

**Report to:** Cabinet  
**Date:** 28 June 2016  
**Report by:** Chief Executive  
**Title:** Council Monitoring Report – end of year 2015/16  
**Purpose:** To report Council Plan and Finance monitoring for the full year 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 provisional outturns for the Council Plan targets, Revenue Budget, Capital Programme, Savings Plan, together with Risks at the end of March 2016.

1.2 Broad progress against the Council's four strategic priority outcomes is summarised below and an overview of performance and finance data including the full savings plan is provided in the Corporate Summary at Appendix 1. Strategic risks are reported at Appendix 7. Detailed reports for each department are provided in Appendices 2 to 6.

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

2.1 100% (4,482) of working age adults and older people receiving our support, and 100% (3,297) of carers, received self-directed support. 66,453 premises were able to be connected to improved broadband speeds by the end 2015/16, with 82% able to receive speeds of 24 mbps and above. 1,995 people were referred to the Memory Assessment Service. 81% of eligible two year olds took up a place for free early education entitlement with an eligible provider, the national rate was 74%. A 3SC (Three Southern Counties partnership for devolution) Leaders' Seminar took place on 8 April 2016 bringing together, for the first time, all of the Leaders and Chief Executives of the 26 Councils in the 3SC area and representatives of the East Sussex Fire Authority, the South Downs National Park Authority and the three Local Enterprise Partnerships which cover the area. Orbis Public Law was launched in April 2016. We have gone 'paperless' for all council meetings from April 2016. The rate per 10,000 children (aged 0-17) with a Child Protection (CP) Plan has reduced to 43.8 (462 children), while the rate for Looked After Children (LAC) has reduced from 52.2 (550 children) to 51.6 (544 children). As part of East Sussex Better Together (ESBT) locality managers for the new Integrated Health and Social Care Locality Teams took up their roles from 01/04/2016.

2.2 More detail of progress against each of our priority areas is set out at paragraph 3 below. 68 performance targets are reported at year end: 48 (71%) were achieved, 16 (23%) were not achieved and 4 (6%) are carried over for reporting in Q1 2016/17, because year-end outturn data is not yet available. 49 can be compared to previous years. Of these, 31 (63%) improved, 6 (12%) showed no change, 8 (17%) deteriorated and 4 (8%) are carried over for reporting at Q1 2016/17.

2.3 At the end of the year the net service overspend was £0.7m compared to the £0.3m reported at quarter 3. There are, therefore, no new material variations to report. Some savings plans have been amended during the year following consultation or where circumstances changed. All these changes and mitigations were reported to Cabinet and discussed with the relevant scrutiny committee. In Children's Services and Business Services departments this proved to be the case for a proportion of the savings requirement, but permanent savings have been found which have allowed the departments to meet the level of their planned savings. In the Communities, Economy and Transport Department, the delay to the start of the highways contract meant that planned savings slipped and the failure of the waste contract to meet expected recycling rates resulted in a shortfall. The shortfall was offset by a number of other savings including use of the waste reserve.

2.4 For Adult Social Care (ASC) the policy changes which were implemented during the year achieved their expected impact, but these cost reductions were more than offset by an increase in the numbers of people needing a service and the greater complexity of need for both new and existing clients. The East Sussex Better Together (ESBT) Programme Board agreed the deployment of the Better Care Fund (BCF) contingency to help fund the impact of this growth in demand. The allocation from the BCF acknowledges pressure across the whole system and the need for social care to reduce pressure on health care by increasing diversion from hospital care, supporting more complex cases in the community and enabling higher levels of discharge from hospital. The longer term implications of this approach will be addressed through the East Sussex Better Together Programme and future use of the BCF. The Council has added to the base budget for ASC for 2016/17 to take account of 2015/16 pressures, however, more growth in demand will bring similar issues in 2016/17, as referred to in the February 2016 RPPR Cabinet report. Dealing with this growth sustainably in the long term is one of the key goals of the ESBT programme for full integration of health and social care. Work is underway within ASC and more widely in “Single Investment Planning” within ESBT to seek to address this pressure.

2.5 In addition, there is a reduction in income for the Council's share of the East Sussex Business Rates Pool, Business Rate Retention and Educational Services Grant of £0.5m, a further £0.1m reduction from that reported at quarter 3. This combined with the projected underspend of £4.5m, comprising unused general contingency and inflation provision, means that there is an overall net projected underspend of £3.3m. As previously agreed at quarter 3 the net underspend will be held in reserve to support the Capital Programme 2018-23.

2.6 The value of debt over 5 months at quarter 4 is £2.19m. This is a reduction of £0.3m when compared to quarter 4 2014/15 outturn of £2.49m. The reduction is mainly due to the continued focus on aged debt monitoring.

2.7 The quarter 4 capital programme is monitored against the revised programme submitted to the Council in February; together with some minor net nil approved variations. The forecast spending for the year is projected at £132.4m against a budget of £151.4m, a variation to gross budget of £19m. Most of the variation is attributed to slippage of £22.5m, offset by £4.6m spend in advance mainly on schools basic need. The programme has further been reduced by a £1.1m reduction in developer contributions, however this is net nil overall. The main areas of slippage are £4.1m on Broadband (xi app 5), £2.9m on the Bexhill Hastings Link Road (xii app 5), £2.9m on Schools Basic Need (xiii app 4), £2.3m for Integrated Transport (xvii app 5), £1.2m on Capital Building Improvements (v app 3) and £1.1m for Agile (iv app 3).

2.8 The Strategic Risk Register, Appendix 7, has been reviewed. Risk 1 (Roads), Risk 3 (Care Act), risk 4 (Health), risk 5 (Resource), risk 6 (Local Economic Growth), risk 8 (Capital Programme) and risk 9 (Workforce) all have amended risk control responses. The post mitigation score for risk 3 (Care Act) has also been reduced from 4 to 2 so this risk now falls under the green ‘low’ risk category. No new risks have been added and no existing risks have been removed from the register for this review.

### **3. Progress against Council Priorities**

#### **Driving economic growth**

3.1 Since the Bexhill Hastings Link Road (Combe Valley Way) opened to traffic on 17 December 2015 there have been a number of benefits; such as reduced journey times to the Conquest Hospital; and the whole of Glovers House, the first building on the new Bexhill Enterprise Park, being let. The contractor has begun additional work to complete the Greenways and it is anticipated these will be open to pedestrians, cyclists and equestrians in spring 2016. (Appendix 5)

3.2 We have made good progress in areas contributing to the East Sussex Growth Strategy during 2015/16. Over 66,000 premises have access to improved broadband speeds, with 82% able to receive speeds of 24 mbps or above. The Business East Sussex (BES) service and website has been fully implemented, with over 250 businesses receiving support since it was launched, over £1m of extra funding has been provisionally secured to continue and expand the

Growth Hub. 57 Apprentices were recruited over the year, 26 in the Council and 31 in schools. (Appendix 5)

3.3 The rate of young people participating in education, training or employment with training has improved for academic age 16 (year 12) and academic age 17 (year 13) for Looked After Children (LAC) and for young people. In academic year 2014/15 the percentage point gap between the lowest achieving 20% of Early Years Foundation Stage profile and the rest has narrowed by four percentage points to 25.5% which is narrower than the national average of 32.1%. For pupils achieving 5 A\* - C GCSEs or equivalent including English and maths the percentage point gap was 31.2% compared to the national average of 28.3%. (Appendix 4)

### **Keeping vulnerable people safe**

3.4 The rate per 10,000 children (aged 0-17) with a CP Plan has reduced to 43.8 (462 children) against a target of 44.7 (471 children) demonstrating sustained improvement as a result of steps introduced as part of the CP action plan to safely reduce the number of children with a CP Plan, which was developed in 2014/15. The rate per 10,000 (of 0 – 17 population) of LAC has reduced from 52.2 (550 children) to 51.6 (544 children), this is below the IDACI expected rate of 57.4 for 2015. (Appendix 4)

3.5 For adoption the average time between a child entering care and moving in with its adoptive family for the three year period 2012 – 15 was 520 days. This is below the national average of 593 days and East Sussex is ranked 5th against Statistical Neighbours. (Appendix 4)

3.6 This year, 33 women have received a full service offer from the Foundations Project, which works with women who have previously had children removed from their care. 60% (20/33) of women engaged with Foundations reported improved mental health, and take up of effective contraception has been good. (Appendix 4)

3.7 The new Specialist Domestic and Sexual Abuse Service led by RISE (Refuge, Information, Support and Education) in partnership with Survivors Network and the Crime Reduction Partnership (CRI) was launched in January 2016 and a range of promotional materials are being developed and distributed. (Appendix 2)

### **Helping people help themselves**

3.8 Figures for January to December 2015 (pending DfT validation) show that there were 348 people Killed or Seriously Injured (KSI) on East Sussex roads, with 22 being fatalities. The KSI rate is a decrease of 10.3% compared to 2014, and 8% less when compared to the 2005-2009 average. Fatalities were significantly less than the 2005-2009 average of 33 per year but an increase on 2014 when there were 16. (Appendix 5)

3.9 Construction of School Safety Zones have been completed at Heathfield Community College and Ratton School in Eastbourne. Further design work is required for schemes at St Richards Catholic College in Bexhill and Christ Church CE school in St Leonards. (Appendix 5)

3.10 East Sussex, as part of a South East Collaborative, is one of the 27 first wave areas in England to offer the world's first nationwide Diabetes Prevention Programme. People in East Sussex identified at high risk of Type 2 diabetes will be invited to join a programme helping them to avoid developing the condition by changing their lifestyles. (Appendix 2)

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

3.11 Eight Member workshops were held in March and several Members were supported to get the best from their technology, with some being allocated updated equipment. This has enabled the Council to go 'paperless' for all Council meetings from 1 April 2016 (Appendix 6)

3.12 The Inter Authority Agreement, which provides the legal basis for the Orbis partnership and will form the contract between East Sussex County Council (ESCC) and Surrey County Council, has now been signed. We are also collaborating with Brighton and Hove City Council to integrate them into the Orbis partnership as the due diligence process continues. (Appendix 3)

3.13 14 projects have been achieved across the SPACES partnership in 2015/16, with three happening in quarter 4. Lewes District Council, Sussex Police and ESCC registration services

have moved to Hastings Town Hall; South East Coast Ambulance Services are now co-located with Sussex Police in Seaford; and Saxon House in Newhaven has opened, which contains East Sussex Fire & Rescue Service (with the Fire Station service moving from Fort Road in Newhaven). (Appendix 3)

3.14 There has been a 5.7% reduction in our carbon emissions in 2015/16, due to improved energy efficiency. Projects undertaken include the new boilers installed at County Hall, three solar PV schemes and various improvements to the efficiency of buildings. (Appendix 3)

3.15 During 2015/16, 46% (£187m) of procurement spend was with local suppliers (against our target of 45%). We engaged with local businesses through the Build East Sussex network and supporting event in February, creating a large amount of interest through social media feeds. We are continuing to promote and support the development of the South East Shared Services E-Procurement Portal, a collaboration between public sector authorities in the South East region to provide a simple, secure and efficient way for managing sourcing and quotation activities, reducing time and cost for buyers and suppliers. (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

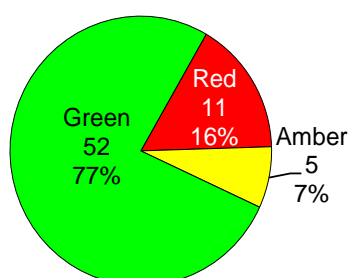
Appendix 7 contains commentary explaining mitigating actions for all Strategic Risks.

## Council Monitoring Corporate Summary – end of year 2015/16

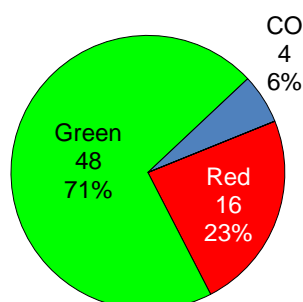
### Council Plan performance targets

Priority	Total	Red	Green	Carry Over
Driving economic growth	32	9	23	0
Keeping vulnerable people safe	11	1	8	2
Helping people help themselves	20	4	14	2
Making best use of resources	5	2	3	0
<b>Total</b>	<b>68</b>	<b>16</b>	<b>48</b>	<b>4</b>

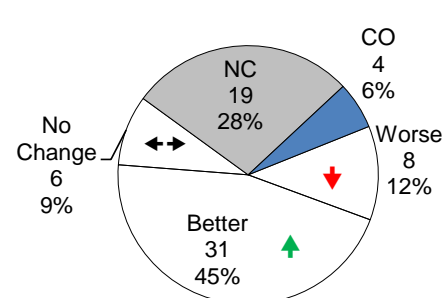
Q3 2015/16



Q4 2015/16



Direction of travel since 2014/15



### Council Plan outturn summary all measures

(For targets not achieved commentary is provided in the relevant departmental appendix)

All 68 Council Plan target outturns are reported below. Targets not achieved are highlighted in red; targets achieved are reported below without highlighting; Carry Overs for reporting at Q1 2016/17 are highlighted in blue. Where available, performance improvement relative to 2014/15 is given under Direction of Travel. Those marked NC are where 2015/16 outturns are not comparable with 2014/15 outturns.

For red outturns detailed information is in the department appendices for new exceptions at Q4; details for earlier exceptions can be found in the referenced appendices of Q1-Q3 monitoring.

Direction of Travel key:

No change: ↔	Not Comparable: NC	Carry Over: CO	Worse: ↓	Improved (or at maximum): ↑
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### Driving economic growth – outturn summary

Dept	Performance Measure	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Direction of Travel
BSD	Percentage of new County Council procured contracts awarded following a tender process, that include an Employability and Skills Plan	N/A	60%	42% See Q3 appendix 3	NC
CET	Number of businesses supported and jobs created or protected via Regional Growth Fund 4 (East Sussex Invest 3). From May 2015 deliver the new ESI 4 business growth funding	£4.2m has been allocated with 573 jobs due to be created	Continue to monitor ESI 3 funding. Launch new ESI 4 funding of £1.3m May. 28 businesses supported and 43 jobs created as per contracts	£809k has been committed to 33 businesses to create or protect 150 jobs	NC

Driving economic growth – outturn summary (continued)					
Dept	Performance Measure	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Direction of Travel
CET	Increase inward investment	10 businesses committed to or relocated to East Sussex	12 businesses committed to or relocated to East Sussex (N.B. year runs May 2015 - May 2016)	13 businesses committed to or relocated to East Sussex	↑
CET	Develop a 'Prospectus' for East Sussex with key partners	Held initial discussions with key partners	Identify potential for image creation for East Sussex with partners and Prospectus complete	Work developed but Prospectus not completed See Q3 appendix 5	NC
CET	Establish the East Sussex Growth Hub as the new 'one stop shop' for business support in the county	N/A	'Initial Business East Sussex (BES) service set up by end June 2015 Set targets with service provider June 2015	Growth Hub - Business East Sussex (BES) service and website fully implemented. Service performing well against targets	NC
CET	Complete the Bexhill to Hastings Link Road	Construction continued but completion delayed	Road constructed and open for use 2015	Road constructed and open for use December 2015	↑
CET	Percentage of principal roads requiring maintenance	5%	8%	8%	↓
CET	Percentage of non-principal roads requiring maintenance	9%	9%	9%	↔
CET	Percentage of unclassified roads requiring maintenance	22%	22%	22%	↔
CET	Deliver pedestrian improvements in Terminus Road (Eastbourne) using 'Shared Space' concepts to coincide with opening of the new Arndale Centre	The scheme design continues to progress well. However contract has not been awarded	Commence the contract procurement process	Contract prepared ready for tender process to commence in spring 2016	↑
CET	Number of new apprenticeships with the County Council	16 ESCC 16 Schools	Workforce planning review to identify target number of apprenticeships	Target set at 56 26 ESCC and 31 Schools = 57 new apprenticeships	↑
CET	Percentage of apprentices retained in their apprenticeship placement and/or moving into alternative training or paid employment	N/A	60%	93%	NC

Driving economic growth – outturn summary (continued)					
Dept	Performance Measure	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Direction of Travel
CET	Deliver the new Employability and Skills Strategy: East Sussex business sector skills evidence base developed	N/A	First tranche of priority sectors identified	Priority sectors identified and report now live online	NC
CET	Number of young people completing work readiness courses with the County Council	N/A	60	49 See Q4 appendix 5	NC
CET	Deliver major transport infrastructure – Queensway Gateway Road	A scheme design has been developed and agreed	Commence construction	Enabling works commenced	↑
CET	Number of additional premises with improved broadband speeds (65,500 by March 2016)	48,309 premises	30,500 premises (65,500 by March 2016)	66,453 premises	↑
CET	Report progress on the level of broadband improvement in the Intervention Area	As at 31.12.14 over 15,000 premises receiving speeds of 24mbps or above, only 2211 receiving less than 24mbps	Report build phase 3 - 9: number of premises with broadband speed achieved	Of the 66,453 premises, 82% able to receive speeds of 24 mbps or above	↑
CET	The number of people attending Trading Standards business workshops	N/A	180	477	NC
CET	Deliver major transport infrastructure – Newhaven Port Access Road	Detailed design delayed due to uncertainties over DfT approval process for LGF (external) funding for schemes	Business case approved	The Business Case has been delayed due to difficulties in agreeing its scope with DfT See Q2 appendix 5	↔
CET	Promote the successful recruitment of people with learning/physical disabilities	Review by National Development Team for Inclusion completed and report received July 2015	Review of current & past provision undertaken and a model for ESCC delivery developed	Review of current and past provision completed Model for ESCC not developed and measure will not be carried forward See Q3 appendix 5	NC
CET	In partnership with Learndirect and other funding organisations provide online learning (including skills for life and ICT courses) in libraries (subject to contract)	431 courses completed	270 courses completed	376 courses completed	↓
CET	Deliver Cultural Destinations Action Plan as resources are secured	Action Plan agreed	Secure investment to deliver action plan	Funding secured	↑



Driving economic growth – outturn summary (continued)					
Dept	Performance Measure	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Direction of Travel
CS	Proportion of Looked After Children (LAC), who achieve 5 or more A*-C GCSEs including English and maths	Ac Year 2013/14: 12.5% National average: 12.0%	Ac Year 2014/15 Equal to or above the national average for LAC	Ac Year 2014/15: 8.9% National: 13.8% See Q2 appendix 4	↓
CS	The percentage of Looked After Children (LAC) participating in education, training or employment with training at academic age 16 (Year 12)	80%	84%	89%	↑
CS	The percentage of Looked After Children (LAC) participating in education, training or employment with training at academic age 17 (Year 13)	69%	70%	70%	↑
CS	The percentage of eligible 2 year olds who take up a place with an eligible early years provider	78.1% National average 62%	At or above the national average	80.84% National Average 74%	↑
CS	The percentage of pupils achieving a “good level of development*” at the Early Years Foundation Stage * meeting the expected or exceeding the Early Learning Goal in all 3 prime areas of learning (personal, social and emotional development; physical development; and communication and language) and in 2 specific areas of maths and literacy	Ac year 2013/14: 66% National average: 60%	Academic Year 2014/15 Above the national average	74.3% National average: 66.3%	↑
CS	The percentage point gap between pupils eligible for Pupil Premium achieving at least level 4 in reading, writing and maths combined at Key Stage 2, and their peers	Ac year 2013/14: 17.9% National average: 16.1%	Academic Year 2014/15 At or below the national average	16% National average: 15% See Q3 appendix 4	↑
CS	Proportion of pupils in all schools who achieve 5 or more A*- C grades at GCSE or equivalent including English and maths	Ac Year 2013/14: 53.2% National average: 56.8%	Academic Year 2014/15 60%	56.3% See Q2 appendix 4	↑
CS	The percentage point gap between pupils eligible for Pupil Premium achieving 5+ A*-C grades at GCSE or equivalent, including English and maths, and their peers	Ac year 2013/14: 27.4% National average: 27.5%	Academic Year 2014/15 At or below the national average	31.2% National average: 28.3% See Q4 appendix 4	↓
CS	The percentage of young people meeting the duty of Raising the Participation Age (RPA) by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 16 (Year 12)	96%	96%	96%	↔
CS	The percentage of young people meeting the duty of RPA by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 17 (Year 13)	88%	87%	88.4%	↑

Keeping vulnerable people safe – outturn summary					
Dept	Performance Measure	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Direction of Travel
ASC	Number of carers known to Adult Social Care (those assessed, reviewed, and/or receiving a service during the year)	6,936	Re-establish baseline in light of Care Act	7,626 carers known to Adult Social Care	↑
ASC	National outcome measure: The proportion of people who use services who say that those services have made them feel safe and secure (Adult Social Care Survey)	84.3%	84%	87%	↑
ASC	Improve safeguarding through completing Performance & Quality Assurance Framework based reviews	6 team/area based reviews	Complete 6 team/area reviews	6 team/area based reviews	↔
ASC	Monitor the new local safeguarding outcome measure	203 outcomes identified: 127 (63%) met, 37 (18%) partially met, 39 (19%) not met	81% of outcomes either met or partially met	99% of outcomes either met or partially met	↑
ASC	The percentage of Independent Domestic Violence Advisor (IDVA) service users who feel confident asking for help and support when they need it	New measure	80%	CO	CO
ASC	Percentage of Independent Sexual Violence Advisor (ISVA) service users who feel confident asking for help and support when they need it	New measure	80%	CO	CO
CET	The number of positive interventions made to chronic victims or targets of mass marketing fraud	N/A	Establish baseline	129 positive interventions	NC
CET	The percentage of contacts responded to with a positive intervention from the Trading Standards Rapid Action Team	N/A	Establish baseline	100%	NC
CS	Rate per 10,000 (of 0-17 population) of children with a Child Protection Plan	44.7	44.7	43.8	↑
CS	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	3 year average (11-14) 536 days (National average 628 days)	Less than or equal to national threshold (487 days)	520 days See Q4 appendix 4	↑
CS	Rate per 10,000 (of 0-17 population) of Looked After Children (LAC)	52.2	52.2	51.6	↑

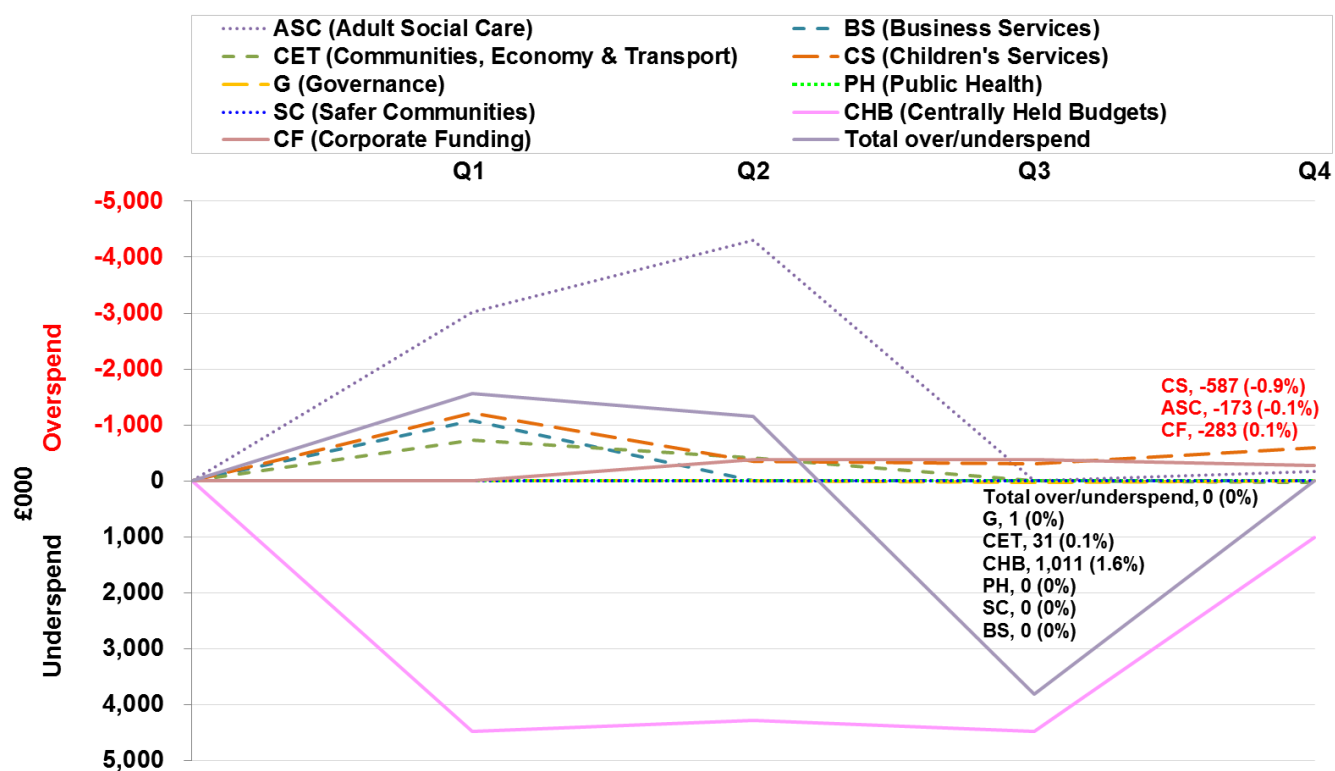
Helping people help themselves – outturn summary					
Dept	Performance Measure	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Direction of Travel
ASC	Increase the number of people accessing information and advice about services through: Increasing the number of services registered on East Sussex 1Space	1,874 service entries on 1Space across 1,798 organisations Exceeds the target figure for 2014/15	250 additional services registered	276 additional services registered	NC
ASC	Increase the number of people accessing information and advice about services through: Increasing the number of people accessing information and advice through East Sussex 1Space website	43,511 visits to 1Space (28% repeat visitors, 72% new visitors)	20% increase on 2014/15 outturn (52,213 visits)	72,031 visitors to 1Space	↑
ASC	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 (155 providers)	146 providers See Q4 appendix 2	↑
ASC	National outcome measure: Proportion of working age adults and older people receiving self-directed support (new zero based review measure for people in receipt of long-term support)	100%	100%	100%	↑
ASC	National outcome measure: Proportion of working age adults and older people receiving direct payments (new zero based review measure for people in receipt of long-term support)	42%	45%	35.6% See Q4 appendix 2	↓
ASC	The proportion of people who received short-term services during the year, where no further request was made for ongoing support	88.8%	88%	88.3%	↓
ASC	East Sussex Better Together: Design and implement an Integrated Strategic Commissioning Framework (Including Co-Commissioning)	N/A	i) Commissioning structure implemented in shadow form by June 2015 ii) Integrated commissioning framework developed by September 2015	The integrated commissioning framework has been developed	NC
ASC	East Sussex Better Together: Develop and implement Health and Social Connect (HSCC)	N/A	HSCC implemented by April 2016	HSCC implemented	NC

**Helping people help themselves – outturn summary (continued)**

Dept	Performance Measure	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Direction of Travel
ASC	East Sussex Better Together: Introduce locality Community Health and Social Care Teams	N/A	Full implementation of delivery model by April 2016	Locality Managers are in place to take up their new role from 01/04/16 across the 6 localities	NC
ASC	Number of people receiving support through 'STEPS to stay independent'	2297 (STEPS West 1,501 and STEPS East 796)	1,700	2,813	↑
ASC	Increase the number of people referred to the Memory Assessment Service	1,995	1,610 people referred to the Memory Assessment Service	1,717	↓
ASC	Number of adults with a Primary Support Reason of Learning Disability in paid or voluntary employment	Revised measure	261	281	NC
ASC	NHS Health Checks: Percentage of the eligible population offered an NHS Health Check	26.20%	20%	CO	CO
ASC	Smoking Cessation: Number of persons attending East Sussex NHS Stop Smoking Services who quit smoking four weeks after setting a quit date	3,287	3% increase on 2014/15 outturn	CO	CO
ASC	Access to Genito-Urinary Medicine (GUM) clinics: Percentage of First Attendances seen within 2 working days	97.5%	95%	96.9%	↓
CET	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	348 KSI casualties See Q3 appendix 5	↑
CET	Implement School Safety Zones to cover schools rated as high priority	2 zones completed	Implement School Safety Zones at four schools	2 zones completed See Q4 appendix 5	↔
CS	Percentage of annual Special Educational Needs review meetings where the child gave their view and/or participated	88.3%	90%	90.1%	↑
CS	The proportion of respondents to the feedback surveys who agree that things have changed for the better as a result of getting 1:1 targeted support from Early Help services* (*defined as Children's Centre Keyworkers, Family Support Keyworkers, and Targeted Youth Keyworkers and 1:1 case-holders)	80%	80%	90%	↑
CS	Number of households eligible under the government's Troubled Families programme receiving a family support intervention	491 (1,294 for the 3 year period April 12 - March 15)	757 (3,570 for the 5 year period April 15 - March 20)	895	↑

Making best use of resources – outturn summary					
Dept	Performance Measure	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Direction of Travel
BSD	Increase the percentage of Council procurement spend with local suppliers	41%	45%	46%	↑
BSD	IT business systems support the needs and priorities of the organisation. Percentage of targeted applications achieving top quartile efficiency	N/A	25%	The attempt to apply the business value measure to the Council's IT Applications proved to be too theoretical as the refreshed Application Strategy evolved and does not sufficiently determine how and where systems provide value to the Council See Q3 appendix 3	NC
BSD	Develop an asset investment strategy based on a balanced portfolio approach that will provide an annual income for the Council	N/A	Strategy in place and income targets set	Target not met, timeline reviewed and revised completion date set for September 2016 See Q2 appendix 3	NC
BSD	Facilities management - Cost of occupancy of corporate buildings per sq metre	N/A	Establish baseline	A baseline has been established	NC
BSD	Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in non-school services	10.23	9.24	9.09	↑

## Revenue budget outturn (net £000)



## Revenue budget summary

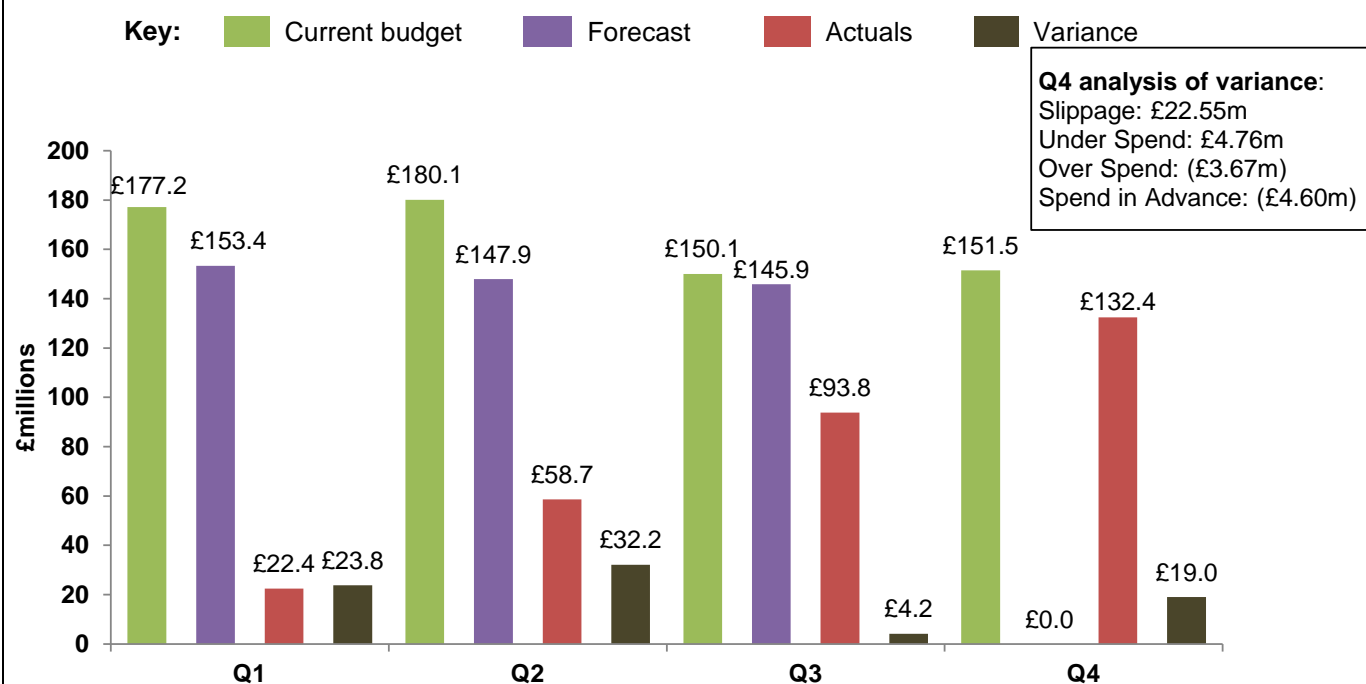
There is an underspend of £3.301m made up as follows:

	Q4 £000	Q3 £000
Net Service Overspend	(728)	(282)
General Contingency Underspend	3,255	3,500
Unused Inflation (as highlighted at February 2016)	976	976
Reduced Corporate Funding	(283)	(376)
Other	81	-
<b>Total Underspend</b>	<b>3,301</b>	<b>3,818</b>

This will be transferred to the Capital Programme to fund the 2018/23 programme, as agreed at Q3.

Revenue budget summary (£000)									
	Planned (£000)			2015/16 (£000)					
				End of year outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Service Expenditure									
ASC	224,525	(67,355)	157,170	228,166	(70,823)	157,343	(3,641)	3,468	(173)
Safer Communities	753	(337)	416	753	(337)	416	-	-	-
Public Health	26,073	(26,073)	-	26,073	(26,073)	-	-	-	-
BSD	56,163	(35,995)	20,168	57,805	(37,637)	20,168	(1,642)	1,642	-
CSD	329,874	(265,006)	64,868	331,582	(266,127)	65,455	(1,708)	1,121	(587)
CET	109,041	(50,816)	58,225	134,940	(76,746)	58,194	(25,899)	25,930	31
GS	8,600	(1,139)	7,461	9,392	(1,932)	7,460	(792)	793	1
Total Service Spend	755,029	(446,721)	308,308	788,711	(479,675)	309,036	(33,682)	32,954	(728)
Centrally Held Budgets									
Treasury Management	30,566	-	30,566	30,566	-	30,566	-	-	-
Funding Cap Prog.	16,607	-	16,607	19,908	-	19,908	(3,301)	-	(3,301)
General Contingency	3,298	-	3,298	43	-	43	3,255	-	3,255
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	-	(58)	(58)	-	(158)	(158)	-	100	100
Levies	432	-	432	432	-	432	-	-	-
Other	-	-	-	19	-	19	(19)	-	(19)
Total Centrally Held	61,900	(58)	61,842	60,989	(158)	60,831	911	100	1,011
Total	816,929	(446,779)	370,150	849,700	(479,833)	369,867	(32,771)	33,054	283
Corporate Funding									
Business Rates	-	(70,785)	(70,785)	-	(70,483)	(70,483)	-	(302)	(302)
Revenue Support Grant	-	(65,093)	(65,093)	-	(65,112)	(65,112)	-	19	19
Council Tax	-	(231,775)	(231,775)	-	(231,775)	(231,775)	-	-	-
New Homes Bonus	-	(2,497)	(2,497)	-	(2,497)	(2,497)	-	-	-
Total Corporate Funding	0	(370,150)	(370,150)	0	(369,867)	(369,867)	0	(283)	(283)
Total	816,929	(816,929)	0	849,700	(849,700)	0	(32,771)	32,771	0

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



### Capital programme summary (£000)

Approved project	Total project – all years		2015/16 (£000)					
			End of year outturn			Analysis of variation		
	Budget	Projected	Budget	Actual to date	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance
ASC	23,776	23,768	5,337	3,789	1,548	8	1,540	-
BSD	68,103	68,099	14,573	12,368	2,205	4	2,461	(260)
CS	115,446	116,922	32,748	34,528	(1,780)	(1,476)	3,972	(4,276)
CET	492,674	490,115	98,665	81,671	16,994	2,559	14,500	(65)
GS	157	157	150	76	74	-	74	-
<b>Total</b>	<b>700,156</b>	<b>699,061</b>	<b>151,473</b>	<b>132,432</b>	<b>19,041</b>	<b>1,095</b>	<b>22,547</b>	<b>(4,601)</b>
Scheme Specific Income			34,141	30,791	3,350	990	2,360	-
Capital Reserves			32,946	32,946	-	101	4,500	(4,601)
Section 106			2,395	2,167	228	-	228	-
Non Specific Grants			55,259	45,620	9,639	-	9,639	-
Capital Receipts			5,526	4,300	1,226	-	1,226	-
Revenue Contributions			17,407	16,608	799	4	795	-
Borrowing			3,799	-	3,799	-	3,799	-
<b>Total</b>			<b>151,473</b>	<b>132,432</b>	<b>19,041</b>	<b>1,095</b>	<b>22,547</b>	<b>(4,601)</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 year was £296m (excluding fire). 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 twelve months to 31 March 2016 was £2.2m at an average rate of 0.73%.

At 31 March 2016, the majority of the Council's external debt was held as long term loans (£270.4m), and no cost effective opportunities have arisen during 2015/16 to restructure the existing debt portfolio. In February 2016 the Council took advantage of attractive Public Work Loan Board (PWLb) borrowing rates and borrowed £20m in order to generate cash for capital programme. The Accounts & Pensions team have set up a recording process for trigger rate monitoring and work to an agreed protocol for potential future borrowing activity to fund the current capital programme.

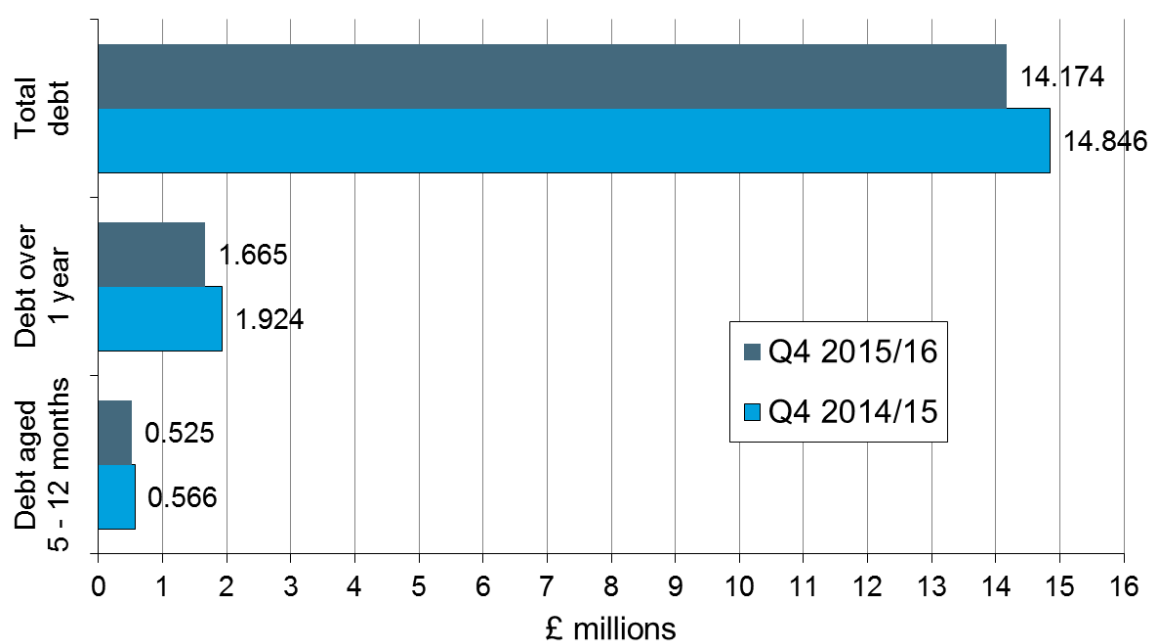
Centrally held budgets include a general contingency and unused inflation provision. This has been partly used to fund the departmental overspends. As agreed at quarter 3, the balance remaining has been transferred to support the capital programme need. There was a reduction in income of £0.2m for the Council's share of the East Sussex Business Rates Pool and a correction of S31 grant for business rates relief of £0.1m offset by additional Service Transformation grant of £0.1m.

### General balances

The target for general balances is £10.0m as at 31 March 2016. General balances allow the Council to manage unforeseen financial circumstances without the need to make immediate savings.

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

### Outstanding debt analysis (£ millions)



The value of debt over 5 months at Quarter 4 has reduced to £2.190m when compared to the 2014/15 outturn of £2.490m. Improvements to systems and processes are continuing as Aged Debt is a priority focus area for Business Operations 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.

	2014/15 £m	2015/16 £m	Variance £m
Sundry Debtors	1,952	2,015	(0.063)
Deferred Payments	0.538	0.175	0.363
Total	2.490	2.190	0.300

Revenue savings summary 2015/16 (£000)					
Savings/mitigation description	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved
<b>Department savings</b>					
ASC	7,643	10,584	3,778	6,806	-
BSD	1,724	2,579	1,566	-	1,013
CS	2,585	3,093	1,238	-	1,855
CET	2,242	3,569	2,002	-	1,567
GS	195	195	177	-	18
<b>Total savings</b>	<b>14,389</b>	<b>20,020</b>	<b>8,761</b>	<b>6,806</b>	<b>4,453</b>
<b>Mitigations</b>					
Permanent mitigations			750	-	(750)
<b>Total permanent savings &amp; mitigations</b>			<b>9,511</b>	<b>6,806</b>	<b>3,703</b>
Temporary mitigations			9,118	(6,003)	(3,115)
<b>Total savings with mitigations</b>	<b>14,389</b>	<b>20,020</b>	<b>18,629</b>	<b>803</b>	<b>588</b>

Adult Social Care savings 2015/16 (£000)					
Savings/mitigation description	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved
<b>Savings</b>					
Reduction in DPS management and support costs	100	100	100	-	-
Review and focus on services to meet personal care needs, in line with personal budgets	1,195	2,554	1,359	1,195	-
Reablement Services to reduce volume and cost of long term packages of care	3,000	3,000	-	3,000	-
<b>Total Older People</b>	<b>4,295</b>	<b>5,654</b>	<b>1,459</b>	<b>4,195</b>	<b>0</b>
Review of Directly Provided Learning Disability Services	300	300	300	-	-
Review and renegotiation of high cost service contracts	300	300	300	-	-
Savings from Mental Health Supported Accommodation developments	100	100	100	-	-
Review and focus on services to meet personal care needs, in line with personal budgets	1,200	2,782	171	2,611	-
<b>Total Working Age Adults</b>	<b>1,900</b>	<b>3,482</b>	<b>871</b>	<b>2,611</b>	<b>0</b>
As a consequence of savings proposals a reduction in number of staff can be delivered	100	100	100	-	-
Commissioning Prospectus – reduce resources available for retendering services	332	332	332	-	-
Community wide floating housing support for vulnerable older people - reduction by 15%	50	50	50	-	-
Countywide floating support - reduction in contracts by 15% by 2015/16	156	156	156	-	-
Young Parent Services - reduction from 3 to 2 accommodation based services	26	26	26	-	-
Supported Accommodation and Independent Living Service (SAILS) - implement a 15% reduction	87	87	87	-	-
Offenders and complex homeless - reduce	11	11	11	-	-

Adult Social Care savings 2015/16 (£000)					
Savings/mitigation description	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved
pilot service by 15% in 2015/16					
Mental Health and Homeless Services- closure of 1 accommodation based service for 12 clients at a time	10	10	10	-	-
Community Bridge Builder Project	50	50	50	-	-
<b>Total Universal Services (inc Safer Communities)</b>	<b>822</b>	<b>822</b>	<b>822</b>	<b>-</b>	<b>0</b>
Review of posts and budget that support community engagement and consultation	9	9	9	-	-
Reduction in administration support.	18	18	18	-	-
Reduction in management and support from OD and information to staff	50	50	50	-	-
Implementation of service consolidation	74	74	74	-	-
Benefit realisation from the Agile Working Programme	475	475	475	-	-
<b>Total Management &amp; Support</b>	<b>626</b>	<b>626</b>	<b>626</b>	<b>0</b>	<b>0</b>
<b>Total Savings</b>	<b>7,643</b>	<b>10,584</b>	<b>3,778</b>	<b>6,806</b>	<b>0</b>
<b>Mitigations</b>					
<b>Total Permanent Mitigations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Permanent Savings &amp; Mitigations</b>	<b>7,643</b>	<b>10,584</b>	<b>3,778</b>	<b>6,806</b>	<b>0</b>
Better Care Fund use of contingency	-	-	6,003	(6,003)	-
<b>Total Temporary Mitigations</b>	<b>0</b>	<b>0</b>	<b>6,003</b>	<b>(6,003)</b>	<b>0</b>
<b>Total Adult Social Care Savings with Mitigations</b>	<b>7,643</b>	<b>10,584</b>	<b>9,781</b>	<b>803</b>	<b>0</b>

Business Services savings 2015/16 (£000)					
Savings/mitigation description	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved
<b>Savings</b>					
Personnel and Training – Service Review	197	197	197	-	-
<b>Total Corporate Support Services</b>	<b>197</b>	<b>197</b>	<b>197</b>	<b>0</b>	<b>0</b>
Property – Security System Review	73	73	73	-	-
Property – Corporate Accommodation Efficiency Savings	22	22	22	-	-
Resources Consolidation Review	670	670	670	-	-
The Link / PSN	-	500	110	-	390
Savings from new delivery models following commissioning cycle	561	916	293	-	623
Agile Working Programme	201	201	201	-	-
<b>Total Management &amp; Support</b>	<b>1,527</b>	<b>2,382</b>	<b>1,369</b>	<b>0</b>	<b>1,013</b>
<b>Total Savings</b>	<b>1,724</b>	<b>2,579</b>	<b>1,566</b>	<b>0</b>	<b>1,013</b>
<b>Mitigations</b>					
Permanent savings mitigating unachieved Link savings	-	-	390	-	(390)
Permanent savings mitigating unachieved Commissioning Cycle savings	-	-	141	-	(141)
<b>Total Permanent Mitigations</b>	<b>0</b>	<b>0</b>	<b>531</b>	<b>0</b>	<b>(531)</b>
<b>Total Permanent Savings &amp; Mitigations</b>	<b>1,724</b>	<b>2,579</b>	<b>2,097</b>	<b>0</b>	<b>482</b>
Use of departmental underspend	-	-	482	-	(482)
<b>Total Temporary Mitigations</b>	<b>0</b>	<b>0</b>	<b>482</b>	<b>0</b>	<b>(482)</b>
<b>Total Business Services Savings with Mitigations</b>	<b>1,724</b>	<b>2,579</b>	<b>2,579</b>	<b>0</b>	<b>0</b>

Children's Services savings 2015/16 (£000)					
Savings/mitigation description	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved
<b>Savings</b>					
Reduction in staffing posts	90	90	90	-	-
Reduction in agency foster care and greater use of in house foster care placements	297	297	297	-	-
2012/13 residual savings target	754	754	754	-	-
<b>Total SEN &amp; Disability</b>	<b>1,141</b>	<b>1,141</b>	<b>1,141</b>	<b>0</b>	<b>0</b>
Thrive programme (including reduction in total number of Looked after Children (LAC) by 100 to 520)	500	1,105	-	-	1,105
Safeguarding Unit - Reduce agency expenditure	20	20	20	-	-
Draw down from reserves/reduction in savings	(3,455)	(3,455)	(3,455)	-	-
Change in approach to court legal fees	181	181	181	-	-
Service reconfiguration - Savings across demand led budgets achieved through change in culture	73	73	73	-	-
Review the virtual school with stakeholders to determine possible future structure and models of delivery.	212	212	212	-	-
Streamlining the service model for supporting vulnerable young parents and reducing central management costs	142	142	142	-	-
Close 7 Children's Centres previously identified as possibilities for mergers.	80	80	80	-	-
Restructure of the Children's Centres' service, including the ending of some contracts.	820	820	820	-	-
<b>Total Children's Social Care</b>	<b>(1,427)</b>	<b>(822)</b>	<b>(1,927)</b>	<b>0</b>	<b>1,105</b>
Reduce the numbers of children and families supported by the Secondary Behaviour Support service.	20	20	20	-	-
Reduced commissioning capacity including joint commissioning with NHS	45	45	45	-	-
Troubled Families payment by results income	500	500	500	-	-
Music Service administration costs	8	8	8	-	-
Reduce provision of targeted 1:1 and specialist services including CAMHS (Child and Adolescent Mental Health Service) and substance misuse	81	81	81	-	-
Re-prioritisation of resources for school improvement and intervention.	316	316	316	-	-
Reduce Youth Offending Team and statutory case management	88	88	88	-	-
Reviews and procedural revisions to facilitate structural change to Transport and Admissions	20	20	20	-	-
Personalised Transport Budgets	378	378	378	-	-
Reduction in Home to School Transport budget	441	344	14	-	330
Recoupment offered as saving from Home to School Transport Budget	220	220	-	-	220

Children's Services savings 2015/16 (£000)					
Savings/mitigation description	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved
Parental contribution for post 16 SEN transport where public transport cannot be accessed (except for low income families)	46	46	46	-	-
Discretionary Transport for LACs following change of care placement	237	237	37	-	200
<b>Total Learning &amp; School Effectiveness</b>	<b>2,400</b>	<b>2,303</b>	<b>1,553</b>	<b>0</b>	<b>750</b>
Reconfiguration of services following consolidation and service reviews enabled by the Agile programme and new ways of working	463	463	463	-	-
Secretariat restructure	8	8	8	-	-
<b>Total Management &amp; Support</b>	<b>471</b>	<b>471</b>	<b>471</b>	<b>0</b>	<b>0</b>
<b>Total Savings</b>	<b>2,585</b>	<b>3,093</b>	<b>1,238</b>	<b>0</b>	<b>1,855</b>
<b>Mitigations</b>					
<b>Total Permanent Mitigations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Permanent Savings &amp; Mitigations</b>	<b>2,585</b>	<b>3,093</b>	<b>1,238</b>	<b>0</b>	<b>1,855</b>
Looked After Children - achieved through overall mitigation within CSD in 15/16.	-	-	964	-	(964)
Home to School Transport - mitigation by robust assessment of need and on-going review of transport provision.	-	-	303	-	(303)
<b>Total Temporary Mitigations</b>	<b>0</b>	<b>0</b>	<b>1,267</b>	<b>0</b>	<b>(1,267)</b>
<b>Total Children's Services Savings with Mitigations</b>	<b>2,585</b>	<b>3,093</b>	<b>2,505</b>	<b>0</b>	<b>588</b>

Community, Economy and Transport savings 2015/16 (£000)					
Savings/mitigation description	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved
<b>Savings</b>					
Registration - Additional income generation	50	50	50	-	-
Road Safety - Reduction in educational activities	-	255	-	-	255
Road Safety - Reductions in road safety engineering	100	-	-	-	-
Emergency Planning - Team Structure	-	32	-	-	32
Gypsy & Traveller Team - Revised service offer	-	10	-	-	10
<b>Total Communities</b>	<b>150</b>	<b>347</b>	<b>50</b>	<b>0</b>	<b>297</b>
Libraries - Review of staff levels - time and motion study conclusions.	-	75	75	-	-
Libraries - Review of Mobile Library Services.	-	60	60	-	-
<b>Total Customer and Libraries</b>	<b>0</b>	<b>135</b>	<b>135</b>	<b>0</b>	<b>0</b>
Passenger Transport - Re-commissioning transport services	1,660	1,660	1,310	-	350
Waste Management - Review of Household Waste Recycling Site (HWRS) provision	-	50	75	-	(25)
Waste Management - Joint Waste Collection contract - disposal savings	-	100	-	-	100
Waste Management - Leachate Tankering and Disposal	-	118	-	-	118
Waste PFI - Sharing of facilities and capacity	-	447	-	-	447
Countryside Management - Countryside Sites	80	80	80	-	-
<b>Total Transport and Operational Services</b>	<b>1,740</b>	<b>2,455</b>	<b>1,465</b>	<b>0</b>	<b>990</b>
Infrastructure Development, Design and Delivery - Reorganisation of team roles and responsibilities	150	150	150	-	-
Highways Maintenance - Reduce Gulley emptying budget, whilst preserving intervention at those areas most likely to represent a flood risk	-	150	-	-	150
Highways Maintenance - Condition Surveys	-	130	-	-	130
<b>Total Highways</b>	<b>150</b>	<b>430</b>	<b>150</b>	<b>0</b>	<b>280</b>
Economic Development & Skills - Reorganisation of team priorities and responsibilities	62	62	62	-	-
<b>Total Economic Development</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>0</b>	<b>0</b>
Benefit realisation from the Agile Working Programme.	140	140	140	-	-
<b>Total Management &amp; Support</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>0</b>	<b>0</b>
<b>Total Savings</b>	<b>2,242</b>	<b>3,569</b>	<b>2,002</b>	<b>0</b>	<b>1,567</b>
<b>Mitigations</b>					
Waste WEEE Tonnes	-	-	219	-	(219)
<b>Total Permanent Mitigations</b>	<b>0</b>	<b>0</b>	<b>219</b>	<b>0</b>	<b>(219)</b>
<b>Total Permanent Savings &amp; Mitigations</b>	<b>2,242</b>	<b>3,569</b>	<b>2,221</b>	<b>0</b>	<b>1,348</b>



Community, Economy and Transport savings 2015/16 (£000)					
Savings/mitigation description	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved
Passenger Transport	-	-	58	-	(58)
Travellers Staffing	-	-	10	-	(10)
Road Safety Income	-	-	39	-	(39)
Concessionary Fares	-	-	547	-	(547)
Reduced contributions to Waste Reserve	-	-	563	-	(563)
Other one-off departmental underspends	-	-	131	-	(131)
<b>Total Temporary Mitigations</b>	<b>0</b>	<b>0</b>	<b>1,348</b>	<b>0</b>	<b>(1,348)</b>
<b>Total Community, Economy and Transport Savings with Mitigations</b>	<b>2,242</b>	<b>3,569</b>	<b>3,569</b>	<b>0</b>	<b>0</b>

Governance savings 2015/16 (£000)					
Savings/mitigation description	Original target	Target inc. unachieved savings c/f from previous year(s)	Achieved	Slipped	Unachieved
<b>Savings</b>					
Communications – internal departmental restructure	36	36	36	-	-
Communications – cross cutting restructure	20	20	20	-	-
Third Sector	20	20	20	-	-
Democratic / Scrutiny – team reorganisation	18	18	-	-	18
Policy / Performance – reorganisation of support	75	75	75	-	-
<b>Total Corporate Governance</b>	<b>169</b>	<b>169</b>	<b>151</b>	<b>0</b>	<b>18</b>
Agile Working Programme	45	45	45	-	-
Use of departmental overheads	(19)	(19)	(19)	-	-
<b>Total Management &amp; Support</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>0</b>	<b>0</b>
<b>Total Savings</b>	<b>195</b>	<b>195</b>	<b>177</b>	<b>0</b>	<b>18</b>
<b>Mitigations</b>					
<b>Total Permanent Mitigations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Permanent Savings &amp; Mitigations</b>	<b>195</b>	<b>195</b>	<b>177</b>	<b>0</b>	<b>18</b>
Refreshments and other	-	-	18	-	(18)
<b>Total Temporary Mitigations</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>(18)</b>
<b>Total Governance Savings with Mitigations</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>0</b>	<b>0</b>

## Adult Social Care and Health – end of year 2015/16

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

**2015/16 summary of successes and achievements** – Between April 2015 and March 2016, 100% (4,503) of working age adults and older people supported by Adult Social Care received self-directed support. 88% of new clients who received short-term services to increase their independence made no further request for support. 7,626 carers were known to Adult Social Care, this has increased significantly from 6,936 in 2014/15. 281 adults with a learning disability were in paid or voluntary employment, an increase from 249 in 2014/15. 1Space (a directory of services, groups and organisations) received 72,031 visits – an increase of over 60% from 2014/15. The total number of entries on the directory has increased to 2,150. A total of 1,717 people were referred to the Memory Assessment Service. 87% of clients in receipt of long term support feel that the services they receive have made them feel safe and secure. Between 6 April 2015 and 11 March 2016, 2,813 people received support through 'STEPS to stay independent', which supports people aged 65 and over to maintain independence in their own homes. A number of Supported Accommodation/ Extra Care projects have been developed with our support including Ninfield Road, Bexhill and Battle Road, Hailsham which opened in September 2015; and Sidley, Bexhill, a 58 unit property which opened in May 2016.

**Health and wellbeing outcomes and educational attainment for children and young people** – The Public Health team has launched a £2m major grant programme to support schools to improve health and wellbeing outcomes and educational attainment for children and young people. The grant programme enables all state schools in East Sussex to access £10,000 each to develop a school health improvement plan and to put in place actions to address the health and wellbeing priorities identified in their plan. Because of the rising problem of childhood obesity – one in five Reception Year pupils (four to five year-olds) and nearly one in three Year 6 pupils (10 to 11 year olds) are obese or overweight – all schools have been asked to include actions to address childhood obesity as one of their health and wellbeing priorities. The grants programme follows a successful pilot which saw 10 schools receive grants to fund activities such as family fitness events, development of 'healthy tuck shops', cookery clubs and training for promoting positive mental health. A total of 180 schools and colleges have taken advantage of the grant offer for delivery of activity in 2016/17.

**NHS Health checks** – The national Health Premium Incentive Scheme incentivises local authorities to take action to improve the health of their population and reduce health inequalities against specific indicators and is paid when targets are met. As part of this scheme national funding was made available to Local Authorities for an increase in health checks by at least 2.18% on their 2013/14 outturn for 2014/15 (an additional 358 individuals based on our 2013/14 outturn of 16,395). Our 2014/15 outturn was 20,538 which was an increase of 25% (4,143 individuals) over the 2013/14 outturn. We were one of only a few local authorities to receive an additional £47,000 under the scheme. NHS Health Check targets remain firmly on course and up to 31/12/2015, 15.6% of the eligible population were offered a check and 8.3% of eligible population have received a health check (year-end targets are 20% and 9.6% respectively).

**Diabetes Prevention Programme** – East Sussex, as part of a South East Collaborative, is one of the 27 first wave areas in England to offer the world's first nationwide Diabetes Prevention Programme. People in East Sussex identified at high risk of Type 2 diabetes will be invited to join a programme helping them to avoid developing the condition by changing their lifestyles. Across the county over 58,000 people are thought to be at risk of developing Type 2 diabetes. Those entering the programme will be offered personalised support to help reduce their risk and live healthier and longer lives. First wave sites were chosen as they already had significant infrastructure in place to support volumes of referrals from the start.

**Safeguarding Adults** – Between April 15 and March 16, a total of 174 safeguarding plans were reviewed. 335 outcomes were identified in the safeguarding plans which resulted in 479 subsequent actions. Of these, 99% (473) were either met or partially met.

**East Sussex Better Together** – In regards to the implementation of Integrated Health and Social Care Locality Teams (ILATs), locality managers are in place to take up their new role from 01/04/16 across the 6 localities. Staffing structures are being finalised with Integrated Locality Managers and senior support; operational and delivery models are also being finalised. Outcome based indicators are being developed to underpin the locality development and shape future locality planning. Recruitment to the additional posts is underway, including frailty, proactive care and crisis response. In High Weald Lewes Havens, Sussex Community Foundation Trust is working with partners to develop four Communities of Practice across the area.

**Support with Confidence** – The target for newly approved members in 2015/16 was 14, working towards an overall figure of 155 approved scheme members (**ref i**). Despite significant staff changes and the transfer of the scheme across departments within year, team members have worked hard to achieve a total of 32 newly approved members. Unfortunately within 2015/16 we also lost 27 members from the scheme, meaning despite the number of approvals, the overall outturn is 146 approved members, up five from last year.

Analysis of the member withdrawals indicates a range of personal circumstances that has led to members retiring

from the scheme. Work is being finalised on a comprehensive multi-media communications plan to ensure we are maximising our contact with scheme members. With 75 live applications, and plans in place to ensure that we minimise the number of members who withdraw, we are confident that we can reach the 10% increase for 2016/17.

**Direct Payments** – As at 31st March 2016, 35.6% of adults and older people were receiving Direct Payments (1,605 people) (ref ii). Despite not meeting the target, if all other authorities performance remained the same as in 2014/15, and therefore quartile thresholds remained the same, East Sussex's performance for 2015/16 would remain in the upper quartile.

2014/15 was a year of exceptional performance on Direct Payments (moving from 28% to 42%) and it has not been possible to maintain this level of performance. There are two main reasons why we have seen a reduction in the level of Direct Payments: Firstly, a significant number of clients who moved to Direct Payments in 2015/16 have subsequently chosen to have a commissioned service instead, therefore ending their Direct Payment arrangement; secondly a number of strategic initiatives have affected the use of Direct Payments such as changes in provider arrangements across some accommodation services.

In 2016/17 we are looking at ways of joining up our initiatives for the next 12 months to ensure that we maximise the opportunities for clients to use Direct Payments to meet their long term care and support needs in beneficial ways.

**Safer Communities** – The East Sussex Safer Communities Business Plan for 2016/17 to 2018/19 is now complete. This is a three year business plan, which will be refreshed annually, and sets out how partners will work together to deliver the community safety priorities. It also highlights what the partnership has achieved during 2015/16 and what the partnership is planning to do to improve the services to support local people for the future. A copy of the plan can be found on the Safe in East Sussex website (<http://www.safeineastsussex.org.uk/our-publications.html>).

**Domestic Abuse** – A revised Multi Agency Risk Assessment Conference (MARAC) quality and audit process was established in January 2016. This will enable partners to monitor and evaluate the conferences to ensure that they are effective to safeguard the domestic abuse victim and others at risk, reduce the risk of murder or serious harm and advise the MARAC on ways to improve.

The new Specialist Domestic and Sexual Abuse Service led by RISE (Refuge, Information, Support and Education) in partnership with Survivors Network and the Crime Reduction Initiative (CRI) was launched in January 2016 and a range of promotional materials are being developed and distributed.

**Anti-social behaviour (ASB) and hate crime** – Work has started with the five Local Authorities to train up their Customer Services Team to become Third Party Hate Crime Reporting Centres.

In partnership with Southdown Community Development Association workshops are being delivered with the women's group at Hastings mosque. Workshops have focused on:

- personal safety, confidence and resilience;
- hate crime; and
- online safety.

A British Values teaching resource has been developed and will be available freely to all schools in East Sussex. This resource will support and develop further tolerance and harmony between different cultural traditions by enabling students to acquire an appreciation of and respect for their own and other cultures.

**Substance Misuse** – The recovery activities funded by the East Sussex Innovation Fund have been running successfully and the numbers of people engaging in recovery activities has risen. The new premises of East Sussex Recovery Alliance have supported this expansion in groups.

The Active in Recovery project has now become part of Sussex Community Development Association. The transition has been smooth and the groups are running well from the new location at Brightview in Eastbourne.

Café North, a recovery orientated social enterprise, has seen the induction of two volunteers and a trial run for serving breakfast. A successful stall was held at a promotional market in Eastbourne town centre in order to support the opening of the café which took place in April.

**Public Health** – We achieved 1,496 four-week quits up to the end of Q3 (reported a quarter in arrears) against a target of 2,022 (ref iii). The provider, North 51, has suggested that poor performance is reflective of the national picture and partly due to individuals using e-cigarettes to stop smoking rather than traditional stop smoking services. The provider are currently recruiting 250 participants to take part in research to explore the efficacy and acceptability of the use of e-cigarettes within stop smoking services to help inform future practice. Comparative performance will also be reviewed, once national data is available, to understand whether this is also a national issue.

### **Revenue Budget Summary**

**Adult Social Care** – The outturn position for Adult Social Care is an overspend of £173,000 (ref iv); comprising an overspend of £803,000 in the Independent Sector partially offset by an underspend of £630,000 within Directly Provided Services and Assessment and Care Management. The net budget incorporated savings of £7.643m. As

reported in previous reports, 2015/16 has seen a significant increase in the number, complexity and cost of packages of care. The East Sussex Better Together Programme Board has agreed previously that the contingency in the 2015/16 Better Care Fund can be used offset the overspend on the Independent Sector; £6.003m has been applied.

The mitigation of the overspend is from one-off funding, the full year effect of packages of care established in 2015/16 will have a significant impact in 2016/17.

Extract from minutes of the ESBT Programme Board on 11 February 2016 – “John O’Sullivan presented the Finance and Performance update and recommended that the Board note that:

- The Q3 financial positions is reporting a deficit of £6.361m covered by ESBT contingency and within the overall Children’s services budget.
- There will be two Better Care Fund (BCF) section 75 agreements to reflect the new arrangement from April 2016, i.e. one for EHS & H&R CCG, and one for HWLH CCG
- A revised BCF plan will be presented to the 9 March 2016 meeting as the disaggregation of resources will be completed and outstanding allocations should have been confirmed.
- EHS & H&R have reserves ESBT intervention targets in 2016/17 of £10.5m and £6.4m following the announcement of detailed CCG allocations in January.
- The internal audit report provides reasonable assurance in relation to BCF governance arrangements.”

Public Health – The 2015/16 outturn position for Public Health is an underspend of £1.433m (**ref v**) on total planned expenditure of £26.073m, which has been transferred, within the conditions of the Public Health Grant, to reserves.

Capital Programme Summary – The Capital Programme reports a variation of £1.549m on the total budget of £5.337m, this position arises from slippage in the: Older People's Service Improvements (**ref vi**), £136,000, as continuing programme of service improves across a range of older people services, including day care, residential and intermediate care; Social Care Information Systems (**ref vii**), £131,000, systems have been successfully implemented within Adult and Children’s Services, the slippage supports with the project planned completion in May 2016; Greenwood (**ref viii**), £39,000, funding aligned to the Grangemead, Hailsham development which will start in 2016/17; LD Service Opportunities (**ref ix**), £652,000, the development of Grangemead, Hailsham is planned to start in 2016/17; and Warwick House (**ref x**), £127,000, relate to retention costs for scheme opened in 2014/15. Within LD Extra Care (**ref xi**), £200,000 is to be used to meet developments within LD Service Opportunities. House Adaptations for People with Disabilities (**ref xii**), £236,000, a demand led budget, the slippage will be used in 2016/17 to continue to support clients to live independently at home. The refurbishment of facilities to meet CQC standards is demand led (**ref xiii**), £27,000, funding will be used in 2016/17.

Performance exceptions (Q1 – Red and Amber RAG rated targets, and amendments Q2-4 – RAG status changed to Red, Amber, Green, and amendments)								
Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				2015/16 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority - Helping people help themselves								
10% increase in the number of providers registered with Support With Confidence	141 providers	155 providers	A	A	A	R	146 providers	i
45% of adults and older people receive direct payments	42.2%	45%	A	A	A	R	35.6%	ii
Number of persons attending East Sussex NHS Stop Smoking Services who quit smoking four weeks after setting a quit date.	3287	3,386	G	A	R	CO	1,496 (Qtr 3)	iii
Percentage of the eligible population offered an NHS Health Check	26.20%	20%	G	G	G	CO	15.6% (Qtr 3)	
Priority - Keeping vulnerable people safe								
The percentage of Independent Domestic Violence Advisor (IDVA) service users who feel confident asking for help and support when they need it	New measure	80%	G	G	G	CO	Key Performance Indicators have been agreed in Q4 of 2015/16, and end of year data will be available during May 2016.	
Percentage of Independent Sexual Violence Advisor (ISVA) service users who feel confident asking for help and support when they need it	New measure	80%	G	G	G	CO	Key Performance Indicators have been agreed in Q4 of 2015/16 and data collection tools will be implemented to collect this in Q1 2016/17. End of year data using proxy indicators will be available in May 2016.	

## Savings exceptions

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

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 to meet personal care needs, in line with personal budgets	5,395	8,336	1,530	6,806	-	
All Other Savings	2,248	2,248	2,248	-	-	
<b>Total ASC - original savings</b>	<b>7,643</b>	<b>10,584</b>	<b>3,778</b>	<b>6,806</b>	<b>0</b>	
<b>Mitigations</b>						
- Permanent						
- Temporary						
Better Care Fund Use Of Contingency			6,003	(6,003)	-	
<b>Total ASC</b>	<b>7,643</b>	<b>10,584</b>	<b>9,781</b>	<b>803</b>	<b>0</b>	

## Revenue budget

Divisions	Planned (£000)			2015/16 (£000)						Note ref
				End of year 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	83,876	(42,830)	41,046	86,616	(45,276)	41,340	(2,740)	2,446	(294)	
Learning Disability Support	45,153	(3,829)	41,324	45,554	(4,229)	41,325	(401)	400	(1)	
Mental Health Support	7,421	(985)	6,436	8,121	(1,177)	6,944	(700)	192	(508)	
Substance Misuse Support	265	(8)	257	262	(5)	257	3	(3)	-	
Subtotal Independent Sector	136,715	(47,652)	89,063	140,553	(50,687)	89,866	(3,838)	3,035	(803)	
Physical Support, Sensory Support and Support for Memory & Cognition	16,965	(5,255)	11,710	16,624	(5,015)	11,609	341	(240)	101	
Learning Disability Support	9,273	(1,017)	8,256	8,829	(1,132)	7,697	444	115	559	
Mental Health Support	2,173	(1,475)	698	2,373	(1,535)	838	(200)	60	(140)	
Substance Misuse Support	340	(129)	211	709	(426)	283	(369)	297	(72)	
Equipment & Assistive Technology	4,835	(2,237)	2,598	5,117	(2,237)	2,880	(282)	-	(282)	
Other	5,702	(3,448)	2,254	5,562	(3,448)	2,114	140	-	140	
Supporting People	10,307	(346)	9,961	10,307	(346)	9,961	-	-	-	
Assessment and Care Management	25,731	(1,999)	23,732	25,394	(2,153)	23,241	337	154	491	
Management and Support	11,737	(3,580)	8,157	11,673	(3,347)	8,326	64	(233)	(169)	
Service Strategy	747	(217)	530	1,025	(497)	528	(278)	280	2	
Subtotal Directly Provided Services	87,810	(19,703)	68,107	87,613	(20,136)	67,477	197	433	630	
Total Adult Social Care	224,525	(67,355)	157,170	228,166	(70,823)	157,343	(3,641)	3,468	(173)	iv
Total Safer Communities	753	(337)	416	753	(337)	416	0	0	0	



Revenue budget										
Divisions	Planned (£000)			2015/16 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Public Health:										
Health Improvement services	5,319	(5,319)	-	6,557	(6,557)	-	(1,238)	1,238	-	
Drug and alcohol services	6,162	(6,162)	-	6,163	(6,163)	-	(1)	1	-	
Sexual health services	4,265	(4,265)	-	3,702	(3,702)	-	563	(563)	-	
Children's Public Health Services - Including the new Health Visiting service	5,300	(5,300)	-	5,284	(5,284)	-	16	(16)	-	
NHS Health Checks	881	(881)	-	1,133	(1,133)	-	(252)	252	-	
Other programmes and non-contracted services	3,497	(3,497)	-	1,801	(1,801)	-	1,696	(1,696)	-	
Contingency and reserves	649	(649)	-	1,433	(1,433)	-	(784)	784	-	
Total Public Health	26.073	(26.073)	0	26.073	(26.073)	0	0	0	0	

Public Health: The final outturn position for Public Health is £1.433m underspend (**ref v**). At 31 March 2016, Public Health Reserves stood at £13.285m, comprising Projects (£5.517m), Health Protection (£1.200m) and Underspend (£6.568m) Reserves.

Capital programme									
Approved project	Total project – all years (£000)		2015/16 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
OP Service Improvements	536	536	207	71	136	-	136	-	vi
Social Care Information Systems	4,258	4,258	2,492	2,361	131	-	131	-	vii
Greenwood, Bexhill	463	463	51	12	39	-	39	-	viii
LD Service Opportunities	4,907	4,907	1,030	378	652	-	652	-	ix
Warwick House, Seaford	7,339	7,331	219	92	127	8	119	-	x
Extra Care / Supported Accommodation Projects:									
Ninfield Rd, Bexhill-on-Sea	410	410	205	205	-	-	-	-	
Sidley, Bexhill-on-Sea	790	807	70	87	(17)	(17)	-	-	
Battle Road, Hailsham	1,000	1,000	500	500	-	-	-	-	
LD Extra Care	350	350	200	-	200	-	200	-	xi
Continuing Programme:									
House Adaptations for People with Disabilities	3,349	3,332	299	46	253	17	236	-	xii
Refurbishment – Registration standards	374	374	64	37	27	-	27	-	xiii
Total ASC Gross	23,776	23,768	5,337	3,789	1,548	8	1,540	0	

## Business Services – end of year 2015/16

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

**2015/16 summary of successes and achievements** – Following the approval of the Orbis Business Plan by Orbis Joint Committee (28 September), and endorsement by Cabinet (13 October), we are continuing to develop the partnership. Areas of progress include the appointment of key senior officers, and the development of the Orbis People Strategy. The Inter Authority Agreement, which provides the legal basis for the partnership and will form the contract between East Sussex County Council (ESCC) and Surrey County Council (SCC), has now been signed. We are also collaborating with Brighton and Hove City Council (BHCC) to integrate them into the Orbis partnership as the due diligence process continues.

There have been a number of achievements in specific service areas, such as the integration of the Business Operations team; collaboration of ESCC, SCC and BHCC to deliver an integrated Internal Audit service; ICT enablers (such as Wi-Fi and printing across ESCC and SCC sites); and benefits from the procurement of joint Occupational Health and Temporary Labour contracts.

The Procurement Standing Orders (PSOs) have been reviewed throughout 2015/16 (approved at Full Council on 10 May 2016). The PSOs set out the rules by which we spend money on supplies, services and works, are aligned to new EU/UK Public Contract Regulations, and take into account Orbis partnership governance arrangements.

**SPACES** – 14 projects have been achieved across the SPACES partnership in total in 2015/16. In addition to the projects reported earlier in the year, three further deliveries have happened via SPACES in Q4. Lewes District Council, Sussex Police and ESCC registration services have moved to Hastings Town Hall; South East Coast Ambulance Service are now co-located with Sussex Police in Seaford; and Saxon House in Newhaven has opened, which contains East Sussex Fire & Rescue Service (following a move of the Fire Station from Fort Road in Newhaven).

**Reduction in CO<sub>2</sub> emissions** – A 5.7% reduction in carbon emissions has been achieved in 2015/16 due to improved energy efficiency compared to last year. Projects undertaken to achieve this include the new boilers installed at County Hall, three solar photovoltaic schemes and various improvements to improve the efficiency of buildings.

**Social Value** – During 2015/16, 46% (£187m) of procurement spend was with local suppliers (against our target of 45%). We engaged with local businesses through the Build East Sussex network and supporting event in February, creating a large amount of interest through social media feeds. We are continuing to promote and support the development of the South East Shared Services E-Procurement Portal, a collaboration between public sector authorities in the South East region to provide a simple, secure and efficient way for managing sourcing and quotation activities, reducing time and cost for buyers and suppliers.

We aim to increase the percentage of new Council procured contracts (awarded following a tender process), that include an Employability and Skills Plan (ESP) to 60%. Five contracts were awarded in Q4 following a tender process and five more ESPs were put in place for the Highways and Infrastructure Services contract, the Uckfield Town Centre Development project and three Property Contracts. The Highways contract, which has an estimated value of £300m over seven years, gave us the opportunity to build in the full suite of Employment and Skills interventions. This includes the delivery of eight apprenticeship placements; four graduate opportunities and 14 trainee/work experience placements per year; the provision of technical training courses; and providing two members of staff to act as Enterprise Advisers to two local schools or colleges, to help them develop their careers strategies. By the end of Q4, ESPs were put in place for 11 (42%) of the 26 contracts awarded in 2015-16 (this an improvement on the 28% reported at Q3). As explained at Q3, the measure for 2016/17 reflects that there are some types of contracts for which an ESP is not appropriate. These tenders will be removed from the outturn figure and an explanation provided. This will help ensure that any potential blockers to an ESP being delivered are addressed.

**Savings achieved through procurement, contract and supplier management activities** – Total savings approved up to end of Q4 were £6.9m, an increase of £2m since last quarter. We had forecasted £6.3m in Q3. However, we were able to reach the target of £6.9m by Q4 due to the completion of the Hastings Library Re-fit at £400k; and the Central Postal Hub at £180k (both were anticipated to be delayed at Q3); and £1.1m savings from the Uckfield Town Centre Redevelopment Scheme. This capital project saving was achieved through utilising the South East Framework to generate competition between suppliers appointed to the framework.

**ICT infrastructure and system support** – Throughout 2015/16, we have exceeded our target for availability of IT infrastructure to support and enable the business to function, with 99% of key services available during core hours (weekend and planned unavailability is excluded, however the Local Area Network is now available 24/7). After establishing the baseline of 79% of staff satisfied that the IT tools provided are the right ones to do their job, we will aim to improve the percentage next year.

**Wellbeing** – The 2015/16 sickness absence outturn for the whole authority (excluding schools) is 9.09 days lost per FTE employee, which represents a decrease of 11.1% since last year. The 2015/16 target of 9.24 days/FTE has therefore been met.



Stress remains the primary driver of absence across the organisation. An automated process is now in place to ensure that all managers who have employees absent due to stress or mental health are contacted by the tenth days of absence. The email is sent direct from FirstCare (our Attendance Management provider) and provides guidance for managers on the resources available to support staff and prompts them to make contact. Research suggests that establishing open lines of communication at the early stage of an employee's absence is vital to securing a return to work. The function of appraisal and supervision meetings is being reviewed to enable managers and employees to discuss any wellbeing concerns at an early stage and put in place a shared agreement to prevent absences in the future. A template for this is being piloted within Children's Services. A training course, 'Managers Managing Stress' has been commissioned as part of the corporate training package to equip managers with the confidence, tools and experience to effectively signpost and support employees who are experiencing stress. A revised Stress Action Plan and Policy, which incorporates an individual stress risk assessment, has been launched across the organisation. It is anticipated that this tool will enable the prompt resolution of stress related issues and therefore a continued reduction in absence levels.

Return to work (RTW) interviews are recognised as a critical event in the successful management of stress-related absence. As an employer we acknowledge the importance of this early engagement. As set out in previous quarters, a number of initiatives to support managers with completing RTW interviews are being explored and implemented. The contract with FirstCare has been renewed. The service is to be relaunched in the summer with an emphasis on driving up RTW compliance.

**Revenue Budget Summary** – The Q4 outturn is in line with budget. This includes a number of service underspends, offset by an overspend in Business Operations of £0.187m due to one-off implementation costs associated with the introduction of e-invoicing, full-year property and related costs for Tribune House and saving plans yet to be delivered (ref iii). In addition, departmental underspends were sufficient to fund £0.482m of outstanding commissioning cycle savings, which had been held in the Management and Support budget and previously projected to be delivered through use of reserves (ref ii).

The £0.482m outstanding Commission Cycle savings resulted from a £0.916m target, of which £0.293m was achieved and, £0.141m mitigated by other savings. Permanent mitigations have been identified to deliver these savings from 2016/17 onwards (ref i).

**Capital Programme Summary** – The Business Services Capital Programme has seen net slippage of £2.465m.

The decision to include St Mark's House (Eastbourne) in the Property Agile works has impacted the ability to deliver the projects at Eastbourne and Hastings sites as previously planned. The County Hall Central Postal Hub cannot be delivered until 2016/17 due to delays in the implementation of SharePoint 2013, which is required in order for the hub to operate. The County Hall Car Parking Project has now slipped until June 2016 following extended consultation (ref iv).

The Buildings Maintenance slippage results from delays in the implementation of the County Hall Lighting Upgrade. In addition, a large number of smaller Schools Maintenance projects were not delivered to the timescales previously forecast – most significantly the Tollgate roof replacement, Willingdon Community School cladding and Sandown Primary School roof and lights (ref v).

ICT were able to accelerate spend in 2016/17 on a number of key projects, including the People's Network (hardware such as PCs and internet access for libraries), and Protective Marking (software to support the Council to comply with data protection requirements) (ref vi).

**Performance exceptions**  
**(Q1 – Red and Amber RAG rated targets, and amendments**  
**Q2-4 – RAG status changed to Red, Amber, Green, and amendments)**

Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				2015/16 outturn	Note ref
			Q1	Q2	Q3	Q4		
There are no performance exceptions								

## Savings exceptions

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

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	
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>	
<b>Mitigations</b>						
<b>- Permanent</b>						
Permanent savings mitigating unachieved Link savings			390	-	(390)	
Permanent savings mitigating unachieved and Commissioning Cycle savings			141	-	(141)	
<b>- Temporary</b>						
Use of departmental underspend			482	-	(482)	i
<b>Total BSD - savings with mitigations</b>	<b>1,724</b>	<b>2,579</b>	<b>2,579</b>	<b>0</b>	<b>0</b>	

## Revenue Budget

Divisions	Planned (£000)			2015/16 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
ICT	13,084	(7,619)	5,465	13,168	(8,051)	5,117	(84)	431	348	
Property	26,414	(20,135)	6,279	26,787	(20,691)	6,095	(373)	557	184	
P&T	2,598	(1,208)	1,390	2,719	(1,396)	1,323	(120)	188	68	
Finance	8,279	(3,594)	4,685	7,946	(3,296)	4,650	333	(298)	34	
Mgt and Support	521	(1,393)	(872)	523	(950)	(427)	(2)	(443)	(445)	ii
Orbis Transformation	-	-	-	951	(944)	7	(951)	944	(7)	
Procurement	1,058	(238)	819	1,045	(210)	835	12	(28)	(16)	
Non Specific	779	-	779	770	(13)	757	9	13	22	
Business Ops	3,430	(1,807)	1,623	3,896	(2,086)	1,810	(466)	279	(187)	iii
Total BSD	56,163	(35,995)	20,168	57,805	(37,637)	20,168	(1,642)	1,642	0	

## Capital programme

Approved project	Total project – all years (£000)		2015/16 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Core Systems Development	1,470	1,470	80	78	2	-	2	-	
The Link	2,718	2,718	17	(52)	69	-	69	-	
SALIX Contract	2,644	2,644	379	330	49	-	49	-	
AGILE	9,029	9,029	3,535	2,417	1,118	-	1,118	-	iv
Solar Panels	103	99	103	99	4	4	-	-	
Capital Building Improvements	41,100	41,100	8,036	6,813	1,223	-	1,223	-	v
ICT Strategy Implementation	11,039	11,039	2,423	2,683	(260)	-	-	(260)	vi
Total BSD Gross	68,103	68,099	14,573	12,368	2,205	4	2,461	(260)	

## Children's Services – end of year 2015/16

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

#### **2015/16 summary of successes and achievements**

**Inspection of the Council's arrangements for supporting school improvement** – In November 2015 the Council's arrangements for supporting school improvement were re-inspected by Ofsted. The inspection letter recognises the impact of improvement activity and the difference this is making to the performance of schools and the outcomes for children and young people. The narrative recognises the significant progress we have made since the inspection in June 2014 and Ofsted has indicated that it does not need to re-inspect the service. Inspectors were clear about the impact of Excellence for All, our strategy for improvement, and the areas for improvement have been incorporated into the updated version of Excellence for All that was published in January 2016.

**Attainment** – In the 2014/15 academic year the percentage point gap between the lowest achieving 20% of Early Years Foundation Stage profile and the rest narrowed by four percentage points to 25.5% which is narrower than the national average of 32.1%. 80% of pupils in all schools achieved level 4 or above in reading, writing and maths at Key Stage (KS) 2, in line with the national average. For pupils achieving 5 A\* - C GCSEs or equivalent including English and maths the percentage point gap was 31.2% compared to the national average of 28.3% (**ref i**).

**Participation** – 81% of eligible two year olds took up a place for free early education entitlement with an eligible provider. The national average take-up, reported in March 2016 was 74%. The rate of young people participating in education, training or employment with training has improved for academic age 16 (year 12) and academic age 17 (year 13) for Looked After Children (LAC) and for young people (see table below). The status of 4.5% of 16-18 year olds is not known (against our annual target of <5%). Most recent Local Authority (LA) comparison data from February shows that we are performing ahead of LAs in the South East, 6.5%, and England, 6.0%.

Measure	2014/15 outturn	2015/16 target	2015/16 outturn
% of LAC participating at academic age 16 (year 12)	80%	84%	89% (40/45)
% of LAC participating at academic age 17 (year 13)	69%	70%	78% (39/50)
% of young people participating academic age 16 (year 12)	96%	96%	96%
% of young people participating academic age 17 (year 13)	88%	87%	88.4%

In 90% of annual Special Educational Needs and Disability (SEND) reviews the child gave their views and/or participated. 90% of respondents to the feedback surveys agreed that things have changed for the better as a result of getting 1:1 targeted support from Early Help services.

In March an event was held at the Houses of Parliament, hosted by the MP for Wealden Nus Ghani, to recognise East Sussex secondary schools involvement in the Big Vote 2015 which elects the Youth Cabinet and promotes democracy; 23 secondary schools received certificates at the event.

**Troubled Families** – 895 households eligible under the Government's Troubled Families programme received a family support intervention against a target of 757.

**Children's Social Care** – The local Problem Solving Court for families with substance misuse, domestic abuse and mental health issues has completed its first year with the SWIFT (Support With Intense Family Therapy) team providing the expert assessment to the court. This is supporting more timely decision making for children.

This year, 33 women have received a full service offer from the Foundations Project which works with women who have previously had children removed from their care. 60% (20/33) of women engaged with Foundations reported improved mental health, and take up of effective contraception has been good. We have supported five women to retain care of their children safely.

Building on local partnership work on Child Sexual Exploitation, a therapeutic pathway for children who have experienced sexual abuse has also been established.

**Looked after children and children with a Child Protection (CP) plan** – The rate per 10,000 children (aged 0-17) with a CP Plan has reduced to 43.8 (462 children) against a target of 44.7 (471 children) demonstrating sustained improvement as a result of steps introduced as part of the CP action plan to safely reduce the number of children with a CP Plan, which was developed in 2014/15. The rate per 10,000 (of 0 – 17 population) of LAC has reduced from 52.2 (550 children) to 51.6 (544 children), this is below the IDACI expected rate of 57.4 for 2015 (the Income Deprivation Affecting Children Index (IDACI) is an index of deprivation). Data used for these measures has been taken from Liquidlogic the new case management system which was introduced in February 2016. This data may be subject to minor changes.

**Adoption** – the average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days), for the three year period 2012 – 15 was 520 days (**ref ii**). This is below the national

average of 593 days and East Sussex is ranked 5th against Statistical Neighbours, with Suffolk ranked first with 480 days. The target set for 2015/16 was to be lower than the national threshold (487) which has not been achieved.

**New inspection frameworks** – There are two inspection frameworks for children's services. From February 2016, the Joint Targeted Area inspection in which: Ofsted; the Care Quality Commission (CQC); Her Majesty's Inspectorate of Constabulary (HMIC); and Her Majesty's Inspectorate of Probation (HMIP) will jointly assess how local authorities, the police, health, probation and youth offending services are working together in an area to identify, support and protect vulnerable children and young people. From May 2016 the Local Area SEND inspection conducted by Ofsted and the Care Quality Commission (CQC) will jointly assess how well a local area carries out its statutory duties in relation to children and young people with SEND in order to support their development. The inspection will review how local areas support these children and young people to achieve the best possible educational and other outcomes, such as being able to live independently, secure meaningful employment and be well prepared for their adult lives.

**Revenue Budget Summary** – At Q4 the department's outturn is an overspend of £0.588m (**ref ix**) against a net revenue budget of £64.868m. Pressure increased significantly in the last quarter on Education and ISEND (**ref viii**) from additional Early Years Educational Entitlement (EYEE) payments over and above Dedicated Schools Grant (DSG) funding received for this purpose due to increased take up of places by 3 year-olds, and higher ISEND agency placement costs. This was largely offset by additional pooled savings (**principally ref v**) as well as underspends within children's centres and reduced commissioning costs within Early Help and Commissioning (**ref vi**). Although Safeguarding, LAC and Youth Justice (**ref vii**) overspent at the outturn by £0.760m, reflecting the ongoing pressures on LAC, this was after achieving a reduction in spend of £1.1m in agency placements for children in care. This division has also overall seen a small improvement since Q3 as other savings have been made in other areas.

The department has continued to take a rounded approach to the budget, managing pressures in some parts, principally LAC within Safeguarding, LAC and Youth Justice (**ref ix**), through mitigations in others, including Central Resources (**ref vii**). This is also reflected in the savings exceptions where the red savings had been planned to be mitigated as far as possible through savings elsewhere in the department (**ref iii and iv**). However, full mitigation was not possible in the face of significant pressures across the department, as noted above. As part of budgeting and forecasting for 2016/17 and beyond, the department has been factoring in the unachieved savings and identifying further mitigations.

**Capital Programme Summary** – At Q4, several of the projects have continued to experience slippage into 2016/17, principally in the Basic Needs Programme (**ref xv**), although this has been offset by other projects in this area proceeding earlier than originally planned following a review of the overall programme. Universal Infant Free School Meals projects (**ref xii**) have also experienced slippage, with the majority of work now planned for summer 2016 to reduce the impact of the works on the running of schools.

The remainder of the £32.748m capital programme for 2016/17 (**ref xiv**) has continued on track. There has been some overspend during the year, principally on the Mobile Replacement Programme (**ref xi**) due to a combination of planning, site conditions, and weather problems; and on Diploma Exemplar (**ref x**) due to additional legal costs. The in-year overspends have been met from reductions to the Basic Need Programme (**ref xiii**).

Performance exceptions (Q1 – Red and Amber RAG rated targets, and amendments Q2-4 – RAG status changed to Red, Amber, Green, and amendments)								
Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				2015/16 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Driving economic growth								
The % point gap between disadvantaged pupils achieving 5A* - C grades at GCSE or equivalent, including English and maths and their peers.	Ac year 2013/14 27.4% (National average 27.5%)	Ac year 2014/15 At or below the national average	A	A	A	R	31.2% National average 28.3%	i
the average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	3 year average (2011-14) 533 days (National average 628 days)	Less than or equal to national threshold (487 days)	G	G	G	R	520 days	ii

## Savings exceptions

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

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>Mitigations</b>						
- <b>Permanent</b>						
- <b>Temporary</b>						
Looked After Children - achieved through overall mitigation within CSD in 15/16.			964	-	(964)	iii
Home to School Transport - mitigation by robust assessment of need and on-going review of transport provision.			303	-	(303)	iv
<b>Total CSD</b>	<b>2,585</b>	<b>3,093</b>	<b>2,505</b>	<b>0</b>	<b>588</b>	

## Revenue budget

Divisions	Planned (£000)			2015/16 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Central Resources	(423)	(8,921)	(9,344)	(623)	(10,128)	(10,751)	200	1,207	1,407	v
Early Help and Commissioning	13,513	(3,014)	10,499	13,311	(3,248)	10,063	202	234	436	vi
Safeguarding, LAC and Youth Justice	43,420	(7,436)	35,984	44,640	(7,896)	36,744	(1,220)	460	(760)	vii
Education and ISEND	19,193	(5,704)	13,489	19,874	(4,985)	14,888	(681)	(719)	(1,400)	viii
Communication, Planning and Performance	18,493	(4,254)	14,240	18,702	(4,192)	14,510	(209)	(62)	(271)	
DSG non Schools	58,104	(58,104)	-	58,104	(58,104)	-	-	-	-	
Schools	177,573	(177,573)	-	177,573	(177,573)	-	-	-	-	
Total Children's Services	329,874	(265,006)	64,868	331,582	(266,127)	65,455	(1,708)	1,121	(588)	ix

Capital programme									
Approved project	Total project – all years (£000)		2015/16 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Eastbourne Academy	-	14	-	14	(14)	(14)	-	-	
St. Peter's Chailey - Car Park	-	26	-	26	(26)	(26)	-	-	
Primary Capital Programme- Hurst Green	-	6	-	6	(6)	(6)	-	-	
Crowborough Beacon (Diploma Exemplar)	-	43	-	43	(43)	(43)	-	-	
ASDC (Aiming High Short Breaks: Disabled children)	497	497	438	425	13	0	13	-	
Hailsham Resource Centre (Dunbar Drive)	-	5	-	5	(5)	(5)	-	-	
Diploma Exemplar (Creative Learning)	1,357	1,450	57	150	(93)	(93)	-	-	x
Mobile Replacement Programme	7,392	8,059	1,335	2,002	(667)	(667)	-	-	xi
Etchingham School	6,995	7,490	(380)	115	(495)	(495)	-	-	
Family Contact	346	341	115	72	43	5	38	-	
House Adaptations for Disabled Children's Carers	1,255	1,255	254	110	144	-	144	-	
Schools Delegated Capital	3,890	4,900	967	1,977	(1,010)	(1,010)	-	-	
Universal Infant Free School Meals	1,961	1,961	1,421	732	689	-	689	-	xii
Early Years 2 Year Old's grant	3,031	3,031	2,149	1,992	157	-	157	-	
Lansdowne Shelving Grant	16	7	16	7	9	9	-	-	
Basic Need Programme	88,706	87,837	26,376	26,852	(476)	869	2,931	(4,276)	xiii
Total CSD Gross	115.446	116.922	32.748	34.528	(1.780)	(1.476)	3.972	(4.276)	xiv



## Communities, Economy & Transport – end of year 2015/16

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

**2015/16 summary of successes and achievements** – The Bexhill Hastings Link Road (BHLR) opened on 17 December 2015, the contractor has now begun the final construction work on the greenways and complementary measures. We have completed over 250 schemes of road improvements during 2015/16, investing over £17m in the road network. East Sussex Invest 4 (ESI4) has approved grants and loans worth over £800,000 to 33 businesses, which is projected to create or maintain 150 jobs in the county. Locate East Sussex have helped 13 businesses move into, or relocate within, the county. The Business East Sussex service and website has been established, with a Business Support Navigator appointed. 57 apprentices have been recruited in the Council or schools, exceeding the target for the year. Planning permission for the Queensway Gateway Road was granted in December 2015. 66,453 premises were able to be connected to improved broadband speeds by the end 2015/16, with 82% able to receive speeds of 24 mbps and above. Nine high growth innovation and skills sectors are covered in the 'Sector Skills Evidence Reports' which are now live on East Sussex In Figures.

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

**Inward Investment (GS)** – Locate East Sussex helps to raise the profile of the county as a business location and highlight commercial opportunities for existing businesses looking to expand. During 2015/16, 13 businesses committed to or relocated to East Sussex which will create or safeguard an estimated 63 jobs. The contract with Locate East Sussex was due to end in May 2016 but has been extended for a further year, during which time a bid to the European Regional Development Fund (ERDF) will be developed which would expand and improve the service for an additional three years (ref i).

**East Sussex Growth Hub (GS)** – The Business East Sussex service and website, which provides support to businesses in the county, has been fully established with 250 registered businesses receiving support in just over six months since it was launched. A Business Support Navigator, who is the first point of contact at the Growth Hub, has been appointed. The Council, working with partners in the South East Local Enterprise Partnership (SELEP) has secured over £1m of provisional funding from both the Department for Business, Innovation and Skills and the EU ERDF programme, for the South East Business Boost project, to continue and expand the Growth Hub.

**Develop a 'Prospectus' for East Sussex (GS)** – During 2015/16 the focus of Team East Sussex's (TES) work changed from a prospectus created by the Council, to private-sector led prospectuses with Council colleagues in a supporting role. Due to the change in focus the prospectus wasn't completed in 2015/16 so we have not met our target, it is expected that a suite of themed prospectuses will be completed by the end of 2016/17.

**Online Learning in Libraries (GS)** – The target for online learning in libraries, in partnership with Learndirect and other funding organisations, was met in Q3. An additional 44 Learndirect and 51 Learn My Way courses were completed in Q4 bringing the total number of completed courses in 2015/16 to 373, surpassing the target of 270.

**Apprenticeships (GS)** – 57 apprentices were recruited in 2015/16, 26 in the Council and 31 in schools. Four apprentices left without moving into alternative training or employment, meaning our retention rate is 93%, which is a significant improvement since the new support programme was introduced in November 2015. 49 young people attended work readiness courses during 2015/16 against a target of 60. A further course was due to be held in February but Public Health was not in a position to appoint apprentices so the course was delayed until 2016/17 (ref ii).

**Cultural Destinations (GS)** – Tourism South East have been commissioned to conduct desk based research into countywide tourism, after funding was secured in Q3. Funding for the Coastal Cultural Trail is in place for the calendar year 2016 with work ongoing to secure funding beyond the end of the year (ref iii).

**Queensway Gateway Road** – Although planning permission was originally granted in February 2015, this was subsequently challenged and reapproved in December 2015. A further application for a judicial review was refused on 14 March 2016. Although on-site construction was delayed, enabling work commenced in Q4 as part of the overall construction programme, meanwhile off-site works and utility preparations have continued. The whole scheme is scheduled for completion by late 2016/early 2017.

**Newhaven Port Access Road** – Work has continued to try to agree the scope of the Business Case with the Department for Transport (DfT), however we have not as yet reached a consensus and so the Business Case has not as yet been submitted.

**Bexhill Hastings Link Road (BHLR) (Combe Valley Way)** – The road opened to traffic on 17 December 2015 and there have been a number of benefits, such as reduced journey times to the Conquest Hospital. The whole of Glovers House, the first building on the new Bexhill Enterprise Park, has been let. The contractor has begun additional work to complete the Greenways and it is anticipated these will be open to pedestrians, cyclists and equestrians during spring 2016. This means there is still uncertainty on the total contractor costs. The updated forecast for the BHLR is a gross

expenditure of £124.309m (ref xii).

**Terminus Road, Eastbourne** – The Council has plans for a scheme of pedestrian improvements, using shared street space principles, to complement the improvements being made to the Arndale Centre. Construction of stage 1 of the scheme, the station forecourt and cycle lane in Ashford Road, commenced in Q2. Contract documentation for the rest of the project has been completed and the tender process for construction is due to be complete in spring 2016.

**Road Safety** – Figures for January to December 2015 (pending DfT validation) show that there were 348 people Killed or Seriously Injured (KSI) on East Sussex roads, with 22 being fatalities. The KSI rate is a decrease of 10.3% compared to 2014, and 8% less when compared to the 2005-2009 average. Fatalities were significantly less than the 2005-2009 average of 33 per year but an increase on 2014 when there were 16. Five (22.7%) of the fatalities, and 61 (17.5%) of the KSIs, were on Highways England trunk roads. As per nationally, data for East Sussex shows that driver error was the main or a contributory factor in over 90% of crashes. The Council has approved a one off £1m investment, over three years, to attempt to reduce the number of KSIs in the county. The money will be used to provide behavioural change initiatives aimed at identified target groups who have an increased chance of being involved in a crash. A joint Scrutiny Board considered the proposed approach for the investment on 11 March 2016 and work will now start on forming a project group to take this initiative forward with interested partners. Following a discussion between senior officers at West Sussex, Brighton & Hove and East Sussex council's regarding the current DfT forecasts and the 40% target reduction in KSI rate, it has been agreed that the Sussex Safer Roads Partnership will be asked to undertake a review of the current KSI targets for Sussex and recommend an alternative approach by the end of 2016/17.

**Road Condition** – 2015/16 is the second year of a four year £70m investment plan to maintain principal and non-principal roads to at least their 2013/14 level, and improve the condition of unclassified roads. During 2015/16 the Council has invested over £17m in over 250 schemes of work. At the end of Q4 the percentage of roads that should be considered for structural maintenance are; principal roads 8%, an increase from 5% last year but still in line with the target set for 2015/16; non-principal roads 9%, unchanged from last year and in line with targets; and unclassified roads 22%, again unchanged from last year and in line with targets.

**School Safety Zones** – Construction of schemes have been completed at Heathfield Community College and Ratton School in Eastbourne. Further design work is required for schemes at St Richards Catholic College in Bexhill and Christ Church CE school in St Leonards (ref iv).

**Trading Standards** – During 2015/16; we held 29 business workshops which were attended by 477 people; officers visited 129 victims of mass marketing fraud, returning cash and cheques; and 100% of calls to the Rapid Action Team were responded to with a positive intervention saving customers tens of thousands of pounds. The Council developed a Financial Abuse Toolkit which was made available to other organisations such as the police and the NHS.

**Revenue Budget Summary** – Throughout the year the department was able to mitigate revenue pressures and at year end recorded an underspend of £31k. We did not need to draw down the full 2015/16 allocation of Economic Development and Highways Reprourement reserves; this is partly as a result of the change to the treatment of the Waste Reserve. There are a number of unachieved savings from 2014/15 that have rolled forward into the current year, the most significant shortfalls are in waste of which there were £715k on unachieved savings of which £219k has been permanently mitigated (the rest has been managed through the Waste Reserve) (ref vi, vii and ix) and Passenger Transport which has been mitigated using the underspend in Concessionary Fares (ref v and viii). There are also unachieved savings for Highways which will be delivered once the new contract is in place in May 2016. Road Safety and Emergency Planning are being mitigated in year by unexpected underspends and one off increased income. In addition to the unachieved savings, there was a budget shortfall for the maintenance of The Keep and Fleet Management. The Fleet Management pressure was moved into the departmental overheads to allow effective budget management within the service. The pressure is expected to increase further in 2016/17; however plans have been put in place to mitigate these pressures permanently.

**Capital Programme Summary** – At year end there is a significant increase in the net slippage, £16.1m compared to £3.2m in Q3. The capital expenditure was £81.7m against an approved programme of £98.7m. The slippage is mainly due to; Broadband, £4m (ref xi); Local Growth Fund (LGF) projects managed by Seachange Sussex, £1.9m; Integrated Transport projects, £2.3m (ref xvii); and the BHLR, £2.9m (ref xii). Other slippage includes; Southover Grange Registration Office where there were listed building planning delays, £734k (ref x); Uckfield Town Centre which was delayed by the requirement to have a second consultation, £754k (ref xiii); Business loans and grants where there are legal delays in issuing contracts, £641k (ref xiv); Terminus Road improvements, £586k (ref xviii); Library refurbishment projects that have been revised or are awaiting options, £720k; East Area Highways Depot for which a site has now been found, £294k (ref xvi); Highways Maintenance, £288k (ref xix); and Newhaven Port Access Road, £244k (ref xv).



Performance exceptions (Q1 – Red and Amber RAG rated targets, and amendments Q2-4 – RAG status changed to Red, Amber, Green, and amendments)								
Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				2015/16 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving economic growth								
Increase inward investment	10 businesses committed to or relocated to East Sussex	12 businesses committed to or relocated to East Sussex (N.B. year runs May 2015 - May 2016)	G	G	A	G	13 businesses committed to or relocated to East Sussex. 63 estimated jobs created	i
Number of young people completing work readiness courses with the County Council	N/A	60	G	G	G	R	49 young people participated in work readiness courses	ii
Deliver Cultural Destinations Action Plan as resources are secured	Action Plan agreed	Secure investment to deliver action plan	G	A	A	G	Tourism South East commissioned to undertake county-wide visitor data stock take. Action Plan to be refreshed in light of study findings in Q1 16/17. Artists in the Sussex Downs Trail - aiming to do soft launch without additional funding. Looking for new sources of funding to sustain Coastal Cultural Trail beyond 2016.	iii
Priority – Helping people help themselves								
Implement School Safety Zones to cover schools rated as high priority	2 zones completed	Implement School Safety Zones at four schools	G	G	G	R	2 schemes completed	iv

## Savings exceptions

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

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	v
Waste	-	715	75	-	640	vi
Emergency Planning	-	32	-	-	32	
Highways	150	430	150	-	280	
Road Safety	100	255	-	-	255	
Travellers Sites	-	10	-	-	10	
All Other Savings	332	467	467	-	-	
<b>Total CET - original savings</b>	<b>2,242</b>	<b>3,569</b>	<b>2,002</b>		<b>1,567</b>	
<b>Red savings mitigations</b>						
<b>Mitigations</b>						
- Permanent						
<b>Waste WEEE Tonnes</b>			219	-	(219)	vii
- Temporary						
Passenger Transport Vacancies etc.			58	-	(58)	
Travellers Staffing			10	-	(10)	
Road Safety Income			39	-	(39)	
Concessionary Fares			547	-	(547)	viii
Reduced contribution to Waste Reserve			563	-	(563)	ix
Other one-off departmental underspends			131		(131)	
<b>Total CET – savings with mitigations</b>	<b>2,242</b>	<b>3,569</b>	<b>3,569</b>	<b>0</b>	<b>0</b>	

## Revenue budget

Divisions	Planned (£000)			2015/16 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Management and Support	1,260	(160)	1,100	2,667	(1,360)	1,307	(1,407)	1,200	(207)	
Customer and Library Services	9,334	(2,677)	6,657	8,934	(2,331)	6,603	400	(346)	54	
Communities	3,395	(2,134)	1,261	3,615	(2,148)	1,467	(220)	14	(206)	
Transport & Operational Services	71,872	(36,739)	35,133	95,007	(61,067)	33,940	(23,135)	24,328	1,193	
Highways	18,224	(5,593)	12,631	19,457	(5,982)	13,475	(1,233)	389	(844)	
Economic Development	2,113	(1,430)	683	2,518	(1,722)	796	(405)	292	(113)	
Planning and Environment	2,843	(2,083)	760	2,742	(2,136)	606	101	53	154	
<b>Total CET</b>	<b>109,041</b>	<b>(50,816)</b>	<b>58,225</b>	<b>134,940</b>	<b>(76,746)</b>	<b>58,194</b>	<b>(25,899)</b>	<b>25,930</b>	<b>31</b>	

Capital programme									
Approved project	Total project – all years (£000)		2015/16 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
The Keep	20,236	20,207	330	214	116	29	87	-	
Rye Library	87	87	66	10	56	-	56	-	
Hastings Library	8,846	8,846	1,022	810	212	-	212	-	
Newhaven Library	1,754	1,754	157	53	104	-	104	-	
Southover Grange (formerly The Maltings)	1,200	1,200	836	102	734	-	734	-	x
Library Refurbishment Programme	1,983	1,983	418	70	348	-	348	-	
Newhaven Household Waste Recycling Site	2,041	2,041	1	1	-	-	-	-	
Pebsham S106	309	309	247	247	-	-	-	-	
Newhaven S106	48	48	48	48	-	-	-	-	
Travellers Site Bridies Tan	1,348	1,348	34	-	34	-	34	-	
Broadband	25,600	25,600	17,023	12,963	4,060	-	4,060	-	xi
Bexhill to Hastings Link Road	124,326	124,309	25,459	22,562	2,897	17	2,880	-	xii
BHLR Complimentary Measures	1,800	1,800	722	776	(54)	-	-	(54)	
Reshaping Uckfield Town Centre	2,500	2,500	930	176	754	-	754	-	xiii
North East Bexhill Roundabout	1,206	355	868	17	851	851	-	-	
Exceat Bridge Maintenance	500	500	80	33	47	-	47	-	
Economic Intervention Fund	7,945	7,945	1,614	973	641	-	641	-	xiv
Regional Growth Fund	4,000	4,000	1,858	1,858	-	-	-	-	
Catalysing Stalled Sites	916	916	100	-	100	-	100	-	
EDS Upgrading Empty Commerical Properties	500	500	120	-	120	-	120	-	
EDS Incubation Units	1,500	1,500	-	-	-	-	-	-	
North Bexhill Access Road	16,603	17,806	5,403	6,410	(1,007)	(1,203)	196	-	
Queensway Gateway Road	6,084	4,419	3,084	1,419	1,665	1,665	-	-	
Newhaven Flood Defences	1,500	1,400	400	300	100	100	-	-	
Sovereign Harbour/Site Infrastructure	1,700	1,530	700	530	170	170	-	-	
Swallow Business Park	1,400	655	1,250	505	745	745	-	-	
A22/A27 Junction Improvements	4,500	4,500	-	-	-	-	-	-	
Newhaven Port Access Road	23,219	23,219	344	100	244	-	244	-	xv
Street Lighting Invest to Save	920	920	17	-	17	-	17	-	
Local Sustainable Transport Fund - ES Coastal Towns	2,561	2,376	877	413	464	185	279	-	
Local Sustainable Transport Fund - Travel choices for Lewes	1,196	1,196	115	113	2	-	2	-	

Capital programme									
Approved project	Total project – all years (£000)		2015/16 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Eastbourne and Hastings Light Reduction	3,704	3,704	47	38	9	-	9	-	
Lewes Station Bridge	1,118	1,183	884	949	(65)	(65)	-	-	
Eastern Depot Development	1,586	1,586	300	6	294	-	294	-	xvi
Newhaven Swing Bridge	1,528	1,548	566	586	(20)	(20)	-	-	
Waste Leachate Programme	250	250	-	-	-	-	-	-	
Integrated Transport - LTP plus Externally Funded	77,460	77,460	6,679	4,393	2,286	-	2,286	-	xvii
Speed Management	2,948	2,948	235	128	107	-	107	-	
Terminus Road Improvements	3,250	3,250	950	364	586	-	586	-	xviii
Highway Structural Maintenance	103,038	103,038	23,027	22,739	288	-	288	-	xix
Bridge Assessment Strengthening	16,945	16,860	575	501	74	85	-	(11)	
Street Lighting - Life Expired Equipment	7,902	7,902	869	863	6	-	6	-	
Rights Of Way surface and bridge replacement	4,617	4,617	410	401	9	-	9	-	
Total CET	492,674	490,115	98,665	81,671	16,994	2,559	14,500	(65)	

## Governance – end of year 2015/16

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

**2015/16 Summary of Successes and Achievements** – The Council Plan, Portfolio Plans and Revenue Budget Summary have all been published, which completes the yearly RPPR cycle. Orbis Public Law was launched in April 2016. We have gone ‘paperless’ for all council meetings from April 2016. Our World War 1 website has been viewed over 90,000 times since launch, while we laid two commemorative paving stones during 2015/16. A review of Voluntary and Community Sector (VCS) infrastructure services has begun; we have also started the process to recommission the local Healthwatch Service.

**Reconciling Policy, Performance and Resources (RPPR)** – The RPPR process for 2015/16 which began with the State of the County report in July concluded with the agreement of the Council Plan, new Medium Term Financial Plan for 2016/17 – 2018/19 and savings plans by Full Council in February. The Council Plan will be refreshed in June.

**Devolution** – The Three Southern Counties (3SC) devolution plans progressed in Q4 through a schedule of meetings and discussions of Members and officers. To date, meetings have taken place with; the Department for Communities and Local Government; the Department for Business, Innovation and Skills; the Department for Transport; and the Treasury. All meetings were positive and provided the 3SC with an opportunity to explain fully the ambition of the partnership and how the “asks” fit together for an ambitious devolution programme to the Southern Powerhouse.

A 3SC Leaders’ Seminar took place on 8 April 2016 bringing together, for the first time, all of the Leaders and Chief Executives of the 26 Councils in the 3SC area and representatives of the East Sussex Fire Authority, the South Downs National Park Authority and the three Local Enterprise Partnerships which cover the area. The seminar was an opportunity to develop further the relationships required for an activity of the scale and ambition of the 3SC and to ensure there is a shared understanding of the proposals and the “asks” of Government.

**Supporting democracy** – During Q4 we supported 56 formal meetings including: two Full Council meetings; two Cabinet meetings; 12 Lead Member meetings; 16 scrutiny committees and review boards; and 24 other committees and panels. 137 school admission appeals were received and arranged, plus one exclusion appeal. All meetings were managed by Modern.gov, making the Council’s public information about meetings more accessible and relevant.

Work is progressing to implement a Members’ ICT strategy and the paperless project. The Members’ ICT Reference Group met in January and is overseeing the practicalities of encouraging and supporting effective use of ICT by Members. Eight Member workshops were held in March and several Members were supported to get the best from the technology, with some being allocated updated equipment. This has enabled us to go ‘paperless’ for all Council meetings from 1 April 2016. Although people are still receiving papers in a few instances, we have seen a significant reduction in the number being produced.

**Digital Transformation** – Rapid progress has been made in Q4 to develop a new leaner and more efficient school appeals process, which will both save money for the Council and improve the experience of parents. We have developed an interim website for the March/April peak in school admission appeals, with preliminary results showing a reduction in the proportion of those who, after investigating the process, go on to submit an appeal – from 37% to 15%. The proportion of those who complete an appeal once beginning the form has risen to 43%. This suggests the new process helps manage expectations around unrealistic appeals but makes it easier to submit a case. Each appeal costs the council £240 on average. We aim to have the full service in place by the autumn.

**Legal Services** – Our joint legal services partnership, Orbis Public Law, with Brighton and Hove City Council, West Sussex and Surrey county councils launched on 4 April 2016. Work before the launch included a very productive joint managers’ workshop held on 24 March 2016. A similar event for Legal Support Staff is planned for 11 May 2016.

In December 2015 Legal Services became aware that the Sussex and Surrey police services were jointly inviting tenders for a single legal services provider to commence on 1 April 2016, for a period of two years. Legal Services submitted a comprehensive bid for this work but unfortunately were not successful.

During Q4 we completed six Section 106 planning agreements securing potential contributions of £11m

Legal Services carried out further prosecutions on behalf of the County Council for fraudulent use of blue badges (disabled parking); a case concluded in Q4 resulted in a conviction with fines and costs totalling £253. In total convictions for blue badge fraud in 2015/16 resulted in fines and costs of more than £5,000 for the perpetrators.

There has been an increasing number of court hearings required in order to ensure that members of the community who are mentally incapacitated are protected. In Q4 we made three such applications but at the end of the quarter there were a further eight cases awaiting issue.

We continued to advise Children’s Services in pre-proceedings cases to enable families to keep their children within the family. 23 new pre-proceedings cases were opened to Legal Services in Q4. Where it is not possible to resolve the matter and it is necessary for care proceedings to be brought, we provide advice and representation to Children’s Services so that vulnerable children are secured in a safe placement, whether with relations, in foster care, or by way

of adoption. 2015/16 saw an increase in care proceedings, from 67 cases in 2014/15 to 87 in 2015/16. Despite this increase 57% of cases were concluded within 26 weeks, just missing the government target of 60%.

In March 2016, following a three day audit by the Law Society, we were re-accredited with its Lexcel Quality Service charter mark. In his report, the society's assessor noted 30 areas of good practice, the most we have ever recorded.

**Effective publicity and campaigns** – The communications team worked on 120 separate campaigns and projects during Q4. These included; the 'Don't Turn Your Back on Abuse' campaign which encouraged the public to raise concerns about vulnerable children and adults; and support for the Council's public consultation on libraries with a multi-strand campaign which helped to achieve 2,500 responses in Q4. In particular, the introduction of a digital newsletter for libraries saw 160 fresh consultation responses in the first 12 hours alone.

**Media work** – There were 166 media stories in Q4, which resulted from 45 press releases or other proactive publicity stories from the council's press office. At the same time, the team handled 283 media enquiries.

**Web activity** – The Council's main website had more than 1.8 million page visits during Q4, including a rise in the number of residents completing key tasks online, which saves the Council money. In Q4, the number of people claiming online for free central Government funded childcare for very young children rose by 60% (to 646); while the number making enquiries via the Council's online email form rose 39% (to 3,718).

**Social Enterprise activity** – A review of VCS infrastructure services has started and is led by Adult Social Care with the involvement of; the borough and district councils; Clinical Commissioning Groups; Public Health; and the three existing providers of Generic Infrastructure Services (3VA, HVA, and RVA). The review will provide recommendations on the future of the commissioned service in June 2016. The recommissioning of the local Healthwatch Service is underway; after initial research into the market, we have decided to follow a one stage procurement process, with a new contract being agreed by 1st April 2017.

**World War 1 (WW1) commemorations** – The website ([www.eastsussexww1.org.uk](http://www.eastsussexww1.org.uk)) has been viewed 93,403 times since launch, by 29,427 individuals. It hosts 159 stories and events, 64% of which have been submitted or contributed to by the public. In Q4, 6,421 users viewed the site - 66.8% more than for the same period in 2015. 124 records of war memorials are available on our sister website, Recording Remembrance ([www.recordingremembrance.org.uk](http://www.recordingremembrance.org.uk)). Our WW1 Twitter profile now has 1,331 followers, who are regularly making contact to share their WW1 stories.

Two commemorative paving stones, honouring local WW1 Victoria Cross recipients, were laid in 2015/16, one in Lewes (30 July) and one in Seaford (16 August). Planning is well under way with Eastbourne Borough Council, for a third ceremony in Eastbourne in July 2016 for Nelson Carter. As part of our commitment to ensure a positive legacy we have started to digitise WW1 editions of the Sussex Daily News newspaper. Every WW1 edition of several other local newspapers have been uploaded to the website, and the pages have been viewed 1,490 times. We continue to publish new batches of "Then and Now" photographs, which have proven particularly popular with the public, and have been viewed 3,275 times since October 2014.

To celebrate Women's History Month in March 2016, we tweeted two stories about women in East Sussex during WW1 every Tuesday and Thursday. We also published two new stories submitted by the public on "British Nannies in Great War Sussex" and "Amelia Mhlenstedt", a woman accused of being a spy during WW1. Our Women's History Month activity generated 4,538 page views from 2,253 individuals, 81% of which were new visitors to the website.

**Welfare reform** – Central Government issued a number of policy changes prior to the spending review which will alter the availability of permanent affordable accommodation: Right to Buy for housing associations, Pay to Stay for households earning over £30,000, Disposal of High Value Council Stock, fixed-term tenancies for all new social tenants, and rent reductions of 1% for the next 4 years. If the Disposal of High Value Council Stock policy is applied, it will have implications for the long term sustainability of district and borough council's ability to meet housing need and limit plans to bring forward new council housing.

The full roll out for Universal Credit (UC) across East Sussex will begin in Hastings in December 2016. This will put anyone in receipt of any benefits onto UC; previously only those claiming a single benefit have been transferred.

**Health and Wellbeing Board** – Within East Sussex, the 2015/16 Better Care Fund was established under a single Section 75 Pooled Budget agreement. Subsequent changes in governance arrangements within East Sussex Better Together mean that for 2016/17 there will be two pooled budgets; one for the Council, Hastings and Rother, and Eastbourne Hailsham Seaford CCGs; and one for the Council and High Weald Lewes Havens CCG. The Health and Wellbeing Board approved this approach on 12 April 2016.

**Revenue budget summary** – The final revenue budget was £1k underspend (**ref i**).

**Capital programme summary** – The case management system was successfully introduced, however there are some outstanding issues with the reporting system and other enhancements. The Laptops for Members project has slipped into future financial years due to the uncertainty over what equipment will be required at which point (**ref ii**).

**Performance exceptions**  
**(Q1 – Red and Amber RAG rated targets, and amendments**  
**Q2-4 – RAG status changed to Red, Amber, Green, and amendments)**

Performance measure	Outturn 14/15	Target 15/16	15/16 RAG				2015/16 outturn	Note ref
			Q1	Q2	Q3	Q4		
There are no Council Plan targets								

**Savings exceptions**

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

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	
All other savings	177	177	177	-	-	
<b>Total Governance - original savings</b>	<b>195</b>	<b>195</b>	<b>177</b>		<b>18</b>	
<b>Mitigations</b>						
- Permanent						
- Temporary						
Refreshments and other			18	-	(18)	
<b>Total Governance</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>0</b>	<b>0</b>	

**Revenue budget**

Divisions	Planned (£000)			2015/16 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Corporate Governance	3,605	(73)	3,532	3,482	(62)	3,420	123	(11)	112	
Corporate Support	3,686	(702)	2,984	3,972	(701)	3,271	(286)	(1)	(287)	
Management and Support	1,309	(364)	945	1,938	(1,169)	769	(629)	805	176	
<b>Total Governance</b>	<b>8,600</b>	<b>(1,139)</b>	<b>7,461</b>	<b>9,392</b>	<b>(1,932)</b>	<b>7,460</b>	<b>(792)</b>	<b>793</b>	<b>1</b>	<b>i</b>

**Capital programme**

Approved project	Total project – all years (£000)		2015/16 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Case Management System	86	86	79	56	23	-	23	-	
Committee Management System	29	29	29	20	9	-	9	-	
Laptops for Members	42	42	42	-	42	-	42	-	
<b>Total Governance</b>	<b>157</b>	<b>157</b>	<b>150</b>	<b>76</b>	<b>74</b>	<b>0</b>	<b>74</b>	<b>0</b>	<b>ii</b>



## Strategic Risk Register – Q4 2015/16

Ref	Strategic Risks	Risk Control / Response	RAG
2	<b>ORDINARY RESIDENCE</b> 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.	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. 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&A. OR Inbox established to provide advice to staff and monitor all known incoming/outgoing OR queries and claims. Regular information gathering and reporting to DMT on all Ordinary Residence case referrals and financial projections.	R
7	<b>SCHOOLS</b> An increasingly diverse set of education providers could, potentially, increase the risk of underperformance due to the local authority having fewer powers of intervention. This could impact negatively on the Council's reputation as Ofsted holds the local authority to account for the performance of all schools.	The LA has a duty to champion educational excellence for all children: •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. •Academies are included in the Education Improvement Partnerships and alliances. •Academies are all party to data sharing agreements and are sharing targets and progress data with us. •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. •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. •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.	R
8	<b>CAPITAL PROGRAMME</b> Failure to deliver capital programme outcomes on-time and on-budget, impacting on the Council's ability to support local economic growth.	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. In April 2015, a high level Capital Programme Management Review was commissioned with a recognition that we need to not only set firm targets for the next year of the programme, but set indicative targets for the following years and start to focus on shaping the 2018-2023 capital programme. The brief set out that there needs to be shift of focus from capital programme 'monitoring' to capital programme 'management' in order to improve forecasting and scheme scheduling and planning.	R
1	<b>ROADS</b> Wet winter weather, over recent years has caused significant damage to many of the county's roads, adding to the backlog of maintenance in the County Council's Asset Plan, and increasing the risk to the Council's ability to stem the rate of deterioration and maintain road condition.	The additional capital maintenance funding approved by Cabinet in 2013 was approved on the basis that additional investment was required to stem the rate of deterioration in road condition and maintain the current condition. Since then an additional £10m has been invested in rural roads, and road conditions remain in line with modelling predictions. The County Council's asset management approach to highway maintenance is maintaining the overall condition of roads, despite recent winter weather. The preventative approach to the maintenance of the counties highway network is being further rolled out across all highway asset types, including highway drainage. The new highways contract commenced on 1st May 2016 placing asset management and customer service at its core to maintain the current condition of the public highway.	A



## Strategic Risk Register – Q4 2015/16

Ref	Strategic Risks	Risk Control / Response	RAG
4	<b>HEALTH</b> Failure to secure maximum value from partnership working with the NHS. If not achieved, there will be impact on social care, public health and health outcomes and increased social care cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives.	<p>Implementation of East Sussex Better Together Programme by ESCC and Hastings and Rother CCG and Eastbourne, Hailsham and Seaford CCGs to transform health and social care in the county and deliver the Better Care Fund plan to improve outcomes for East Sussex residents, with robust governance arrangements reporting to County Council and Health and Wellbeing Board. Programme will 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.</p> <p>A Programme is being developed to improve health and social care outcomes for the High Weald Lewes Havens population. The development of this Programme will have implications for management capacity and for the Medium Term Financial Plan. The RPPR process will be used to manage this risk and associated implications.</p>	A
5	<b>RESOURCE</b> Failure to plan and implement a strategic corporate response to resource reductions, demographic change, and regional economic challenges in order to ensure continued delivery of services to the local community.	<p>We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning. We have adopted a commissioning approach which means evaluating need and considering all methods of service delivery, which includes working with partner organisations to deliver services. The Council Plan sets out targets for a 'One Council' approach to deliver our priorities and is monitored quarterly. Over the coming years, the Government's plans for savings and the future funding of local government, coupled with the impact of new legislation and 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
9	<b>WORKFORCE</b> 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>There are a number of mechanisms in place to engage with staff and listen to their ideas, suggestions and concerns, ranging from departmental forums such as the quarterly staff forum in CET, Employee Representative Group in ASC and EPIC champion group in Orbis, through to ad-hoc staff surveys. Alongside this, 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>We continue to engage with the Trade Unions on both a formal and informal basis, including discussions about change programmes and the impact on staff motivation and wellbeing.</p> <p>Finally, as part of our People Strategy commitments, a range of engagement and wellbeing initiatives have been developed and implemented. Examples include a new Stress Risk Assessment process, a 'Wellbeing' Yammer group and our commitment to the Mental Health 'Time for Change Pledge'.</p>	A

Strategic Risk Register – Q4 2015/16			
Ref	Strategic Risks	Risk Control / Response	RAG
10	<b>WELFARE REFORM</b> 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.	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.	A
6	<b>LOCAL ECONOMIC GROWTH</b> 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>The East Sussex economy continues to grow with Gross Value Added (GVA) figures covering 2014 showing £17,321 per head, which is a rise of £435.00 or 2.58% from the previous year. East Sussex has been successful in gaining funding against local projects in Growth Deals Round 1 and 2 totalling £60.28m, along with additional funding of £11.5m via C2C and a pan-LEP Coastal Communities project, gained part-funding of £2m.</p> <p>In Quarter 4, business cases have been approved, legal contract agreements have been signed, all Local Growth Fund monies of £11.35m have been allocated and spent with schemes all on target in their construction. All projects where funding has been secured over future years, the business cases are being developed to unlock funding for other pipeline projects. In addition, Government have recently announced in the March that a 3rd Round of LGF programme of £2 billion will be made available for bids to be submitted in Summer period – we continue to develop and prepare our further pipeline of projects working with TES partners.</p> <p>Through the SE LEP 2015/16 Skills capital fund, Sussex Downs College (SDC) was successful in bidding for £160k to help deliver refurbished science facilities. In addition, under the new 'Skills Capital Specialist Equipment' fund SDC and Plumpton College have secured a further £163k, with equipment to grow the new STEM centre (SDC) and apprenticeships and skills training in engineering respectively.</p> <p>Calls for EU funding projects have been issued through various mechanisms (European Social Funds, European Regional Development Funds, European Agricultural Fund for Rural Development etc.)</p> <p>While the Business East Sussex (BES) core Growth Hub service has received confirmation from Government that it will receive a further two years funding of £113k/year until March 2018. Furthermore, working with our SE LEP partners on an EU ERDF bid termed South East Business Boost (SEBB) we have secured further funding. Specifically for East Sussex this will see an additional £900k+ invested into providing wrap around and more intensive business support services to the Growth Hub.</p>	G

Strategic Risk Register – Q4 2015/16			
Ref	Strategic Risks	Risk Control / Response	RAG
3	<b>CARE ACT</b> 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.	Care Act Board closure scheduled for May 2016. Ongoing monitoring of impacts through routine departmental monitoring arrangements. Most significant impact to date has been ongoing increased Safeguarding activity.	G