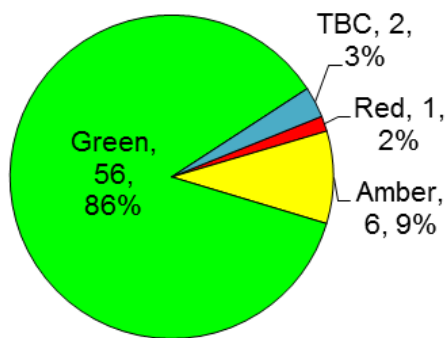


## Council Monitoring Corporate Summary – Q1 2017/18

### Council Plan performance targets

Priority	Red	Amber	Green	TBC
Driving economic growth	0	3	26	0
Keeping vulnerable people safe	1	0	8	2
Helping people help themselves	0	2	20	0
Making best use of resources	0	1	2	0
<b>Total</b>	<b>1</b>	<b>6</b>	<b>56</b>	<b>2</b>

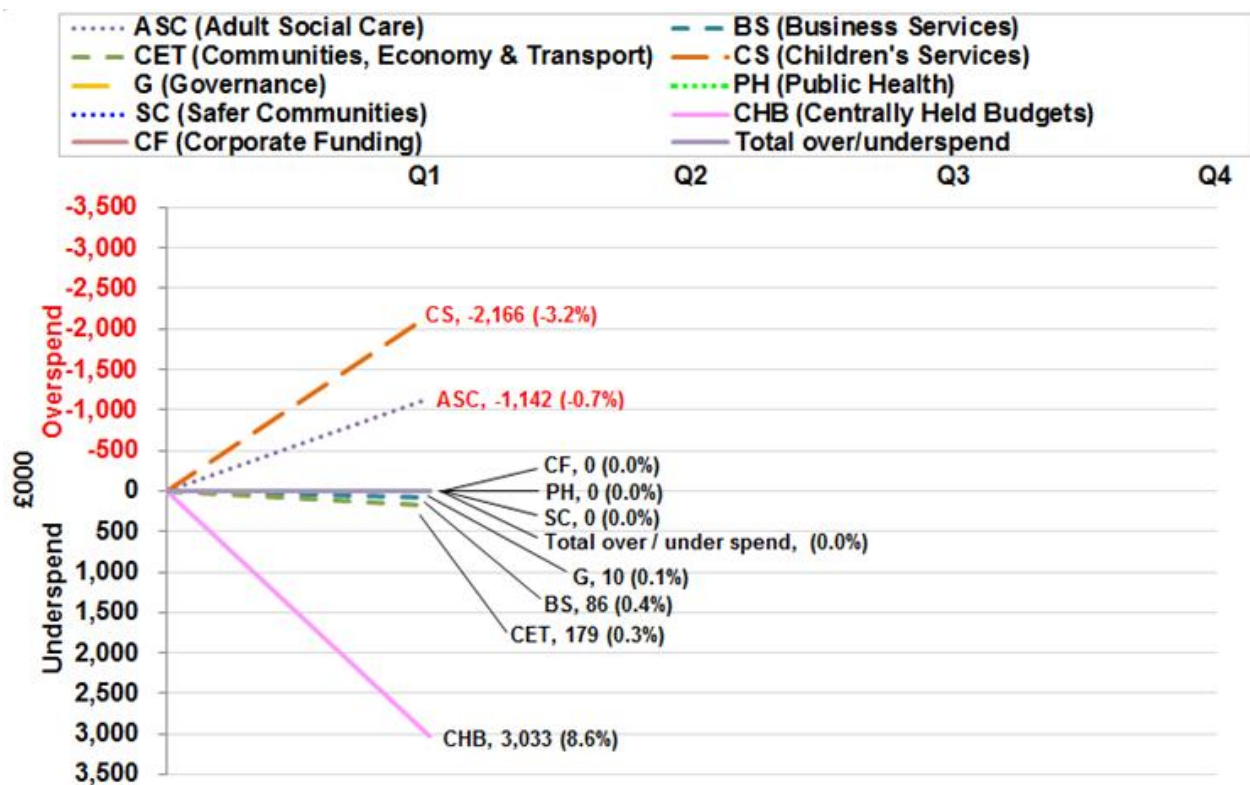
Q1 2017/18	Q1 2017/18
<p>There are 65 individual measures in the Council Plan.</p> <ul style="list-style-type: none"> <li>Appendix 2 ASC – 2 amber, 2 TBC</li> <li>Appendix 3 BSD – 1 amber,</li> <li>Appendix 4 CSD – 1 red, 2 amber</li> <li>Appendix 5 CET – 1 amber</li> </ul>	 <p>A pie chart illustrating the distribution of performance targets for Q1 2017/18. The chart is divided into four segments: a large green segment representing 56 measures (86%), a yellow segment for 6 measures (9%), a small red segment for 1 measure (2%), and a very small blue segment for 2 measures (3%). Labels with leader lines point to each segment.</p>

### Final Council Plan outturn summary for year ending 2016/17

Three measures were reported as carry overs at the end of Q4 2016/17. Outturns for these measures are now available and the charts below summarise the final year end position for the 67 council plan targets applicable in 2016/17. Where available, performance improvement relative to 2015/16 is given under Direction of Travel.

2016/17 – Final		Direction of travel since 2015/16					
Direction of Travel key							
No change:	↔	Not Comparable	NC	Worse:	↓	Improved (or at maximum):	↑

## Revenue budget outturn (net £000)



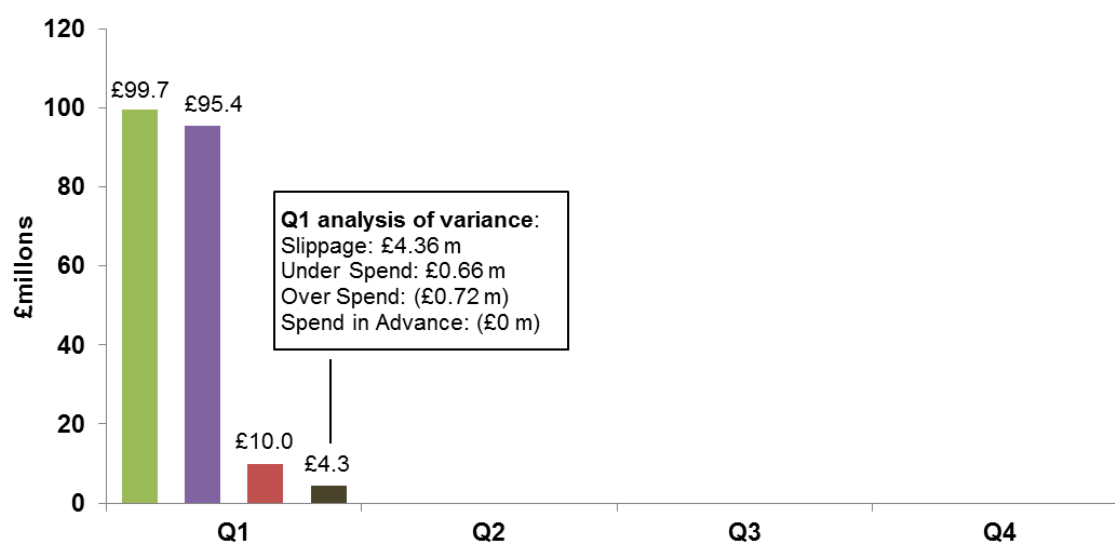
Revenue budget summary (£000)									
	Planned (£000)			Q1 2017/18 (£000)					
				End of year outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
<b>Service Expenditure</b>									
Adult Social Care	251,574	(83,351)	168,223	253,314	(83,949)	169,365	(1,740)	598	(1,142)
Safer Communities	801	(416)	385	851	(466)	385	(50)	50	-
Public Health	34,937	(34,937)	0	34,937	(34,937)	-	-	-	-
Business Services	48,124	(27,037)	21,087	49,436	(28,434)	21,002	(1,312)	1,398	86
Children's Services	325,804	(257,047)	68,757	328,497	(257,574)	70,923	(2,693)	527	(2,166)
Communities, Economy & Transport	113,579	(50,195)	63,384	114,368	(51,163)	63,205	(789)	968	179
Governance Services	8,524	(1,244)	7,280	8,516	(1,246)	7,270	8	2	10
<b>Total Service Spend</b>	<b>783,343</b>	<b>(454,227)</b>	<b>329,116</b>	<b>789,919</b>	<b>(457,770)</b>	<b>332,149</b>	<b>(6,576)</b>	<b>3,543</b>	<b>(3,033)</b>
<b>Centrally Held Budgets</b>									
Treasury Management	22,436	(1,500)	20,936	22,436	(1,500)	20,936	-	-	-
Funding Cap. Prog.	6,250	-	6,250	6,250	-	6,250	-	-	-
General Contingency	3,440	-	3,440	417	-	417	3,023	-	3,023
Contrib to Reserves	781	(3,882)	(3,101)	781	(3,882)	(3,101)	-	-	-
Pensions	6,456	-	6,456	6,456	-	6,456	-	-	-
Apprenticeship Levy	600	-	600	600	-	600	-	-	-
Levies	574	-	574	573	-	573	1	-	1
Corporate Grants	-	(58)	(58)	-	(71)	(71)	-	13	13
Other	305	-	305	309	-	309	(4)	-	(4)
<b>Total Centrally Held</b>	<b>40,842</b>	<b>(5,440)</b>	<b>35,402</b>	<b>37,822</b>	<b>(5,453)</b>	<b>32,369</b>	<b>3,020</b>	<b>13</b>	<b>3,033</b>
<b>Corporate Funding</b>									
Business Rates	-	(71,401)	(71,401)	-	(71,401)	(71,401)	-	-	-
Revenue Support Grant	-	(26,727)	(26,727)	-	(26,727)	(26,727)	-	-	-
Council Tax	-	(261,448)	(261,448)	-	(261,448)	(261,448)	-	-	-
Transition Grant	-	(2,696)	(2,696)	-	(2,696)	(2,696)	-	-	-
New Homes Bonus	-	(2,246)	(2,246)	-	(2,246)	(2,246)	-	-	-
<b>Total Corporate Funding</b>	<b>0</b>	<b>(364,518)</b>	<b>(364,518)</b>	<b>0</b>	<b>(364,518)</b>	<b>(364,518)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>824,185</b>	<b>(824,185)</b>	<b>0</b>	<b>827,741</b>	<b>(827,741)</b>	<b>0</b>	<b>(3,566)</b>	<b>3,556</b>	<b>0</b>

## Revenue savings summary 2017/18 £000

Department	2017/18 (£'000) - Q1 Forecast				
	Original target	Target including items c/f from previous year(s)	Achieved	Slipped	Unachieved
ASC	771	4,895	2,282	2,613	-
ESBT	36	36	36	-	-
BSD / Orbis	1,472	1,472	1,472	-	-
CS	3,440	3,700	3,607	93	-
CET	1,136	1,136	1,136	-	-
GS	270	270	270	-	-
Centrally Held	2,000	2,000	2,000	-	-
<b>Total Savings</b>	<b>9,125</b>	<b>13,509</b>	<b>10,803</b>	<b>2,706</b>	<b>0</b>
<b>Variations to Planned Savings</b>					
Permanent Variations	-	-	-	-	-
<b>Total Permanent Savings &amp; Variations</b>	<b>9,125</b>	<b>13,509</b>	<b>10,803</b>	<b>2,706</b>	<b>0</b>
Temporary Variations	-	-	916	(916)	-
<b>Total Savings with Variations</b>	<b>9,125</b>	<b>13,509</b>	<b>11,719</b>	<b>1,790</b>	<b>0</b>
<b>Savings RAGs:</b>					
Achieved / Green	on track to deliver in the year				
Slipped / Amber	on track to deliver but not in the year, and there may be an offset variation				
Unachieved / Red	will not be delivered but there may be an offset variation				

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

Key: ■ Current budget ■ Forecast ■ Actuals ■ Variance



\*This includes current budget for all finite current projects plus 5 years of rolling programmes.

Capital programme summary (£000)									
Approved project	Total project – all years*		2017/18 (£000)						
			In year monitor Q1				Analysis of variation		
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance
ASC	14,977	14,960	1,842	524	1,167	675	17	658	0
BSD	311,593	311,518	24,929	2,588	24,261	668	75	593	0
CS	14,924	14,923	1,423	156	1,234	189	1	188	0
CET	608,728	608,878	71,489	6,748	68,720	2,769	(150)	2,919	0
GS	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>950,222</b>	<b>950,279</b>	<b>99,683</b>	<b>10,016</b>	<b>95,382</b>	<b>4,301</b>	<b>(57)</b>	<b>4,358</b>	<b>0</b>
Scheme Specific Income			25,923	3,020	24,937	986			
Capital Reserves			0	0	0	0			
Section 106			0	0	0	0			
Non Specific Grants			32,491	4,140	32,491	0			
Capital Receipts			2,003	0	2,003	0			
Revenue Contributions			7,292	2,856	7,292	0			
Borrowing			31,974	0	28,659	3,315			
<b>Total</b>			<b>99,683</b>	<b>10,016</b>	<b>95,382</b>	<b>4,301</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 stable during the quarter and have continued at historically low levels as a result of the low Bank Rate (0.25%). The average level of Council funds available for investment purposes during the quarter was £252m. 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 quarter to 30 June 2017 was £0.317m at an average rate of 0.50%.

At 30 June 2017, the majority of the Council's external debt was held as long term loans (£271m), and no cost effective opportunities have arisen during the first quarter to restructure the existing debt portfolio. No borrowing was undertaken in the quarter. The budget for interest payable is projected to be breakeven. The budget for the Minimum Revenue Provision is projected to be breakeven.

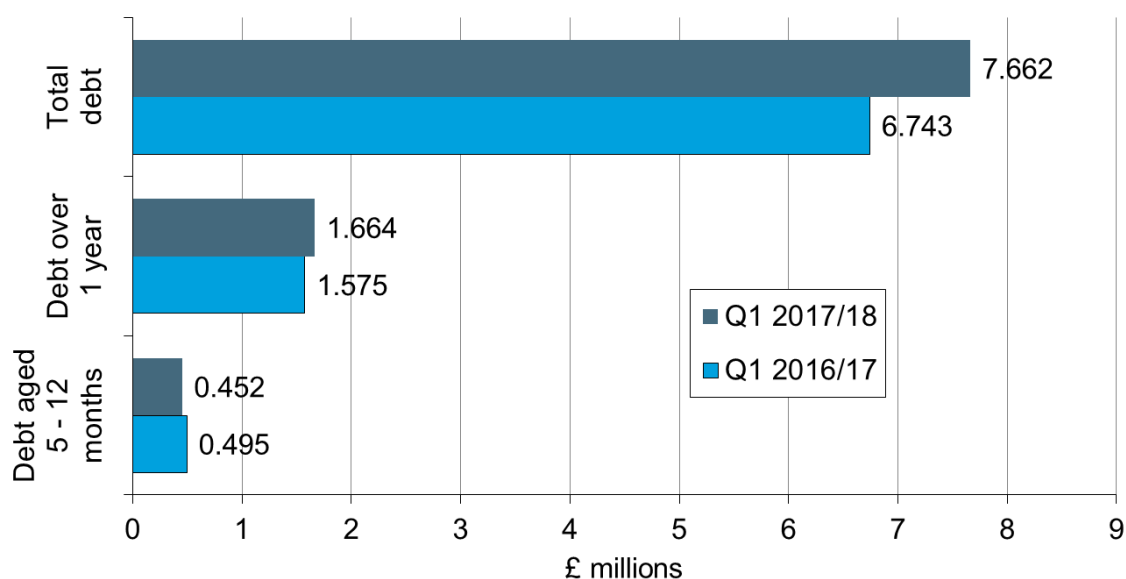
Centrally Held budgets include a general contingency of £3.4m, current forecasts indicate £3m of the general contingency will be used to reduce the projected service overspend.

### General balances

The General Fund balance was £10.0m as at 31 March 2017. General balances allow the Council to manage unforeseen financial circumstances without the need to make immediate savings.

The Schools balances as at 31 March 2017 were £10.5m.

### Outstanding debt analysis (£ millions)



Total Debt for Quarter 1 is £0.919m higher than the level a year ago. The reason for this is there have been four billing runs for Adult Social care over the period, where last year there were three.

The value of debt over 5 months at Quarter 1 has decreased to £2.116m when compared to the 2016/17 outturn of £2.276m. Aged Debt continues to be a high priority focus area with a continuous improvement approach to continually re-engineer systems and processes. Regular ASC debt case review meetings ensure that the most appropriate steps are taken to recover debt promptly in consideration of the residents' circumstances and in accordance with the Care Act.

## Adult Social Care and Health – Q1 2017/18

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

#### Adult Social Care

**Health and Social Care Integration** – The plans for closer integration considered by Cabinet on 18 July have also been approved by the governing bodies of East Sussex Healthcare NHS Trust and Eastbourne, Hailsham & Seaford (EHS) and Hastings & Rother (HR) Clinical Commissioning Groups (CCG), as full members of the East Sussex Better Together (ESBT) Alliance. Sussex Partnership Foundation Trust will also be considering the proposals as an associate member of the Alliance at its board meeting in September. This is the next step towards strengthening our Alliance arrangement by April 2018, with the supporting legal framework and single leadership creating the conditions for moving towards a single health and care entity for East Sussex in the future. Moving towards a formal Accountable Care Alliance will provide improved health and wellbeing to the local population, improve the quality and experience of people's care and ensure financial sustainability and best use of resources.

Locality Link Workers are now in post. This role will act as a conduit between the statutory services and the community, building links between the community, voluntary services and the Integrated Locality Teams. The workers have a detailed understanding of the community and voluntary sector in their area, encouraging them to work collaboratively and working alongside practitioners to suggest additional support that may be available through the community and voluntary sector.

The ESBT programme has been awarded three awards at the Kent Surrey Sussex Leadership and Innovation awards which showcase improvements in services for local people. The awards received were:

- Lay Engagement Award won by the ESBT Public Reference Forum;
- Team Outstanding achievement (Business Professionals) won by ESBT Healthy Hastings and Rother team; and
- Team Outstanding achievement (Clinical Professionals) won by ESBT ASC Occupational Therapy team.

**Better Care Fund (BCF)** – NHS England, the Department of Health, and Department for Communities and Local Government have published the 2017-19 Integration and BCF planning requirements. NHS England outlines the minimum contributions required in the BCF from all partners - CCG and Local Authority within a Health and Wellbeing Board area. The total minimum 2017/2018 pooled budget for East Sussex is £54,880,491, rising to £59,962,448 in 2018/19.

The BCF supports the delivery of a range of ESBT and Connecting 4 You (C4Y) priorities. A detailed investment plan supports the use of the funding and this is aligned to the ESBT Alliance Strategic Investment Plan.

The BCF plans will be reviewed by the ESBT Alliance Executive and C4Y Programme Board prior to approval by the East Sussex Health and Wellbeing Board. BCF plans are to be submitted on 11th September 2017. A single round of assurance will follow with approval ratings expected by the end of October.

#### **Percentage of referrals starting intervention within required timescales as per their priority level following discharge (ESBT)** – The figures below cover the two CCGs that are part of ESBT - EHS CCG, and HR CCG.

In April and May - an average of 59% of interventions by Joint Community Rehabilitation (JCR) started within their required timescales; and an average of 95% of interventions for the Nursing Service (**ref iv**). Increasing demands on the JCR service have impacted response times. A review of the service is planned in Q2 to agree future priorities and action required to support these, including improvements to response times.

**Delayed Transfers of Care** – In Q1 there was a monthly average of 2,861 bed days lost due to delayed transfers from hospital care due to local NHS, this is a decrease (performance improvement) on the monthly average of 3,119 in Q4 of 2016/17. Key reasons for delays continue to be capacity of intermediate care, residential/nursing placements and home care.

A range of measures to manage delays are being taken forward across health and social care, including a focus on hospital assessments by Mental Health teams to reduce hospital delays for mental health clients and increasing support and assistance to families looking for placements which can account for around 20% of the weekly average delays.

There are now 58 Integrated Support Workers recruited to support hospital admission avoidance and timely hospital discharge. Staff already recruited are being trained and deployed across the county. Recruitment to the remaining posts is on-going.

In terms of the development of Care Home Plus to support hospital discharge, there are currently 15 new beds. There are another five imminent in the High Weald, Lewes and Havens (HWLH) area. Two posts are being funded through Eastbourne District, one will focus on Care Home Plus and the other on Step Up/Step Down beds in Extra Care settings. This dedicated resource should be able to facilitate the further roll out of Care Home Plus.



Pathways are being developed between Technology Enabled Care Services (TECS), SECamb, Crisis Response, Health & Social Care Connect and Proactive Care to reduce hospital admissions. This will be achieved through emergency clinical community-based treatment and providing a proactive response to 'at risk' elderly frail adults to provide support which can prevent or delay hospital admissions and/or residential care.

**Self-directed support** – During Q1 100% (4,767) of working age adults and older people supported by Adult Social Care received self-directed support. 94.3% of new clients who received short-term service to increase their independence made no further request for support. The Support with Confidence scheme has reached 177 members.

**Dementia** – Capacity to enable achievement and maintenance of the national dementia diagnostic target (diagnostic rate of 67% of the estimated local prevalence of dementia) has been commissioned. Extensive efforts to increase referral rates to local Memory Assessment Services have resulted in a positive trend to target attainment of 66% in Q1.

**'STEPS to stay independent'** – During Q1 1,601 adults were supported by STEPS. This includes 1,245 adults supported with housing support, 293 adults supported through the Navigator service and 63 adults supported through the Gateway service.

**Direct Payments** – As at 30th June 2017, 32.1% of adults and older people were receiving Direct Payments (**ref iii**). This equates to a total of 1,532 people. Core support for agency only managed accounts and the Direct Payment process in general will be moved in house to take effect from 4th September 2017. This will support the Direct Payment process and reduce the number of Direct Payments that fail in the early stages. Part of this work has included a review of the process which will also be implemented from 4th September 2017.

### **Safer Communities**

**Vulnerable Victims of Fraud & Scams** – By the end of Q1, 47 organisations have joined the East Sussex Against Scams Partnership (ESASP) Charter which aims to make East Sussex a scam-free county by undertaking a number of scams prevention related activities.

**Domestic, Sexual Violence & Abuse and Violence Against Women and Girls** – Following the latest Multi-Agency Risk Assessment Conference (MARAC) audit, a number of strengths were identified, including evidence of inter-agency communication and robust safety planning before the MARAC. It highlighted good examples of safeguarding referrals being made and creative problem solving. There were also some areas of development identified which have been taken forward.

In June 2017, the Safer East Sussex Partnership, CGL and RISE, partnered with Women's Aid and Welsh Women's Aid to launch a new pilot scheme called 'Ask Me'. This scheme widens opportunities for survivors of domestic abuse to access the help they need from their communities. It provides free domestic abuse training to people living in East Sussex to become 'ask me ambassadors', who can respond to a disclosure of domestic abuse, and know where to signpost people for help.

### **Public Health**

**Sexual Health campaign** – Our relaunched sexual health website [www.eastsussexsexualhealth.co.uk](http://www.eastsussexsexualhealth.co.uk) and social media campaign raised awareness of accessible contraception and sexually transmitted infections (STI) testing services, including the home sampling service for STIs and HIV. The campaign resulted in an increase (Q1 2017/18 compared to Q1 2016/17) of more than double (611 more tests) in home based STI testing and almost doubled (35 more positive diagnoses) the cases of Chlamydia diagnosed.

**Beat the Streets** – To date, almost 40,000 people in East Sussex have walked and cycled 135,822 miles for Beat the Street – a mass participation physical activity programme challenging people to incorporate more physical activity into their everyday lives.

**'One You' campaign** – A number of campaigns to support people to make lifestyle changes. These include informing people that making small lifestyle changes such as eating well, drinking less alcohol, quitting smoking or being more active can double the chances of being healthy at 70 and beyond.

**Health Checks** – 2016/17 was the fourth year of a five year cycle to offer all eligible people an NHS Health Check (reported a quarter in arrears) (**ref i**). Nationally we are one of the highest performing local authorities. 82% of the eligible population had been offered an NHS Health Check at the end of 2016/17, slightly higher than the target (80%), so we are on course to achieve 100% by 2018. However because of the early success, the proportion of the population offered a check in 2016/17 was lower than the 20% allocated for each year.

**Smoking Cessation** – To improve smoking cessation service performance (**ref ii**) a range of initiatives have been delivered (reported a quarter in arrears). Additional work has commenced to extend the provision of prescription only stop smoking medication to increase quits in pharmacies; streamline reporting systems in the HWLH area so that practices can focus on delivering the service and increasing activity; address variation between prescribing data and service attendance to identify where smokers may be receiving treatment from GP practices outside of a stop



smoking service and to prompt GP practices to record the smoking status of patients on an annual basis to enable proactive communications to registered smokers.

The Specialist Stop Smoking Service has now been re-commissioned as part of an Integrated Lifestyle Service to improve access to the full range of behaviour change support and is due to begin delivery in August 2017. It is expected that this model of delivery will provide more opportunities to engage with people who smoke.

### **Revenue Budget Summary**

**Adult Social Care** – The forecast outturn is a £1.142m overspend (**ref viii**), comprising a £1.421m overspend in the Independent Sector (**ref vi**) and a £279,000 underspend within Directly Provided Services and Assessment and Care Management (**ref vii**).

The net budget of £168.223m incorporates savings of £4.895m, £4.124m of which slipped from the 2016/17 target. £2.282m is forecast to be permanently achieved in 2017/18, with £2.613m slipping to 2018/19 as a consequence of service overspend and delays in delivering specific service developments. A contribution of £916,000 from ESBT will offset slipped savings in 2017/18 only.

Independent Sector: there is continued pressure on services in 2017/18. The number of client approvals and the cost of packages increased by at least 5% compared to last year, on a like for like basis. This has directly impacted on the ability to deliver the £3m savings in Community Based services (**ref v**), primarily within Physical Support, Sensory Support and Support for Memory and Cognition.

Directly Provided Services and Assessment and Care Management: Whilst Directly Provided Services are currently projected to underspend in 2017/18, there are some underlying pressures which reflect the slippage and re-phasing of £1.192m of service savings to 2018/19, made up of £771,000 within Management and Support and £421,000 for all other savings.

The ongoing pressure from 2017/18 will be reflected within the refreshed ESBT Strategic Investment Plan (SIP) to be produced shortly. The SIP identifies a range of schemes which will mitigate increasing demands on services.

Within the HWLH area work continues in 2017/18 to align our plans within the C4Y programme into a SIP for 2018/19.

**Public Health** – The Public Health (PH) core budget is £28.491m, including the PH grant allocation of £27.990m. The forecast is for underspending of £185,000 to occur due to staff vacancies (**ref ix**), which will be transferred to the underspend reserve. In addition to this, £6.446m is forecast to be drawn from reserves to meet the costs of a number of one-off projects.

PH Reserves: At 30 June 2017, PH reserves are projected at year end to be £4.236m, comprising projects (£3.565m), and underspend (£671,000) reserves.

**Capital Programme Summary** – The Capital Programme is forecasting slippage of £658,000 and underspend of £17,000 against a total budget of £1.842m. There is slippage of £532,000 on House Adaptation (**ref xii**) because demand is lower than expected. There is also slippage of £50,000 on LD Service Opportunities (**ref xi**) where completion of garden projects at Hookstead and Grangemead is now expected in 2018/19 and slippage of £76,000 on Older People's Service Opportunities due to lower than expected demand (**ref x**).

Measures marked carry over at year end 2016/17 Final outturn								
Performance measure	Outturn 15/16	Target 16/17	16/17 RAG				2016/17 final outturn	Note ref
			Q1	Q2	Q3	Q4		
Helping people help themselves								
NHS Health Checks: % of the eligible population offered an NHS Health Check	21.8%	20%	G	G	A	R	17.3%	i
Smoking Cessation: Number of persons attending East Sussex NHS Stop Smoking Services who quit smoking four weeks after setting a quit date	2,041	2,102	R	R	R	R	1,433	ii
Access to Genito-Urinary Medicine (GUM) clinics: % of first attendances seen within 2 working days	97%	95%	G	G	G	G	96.2%	

Performance exceptions (Q1 – Red and Amber RAG rated targets, and amendments)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q1 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority - Helping people help themselves								
Percentage of adults and older people receiving direct payments	33.3%	34%	A				32.1%	iii
The percentage of referrals starting intervention within required timescales as per their priority level following discharge (ESBT)	i) 63.2% (JCR) ii) 87.9% Nursing Service	i) 65% (JCR) ii) 88% Nursing Service	A				i) 59% (JCR) ii) 95% Nursing Service	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)					
Service description	2017/18 (£'000) – Q1 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
Community Based Services: Review and focus on services to meet personal care needs, in line with personal budgets	3,000	1,579	1,421	-	v
Commissioning Grants Prospectus	160	160	-	-	
Supporting People	509	163	346	-	
All Other Savings	1,226	380	846	-	
Total Savings	4,895	2,282	2,613	0	
Variations to Planned Savings					
None	-	-	-	-	
Permanent Variations	0	0	0	0	
Total Permanent Savings & Variations	0	0	0	0	
ESBT: Contribution to partly mitigate pressures	-	916	(916)	-	
Temporary Variations	0	916	(916)	0	
Total Savings with Variations	4,895	3,198	1,697	0	

## Revenue budget

Divisions	Planned (£000)			Q1 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Adult Social Care:										
Physical Support, Sensory Support and Support for Memory & Cognition	98,950	(39,874)	59,076	100,048	(39,756)	60,292	(1,098)	(118)	(1,216)	
Learning Disability Support	48,800	(4,081)	44,719	48,979	(3,941)	45,038	(179)	(140)	(319)	
Mental Health Support	7,950	(1,285)	6,665	7,785	(1,234)	6,551	165	(51)	114	
Subtotal Independent Sector	155,700	(45,240)	110,460	156,812	(44,931)	111,881	(1,112)	(309)	(1,421)	vi
Physical Support, Sensory Support and Support for Memory & Cognition	17,681	(5,160)	12,521	17,743	(5,211)	12,532	(62)	51	(11)	
Learning Disability Support	8,871	(1,154)	7,717	9,086	(1,188)	7,898	(215)	34	(181)	
Mental Health Support	2,521	(2,507)	14	2,270	(2,255)	15	251	(252)	(1)	
Substance Misuse Support	609	(153)	456	609	(153)	456	-	-	-	
Equipment & Assistive Technology	6,294	(2,987)	3,307	6,576	(2,994)	3,582	(282)	7	(275)	
Other	5,158	(2,957)	2,201	4,045	(1,923)	2,122	1,113	(1,034)	79	
Supporting People	8,293	(200)	8,093	8,574	(200)	8,374	(281)	-	(281)	

## Revenue budget

Divisions	Planned (£000)			Q1 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Assessment and Care Management	26,453	(2,151)	24,302	27,517	(2,804)	24,713	(1,064)	653	(411)	
Management and Support	19,464	(20,842)	(1,378)	19,173	(21,909)	(2,736)	291	1,067	1,358	
Service Strategy	530	-	530	909	(381)	528	(379)	381	2	
Subtotal Directly Provided Services	95,874	(38,111)	57,763	96,502	(39,018)	57,484	(628)	907	279	vii
Total Adult Social Care	251,574	(83,351)	168,223	253,314	(83,949)	169,365	(1,740)	598	(1,142)	viii
Total Safer Communities	801	(416)	385	851	(466)	385	(50)	50	-	
Public Health:										
Health Improvement Services	5,383	-	5,383	5,381	-	5,381	2	-	2	
Drug and Alcohol Services	6,101	-	6,101	6,101	-	6,101	-	-	-	
Sexual Health Services	4,160	-	4,160	4,160	-	4,160	-	-	-	
Health Visiting and School Nursing	8,769	-	8,769	8,769	-	8,769	-	-	-	
NHS Health Checks	816	-	816	816	-	816	-	-	-	
Management Support and Public Health Programmes	3,262	-	3,262	3,079	-	3,079	183	-	183	
Transfer to Underspend Reserve	-	-	-	185	-	185	(185)	-	(185)	ix
Public Health Grant	-	(27,990)	(27,990)	-	(27,990)	(27,990)	-	-	-	
Public Health CCG and Other Income	-	(501)	(501)	-	(501)	(501)	-	-	-	
Sub Total for Core Services	28,491	(28,491)	0	28,491	(28,491)	0	0	0	0	
One Off Projects funded from Projects Reserve	6,446	(6,446)	-	6,446	(6,446)	-	-	-	-	
Total Public Health	34,937	(34,937)	0	34,937	(34,937)	0	0	0	0	

## Capital programme

Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
OP Service Improvements	536	536	76	-	-	76	-	76	-	x
Social Care Information Systems	4,257	4,257	17	-	-	17	17	-	-	
LD Service Opportunities	5,092	5,092	1,201	536	1,151	50	-	50	-	xi
Continuing Programme:										
House Adaptations for People with Disabilities	2,719	2,719	532	(1)	-	532	-	532	-	xii
Refurbishment – Registration standards	2,373	2,373	16	(11)	16	-	-	-	-	
Total ASC Gross	14,977	14,977	1,842	524	1,167	675	17	658	0	

## Business Services – Q1 2017/18

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

**Summary of successes and achievements** – Brighton & Hove City Council (BHCC) formally joined the Orbis partnership (initially between East Sussex and Surrey County Councils) on 25 May 2017 as the final founding partner.

Governance arrangements have been updated to ensure BHCC have full voting rights on the Orbis Joint Committee. In addition, each council has agreed to increase the number of appointed Members on the Joint Committee to two per partner. To ensure all parties are protected and that the partnership is legally binding, an interim Inter Authority Agreement (IAA) has been signed that forms the legal basis for the partnership to cover the period April 2017 – March 2018, with a full IAA being developed to coincide with integration of budgets from April 2018.

Each service is developing plans for integrating BHCC into Orbis. This will mean differing approaches and timescales depending on the nature and complexity of each service. It is understood that the journey to integration can take time and is hugely complex due to factors such as different working practices, Information Technology systems, cultures and structures.

Unqualified external audit of accounts – The 2016/17 Statement of Accounts was completed 31 May and the Council's external auditor (KPMG) has given an unqualified "true and fair" audit opinion. KPMG praised the quality of Council's work and engagement throughout the process.

Building review – Following the recent fire at Grenfell Tower in London, a review is being carried out, of the East Sussex Estate, into the contractors and suppliers involved in the installation of the cladding at the tower block. The review covers an initial risk assessment of buildings with cladding; and a due diligence check of fire safety and business continuity arrangements. The review will look first at buildings used for housing or by vulnerable people and those of four or more storeys. Our early findings have not identified any sites that give us cause for concern.

**Property operations** – We aim to achieve a 2% reduction on last year's cost of occupancy of corporate buildings per sq metre. Following the reductions achieved in 2016/17, further reductions are expected in energy expenditure, particularly as the payback period on some energy efficiency schemes (funded through Salix) come to an end. Changes in calculating a property's rateable value are also expected to benefit the corporate estate. Ongoing plans to release office space through better occupancy design (supported by Agile working), is also expected to reduce our net expenditure – with detailed planning work underway in Eastbourne. However, unplanned increases in some large property support contracts will see costs increase, leading to a reduced level of cost reduction across the corporate estate and an increased risk of not achieving the 2017/18 target (ref i).

During Q1, the Strategic Property Asset Collaboration in East Sussex (SPACES) partnership has continued to focus on 'Collaborative Workspace' and 'One Public Estate'.

Collaborative Workspace, providing hot desk spaces for partner staff across the county, will be available in early August with 50 users from various public sector partner organisations across East Sussex and Brighton & Hove. User workshops have been held and work continues on the roll out of the system access solution and identification of a suitable multi organisation booking system. This will help inform a business case for a wider roll out. A bid is being made to The Business and Local Government Data Research Centre to support the development of the business case with expert support from university researchers.

One Public Estate is an established national programme delivered in partnership by the Cabinet Office Government Property Unit and the Local Government Association. It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners. In 2016/17 we successfully bid for £100k for 2017/18 from Phase 5 of the One Public Estate for feasibility activity around seven projects to co-locate emergency services. Procurement activity is underway to bring in professional services for these feasibility studies. This will identify the benefits that can be delivered from these projects for the public purse and confirm whether they are viable to proceed. Project ideas are also being generated for a Phase 6 bid which will be submitted towards the end of the calendar year.

'Fulfilling Lives' (who work with people who have complex and multiple needs to tailor services to the individual and better align service delivery) has moved into St Mary's House. This takes the total outcomes delivered by SPACES to 52.

**Asset Investment Strategy** – Work on the strategy is progressing and Audit, Best Value and Community Services (ABVCS) Scrutiny Committee considered a report on 14 July.

**Reduction in CO2 emissions** – Q1 has seen a 5.0% decrease in carbon emissions compared to Q1 2016/17 (adjusted for warmer weather). Schools showed a 4.5% reduction and non-schools at 5.6%. Although there has been an improvement since Q4 results, gas consumption in primary schools is still higher than expected for Q1. A survey carried out with schools indicated that poor understanding of heating controls is likely to be a factor. The Energy team are working with a controls contractor to offer heating controls training, with 17 schools so far showing an interest. Options are also being explored for a package of efficiency improvements to schools' heating systems to be offered

alongside the schools lighting programme that is already underway. Practical advice on how to save energy is being issued to schools fortnightly, and 10 schools have so far signed up to a fourth cluster of energy efficiency workshops to begin in September. The Energy team are also working closely with Libraries to reduce energy consumption through good housekeeping measures and this appears to be having a significant impact on results. A range of efficiency measures are included in the planned programme, including a refurb at Linden Court, heating and lighting upgrades at Sidley Children's Centre, and boiler upgrades at Firwood House, Egerton Park and Peacehaven Youth Centre. A £450k programme of street lighting improvements is underway and expected to complete by the end of March 2018.

**Apprenticeships** – The Council aims to develop a strategy and action plan supporting the implementation of the Apprenticeship Levy within the Council, with a target for 2017/18 to finalise the Strategy and action plan. A key consideration of our approach is that it should be complimentary to the existing workforce development and training plans already in place in departments. Given the greater demands that the new standards will place on managers, from a service delivery perspective, a balance needs to be struck between seeking to achieve the 2.3% target and maximising our spend from the Levy, against distorting the composition of the workforce. A workforce led, 'grow our own' strategy, is therefore being reviewed rather than a target led one. In support of this, the apprenticeship standards are being written into job descriptions as a 'willingness to undertake vocational qualifications', thereby fostering a culture of training for new starters and their managers.

**Social Value** – We aim for at least 50% of Council procurement spend to be with local suppliers. The Q1 outturn for spend with local suppliers is 51% of the total spend (over the last 12 months we have spent £223.6m with 8,005 local suppliers).

The Social Value Measurement Charter was launched in Q1, resulting in two contracts being awarded with quantified economic, social and environmental benefits. The total value of these contracts was £460k, and £43k was secured in Social Value, over and above the contract deliverables. This represents a 9.5% Social Value commitment. The commitments included work experience opportunities, volunteer work with families with disabled children, workshops for isolated parent carers and a carbon management scheme for a replacement windows and door contract.

**Savings achieved through procurement, contract and supplier management activities** – Signed off savings are £0.3m at the end Q1. There are a number of established opportunities which will contribute to the 2017/18 planned savings. In addition to the established opportunities, the Procurement team will continue to work closely with services to identify new opportunities and projects in order to achieve the 2017/18 savings target.

**IT & Digital infrastructure** – We aim to retain and exceed compliance with Government Information Governance standards; to protect and enable the organisation to access its business information more flexibly and to share it securely with its partners (minimum standard 70%). Re-accreditation has just been achieved with a score of 77%.

99.8% of key services were available during core hours (08:00 to 17:00 Monday to Friday except Local Area Network, where availability has been extended to be 24/7), exceeding our target of 99%. Weekend and planned unavailability is excluded.

The 2016/17 annual IT Customer Survey showed 87% of staff were satisfied with the technology tools provided. The next annual survey will launch during Q3.

**Wellbeing** – The 2017/18 Q1 sickness absence outturn for the whole authority (excluding schools) is 1.94 days lost per FTE employee, which represents a decrease of 1.1% since the previous year. Stress related absence has seen a significant reduction; however it still continues to be the primary driver of absences across the organisation.

A number of management and support measures are in place to reduce and sustain reduction in absence. In addition to those referenced in previous quarters, activities included:

- Management Support including a series of videos providing guidance on the absence process, managers checklists and wellbeing plans, which have been well received by managers.
- Training and Development activities such as courses which aim to build individual resilience and are centred on the use of mindfulness techniques. Free 'drop in' mindfulness sessions continue to run at Eastbourne and Lewes, in addition to the Council's participation in an online mindfulness pilot programme (through LGA funding) to support staff to be resilient at work. 60 members of staff participated in this course which completed on 31 March 2017. The evaluation is now in process and will include data and recommendations for the future direction for employees who are absent with stress-related illness and will be published nationally.
- Return to work (RTW) initiatives. Dedicated reports relating to teams with particularly low RTW compliance rates are being produced and sent to the managers in question. On 12 June 2017 the new RTW form was launched with the aim of promoting relevant conversations and to enable appropriate signposting at the earliest opportunity. These revised dynamic forms provide tailored questions for specific conditions, for example stress and musculoskeletal absences. The RTW email has also been revised and reiterates the importance of having these conversations to prevent future absence.
- Employee support including preventive health initiatives offering Council staff work base health checks. This launched on 19 June 2017 with the aim to improve the health and wellbeing of adults aged 40-74 years through

the promotion of earlier awareness, assessment, and management. There has been a positive response to this with 140 employees having received a health check to date.

**Revenue Budget Summary** – The 2017/18 Business Services net revenue budget is £21.1m and includes the contribution to the Orbis budget of £15.3m. Services expect to achieve the £1.5m planned efficiency savings, the majority of this is from the contribution to Orbis (£1.2m), where partnership savings are being delivered mainly from staffing.

Orbis is in year two of a three year programme to deliver £8.6m of efficiencies and as a result is putting in plans to deliver £3.9m of savings this year and a further £3.9m next year. This has led to additional part year 2018/19 savings this year in Finance and Management leading to a forecast variance of £0.1m in the contribution to Orbis budget (**ref ii**).

There is zero forecast variance on the budgets managed on behalf of the Council however there are some issues which could lead to a full year variance: the Property support contract is coming to an end and the Property team is working to minimise the impact; and IT & D are reviewing the suitability of the current datacentre.

**Capital Programme Summary** – The 2017/18 capital budget is £24.9m and includes the Schools Basic Need Programme (£9.1m). Property is currently forecasting an underspend of £0.1m on projects coming to an end: facilities for providing free school meals (**ref vii**) and the temporary-permanent project (**ref viii**), and slippage of £0.6m on CBOSS £50K (**ref iii**), The Link £69K (**ref iv**), SALIX £235K (**ref v**), and Property Agile Works £239K (**ref vi**). There are some issues with the Early Years Programme but Property are reviewing this along with Schools Basic Need and are likely to propose some changes for the Q2 report.

Council Plan Performance Exceptions (Q1 – Red and Amber RAG rated targets, and amendments)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q1 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Making best use of resources								
Cost of occupancy of corporate buildings per sq. metre	£146 / sq. metre	143 / sq. metre	A				Unplanned increases in some large Property support contracts will see costs increase, leading to a reduced level of cost reduction across the corporate estate and increased risk of not achieving the 17/18 target.	i

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)					
Service description	2017/18 (£'000)				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
	1,472	1,472	-	-	
Total Savings	1,472	1,472	0	0	
Variations to Planned Savings					
	-	-	-	-	
Permanent Variations	0	0	0	0	
Total Permanent Savings & Variations	1,472	1,472	0	0	
	-	-	-	-	
Temporary Variations	0	0	0	0	
Total Savings with Variations	1,472	1,472	0	0	



## APPENDIX 3

The table below represents the East Sussex 2017/18 Revenue Budget, and includes a line which is the contribution to Orbis Partnership. The second table shows the total Orbis Partnership 2017/18 Revenue Budget, of which East Sussex make a contribution to shared costs of 30%.

Revenue Budget										
Divisions	Planned (£000)			Q1 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Business Operations	138	-	138	138	-	138	-	-	-	
Finance	2,710	(2,102)	608	2,748	(2,142)	608	(38)	39	-	
HR & OD	340	(419)	(79)	358	(438)	(79)	(19)	19	-	
IT &D	5,470	(4,891)	579	5,320	(4,741)	579	150	(150)	-	
Procurement	4	(36)	(33)	5	(36)	(32)	(1)	-	-	
Property	24,194	(19,589)	4,605	25,683	(21,078)	4,605	(1,490)	1,490	-	
Contribution to Orbis	15,269	-	15,269	15,183	-	15,183	86	-	86	
<b>Total BSD</b>	<b>48,124</b>	<b>(27,037)</b>	<b>21,087</b>	<b>49,436</b>	<b>(28,435)</b>	<b>21,001</b>	<b>(1,312)</b>	<b>1,398</b>	<b>86</b>	

Orbis Partnership Revenue Budget										
Divisions	Planned (£000)			Q1 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Business Operations	10,884	(5,617)	5,267	10,884	(5,617)	5,267	-	-	-	
Finance	10,326	(1,258)	9,068	10,201	(1,258)	8,943	125	-	125	
HR & OD	5,257	(582)	4,675	5,257	(582)	4,675	-	-	-	
IT &D	18,563	(1,608)	16,955	18,563	(1,608)	16,955	-	-	-	
Management	2,034	-	2,034	1,874	-	1,874	160	-	160	
Procurement	3,372	(156)	3,216	3,372	(156)	3,216	-	-	-	
Property	11,101	(1,660)	9,441	11,101	(1,660)	9,441	-	-	-	
Total Orbis	61,537	(10,881)	50,655	61,252	(10,881)	50,370	285	0	285	
ESCC Contribution			15,269			15,183			86	ii

Capital programme										
Approved project	Total project – all years (£000)		2017/18							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Core Systems Development	1,268	1,268	50	-	-	50	-	50	-	iii
The Link	2,718	2,718	69	(1)	-	69	-	69	-	iv
SALIX Contract	4,032	4,032	335	37	100	235	-	235	-	v
Property Agile Works	9,606	9,606	1,195	109	956	239	-	239	-	vi
Capital Building Improvements	85,386	85,386	9,723	439	9,723	-	-	-	-	
ICT Strategy Implementation	27,557	27,557	2,499	189	2,499	-	-	-	-	
Schools Basic Need	166,228	166,228	9,057	1,705	9,057	-	-	-	-	
Early Years	4,765	4,765	1,881	96	1,881	-	-	-	-	
Universal Infant Free School Meals	1,954	1,899	84	-	29	55	55	-	-	vii
Other Schools & CSD Projects	8,079	8,059	36	14	16	20	20	-	-	viii
Total BSD Gross	311,593	311,518	24,929	2,588	24,261	668	75	593	0	



## Children's Services – Q1 2017/18

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

#### **Summary of successes and achievements:**

The Early Years Improvement Team works with all private, voluntary and independent nurseries, pre-schools and childminders to improve Ofsted outcomes and raise quality for all children under five in East Sussex. In 2013, 76% of all East Sussex settings were graded as 'good' or 'outstanding' by Ofsted. Through the hard work of a dedicated team of officers this had risen to 96% (based on Ofsted figures), placing East Sussex as one of the top local authorities in the South East and above the national average of 93%. The team has worked exceptionally hard to provide information, advice, guidance and support to ensure that all children can attend a high quality early years setting.

The Hastings Primary Placement Panel (HPPP) has significantly improved inclusion and permanent exclusion rates for the 20 schools involved. In academic year 2015-16, HPPP schools permanently excluded 15 children, which was 40.5% of the total primary permanent exclusions across East Sussex. Over academic year 2016-17 to 11.07.2017, HPPP schools permanently excluded four children, which was 19.0% of the total primary permanent exclusions across East Sussex. This significant achievement is a good example of successful joint working between head teachers and council officers.

Harbour Primary and Nursery school was assessed by the National Nurture Group Network on the 3 July 2017 and awarded the Marjorie Boxall Quality Mark Award for their nurture provision; the first East Sussex school to achieve this. Nurture is an in-school, teacher-led psychosocial intervention that effectively replaces missing or distorted early nurturing experiences for both children and young adults; schools identify children with social, emotional and/or behavioural needs that would benefit from this intervention. Nurture classes typically have 6-8 children and the children usually attend nurture for four mornings or afternoons, maintaining contact with their base class for register and some curriculum elements. The children's social and emotional needs are initially assessed and this feeds into the planning of specific activities to support the development of these key areas, so that children can learn to self-regulate their emotions, access the curriculum alongside their peers, and progress. We supported Harbour through the application process, and will be supporting four more primary schools through this process over the next academic year. This is a significant achievement for the school and another good example of schools and the Council working together to ensure the very best provision is available to vulnerable pupils.

Our innovative i-Rock service for young people in Hastings was highly commended in the 'Redesign of Care in Mental Health' category in the recent NHS national awards for innovative practice. This is a fantastic achievement following its success in winning a regional award. i-Rock provides a multi-agency drop-in service to young people aged 14-25, promoting early intervention and support to young people experiencing mental health, wellbeing, employment and housing issues. The successful collaborative working with local, statutory, and voluntary and community sector partners to mobilise the project, has established effective referral pathways, for example with GP practices, and improvements to young people's health outcomes.

**Attainment gap for disadvantaged pupils** – In year data, collected from schools, suggests that the percentage point gap between disadvantaged pupils and their peers for both the expected standard in reading, writing and maths combined at Key Stage 2 and Attainment 8, may be wider than the national average. (From summer 2016, Attainment 8 and Progress 8 became the key accountability measures for secondary schools. Attainment 8 scores are calculated from a suite of eight qualifications (including maths and English) and the point scores awarded to each grade.) Lack of progress for disadvantaged pupils is a particular problem in coastal areas for the following reasons:

- particular difficulties in recruiting good teachers in coastal towns
- schools in coastal towns are likely to have higher proportions of children whose families are unemployed and can have low aspirations for their children
- a higher concentration of white working-class pupils, who are often the lowest achievers in exams

The Department for Education Hastings Opportunity Area initiative funding is designed to address these problems and will be complemented by work across the county addressing the specific underperformance issues. Schools are being challenged to raise expectations and robustly tackle the issues associated with progress of all pupils and groups of pupils. It remains a key priority area for the Council to work with Early Years, Primary and Secondary Schools. We will report further as provisional data becomes available at Q2 for Key Stage 2 and Q3 for Attainment 8 (**ref i and ii**).

**Children subject to Child Protection (CP) plans** – The rate of children with a CP plan is 51.1 per 10,000 (541 children) which is above the target rate of 42.9 (454 children) (**ref iii**). The Heads of Service for Locality, Early Help and Safeguarding are currently conducting more audit work to consider thresholds and whether there are any themes emerging. Possible reasons for the increase include improved Early Help services identifying more families in need of services, improved practice on neglect and child sexual exploitation identifying more older children in need of a plan and that plans are remaining open for longer. The table below shows the increase in the number of current CP plans by key abuse categories:

Current plans % in the top risk/abuse categories	April 2016	April 2017	Change
Emotional abuse	255	266	+11
Neglect	160	177	+17
Physical abuse	24	34	+10
Sexual abuse	18	52	+34

There has been an increasing need to provide high cost, bespoke care packages for a small number of young people with complex and challenging needs which has resulted in an overspend within Early Help and Social Care. Pressure has also arisen from the ongoing need of further foster agency placements.

**Inclusion Special Educational Needs and Disabilities (ISEND)** – ISEND continues to see a significant number of pupils being identified by schools as requiring specialist provision. We are implementing a number of strategies to reduce demand and these are having an impact, but the level of provision still remains high. Once the new school year starts in September we will have a clearer view of any further pressures for places and also of the impact of our strategies to reduce demand, particularly for students in post 16 education. Further increases in demand may create a budgetary pressure, which will need to be monitored.

**Revenue Budget Summary** – The £68.757m net CSD budget is forecast to be overspent by year end by £2.166m (ref vii). £2.153m of this overspend is within Early Help and Social Care (ref v), due to the increases in packages for young people with complex needs mentioned above in the Child Protection plans commentary.

Communication, Planning and Performance (ref vi) is currently forecasting online with budget. As in prior years, pressures against this forecast within Home to School Transport are likely to increase in Q2 following inclusion of the September school intake. It is expected that the number of children with high needs will continue to increase. Currently the impact of this is not possible to gauge. The Department is working with CET to further develop the forecasting methodology.

Within the above outturn position, £3.607m (ref iv) of the planned £3.700m savings for 2017/18 are forecast to be achieved, with £0.093m slipped to future years. These savings figures also include £0.260m of savings brought forward from 2016/17.

**Capital Programme Summary** – At Q1 there is a forecast expenditure of £1.234m against an approved programme of £1.423m. Of the variance £188k is slippage against House Adaptations where demand is lower than expected for the year (ref viii).

Performance exceptions (Q1 – Red and Amber RAG rated targets, and amendments)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q1 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Driving economic growth								
The percentage point gap between disadvantaged pupils achieving at least the expected standard in reading, writing and maths combined at Key Stage 2, and their peers	Ac year 15/16 ESCC: 23% Nat. Ave: 22%	Ac year 16/17 At or below the national average	A				Provisional data reported at Q2	i
The gap between Attainment 8 overall score for disadvantaged pupils, and Attainment 8 overall score for non-disadvantaged pupils	Ac year 15/16 ESCC 15% Nat av. 12.3%	Ac year 16/17 1.5 points or less above the national average	A				Provisional data reported at Q3	ii
Priority – Keeping vulnerable people safe								
Rate of children with a Child Protection Plan (per 10,000 children)	45.0 per 10,000 (476 children)	42.9	R				51.1 (541 children)	iii

## 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)

Service description	2017/18 (£'000) – Q1 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
Early Help	673	673	-	-	
Children's Support Services (including Music, Watersports, DofE and Safeguarding qualify assurance)	345	345	-	-	
Home to School Transport	488	488	-	-	
Locality Services	70	-	70	-	
Specialist Services	203	180	23	-	
Looked after Children	990	990	-	-	
SLES	122	122	-	-	
Other	809	809	-	-	
Total Savings	3,700	3,607	93	0	iv
Variations to Planned Savings					
	-	-	-	-	
Permanent Variations	0	0	0	0	
Total Permanent Savings & Variations	3,700	3,607	93	0	
	-	-	-	-	
Temporary Variations	0	0	0	0	
Total Savings with Variations	3,700	3,607	93	0	

## Revenue budget

Divisions	Planned (£000)			Q1 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Central Resources	3,165	(4,485)	(1,320)	3,178	(4,485)	(1,307)	(13)	-	(13)	
Early Help and Social Care	57,872	(10,892)	46,980	61,593	(12,461)	49,132	(3,722)	1,569	(2,153)	v
Education and ISEND	81,544	(4,039)	76,505	80,544	(4,039)	76,506	-	-	-	
Communication, Planning and Performance	20,309	(4,370)	15,939	20,309	(4,370)	15,939	-	-	-	vi
DSG non Schools	-	(69,347)	(69,347)	-	(69,347)	(69,347)	-	-	-	
Schools	162,872	(162,872)	-	162,872	(162,872)	-	-	-	-	
<b>Total Children's Services</b>	<b>325,804</b>	<b>(257,047)</b>	<b>68,757</b>	<b>328,497</b>	<b>(257,574)</b>	<b>70,923</b>	<b>(2,693)</b>	<b>527</b>	<b>(2,166)</b>	<b>vii</b>

## Capital programme

Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Shinewater School - fire damage	-	-	-	38	-	-	-	-	-	
Direct to schools-s106 allocations	185	185	65	-	65	-	-	-	-	
Family Contact	188	188	32	-	32	-	-	-	-	
House Adaptations for Disabled Children's Carers	1,068	1,068	288	62	100	188	-	188	-	viii
Schools Delegated Capital	8,685	8,685	899	(40)	899	-	-	-	-	
Schools Information Hub - Czone replacement	230	230	86	44	86	-	-	-	-	
Exceat Canoe Barn Changing Rooms	24	24	-	-	-	-	-	-	-	
Lansdowne SCH Grant	260	260	53	52	52	1	1	-	-	
<b>Total CSD Gross</b>	<b>10,640</b>	<b>10,640</b>	<b>1,423</b>	<b>156</b>	<b>1,234</b>	<b>189</b>	<b>1</b>	<b>188</b>	<b>0</b>	

## Communities, Economy & Transport – Q1 2017/18

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

**Summary of successes and achievements** – 13 Trading Standards workshops were held in Q1 offering advice and training to 240 delegates; including a Scams Victim Awareness event, to educate people about scams; and Support with Confidence Business Training, for applicants who want to become members of the Support with Confidence scheme. Trading Standards also made 34 positive interventions to protect vulnerable people from rogue trading or financial abuse; interventions included visiting victims, and installing call blockers for people who had been targeted over the phone. 14 carriageway asset improvement schemes have been delivered in Q1 investing almost £3.3m to maintain and improve the condition of the county's roads. There were 80 online training courses completed in our libraries in Q1, offering people help with topics such as IT, maths, English, and help to get online and use the internet. Battle Library has reopened after a full refurbishment which saw new carpets, lighting, furniture and shelving installed; the children's section of the library has also been completely revamped. Over £3m of external funding has been secured to provide business support and inward investment services through the Growth Hub and Locate East Sussex. There was a 69% reduction in complaints received by the department in 2016/17 compared to 2015/16, from 243 to 76; there was also a 16% rise in compliments received, from 619 to 716. An additional 3,810 premises are now able to be connected to superfast broadband as part of our second programme of works.

**East Sussex Growth Hub (GS)** – The South East Business Boost (SEBB) programme to extend and enhance the services offered by the Growth Hub has seen the contract to run the service, worth £950k, tendered and awarded to the Let's Do Business Group in June. In addition, further investment of £850k will be made available to East Sussex businesses through the SEBB Growth Grants programme, which is currently on target with over £40k of grants having been awarded which will result in £100k of private sector match funding.

**Inward Investment (GS)** – One Grants and Loans panel was held in June, with three businesses awarded East Sussex Invest 5 funding to create 15 jobs, the number of businesses engaging with the fund may have been affected by our the inability to publicise the new fund due to the purdah period for the recent elections (**ref i**). The new contract to run the Locate East Sussex service began in May, worth £1.26m over the next three years to 2020, the contract was awarded to the Let's Do Business Group. As this is a new contract there aren't as yet any confirmed relocations or expansions but 76 businesses are currently working with Locate East Sussex.

**Broadband (GS)** – 3,810 additional premises are now able to be connected to superfast broadband as part of our second contract of works. 87% of the implementation area is able to receive speeds to 24mbps and above. Overall take up of superfast broadband was 43% at the end of May 2017, the latest data available, against a benchmark target of 20%.

**Newhaven Port Access Road** – Detailed design and contract document preparation is progressing well, with a view to tendering later this summer. Business case work is continuing with the intention of submitting draft documents to the Department for Transport for comment over the summer; and final submission in the autumn once a tender price is known.

**Terminus Road, Eastbourne** – A consultation on the relocation of the bus stops into Gildredge Road has been completed and the results are currently being analysed. Tendering for the works will commence in Q2, with the award of the contract in Q3. Construction is programmed to start in Q4.

**Employability and Skills** – An infographic poster has been created for STEM (Science, Technology, Engineering and Mathematics) learning and is to be replicated for the Construction and Digital sectors. Construction Industry champions, who will promote the construction industry in schools, colleges and other education settings, are currently being recruited.

**Road Safety** – Working with the Sussex Safer Roads Partnership we have begun an in depth review of road safety targets for East Sussex. These new targets will encompass the outcomes from our £1m Road Safety Programme which is aiming to reduce the number of people Killed and Seriously Injured (KSI) on the county's roads. This includes considering how behavioural science may be used to help to keep people safe on the road. The total number of KSI on our roads in the period January to March 2017 was 76, with eight being fatalities. Of these 70 (six fatalities) occurred on county roads, with six (two fatalities) on Trunk roads. The total number of KSI is an 11.6% reduction on the same period in 2016 when there were 86.

**Revenue Budget Summary** – At Q1 there is a forecast budget underspend of £179k and all £1.136m of savings in 2017/18 are on track to be achieved. The main underspend is in Concessionary Fares where the predicted number of funded journeys has been reduced based on the latest data received (**ref iv**). There are also a number of small underspends across Communities on staff vacancies and supplies and services (**ref iii**). There is a projected overspend on the Archive Service of £18k due to a higher than anticipated rates charge for 2017/18 (**ref ii**).

**Capital Programme Summary** – At Q1 there is a forecast expenditure of £68.720m against an approved programme of £71.489m. Of the variation £2.919m is slippage, £571k is underspend and £721k is overspend. The

most significant slippages are for the East Area Depot, £1.162m, where only pre-planning and environmental costs will be incurred this year (**ref x**), and Terminus Road, £1.495m, where the necessary redesign of the bus routes has delayed the start of construction (**ref xi**). There is also slippage with the new Exceat Bridge project where pre-planning and consultation costs will be incurred this year (**ref viii**). The overspend on Hastings Library (**ref vi**) of £721k is due to unforeseen issues with the front façade. This is offset by underspends on the now complete Southover Grange project of £50k (**ref vii**), EDS Incubation Units of £500K (**ref ix**) and £21k on Rye Library (**ref v**). It is proposed that the Capital risk provision is used to fund the remaining overspend.

Performance exceptions (Q1 – Red and Amber RAG rated targets, and amendments)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q1 17/18 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving economic growth								
Support businesses to create or protect jobs via East Sussex Invest 5	41 businesses awarded funding (predicted to create 130 jobs)	Support businesses to create or protect 95 jobs as per contracts	A				3 businesses awarded ESI 5 funding to create 15 jobs	i

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)					
Service description	2017/18 (£'000) – Q1 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
Waste Operations	85	85	-	-	
Waste Disposal	25	25	-	-	
Transport Hub	35	35	-	-	
Rights of Way and Countryside Management	50	50	-	-	
Environment service.	5	5	-	-	
Planning and Environment Service	40	40	-	-	
Review fees & charges across the Planning Service.	10	10	-	-	
Library and Information Service	700	700	-	-	
The Keep	4	4	-	-	
Trading Standards	122	122	-	-	
Registration Services	60	60	-	-	
Total Savings	1,136	1,136	0	0	
Variations to Planned Savings					
	-	-	-	-	
Permanent Variations	0	0	0	0	
Total Permanent Savings & Variations	1,136	1,136	0	0	
	-	-	-	-	
Temporary Variations	0	0	0	0	
Total Savings with Variations	1,136	1,136	0	0	



## Revenue budget

Divisions	Planned (£000)			Q1 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Management and Support	3,445	(228)	3,217	3,445	(228)	3,217	-	-	-	
Customer and Library Services	7,695	(2,160)	5,535	7,717	(2,164)	5,553	(22)	4	(18)	ii
Communities	3,832	(2,409)	1,423	3,824	(2,412)	1,412	8	3	11	iii
Transport & Operational Services	75,227	(39,233)	35,994	74,883	(39,075)	35,808	344	(158)	186	iv
Highways	15,896	(1,261)	14,635	16,237	(1,602)	14,635	(341)	341	-	
Economy	4,485	(2,768)	1,717	4,488	(2,771)	1,717	(3)	3	-	
Planning and Environment	2,999	(2,136)	863	3,774	(2,911)	863	(775)	775	-	
Total CET	113,579	(50,195)	63,384	114,368	(51,163)	63,205	(789)	968	179	

## Capital programme

Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
The Keep	20,178	20,178	36	17	36	-	-	-	-	
Registration Ceremonies Website	30	30	30	-	30	-	-	-	-	
Rye Library	87	66	40	-	19	21	21	-	-	v
Hastings Library	8,782	9,503	2,612	700	3,333	(721)	(721)	-	-	vi
Newhaven Library	1,713	1,713	39	-	39	-	-	-	-	
Southover Grange	1,307	1,257	234	145	184	50	50	-	-	vii
Library Refurbishment	1,473	1,473	328	119	328	-	-	-	-	
Newhaven S106 - ERF	474	474	5	2	5	-	-	-	-	
Travellers Site Bridies Tan	1,347	1,347	15	5	15	-	-	-	-	
Broadband	25,600	25,600	8,334	235	8,334	-	-	-	-	
Bexhill and Hastings Link Road	126,247	126,247	4,562	353	4,562	-	-	-	-	
BHLR Complementary Measures	1,800	1,800	300	9	300	-	-	-	-	
Reshaping Uckfield Town Centre	2,500	2,500	26	6	26	-	-	-	-	
Exceat Bridge Maintenance	2,633	2,633	462	-	200	262	-	262	-	viii
Economic Intervention Fund	9,791	9,791	1,269	71	1,269	-	-	-	-	
Catalysing Stalled Sites	916	916	599	75	599	-	-	-	-	
EDS Upgrading Empty Commercial Properties	500	500	447	10	447	-	-	-	-	
EDS Incubation Units	1,500	1,000	650	-	150	500	500	-	-	ix
North Bexhill Access Road	16,600	16,600	5,590	176	5,590	-	-	-	-	
Queensway Gateway Road	6,000	6,000	3,460	82	3,460	-	-	-	-	
Newhaven Flood Defences	1,500	1,500	400	-	400	-	-	-	-	
Coastal Communities Housing	667	667	667	-	667	-	-	-	-	

Capital programme										
Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
East Sussex Strategic Growth Package	8,200	8,200	6,300	150	6,300	-	-	-	-	
A22/A27 Junction Improvement Package	4,500	4,500	-	-	-	-	-	-	-	
LGF Business Case Development	196	196	166	-	166	-	-	-	-	
Newhaven Port Access Road	23,271	23,271	320	63	320	-	-	-	-	
Real Time Passenger Information	2,449	2,449	300	(37)	300	-	-	-	-	
Eastern Depot Development	1,586	1,586	1,362	-	200	1,162	-	1,162	-	x
Waste Leachate Programme	250	250	239	4	239	-	-	-	-	
Hastings and Bexhill Movement & Access Package	12,643	12,643	1,995	-	1,995	-	-	-	-	
Eastbourne Town Centre Movement & Access Package	3,000	3,000	-	-	-	-	-	-	-	
Eastbourne/South Wealden Walking & Cycling Package	9,450	9,450	1,892	150	1,892	-	-	-	-	
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	1,599	57	1,599	-	-	-	-	
Other Integrated Transport Schemes	37,288	37,288	3,699	661	3,699	-	-	-	-	
Speed Management	2,948	2,948	29	(62)	29	-	-	-	-	
Terminus Road Improvements	6,250	6,250	2,000	33	505	1,495	-	1,495	-	xi
CAMS System	30	30	11	-	11	-	-	-	-	
Highways Structural Maintenance	234,346	234,346	18,849	3,507	18,849	-	-	-	-	
Bridge Assessment Strengthening	13,310	13,310	1,378	191	1,378	-	-	-	-	
Street Lighting - Life Expired Equipment	10,133	10,133	850	(79)	850	-	-	-	-	
Rights of Way Surface Repairs and Bridge Replacement	4,883	4,883	395	105	395	-	-	-	-	
Total CET Gross	608,728	608,878	71,489	6,748	68,720	2,769	(150)	2,919	0	



## Governance – Q1 2017/18

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

**Reconciling Policy, Performance and Resources (RPPR)** – The State of the County report to Cabinet in June and Council in July, set out changes to the context in which the Council agreed its three year plans in February 2017. The budget for 2017/18 and the Medium Term Financial Plan have been amended to take account of the additional Adult Social Care (ASC) Grant announced in March 2017. The plans include the need to make savings of £21.9m in 2018/19 and that high-level proposals for savings allocations in 2019/20 and 2020/21 would be brought to Cabinet in October 2017. Members agreed an amendment to the four priority outcomes and the plan to continue to deliver against them using the operating principles agreed by the Council. Following year-end the Council Plan and Portfolio Plans 2017/18 – 2019/20 have been refreshed with completed outturns. There have been some changes to the performance measures and targets, in part due to the additional ASC Grant. The updated plans are available on our website.

**Devolution** – Work to progress the Three Southern Counties (3SC) devolution proposals has remained on a ‘strategic pause’ throughout Q1 to enable the Government’s position on a number of key policy areas to become clear. Resumption of work has been delayed as a result of the general election and the process of clarifying the direction of travel for the new Government. The Government’s plans for any further devolution and the impacts for areas without a deal may become clearer over the coming months. Partners have been working on and continuing to develop specific pieces of work, namely, to progress the development of the Sub-National Transport Body (Transport for the South East), which is now operating in shadow form having first met on 26 June 2017, and to engage with key stakeholders across the skills sector to commence the process to co-design the 3SC Skills Strategy.

**Supporting democracy** – During Q1 we supported 32 meetings including: one County Council meeting; two Cabinet meetings; eight Lead Member meetings; four scrutiny committees; and 17 other committees and panels. In addition, 324 school admission appeals were received and arranged. There were no school exclusion review hearings in Q1.

Preparations for the May 2017 Council elections continued in Q1 and the elections were held on 4 May 2017. Member Services worked with the Council’s Communications and Policy teams and all departments to devise an induction programme for elected Members. Key improvements have been the development of a new Members’ Intranet site with a view to creating a virtual Members’ Room, a programme of workshops for new Members, and the production of new guides to help councillors resolve queries. An evaluation of the induction will be conducted during Q2.

The new Windows ‘slimline’ device (the Dell 2in1) had been rolled out to all but eight Members by the end of Q1.

Q1 saw the peak usage of the new school appeals digital management system. Feedback received during Q1 has demonstrated that the system has improved the experience of those submitting appeals. It has contributed to back-office efficiencies as parents are now actively following the progress of their appeal online which has led to fewer phone queries to the team together with savings in paper, printing and postage.

**Legal Services** – Orbis Public Law (OPL), our joint legal services partnership with Brighton & Hove City Council and West Sussex and Surrey County Councils continues to develop. In Q1 we held further joint training sessions and we started the recruitment process for our joint court representation team for child law proceedings, which will reduce expenditure on external barristers. We have further developed our joint practice arrangements with work continuing towards a common practice manual for all partners. Three of the four partners now have the same legal case management system which facilitates work being carried out at any of the offices. The remaining partner is due to go live with this system in September. Our commercial pathfinder group has developed common instruction forms and processes for property and contracts work.

During Q1 we completed planning and highways agreements securing contributions of £92,218. We collected debts and agreed repayment plans for money due to the Council totalling £106,641. We also carried out 55 prosecutions against parents for failing to send their children to school, which resulted in fines of £11,940.

We continued to advise Children’s Services in pre-proceedings cases to enable families to keep their children within the family. Recent changes to case law, reducing the amount of time a child can be looked after by a local authority without a Care Order, and a general increase in referrals, saw a sustained increase in cases in 2016/17. The increase in referrals has been reflected nationally. Although in Q1 there was a slight decrease in cases issued, the indicators are that the overall trend of increase in cases will continue. Despite the increase in workload over the last year, the median case duration during Q1 was 26 weeks, in line with the Government’s target. An average case duration of 32 weeks in Q1 resulted from the closure of two complex cases of above average duration. The figures are produced by Legal Services based upon information collated by both Legal Services and Children’s Services.

The number of court hearings to ensure that members of the community who are mentally incapacitated are protected has increased with 33% more than the quarterly average for last year. In Q1 we were involved in four new applications to the Court of Protection

**Effective publicity and campaigns** – The communications team launched two animated videos to help explain how

the Council and its finances work to new members. These will also be used in officer teams, especially to help induct new arrivals. The videos were featured by the Local Government Association as a case study of innovation in communications.

We supported the launch of Transport for the South East with communications work that included the design of a corporate visual identity for the new organisation, delivery of a website and publicity work for the new shadow body.

A campaign to protect vulnerable people from financial abuse ('Is Something Not Adding Up?') achieved press and radio coverage and reached 25,000 people on social media.

**Media work** – From April to June the press office dealt with 176 media enquiries and issued 33 press releases (lower than normal because Q1 included the pre-election purdah period). There were 251 media stories about the Council.

**Web activity** – The Council's main website received 3.7 million page views during Q1 from 832,313 visitors. Over half of all visitors (52%) used a mobile or tablet to view the site, which is an increase of 40% on the same period last year. Facebook continues to be our biggest social media referrer. Of all visits from social media, Facebook is responsible for 85% and Twitter for 13%.

**Third Sector support** – The Voluntary and Community Sector (VCS) infrastructure services for 2017/18 are live and are now aligned to supporting and developing community resilience, and developing formal and informal volunteering. The SpeakUp network for 2017/18 aims to lead dialogue and connection within the VCS to support sector sustainability and development, and to work with the public sector to jointly develop a culture of, and systems for, collaboration and system leadership. This is especially significant in relation to how the VCS interacts with the new delivery option to achieve full health and social care integration.

In agreement with East Sussex Community Voice the provider for Healthwatch East Sussex, we have agreed a new set of outcomes for the new contract monitoring, that will focus on building relationships with communities, Health and Care commissioners and providers. These relationships are key to Healthwatch fulfilling its statutory functions as the independent local consumer champion for health and care services.

We have continued to support Public Health and Hastings & Rother Clinical Commissioning Group in launching and the administration of two new small grants programmes for communities and small to medium sized voluntary organisations, the new programmes launched in May 2017. The two grant programmes will allocate over £450,000 of funding to communities, groups and organisations during 2017/18.

**SE7** – The lobbying and partnership work of the South East 7 (SE7) was restricted in Q1 by the County local elections and purdah for the General Election. At the end of Q1 the SE7 Chief Executives' Board met and considered work, including joint lobbying, the SE7 should undertake as a priority under the new Government. The Leaders' Board considered the Chief Executives' recommendations at the beginning of July and work in Q2 will focus on developing a joint lobbying plan and a list of key asks for the region on issues such as: sustainable funding for Local Government, particularly Adult Social Care and Children's Services; fair funding for schools; and investment in infrastructure for sustainable growth. Councillor Glazier (as Chair of the partnership) has written to Sajid Javid, Secretary of State for Communities and Local Government offering to meet to discuss solutions to these key challenges.

**World War 1 (WW1) commemorations** – Our website ([www.eastsussexww1.org.uk](http://www.eastsussexww1.org.uk)) now hosts 213 stories and events, approximately 62% of which have been submitted or contributed to by the public. In Q1, 11,620 users viewed the site 20,743 times; 39% more users and 24% more views than for the same period in 2016. This increase is impressive as last year was the centenary of the Battle of the Boar's Head, an event of particular historical importance to the county that generated 1,703 views of our website from 962 users on one day (30 June 2016).

In June, we published a collection of digitised WW1 propaganda and recruitment posters. Since their launch, these posters have been viewed 181 times and generated a good deal of engagement through social media, including being noted by the Imperial War Museum's First World War Centenary programme and the social media accounts of 'Who Do You Think You Are?'. To coincide with the launch of the posters, we published a new story on attitudes towards conscription in WW1, based on the Mass Observation archives held at The Keep. We focused our Twitter communications on publicising our existing stories on how people in East Sussex joined the war effort.

We published a further five new stories in Q1, including a story to mark the 101st anniversary of the Battle of Aubers Ridge, where a number of men from Sussex fought. A story on local and national controls over the sale of alcohol during WW1 was posted to mark National Beer Day, and we published a story to coincide with the centenary of American soldiers first arriving in France in 1917.

We continue to release, month by month, digitised copies of our WW1 East Sussex newspapers, and our pages have received 396 views in Q1.

On 26 May, our Project Officer participated in the event "Not Far From the Front: Discovering the First World War in the South East" at Hastings Museum and Art Gallery. For the event, we provided a presentation on life in East Sussex during WW1 and provided guidance for local community groups on potential research resources.

**Revenue budget summary** – The revenue budget is projected to underspend by £10k which is due to the reduced cost of maternity leave cover and some additional income in the Communications service (ref i). There are some

pressures in the Coroner's budget but these are being managed departmentally. All of the £270k savings for 2017/18 are expected to be achieved.

**Capital Programme Summary** – The £42k budget for member's laptops has been transferred to ICT Services to manage so there is now no remaining Governance programme for 2017/18.

**Performance exceptions**  
(Q1 – Red and Amber RAG rated targets, and amendments)

Performance measure	Outturn 16/17	Target 17/18	17/18RAG				Q1 17/18 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)

Service description	2017/18 (£'000) – Q1 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
<b>Savings</b>					
Communications	130	130	-	-	
Legal Services	25	25	-	-	
Member Services	20	20	-	-	
Senior Management and Organisational Development	50	50	-	-	
Chief Executives Office	45	45	-	-	
<b>Total Savings</b>	<b>270</b>	<b>270</b>	<b>0</b>	<b>0</b>	
<b>Variations to Planned Savings</b>					
	-	-	-	-	
<b>Permanent Variations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Permanent Savings &amp; Variations</b>	<b>270</b>	<b>270</b>	<b>0</b>	<b>0</b>	
	-	-	-	-	
<b>Temporary Variations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Savings with Variations</b>	<b>270</b>	<b>270</b>	<b>0</b>	<b>0</b>	

## Revenue budget

Divisions	Planned (£000)			Q1 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Corporate Governance	3,974	(442)	3,532	3,974	(442)	3,532	-	-	-	
Corporate Support Services	3,143	(438)	2,705	3,135	(440)	2,695	8	2	10	i
Senior Management & Org Development	1,407	(364)	1,043	1,407	(364)	1,043	-	-	-	
Total Governance	8,524	(1,244)	7,280	8,516	(1,246)	7,270	8	2	10	

## Capital programme

[illegible]

## Strategic Risk Register – Q1 2017/18

Ref	Strategic Risks	Risk Control / Response	RAG
12	<p><b>CYBER ATTACK</b></p> <p>The National Cyber Security Centre (NCSC) has highlighted the substantial risk to British web infrastructure with elevated levels of Cyber Crime being reported against all areas of government.</p> <p>Cyber-attacks often include multi vector attacks featuring internet based, social engineering and targeted exploits against hardware, software and personnel. The remote nature of the internet makes this an international issue and an inevitable risk.</p> <p>Examples of the impact of a Cyber Attack include:</p> <ul style="list-style-type: none"> <li>• Financial fraud related to phishing of executives and finance staff;</li> <li>• Loss of Personally Identifiable Information and subsequent fines from Information Commissioner's Office (Currently up to £500k rising to 4% of global revenue when General Data Protection Regulation comes into effect May 2018);</li> <li>• Total loss of access to systems that could lead to threat to life.</li> </ul>	<p>Most attacks leverage software flaws and gaps in boundary defences. Keeping software up to date with regular patching regimes; continually monitoring evolving threats and re-evaluating the ability of our toolset to provide adequate defence.</p> <p>Expanding Security Information and Event Management (SIEM) system capabilities to leverage latest standards of automation, detection and prevention.</p> <p>Education of key staff – Ongoing education of key staff to enable cascading of skills in detection and remediation. Creation of Security Champions to promote a visible approachable business based security team.</p> <p>Ongoing discussion and communication with the Info Sec industry to find the most suitable tools and systems to secure our infrastructure.</p> <p>Expand E-Learning and policy delivery mechanisms to cover Cyber threat, educating staff around the techniques and methods used by active threats.</p>	R

## Strategic Risk Register – Q1 2017/18

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 develop the 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. In High Weald Lewes Havens the Connecting 4 You Programme has now been established to improve health and social care outcomes for residents. The 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> <p>We are testing this Alliance arrangement this year while we plan the best organisational structure. There are a number of 'legal vehicles' or ways that our organisations could be structured in the future that will help ESBT to achieve its aim, to fully integrate our health and social care system. On 22nd June a panel of representatives of each of the Alliance organisations, key stakeholders and subject matter experts, appraised the different options. The panel's aim was to develop a recommendation for future organisational structure. Each of the options was discussed and scored based on a set of criteria. This options appraisal indicated that a stronger Alliance arrangement, which we could establish by April 2018 – moving towards full integration in the longer term, would deliver the best opportunity for tackling this year's challenge and future sustainability. The recommendation will now be put forward to the governing body of each ESBT Alliance organisation in July.</p>	R
7	<b>SCHOOLS</b> Failure to manage the expected significant reduction in resources for school improvement from 2017/18 and the potential impacts of changing government policy on education, leading to reduced outcomes for children, poor Ofsted reports and reputational damage	<ul style="list-style-type: none"> <li>•Develop and implement a transition plan so the Standards and Learning Effectiveness Service and schools are prepared for the changes to funding and education policy. This includes:               <ul style="list-style-type: none"> <li>-Implementing a service restructure to remove direct delivery of school improvement and further develop commissioning model of school improvement</li> <li>-Continue to build relationships with academies and sponsors, including the Diocese of Chichester; ensure a dialogue about school performance, including data sharing.</li> </ul> </li> <li>•Continue to work with academies and maintained schools through the Education Improvement Partnerships to develop system leadership, school to school support and to broker partnerships.</li> <li>• Continue to broker support to academies to address any performance concerns and investigate the feasibility of trading some LA school improvement services with all schools on a full cost recovery basis.</li> <li>•Where academies do not appear to be accessing appropriate support, bring this to the attention of the DfE, who may exercise their intervention powers.</li> <li>•Continue to build a relationship with the Regional Schools Commissioner to ensure the work of the RSC and the LA do not duplicate and that schools have the support they need.</li> </ul>	R

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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.	<p>The additional capital maintenance funding approved by Cabinet in recent years has enabled us to stabilise the rate of deterioration in the carriageway network and improve the condition of our principle road network. However a large backlog of maintenance still exists and is addressed on a priority basis.</p> <p>The County Council's asset management approach to highway maintenance is maintaining the overall condition of roads, despite recent winter weather. However, severe winter weather continues to be a significant risk with the potential to have significant impact on the highway network. The recently approved five year capital programme for carriageways 2018/19 to 2022/23, and the six year additional capital programme for drainage and footways 2017/18 to 2022/23 provides the ability to continue to improve condition and build resilience into the network for future winter events.</p>	A
5	<b>RECONCILING POLICY, PERFORMANCE &amp; 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. The plans take account of known risks and pressures, including demographic changes, to design mechanisms to deliver the Council's priorities. The Queens Speech in June did not contain a Local Government Finance Bill and did not give any indication of additional funding for local authorities. A consultation on proposals for the future of social care was confirmed, but with no indication of when any new provisions might be introduced. It is prudent therefore to continue to plan on the basis of current assumptions.</p>	A
8	<b>CAPITAL PROGRAMME</b> As a result of current austerity, the capital programme has been produced to support basic need only and as a result of this there is no resource for other investment that may benefit the County e.g. that may generate economic growth. Additionally there is a risk, due to the complexity of formulas and factors that impact upon them, that the estimated Government Grants, which fund part of the programme, are significantly reduced. There continues to be a high level of annual slippage.	<p>As a result of the high level Capital Programme Management Review delivery of the programme is much more robust. Governance arrangements have been reviewed and developed in support of this. This includes the Education Sub Board which in part focuses on future need for schools places and will focus on better forecasting of DfE grant. Regular scrutiny, by the Capital and Strategic asset board, of programme and project profiles (both in year and across the life of the programme) have also been timetabled. The Board also proactively supports the seeking of other sources of capital funding, including Local Growth Fund and European grants.</p>	A



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9	<b>WORKFORCE</b> Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and / or reputational issues.	<p>Since 2014/15 ESCC have continued to see a significant reduction in days lost due to mental health and stress related absence. We have confirmed our commitment to the mental health 'Time for Change' pledge with a number of dedicated activities and have successfully been awarded funding from two sources in order to assist with our 16/17 and 17/18 wellbeing strategy.</p> <p>We have been awarded a grant of £10k from the LGA to develop an online mindfulness programme to support staff to be resilient at work. The evaluation is due to be completed in the autumn and will include data and recommendations for the future. More generally, a joint venture with Public Health offering ESCC staff work based health checks launched on 19 June 2017. The aim is to improve the health and wellbeing of adults aged 40-74 years through the promotion of earlier awareness, assessment, and management.</p> <p>A 'wellness tool' was introduced in September 2016 designed to enable employees and managers to discuss any wellbeing concerns at the earliest possible stage. Managers have reported an increase in preventative conversations with meaningful plans put in place to support employee's mental health.</p> <p>An automated process is in place to ensure that all managers with employees absent due to mental health or stress are contacted by the first and tenth day of absence. The email provides guidance for managers on the resources available to support staff. On 12 June 2017 the Return to Work form was also revised and improved and now provides tailored questions for specific conditions, including stress and mental health absence.</p>	A
10	<b>RECRUITMENT</b> Inability to attract high calibre candidates, leading to limited recruitment choices and therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.	<p>Work with departments is underway to understand key areas of recruitment difficulty. Strategies to address this will include refreshing and publicising more clearly the benefits of working in the public sector and ESCC in particular, as well as understanding the different markets we are competing in and our position within them. To support this, different talent attraction approaches will be developed, including use of apprentices and interns as part of our broader workforce mix; the development of appropriate recruitment and retention benefits packages; and broader employee benefits arrangements, such as promotion of flexible working options etc.</p>	A



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6	<p><b>LOCAL ECONOMIC GROWTH</b></p> <p>Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.</p>	<p>All projects that secured capital funding from the South East England Local Enterprise Partnership (SELEP) have now been completed or construction is underway. SELEP submitted its formal submission for a 3rd round of Local Growth Funding to Government in July 2016 and East Sussex successfully secured £13.2m for two projects: £5m towards the transformation project at Devonshire Park, Eastbourne; and £8.2m towards a number of strategic infrastructure investments, creating the opening for new business parks across the county in Hastings/Bexhill, Eastbourne and South Wealden through Seachange Sussex.</p> <p>We have also been working with Coast 2 Capital LEP following a call in December 2016 for projects that can start spending in Q4 2016/17 using underspend. We successfully bid with a private developer for £1.6m for Newhaven Eastside South, which will create new business workspace. Lewes DC was successful with a further £3.5m on two projects: for Springman House (Lewes), providing a new medical centre and housing; and investment into Railway Quay (Newhaven).</p> <p>Work has continued on developing partner bids across the SELEP despite uncertainty about EU funding availability in the current programme. Bids to augment the Business East Sussex service were secured for the South East Business Boost (SEBB) project until June 2019, providing a £1.1m injection to further enhance business support services for the growth of local companies, alongside a SEBB's small grants programme worth approximately £850k to East Sussex. The Lets Do Business Group (LDBG) won the contract, which will start in July 2017. A further bid termed South East Invest was secured in February 2017 and awarded £1.38m to May 2020 to enhance our delivery of inward investment services. Procurement was undertaken and LDBG, which has been running the current Locate East Sussex inward investment service, won the contract which started in May 2017.</p> <p>There will not be any subsequent rounds of Local Growth Funding but we are engaging with Government to help shape any replacement. This is likely to take the form of a Prosperity Fund – which seeks to combine LGF and an equivalent for EU funding – and as a consequence we continue to develop pipeline projects for subsequent funding programmes, including the devolution of skills and infrastructure funding to the 3 Southern Counties; the Government's Industrial Strategy; and the emerging Sub-National Transport Board, to influence the investment programmes of Highways England and Network Rail.</p>	A
2	<p><b>ORDINARY RESIDENCE</b></p> <p>Risk from other areas placing clients in receipt of social care services in East Sussex, and transferring to ESCC the commissioning, care management and funding responsibility for the individual as a result of a successful Ordinary Residence claim.</p>	<p>Dedicated Ordinary Residence Panel set up. The Panel discusses and agrees strategic and legal responses to Ordinary Residence claims from and to other Local Authorities, and directs reporting content. Panel members contact other Local Authorities directly where appropriate, and instruct Legal Services representation (including Counsel, and applications for Secretary of State determination) on behalf of ESCC.</p> <p>Continued awareness raising for ASC operational staff (and particularly Social Care Direct) in line with published guidance on Ordinary Residence, resulting in earlier case referrals to Ordinary Residence team. Guidance for frontline staff was written and issued followed by panel members visiting all ASC Operational teams to deliver presentation and Q&amp;A. OR Inbox established to provide advice to staff and monitor all known incoming/outgoing OR queries and claims.</p> <p>Regular information gathering and reporting to DMT on all Ordinary Residence case referrals and financial projections.</p>	A

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11	<p><b>APPRENTICESHIP LEVY</b></p> <p>The Government introduced the Apprenticeship Levy on 6 April 2017. The levy requires all employers operating in the UK, with a pay bill over £3 million each year, to invest in apprenticeships.</p> <p>This creates a potential financial risk for the Council. A Levy contribution of approximately £550,000 will be deducted from the General Fund staffing budget; and £464,000 will be deducted from the (maintained) Schools delegated staffing budgets; but there is no certainty about how much of this will be returned to the budget in 2017-18 in the form of apprenticeship training vouchers.</p>	<p>As part of the RPP&amp;R process, the core Corporate Levy costs have been accounted for, thereby removing the risk to the budget.</p> <p>The financial risk remains for Schools and as part of the mitigation, focussed work with Schools will be undertaken to support them in seeking to maximise their return on the Levy. In particular:</p> <ul style="list-style-type: none"> <li>• Targeted communication and engagement with Schools to both raise the profile of the levy with them and the opportunities it presents;</li> <li>• Consideration of flexible financial arrangements such as carry forward of the levy into Year 2 and 'pooling' arrangements for any unspent levy;</li> <li>• A central procurement approach to save officer time in selecting approved training providers, and</li> <li>• A central approach to workforce mapping avoiding the need for each school to have to do this separately</li> </ul>	G