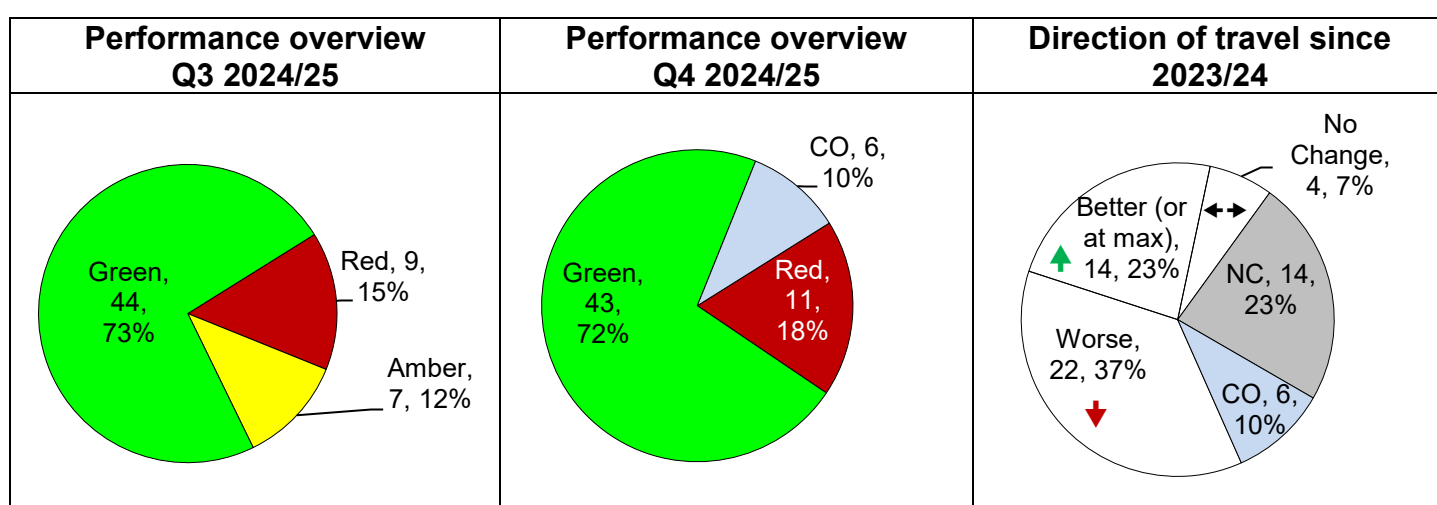


Council Monitoring Corporate Summary – end of year 2024/25

Council Plan performance targets

Priority	Total	Red	Green	Carry Over
Driving sustainable economic growth	25	5	20	0
Keeping vulnerable people safe	16	2	12	2
Helping people help themselves	12	2	7	3
Making best use of resources now and for the future	7	2	4	1
Total	60	11	43	6



Direction of Travel key:

No Change: ↔, Not Comparable: **NC**, Carry Over: **CO**, Worse: ▼, Improved (or at maximum): ▲

Council Plan year end 2024/25 outturn summary all measures

60 Council Plan target outturns for the full year are reported below. Targets achieved are highlighted in green; targets not achieved are highlighted in red; and carry overs (CO) for reporting at Q1 2025/26 are highlighted in blue.

Detailed information for new exceptions at Q4 is contained in the departmental appendices and these exceptions are highlighted **in bold in the table below**. Details of previous exceptions can be found in the referenced appendices for Q1-Q3 monitoring.

Where available, performance improvement relative to 2023/24 is given under Direction of Travel. Measures marked NC (not comparable) do not have 2024/25 outturns, which are comparable with 2023/24 outturns.

Driving sustainable economic growth – outturn summary

Dept	Performance Measure	Outturn 2023/24	Target 2024/25	Outturn 2024/25	Direction of Travel
BS	The percentage of Council procurement spend with local suppliers	64%	60%	60%	↓
BS	Economic, social and environmental value committed through contracts, as a percentage of our spend with suppliers	31%	≥10.0%	19%	↓
BS	The Council's Apprenticeship Levy strategy supports the Council's workforce development and training plans	252 staff within the Council and schools currently undertaking an apprenticeship 117 staff enrolled on a new apprenticeship in 2023/24 Apprenticeships range from entry level to master's degree Over £275,000 annual levy spend passed onto small and medium employers throughout the county in 2023/24	Where appropriate Standards exist, to ensure apprenticeship training is available and taken up (subject to the needs of the business), which addresses skills shortages in the Council	In 2024/25 147 new and existing staff enrol onto apprenticeships. This is a 21% increase on the new starts for 23/24.	↑
CET	Create a pan-Sussex visitor economy group to re-start the leisure, hospitality, culture, retail and tourism economy and enhance existing marketing vehicles	Completion of shared Sussex Story and assets delayed until 2024/25 Shared Sussex Meetings, Inceptive, Conferences and Events (MICE) initiatives developed	Establish a Sussex Local Visitor Economy Partnership and agree a Strategic Plan	Recruitment of formal Local Visitor Economy Partnership (LVEP) board in progress. Strategy for Growth circulated. Additional area of work to support LVEP has included the Sussex Visitor Stories Phase 2	↑
CET	Create a prioritised list of cultural projects ready for and seeking funding over the value of £100k	Pipeline list published and maintained on ESCC website of cultural projects ready for and seeking funding over	Advise four project sponsors	Four project sponsors advised	↑

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Dept	Performance Measure	Outturn 2023/24	Target 2024/25	Outturn 2024/25	Direction of Travel
		the value of £100k			
CET	Deliver a range of Family Learning programmes across East Sussex to provide high quality learning opportunities for parents/carers and their children to develop English, maths and language skills and to support a culture of learning in the family (subject to external funding)	2,051 enrolments	1,300 enrolments across Family Learning programmes	1,347 enrolments	NC
CET	Deliver East Sussex Skills priorities for 2021-2026	a) Adult Learning Network established b) 6 interventions delivered that meet the Skills East Sussex priorities c) 17 embedded numeracy interventions delivered	a) Deliver six interventions that meet the Skills East Sussex priorities b) Deliver six embedded numeracy interventions	a) Delivered seven interventions that meet the Skills East Sussex priorities b) Delivered fourteen embedded numeracy interventions	NC
CET	Deliver new economic strategy	Draft economic strategy developed	Economic Strategy endorsed and adopted by key stakeholders including Team East Sussex	The Economic Growth Strategy ("East Sussex Prosperity") was endorsed by Team East Sussex and Cabinet	NC
CET	East Sussex Careers Hub	Schools supported to achieve an average of 5.7 benchmarks 234 Industry Champions in place	East Sussex Careers Hub to support schools to achieve an average of 5 national benchmarks. 210 Industry Champions support schools and colleges in the county	Schools supported to achieve an average of 5.8 benchmarks 211 Industry Champions are in place and supporting schools/colleges	↔
CET	In partnership with funding organisations provide online learning (including skills for life and ICT courses) in libraries (subject to contract)	88 achievements	75 achievements	99 achievements	↑
CET	Job creation from East Sussex Programmes	No jobs created from East Sussex Invest Fund remains	45 jobs created	60 full time equivalent jobs created	↑

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Dept	Performance Measure	Outturn 2023/24	Target 2024/25	Outturn 2024/25	Direction of Travel
		closed to new applications			
CET	Percentage of Principal roads requiring maintenance	4%	7%	5%	↓
CET	Percentage of Non-Principal roads requiring maintenance	5%	8%	6%	↓
CET	Percentage of Unclassified roads requiring maintenance	17%	25%	31%	↓
CET	The number of businesses receiving advice and support through training and bespoke advice provided by Trading Standards	653	350	360	NC
CS	Average Attainment 8 score for Looked After Children (LAC)	Academic Year 2022/23 ESCC: 18.9	Ac Year 2023/24 19	Ac Year 2023/24 ESCC: 14.7	↓
CS	Average Attainment 8 score for state funded schools	Academic Year 2022/23 ESCC: 43.6	Ac Year 2023/24 44.0	Academic Year 2023/24 ESCC: 43.1	↓
CS	The average Attainment 8 score for disadvantaged pupils	Academic Year 2022/23 ESCC: 30.3	Ac Year 2023/24 30.5	Academic Year 2023/24 ESCC: 30.1	↓
CS	The percentage of disadvantaged pupils achieving at least the expected standard in each of reading, writing and maths at Key Stage 2	Academic Year 2022/23 ESCC: 39.2%	Ac Year 2023/24 40.1%	Academic Year 2023/24 ESCC: 40.8%	↑
CS	The percentage of eligible 2 year olds who take up a place with an eligible early years provider	ESCC: 84% (1,045 / 1,241) National Average: 73.9%	Equal to or above the national average	ESCC: 73.5% (808 / 1,100) National Average: 74.8%	↓
CS	The percentage of LAC participating in education, training, or employment at academic age 16 (Year 12)	84% (75 / 89)	80%	85.3%	↑
CS	The percentage of LAC participating in education, training, or employment at academic age 17 (Year 13)	73% (77 / 105)	70%	78%	↑
CS	The percentage of pupils achieving a “good level of development” at the Early Years Foundation Stage	ESCC: 69.9% National Average: 67.2%	Ac Year 2023/24 Equal to or above the national average	ESCC: 69.0% National Average: 67.7%	↓
CS	The percentage of young people who are in Not in Education, Employment or Training (NEET) at academic age 16, including unknowns	4.4%	Equal to or below 5%	4.2%	↑
CS	The percentage of young people who are in Not in Education, Employment or Training (NEET) at academic age 17, including unknowns	6%	Equal to or below 7%	5.7%	↑

Keeping vulnerable people safe – outturn summary

Dept	Performance Measure	Outturn 2023/24	Target 2024/25	Outturn 2024/25	Direction of Travel
ASC	Health and Social Care Connect – % of contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services)	99.2%	95%	99.2%	↔
ASC	Median time from proposed start date to actual start date for carer reviews	New measure 2024/25	≤6 days	-1 day	NC
ASC	Median time from proposed start date to actual start for adult reviews	New measure 2024/25	≤6 days	6 days	NC
ASC	Median waiting time for Adult Care Act assessments	New measure 2024/25	≤21 days	18 days	NC
ASC	Median waiting time for Carers' Care Act assessments	New measure 2024/25	≤7 days	1 day	NC
ASC	Number of people with a Deprivation of Liberty Safeguards (DoLS) episode awaiting allocation of a Best Interest Assessor	New measure 2024/25	<650	429	NC
ASC	Percentage of potential safeguarding concerns initially reviewed within 3 days	New measure 2024/25	>99%	99.5%	NC
ASC	Number of drug and alcohol related deaths in the county	77	72	103	↓
ASC	Percentage of Health and Social Care Connect referrals triaged and progressed to required services within 24 hour	95.7%	95%	95%	↓
ASC	The % of people affected by domestic violence and abuse who have improved safety/support measures in place upon leaving the service	96.1%	90%	CO	CO
ASC	When they leave the service the % of those affected by rape, sexual violence and abuse who have improved coping strategies	90.2%	88%	CO	CO
CET	The number of active interventions for vulnerable people who have been the target of rogue trading or financial abuse	2,669 positive interventions	200	290	NC
CS	Rate (of 0-17 population) of assessments started by children's social care services (per 10,000 children)	399 (4,249)	≤558	413	↓
CS	Rate (of 0-17 population) of referrals to children's social care services (per 10,000 children)	413 (4,400)	≤556	401	↑
CS	Rate of children with a Child Protection Plan (per 10,000 children)	64.6 (688 children)	64.4 (661 children)	59.8 (614 children)	↑
CS	Rate of Looked After Children (per 10,000 children)	61.5 (655 children)	61.8 (635 children)	67.3 (691 children)	↓

Helping people help themselves – outturn summary

Dept	Performance Measure	Outturn 2023/24	Target 2024/25	Outturn 2024/25	Direction of Travel
ASC	GP practices in East Sussex deliver a targeted NHS Health Check service	9% of the eligible population in the 20% most deprived areas (IMD1) received a health check	Increase coverage of IMD1 NHS Health Checks by 9% (i.e., uptake by total eligible population)	CO	CO
ASC	National outcome measure: Achieve independence for older people through rehabilitation / intermediate care	92.5%	>90%	CO	CO
ASC	National outcome measure: Proportion of working age adults and older people receiving direct payments	28.1%	>25.2%	26.7%	↓
ASC	Number of carers supported through short-term crisis intervention	333	390	321	↓
ASC	Number of people receiving support through housing related floating support	8,178	7,282	5,330	↓
ASC	Percentage of respondents who strongly agree or agree that the professionals who are involved in organising and providing their care communicate well with each other and share information to make sure their support is the best it can be (Listening To You)	61.6%	>56%	60%	↓
ASC	Successful smoking quits through the OneYou East Sussex service	New measure 2024/25	7% of local smoking population to set a quit date, with 50% achieving four-week quit	CO	CO
ASC	The proportion of people who received short-term services during the year, where no further request was made for ongoing support	95.9%	>90.5%	93.3%	↓
CET	Road Safety: Deliver targeted cycle training activities to vulnerable road users	551 Bikeability Courses delivered to 4,428 individuals 343 Wheels for All sessions delivered to 3,862 individuals	Deliver Bikeability Training to 4,000 individuals and 100 Wheels for All sessions	476 Bikeability Courses delivered to 4,085 individuals 474 Wheels for All sessions delivered to 5,823 individuals	↑
CET	Road Safety: Implement infrastructure schemes on identified high risk sites/routes to improve road safety	24 Safety Schemes implemented	Implement 24 safety schemes	24 Safety Schemes implemented	↔
CS	Proportion of all new EHC Plans issued within 20 weeks	(a) 76.3% (521 / 683)	(a) 65% (b) 70%	(a) 68.5% (370 / 540)	↓

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Dept	Performance Measure	Outturn 2023/24	Target 2024/25	Outturn 2024/25	Direction of Travel
	(a) Including Exception Cases (b) Excluding Exception Cases	(b) 76.5% (521 / 681)		(b) 71.3% (368 / 516)	
CS	The proportion of respondents to the feedback surveys who agree that things have changed for the better as a result of getting targeted support from the 0 – 19 Early Help Service	Adult - 86% (82 / 95) Young Person 91% (29 / 32) Average - 87%	80%	91%	↑

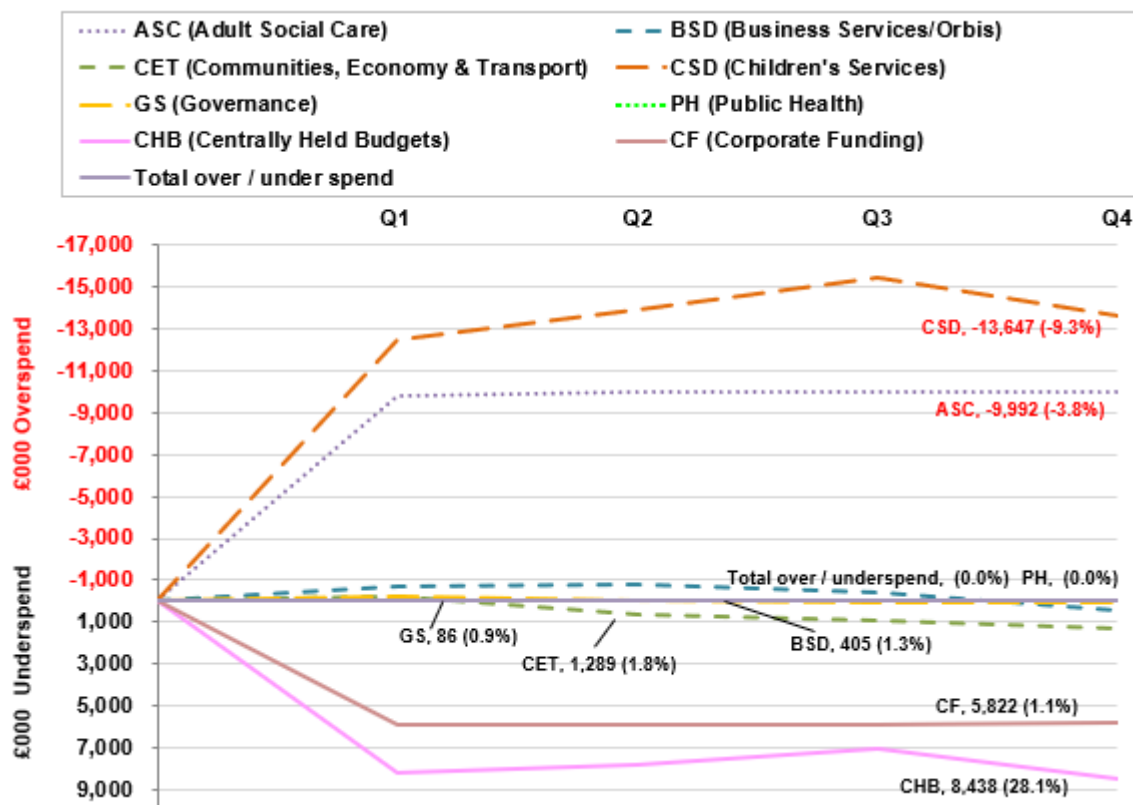
Making best use of resources now and for the future – outturn summary

Dept	Performance Measure	Outturn 2023/24	Target 2024/25	Outturn 2024/25	Direction of Travel
BSD	Deliver the Property Asset Investment Strategy	4 Outline Business cases brought forward against priority projects	6 business cases completed	12 business cases completed	↑
BSD	Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in non-school services	9.13	9.10	9.21	↓
BSD	Progress on implementation of Carbon reduction schemes	25 energy saving schemes implemented	23 energy saving schemes implemented	20 energy saving schemes implemented	↓
BSD	Reduce the amount of CO2 arising from County Council operations	36% reduction on baseline year (2019/20) emissions	50% reduction on baseline year (2019/20) emissions	CO	CO
BSD	Review use of corporate buildings	Office strategy revised and footprint reduced in Eastbourne and Hastings. Paper on options for County Hall produced. Plans for 2024/25 developed, including consideration of options for County Hall, finalisation of Eastbourne office moves, and further work to reduce the Hastings office footprint	Implement reduction of office footprint identified in 2023/24	Action was taken to rationalise space occupied by staff. In Q4, all County Hall staff moved into Centre, West and North Blocks, involving over 160 teams. South and East Blocks are now vacant and being marketed for non-Council office use following the office moves.	NC
BSD	Achievement of key milestones for the Workplace Adjustments Review	Key milestones from the Workplace	Implementation and monitoring of	Workplace adjustments activity	NC

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Dept	Performance Measure	Outturn 2023/24	Target 2024/25	Outturn 2024/25	Direction of Travel
		Adjustments Review achieved	new Workplace Adjustments activity	implemented and monitored	
GS	Delivery of Corporate Equality Diversity and Inclusion Action Plan actions planned for the year	Key actions delivered from action plan	Deliver the key actions within the action plan	Key actions delivered from action plan	↔

Revenue budget outturn (net £000)



Revenue budget summary (£000) 2024/25

Services:

Divisions	Planned Gross	Planned Income	Planned Net	2024/25 Gross	2024/25 Income	2024/25 Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net
Adult Social Care	403,329	(141,857)	261,472	442,565	(171,101)	271,464	(39,236)	29,244	(9,992)
Public Health	39,143	(39,143)	-	38,393	(38,393)	-	750	(750)	-
Business Services / Orbis	60,504	(29,751)	30,753	66,497	(36,149)	30,348	(5,993)	6,398	405
Children's Services	458,407	(311,422)	146,985	496,186	(335,554)	160,632	(37,779)	24,132	(13,647)
Communities, Economy & Transport	164,680	(91,807)	72,873	164,775	(93,191)	71,584	(95)	1,384	1,289
Governance Services	9,847	(609)	9,238	9,775	(623)	9,152	72	14	86
Total Services	1,135,910	(614,589)	521,321	1,218,191	(675,011)	543,180	(82,281)	60,422	(21,859)

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Centrally Held Budgets (CHB):

Divisions	Planned Gross	Planned Income	Planned Net	2024/25 Gross	2024/25 Income	2024/25 Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net
Treasury Management	19,980	(8,900)	11,080	19,043	(10,562)	8,481	937	1,662	2,599
Capital Programme	2,972	-	2,972	1,941	(269)	1,672	1,031	269	1,300
Unfunded Pensions	4,702	-	4,702	4,763	-	4,763	(61)	-	(61)
General Contingency	5,270	-	5,270	-	-	-	5,270	-	5,270
Provision for Budgetary Risks	6,217	-	6,217	6,217	-	6,217	-	-	-
Apprenticeship Levy	772	-	772	858	-	858	(86)	-	(86)
Levies, Grants & Other	1,382	(2,377)	(995)	1,117	(2,278)	(1,161)	265	(99)	166
Debt Impairment	-	-	-	750	-	750	(750)	-	(750)
Total Centrally Held Budgets	41,295	(11,277)	30,018	34,689	(13,109)	21,580	6,606	1,832	8,438

Corporate Funding:

Divisions	Planned Gross	Planned Income	Planned Net	2024/25 Gross	2024/25 Income	2024/25 Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net
Business Rates	-	(101,362)	(101,362)	-	(101,751)	(101,751)	-	389	389
Revenue Support Grant	-	(4,346)	(4,346)	-	(4,346)	(4,346)	-	-	-
Service Grant	-	(478)	(478)	-	(524)	(524)	-	46	46
Council Tax	-	(373,550)	(373,550)	-	(373,550)	(373,550)	-	-	-
Social Care Grant	-	(56,705)	(56,705)	-	(62,092)	(62,092)	-	5,387	5,387
New Homes Bonus	-	(554)	(554)	-	(554)	(554)	-	-	-
Total Corporate Funding	0	(536,995)	(536,995)	0	(542,817)	(542,817)	0	5,822	5,822

Divisions	Planned Gross	Planned Income	Planned Net	2024/25 Gross	2024/25 Income	2024/25 Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net
TOTAL	1,177,205	(1,162,861)	14,344	1,252,880	(1,230,937)	21,943	(75,675)	68,076	(7,599)
One-off Use of Financial Management Reserve 2024/25	-	(14,344)	(14,344)	-	(14,344)	(14,344)	-	-	-
Use of FM Reserve to cover overspend	-	-	-	-	(7,599)	(7,599)	-	7,599	7,599
FINAL TOTAL	1,177,205	(1,177,205)	0	1,252,880	(1,252,880)	0	(75,675)	75,675	0

Revenue Savings Summary 2024/25 (£'000)

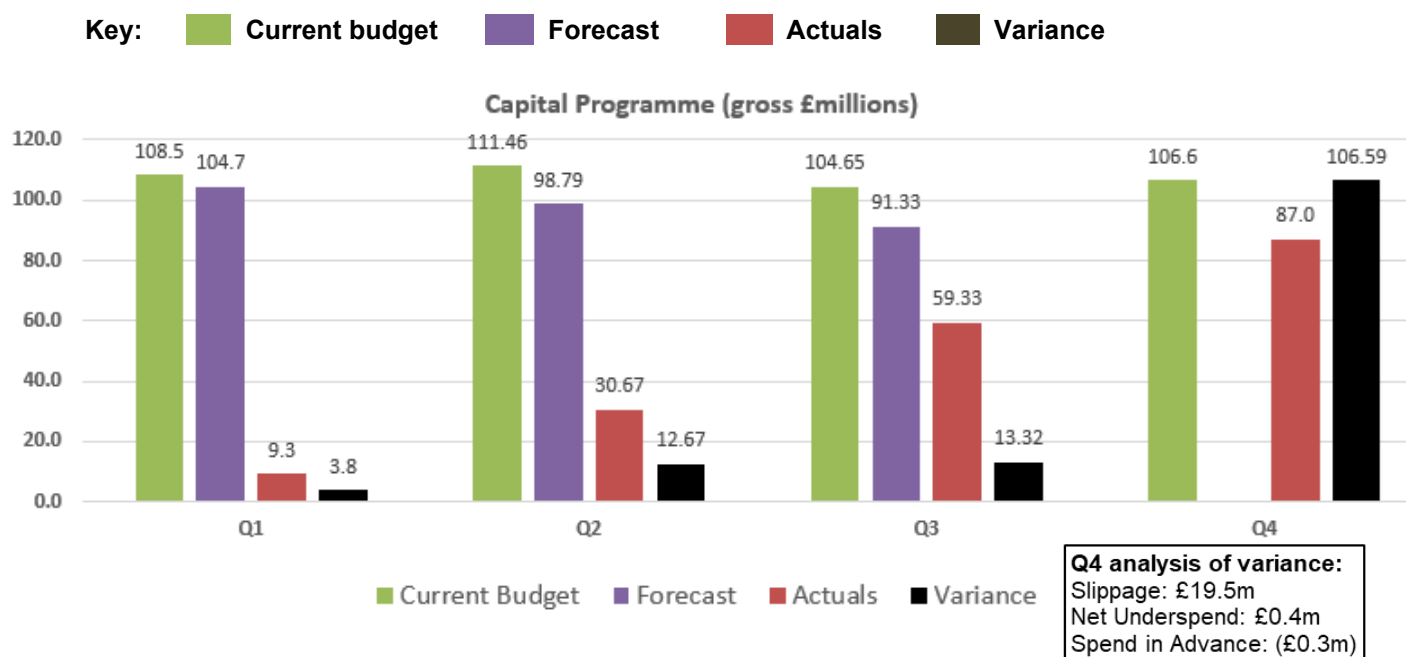
Service description	Original Target for 2024/25	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
ASC	-	-	-	-	-
BSD/Orbis	693	1,003	1,003	-	-
CS	-	-	-	-	-
CET	-	805	60	745	-
GS	-	-	-	-	-
Total Savings	693	1,808	1,063	745	-
ASC			-	-	-
BSD / Orbis			-	-	-
CS			-	-	-
CET			-	-	-
GS			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	693	1,808	1,063	745	-

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
ASC	-	-	-
BSD / Orbis	-	-	-
CS	-	-	-
CET	-	745	745
GS	-	-	-
Total	0	745	745

¹ Where agreed savings are reasonably unable to be achieved other permanent savings are required to be identified and approved via quarterly monitoring.

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

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

Capital Programme (gross £ millions) – approved projects**Capital Programme Summary 2024/25 (£'000)**

	Budget 2024/25	Actual 2024/25	Variation (Over) / under 2024/25 budget	Variation analysis: (Over) / under spend	Variation analysis: Slippage to future year	Variation analysis: Spend in advance
Adult Social Care	3,092	3,162	(70)	53	-	(123)
Business Services	39,059	29,116	9,943	562	9,398	(17)
Children's Services	2,599	2,572	27	(117)	144	-
Communities, Economy & Transport	61,838	52,186	9,652	(34)	9,879	(193)
Gross Expenditure (Planned Programme)	106,588	87,036	19,552	464	19,421	(333)
<i>Corporate Slippage Risk Factor</i>	<i>(20,068)</i>	-	-	-	-	-
Net Expenditure	86,520	87,036	(516)	464	19,421	(333)
Developer Contributions	4,621	3,155	1,466	-	-	-
Other Specific Funding	30,444	21,764	8,680	-	-	-
Capital Receipts	4,802	4,802	0	-	-	-
Formula Grants	25,772	23,802	1,970	-	-	-
Reserves and Revenue Set Aside	14,681	9,234	5,447	-	-	-
Borrowing	6,200	24,279	(18,079)	-	-	-
Total Funding	86,520	87,036	(516)	-	-	-

Treasury Management

The Treasury Management Strategy (TMS), which provides the framework for managing the Council's cash balances and borrowing requirement, continues to reflect a policy of ensuring minimum risk, whilst aiming to deliver secure realistic investment income on the Council's cash balances. Cash investment balances as at 31 March 2025 have fallen by 43% in one year, from £202.5m at Q4 2023/24 to £115.3m at Q4 2024/25.

The average level of Council funds available for investment purposes during Q4 was £142.4m. The total amount received in short term interest for Q4 was £1.742m at an average rate of 4.96%, compared to £2.290m at an average rate of 5.10% for Q3 2024/25. The average investment return for the year was 5.26% from the 5.11% assumed at budget setting based on the forecasts from our external treasury management advisors.

The Bank of England Base Rate was cut by 0.25% on the 6 February, the rate at 31 March was 4.50%. The prospect for interest rates is for further reductions into 2025/26 to a 3.75% level by 31 March 2026. Where possible a number of fixed term deposits with local authorities were placed for periods up to 1 year in Q4, this will help secure investment returns into 2025/26.

The investment strategy approach in previous quarters to 'ladder' deposits has created a steady maturity profile, this will ensure the Council's cashflow and liquidity requirements are covered for 2025/26.

Cashflow is monitored on a rolling 18 month forecast and no short-term borrowing was required in Q4. The majority of the Council's external debt, totalling £211.6m at Q4, is held as long-term loans. No long-term borrowing was undertaken in Q4, and no further cost-effective opportunities have arisen during Q4 to restructure the existing Public Works Loan Board (PWLb) or wider debt portfolio. Options to restructure debt will be explored as and when appropriate.

The Treasury Management budget underspent by £2.6m. This is based on the position outlined above with regard to balances held and investment returns. A reduced in-year capital borrowing requirement alongside an ongoing strategy to delay borrowing in a falling interest rate environment has meant that the council has delayed new external borrowing; and returns on investments in year were greater than anticipated as the Base Rate did not fall as fast as originally anticipated.

The performance of the Council's treasury management activity, against benchmarks and the key indicators set in the Treasury Management Strategy, as approved by Full Council on 6 February 2024, are set out at Appendix 2.

Reserves and Balances 2024/25 (£000)

Reserve / Balance	Balance at 1 Apr 2024	Forecast net use at Q3	Outturn net use at Q4	Movement	Balance at 31 Mar 2025
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Statutorily ringfenced or held on behalf of others:

Balances held by schools	18,258	-	(2,215)	(2,215)	16,043
Public Health	6,294	(3,607)	(2,296)	1,311	3,998
Other	6,752	(1,635)	(1,261)	374	5,491
Subtotal	31,304	(5,242)	(5,772)	(530)	25,532

Service Reserves:

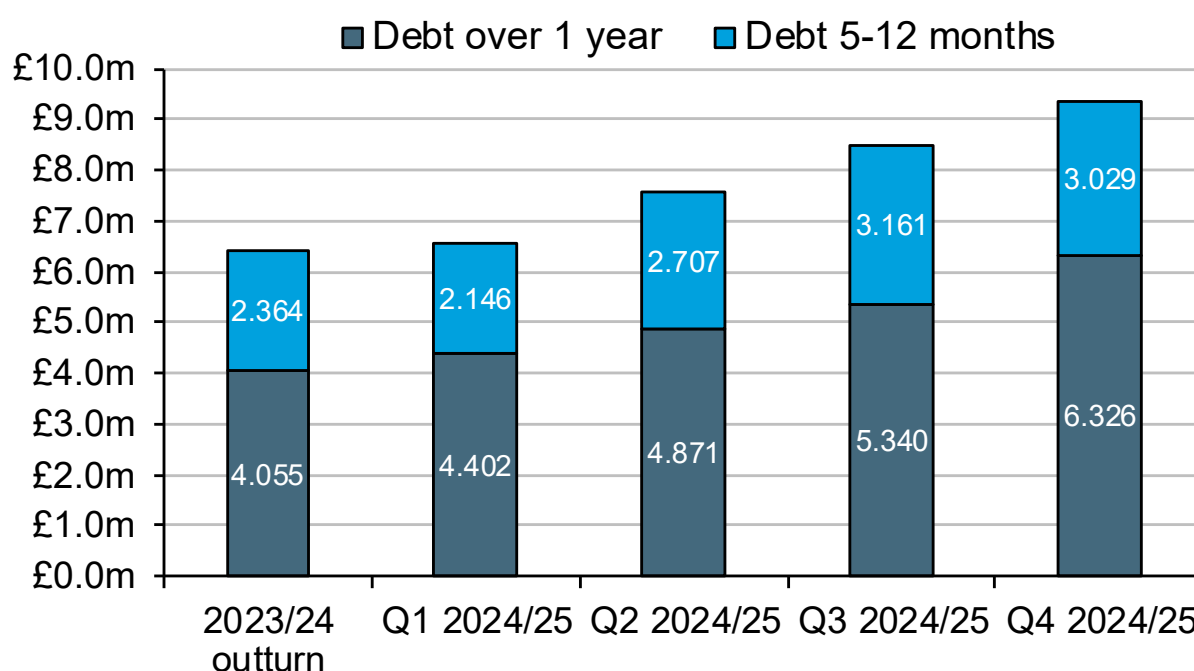
Corporate Waste	19,486	(141)	358	499	19,844
Capital Programme	9,851	(391)	(791)	(400)	9,060
Insurance	7,358	-	320	320	7,678
Adult Social Care	3,034	(2,445)	(3,034)	(589)	-
Subtotal	39,729	(2,977)	(3,147)	(170)	36,582

Strategic Reserves:

Priority / Transformation	7,314	(4,313)	(2,127)	2,187	5,187
Financial Management	35,806	(29,360)	(24,490)	4,869	11,316
Subtotal	43,120	(33,673)	(26,617)	7,056	16,503
Total Reserves	114,153	(41,892)	(35,535)	6,357	78,618
General Fund	10,000	-	-	-	10,000
Total Reserves and Balances	124,153	(41,892)	(35,535)	6,357	88,618

Changes to Fees & Charges

The Escape Cafe at County Hall provides catering facilities for Council employees and external colleagues. At 2025/26 RPPR a 4% increase on prices was approved; during Q4 approval has been given to increase prices by a further 10%. With the possibility of new tenants occupying space in County Hall, this could also generate additional income to the Council.

Outstanding debt analysis (£ millions)

The value of aged debt over 5 months as a proportion of debt raised has increased from 3.93% in 2023/24 to 5.00% in 2024/25.

The majority £8.936m (95.52%) of all debt over 5 months old relates to Adult Social Care (ASC), which has increased by £2.952m compared with the 2023/24 outturn position of £5.984m.

The debt over 5 months related to income due to other departments has decreased by £0.016m to £0.419m, compared with the 2023/24 outturn position of £0.435m.

ASC debt represents most of the Council's debt collection activity and recovery can take a long time due to the circumstances of the debtors. For example, an ASC client may lack capacity to make decisions for themselves and an appointee, deputy or power of attorney therefore needs to be established, or the debt forms part of the administration of an estate.

Recovery of debt continues to be a high priority. As part of ongoing improvement work a Debt Recovery Project was initiated to review and improve the ASC debt recovery model. Work to explore the end-to-end ASC debt recovery processes began and several priority action areas were identified and taken forward. In recognition of the complexity of ASC debt recovery a fuller strategic review is required to identify and take forward any further opportunities for improvement, which is being progressed into the new financial year.