the financial years is still to be resolved.

3.10 The Strategic Risk Register, Appendix 7, has been reviewed and eight risks have been amended. Risk 3 (Care Act) has a revised risk description and risk control response. Risk 1 (Roads), risk 5 (Resource), risk 6 (Local Economic Growth), risk 7 (Schools), risk 8 (Capital Programme), risk 9 (Workforce) and risk 10 (Welfare Reform) all have amended risk control responses. The risk score for risk 7 (Schools) was amended from Amber to Red and the score for risk 3 (Care Act) was amended from Red to Amber. No new strategic risks have been added and no risks have been removed from the register.

## **4. Progress against Council Priorities**

### **Driving economic growth**

4.1 At the end of quarter 1, 85% of early years providers (preschools and childminders) were judged good or better, an improvement of 8% since June 2014 and in line with the national average. Since the introduction of an Early Years Foundation Stage (EYFS) judgement in schools in September 2014, 35 schools have been inspected and 88% have been judged good or better for EYFS. As at 14 July 2015, 77% of primary schools are judged good or better. This compares to 68% in July 2014 (Appendix 4).

4.2 Early indications are that attainment is improving across the board. Members have already been made aware of the provisional GCSE results provided directly by East Sussex schools, and Department of Education (DfE) unvalidated results will be reported at quarter 2. The DfE will validate data and publish revised results in January 2016 allowing our comparative performance to be reported at quarter 3.

4.3 The National Development Team for Inclusion was commissioned to review our practices to help formulate a programme for identifying relevant opportunities for supporting learning/physically disabled adults in the work place. Consultation interviews and workshops have been completed. The final version of the report has been received and an update will be provided in quarter 2 (Appendix 5).

4.4 The Bexhill to Hastings Link Road is now due to open in the autumn of 2015 and an extended commentary on progress is included for this report. All concrete bridges and

structures except one are complete. Highway drainage work is nearing completion and work to form the carriageway and lay tarmac has begun. In August Planning Committee approved an amendment that allows for the formal opening of the road ahead of completing Greenways (routes for use by people on foot, bike or horseback) and landscape planting.

4.5 Planning permission for Queensway Gateway Road, Hastings, had been granted in February 2015, but this has been challenged and the application will be reconsidered on 23 September 2015. Subject to approval of the plans and the tendering process, construction is now planned to begin in September 2015 and be completed by autumn 2016 (Appendix 5).

4.6 The Regional Growth Fund 4 (RGF4) ran from July 2013 to June 2015, 235 verified jobs have been created against the 573 which are contracted. We have launched East Sussex Invest 4 (ESI4) to continue the work started under RGF4. A number of grants and loans were approved, including a £100,000 loan to Global Tailor Holdings Ltd allowing them to expand to new premises in Eastbourne which will create 14 new jobs.

4.7 Locate East Sussex helped four businesses open or relocate to East Sussex in quarter 1, creating 13 jobs. Companies supported included dukaPC, a Danish IT company specialising in friendly computers (with features such as big buttons etc.) for those struggling with a standard computer, who began operating in Eastbourne. This addresses three of the Council's four main priorities; driving economic growth, keeping vulnerable people safe and helping people help themselves (Appendix 5).

4.8 A target has been set to increase the percentage of new Council contracts that include an Employability and Skills Plan (ESP). The ESP aims to increase the number of apprentices and work placements that a supplier is committed to deliver as part of any contract. Three active ESPs have been secured in quarter 1 for property maintenance term contracts worth £1.5m. In total these suppliers have committed to 20 work experience places for 14 to 18 year olds, 20 work experience places for 19+ year olds, and 10 apprenticeship programmes (Appendix 3).

#### **Keeping vulnerable people safe**

4.9 Eight contacts to the Rapid Action Team (RAT) were made in quarter 1; all were responded to within the two hour target response time by trading standards officers. Two additional visits were made to victims as a result of a relative discovering that their family member had fallen prey to rogue traders. These positive interventions by the RAT saved a total of £24,900 for the 10 consumers (Appendix 5).

4.10 We have started to pilot a Multi Agency Safeguarding Hub (MASH). In the first phase this has provided enhanced multi-agency information sharing and decision making practice for children most in need. The primary objective of the MASH is to ensure there is an infrastructure in place to equip and support all staff to fulfil their responsibilities for safeguarding and promoting the welfare of children confidently, safely and effectively. These responsibilities include minimising risks of harm to children by taking appropriate action and sharing this information with our partners. The pilot was rolled out to the east of the county in September and has been extended to ensure a coherent response to missing children and children at risk of sexual exploitation (Appendix 4).

4.11 The Prime Minister has announced his intention that Britain should resettle up to 20,000 Syrian refugees over the rest of this Parliament. We do not yet have full details of how the announcement will affect East Sussex but will work with the Government and local partners including other councils, health and voluntary and community partners to ensure that any refugees are properly supported in and by the local community. The potential number of refugees for most areas across the country is likely to be limited and it is likely to be some time until there are arrivals. The Home Secretary is due to make a further announcement about the Government's proposals during the week beginning 14 September and any update will be provided at the meeting.

#### **Helping people help themselves**

4.12 The latest provisional data for January to March 2015, which is reported in arrears, shows that there were 61 people Killed or Seriously Injured (KSI) on our roads, with three of these being fatalities. This is a 30% decrease from the same period in 2014, when there were 87 (updated) KSI's, but a 17% increase on the 2013 total of 52 (Appendix 5).

4.13 NHS Health Check data is reported a quarter in arrears. GP providers have successfully increased their NHS Health Check offers to patients in 2014/15, exceeding the 20% annual target for the first time. The latest data available shows that at the end of 2014/15 26.2% (43,717) of the eligible population have been offered a Health Check (including 9.9% (16,438) achieved during quarter 4). This is an increase of 52.4% (28,684) on 2013/14 (Appendix 2).

4.14 Currently 40% (1,794) of adults and older people with a service are receiving direct payments. Performance has declined slightly from 42% in 2014/15. 2015/16 performance is likely to see a fall as Supported Accommodation Independent Living Service Direct Payments are reduced and as some clients who moved to Direct Payments under the Community Service Tender are likely to now move back to commissioned services. In these cases clients will still control their personal budget, but we will commission the services. A piece of work is being undertaken to look at those clients who are currently not receiving Direct Payments who may benefit from receiving their support in this way (Appendix 2).

### **Making best use of resources**

4.15 We are expanding and embedding our partnership working with Surrey County Council (SCC) in relation to all Business Services. On 15 April, the partnership officially launched Orbis. Work is well underway to improve joint working between partners and develop the detailed business plan for approval by both ESCC and SCC Cabinets in October 2015 (Appendix 3).

4.16 Five SPACES projects have been delivered in quarter 1. This included: two co-location projects, the procurement of training for customer contact teams, use of partner premises for training and consolidated locations. In addition, one off activities were completed with charitable organisations to recycle unwanted furniture and stationery items, saving the charities in the region of £20,000 (Appendix 3).

4.17 CO<sup>2</sup> emissions in quarter 1 have fallen by 7% on the same period last year. A third of the reduction is due to lower street lighting consumption, with a major project in progress to upgrade Hastings to LED lanterns. Other projects that contributed included cavity wall and loft insulation (e.g. Linden Court, St Nicholas Centre, Mark Cross School and the lighting upgrade in County Hall) (Appendix 3).

4.18 The performance measure relating to sickness absence now focuses on reporting on non-schools absence. Sickness absence for the whole authority (excluding schools) for quarter 1 is 2.01 days lost per Full Time Equivalent (FTE) employee. The latest end of year forecast is 8.98 days lost per FTE employee, against an annual target of 9.24. If this performance were to continue for the full year, we would reach or exceed the current target of 9.24 days for the year. It should, however, be recognised that in light of seasonal fluctuations, the level of sickness absence will likely rise over the next few quarters, which will in turn, impact on the year end outturn (Appendix 3).

**Becky Shaw, Chief Executive**

## How to read this report

This report integrates monitoring for finance, performance and risk. The contents of the report are as follows:

- Cover report
- Appendix 1 Corporate Summary
- Appendix 2 Adult Social Care
- Appendix 3 Business Services
- Appendix 4 Children's Services
- Appendix 5 Communities, Economy and Transport
- Appendix 6 Governance
- Appendix 7 Strategic Risk Register

### Cover report, Appendix 1

The cover report and Appendix 1 provide a concise corporate summary of progress against our Council Plan Targets, Revenue Budget, Savings Targets, and Capital Programme.

The cover report highlights a selection of key topics from the departmental appendices, for the four Council priorities:

- driving economic growth;
- keeping vulnerable people safe;
- helping people help themselves; and
- making best use of resources.

More information on each of these topics is provided in the relevant departmental appendix referenced in brackets, e.g. (Appendix 2). More detailed performance and finance data is also available in the departmental appendices.

### Departmental Appendices 2 - 6

The departmental appendices provide a single commentary covering issues and progress against key topics for the department (including all those mentioned in the cover report). This is followed by data tables showing progress against Council Plan Targets, Savings Targets, Revenue Budget, and Capital Programme for the department.

For each topic, the commentary references supporting data in the tables at the end of the appendix, e.g. **(ref i)**. The tables include this reference in the 'note ref' column on the right hand side. Where the commentary refers to the Revenue Budget or Capital Programme, it may refer to all or part of the amount that is referenced in the table, or it may refer to several amounts added together.

### Strategic Risk Registers Appendix 7

Appendix 7 contains commentary explaining mitigating actions for all Strategic Risks.

## Council Monitoring Corporate Summary – Q1 2015/16

### Council Plan performance

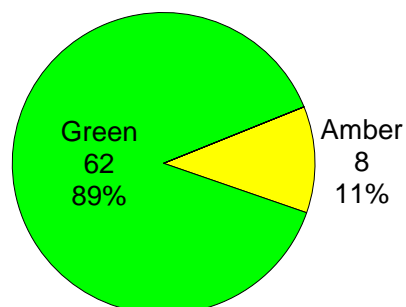
Priority	Red	Amber	Green	Amend / Delete (AD)
Driving economic growth	0	4	29	0
Keeping vulnerable people safe	0	0	11	0
Helping people help themselves	0	3	18	0
Making best use of resources	0	1	4	0
<b>Total</b>	<b>0</b>	<b>8</b>	<b>62</b>	<b>0</b>

#### Q1 2015/16

There are 70 individual measures in the Council Plan

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

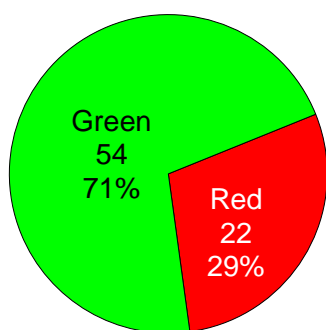
#### Q1 2015/16



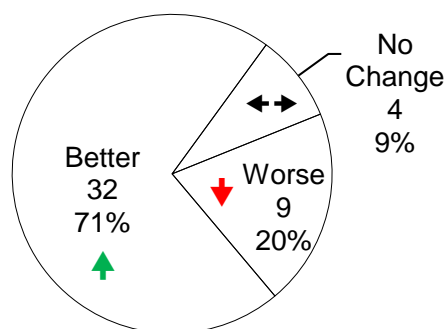
### Final Council Plan outturn summary for year ending 2014/15

Four measures were reported as carry overs at the end of Q4 2014/15. Outturns for these measures are now available and the charts below summarise the final year end position for the 76 council plan targets applicable in 2014/15. Where available, performance improvement relative to 2013/14 is given under Direction of Travel.

#### Q4 2014/15 – Final

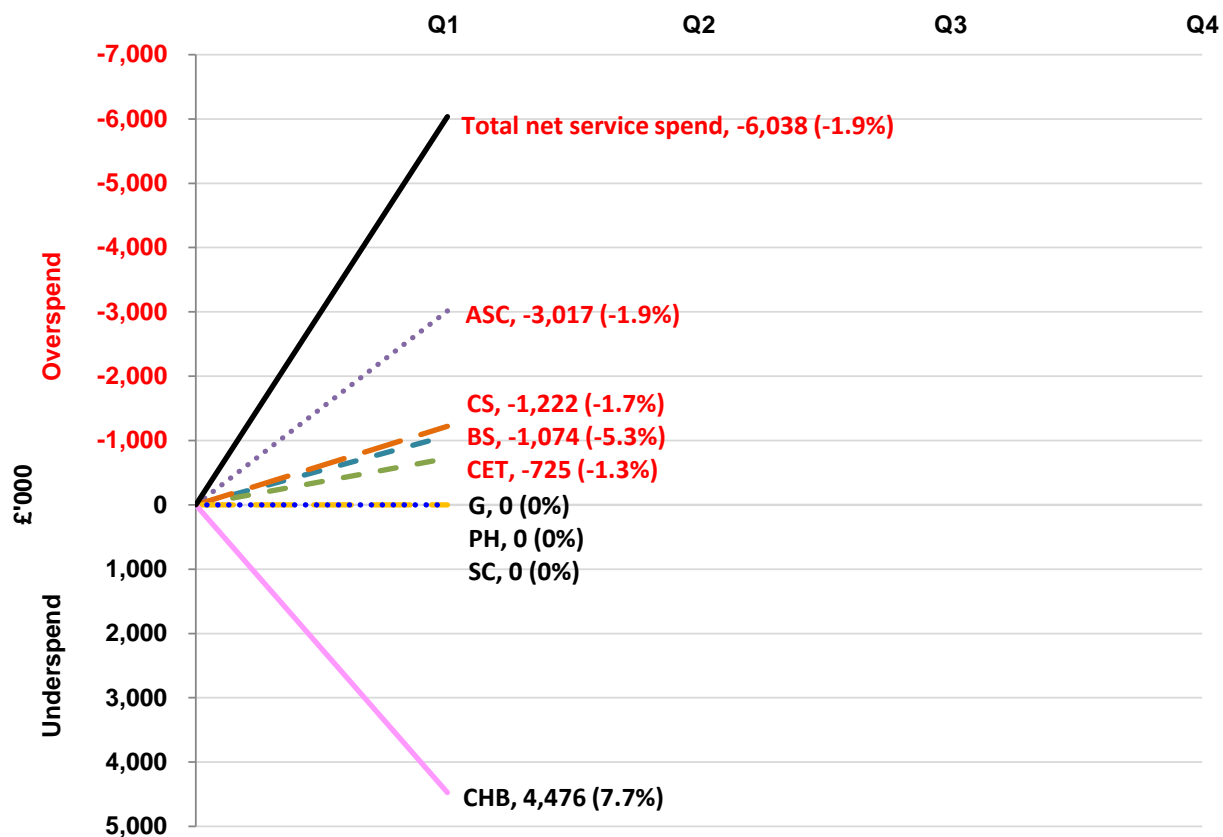


#### Direction of travel since 2013/14



## Gross revenue budget forecast net £000

**ASC** – Adult Social Care, **BS** – Business Services, **CET** – Communities, Economy & Transport, **CS** – Children's Services, **G** – Governance, **PH** – Public Health, **SC** – Safer Communities, **CHB** – Centrally Held Budgets



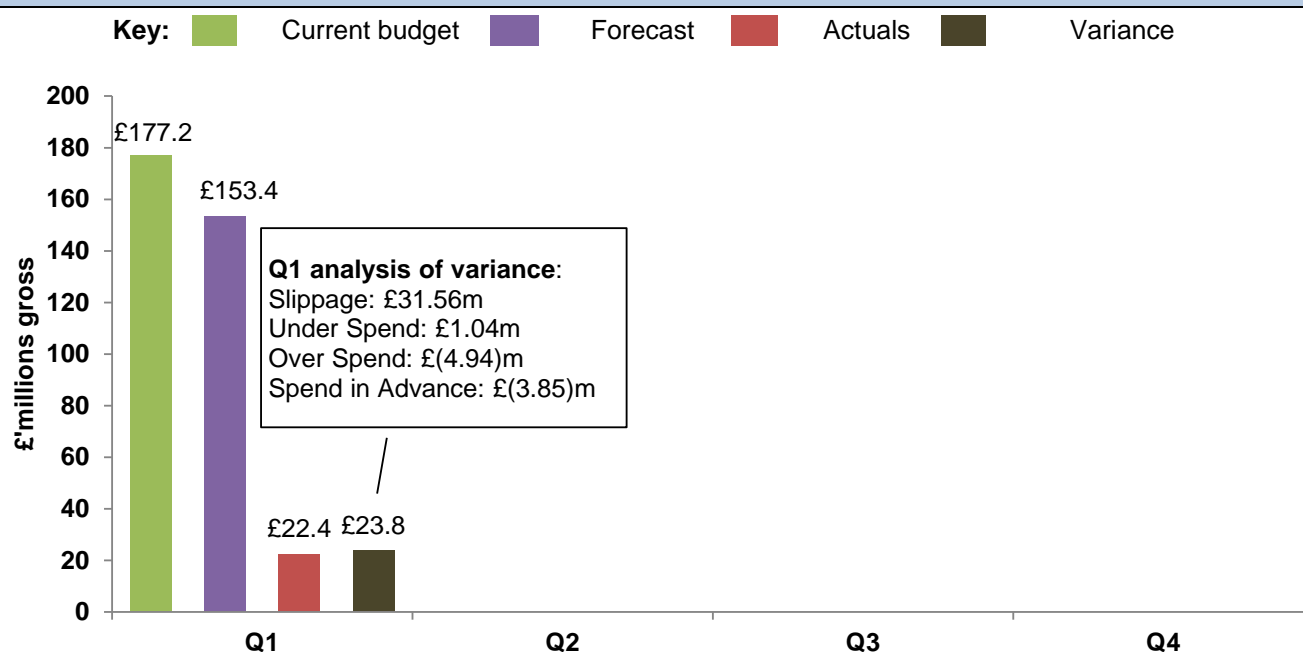
## Revenue budget summary 2015/16 £000

Divisions	Planned			Q1 2015/16					
				Projected outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
<b>Service Expenditure</b>									
ASC	223,077	(65,863)	157,214	227,577	(67,346)	160,231	(4,500)	1,483	(3,017)
Safer Communities	667	(251)	416	753	(337)	416	(86)	86	-
Public Health	24,163	(24,163)	-	22,363	(22,363)	-	1,800	(1,800)	-
BSD	55,759	(35,614)	20,145	56,833	(35,614)	21,219	(1,074)	-	(1,074)
CS	333,995	(263,717)	70,278	337,162	(265,662)	71,500	(3,167)	1,945	(1,222)
CET	109,499	(52,761)	56,738	112,500	(55,037)	57,463	(3,001)	2,276	(725)
GS	8,720	(1,139)	7,581	8,552	(971)	7,581	168	(168)	-
<b>Total Service Spend</b>	<b>755,880</b>	<b>(443,508)</b>	<b>312,372</b>	<b>765,740</b>	<b>(447,330)</b>	<b>318,410</b>	<b>(9,860)</b>	<b>3,822</b>	<b>(6,038)</b>
<b>Centrally Held Budgets</b>									
Treasury Management	30,566	-	30,566	30,566	-	30,566	-	-	-
Funding Cap Prog.	15,578	-	15,578	15,578	-	15,578	-	-	-
-New Homes Bonus	2,497	-	2,497	2,497	-	2,497	-	-	-
General Contingency	3,500	-	3,500	-	-	-	3,500	-	3,500
Unused Inflation	976	-	976	-	-	-	976	-	976
Pensions	5,479	-	5,479	5,479	-	5,479	-	-	-
Contrib. to Reserves	4,542	-	4,542	4,542	-	4,542	-	-	-
Corporate Grants	-	(5,792)	(5,792)	-	(5,792)	(5,792)	-	-	-
Levies	432	-	432	432	-	432	-	-	-
<b>Total Centrally Held</b>	<b>63,570</b>	<b>(5,792)</b>	<b>57,778</b>	<b>59,094</b>	<b>(5,792)</b>	<b>53,302</b>	<b>4,476</b>	<b>-</b>	<b>4,476</b>
<b>Total</b>	<b>819,450</b>	<b>(449,300)</b>	<b>370,150</b>	<b>824,834</b>	<b>(453,122)</b>	<b>371,712</b>	<b>(5,384)</b>	<b>3,822</b>	<b>(1,562)</b>

## Revenue savings summary 2015/16 £000

Targets			Projected planned savings			Projected mitigations	
Department	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved	Red Savings - Permanent mitigations	Red Savings - Temporary mitigations
ASC	7,643	10,584	7,452	3,132	-	-	-
BSD	1,724	2,579	1,566	-	1,013	531	482
CET	2,242	3,415	2,077	-	1,338	-	774
CS	2,585	3,093	1,238	-	1,855	-	633
GS	195	195	177	-	18	-	18
<b>Total</b>	<b>14,389</b>	<b>19,866</b>	<b>12,510</b>	<b>3,132</b>	<b>4,224</b>	<b>531</b>	<b>1,907</b>

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



## Capital programme summary 2015/16 £000

Approved project	Total project – all years		In year monitor Q1				Analysis of variation		
	Budget	Projected	Budget	Actual to date	Projected 2015/16	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance
ASC	21,674	21,674	5,660	495	5,079	581	581	-	-
BSD	60,998	60,998	16,233	2,216	14,309	1,924	-	1,924	-
CET	485,156	489,532	126,216	13,234	104,807	21,409	(4,377)	29,638	(3,852)
CS	111,625	111,725	28,843	6,463	28,943	(100)	(100)	-	-
GS	227	227	227	18	227	-	-	-	-
<b>Total</b>	<b>679,680</b>	<b>684,156</b>	<b>177,179</b>	<b>22,426</b>	<b>153,365</b>	<b>23,814</b>	<b>(3,896)</b>	<b>31,562</b>	<b>(3,852)</b>

## Analysis by source of finance

Scheme Specific Income			33,709	9,512	33,705	4	-	4	-
Capital Reserves			23,745	1,237	15,798	7,947	(100)	8,047	-
Section 106			1,832	31	1,805	27	-	27	-
Non Specific Grants			46,194	6,748	46,194	-	-	-	-
Capital Receipts			4,995	515	3,790	1,205	581	624	-
Revenue Contributions			15,578	491	15,578	-	-	-	-
Borrowing			51,126	3,892	36,495	14,631	(4,377)	22,860	(3,852)
<b>Total</b>			<b>177,179</b>	<b>22,426</b>	<b>153,365</b>	<b>23,814</b>	<b>(3,896)</b>	<b>31,562</b>	<b>(3,852)</b>



### Centrally held budgets

The Treasury Management (TM) Strategy, which provides the framework for managing the Council's borrowing requirement, continues to reflect a policy of ensuring minimum risk whilst aiming to deliver secure realistic investment income on the Council's cash balances. Investment rates available in the market have been broadly stable during the quarter and have continued at historically low levels as a result of the low Bank Rate. The average level of funds available for investment purposes during the quarter was £320m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the Capital Programme. The total amount received in short term interest for the three months to 30 June 2015 was £528k at an average rate of 0.66%.

At 31 March 2015, the majority of the Council's external debt was held as long term loans (£258.97m), and no cost effective opportunities have arisen in the first quarter to restructure this. The Council's budgeted cost of external interest, relating to both long and short-term borrowing for the year is £16.5m. Depending on the level of borrowing undertaken in 2015/16, it may be possible to use the Treasury Management budget to fund any further overspends if external borrowing is not made in year. If those funds are not available, any overspending will have to be funded from general balances which will then need to be topped up.

Subject to the level of borrowing undertaken in 2015/16, it may be possible to use the Treasury Management budget to fund any overspends.

Centrally held budgets include a general contingency of £3.5m and unused inflation provision of £1.0m. At this stage of the year, these budgets will be held to fund the departmental overspends.

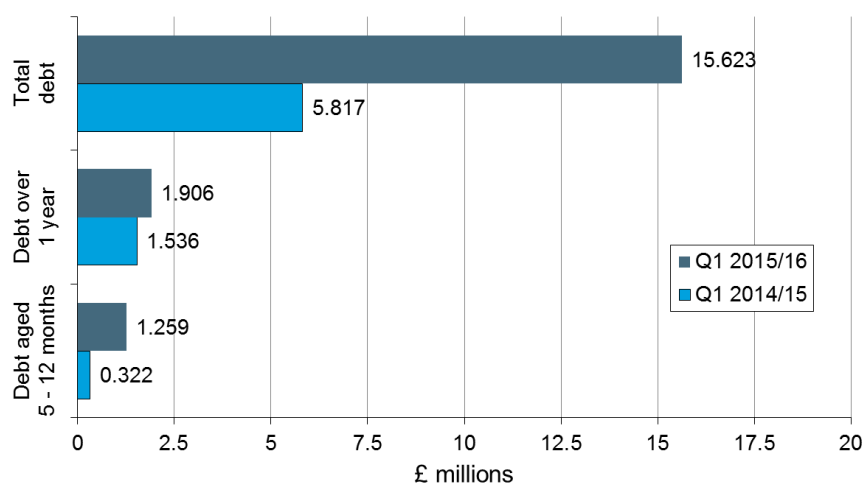
### General balances

The target for general balances is 2.5% of net expenditure and, currently stands slightly lower at £8.9m as at 31 March 2016. The level of general balances will allow the Council to manage unforeseen financial circumstances without the need to make immediate offsetting savings.

The Schools balances as at 31 March 2016 currently stand at £15.5m.

### Outstanding debt analysis (£ millions)

There are a number of large invoices relating to Better Care Fund and Commissioning Grant Prospectus; these total £7.1m. If these are excluded, the total debt is £8.5m for Q1 compared to £5.8m for 2014/15. The value of debt over 5 months at Quarter 1 is £3.165m which has risen when compared to the 2014/15 outturn of £2.490m. This rise is due to a large debt for £841K raised in December 2014, which is expected to be paid by the end of September 2015. Aged debt continues to be a focus for Orbis with regular monthly ASC debt case review meetings to ensure the most appropriate steps are taken to recover debt promptly and in accordance with the Care Act.



## Adult Social Care and Health – Q1 2015/16

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

**Summary of successes and achievements** – Between April and June 2015, 100% (4,492) of working age adults and older people receiving our support received self-directed support. Of these, 40% (1,794) received their self-directed support through direct payments. 94.4% of new clients who received short-term services to increase their independence made no further request for support. 1Space, a directory of services, groups and organisations received 14,819 visits. 74% of these were new visitors and 26% were repeat visitors. The directory has seen an increase of 61 services, organisations and providers bringing the total to 1,935. Between 6 April and 28 June 2015, 1,083 people received support through 'STEPS to stay independent', which supports people aged 65 and over to maintain independence within their own homes.

**East Sussex Better Together** – The initial commissioning reform work covering Adult Social Care, Children's Services and Joint Commissioning functions has now been expanded to include Public Health. There is also an aspiration to include commissioning functions from the three Clinical Commissioning Groups. Work for May to September is focussed on finalising the integrated commissioning framework ahead of formal staff consultation, which is due to begin September 2015.

Health and Social Care Connect, a new phone service has been launched to enable professionals to refer people to the right service at the right time, helping people to receive care and support faster. The first phase, providing an enhanced service for GPs, went live on 10 April. Phase 2, integrating arrangements and extending operating hours was implemented on 9 September 2015.

**Safeguarding Adults** – An audit of safeguarding cases was completed in May which reviewed decision making around whether cases met the safeguarding threshold (the decision to undertake a safeguarding enquiry). Cases were selected from prior and post Care Act implementation to consider the management of risks and Making Safeguarding Personal, which is the personalised, outcomes focused approach within safeguarding. The audit identified strong multi-agency partnership working and opportunities for development around understanding of the new safeguarding duties following the introduction of the Care Act, particularly around advocate support for adults at risk of abuse. These outcomes will inform future training and support for staff involved in safeguarding.

In the first quarter of 2015/16, following safeguarding enquiries, 48 safeguarding plans were reviewed. 95 outcomes were identified in the safeguarding plans which resulted in 146 subsequent actions. Of these, 97% (142) were either met or partially met. The majority of the outcomes identified related to helping adults at risk to feel safer and increasing their feeling of dignity and respect.

**Direct Payments** – 40% (1,794) of adults and older people with a service are receiving direct payments - money that is paid to clients or someone acting on their behalf on a regular basis by the local authority so they can arrange their own support (**ref i**). This is a slight decline from 42% in 2014/15. Performance in 2015/16 is likely to see a fall as Supported Accommodation Independent Living Service Direct Payments are reduced and as some clients who moved to Direct Payments under the Community Service Tender are likely to move back to commissioned services. In these cases clients will still control their personal budget, but we will commission the services on their behalf. Work is being undertaken to look at those clients who are currently not receiving direct payments who may benefit from receiving their support in this way.

**Support With Confidence** – Due to high staff turnover and the scheme manager leaving, capacity issues have impacted on the scheme's ability to process applications. From 141 at the end of the last financial year, there are currently 135 approved members. The scheme has now transferred from Trading Standards into Adult Social Care and Health and there are currently 67 applications being processed (**ref ii**).

**Safer Communities** – The East Sussex Safer Communities Partnership Business Plan 2015/16 has been published on the Safe in East Sussex website ([www.safeineastsussex.org.uk](http://www.safeineastsussex.org.uk)) and work in relation to the East Sussex Strategic Assessment of Community Safety 2015 is underway.

**Domestic Abuse** – The Domestic Violence Action Plan has been reviewed for year two of the five year plan. The recruitment of a Joint Domestic Abuse and Sexual Abuse Partnership Officer has been completed. The officer, who started in August, will be responsible for coordinating the delivery of the action plan locally and, where appropriate, making links across Brighton & Hove and East Sussex.

As part of the White Ribbon Campaign, domestic abuse brief bite sessions have been arranged for Council managers across the county on how they can support members of their team who may be affected by domestic abuse. A Champions Event, to White Ribbon Ambassadors, has also been delivered.

Two pilot projects commenced in April 2015, specifically a domestic abuse project with the South East Ambulance Service and a Black Asian and Minority Ethnic (BME) community engagement project. Both aim to achieve earlier

identification and disclosure of domestic abuse.

**Anti-social behaviour (ASB) and hate crime** – Assemblies and workshops have been held with local primary and secondary schools, educating young people in relation to hate crimes. These have been very well received and a number of others are planned for the coming year.

The Safe Place Scheme is ongoing and voluntary organisations across the county have been handed the project to run in their areas. The aim of the scheme is to establish places people can go if something goes wrong or they feel unsafe whilst out in the community. Locations are currently being researched and businesses are being asked if they are willing to take part in the scheme.

**Public Health** – NHS Health Check data is reported a quarter in arrears. GP providers have increased their NHS Health Check offers to patients in 2014/15, exceeding the 20% annual target for the first time. The latest data shows that at the end of 2014/15, 26.2% (43,717) of the eligible population have been offered a Health Check (including 9.9% (16,438) offered during Q4). This is an increase of 28,684 on 2013/14.

Smoking cessation data is also reported a quarter in arrears. In 2014/15, 3,287 people who attended Stop Smoking Services quit smoking four weeks after setting a quit date. This exceeds our target of 3,028 quitters and our 2013/14 outturn of 2,455 quitters. This has been a successful first year for North 51, the new provider and the focus is now on the quality elements of service provision and support of Public Health Local Service Agreements (PHLSA) delivery partners in order to improve outcomes and achieve targets.

### **Revenue Budget Summary**

#### **Adult Social Care**

There is a projected overspend of £3.017m (**ref iv**), comprising an overspend of £3.132m in Independent Sector Care offset by a small underspend of £115,000 in Directly Provided Services.

The total net budget of £157.214m incorporates savings totalling £7.643m. Progress against these savings continues to be made, although there are considerable challenges in reducing packages of care, especially as pressure is building within NHS and social care services to meet increasing need and activity from people coming out of hospitals.

Compared to the same period last year, the first quarter of 2015/16, has seen an 8% increase in the number of care packages being presented for approval; the costs of which are 25% greater than a year ago. The budget for the Independent Sector (**ref iii**) shows variances of £5.852m on expenditure and £2.720m on income, which reflect the increased number of clients and cost of care packages, with related increase in client contributions. The budgets will be reviewed and realigned prior to Q2 reporting. Q2 monitoring will be a key point for projecting the end of year position for Independent Care Sector spend and savings. As the year progresses, the annual impact of savings against Independent Care Sector spend diminishes as the savings only apply to the remainder of 2015/16. Such savings will however impact as a full year effect in 2016/17, the first year of the new three year savings round.

#### **Public Health**

The 2015/16 projected outturn figures (**ref v**) are £22.363m compared to the planned budget of £24.163m. The difference of £1.8m is to allow for the in year reduction in the Public Health Grant required by Government, although the amount is still to be confirmed.

**Capital Programme Summary** – The Capital Programme is on target to meet project expenditure profiles, with the exception of Westfield Lane, Hastings (**ref vi**), where the proposed development will now not proceed.

Measures marked carry over at year end 2014/15 Final outturn								
Performance measure	Outturn 13/14	Target 14/15	14/15 RAG				2014/15 final outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Keeping vulnerable people safe								
Percentage of domestic abuse victims reporting improved safety following the delivery of a Multi-Agency Risk Assessment Conference (MARAC) action plan	91%	80%	G	G	G	G	82.3%	
The proportion of clients of the Independent Domestic Violence Advisor Service completing user evaluations who state they have benefited from that service	97%	80%	G	G	G	G	96.5%	
Priority – Helping people help themselves								
Percentage of people completing a health trainer intervention who achieve their primary or secondary goal	New measure 2014/15	75%	G	G	G	G	77%	

Performance exceptions (Red, Amber, new Green RAG rated targets, and amendments)								
Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				Q1 15/16 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Helping people help themselves								
Proportion of working age adults and older people receiving direct payments	42%	45%	A				40%	i
Increase the number of people accessing information and advice about services through:  Increasing the number of providers registered with Support with Confidence	141 providers	10% increase on 2014/15 outturn	A				135 approved members	ii

Savings exceptions (Projected - Red: not achieved in full or part, Amber: achieved but may slip, Green: achieved)						
Savings description	2015/16 (£000)					Note ref
	Original Target	Target including unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved	
Community Based Services: Review and focus on services to meet personal care needs, in line with personal budgets	5,395	8,336	5,204	3,132	-	
All Other Savings	2,248	2,248	2,248	-	-	
<b>Total ASC - original savings</b>	<b>7,643</b>	<b>10,584</b>	<b>7,452</b>	<b>3,132</b>	<b>0</b>	
<b>Red savings mitigations</b>						
Permanent	-	-	-	-	N/A	
Temporary	-	-	-	-	N/A	
<b>Total ASC – savings with mitigations</b>	<b>7,643</b>	<b>10,584</b>	<b>7,452</b>	<b>3,132</b>	<b>0</b>	

Revenue budget										
Divisions	Planned (£000)			Q1 2015/16 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Adult Social Care:										
Physical Support, Sensory Support and Support for Memory & Cognition	79,963	(38,413)	41,550	83,785	(40,693)	43,092	(3,822)	2,280	(1,542)	
Learning Disability Support	45,153	(3,829)	41,324	45,990	(3,685)	42,305	(837)	(144)	(981)	
Mental Health Support	7,421	(985)	6,436	8,555	(1,529)	7,026	(1,134)	544	(590)	
Substance Misuse Support	266	(8)	258	325	(48)	277	(59)	40	(19)	
Subtotal Independent Sector	132,803	(43,235)	89,568	138,655	(45,955)	92,700	(5,852)	2,720	(3,132)	iii
Physical Support, Sensory Support and Support for Memory & Cognition	17,560	(5,464)	12,096	17,766	(5,637)	12,129	(206)	173	(33)	
Learning Disability Support	9,330	(1,071)	8,259	9,330	(1,071)	8,259	-	-	-	
Mental Health Support	1,894	(1,190)	704	1,894	(1,190)	704	-	-	-	
Substance Misuse Support	367	(160)	207	482	(275)	207	(115)	115	-	
Equipment & Assistive Technology	4,618	(2,237)	2,381	4,618	(2,237)	2,381	-	-	-	
Other	8,099	(5,717)	2,382	6,150	(3,768)	2,382	1,949	(1,949)	-	
Supporting People	10,207	(346)	9,861	10,207	(346)	9,861	-	-	-	
Assessment & Care Management	26,720	(2,802)	23,918	26,530	(2,773)	23,757	190	(29)	161	
Management and Support	10,949	(3,641)	7,308	11,361	(4,040)	7,321	(412)	399	(13)	
Service Strategy	530	-	530	584	(54)	530	(54)	54	-	
Subtotal Directly Provided Services	90,274	(22,628)	67,646	88,922	(21,391)	67,531	1,352	(1,237)	115	
Total Adult Social Care	223,077	(65,863)	157,214	227,577	(67,346)	160,231	(4,500)	1,483	(3,017)	iv
Total Safer Communities	667	(251)	416	753	(337)	416	(86)	86	0	
Public Health:										
Health Improvement services	6,292	(6,292)	-	6,012	(6,012)	-	280	(280)	-	
Drug and alcohol services	6,382	(6,382)	-	6,382	(6,382)	-	-	-	-	
Sexual health services	4,265	(4,265)	-	4,265	(4,265)	-	-	-	-	
School nursing services	1,856	(1,856)	-	1,856	(1,856)	-	-	-	-	
NHS Health Checks	881	(881)	-	881	(881)	-	-	-	-	
Other programmes and non-contracted services	2,977	(2,977)	-	2,795	(2,795)	-	182	(182)	-	
Contingency and reserves	1,510	(1,510)	-	172	(172)	-	1,338	(1,338)	-	
Total Public Health	24,163	(24,163)	0	22,363	(22,363)	0	1,800	(1,800)	0	v

Capital programme										
Approved project	Total project – all years (£000)		2015/16 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2015/16	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
OP Service Opportunities	536	536	207	21	207	-	-	-	-	
Social Care Information Systems	4,000	4,000	2,234	173	2,234	-	-	-	-	
Greenwood, Bexhill	463	463	51	11	51	-	-	-	-	
LD Service Opportunities	2,478	2,478	1,030	209	1,030	-	-	-	-	
Warwick House, Seaford	7,339	7,339	219	68	219	-	-	-	-	
Extra Care / Supported Accommodation Projects:										
Westfield Lane, Hastings	585	585	581	-	-	581	581	-	-	vi
Ninfield Rd, Bexhill-on-Sea	410	410	205	-	205	-	-	-	-	
Sidley, Bexhill-on-Sea	790	790	70	-	70	-	-	-	-	
Battle Road, Hailsham	1,000	1,000	500	-	500	-	-	-	-	
LD Extra Care	350	350	200	-	200	-	-	-	-	
Continuing Programme										
House Adaptations for People with Disabilities	3,349	3,349	299	5	299	-	-	-	-	
Refurbishment – Registration standards	374	374	64	8	64	-	-	-	-	
Total ASC Gross	21,674	21,674	5,660	495	5,079	581	581	0	0	



## Business Services – Q1 2015/16

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

**Summary of successes and achievements** – Following Cabinet approval (10 March 2015), we are expanding and embedding our partnership working with Surrey County Council (SCC) in relation to all Business Services through developing the Orbis partnership. This includes exploring additional opportunities to work with other partners to expand the business, where this provides the best way of delivering the Council's priorities. On 15 April, the partnership officially launched Orbis, which included the brand and the vision for Orbis the new Orbis Leadership Team (managing Business Services functions at ESCC and SCC). The first meeting of the Orbis Joint Committee took place on 29 June 2015, at which their terms of reference were agreed.

Work is well underway to improve joint working between partners and develop the detailed business plan for approval by both ESCC and SCC Cabinets in October 2015. This will include the target operating model for the partnership and a transition plan outlining the phased approach for the three year period of the business plan, as well as the enabling IT and systems to support the partnership. The business plan will also include a detailed business case with clarified savings, benefits, risks and timings. The Orbis Joint Committee's feedback and guidance will feed into the next phase of work, leading up to the detailed business plan.

**Social Value** – A target has been set to increase the percentage of new Council contracts that include an Employability and Skills Plan (the ESP is used to capture the number of apprentices and work experience placements that a supplier is committing to deliver as part of any contract). We let five contracts following a tender process in Q1 and recorded three active ESPs against them for property maintenance term contracts worth £1.5m. In total these suppliers have committed to 20 work experience places for 14 to 18 year olds, 20 work experience places for 19+ year olds, and 10 apprentice programmes. We will continue to put ESPs in place where appropriate through our tender activity.

We also continue to aim to purchase goods, works and services which enhance the local economy, with a target to increase the Council's spend with local suppliers. There is a particular emphasis on developing local supply chains that will deliver the biggest impact on economic growth, including employment and skills opportunities, over the longer term. We continue to engage with local suppliers about how to do business with the Council to enable us to meet our target.

**SPACES** – Five projects have been delivered in Q1, including two co-location projects, the procurement of training for customer contact teams, use of partner premises for training and consolidated locations. In addition, one off activities were completed with charitable organisations to recycle unwanted furniture and stationery items, saving the charities in the region of £20k.

**Asset investment** – We are currently in the early stages of developing an asset investment strategy which will be based on a balanced portfolio approach, providing opportunities for capital receipts and an annual income from property holdings for the Council. In previous years the Council has focused on generating capital receipts from surplus property, however higher benefits may be achievable through taking alternative approaches. We have recently commenced a review of our asset base, including current surplus sites, to help us identify the key opportunities for revenue generation and appropriate transactional structures and delivery mechanisms. This will inform the development of a new investment strategy to be brought to Members early in 2016.

**Reduction in CO2 emissions** – CO2 emissions in Q1 have fallen by 7% on the same period last year, with the high figure partly due to a change in electricity emissions factors. A third of the reduction is due to lower street lighting consumption, with a major project in progress to upgrade Hastings to LED lanterns. Other projects that contributed included cavity wall and loft insulation (e.g. Linden Court, St Nicholas Centre, Mark Cross School) and the lighting upgrade in County Hall.

**ICT infrastructure and tools** – During Q1 we exceeded our target for availability of IT infrastructure to support and enable the business to function, with 99.13% of key services available during core hours (weekend and planned unavailability is excluded). In addition to this, in order to gain a qualitative measure on ICT provision, we will commence a survey during Q2 to establish a baseline of the percentage of staff satisfied that the IT tools provided are the right ones to do their job.

**Sickness absence** – The performance measure relating to sickness absence now focuses on reporting on non-schools absence. This more accurately reflects the Council's scope of governance and the focus of the associated activity (including the use of the absence management system and targeted support and initiatives). This will provide a clearer statement on Council performance and enable clearer analysis of the impact of absence management activity.

In addition to this, figures on absence in schools and the combined schools and non-schools figures are currently included in the Portfolio Plan for Resources.

The 2015/16 Q1 sickness absence outturn for the whole authority (excluding schools) is 2.01 days lost per FTE employee, which represents a decrease of 12.2% since the same period last year (**ref i**). If this performance were to continue for the full year, we would reach or exceed the current target of 9.24 days for the year. It should, however, be recognised that in light of seasonal fluctuations, the level of sickness absence will likely rise over the next few quarters,

which will in turn, impact on the year end outturn.

Stress continues to be the primary driver of absences across the organisation. A training course has been commissioned to equip managers with the confidence, tools and experience to effectively signpost and support employees who are experiencing stress. An individual stress risk assessment and policy has been launched across the organisation, it is anticipated this tool will enable prompt resolution of stress related issues and reduction of absence in this area. A revised Attendance Policy has been drafted which aims to promote improved engagement and enable a more robust and simplified approach to managing absence and this will be launched later in the year. Following a successful pilot HR continue to contact managers within the first two weeks of stress related absences, to advise them to meet with the employee asap to explore an early resolution of work place issues.

Muscular skeletal absences are a key issue within ASC and CSD. In order to effectively target this a higher level of reporting has been agreed to identify the location of the muscular skeletal ailment, e.g. neck or elbow. This is expected to enable more effective analysis and therefore more focused solutions. In addition to this a pilot has commenced in ASC to establish whether a localised provision of physiotherapy will impact on absence levels.

**Revenue Budget Summary** – The revenue budget is currently forecast to overspend by £1.074m (**ref iv**) as a result of unachieved, unmitigated Commissioning Cycle savings of £0.482m (**ref iii**) in Management & Support and a £0.4m structural pressure in the Link budget carried forward from prior years, which is also held in Management & Support. In addition, there is a projected overspend of £0.192m on Business Operations. Permanent savings of £0.531m have been identified, to mitigate the Link savings, and a portion of the Commissioning Cycle savings. Commissioning Cycle savings, which were anticipated to be achieved by providing services via new delivery models, were initially set at £0.916m. It is projected that savings of £0.293m will be achieved (**ref ii**) and £0.141m (of the £0.531m) will be mitigated, leaving a shortfall of £0.482m (**ref iii**). Opportunities will be continually reviewed throughout 2015/16 to mitigate the remaining pressures permanently, in time for the Orbis Partnership. If further mitigations cannot deliver the full savings within this financial year, these pressures will be managed through the use of reserves that were carried forward from 2014/15.

**Capital Programme Summary** – The 2015/16 Capital Programme is currently forecasting slippage of £1,924m. The Core Systems budget is forecast to slip by £0.626m in 2015/16. The only expenditure committed is a 50% contribution to the set-up costs of the Joint e-invoicing project amounting to £60k and £15k worth of project costs on the new Learning Management System. Further expenditure on Core Systems will depend on the decision taken regarding the future Enterprise Resource Planning (ERP) solution for the Orbis Partnership. There is £1.3m slippage for Agile which is due to reprofiling of works required to hub buildings in Eastbourne and Hastings to deliver the Agile working environment.

Performance Exceptions (Red, Amber, new Green RAG rated targets, and amendments)								
Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				Q1 15/16 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Making best use of resources								
Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in non-school services	10.23	9.24	A				Q1: 2.01. Estimated outturn for 2015/16: 8.98	i



Savings exceptions (Projected - Red: not achieved in full or part, Amber: achieved but may slip, Green: achieved)						
Savings description	2015/16 (£000)					Note ref
	Original Target	Target including unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved	
Savings from new delivery models following commissioning cycle	561	916	293	-	623	ii
The Link / PSN	-	500	110	-	390	
All other savings	1,163	1,163	1,163	-	-	
<b>Total BSD - original savings</b>	<b>1,724</b>	<b>2,579</b>	<b>1,566</b>	<b>0</b>	<b>1,013</b>	
Red savings mitigations						
Permanent						
Permanent savings mitigating unachieved Link and Commissioning Cycle savings	-	-	-	-	531	
Temporary						
Use of general planned reserves	-	-	-	-	482	iii
<b>Total BSD - savings with mitigations</b>	<b>1,724</b>	<b>2,579</b>	<b>1,566</b>	<b>0</b>	<b>0</b>	

Revenue Budget										
Divisions	Planned (£000)			Q1 2015/16 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
ICT	13,320	(7,895)	5,425	13,320	(7,895)	5,425	-	-	-	
Property	25,935	(19,642)	6,293	25,935	(19,642)	6,293	-	-	-	
Personnel and Training	2,641	(1,216)	1,426	2,641	(1,216)	1,426	-	-	-	
Procurement	1,078	(238)	839	1,078	(238)	839	-	-	-	
Finance	8,309	(3,569)	4,740	8,309	(3,569)	4,740	-	-	-	
Management & Support	358	(1,247)	(889)	1,240	(1,247)	(7)	(882)	-	(882)	
Non-Specific	779	-	779	779	-	779	-	-	-	
Business Ops	3,339	(1,807)	1,532	3,531	(1,807)	1,724	(192)	-	(192)	
Orbis Transformation	-	-	-	-	-	-	-	-	-	
Total BSD	55.759	(35.614)	20.145	56.833	(35.614)	21.219	(1.074)	0	(1.074)	iv

Capital programme										
Approved project	Total project – all years (£000)		2015/16							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2015/16	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Core Systems Development	1,470	1,470	701	-	75	626	-	626	-	
The Link	2,718	2,718	17	(134)	17	-	-	-	-	
SALIX Contract	2,644	2,644	403	(5)	403	-	-	-	-	
Carbon Reduction Schemes	1,313	1,313	140	-	140	-	-	-	-	
AGILE	9,029	9,029	5,656	715	4,358	1298	-	-	-	
Capital Building Improvements	31,904	31,904	5,512	1,320	5,512	-	-	1,298	-	
ICT Strategy Implementation	11,920	11,920	3,804	320	3,804	-	-	-	-	
Total BSD	60,998	60,998	16,233	2,216	14,309	1,924	0	1,924	0	

## Children's Services – Q1 2015/16

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

**Summary of successes and achievements** – 76% of eligible 2 year olds have taken up a place with a pre-school provider. The Department for Education (DfE) data collated from January 2015 places East Sussex top of its statistical neighbours and second to our geographical neighbours in terms of take up. 85% of early year's providers (preschools and childminders) are currently judged good or better, an improvement of 8% since June 2014 and in line with the latest national average (2013/14). Since the introduction of an Early Years Foundation Stage (EYFS) judgement in schools in September 2014, 35 schools have been inspected and 88% have been judged good or better for EYFS. As at 14 July 2015, 77% of primary schools are judged good or better. This compares to 68% judged good or better in July 2014. There is now only one school in East Sussex that is in special measures, compared to 13 in July 2014. 402 families are currently receiving a Family Keywork intervention under the government's extended Troubled Families programme. The Council will need to identify and work with 3,570 families over a five year period (757 in 2015/16).

**Multi Agency Safeguarding Hub (MASH)** – The Police joined the integrated screening hub in the west of the county from April 2015. In the first phase this has provided enhanced multi-agency information sharing and decision making practice for children that are most in need. The primary objective of the MASH is to ensure there is an infrastructure in place to equip and support all staff to fulfil their responsibilities for safeguarding and promoting the welfare of children confidently, safely and effectively. These responsibilities include minimising risks of harm to children by taking appropriate action and sharing this information with our partners. The pilot was rolled out to the east of the county in September and has been extended to ensure a coherent response to missing children and children at risk of sexual exploitation.

**Attainment academic year 2014/15** – Early indications are that attainment is improving across the board. Members have already been made aware of the provisional GCSE results provided directly by East Sussex schools, and Department of Education (DfE) unvalidated results will be reported at Q2. The DfE will validate data and publish revised results in January 2016 allowing our comparative performance to be reported at Q3 (**ref i**). Results for the percentage point gap between pupils eligible for Pupil Premium and their peers will be reported in Q3 (**ref ii**).

**Looked after Children (LAC)** – There continues to be significant financial pressures on LAC in Children and Families (**ref vi**). Our detailed modelling to forecast future costs, carried out alongside a systematic review of all LAC care plans and placements, shows the pressures will reduce gradually after this year over the next Medium Term Financial Plan period. Progress against this also continues to be reviewed monthly by senior managers.

**Proportion of LAC achieving five or more A\* - C GCSEs including English and maths** – The outturn for academic year 2014/15 will be reported in Q2. There are 45 children in the cohort. 89% of the cohort has Special Educational Needs (SEN) and 58% have a statement of need (compared to national LAC figures of 67% and 29%). Predictions show that it will be a significant challenge to achieve the target (**ref iii**).

**Home to school transport** – Against this budget there is a forecast overspend of £0.173m (**ref vii**) mainly due to higher than expected hired transport costs. This is as a result of increased numbers and unit costs of Special Needs clients (£0.133m increase) and due to increased costs of Further Education Special Clients (£0.023m increase) reflecting a number of small changes across 84 of the 115 students in this cohort.

**Revenue Budget Summary** – At Q1 the department is forecasting an outturn overspend of £1.222m (**ref viii**) against a net revenue budget of £70.278m. This comprises unachieved savings of £1.855m and projected overspends of £0.400m, offset by projected underspends of £1.033m (of which temporary savings mitigations of £0.633m are proposed). The department takes a rounded approach to the budget, managing pressures in some parts, principally LAC within Children's and Families (**ref vi**), through mitigations in others, including Central Resources (**ref v**). This is also reflected in the savings exceptions where the Red savings are planned to be mitigated as far as possible through savings elsewhere in the department (**ref iv**). The Senior Management Team is working on strategies to reduce the forecast overspend and to achieve the savings overall.

**Capital Programme Summary** – The majority of the £28.843m capital programme for 2015/16 is on track at Q1. There are small forecast overspends totalling £0.100m - Diploma Exemplar Delivery £0.075m (**ref ix**) and Etchingham School £0.025m (**ref x**) - due to legal costs and construction delays respectively. The department is looking for ways to mitigate these.

Performance exceptions (Red, Amber, new Green RAG rated targets, and amendments)								
Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				Q1 15/16 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Driving economic growth								
The proportion of pupils in all schools achieving five or more A* - C GCSE's including English and maths	Academic Year 2013/14 53.2% Nat ave: 60%	Academic Year 2014/15 Equal to or above the national average	A				To be reported at Q2	i
The % point gap between pupils eligible for Pupil Premium achieving at least level 4 in Reading, Writing and maths at KS2, and their peers.	Academic Year 2013/14 17.9% Nat ave: 16.1%	Academic Year 2014/15 At or below the national average	A				To be reported in Q3	ii
The % point gap between pupils eligible for Pupil Premium achieving A* - C GCSE's including English and maths, and their peers.	Academic Year 2013/14 27.4% Nat ave: 27.5%	Academic Year 2014/15 At or below the national average	A				To be reported in Q3	ii
The proportion of LAC achieving five or more A* - C GCSE's including English and maths	Academic Year 2013/14 12.5% Nat ave: 12%	Academic Year 2014/15 Equal to or above the national average	A				To be reported at Q2	iii

Savings exceptions (Projected - Red: not achieved in full or part, Amber: achieved but may slip, Green: achieved)						
Savings description	2015/16 (£000)					Note ref
	Original Target	Target including unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved	
Looked After Children	500	1,105	-	-	1,105	
Home to School Transport	898	801	51	-	750	
All other savings	1,187	1,187	1,187	-	-	
<b>Total CSD - original savings</b>	<b>2,585</b>	<b>3,093</b>	<b>1,238</b>	<b>0</b>	<b>1,855</b>	
<b>Red savings mitigations</b>						
Permanent						
	-	-	-	-	-	
Temporary						
Looked After Children - achieved through overall mitigation within CSD in 15/16	-	-	-	-	56	
Home to School Transport - mitigation by robust assessment of need and on-going review of transport provision.	-	-	-	-	577	
<b>Total CSD – savings with mitigations</b>	<b>2,585</b>	<b>3,093</b>	<b>1,238</b>	<b>0</b>	<b>1,222</b>	<b>iv</b>

## Revenue budget

Revenue budget										
Divisions	Planned (£000)			Q1 2015/16 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Central Resources	3,983	(3,322)	661	3714	(3,508)	206	269	187	455	v
Early Help & Commissioning	14,058	(3,014)	11,044	14,855	(3,797)	11,058	(797)	782	(15)	
Children's & Families	43,340	(5,881)	37,459	46,016	(7,068)	38,948	(2,676)	1,186	(1,490)	vi
Learning & School Effectiveness	71,302	(4,967)	66,335	71,390	(5,054)	66,336	(87)	87	-	
Communication, Planning & Performance	20,109	(4,270)	15,839	19,984	(3,973)	16,011	124	(297)	(173)	vii
DSG non Schools	-	(61,060)	(61,060)	-	(61,060)	(61,060)	-	-	-	
Schools	181,203	(181,203)	-	181,203	(181,203)	-	-	-	-	
Total CSD	333,995	(263,717)	70,278	337,162	(265,662)	71,499	(3,167)	1,945	(1,222)	viii

## Capital programme

Capital programme										
Approved project	Total project – all years (£000)		2015/16 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2015/16	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Eastbourne Academy	-	-	-	14	-	-	-	-	-	
St. Peter's Chailey - Car Park	-	-	-	1	-	-	-	-	-	
Primary Capital Programme- Hurst Green	-	-	-	6	-	-	-	-	-	
ASDC (Aiming High Short Breaks: Disabled children)	497	497	413	77	413	-	-	-	-	
Diploma Exemplar (Creative Learning)	1,357	1,432	57	132	132	(75)	(75)	-	-	ix
Mobile Replacement Programme	7,381	7,381	1,324	500	1,324	-	-	-	-	
Etchingham School	6,900	6,925	(475)	103	(450)	(25)	(25)	-	-	x
Family Contact	346	346	115	-	115	-	-	-	-	
Schools Access Initiative	5,451	5,451	190	52	190	-	-	-	-	
House Adaptations for Disabled Children's Carers	1,255	1,255	254	20	254	-	-	-	-	
Schools Delegated Capital	-	-	-	(157)	-	-	-	-	-	
Universal Infant Free School Meals	985	985	445	83	445	-	-	-	-	
Early Yrs 2 Yr Old's grant	3,031	3,031	2,149	401	2,149	-	-	-	-	
Basic Need Programme	84,422	84,422	24,371	5,231	24,371	-	-	-	-	
Total CSD	111,625	111,725	28,843	6,463	28,943	(100)	(100)	0	0	

## Communities, Economy & Transport – Q1 2015/16

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

**Summary of successes and achievements** – The Bexhill to Hastings Link Road is now due to open in the autumn of 2015. The Regional Growth Fund 4 (RGF4) ran from July 2013 to June 2015, 235 verified jobs have been created against the 573 which are contracted. We have launched East Sussex Invest 4 (ESI4) to continue the work started under RGF4. A number of grants and loans were approved, including a £100,000 loan to Global Tailor Holdings Ltd allowing them to expand to new premises in Eastbourne which will create 14 new jobs. The East Sussex Growth Strategy draft plan has been completed and agreed by Team East Sussex, our local board on the South East Local Enterprise Partnership (SELEP), on 13 July 2015. SeaChange Sussex has developed a potential route for the North Bexhill Access Road and a planning application is due to be submitted in Q2. The A259 Peacehaven - Newhaven cycleway has been completed.

**Bexhill Hastings Link Road** – During the first quarter of the year the Link Road contractor has made good progress. By mid-August, all of the concrete bridges and structures (with one exception) are complete and the re-constructed Ninfield Road bridge has re-opened to traffic. Bulk earthworks re-mobilised in earnest in the spring and are now nearing completion, having excavated and re-positioned some 1 million cubic metres of material over two earth-moving seasons. Installation of the highway drainage and the numerous environmental and highway drainage ponds are nearing completion and work has now commenced forming the carriageway and laying tarmac. Work on the two Greenways (routes for use by people on foot, bike or horseback) is also progressing well. Crowhurst Road has been re-aligned and is now routed through an underpass beneath the Link Road, and the bridge over the main Hastings to London railway line is now complete enabling the remaining landscape material to be moved from the east side of the railway to complete the landscaping along the length of the Link Road. The new junction with Queensway is taking shape and the Complementary Highway Improvement Measures on The Ridge are nearing completion.

Planning Committee in August approved a non-material amendment to the planning consent, de-coupling the completion of the Greenways and the landscape planting from the formal opening, which is expected to be in the Autumn. The Greenways will most probably be complete in time for the opening, but the planting will take place during the traditional planting season between November and April. We are in discussion with the DfT about the arrangements for the formal opening, but as always with road building so much will depend on the weather in the coming few weeks. The total cost of the road is projected to be £120.8m. This represents a £4.4m increase in scheme costs; these costs are constantly under review and there remain a number of issues still to be resolved before total project costs are finalised (**ref xi**). In advance of the opening, the contractor has agreed with the organisers of the Hastings half-marathon, to hold a 10k road race along the route of the Link Road on 20 September. Further information and the latest construction photographs can be found on the Council website:

<https://new.eastsussex.gov.uk/roadsandtransport/bexhillhastingslinkroad/latest>

**Queensway Gateway Road** – Planning permission for the Queensway Gateway Road, Hastings, had been granted in February 2015, but this has been challenged and the application will be reconsidered on 23 September 2015. Subject to approval of the plans and the tendering process, construction is now planned to begin at the end of September 2015 and be completed by autumn 2016. The Council has resolved to enter into a legal agreement with SeaChange Sussex to transfer up to £15m (£10m-2015/16; £5m-2016/17) to enable the scheme's delivery.

**Newhaven Port Access Road** – We held a meeting in Q1 with the Department for Transport (DfT) to discuss the business case. Preparation of the business case has commenced with submission to the DfT due in Autumn 2015. This means that £12.7m of scheme costs originally profiled in 2015/16 have slipped into 2016/17 (**ref xii**).

**Broadband** – The latest data (end of Q4 2014/15, reported a quarter in arrears), shows that 48,309 premises have access to improved broadband. The latest speed data is not yet available but it's predicted that the delivered speeds will meet or exceed contracted levels. Take up in connected areas at 31 March 2015 was 13.9% against the original benchmark of 20%. Progress against take up targets is good and we will be identifying additional measures, such as the successful business support programme SWIFT, which can help to encourage take up of faster broadband services. A second contract has been signed which will increase speeds and help to deliver improved connectivity to the hard to serve areas of the county. Current costs are lower than predicted due to savings although more expensive technology solutions are now being deployed in the final phases of the current contract. £6.7m of slippage has currently been identified that may help to deliver improved connectivity and speeds to the remaining hard to serve areas (**ref x**).

**Terminus Road, Eastbourne** – The scheme of pedestrian improvements using shared street space principles is scheduled for a December 2016 completion and will slip £2.2m (**ref xiv**). The contract is likely to be awarded in October 2015. The project team have reviewed the first draft of the detailed design to incorporate minor changes required by key stakeholders.

**Employability and Skills Strategy** – Eight industry sector skills dataset reports have been produced; these identify the key employment and skills priorities for each sector. Skills East Sussex, the new employment and skills board for the county, will focus on engineering and construction during the first half of 2015/16 and devise appropriate skills



interventions; such as sector specific careers advice programmes and improved course curriculums. Health and social care will be the focus of the following period.

**East Sussex Growth Hub** – The Business East Sussex tender was awarded to the Lets Do Business Group in May 2015 and launched on 2 July 2015. PRG Marketing Ltd were awarded the contract to build the full website, [www.businesseastsussex.org.uk](http://www.businesseastsussex.org.uk), which went live on 1 September 2015.

**Recruitment of people with learning/physical disabilities** – The National Development Team for Inclusion was commissioned to review our practices to help formulate a programme for identifying relevant opportunities for supporting learning/physically disabled adults in the work place. Consultation interviews and workshops have been completed. The final version of the report has been received and an update will be provided in Q2.

**Road Safety** – The latest provisional data for January to March 2015, which is reported in arrears, shows that there were 61 people Killed or Seriously Injured (KSI) on our roads, with three of these being fatalities. This is a 30% decrease from the same period in 2014, when there were 87 KSI's (revised from 89), but a 17% increase on the 2013 total of 52. This measure is marked amber due to seasonal differences in KSI numbers so the trend may change throughout the year (**ref ii**). The Department for Transport released nationally validated crash data for January to December 2014 in June 2015. This will now be analysed by the Sussex Safer Roads Partnership to identify any local problems while also comparing the data to regional and national trends. The analysis will also aim to identify trends amongst specific groups who can then be targeted as part of our work with the Local Road Safety Partnerships. There is a current projected overspend on Road Safety (**ref iii & vii**) due to Medium Term Financial Plan savings targets that will not be achieved by 2015/16. CET are identifying ways of mitigating this pressure and reviewing the ability to deliver the objectives of Road Safety in more efficient ways.

**School Safety Zones** – Zones are due to be implemented at Ratton School Eastbourne and Heathfield Community College in Q2, these zones were delayed from 2014/15. Scheme development work at St Richards Catholic College Bexhill and Christchurch Primary School St Leonards has begun, with construction due to start in Q4.

**Inward Investment** – Locate East Sussex helped four businesses open or relocate to East Sussex in Q1, creating 13 jobs. Companies supported included dukaPC, a Danish IT company specialising in friendly computers (with features such as big buttons etc.) for those struggling with a standard computer, who began operating in Eastbourne. This addresses three of the Council's four main priorities; driving economic growth, keeping vulnerable people safe and helping people help themselves.

**Cultural Destinations** – A funding bid of almost £100,000 has been submitted to Arts Council England, with over £134,000 of match funding in place. The match funding is made up of contributions from all participating cultural destinations, East Sussex Arts Partnership and the Council. A further £49,000 of in kind support has been secured. If the bid is successful the funding will be used to develop marketing tools to promote six key cultural destinations: Jerwood, De La Warr Pavilion, Towner, Charleston, Farley Farm House and Ditchling Museum of Art+Craft.

**Trading Standards** – 11 business workshops were delivered in Q1 attended by 154 people. Workshops included; off-premises, on-premises and distance selling contracts, introducing new businesses to the Support with Confidence Scheme, and a specially commissioned new business start-up training. All have been very well-received.

Trading Standards adopted a new scams day approach, visiting as many known victims of scam mail fraud across the county as possible in one day. This led to 45 known victims of scam mail fraud being visited and having their cheques and cash returned to them. Eight particularly chronic victims were supported by trading standards officers, who contacted banks to cancel fraudulent transactions and helped put into place support mechanisms to help protect the victims from further frauds.

Eight contacts to the Rapid Action Team (RAT) were made in Q1; all were responded to within the two hour target response time by trading standards officers. Two additional visits were made to victims as a result of a relative discovering that their family member had fallen prey to rogue traders. These positive interventions by the RAT saved a total of £24,900 for the 10 consumers.

**Online Learning in Libraries** – 47 courses were completed in Q1; however the annual target is not evenly spread across all quarters. Q1's total is on course to achieve 270 completed courses this year.

**Road Condition** – We are now in the second year of the 4 year £70m investment period. Year 1 targets were achieved, providing confidence that the condition of non-principal roads can be maintained while that of unclassified roads will continue to improve in line with targets. The 2014/15 target for principal roads was exceeded by 3%, reducing the percentage of the network requiring maintenance to 5%. New maintenance implementation may see deterioration in principal road condition towards, but remaining below, this year's 8% target. In Q1, we completed 157 resurfacing schemes to around 87 kilometres of roads. The 2014/15 savings for consultancy and gulley works were not achieved and therefore represent as a pressure in the current financial year (**ref iv & viii**). The department is planning to mitigate the pressure from other areas within CET and will review savings plans through the Reconciling Policy, Performance and Resources process.

**Waste** – The final Q4 outturn for 2014/15, which is reported a quarter in arrears, shows that 539 kg of waste per household (/hh) was re-used, recycled, composted or used beneficially. This was against a target of 544kg/hh so the final outturn is red (**ref i**).

There are no new savings targets for 2015/16. £294,000 of savings are expected to be achieved in 2015/16 from: the full year effect of a new agreement that we will not pay for Waste Electrical and Electronic Equipment tonnes; and the full year effect of Household Waste Recycling Sites part closures. A cumulative £421,000 savings shortfall is forecast for the end of 2015/16 due to: lower than expected electricity income from the Energy Recovery Facility; delays in securing income from non-contract waste; unachieved savings both from the Waste Collection Partnership Joint Contract and from working across the SE7; and failure to gain planning permission for reception tanks at Pebsham to support disposal of leachate. The shortfall will be partly funded from Pebsham closed landfill site gas surplus, with the balance being funded from the Corporate Waste Reserve. The level and management of the Corporate Waste Reserve is currently under review and it is expected that savings shortfalls can be permanently mitigated by reducing the annual contribution to the reserve **(ref v)**.

**Revenue Budget Summary** – At Q1 there is a projected overspend of £0.725m. There are unachieved savings of £1.338m and projected overspends of £0.407m offset by projected underspends of £1.020m. There are temporary savings mitigations of £0.774m. The significant savings shortfalls are in Waste £0.421m, Passenger Transport £0.350m, Highways £0.280m and Road Safety £0.255m. In addition, there is a budget shortfall for The Keep **(ref vi)** and the fleet management service where a decreasing fleet is resulting in a reduced ability to raise income. Mitigations are proposed from the use of the waste reserve and from underspends forecast in concessionary fares although this is subject to the quarterly concessionary fares data.

**Capital Programme Summary** – At Q1, the forecast expenditure is £104.8m against an approved capital programme of £126.2m. Of the variation, £29.6m is slippage, £3.8m is spending in advance and £4.4m is overspend. The most significant slippage variations are for the Port Access Road where a scheme redesign and DfT approval delays means that £12.7m of works will not start until next year **(ref xii)**, the Broadband project costs are £6.7m lower than planned due to improved technology and these funds may help to deliver Broadband to the remaining hard to reach areas of the county **(ref x)**, Hastings Library where scheme redesign means work will slip £6.1m **(ref ix)**, the Terminus Road Improvements project which is not due to complete until December 2016 will slip £2.2m **(ref xiv)**, and the East Area Depot where the need to locate a new site will slip the project into next year £1.1m **(ref xiii)**.

The total cost of the Bexhill Hastings Link Road is projected to be £120.8m. The latest estimates reflect a scheme overspending of £4.4m. The profile and funding of the remaining expenditure between the financial years is still to be resolved **(ref xi)**.

**Measures marked carry over at year end 2014/15**  
**Final outturn**

Performance measure	Outturn 13/14	Target 14/15	14/15 RAG				2014/15 final outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Making best use of resources								
Household waste re-used, recycled or composted or used beneficially (kg per household)	535 kg/hh	544 kg/hh	G	G	G	R	539 kg/hh	i

**Performance exceptions**  
**(Red, Amber, new Green RAG rated targets, and amendments)**

Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				Q1 15/16 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Helping people help themselves								
40% reduction in the number of people killed or seriously injured (KSI) on the 2005/09 average by 2020 (no more than 227 KSI casualties)	388 (provisional)	Fewer than 305 KSI casualties	A				61	ii

## Savings exceptions

(Projected - Red: not achieved in full or part, Amber: achieved but may slip, Green: achieved)

Savings description	2015/16 (£000)					Note ref
	Original Target	Target including unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved	
Passenger Transport	1,660	1,660	1,310	-	350	
Road Safety	-	255	-	-	255	iii
Emergency Planning	-	32	-	-	32	
Highways	-	280	-	-	280	iv
Waste	-	421	-	-	421	v
All other savings	582	767	767	-	-	
<b>Total CET - original savings</b>	<b>2,242</b>	<b>3,415</b>	<b>2,077</b>	<b>0</b>	<b>1,338</b>	
<b>Red savings mitigations</b>						
Permanent	-	-	-	-	-	
Temporary	-	-	-	-	-	
Waste Management	-	-	-	-	421	
Passenger Transport Vacancies etc.	-	-	-	-	73	
Concessionary Fares	-	-	-	-	280	
<b>Total CET – savings with mitigations</b>	<b>2,242</b>	<b>3,415</b>	<b>2,077</b>	<b>0</b>	<b>564</b>	

## Revenue budget

Divisions	Planned (£000)			Q1 2015/16 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Management and Support	1,314	(160)	1,154	1,479	(153)	1,326	(165)	(7)	(172)	
Customer and Library Services	9,708	(3,081)	6,627	10,075	(3,217)	6,858	(367)	136	(231)	vi
Communities	3,507	(2,229)	1,278	3,755	(2,233)	1,522	(248)	4	(244)	vii
Transport & Operational Services	71,673	(38,280)	33,393	72,709	(39,522)	33,187	(1,036)	1,242	206	
Highways	18,212	(5,480)	12,732	18,864	(5,848)	13,016	(652)	368	(284)	viii
Economic Development	2,243	(1,560)	683	2,486	(1,803)	683	(243)	243	-	
Planning and Environment	2,842	(1,971)	871	3,132	(2,261)	871	(290)	290	-	
Total CET	109,499	(52,761)	56,738	112,500	(55,037)	57,463	(3,001)	2,276	(725)	

## Capital programme

Approved project	Total project – all years (£000)		2015/16 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2015/16	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
The Keep	19,171	19,171	730	199	730	-	-	-	-	
Rye Library	52	52	31	-	31	-	-	-	-	
Hastings Library	9,916	9,916	8,123	109	2,000	6,123	-	6,123	-	ix
Newhaven Library	1,754	1,754	157	43	157	-	-	-	-	
Southover Grange (formerly The Maltings)	1,200	1,200	1,146	11	836	310	-	310	-	
Library Refurbishment Programme	1,983	1,983	418	26	418	-	-	-	-	



Capital programme										
Approved project	Total project – all years (£000)		2015/16 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2015/16	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Newhaven Household Waste Recycling Site	2,041	2,041	5	-	1	4	-	4	-	
Pebsham S106	200	200	138	31	138	-	-	-	-	
Travellers Site Bridies Tan	1,348	1,348	34	-	34	-	-	-	-	
Broadband	25,600	25,600	20,271	1,577	13,522	6,749	-	6,749	-	x
Bexhill to Hastings Link Road	116,425	120,801	18,465	3,718	26,694	(8,229)	(4,377)	-	(3,852)	xi
BHLR Complementary Measures	1,800	1,800	1,542	1	1,542	-	-	-	-	
Reshaping Uckfield Town Centre	2,500	2,500	1,713	-	1,713	-	-	-	-	
North East Bexhill Roundabout	1,178	1,178	840	-	813	27	-	27	-	
Exceat Bridge Maintenance	500	500	500	-	100	400	-	400	-	
Economic Growth & Strategic Infrastructure Programme	47,874	47,874	20,082	2,228	20,082	-	-	-	-	
Newhaven Port Access Road	23,219	23,219	13,049	2	344	12,705	-	12,705	-	xii
Street Lighting Invest to Save	920	920	17	8	17	-	-	-	-	
Local Sustainable Transport Fund - ES Coastal Towns	2,107	2,107	423	377	423	-	-	-	-	
Local Sustainable Transport Fund - Travel choices for Lewes	1,252	1,252	171	47	171	-	-	-	-	
Eastbourne and Hastings Light Reduction	3,704	3,704	47	-	47	-	-	-	-	
Lewes Station Bridge	863	863	629	4	789	(160)	(160)	-	-	
Eastern Depot Development	1,586	1,586	1,396	-	300	1,096	-	1,096	-	xiii
Newhaven Swing Bridge	1,238	1,238	311	156	581	(270)	(300)	30	-	
Waste Leachate Programme	250	250	250	-	250	-	-	-	-	
Integrated Transport - LTP plus Externally Funded	77,460	77,460	7,138	306	7,138	-	-	-	-	
Speed Management	2,718	2,718	20	(20)	20	-	-	-	-	
Terminus Road Improvements	3,250	3,250	3,144	49	950	2,194	-	2,194	-	xiv
Highway Structural Maintenance	103,038	103,038	23,027	4,077	23,027	-	-	-	-	
Bridge Assessment Strengthening	17,490	17,490	1,120	106	660	460	460	-	-	
Street Lighting - Life Expired Equipment	7,902	7,902	869	114	869	-	-	-	-	
Rights of Way	4,617	4,617	410	65	410	-	-	-	-	
Total CET Total	485,156	489,532	126,216	13,234	104,807	21,409	(4,377)	29,638	(3,852)	

## Governance – Q1 2015/16

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

**Summary of successes and achievements** – As part of the website migration project all 2000 webpages were migrated to the new platform by the end of Q1. Legal Services successfully prosecuted two individuals on behalf of Trading Standards, one of whom was targeting the elderly and the vulnerable. The new committee management system, modern.gov has now gone live. The You're Hired campaign to get employers to pledge to take on an apprentice in East Sussex was launched at the start of the quarter.

**Reconciling Policy, Performance and Resources (RPPR)** – RPPR 2015 began with the State of the County report to Cabinet on the 29 June 2015. The report sets out the context in which the Council will need to plan to deliver its four priority outcomes, using the operating principles agreed by the Council. The Government announced the Summer Budget on the 8 July and launched a Spending Review that is due to be published on 25 November 2015. The Council is likely to need to make savings of £70-90m during the next planning period (2016/17 – 2018/19) and the State of the County report set out proposals for areas of search for the savings. Following year-end the Council Plan and Portfolio Plans 2015/16 – 2017/18 have been refreshed with completed outturns, and considering these, some changes were made to the performance measures and targets. The updated plans are available on our website.

**Supporting democracy** – During this quarter we have supported a total of 49 formal meetings including: 1 Full Council; 3 Cabinet, 20 Lead Member meetings; 6 scrutiny committees and review boards; and 19 other committees and panels. The new committee management system, modern.gov, has gone live. This has already begun to streamline the process of producing agenda papers and will enable us to considerably reduce the amount of printed material. 414 school admission appeals were received and arranged, plus one exclusion appeal. Training and induction on "Working in a Political Environment" was provided to over 20 staff. As part of an ongoing review of ICT support to Members, a detailed survey has been developed and distributed to all elected Members. By developing a detailed understanding of how Members work, we will then be able to provide a relevant and cost-effective technology and social media support package.

**Legal services** – Legal Services brought a successful prosecution for fraud and trade mark offences on behalf of Trading Standards against an individual who was selling counterfeit tobacco products. This resulted in a 12 week suspended sentence together with 200 hours of unpaid community work. We successfully prosecuted a roofing contractor, again for Trading Standards, who conned elderly people out of thousands of pounds. He was jailed for eight months and banned from being a company director for five years. We continued with further prosecutions for fraudulent misuse of blue badges and undertook public protection proceedings for Sussex Police including Sexual Offences Prevention Orders and Sexual Risk Orders including a 5 year extension to a Risk of Sexual Harm Order.

Legal Services are replacing their existing separate electronic bundling and time recording systems with a comprehensive case management system that will facilitate Agile working. Installation work is underway with training taking place over the summer. The new system is fully compatible with the one currently used by colleagues at Surrey County Council.

We have provided a series of lunchtime training sessions for HR on various aspects of employment law and a half day session for Children's Services on SEN Tribunals. We arranged procurement training which was attended by representatives of 13 different local authorities.

We recovered over £165,000 in debt owed to the Council. We also completed seven s106 planning agreements which have secured a total of £816,631 in contributions. Work continues to facilitate joint working with colleagues in Surrey County Council Legal Services, including joint team meetings and training.

**Keeping vulnerable people safe** – Following recent case law leading to an increase in the number of mentally incapacitated people who may be considered to have been deprived of their liberty; Legal Services advised and assisted Adult Social Care in making 11 applications to the Court of Protection in Q1 ensuring that vulnerable members of our community are safeguarded. Legal Services continued to assist the Ordinary Residence Team in making the best use of resources, by opposing claims by other authorities that ESCC is liable for the cost of care of individuals who are in fact ordinarily resident in the other local authority's area and in bringing about the successful transfer to other local authorities for the cost of care for residents who move from East Sussex.

Legal Services continue to advise Children's Services in pre-proceedings cases (77 open on 30 June), where the aim is to work with families to enable them to keep their children within the family. Where this is not possible and care proceedings are brought, we advise and represent Children's Services in proceedings. 14 sets of care proceedings were concluded in the last quarter, securing vulnerable children a safe placement whether with relations, in foster care or by way of adoption.

**Effective public campaigns** – A drive to recruit more residents to provide supported lodgings for young care leavers was especially successful. Enquiries about taking part rose from an average two a month in the previous quarter to six in April and 19 in May as the result of a marketing campaign. At least four of those are now likely to be approved,

offering significant savings on care costs – which are up to £4,000 a week for residential care.

**Buzz Active** – Communications supported the relaunch of the Council's outdoor activity service in June. We rebranded and designed the public face of the service, which merges existing services into one commercially-focussed entity. A new website was created ([www.buzzactive.org.uk](http://www.buzzactive.org.uk)); we were responsible for the overall new brand – the name, colours, imagery etc – and managing the work of an external web agency. We ran a social media campaign (e.g Twitter and Facebook) to make people aware of the new service. We also organised media coverage, helped arrange two separate launch events and produced accompanying promotional videos, brochures and signage.

**Website migration project** – The long-term project to migrate the Council's website to a new content management system and cloud host was almost completed in this quarter. All 2,000 pages were migrated to the new platform by the end of June, as planned, in preparation for the switch to a new service which will be more stable, resilient and enable more modern webpages.

**Social Enterprise activity** – During the first quarter we advised Social Enterprise East Sussex (SEES) on their bid to the Community Economic Development Programme being run by Co-Operatives UK and Locality. If successful, SEES will access a small grant and expert support to help facilitate the set-up of the new Community Interest Company and enable it to fulfil its role in supporting local social enterprise activity. The role of SEES is still developing, and the potential partnership working with Team East Sussex (our local board for the South East Local Enterprise Partnership) will emerge by the end of the year.

**Welfare reform** – Universal Credit is now live across East Sussex. The project plan for the development of the Council's Tax Reduction Scheme has been finalised and the target date for approval of the scheme is by 31 January 2016. The new Government has proposed a range of policies and budget reductions, particularly around welfare spending, which involves finding £12bn of welfare savings nationally. This includes reducing the benefit cap and those aged 18-21 to have no access to housing benefit whilst on job seekers allowance. There will be a continuation of the Universal Credit rollout to more complex cases and the current programme of disability welfare changes and therefore a predicted increased financial pressure on vulnerable groups.

**Health & Wellbeing Board (HWB)** – The Health and Wellbeing Strategy is reviewing its terms of reference and agenda management to ensure that the Board makes the most effective use of its time. An approach to the next strategy has been decided and work will begin to rework this document and its action plan.

**World War 1 (WW1) commemorations** – The project's successes this quarter include:

- the interactive WW1 website ([www.eastsussexww1.org.uk](http://www.eastsussexww1.org.uk)) viewed 54,000 times since launch. It hosts 127 stories and events; 67% of which have been submitted or contributed to by the public;
- the progression of Recording Remembrance, our sister website (<http://www.recordingremembrance.org.uk/help>) set up in collaboration with SE7 partners to record all war memorials across the county. So far, 97 completed records of war memorials in East Sussex have been uploaded to the Historic Environment Record and are publically available;
- increased presence on social media with the WW1 Twitter profile now connecting with 834 followers who are regularly making contact to share their WW1 stories;
- Two commemorative paving stones have been successfully laid, one in Lewes (30 July) and the other in Seaford (16 August), these will honour the WW1 Victoria Cross recipients from East Sussex in the town where they were born or raised. The unveiling ceremonies were been organised in partnership with Lewes District and Lewes and Seaford Town Councils;
- the digitisation of newspaper microreels from WW1, which showcases the experience of East Sussex during the war 100 years on, has been completed. These have now been published on the website in an easily-accessible format. The announcement of their publication has received media attention across the county; and
- the continued conversion of selected website stories and content into educational resources for local schools. This process is being undertaken in discussion with teaching representatives from the county.

**Revenue Budget Summary** – The Q1 forecast for Governance Services is in line with the budget. There are slight movements within individual services, but this is being managed within the overall budget (ref i).

**Capital Programme Summary** – The four capital projects within Governance are all projected to be spent in 2015/16. There is a possibility that the laptops for Members may slip into future financial years due to the uncertainty over what equipment will be required at which point, more certainty on the profile is expected in the coming months.

Performance exceptions (Red, Amber, new Green RAG rated targets, and amendments)								
Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				Q1 15/16 outturn	Note ref
			Q1	Q2	Q3	Q4		
There are no council plan targets								

Savings exceptions (Projected - Red: not achieved in full or part, Amber: achieved but may slip, Green: achieved)						
Savings description	2015/16 (£000)					Note ref
	Original Target	Target including unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved	
Democratic and Scrutiny	18	18	-	-	18	i
All other savings	177	177	177	-	-	
<b>Total Governance - original savings</b>	<b>195</b>	<b>195</b>	<b>177</b>	<b>0</b>	<b>18</b>	
Red savings mitigations						
Permanent						
	-	-	-	-	-	
Temporary						
Refreshments and other	-	-	-	-	18	
<b>Total Governance – savings with mitigations</b>	<b>195</b>	<b>195</b>	<b>177</b>	<b>0</b>	<b>0</b>	

Revenue budget										
Divisions	Planned (£000)			Q1 2015/16 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Corporate Governance	3,606	(73)	3,533	3,600	(50)	3,550	6	(23)	(17)	
Corporate Support	3,716	(702)	3,014	3,591	(557)	3,034	125	(145)	(20)	
Management and Support	1,398	(364)	1,034	1,361	(364)	997	37	-	37	
Total Governance	8,720	(1,139)	7,581	8,552	(971)	7,581	168	(168)	-	

Capital programme										
Approved project	Total project – all years (£000)		2015/16 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2015/16	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Case Management System	85	85	85	-	85	-	-	-	-	
Committee Management System	30	30	30	18	30	-	-	-	-	
Content Management System	70	70	70	-	70	-	-	-	-	
Laptops for Members	42	42	42	-	42	-	-	-	-	
Total Governance	227	227	227	18	227	-	-	-	-	

## Strategic Risk Register – Q1 2015/16

Ref	Strategic Risks	Risk Control / Response	RAG
1	<p><b>ROADS</b></p> <p>Severe winter weather, over recent years, caused significant damage to many of the county's roads including an unprecedented number of potholes. We know that this is likely to lead to a backlog in repairs, an increased number of potholes and an increased number of liability claims causing reputational damage and increasing financial risk to the Council.</p>	<p>The four year capital funding commitment made by Cabinet has been targeted at improvement of the condition of the unclassified (U) network. With the first two years of the 4 year funding period now delivered, improvements in condition have been achieved, in line with modelling. The unclassified network has improved in line with the asset plan, building resilience into the local network whilst maintaining the good condition of Principal and Non-Principal roads achieved through previous programmes of investment.</p> <p>Longer term investment commitment and the implementation of an Asset Managed system of prioritisation for road maintenance ensure that the burden on revenue funding for reactive maintenance is minimised over the long term. The Asset Management plan has been effective in delivering maintenance reducing the length of roads requiring structural maintenance.</p> <p>Highway drainage assets across East Sussex have suffered from significant under investment over many years. As a result we have a dated drainage system that we have very little knowledge about which is costing us more to maintain year on year. Our existing approach to maintaining highway drainage assets is largely reactive. This is very costly and does not address the issue of needing to understand where to invest to halt the deterioration of the drainage asset and other assets that suffer through inadequate management of highway water. To address this, a strategic approach is being developed to implement the principles of asset management and deliver improved drainage performance and long term value in maintenance. The strategy is currently under development and it is anticipated that it will be presented to Lead Member for approval in autumn 2015.</p>	R
2	<p><b>ORDINARY RESIDENCE</b></p> <p>Risk from other areas placing clients in receipt of social care services in East Sussex, and transferring to ESCC the commissioning, care management and funding responsibility for the individual as a result of a successful Ordinary Residence claim.</p>	<p>Dedicated Ordinary Residence Panel set up. The Panel discusses and agrees strategic and legal responses to Ordinary Residence claims from and to other Local Authorities, and directs reporting content. Panel members contact other Local Authorities directly where appropriate, and instruct Legal Services representation (including Counsel, and applications for Secretary of State determination) on behalf of ESCC.</p> <p>Continued awareness-raising for ASC operational staff (and particularly Social Care Direct) in line with published guidance on Ordinary Residence, resulting in earlier case referrals to Ordinary Residence team. Guidance for frontline staff was written and issued followed by panel members visiting all ASC Operational teams to deliver presentation and Q&amp;A. OR Inbox established to provide advice to staff and monitor all known incoming/outgoing OR queries and claims.</p> <p>Regular information gathering and reporting to DMT on all Ordinary Residence case referrals and financial projections.</p>	R



## Strategic Risk Register – Q1 2015/16

Ref	Strategic Risks	Risk Control / Response	RAG
7	<p><b>SCHOOLS</b></p> <p>An increasingly diverse set of education providers could lead to fragmentation and increase the risk of underperformance. This would impact negatively on standards and which in turn will impact on the local economy, the cost of health and social care.</p> <p>There is potential reputational risk to the Council from the underperformance or failure of educational providers, such as academies.</p>	<p>The LA has a duty to champion educational excellence for all children:</p> <ul style="list-style-type: none"> <li>•Relationships with academies continue to be built and we are working with sponsors, including the Diocese of Chichester, to find appropriate academy solutions for schools.</li> <li>•Academies are included in the Education Improvement Partnerships and alliances.</li> <li>•Academies are all party to data sharing agreements and are sharing targets and progress data with us.</li> <li>•Performance data continues to be analysed for all schools so that the LA maintains an overview of the performance of all pupils in the County.</li> <li>•In the first instance, the LA offers direct support to academies to address any performance concerns that become apparent through close analysis of the data or other intelligence gathering; this includes support from consultant headteachers for secondary academies.</li> <li>•Where academies do not appear to be accessing appropriate support, the LA brings this to the attention of the DfE, who may exercise their intervention powers.</li> </ul>	R
4	<p><b>HEALTH</b></p> <p>Programme established to transform health and social care in East Sussex and deliver the Better Care Fund plan to improve outcomes for East Sussex residents. Failure to deliver programme will impact on social care, public health and health outcomes and increase social care cost pressures.</p>	<p>Implementation of East Sussex Better Together Programme by ESCC and all East Sussex Clinical Commissioning Groups, with robust governance arrangements reporting to County Council and Health and Wellbeing Board. Programme will include review of needs and available resources, wide engagement with stakeholders and residents and evidence of best practice, to develop a plan for a clinically and financially sustainable health and social care system in East Sussex. There will also be targeted use of the Better Care Fund to better integrate health and social care and contribute to whole system transformation. Risks are being reassessed following the outcome of the General Election in May.</p>	A
5	<p><b>RESOURCE</b></p> <p>Failure to plan and implement a strategic corporate response to resource reductions, demographic change, and regional economic challenges in order to ensure continued delivery of services to the local community.</p>	<p>We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning. We have adopted a commissioning approach which means evaluating need and considering all methods of service delivery, which includes working with partner organisations to deliver services. The Council Plan sets out targets for a 'One Council' approach to deliver our priorities and is monitored quarterly. Over the coming year the Government's savings plans and the impact of new legislation, coupled with increased demands arising from demographic changes, could hamper the Council's ability to deliver its statutory duties. A bid for greater devolution has been submitted to the DCLG on behalf of the 3SC area (East and West Sussex and Surrey), which it is hoped will bring greater local control over all public sector funding, but greater autonomy is not without risk and care will need to be taken to ensure that these are fully understood in any subsequent negotiations.</p>	A

## Strategic Risk Register – Q1 2015/16

Ref	Strategic Risks	Risk Control / Response	RAG
6	<p><b>LOCAL ECONOMIC GROWTH</b></p> <p>Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.</p>	<p>East Sussex has been successful in gaining funding against local projects in Growth Deals Round 1 and a further extended Round 1 totalling £60.28m. Along with additional funding of £11.5m C2C to Newhaven and a pan-LEP Coastal Communities project, led by Hastings BC, gained part-funding of £2m. The 3 x projects in 2015/16 have commenced and are on track with delivery (Queensway Gateway road; Newhaven flood defences; Eastbourne &amp; South Wealden Walking and Cycling packages). Under the SE LEP 2015/16 Skills capital fund of £11m, Sussex Downs College (Lewes) were successful in bidding for £160k to help deliver refurbished science facilities. The new 'Skills Capital Specialist Equipment' fund of £4.3m has just been launched. On EU funds stakeholders have been made aware of the opportunities released to date, relating to ERDF (business support) and EAFRD (rural business support). The main round (to include ESF and further ERDF) are expected to be released end of July 2015. Note that EU Funds do not come under the SE LEP Board but are allocated to the SE LEP area under the European Structural Investment Fund Sub Committee which works to the national Growth Board. Both SE LEP and ESCC have representatives on the Sub Committee, however it is advisory only.</p>	A
8	<p><b>CAPITAL PROGRAMME</b></p> <p>Failure to deliver capital programme outcomes on-time and on-budget, impacting on the Council's ability to support local economic growth.</p>	<p>The Council has a five year capital programme in place which reflects Council priorities. This is updated annually and monitored as part of the Reconciling Policy, Performance and Resources (RPPR) process. A further review to strengthen and improve the overall governance arrangement for the effective management and delivery of the programme has taken place to ensure best practice is being followed. In order to implement the recommendations, a senior secondment is being organized.</p> <p>The Bexhill Hastings Link Road is a complex and significant project within the capital programme and there are risks of further increased costs and delivery risks.</p>	A
9	<p><b>WORKFORCE</b></p> <p>Under-informed and under-motivated workforce results in adverse impact on service delivery / performance and ability to successfully deliver service transformation / corporate change programme.</p>	<p>Feedback from the employee engagement sessions run in 2013/14 and subsequent manager engagement events has been used to inform the development of a 'People Strategy'. This Strategy sets out a range of initiatives and interventions to that will help achieve the people changes needed over the next 3-5 years, in the context of future savings requirements and business improvements. The emphasis is on supporting and developing our managers and staff to enable them to respond positively to the changing environment.</p> <p>We recognise that the high level of change can impact on staff wellbeing and that there is a risk of stress in this context. A Stress Risk Assessment process has been developed to facilitate employees and their managers in jointly investigating the causes of, and identify solutions to perceived stress. Approaching stress management in this way means that employees can play a major part in clearly identifying the issues involved and how these can be addressed.</p> <p>The Corporate Management Team web-chat provides a quarterly opportunity to engage with a broader cross section of the workforce and respond to staff queries and issues.</p> <p>Alongside this, we continue to engage with Trade Unions on both a formal and informal basis, including discussions about change programmes and the impact on staff motivation and wellbeing.</p>	A

## Strategic Risk Register – Q1 2015/16

Ref	Strategic Risks	Risk Control / Response	RAG
10	<p><b>WELFARE REFORM</b></p> <p>Welfare reform leading to sub-optimal outcomes for East Sussex community. Impact on working age adults with the potential increased demand on services. Direct financial pressure on the County Council along with implications on spending within the wider local economy.</p>	<p>Work with the District and Borough Councils to understand the impact of changes to the Council Tax Benefit scheme for East Sussex. Any potential financial impact is reflected through the Reconciling Policy, Performance and Resources (RPPR) process. We are working in partnership through the Financial Inclusion Partnership and the Targeted Welfare Reform Project which provides information on the changes to partners and the public across East Sussex. This has included universal benefit which has been introduced in Hastings and Rother and will be rolled out across the County. Funding from the Government for the Discretionary East Sussex Support Scheme, which helps people on benefits in crisis, has been secured for 2015/16 following the withdrawal of the Government's proposal to cease funding from April 2015. The money will be used to continue to fund a reduced scheme for two years, which will help to protect those in most need. The Government has said that it will make £12bn savings from welfare during this Parliament, which could increase demands on County Council services. Risks and actions will be reviewed in the light of changes coming out of the CSR.</p>	A
3	<p><b>CARE ACT</b></p> <p>Failure to implement the additional duties, demands and other direct implications arising from the Care Act, within reducing resources, whilst continuing to meet current statutory duties. Although the funding reforms due for implementation have been put on hold until 2020 There is still a need to implement and embed new duties relating to eligibility and assessment, financial assessment and deferred payments, commissioning and market management, advice and information and whole family working. There remain risks (at a lower level) in implementing the remaining duties in relation to financial pressures, staffing issues and legal challenge.</p>	<p>Care Act governance arrangements established with CMT oversight and workstreams identified for each aspect of the Act.</p> <p>Close working with ADASS to ensure, where possible, regional implementation solutions can be sought to minimise duplication and variation. Representation on ADASS workstreams and close working with the regional lead are in place.</p> <p>Joint working with East Sussex Clinical Commissioning Groups, to develop the Better Care Fund are established and implementation is on schedule.</p> <p>Current programmes of work are cognisant of Care Act implications, where known, and are being planned and delivered accordingly. For example with the social care information system; review of internet content; care pathway business process redesign; Better Together - health and social care integration programme.</p>	A