

Adult Social Care

As part of RPPR for 2013/16 savings of £30.3m are being made in Adult Social Care (ASC). This is being delivered by reductions in management and support, efficiencies across all areas of commissioned service, closure and re-provisioning on directly provided services, and by an average 30% reduction in community based support. Investment in reablement, prevention and carers support has been broadly protected. Given the £70-90m challenge and the high proportion of the budget spent on ASC, significant savings will be needed in this area. Taking into account the requirement to meet national eligibility criteria for access to services, demographic pressures and the savings already delivered in previous years it is not feasible to reduce the spend on the support provided to individuals with substantial and critical needs. It is also important to note that increasing efficiency and the recommissioning of services has already delivered significant savings as a means of avoiding service cuts, but as a consequence of all this work there is now less scope in these areas. The work is underpinned by the County Council's priority outcomes.

Areas of search:

- Increases to charges for services (income), although this is an area where East Sussex already performs very well
- Improved efficiency through joint investment opportunities with the NHS
- Reductions in management and support
- Service efficiencies through the reconfiguration of directly provided or commissioned services
- Shifting investment from residential to community based support in mental health services
- Disinvestment in preventative services least likely to increase demand for core provision, including Supporting People and Commissioning Grants Prospectus
- Service cuts to support that does not meet substantial and critical need

Areas of search Public health:

- Management and staffing
- Reductions in commissioned services in all non-statutory and non-mandated provision (those areas where the service model is *not* nationally set)

Business Services/Orbis

As part of RPPR for 2013/16 savings of £7m are being made in Business Services. This is being delivered by consolidating business services' functions into a single department, delivering efficiencies in ways or working; management of property and the IT infrastructure.

The target for the next three years, in the context of the significant financial pressures facing the Council, is to develop a fundamental new model for delivery of business services which:

maintains support to the Council in a period of significant change; is flexible in response to future demands, challenges and significant changes in business needs; learns from and develops best practice in the public sector; is sustainable and builds on the partnership working for which the Council has a strong reputation. The work is underpinned by the County Council's priority outcomes.

Earlier this year both East Sussex and Surrey County Councils' Cabinets approved the business case to establish a joint public-sector partnership 'Orbis', to deliver business and support services to both authorities. The business case outlined the transformative arrangement that will deliver affordable services to each council and deliver benefits to both parties. A savings target of 10-15% was reported as the opportunity available from integration, from the adoption of common practices and technology and from economies of scale. The development of the Orbis Partnership will form the Business Services Strategy within the ESCC RPPR process. A three year Business Plan 2016/17 to 2018/19 will be considered by the Orbis Joint Committee at its meeting on 28th September.

Areas of search:

- Reductions in management and support through integration
- Improved efficiency through investment into systems that support the automation of transactional activity and therefore reduction in operational support
- Review of corporate systems to reduce the costs of hosting and managing ICT
- Opportunities for increased trading of services and hence income
- Opportunities for increasing the Partnership hence spreading the management costs

There will need to be consideration of investment to address a range of legacy systems issues. These will be considered on a business case by business case basis.

Communities, Economy and Transport

As part of RPPR for 2013/16 savings of £12m are being made in Communities, Economy and Transport. This is being delivered through a number of initiatives including capitalising highways maintenance, re-procurement of the highways contract, changes to supported bus services, road safety and waste. This means understanding need, matching supply to demand and making effective use of resources to meet need in the most cost effective manner. Given the £70-90m challenge there will be a requirement for significant cuts in the next three years. Taking into account statutory requirements and the savings already delivered in previous years, these will be difficult to find. It is also important to note that increasing efficiency and recommissioning of services has already delivered significant savings, but as a consequence of all this work there is now less scope in these areas. The work is underpinned by the County Council's priority outcomes.

Areas of search:

- Waste disposal contract
- Library Commissioning Strategy
- Rights of Way Commissioning Strategy
- Transport review

Children's Services

As a part of RPPR for 2013/16 savings of £13.5m are being made in Children's Services. This is being achieved through reductions in management and support, restructuring and redesigning services to ensure they target the most vulnerable and a reduced universal/discretionary offer. In addition the success of THRIVE and the remodelling of early help services led to reduced demand. These activities have helped us achieve savings and avoid costs but we will need to think even more radically as we go forward. Given the £70-90m challenge there will be a requirement for significant cuts in the next three years. The work is underpinned by the County Council's four priority outcomes and operating principles.

At the end of 2019 we will be working with fewer children and families. Children's Services will be smaller, we will not be providing all the services that we are now and the services we do provide are likely to be delivered differently.

As we reduce the resources deployed within Children's Services there will need to be a larger draw on universal staff, for example in schools, GPs, nurseries, fire services and health visitors. Universal staff will be expected to address the needs of children, young people and their families rather than referring them on to more expensive statutory services.

Areas of search

- Service efficiencies through the reconfiguration of directly provided or commissioned services e.g. Children's Centres, Health Visiting
- Disinvestment in preventative activity where that disinvestment is least likely to increase demand
- Reduction in management and support posts
- Reduction in placement costs for Looked After Children and SEND placements
- Review of specialist/wrap around services
- Reducing significantly discretionary transport spend
- Income generation
- Increase the level of school to school support
- Increased self-service and developing our digital offer

Governance Services

As part of RPPR for 2013/16 savings of £1m have been made in Governance Services, with additional significant savings from counsel spend on Children's Services issues. The saving

has been delivered by efficiencies and new ways of working, income generation and demand management for legal and communications services.

The target for the next three years, in the context of the significant financial pressures facing the Council, is to ensure a robust and appropriate sized model that maintains support to the Council in a period of significant change. The work is underpinned by the County Council's priority outcomes.

Areas of search

- Improved efficiency through joint working with Surrey County Council on legal services
- Demand management for legal and communications services
- Opportunities for increased trading of services to increase income
- Service efficiencies and cuts across the area