

**Report to:** Cabinet  
**Date:** 12 December 2017  
**Report by:** Chief Executive  
**Title:** Council Monitoring Report – Q2 2017/18  
**Purpose:** To report Council Plan and Finance monitoring for quarter 2 2017/18

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## **RECOMMENDATIONS**

Cabinet is recommended to:

- 1) note the latest monitoring position for the Council; and
  - 2) to approve the proposed amendments to the performance measures and targets set out in paragraph 2.1
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### **1. Introduction**

1.1 This report sets out the Council's position and year-end projections for the Council Plan targets, Revenue Budget, Capital Programme, Savings Plan, together with Risks for quarter 2 (July – September) 2017.

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

### **2. Overview of 2017/18 Council Plan**

2.1 More detail of progress against each of our priority outcomes for 2017/18 is set out in paragraph three below. Seven measures are proposed for amendment:

- Number of hospital bed days lost due to delayed transfers from hospital care (Appendix 2, ref i).
- Number of hospital bed days lost due to delayed transfers from hospital care due to Council social services (Appendix 2, see ref ii).
- Number of hospital bed days lost due to delayed transfers from hospital care due to local NHS (Appendix 2, ref iii).

The change to the targets for delayed transfers reflects the national requirement to report on the new Better Care Fund targets based on the daily, rather than monthly (as the target was previously), average;

- Health and Social Care Connect (Appendix 2, ref iv) – the new target better reflects the purpose of the service.
- Proportion of working age adults and older people receiving direct payments (Appendix 2, ref v) – the change to the direct payments target will keep our performance above average but realistically reflects the choices that those receiving a service are making.
- Exit from the specialist domestic abuse and sexual violence service – % of those affected by domestic violence and abuse (Appendix 2, ref vii).
- Exit from the specialist domestic abuse and sexual violence service – % of those affected by rape, sexual violence and abuse (Appendix 2, ref viii).

The new measures in relation to the domestic and sexual violence service are intended to place less of a burden on service users whilst ensuring that services are having a positive impact.

2.2 At quarter 2, the projected year-end overspend within service departments is £2.4m, this compares to a £3.0m overspend at quarter 1. This is the result of strategies and actions that services have been working on to reduce or mitigate this overspend. The main areas of overspend remaining are:-

- £1.9m (£2.2m in quarter 1) in Children's Services mainly due to the continued pressure for Looked After Children expenditure and in particular from expensive placements for children with more complex needs who are difficult to place. At quarter 2 these pressures have been in part offset by some underspending where the Inclusion Special Educational Needs & Disabilities (ISEND) service has been successful to date in driving down Special Educational Needs (SEN) Agency placements and SEN High Needs top up costs.
- £1.1m (£1.1m in quarter 1) in Adult Social Care. Directly Provided Services and Assessment & Care Management are showing an overspend mainly due to slippage in savings plus pressure from increasing demand for the Integrated Community Equipment Service (ICES). The independent sector budget is now showing a forecast underspend; whilst there is continued pressure on services, in-year mitigation of these pressures has partly come from the new Improved Better Care Fund (IBCF). Members will be aware that the CCGs are reporting a significant overspend on acute services within the health economy and that further work is being undertaken to address the challenge in 2017/18, which will be reported back to the Scrutiny Board and Strategic Commissioning Boards at their next meetings. The risk to ESCC with respect to the aligned ESBT budgets is, however, limited to the £916k support planned for ASC from the ESBT CCGs, which can be contained within the ESCC 2017/18 budget.

2.3 There are budget pressures across all departments. Within Communities, Economy and Transport; Business Services; and Governance; these are being successfully contained and there is a small underspend of £0.6m (£0.3m at quarter 1) being reported across these services.

2.4 Within centrally held budgets it is likely that there will be a reduced charge to revenue for treasury management. This is the result of reduced Minimum Revenue Provision due to delayed capital expenditure in 2016/17 and no additional interest charges on new borrowing. Normal practice is to use this to reduce the borrowing requirement for the capital programme, but wider risks need to be considered as part of the RPPR process. Whilst work is ongoing to reduce or mitigate service pressures further, the general contingency provision of £3.4m is available to reduce any projected overspend. Should the position remain unchanged there would be an in-year general fund surplus of £1.0m, noting the significant risk and uncertainty outlined in 2.2 above in relation to current service projections.

2.5 The forecast capital programme expenditure for the year is projected at £91.2m against a current budget of £104.9m, a variation of £13.7m (£4.3m at Q1). The additional movement at quarter 2 of £9.4m comprises £9.1m slippage and £0.7m reduction in overspend offset by spend in advance of £0.4m. As part of RPPR the current capital programme will be adjusted to reflect the updated forecasts at quarter 2 including any further approved variations.

2.6 The additional slippage comprises:-

- £5.4m on Broadband where phase 3 procurement continues, with the consequence that the spend profile has been revised to slip expenditure into 2018/19.
- £1.5m on Hailsham/Polegate/Eastbourne Movement and Access Corridor due to design complexities.
- £0.9m in CET a combination of: lower than anticipated demand for Catalysing Stalled Site (£0.2m) and Upgrading Empty Commercial Properties (£0.2m); and a re-profiling of Libraries (£0.3m on Hastings Library and £0.1m Library Refurbishment) and Real Time Passenger Information (£0.1m) as a result of unforeseen contractor delays.
- £0.8m on Hastings and Bexhill Movement and Access Package as a result of delays in business case submission and design work.
- £0.7m on Capital Building Improvements due to planning issues which have come to light since quarter 1.
- £0.2m reduction in SALIX slippage following an increase in planned works for 2017/18.

Offset by the additional spend in advance which comprises:-

- £0.3m in CET as the result of projects progressing ahead of plan.
- £0.1m on LD Service Opportunities due to re-profiling of costs.

And reduction in overspend of:-

- £0.7m on Hastings Library following the re-profiling of the overspend into future years.

2.7 The Strategic Risk Register, Appendix 7, has been reviewed and updated to reflect the Council's risk profile. Risk 12 (Cyber-attack) has been updated and also has updated risk control responses. Risk 4 (Health), Risk 5 (Reconciling Policy, Performance & Resources), Risk 6 (Local Economic Growth), Risk 7 (Schools) and Risk 9 (Workforce) all have updated risk control responses. No new risks have been proposed and all risk ratings remain unchanged following this review.

2.8 One Risk 'Apprenticeship levy' (formally Risk 11) has been deleted from the Strategic Risk Register. CMT are satisfied that this risk is now appropriately controlled with an action plan in place and therefore it has been de-escalated from the Strategic Risk Register.

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

#### **Driving economic growth**

3.1 Almost 4,800 additional premises were able to be connected to superfast broadband at the end of quarter 2 as part of our second contract of works. Take up of superfast services under contract 1 is 46.3%, while the contract 2 take up is 31.7% (Appendix 5).

3.2 86 road improvement schemes have been delivered in quarter 2 investing almost £3.1m to maintain and improve the condition of the county's roads (Appendix 5).

3.3 There were 70 online training courses completed in our libraries in quarter 2, offering people help with topics such as IT, maths, English, and help to get online and use the internet (Appendix 5).

3.4 10 applications for grants or loans, allocated from East Sussex Invest 5 funding, were approved in quarter 2, investing almost £500,000 to support businesses in the county. The funding is expected to create or protect 44.5 jobs (Appendix 5).

3.5 £1m of funding has been secured from Arts Council England, the South East Local Enterprise Partnership and Visit England, for Culture Coasting. The funding will be used to deliver a new arts trail using geocaching technology and we will launch a European marketing campaign to promote the trail and increase tourism (Appendix 5).

3.6 One contract was awarded in quarter 2 which was within the criteria of the Social Value Measurement Charter. Over £45,000 worth of social and economic benefits were secured as part of the contract, including the contractor using local suppliers to buy all project equipment and using local sub-contractors for works, and a local person being offered an apprenticeship (Appendix 3).

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

3.7 The rate of Looked After Children, per 10,000, is 54.9 (579 children), within the target rate of 57.2 (606 children) and below the Income Deprivation Affecting Children Index expected rate, however, this has risen from 51.1 (573 children) in quarter 1 (Appendix 4).

3.8 Adult Social Care Outcome Framework data for 2016/17 was published in October 2017, benchmarking adult social care departments across 26 measures. We are in the upper quartile for 58% (15) of the measures, and upper or upper middle quartiles for 77% (20) of the 26 measures (Appendix 2).

3.9 Two key resources have been developed, with East Sussex Better Together and Connecting 4 You, to support schools address mental health and emotional wellbeing. A Top Ten Tips booklet and poster advising schools how to support pupils has been produced; and Boing Boing have been commissioned to produce detailed guidance and resources (Appendix 4).

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

3.10 Extensive efforts to increase referral rates to local Memory Assessment Services have resulted in a diagnosis rate of 66.1% in quarter 2 (Appendix 2).

3.11 A Telescreen pilot, to test the use of the PRISMA 7 assessment system, has been launched with 100 Telecare clients. The pilot will test the system's ability to spot frailty related decline over the phone and measure the effectiveness of putting in place low cost solutions early to prevent further escalations in need (Appendix 2).

3.12 Quarter 2 has seen improvements against the key metrics outlined in the Improved Better Care Fund with: Delayed Transfers of Care from hospital and admissions to residential/nursing care reducing; and the number of people who are still at home 91 days after discharge from hospital into reablement/rehabilitation services increasing (Appendix 2).

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

3.13 Quarter 2 has seen a 5.4% reduction in carbon emissions compared to the same quarter in 2016/17. Schools are showing a 4.2% reduction, while non-schools are showing a 6.7% reduction. The Energy Team are working on a number of measures to reduce gas consumption in schools which should have a beneficial effect on the numbers (Appendix 3).

3.14 Orbis Public Law (OPL) has completed the implementation of the digital case management system in all OPL offices during quarter 2. The system facilitates the sharing of work between the different organisations and has allowed staff across OPL to begin working for other authorities within the partnership (Appendix 6).

3.15 The Council website has won two awards from the local government IT trade body SOCITM (Appendix 6). The ESBT Alliance and its partner projects have also been shortlisted for four national Health Service Journal awards (Appendix 2). The Council's Children's Services Department were runners up in the Social Worker of the Year Awards 2017, in the category of Best Social Work Employer (Appendix 4).

**Becky Shaw, Chief Executive**

## How to read this report

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

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

### Cover report, Appendix 1

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

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

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

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

### Departmental Appendices 2 - 6

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

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

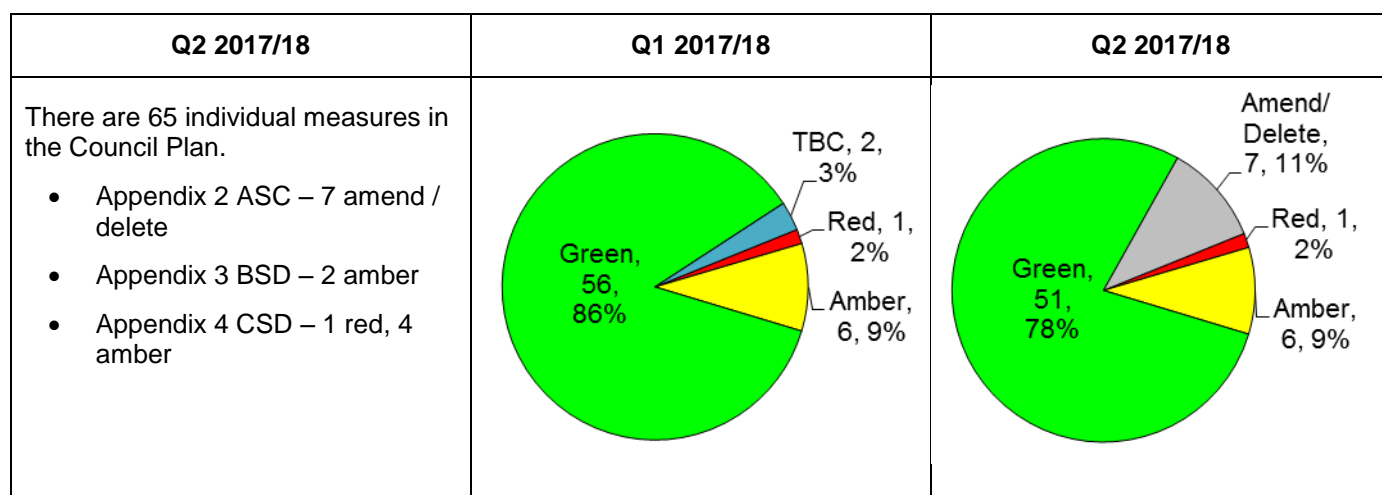
### Strategic Risk Registers Appendix 7

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

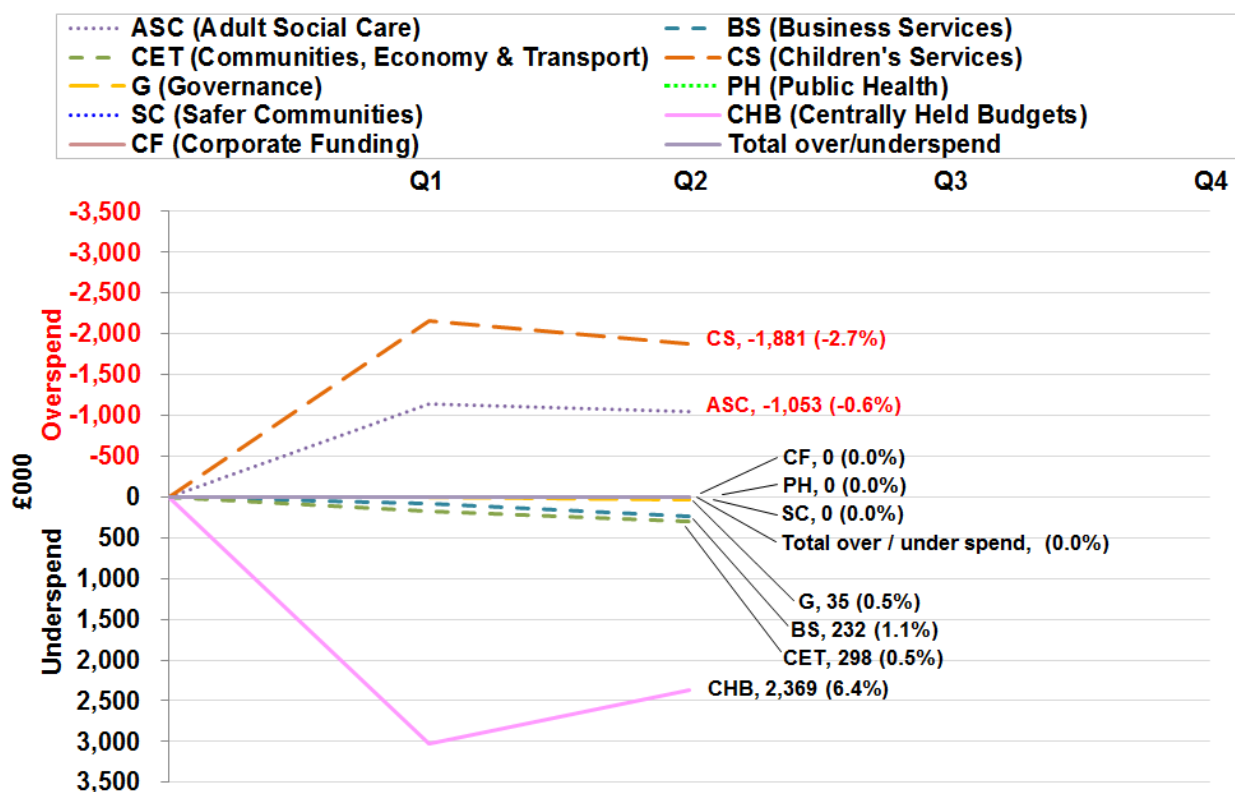
## Council Monitoring Corporate Summary – Q2 2017/18

### Council Plan performance targets

Priority	Red	Amber	Green	Amend / Delete (AD)
Driving economic growth	0	4	25	0
Keeping vulnerable people safe	1	0	7	3
Helping people help themselves	0	0	18	4
Making best use of resources	0	2	1	0
<b>Total</b>	<b>1</b>	<b>6</b>	<b>51</b>	<b>7</b>



### Revenue budget outturn (net £000)

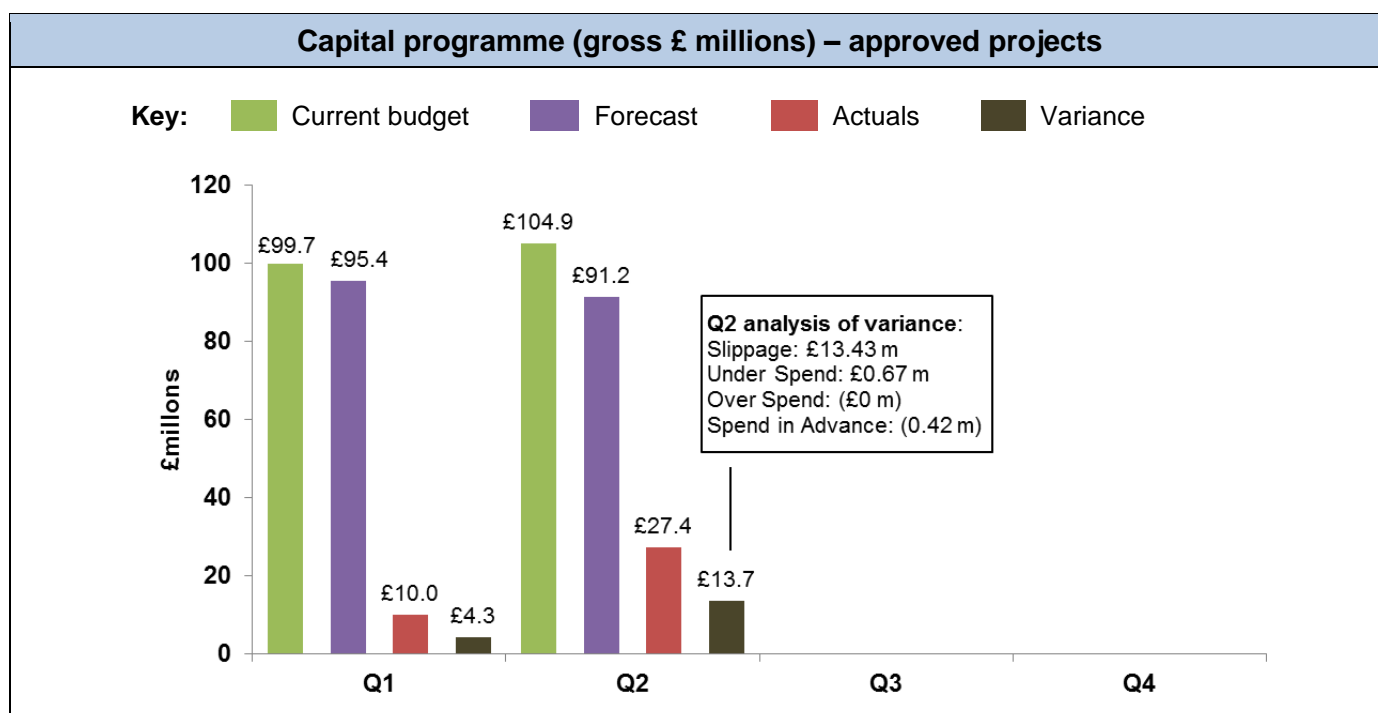


Revenue budget summary (£000)									
	Planned (£000)			Q2 2017/18 (£000)					
				End of year outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
<b>Service Expenditure</b>									
Adult Social Care	251,833	(83,610)	168,223	255,311	(86,035)	169,276	(3,478)	2,425	(1,053)
Safer Communities	801	(416)	385	834	(449)	385	(33)	33	-
Public Health	33,807	(33,807)	-	34,573	(34,573)	-	(766)	766	-
Business Services	47,424	(26,337)	21,087	48,728	(27,873)	20,855	(1,304)	1,536	232
Children's Services	323,416	(254,659)	68,757	326,869	(256,231)	70,638	(3,453)	1,572	(1,881)
Communities, Economy & Transport	114,214	(52,280)	61,934	114,961	(53,325)	61,636	(747)	1,045	298
Governance Services	8,679	(1,399)	7,280	8,576	(1,331)	7,245	103	(68)	35
<b>Total Service Spend</b>	<b>780,174</b>	<b>(452,508)</b>	<b>327,666</b>	<b>789,852</b>	<b>(459,817)</b>	<b>330,035</b>	<b>(9,678)</b>	<b>7,309</b>	<b>(2,369)</b>
<b>Centrally Held Budgets</b>									
Treasury Management	22,436	(1,500)	20,936	22,436	(1,500)	20,936	-	-	-
Funding Cap. Prog.	7,700	-	7,700	7,700	-	7,700	-	-	-
General Contingency	3,440	-	3,440	1,063	-	1,063	2,377	-	2,377
Contrib to Reserves	781	(3,882)	(3,101)	781	(3,882)	(3,101)	-	-	-
Pensions	6,456	-	6,456	6,532	-	6,532	(76)	-	(76)
Apprenticeship Levy	600	-	600	557	-	557	43	-	43
Levies	574	-	574	573	-	573	1	-	1
Corporate Grants	-	(58)	(58)	-	(71)	(71)	-	13	13
Other	305	-	305	311	(17)	294	(6)	17	11
<b>Total Centrally Held</b>	<b>42,292</b>	<b>(5,440)</b>	<b>36,852</b>	<b>39,953</b>	<b>(5,470)</b>	<b>34,483</b>	<b>2,339</b>	<b>30</b>	<b>2,369</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>822,466</b>	<b>(822,466)</b>	<b>0</b>	<b>829,805</b>	<b>(829,805)</b>	<b>0</b>	<b>(7,339)</b>	<b>7,339</b>	<b>0</b>

Revenue Savings Summary 2017/18					
Service description	2017/18 (£'000) - Q2 Forecast				
	Original Target	Target including items c/f from previous year(s)	Achieved	Slipped	Unachieved
<b>Savings</b>					
ASC	771	4,895	3,723	1,172	-
ESBT	36	36	36	-	-
BSD / Orbis	1,472	1,472	1,472	-	-
CS	3,440	3,700	2,819	93	788
CET	1,136	1,136	1,136	-	-
GS	270	270	245	25	-
Centrally Held	2,000	2,000	2,000	-	-
<b>Total Savings</b>	<b>9,125</b>	<b>13,509</b>	<b>11,431</b>	<b>1,290</b>	<b>788</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>11,431</b>	<b>1,290</b>	<b>788</b>
Temporary Variations	-	-	144	(144)	-
<b>Total Savings with Variations</b>	<b>9,125</b>	<b>13,509</b>	<b>11,575</b>	<b>1,146</b>	<b>788</b>

Savings RAGs	
<b>Achieved / Green</b>	on track to deliver in the year
<b>Slipped / Amber</b>	on track to deliver but not in the year, and there may be an offset variation
<b>Unachieved / Red</b>	will not be delivered but there may be an offset variation





\*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 Q2				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	17,327	17,310	1,842	969	1,295	547	17	608	(78)
BSD	311,771	311,696	25,107	6,539	23,936	1,171	75	1,096	0
CS	14,924	14,924	1,423	494	1,257	166	0	166	0
CET	613,771	613,916	76,532	19,364	64,742	11,790	576	11,559	(345)
GS	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>957,793</b>	<b>957,846</b>	<b>104,904</b>	<b>27,366</b>	<b>91,230</b>	<b>13,674</b>	<b>668</b>	<b>13,429</b>	<b>(423)</b>
Scheme Specific Income			31,144	5,481	30,228	916			
Capital Reserves			0	0	0	0			
Non Specific Grants			32,491	14,769	32,491	0			
Capital Receipts			2,000	2,000	2,000	0			
Revenue Contributions			7,292	5,116	7,280	12			
Borrowing			31,977	0	19,231	12,746			
<b>Total</b>			<b>104,904</b>	<b>27,366</b>	<b>91,230</b>	<b>13,674</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 £262m. 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 September 2017 was £0.305m at an average rate of 0.45%.

At 30 September 2017, the majority of the Council's external debt was held as long term loans (£271m), and no cost effective opportunities have arisen during Quarter 2 to restructure the existing debt portfolio. No borrowing was undertaken in the quarter. Within centrally held budgets it is likely that there will be a reduced charge to revenue for treasury management. This is the result of reduced Minimum Revenue Provision due to delayed capital expenditure in 2016/17 and no additional interest charges on new borrowing. Normal practice is to use this to reduce the borrowing requirement for the capital programme, but wider risks need to be considered as part of the RPPR process.

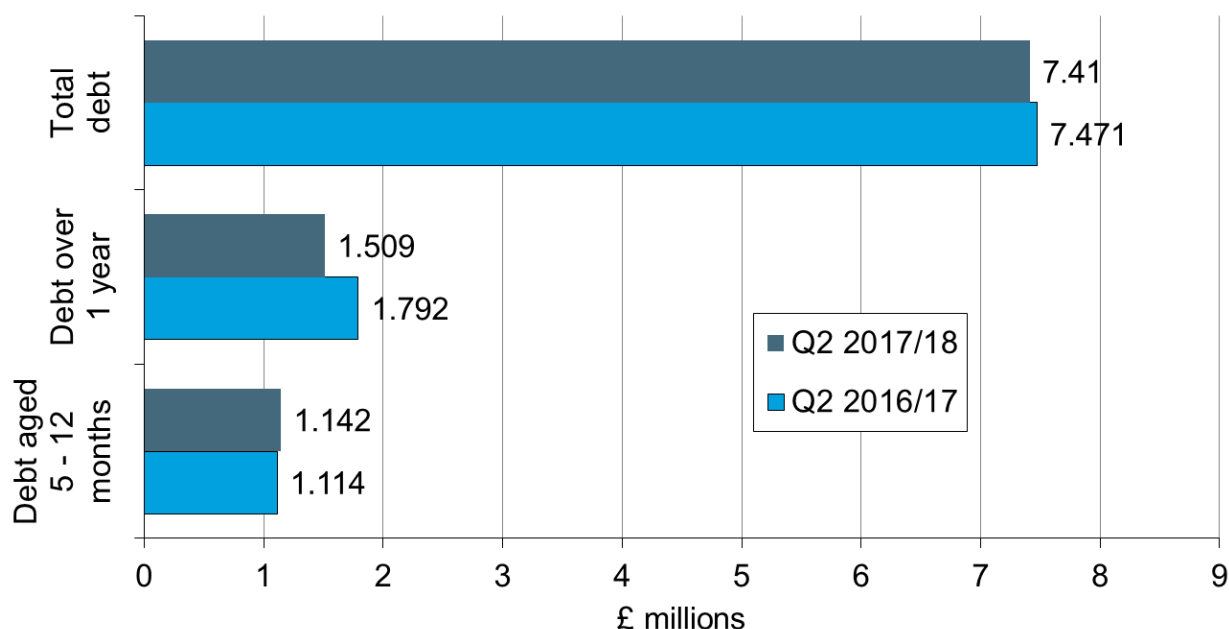
Centrally Held budgets include a general contingency of £3.4m, current forecasts indicate £2.4m of the general contingency will be used to reduce the projected service overspend.

### 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)



The value of debt over 5 months at Quarter 2 has increased slightly to £2.651m when compared to the 2016/17 year end 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 – Q2 2017/18

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

#### Adult Social Care

**Health and Social Care Integration** – Our shared ambition is that by 2018 there will be a fully integrated health and social care system in East Sussex that will ensure every patient or service user enjoys proactive, joined up care that supports them to live as healthily and independently as possible and achieve the best possible outcomes. Alongside this, our vision is to create a sustainable system that promotes health and wellbeing whilst addressing quality and safety issues, to prevent ill health and deliver an improved experience and outcomes for our population.

We have already established 'Locality Networks' as a way to bring together local people, organisations and communities to share knowledge, insight and experience about their locality and the support provided within it. Our next step is to establish 'Locality Planning and Delivery Groups' across our East Sussex Better Together (ESBT) localities to enable planning and clinically led decisions at a local level. These groups will bring together GPs, community health and social care, mental health, children's services, community pharmacy, the voluntary sector and others.

In October 2016, the Joint Community Rehabilitation team (JCR), run by East Sussex Healthcare NHS Trust (ESHT) and the Council, launched a programme of strength and balance exercise classes to support those who are at risk of falls. The programme is funded by ESBT. The group classes give people the independence they need to manage their own health and wellbeing and help to keep them active in the community, whilst also helping to combat social isolation.

The ESBT Alliance and its partner projects have been shortlisted for prestigious national Health Service Journal awards, which recognise innovations and successes in healthcare. Those shortlisted are:

1. The ESBT Alliance – shortlisted for the Improved Partnerships between Health and Local Government Award.
2. ESHT's Project SEARCH, an NHS Learning Disability Employment Programme, is designed to give young people with learning difficulties or disabilities the skills to gain competitive paid employment. This has been shortlisted for the Improved Partnerships between Health and Local Government Award.
3. ESHT's Doctors' Assistants programme for developing non-registered staff to work alongside doctors has been shortlisted for the Workforce Award.
4. Sussex Partnership Foundation Trust (SPFT) i-Rock project in Hastings has been nominated for the Innovation in Mental Health Award. i-Rock is a drop-in centre for young people aged 14-25, where they are able to come and seek support for a number of things including mental health, wellbeing, housing, employment and education.

**Better Care Fund (BCF)** – To support this vision the Improved Better Care Fund (iBCF) for 2017/18 has been allocated along with Adult Social Care (ASC) core budgets to ensure that there is funding for social care for all the placements required; with £3.239m made available to support pathway and service investments to ensure systems sustainability.

Q2 has seen an improvement against the key metrics as outlined in the iBCF:

- Delayed transfers of Care (delayed days) from hospital per 100,000 population (aged 18+) has improved from 24.4 in April 2017 to 17.9 in August 2017.
- Performance in relation to permanent admissions to residential/nursing care for April to September is 256.8 per 100,000 population (aged 65+). Current forecasted performance is 513.5, an improvement from 554.4 in Q1.
- Performance in relation to proportion of older people (aged 65+) who are still at home 91 days after discharge from hospital into reablement/rehabilitation services for April to June is 92.6%. This has improved from 90.5% in 2016/17 (October to December as per the national outcome measure definition).

Key challenges continue to be the capacity of the social care market and wider workforce risks.

**Delayed Transfers of Care** – Targets based on the daily average (as opposed to monthly average) of bed days lost have now been set as part of the Better Care Fund, therefore proposed amendments to targets and measures are:

1. Proposed amendment to target and measure: Number of hospital bed days lost due to delayed transfers from hospital care (daily average), target 50 (**ref i**).
2. Proposed amendment to target and measure: Number of hospital bed days lost due to delayed transfers from hospital care due to Council social services (daily average), target 13 (**ref ii**).
3. Proposed amendment to target and measure: Number of hospital bed days lost due to delayed transfers from hospital care due to local NHS (daily average), target 34 (**ref iii**).

We will implement a number of actions to reduce Delayed Transfers of Care within the County, including:

- implementation of the Ambulatory Care/Acute Medical (including Frailty) Assessment Model at both Eastbourne District General and Conquest Hospitals;
- implementation of Discharge to Assess pathway 1 (community home first principle) to support long stay admission avoidance and to reduce unnecessary assessment in hospital and tackle stranded patients;

- rapid improvement in Continuing Health Care (CHC) assessments undertaken out of hospital;
- further improvements to the home care market to reduce packages of care delays; and
- improved use of Sussex Community Trust beds to support improved acute patient flow.

Joint work with independent sector representatives has identified scope for further roll out of the Care Home Plus Scheme to support hospital discharge. A revised specification and approach is intended to provide the opportunity to ensure that the service will meet appropriate standards.

There are currently 47 Integrated Support Workers in post, trained and working across the county to support hospital admission avoidance and timely hospital discharge. Recruitment continues for the remaining 21 posts.

New pathways for Technology Enabled Care Services (TECS) to Proactive Care (to reduce decline), and TECS to Crisis Response (to prevent admissions) have been agreed by ESHT, South East Coast ambulance service (SECAMB), and the Council, and signed off at the Integrated Community Operational Management Team (iCOMT).

A Telescreen pilot has been launched with 100 Telecare clients, to test the use of PRISMA 7, a high level checklist normally used in clinical settings to spot evidence of frailty. The pilot will assess its ability to spot frailty related decline over the phone and screen the effectiveness of putting low cost solutions in place before escalations.

**Health and Social Care Connect** – We would like to propose to amend this measure to improve clarity around what is being monitored. The expectation is that health professionals should only be contacting Health and Social Care Connect when there is a requirement for adult community health or social care support. Contacts that are dealt with solely at initial contact are therefore considered inappropriate. The proposed measure is “Percentage of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services)”. The target would then be “98%” (**ref iv**).

**Direct Payments** – As at 30 September 2017, 31.7% of adults and older people (1,499 people) were receiving Direct Payments. Direct Payment Core support has been moved in-house and the impact of this will be reviewed in December 2017. This early support to clients should reduce the number of Direct Payments failing in the early stages.

The Direct Payment process has been updated and the new team will offer additional support to practitioners should they need advice in putting through a Direct Payment. Training also been updated and continues to be offered to new and existing practitioners ensuring knowledge is up to date and Direct Payments are offered to all possible clients.

Sustainability of performance in relation to Direct Payments appears to be an issue experienced by many local authorities. 78 out of 152 authorities saw a drop in their Direct Payment performance between 2015/16 and 2016/17. East Sussex's performance for 2016/17 was in the upper quartile. In East Sussex the previous high performance was driven by the significant number of adults who moved to Direct Payments in 2015/16, but subsequently many chose to have a commissioned service instead, therefore ending their Direct Payment arrangement. This has continued to affect our ability to improve performance around this measure.

Despite seeing a drop in performance to 31.7% in the first half of 2017/18, based on 2016/17 thresholds, East Sussex's performance would be within the upper middle quartile. Due to the challenges set out above, in particular in response to the wishes of adult clients who choose to receive a commissioned service instead of a direct payment, it is proposed to amend the target to 30%. Based on current benchmarking, meeting this target would place us in the upper middle quartile nationally (**ref v**).

**Percentage of referrals starting intervention within required timescales as per their priority level following discharge (ESBT)** – Between April and August an average of 64% of interventions by JCR started within their required timescales; and an average of 92% of interventions for the Nursing Service (**ref vi**). During Q2, the JCR teams changed their criteria (making six weeks the default target rather than two weeks), which is likely to have had a positive impact on the response times.

**Dementia** – Capacity to enable achievement and maintenance of the National dementia diagnostic target has been commissioned. Extensive efforts to increase referral rates to local Memory Assessment Services has resulted in a diagnosis rate of 66.1% in Q2, we are confident of attaining the 2017/18 target of 67% by year end.

**2016/17 Adult Social Care benchmarking** – Adult Social Care Outcome Framework data for 2016/17 was published in October 2017 (see table below). This data compares adult social care departments across 26 measures. We are in the upper quartile for 58% (15) of the measures, and upper or upper middle quartiles for 77% (20) of the 26 measures. We have also seen quartile improvements for eight of 26 measures and our performance in relation to direct payments remains in the upper quartile.

Of the four in the lower quartile:

- two relate to delayed transfers of care and recent work has seen a marked improvement in performance;
- one relates to the level of re-ablement we offer and we are investigating this as the overall number of people we support is comparable to elsewhere whilst performance is low – this is likely therefore to relate to how the measure is recorded; and
- one relates to people with a learning disability with their own tenancies or accommodation. A major change to how

we provide low cost residential care at this time, to supported tenancies, will lead to a significant resource challenge and disruption to clients lives without a marked improvement in outcomes.

### **Safer Communities**

**Vulnerable Victims of Fraud & Scams** – By the end of Q2, 52 organisations had joined the East Sussex Against Scams Partnership (ESASP) Charter. In July, partners participated in a number of activities to promote key messages during Scams Awareness Month, the national campaign run by Citizens Advice. Activities included display stands at various venues around the county, literature promotion at fetes and festivals, giving talks, running Friends Against Scams awareness sessions, and via social media.

**Cyber Crime, Cyber bullying and online safety** – During Q2, we have been developing a directory of Community Safety Education for East Sussex. This will offer a programme of prevention and awareness to schools and other organisations, combining a variety of programmes and workshops which are currently being offered by a range of agencies and organisations. This will focus on different strands of community safety and personal safety such as cyberbullying and preventing extremism. We will be encouraging educational establishments to take up these sessions through the Personal, social, health and economic (PSHE) hubs and via Partnership activity.

**Specialist domestic abuse and sexual violence service** – Following the 2016/17 round of monitoring a number of issues were identified in the way the measures are being reported. The main reason for this is because the people who access these services are in particularly vulnerable and sensitive positions. Because of this there are very few people who complete both the intake and exit forms which are both required to inform these measures.

A number of actions have been undertaken to improve the collection of these measures however, acknowledging that the best interests of the people accessing the services must come first, we are proposing to remove the two current measures and replace them with two new measures that place less burden on the service users whilst still ensuring that the services are having a positive impact.

The new proposed measures are:

1. "The % of those affected by domestic violence and abuse who feel safe upon leaving the service" (**ref vii**)
2. "The % affected by rape, sexual violence and abuse who report, after at least 12 weeks of engagement with the service, that they are more in control of their lives and/or more optimistic about the future" (**ref viii**)

The targets for both of these measures will be 80%.

### **Public Health**

Illegal Tobacco campaign roadshows ran in Hastings and Eastbourne in August resulting in 87 intelligence reports about illegal sales, raids on 13 shops, seizure of 1,420 cigarettes and 1.25 kg of rolling tobacco and 16 referrals to local stop smoking services. There were 13 pieces of related media coverage which spanned TV, radio, print and online. The estimated readership is over 1.8 million people. This does not include social media through which we received 12 to 15 reports of illegal tobacco sales.

One You East Sussex, our new Integrated Lifestyle Service, successfully launched in August. One You East Sussex provides a range of support to help people to make changes to their lifestyle such as stopping smoking and achieving a healthy weight. The new programme includes an innovative football based weight management initiative Man v Fat targeted at overweight men. The approach has received national recognition from organisations such as the National Obesity Forum, Weight Concern and the British Dietetic Association. The first East Sussex course, delivered in partnership with Eastbourne Borough Football Club, started in September and attracted 80 registrants. One You East Sussex is now in the process of organising future courses with other football clubs across the county.

### **Revenue Budget Summary**

**ASC** – The forecast outturn is a £1.053m overspend (**ref xi**), comprising a £369,000 underspend in the Independent Sector (**ref ix**) and a £1.422m overspend within Directly Provided Services and Assessment and Care Management (**ref x**).

The net budget of £168.223m includes savings of £4.895m, including £4.124m slippage from 2016/17. £3.723m is forecast to be permanently achieved in 2017/18, with £1.172m slipping to 2018/19 as a consequence of delays in delivering service changes. In year cost reductions of £119,000 increase the achieved 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. In year mitigation of these pressures has partly come from the new Improved Better Care Fund (IBCF). The Council has been allocated £11.313m IBCF funding for 2017/18, which is being pooled into the Better Care Fund.

**Directly Provided Services and Assessment and Care Management:** Pressures reflect the slippage of £1.172m of service savings to 2018/19, made up of £771,000 within Management and Support and £401,000 of additional savings. There is also pressure from increasing demand for equipment for clients, resulting in a £400,000 overspend on the Integrated Community Equipment Service (ICES) pooled budget.

The ESBT Strategic Investment Plan (SIP) will be refreshed for 2018/19. The SIP identifies a range of schemes which will help to mitigate increasing demands on services. Work continues to align our plans with the Connecting 4 You programme in the High Weald Lewes Havens area into a SIP for 2018/19.

**Public Health** – Public Health are forecasting £29.257m expenditure on core services. The increased forecast since Q1 is for Transformation of Healthcare Setting projects which will be funded from general reserves. One-off projects worth £5.316m will be funded from reserves.

**PH Reserves:** PH reserves are projected at year end to be £4.415m. This includes £590,000 general reserve and £3.825m project reserves.

**Capital Programme Summary** – Forecast expenditure is £1.295m against the £1.842m budget. There is slippage of £532,000 on House Adaptations (**ref xv**), where demand is lower than expected. There is also slippage of £76,000 on OP Service Improvements (**ref xii**) due to delays in implementing plans. LD Service Opportunities (**ref xiv**) is forecast to spend £78,000 in advance due to increases in costs. The Social Care Information Scheme (**ref xiii**) is now complete and has underspent by £17,000

Performance exceptions (Q2 – Red and Amber RAG rated targets, and amendments)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q2 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority - Helping people help themselves								
<b>Amendment requested from:</b> <del>Number of hospital bed days lost due to delayed transfers from hospital care (monthly average)</del> <b>To:</b> Number of hospital bed days lost due to delayed transfers from hospital care (daily average)	3,136	<b>Amendment requested from:</b> <del>To be set pending national targets</del> <b>To:</b> 50	G	AD			.	i
<b>Amendment requested from:</b> <del>Number of hospital bed days lost due to delayed transfers from hospital care due to Council social services (monthly average)</del> <b>To:</b> Number of hospital bed days lost due to delayed transfers from hospital care due to Council social services (daily average)	1,064	<b>Amendment requested from:</b> <del>To be set pending national targets</del> <b>To:</b> 13	G	AD				ii
<b>Amendment requested from:</b> <del>Number of hospital bed days lost due to delayed transfers from hospital care due to local NHS (monthly average)</del> <b>To:</b> Number of hospital bed days lost due to delayed transfers from hospital care due to local NHS (daily average)	2,022	<b>Amendment requested from:</b> <del>To be set pending national targets</del> <b>To:</b> 34	G	AD				iii
<b>Amendment requested from:</b> <del>Health and Social Care Connect - % of contacts resolved at initial contact</del> <b>To:</b> Health and Social Care Connect - % of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services)	'Go live' date for referral system postponed	<b>Amendment requested from:</b> <del>HSCC Access contacts &gt;70%</del> <del>HSCC Health contacts &lt;2%</del> <b>To:</b> 98%	G	AD				iv

Performance exceptions (Q2 – Red and Amber RAG rated targets, and amendments)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q2 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Proportion of working age adults and older people receiving direct payments	33.3%	Amendment requested from: 34% To: 30%	A	AD			31.7%	v
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	G			i) 64% (JCR) ii) 92% Nursing Service	vi
Priority – Keeping vulnerable people safe								
<b>Amendment requested from:</b> <del>At exit from the specialist domestic abuse and sexual violence service (Portal), the % of those affected by domestic violence and abuse who are better able to cope and / or have improved self-esteem</del> <b>To:</b> The % of those affected by domestic violence and abuse who feel safe upon leaving the service	77%	80%		AD				vii
<b>Amendment requested from:</b> <del>At exit from the specialist domestic abuse and sexual violence service (Portal), the % of those affected by rape, sexual violence and abuse who are more in control of their lives and / or more optimistic about the future</del> <b>To:</b> The % affected by rape, sexual violence and abuse who report, after at least 12 weeks of engagement with the service, that they are more in control of their lives and/or more optimistic about the future	78%	80%		AD				viii



Key	Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
National Adult Social Care Outcome Framework (ASCOF)			2016/17 Outturn	2015/16 Outturn
1A - Social care-related quality of life	19.9			19.5
1B - Proportion of people who use services who have control over their daily life	83.6			79.6
1C(1A) - Proportion of people using social care who receive self-directed support	100%			100%
1C(1B) - Proportion of carers receiving self-directed support	100%			100%
1C(2A) - Proportion of people using social care who receive direct payments	33.3			35.6
1C(2B) - Proportion of carers receiving direct payments for support direct to carer	100%			100%
1D - Carer reported quality of life	7.8			7.9 (2014/15)
1E - Proportion of adults with learning disabilities in paid employment	6.8			7.0
1G - Proportion of adults with learning disabilities who live in their own home or with their family	69.7			68.1
1I(1) - Proportion of people who use services who reported that they had as much social contact as they would like	51.3			42.6
1I(2) - Proportion of carers who reported that they had as much social contact as they would like	35.3			37.5 (2014/15)
1J - Adjusted Social care-related quality of life – impact of Adult Social Care services	0.44			N/A
2A(1) - Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	12.8			12.9
2A(2) - Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	521.5			542.6
2B(1) - Proportion of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services (effectiveness of the service)	90.5			91.7
2B(2) - Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (offered the service)	1.6			1.5
2C(1) - Delayed transfers of care from hospital per 100,000 population	21.5			14.1
2C(2) - Delayed transfers of care from hospital which are attributable to adult social care per 100,000 population	7.9			4.2
2D - The outcome of short-term services: sequel to service	97.6			90.5
3A - Overall satisfaction of people who use services with their care and support	69.9			66.7
3B - Overall satisfaction of carers with social services	41.8			40.7 (2014/15)
3C - Proportion of carers who report they have been included or consulted in discussion about the person they care for	74.0			71.0 (2014/15)
3D(1) - Proportion of people who use services who find it easy to find information about services	79.4			76.2
3D(2) - Proportion of carers who find it easy to find information about services	68.5			68.1 (2014/15)
4A - Proportion of people who use services who feel safe	77.4			70.9
4B - Proportion of people who use services who say that those services have made them feel safe and secure	83.6			86.9



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) – Q2 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
<b>Savings</b>					
Community Based Services: Review and focus on services to meet personal care needs, in line with personal budgets	3,000	3,000	-	-	
Commissioning Grants Prospectus	160	160	-	-	
Supporting People	509	163	346	-	
All Other Savings	1,226	400	826	-	
<b>Total Savings</b>	<b>4,895</b>	<b>3,723</b>	<b>1,172</b>	<b>0</b>	
<b>Variations to Planned Savings</b>					
None	-	-	-	-	
<b>Permanent Variations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Permanent Savings &amp; Variations</b>	<b>4,895</b>	<b>3,723</b>	<b>1,172</b>	<b>0</b>	
In year mitigation from temporary spend reductions	-	119	(119)	-	
<b>Temporary Variations</b>	<b>0</b>	<b>119</b>	<b>(119)</b>	<b>0</b>	
<b>Total Savings with Variations</b>	<b>4,895</b>	<b>3,842</b>	<b>1,053</b>	<b>0</b>	

## Revenue budget

Revenue budget										
Divisions	Planned (£000)			Q2 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	99,690	(39,874)	59,816	99,330	(40,173)	59,157	360	299	659	
Learning Disability Support	48,728	(4,081)	44,647	48,935	(3,974)	44,961	(207)	(107)	(314)	
Mental Health Support	7,576	(1,285)	6,291	7,474	(1,207)	6,267	102	(78)	24	
Subtotal Independent Sector	155,994	(45,240)	110,754	155,739	(45,354)	110,385	255	114	369	ix
Physical Support, Sensory Support and Support for Memory & Cognition	17,755	(5,235)	12,520	17,626	(5,171)	12,455	129	(64)	65	
Learning Disability Support	8,783	(1,226)	7,557	8,807	(1,242)	7,565	(24)	16	(8)	
Mental Health Support	2,271	(2,257)	14	2,629	(2,535)	94	(358)	278	(80)	
Substance Misuse Support	609	(153)	456	609	(153)	456	-	-	-	
Equipment & Assistive Technology	6,294	(3,409)	2,885	6,489	(3,174)	3,315	(195)	(235)	(430)	
Other	4,059	(1,858)	2,201	4,051	(1,912)	2,139	8	54	62	
Supporting People	9,144	(1,051)	8,093	9,395	(1,051)	8,344	(251)	-	(251)	
Assessment and Care Management	26,643	(2,339)	24,304	28,095	(2,932)	25,163	(1,452)	593	(859)	
Management and Support	19,751	(20,842)	(1,091)	20,692	(21,860)	(1,168)	(941)	1,018	77	
Service Strategy	530	-	530	1,179	(651)	528	(649)	651	2	
Subtotal Directly Provided Services and Assessment and Care Management	95,839	(38,370)	57,469	99,572	(40,681)	58,891	(3,733)	2,311	(1,422)	x
Total Adult Social Care	251,833	(83,610)	168,223	255,311	(86,035)	169,276	(3,478)	2,425	(1,053)	xi
Safer Communities	801	(416)	385	834	(449)	385	(33)	33	-	
Public Health:										
Health Improvement Services	5,386	-	5,386	5,384	-	5,384	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	3,259	-	3,259	4,027	-	4,027	(768)	-	(768)	
Public Health Grant	-	(27,990)	(27,990)	-	(27,990)	(27,990)	-	-	-	
Public Health CCG and Other Income	-	(501)	(501)	-	(501)	(501)	-	-	-	
Draw from General Reserves	-	-	-	-	(766)	(766)	-	766	766	
Sub Total for Core Services	28,491	(28,491)	0	29,257	(29,257)	0	(766)	766	0	
One Off Projects Funded from Project Reserve	5,316	(5,316)	-	5,316	(5,316)	-	-	-	-	
Total Public Health	33,807	(33,807)	0	34,573	(34,573)	0	(766)	766	0	

Capital programme										
Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q2 (£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	-	xii
Social Care Information Systems	4,257	4,240	17	-	-	17	17	-	-	xiii
LD Service Opportunities	5,092	5,092	1,201	969	1,279	(78)	-	-	(78)	xiv
Greenacres	2,350	2,350	-	-	-	-	-	-	-	
Continuing Programme:										
House Adaptations for People with Disabilities	2,719	2,719	532	-	-	532	-	532	-	xv
Refurbishment – Registration standards	2,373	2,373	16	-	16	-	-	-	-	
Total ASC Gross	17,327	17,310	1,842	969	1,295	547	17	608	(78)	

## Business Services – Q2 2017/18

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

**Summary of successes and achievements** – Orbis has continued to progress well in 2017 with Brighton and Hove City Council (BHCC) joining the partnership as a final founding partner. The plan remains for the budgets to be fully integrated from April 2018. Expanding the partnership will continue to help drive further efficiencies, share skills and expertise across organisations and invest in technology that would otherwise be prohibitively expensive for one council on their own. We will make the best use of our assets, sharing property, ICT and staff with partners so we work as efficiently as possible, removing duplication and increasing flexibility.

Orbis has hosted three visits from other Local Authorities and central Government organisations interested in the Orbis shared services model and benefits being delivered. Orbis presented at the Shared Services Conference and Society of County Treasures autumn seminar.

The new Governance arrangements for the Orbis Joint Committee have now started with each of the three partners being represented by two members of the committee.

We have assessed how well developed Orbis is against the key criteria for shared services and are developing a list of actions which will feed into the new three year business plan for 2018/19 – 2020/21

We have implemented the new East Sussex Pensions Self Service system which allows people to access their annual pension's benefits statements online. The introduction of this new system will save around £87,000 per year in postage and printing.

**Property operations** – There is forecast to be a 20% reduction in the Council Estate's rateable value when compared to 2016/17 figures. Further reductions were achieved by not renewing the lease on Unit 3, a Corporate Store in Lewes, having cleared the store by making better use of existing space within other Agiled buildings. However there have been modest increases in the cost of Property's principal facilities contract and some necessary maintenance spend at St Mary's which risk exceeding the achieved efficiencies and may impact our ability to meet the target of a 2% reduction on last year's cost of occupancy per sq. metre.

Strategic Property Asset Collaboration in East Sussex (SPACES) – Three projects have been delivered in the first two quarters of this year: Fulfilling Lives have moved into St Mary's House in Eastbourne; Kent, Sussex and Surrey Community Rehabilitation Company have moved in with 3VA in Eastbourne; and South Coast Ambulance Service have moved to a site owned by Sussex Partnership Foundation Trust.

The focus on One Public Estate continues and phase 5, into the feasibility of the seven projects previously identified, has progressed with a further £75,000 being provided, making the total £175,000. A route to market for procurement of professional services has been identified and is being progressed. Phase 6 projects are being developed ready for a proposal to be submitted in November; including projects for the Land Release Fund, which will provide funding for the release of surplus land for housing provision.

The first phase of the Collaborative Workspace project went live in early August with 18 Shared Spaces; which are locations which could host hot desks, meeting spaces or both; and 50 users. Early indications from users are positive despite some early teething issues. Procurement of the booking system is expected to commence in Q3. A bid has been submitted to the Economic and Social Research Council (ESRC) Business and Local Government Data Research Centre for a university academic to provide support for the business case development through Data Analytics Innovation Vouchers, which would fund £2,000 worth of academic expertise.

**Asset Investment Strategy** – Following discussion at the 14 July meeting of the Audit Best Value and Community Services Scrutiny Committee, further discussions have been held with key internal stakeholders. A draft strategy will be produced in February 2018 to encapsulate the proposed investment strategy and mechanisms for the delivery of such a strategy.

**Reduction in CO2 emissions** – Q2 has seen a 5.4% reduction in carbon emissions compared to the same period in 2016/17 (schools 4.2%; non-schools 6.7%).

A milder spring and summer saw a decrease in the number of oil deliveries received by schools, which contributed to the reduction. Schools' electricity consumption has also decreased as the lighting improvement programme continues. However gas consumption in schools has increased by 3.5% compared to Q2 last year. The Energy Team are progressing with a number of measures to try to address this: seasonally appropriate communications on controlling heating systems are being sent regularly to schools; heating control training has been arranged; an approach to improve the heating systems in schools is in development; and a fourth cluster of energy efficiency workshops for schools started in September.

Previous improvements at County Hall continue to make a significant contribution to the reduction in CO2 emissions, and reductions in gas consumption across a number of libraries is also having an effect. The Energy Team are continuing to engage with libraries to further improve their energy management practices and are looking to extend

this approach to other sites.

Solar PV installations at three non-school sites are in development, and £450,000 of street lighting improvements are on track to be completed by the end of March 2018.

**Apprenticeships** – Clear pathways for all Council staff to obtain information on apprenticeships available and the next steps in accessing the training have been created via digital avenues, such as Yammer and the Intranet, and also through direct marketing, such as leaflets and posters. Guidance notes have been developed and engagement has taken place over a variety of platforms, including those mentioned above, to ensure information is disseminated as widely as possible. Consultations with schools are underway including breakfast briefings at locations across the county, attendance at Headteachers forums, dissemination of information through online platforms and ongoing meetings at individual schools to answer queries and map training needs against available apprenticeship standards/frameworks. Schools now have access to the whole Council levy pool of funding rather than being limited to their own contribution, which will support the Council in getting the maximum benefit from the levy during 2017/18. Within the Council there is apprenticeship training available for all staff on topics including management, administration, and health & social care. Discussions are also underway with departments to use the levy to assist with their training needs, hard to fill posts, staff recruitment and retention.

**Social Value** – Over the past 12 months the Council has spent £209.5m with 6,639 local suppliers, equating to 52.3% of our total spend.

One contract above £100,000 and within the scope of the Social Value Measurement (SVM) Charter was awarded in Q2. The total value of the project was £369,863, with £46,316 secured via the SVM Charter, giving a 12.5% social value commitment. The benefits secured include the contractor using local suppliers to buy all project equipment and using local sub-contractors for works; and a local person being offered an apprenticeship.

**Savings achieved through procurement, contract and supplier management activities** – Signed off savings are £360,000 at the end of Q2. In September 2017 we intensified our efforts to increase the level of savings by conducting a Finding Additional Benefits (FAB) initiative. This has led to the identification of over £200,000 in benefits which are being finalised and should be reported in Q3.

**IT & Digital infrastructure** – 99.9% of key services were available during core hours (08:00 to 17:00 Monday to Friday except the Local Area Network, where availability has been extended to be 24/7), exceeding our target of 99%. Weekend and planned unavailability is excluded.

**Wellbeing** – The 2017/18 Q1 and 2 sickness absence outturn for the whole authority (excluding schools) is 4.15 days lost per FTE employee, which represents an increase of 7.6% since the previous year. The year-end estimate based on this increase is 9.39 days/FTE (ref i). The increase in absence is largely due to a peak in stress related absence between May to August. However, it is positive to note that stress related absence reduced significantly in September. Stress continues to be the primary driver of absences across the organisation. A number of management and support measures have been put in place to reduce absence, interventions have included:

- Analysis has been undertaken indicating that there is a decrease in long term spells relating to stress and employees are returning to work earlier compared to last year. However, there has been an increase in short term spells relating to stress and this has been identified as employees who are absent on only one occasion. As these employees do not have a further period of stress related absence it would suggest the correct support is being put in place on their return and that more preventative work needs to be explored in order to prevent employees experiencing 'burnout'. Hot spots of stress were identified and HR is working with these areas to develop strategies.
- Further training and development activities for employees have been introduced, 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 in 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 the course. The evaluation has now completed and includes data and recommendations for the future direction for employees who are absent with stress-related illness, this is being used to inform our future strategy.

In considering mental health related absence more broadly, targeted activities have included:

- The Council held its first Mental Health Awareness workshop on 10 October 2017. Targeted invitations were sent to managers and the aim of the workshop was to improve their confidence in supporting employees with Mental Health issues. The workshop received excellent feedback and we are now in the process of introducing a half-day session as part of the corporate training programme.
- Meetings are ongoing with organisations that have been identified with low levels of mental health related absence in order to share learning and explore new initiatives, including the possibility of introducing Mental Health First Aiders.

In Q2 'flu like' symptoms and surgery have also increased as reasons for absence. Nationally it is anticipated there will be higher levels of flu this autumn/winter, in response Public Health launched a targeted campaign promoting the flu vaccine.

**Revenue Budget Summary** – The 2017/18 Business Services net revenue budget is £21.1m and includes the contribution to Orbis budget of £15.3m. Services are on target to deliver £1.5m planned efficiency savings, the majority of this is from the Council's 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. Services have put plans in place to deliver £3.9m of savings this year and have started to implement changes to achieve a further £3.9m next year. This has led to additional part year savings in 2017/18 in order to get full year savings in 2018/19. As a result there is a forecast variance of £0.3m from the ESCC contribution to Orbis budget, this is an increase of £0.2m since Q1 (**ref iii**).

There are pressures in the budgets managed by Orbis and services forecast a full year overspend of £0.1m, compared to zero variance in Q1, the majority of these are ongoing and will be addressed as part of budget planning. The main variance is in IT&D and relates to the data centre upgrade to ensure the resilience of the council (**ref ii**).

**Capital Programme Summary** – The 2017/18 capital budget is £25.1m and includes the Schools Basic Need Programme (£9.1m). As reported in Q1 Property is currently forecasting an underspend of £0.1m on projects coming to an end: facilities for providing free school meals (**ref vi**) and the temporary-permanent project (**ref vii**). Since Q1 there have been some delays to Property projects, mainly to do with planning issues and service requirement changes, as a result Property are re-profiling £1m into 2018/19 (**ref iv & v**). It should be noted that there could be further change to building improvement schemes if weather conditions deteriorate.

Council Plan Performance Exceptions (Q2 – Red and Amber RAG rated targets, and amendments)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q2 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Making best use of resources								
Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in non-school services	8.73	9.24	G	A			Q1+2: 4.15 days Year-end estimate: 9.39 days	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) – Q2 Forecast				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)			Q2 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Business Operations	138	-	138	183	-	183	(45)	-	(45)	
Finance	2,710	(2,102)	608	2,753	(2,131)	622	(43)	28	(15)	
HR & OD	340	(419)	(79)	369	(478)	(110)	(29)	60	30	
IT & Digital	5,470	(4,891)	579	5,406	(4,737)	669	64	(154)	(90)	ii
iProcurement	4	(36)	(33)	5	(13)	(8)	(1)	(24)	(25)	
Property	23,494	(18,889)	4,605	25,070	(20,515)	4,555	(1,576)	1,626	50	
Contribution to Orbis Partnership	15,269	-	15,269	14,942	-	14,942	327	-	327	iii
Total BSD	47,424	(26,337)	21,087	48,728	(27,873)	20,855	(1,303)	1,536	232	

Orbis Partnership Revenue Budget										
Divisions	Planned (£000)			Q2 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Business Operations	10,857	(5,590)	5,267	10,857	(5,590)	5,267	-	-	-	
Finance	10,552	(1,484)	9,068	10,317	(1,599)	8,718	235	115	350	
HR	5,257	(582)	4,675	5,107	(547)	4,560	150	(35)	115	
IT	18,563	(1,608)	16,955	18,313	(1,608)	16,705	250	-	250	
Management	2,034	-	2,034	1,869	(175)	1,694	165	175	340	
Procurement	3,372	(156)	3,216	3,292	(106)	3,186	80	(50)	30	
Property	11,101	(1,660)	9,441	11,101	(1,660)	9,441	-	-	-	
Total Orbis	61,735	(11,080)	50,655	60,856	(11,285)	49,571	879	205	1,085	
ESCC Contribution			15,269			14,942			327	

Capital programme										
Approved project	Total project – all years (£000)		2017/18							Note ref
			In year monitor Q2 (£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	-	
The Link	2,718	2,718	69	-	-	69	-	69	-	
SALIX Contract	4,032	4,032	335	220	335	-	-	-	-	
Property Agile Works	9,606	9,606	1,195	221	918	277	-	277	-	iv
Capital Building Improvements	85,386	85,386	9,723	2,217	9,023	700	-	700	-	v
IT & Digital Strategy Implementation	27,557	27,557	2,499	387	2,499	-	-	-	-	
Schools Basic Need	166,228	166,228	9,057	3,237	9,057	-	-	-	-	
Early Years	4,765	4,765	1,881	249	1,881	-	-	-	-	
Universal Infant Free School Meals	1,954	1,899	84	1	29	55	55	-	-	vi
Other Schools & CSD Projects	8,257	8,237	214	7	194	20	20	-	-	vii
Total BSD Gross	311,771	311,696	25,107	6,539	23,936	1,171	75	1,096	0	



## Children's Services – Q2 2017/18

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

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

The percentage of pupils achieving a "good level of development" at the Early Years Foundation Stage Provisional data from August 2017 places the Council in a positive position with 76.5% achieving a "good level of development", this is against the national average of 70.7% and the 2015/16 academic year outturn of 75.7%.

Exclusions The number of permanent exclusions in primary schools reduced from 37 in the 2015/16 academic year to 22 in the 2016/17 academic year a decrease of 40.5%. In secondary schools the number reduced from 70 to 58 a 17.1% reduction. Work is ongoing with school leaders to continue to reduce the number of permanent exclusions.

Feedback survey response During the last 12 months 84% of respondents to our feedback surveys agreed that things had changed for the better as a result of Inclusion Special Educational Needs and Disabilities (ISEND) Provider Services.

Secondary Teaching Schools Introduced in 2011, Teaching Schools are schools that work with partner schools in an alliance to provide high quality school-led initial teacher training and professional development opportunities for teachers at all stages of their career. We have supported secondary schools applications to become teaching schools, with Beacon School in Crowborough and Priory School in Lewes recently achieving this status. Their success will bring significant capacity for school improvement within the county. There has been a further improvement in the percentage of secondary schools judged by Ofsted (as at 31 August 2017) to be good or outstanding to 77.8% from 74.1% at the end of 2016/17, and the gap between the East Sussex and national percentage has reduced to 1.4% from 4.6% at the end of 2016/17.

The percentage of Care Leavers at university 13% of eligible care leavers are at University, four in year one, three in year two and nine in their final year who will graduate in summer 2018. One young person is completing a Masters. This summer we had three care leavers who graduated with a first degree and one who completed a Masters.

Treat mental health and physical health equally With East Sussex Better Together and Connecting 4 You two key resources have been developed to support schools to address mental health and emotional wellbeing. Young people from the Youth Cabinet and Download mental health participation group in East Sussex produced a Top Ten Tips booklet and poster advising schools how to support pupils' mental health and wellbeing. Boing Boing; who work with and alongside children, young people, families and adults exposed to social disadvantage and inequalities to build resilience; were commissioned to produce more detailed guidance and resources, including promoting a whole school approach to addressing mental health and emotional wellbeing. Both resources give advice and guidance about how schools can raise awareness and challenge the stigma surrounding mental illness, while promoting positive mental health. They also contain advice on what not to do and signpost resources for further advice and support.

Social worker of the year awards The Council's Children's Services Department was runner up in the Social Worker of the Year Awards 2017, in the category of Best Social Work Employer. The Council's submission highlighted the authority's achievements in supporting its staff to create a high quality, sustainable system that secures the best outcomes for children and young people.

The rate of Looked After Children (LAC) – The rate of LAC per 10,000 is rising, from 54.1 (573 children) at Q1 to 54.9 (579 children) at Q2. We are currently within our target rate of 57.2 (606 children) and below the IDACI (Income Deprivation Affecting Children Index) expected rates which ranks areas in England from the most to the least deprived and expected rates are calculated using statistical techniques that compare variables. At Q2 there were 22 unaccompanied asylum seeker children (this is included in the figure). The rate of children with a Child Protection Plan has continued to rise to 51.8 per 10,000 (549 children) above our target of 42.9 per 10,000 (454 children).

Progress 8 and Attainment 8 scores – Provisional data for key stage 4 in 2017 shows that the overall Progress 8 score for East Sussex was 0.0 which is in line with progress made by similar pupils nationally (national outturn -0.03). The East Sussex Attainment 8 score was 45.0, 1.1 points below the national average of 46.1.

The percentage of young people meeting the duty of RPA (Raising the Participation Age) by either participating in education, training or employment with training or undertaking reengagement provision at academic age 16 (Year 12) and academic age 17 (year 13) – (refs i and ii) Data is not available until Q3, however, based on draft September Guarantee (SG) data, which is the commitment that all young people will receive a guaranteed offer of learning by the end of the September after they complete Year 11 and then repeated when they complete Year 12, and data from this time last year we are down 0.5% on the SG for Year 11 and 2.5% on the SG for Year 12. We are awaiting apprenticeship data and have concerns that the changes to apprenticeship funding could have a negative impact on our participation for 16 and 17 year olds. This is a concern which has been raised both locally and nationally. In addition, changes to the management and operational staff at Medway Youth Trust who deliver our Youth and Employment Service (YES) contract at this key time for participation targets is a concern. We are working with Medway Youth Trust to develop and implement an assurance plan.



**Revenue Budget Summary** – The £68.757m net CSD budget is forecast to be overspent at year end by £1.881m (ref viii).

**Early Help and Social Care** £2.344m of the overspend is forecast within this budget (ref v). This is a small increase from the £2.153m overspend in Q1, due to the continued pressure for LAC and in particular from expensive placements for children with more complex needs and who are difficult to place.

**Education and ISEND** are forecasting an underspend of £0.356m at year end (ref vi). The ISEND service has been successful to date in driving down SEN Agency placements and SEN High Needs top up costs. This forecast is based on the new September cohort of children and we will continue to monitor and report on the position as the academic year progresses.

**Communication, Planning and Performance** (ref vii) have forecasted an underspend of £0.095m for the financial year. This will be achieved through office efficiencies and further reductions to printing costs.

Within the above outturn position, £2.819m (ref iv) of the planned £3.700m savings for 2017/18 are forecast to be achieved, with £0.093m slipped to future years. £0.788m (ref iv) will be unachieved, mainly due to the continuing pressures for Looked After Children (ref iii).

**Capital Programme Summary** – £0.166m of expenditure earmarked for House Adaptations for Disabled Children's Carers (ref ix) has slipped to the 2018/19 Financial Year. This reflects that it is a demand led budget and the year to date spend (ref x).

Performance exceptions (Q2 – Red and Amber RAG rated targets, and amendments)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q2 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Driving economic growth								
The percentage of young people meeting the duty of RPA (Raising the Participation Age) by either participating in education, training or employment with training or undertaking reengagement provision at academic age 16 (Year 12)	95.9%	95%	G	A			Reported at Q3	i
The percentage of young people meeting the duty of RPA (Raising the Participation Age) by either participating in education, training or employment with training or undertaking reengagement provision at academic age 17 (Year 13)	88.6%	88%	G	A			Reported at Q3	ii

Savings exceptions (Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year)					
Service description	2017/18 (£'000) – Q2 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	132	23	48	
Looked after Children	990	250	-	740	iii
SLES	122	122	-	-	
Other	809	809	-	-	
Total Savings	3,700	2,819	93	788	iv
Variations to Planned Savings					
	-	-	-	-	
Permanent Variations	0	0	0	0	
Total Permanent Savings & Variations	0	0	0	0	
	-	-	-	-	
Temporary Variations	0	0	0	0	
Total Savings with Variations	3,700	2,819	93	788	

## Revenue budget

Divisions	Planned (£000)			Q2 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Central Resources	2,766	(4,086)	(1,320)	2,754	(4,086)	(1,322)	12	-	12	
Early Help and Social Care	57,744	(10,764)	46,980	62,323	(12,999)	49,324	(4,579)	2,235	(2,344)	v
Education and ISEND	81,370	(5,344)	76,026	80,254	(4,584)	75,670	1,116	(760)	356	vi
Communication, Planning and Performance	20,216	(4,277)	15,939	20,218	(4,374)	15,844	(2)	97	95	vii
DSG non Schools	-	(68,868)	(68,868)	-	(68,868)	(68,868)	-	-	-	
Schools	161,320	(161,320)	-	161,320	(161,320)	-	-	-	-	
<b>Total Children's Services</b>	<b>323,416</b>	<b>(254,659)</b>	<b>68,757</b>	<b>326,869</b>	<b>(256,231)</b>	<b>70,638</b>	<b>(3,453)</b>	<b>1,572</b>	<b>(1,881)</b>	<b>viii</b>

## Capital programme

Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q2 (£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	
Direct to schools-s106 allocations	185	-	65	53	65	-	-	-	-	
Family Contact	188	-	32	-	32	-	-	-	-	
House Adaptations for Disabled Children's Carers	1,068	-	288	62	122	166	-	166	-	ix
Schools Delegated Capital	8,685	166	899	271	899	-	-	-	-	
Schools Information Hub - Czone replacement	230	-	86	55	86	-	-	-	-	
Exceat Canoe Barn Changing Rooms	24	-	-	-	-	-	-	-	-	
Lansdowne SCH Grant	261	-	53	53	53	-	-	-	-	
<b>Total CSD Gross</b>	<b>10,641</b>	<b>166</b>	<b>1,423</b>	<b>494</b>	<b>1,257</b>	<b>166</b>	<b>0</b>	<b>166</b>	<b>0</b>	<b>x</b>

## Communities, Economy & Transport – Q2 2017/18

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

**Summary of successes and achievements** – 10 businesses received funding from East Sussex Invest 5 (ESI5), and are projected to create or protect 44.5 jobs. 86 carriageway asset improvement schemes have been delivered in Q2 investing almost £3.1m to maintain and improve the condition of the county's roads. Almost 4,800 additional premises are now able to access superfast broadband as part of our second contract of works. Four Trading Standards workshops were held in Q2, offering advice and training to 82 delegates. Trading Standards also made 26 positive interventions to protect vulnerable people from rogue trading or financial abuse. There were 70 online training courses completed in our libraries in Q2, offering people help with topics such as IT, maths, English, and help to get online and use the internet.

**East Sussex Growth Hub (GS)** – The South East Business Boost (SEBB) contract, to enhance and extend the services offered by the Growth Hub, has now gone live. The official launch of the programme was on 28 September 2017, with over 100 representatives from businesses attending the launch. So far 10% of the total target of East Sussex grant allocation has been awarded, £78,000, discussions are taking place over how best to further promote the take up of grants.

**Inward Investment (GS)** – A Grants and Loans panel in September 2017 approved 10 applications for funding, with £115,000 in grants and £377,000 in loans allocated from the ESI5 fund. This funding is expected to create or protect 44.5 jobs, making a total for the first two quarters of 2017/18 of 65 jobs (ref i). Four businesses have been supported by Locate East Sussex to locate, relocate or start-up in the county so far in 2017/18, and this is projected to create or support two jobs. There are a large number of businesses being supported by Locate and this is expected to result in increasing numbers locating, relocating or starting-up in the county during the rest of 2017/18.

**Broadband (GS)** – 4,777 additional premises were able to be connected to superfast broadband at the end of Q2 as part of our second contract of works. Take up of superfast services under contract 1 is 46.3%, while the contract 2 take up is 31.7%.

**Cultural Destinations (GS)** – £1m of funding has been secured from Arts Council England, the South East Local Enterprise Partnership and Visit England for Culture Coasting. The funding will deliver a new arts trail using geocaching technology and we will launch a European marketing campaign to promote the trail and increase tourism. The project will run from 2017 to 2019. The first public workshop, planned in collaboration with 1066 Country, to show the effectiveness of the tourism information held on the data warehouse was held on 5 October 2017. There were 15 attendees from tourism businesses who were briefed on current data trends in the visitor economy locally, regionally and nationally to inform their future business planning.

**Newhaven Port Access Road** – The detailed design work and contract document preparation is progressing well, with a view to tendering for the works in Q3. Work is also continuing on the business case, with the intention that draft documents will be submitted to the Department for Transport for comment in Q3; with a final submission to follow in Q4 when the tender price is known.

**Terminus Road, Eastbourne** – Tender documentation has been completed with the tenders due to go out early in Q3, with the award of the contract expected by the end of the quarter. The Traffic Regulations Orders for the introduction of bus lanes and changes to the parking restrictions in Gildredge Road will be advertised in Q3. Construction is currently programmed to start by the end of Q4.

**Employability and Skills** – Two new business sector task groups are due to be established in the coming months, a Visitor Economy group in November 2017 and a Health & Social Care group in January 2018. These groups will complement the four existing groups who met for the second time in September. The task groups will be training Careers Education Information Advice and Guidance school leads over the coming months. A Creative and Digital project has secured Cultural Education Partnership funding to promote creative thinking and technical skills from September 2017 to March 2018. Funding has been secured from the National Collaborative Outreach Programme which will allow the Big Bang event in Eastbourne to be held in March 2018.

**Road Safety** – The Road Safety programme, which is aiming to use behavioural change interventions to address the high numbers of people Killed and Seriously Injured (KSI) on the county's roads, has identified a number of interventions with potential to reduce the KSI level. Discussions are now taking place with the Behavioural Insights Team about how these interventions should progress and we are working with our partners on these projects. We have completed an assessment of KSI collisions on our A and B class road network and have held discussions with Sussex Police on the most appropriate engineering solution for the roads. The solutions include a mixture of conventional traffic management techniques; including speed limit reductions, traffic signing and road markings; as well as interventions to produce a 'self-explaining' road environment which will complement the wider behavioural change projects. The number of KSI on the counties roads from April to June 2017 was 95, with four of these being fatalities. Of these 82 (four fatalities) occurred on county roads with 13 (0 fatalities) on the Trunk Road network. This

is a 13% increase on the same period in 2016 when there were 84 KSI.

**Revenue Budget Summary** – The net budget at Q2 is £61.934m which is £1.45m less than Q1 and reflects the new budget allocation for drainage, pavements and Community Match that has been transferred to the capital programme. There is a forecast budget underspend of £0.298m 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 v**). There are also a number of small underspends across Communities on staff vacancies and supplies and services (**ref iv**). There is a projected overspend on the Archive Service of £0.032m due to a higher than anticipated rates and energy charges for 2017/18 (**ref iii**). The underspend in Management and Support is a combination of small variances (**ref ii**).

**Capital Programme Summary** – At Q2 there is an approved programme of £76.532m which is £5m more than Q1 due to the additional £5m added for the Devonshire Park redevelopment funded from the Local Growth Fund. Forecast expenditure is £64.742m. Of the variation £11.559m is slippage, £0.345m is spending in advance, and £0.576m is underspend. The most significant slippage is £5.4m for Broadband where contract 3 procurement continues, with the consequence that the spend profile has been revised to slip expenditure into 18/19 (**ref x**). The redesign of the bus routes has delayed the start of construction on the Terminus Road project (**ref xxii**). The Hailsham/Polegate/East-bourne Movement Corridor project will slip due to design complexities (**ref xx**). Only pre-planning work will be done this year on the Queensway Depot (**ref xvii**). The Hastings and Bexhill Movement Package project will slip due to design delays (**ref xviii**). Exceat Bridge is in the design stage (**ref xi**). Hastings Library project will overspend due to the need to replace stonework on the front façade but final works and fit out will now slip to the new year (**ref vii**). There is lower than expected take-up on the Catalysing Stalled Sites (**ref xii**) and Empty Commercial Properties (**ref xiii**) projects. There are contractor delays to the Real Time Passenger Information scheme (**ref xvi**) and the refurbishment of libraries is on hold until after the current Library consultation (**ref ix**). The budget for providing incubation units has been reallocated back to capital funds (**ref xiv**). The Southover Grange (**ref viii**) and Rye Library (**ref vi**) projects are complete and have underspent. There is spending in advance on the Eastbourne/South Wealden Walking Package (**ref xix**) and on other Integrated Transport schemes (**ref xxi**) due to increased costs. There is additional spend on the Newhaven Port Access Road (**ref xv**) and urgent bridge repairs means that the Rights of Way programme has also spent in advance (**ref xxiii**).

Performance exceptions (Q2 – Red and Amber RAG rated targets, and amendments)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q2 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	G			65 jobs year to date	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) – Q2 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
<b>Savings</b>					
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	-	-	
<b>Total Savings</b>	<b>1,136</b>	<b>1,136</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>1,136</b>	<b>1,136</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>1,136</b>	<b>1,136</b>	<b>0</b>	<b>0</b>	

Revenue budget										
Divisions	Planned (£000)			Q2 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Management and Support	1,923	(228)	1,695	1,918	(230)	1,688	5	2	7	ii
Customer and Library Services	7,722	(2,160)	5,562	7,656	(2,062)	5,594	66	(98)	(32)	iii
Communities	3,832	(2,409)	1,423	3,759	(2,351)	1,408	73	(58)	15	iv
Transport & Operational Services	75,250	(39,233)	36,017	75,048	(39,339)	35,709	202	106	308	v
Highways	18,061	(3,411)	14,650	18,402	(3,752)	14,650	(341)	341	-	
Economy	4,420	(2,703)	1,717	4,475	(2,758)	1,717	(55)	55	-	
Planning and Environment	3,006	(2,136)	870	3,703	(2,833)	870	(697)	697	-	
Total CET	114,214	(52,280)	61,934	114,961	(53,325)	61,636	(747)	1,045	298	

Capital programme										
Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q2 (£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	
New Archive and Record Office - "The Keep"	20,178	20,178	36	24	36	-	-	-	-	
Registration Ceremonies Website	30	30	30	-	30	-	-	-	-	
Rye Library	87	61	40	13	14	26	26	-	-	vi
Hastings Library	8,782	9,503	2,612	1,026	2,255	357		357	-	vii
Newhaven Library	1,713	1,713	39	-	39	-	-	-	-	
Southover Grange (formerly The Maltings)	1,307	1,257	234	126	184	50	50	-	-	viii
Library Refurbishment	1,473	1,473	328	168	191	137	-	137	-	ix
Newhaven S106 - ERF	474	474	5	5	5	-	-	-	-	
Travellers Site Bridies Tan	1,347	1,347	15	5	15	-	-	-	-	
Broadband	25,600	25,600	8,334	1,624	2,950	5,384	-	5,384	-	x
Bexhill and Hastings Link Road	126,247	126,247	4,562	548	4,562	-	-	-	-	
BHLR Complementary Measures	1,800	1,800	300	14	300	-	-	-	-	
Reshaping Uckfield Town Centre	2,500	2,500	26	12	26	-	-	-	-	
Exceat Bridge Maintenance	2,633	2,633	462	-	200	262	-	262	-	xi
Economic Intervention Fund	9,791	9,791	1,269	297	1,269	-	-	-	-	
Catalysing Stalled Sites	916	916	599	146	399	200	-	200	-	xii
EDS Upgrading Empty Commercial Properties	500	500	447	10	247	200	-	200	-	xiii
EDS Incubation Units	1,500	1,000	650	-	150	500	500	-	-	xiv
North Bexhill Access Road	16,600	16,600	5,590	1,002	5,590	-	-	-	-	
Queensway Gateway Road	6,000	6,000	3,460	1,332	3,460	-	-	-	-	
Newhaven Flood Defences	1,500	1,500	400	200	400	-	-	-	-	
Coastal Communities Housing	667	667	667	-	667	-	-	-	-	
East Sussex Strategic Growth Package	8,200	8,200	6,300	462	6,300	-	-	-	-	
A22/A27 Junction Improvement Package	4,500	4,500	-	-	-	-	-	-	-	
Devonshire Park Quarter redevelopment	5,000	5,000	5,000	-	5,000	-	-	-	-	
LGF Business Case Development	196	196	166	23	166	-	-	-	-	
Newhaven Port Access Road	23,271	23,271	320	320	400	(80)	-	-	(80)	xv
Real Time Passenger Information	2,449	2,449	300	(22)	182	118	-	118	-	xvi
Queensway (Eastern) Depot Development	1,586	1,586	1,362	-	200	1,162	-	1,162	-	xvii
Waste Leachate Programme	293	293	282	108	282	-	-	-	-	

Capital programme										
Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q2 (£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	
Hastings and Bexhill Movement & Access Package	12,643	12,643	1,995	240	1,210	785	-	785	-	xviii
Eastbourne Town Centre Movement & Access Package	3,000	3,000	-	-	-	-	-	-	-	
Eastbourne/South Wealden Walking & Cycling Package	9,450	9,450	1,892	505	2,044	(152)	-	-	(152)	xix
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	1,599	128	140	1,459	-	1,459	-	xx
Other Integrated Transport Schemes	37,288	37,288	3,699	1,679	3,772	(73)	-	-	(73)	xxi
Speed Management	2,948	2,948	29	(65)	29	-	-	-	-	
Terminus Road Improvements	6,250	6,250	2,000	115	505	1,495	-	1,495	-	xxii
CAMS System	30	30	11	1	11	-	-	-	-	
Core Programme - Highways Structural Maintenance	234,346	234,346	18,849	8,394	18,849	-	-	-	-	
Core Programme - Bridge Assessment Strengthening	13,310	13,310	1,378	506	1,378	-	-	-	-	
Core Programme - Street Lighting - Life Expired Equipment	10,133	10,133	850	179	850	-	-	-	-	
Core Programme - Rights of Way Surface Repairs and Bridge Replacement Programme	4,883	4,883	395	239	435	(40)	-	-	(40)	xxiii
Total CET Gross	613,771	613,916	76,532	19,364	64,742	11,790	576	11,559	(345)	



## Governance – Q2 2017/18

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

**Reconciling Policy, Performance and Resources (RPPR)** – An updated Medium Term Financial Plan (MTFP), which set spending and savings priorities for 2018/19 and further savings for the two years to 2020/21, was presented to Cabinet on 10 October. The Government's provisional local government settlement is due to be announced in December 2018/19, and will be the third year of the four year financial settlement which was agreed in 2016/17, providing some certainty over funding. The Annual Report, which highlights the progress against our priorities during 2016/17, was published on 3 October. The draft Portfolio Plans for 2018/19 – 2020/21 will be reviewed by Scrutiny Boards in December before publication in March.

**Devolution** – While the broad programme of Three Southern Counties (3SC) devolution activity remains on “pause”, pending clarity about the Government's appetite and capacity, the partners in the Heart of the South West devolution deal in Devon and Somerset renewed discussions with Government about the possibility of progress without an elected mayor. 3SC will maintain a watching brief to ensure any learning and opportunities can be fully exploited.

Work on developing and delivering Transport for the South East (TfSE) is progressing well with partners and Government. Councillor Glazier recently chaired his first Shadow Partnership Board since being elected as Chair and met with the Rt. Hon. Chris Grayling MP, Secretary of State for Transport, on 11th October 2017. The meeting was constructive and allowed for the future direction and priorities of TfSE to be shared and for the Secretary of State to set out the purpose and benefits of Sub-National Transport Bodies.

**Supporting democracy** – During Q2 we supported 37 meetings including: one County Council meeting; two Cabinet meetings; nine Lead Member meetings; 13 scrutiny committees and scrutiny review boards; and 12 other committees and panels. 64 school admission appeals were arranged.

Following the Council election, the Members' induction programme has been successfully implemented. The induction workshops were valued by Members, albeit attendance was low. The number of Members using the dedicated Intranet site has increased since its launch in May, overall daily usage since Election Day to date is 50, with spikes of over 100 views per day. There have been a total of 5,500 'individual views': the peak was 25 May 2017, with 565 views. Member Services is supporting Members in line with the induction plan by targeting training to meet particular needs and roles. New ways are being developed to support Members through the Reconciling Policy, Performance and Resources process recognising that Members have differing interests and backgrounds.

Q2 saw the refinement of the school appeals digital management system; the system was tested and prepared for deployment with local partner local authorities with the long term aim of generating income to benefit the Council.

**Legal Services** – Orbis Public Law (OPL) completed the implementation of our digital case management system in all OPL offices during Q2. The system allows the sharing of work between the offices, and has allowed staff across OPL to begin work for other authorities within the partnership. A plan to increase the exchange of work and understand the lessons learnt from the integration is underway. OPL have also developed a standard form of contract for use by all partners to enable smoother work sharing, and we plan to align other disciplines in a similar way. Our first round of recruitment for advocates for our joint court representation team for child law proceedings, to reduce expenditure on external barristers, didn't result in any appointments, but further efforts to recruit will take place in Q3.

During Q2 we completed eight planning and highways agreements securing contributions of £55,000 for the Council. We also collected debts and agreed repayment plans for money due to the Council totalling £235,000.

We completed Academy conversion leases, which allow newly formed academies to lease school buildings, for three schools in Q2: Parkland Infants & Parklands Junior School, and Shinewater School, both in Eastbourne; and Castledown Primary School in Hastings. We also completed the lease of the Pebsham Household Waste site which assists in delivery of the waste management plan.

We advised and represented Trading Standards in an animal welfare prosecution which resulted in a suspended prison sentence of 18 weeks, a ban on keeping any farm animals for 10 years and an order that the defendants paid £1,157 towards our costs. We also carried out three further prosecutions for fraudulent use of a blue badge, two of which resulted in fines totalling £1,100 and costs of £400. The third case went to the Crown Court where the defendant was given a 12 month community order with 200 hours of unpaid work and ordered to pay costs of £3,600. During Q2 we carried out 87 prosecutions against parents for failing to send their children to school.

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, together with a general increase in referrals, saw a 21% increase in cases issued during 2016/17. The increase in referrals has been reflected nationally. The indicators are that this trend will continue and during the first half of 2017/18 this has been the case. Despite the increasing workload the average case duration in Q2 was 27 weeks, just outside of the government target of 26 weeks. This is an improvement on the Q1 outturn of 32 weeks and was achieved within the existing resources of the team. The figures are produced as part of quarterly



monitoring 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 continues to rise following the Supreme Court decision in 2014 that extended the scope of Deprivation of Liberty Safeguards (DOLS). In Q2 we made seven community DOLS applications to the Court of Protection with six cases waiting to be issued. The team is also currently dealing with four further applications to the Court of Protection for health and welfare orders and for the authorisation of living in care placements.

**Effective publicity and campaigns** – Communications support for the Summer Reading Challenge helped ensure that two-thirds of children who began the challenge completed it – about 5,200 children. A video to promote the challenge got more than 1,200 views and exposure of the campaign on Facebook and Twitter rose by 150% and 200% respectively on 2016/17.

A public campaign, Stand Up for East Sussex, to help lobby for a better deal for the county was designed and prepared in Q2. This included making a series of short videos intended to inspire public support and to highlight some of the Council's existing successes and the launch of a petition.

Our East Sussex campaign in support of Public Health England's (PHE) launch of a walking app that encourages adults to walk briskly for 10 minutes a day gained the highest number of click-throughs/app downloads of any local authority in England and have been used as an example of best practice by PHE. Almost 98,000 people saw the Facebook ads and 3,850 clicked through to the app download.

**Media work** – In Q2 the press office dealt with 168 media enquiries and issued 42 press releases. There were 358 media stories about the council (higher than normal, in part because of interest in proposed library service changes).

**Web activity** – The Council's main website received 3.5m page views during Q2. Of those, 326,000 were new visitors to the site. 58% of all visitors came from organic searches (Google etc.). Online visits resulting from successful campaigns and projects included 9,211 visitors interested in teacher recruitment and 3,930 for East Sussex Music

The Council website won two awards – best mobile site and best county council site – from the local government IT trade body SOCITM this summer. Amongst other things the awards are judged on how easily residents can find and access services online, and is an independent verification of our effectiveness.

**Third Sector support** – The Voluntary and Community Sector (VCS) infrastructure services have provided support to over 300 community groups and organisations so far in 2017/18, enabling VCS start-ups, organisational growth and service development across the county. The SpeakUp network continues to discuss and develop with public sector partners how the VCS will interact with Accountable Care frameworks.

Healthwatch East Sussex have finalised plans for their forthcoming Listening Tour, a countywide locality engagement programme scheduled for the next three years. The pilot phase for this begins in October covering the Hastings area.

We have continued to support Public Health and Hastings & Rother Clinical Commissioning Group in running two small grants programmes for communities and small to medium sized voluntary organisations. Over 30 grants of up to £10,000 have been allocated to groups and organisations in Hastings and Rother, with smaller grants of £1,500 going to communities and organisations across the county. Interest in the small grants programme Building Stronger Communities is growing, with a further £90,000 of grants available during the rest of 2017/18.

We have been supporting Orbis with the community asset transfer of 12 Claremont in Hastings from the Council to a third party organisation. The process is underway and should be completed by the end of 2017/18.

**South East 7 (SE7)** – SE7 authorities have continued to work together to ensure MPs receive a consistent message on the needs of the South East and the financial difficulties local authorities face when trying to meet those needs. Following the letter sent in Q1, Sajid Javid, Secretary of State for Communities and Local Government, has accepted the offer to meet with Councillor Glazier (as Chair of the SE7) and Councillor Roy Perry, Leader of Hampshire County Council (as Vice Chair of the SE7) to discuss how the Department for Communities and Local Government can work with the SE7 to develop solutions to the challenges facing Local Government and communities in the South East.

**World War 1 (WW1) commemorations** – Our website (<http://www.eastsussexww1.org.uk/>) hosts 221 stories and events, approximately 62% of which have been submitted or contributed to by the public. In Q2, 12,301 users viewed the site 22,070 times.

On 15 July, the WW1 project marked the centenary of a fire on Hastings Pier. In collaboration with the Pier and local community groups we published a new story on our website and commissioned a series of new "Then and Now" photos from photographer Kieron Pelling which juxtapose images of the fire in 1917 with images of the Pier today

On 4 August the project celebrated its third anniversary; in the lead up we published our 150th story to commemorate the centenary of the start of the Third Battle of Ypres. The website received its 200,000th view shortly after the anniversary. We continue to release digitised copies of WW1 newspapers; the pages received 443 views in Q2.

**Revenue budget summary** – The revenue budget is projected to underspend by £35k. The net overspend on Corporate Governance includes the additional costs of a judicial review in the Coroner's budget £60k (ref i). The net overspend on Corporate Support Services is due to a reduced Legal Services income £70k offset by staff

underspends in the Communications service (**ref ii**). These overspends are offset by reduced payments to third sector organisations £70k (now funded by Public Health) and departmental cost savings £60k (**ref iii**).

**Capital Programme Summary** – There is no capital programme for Governance Services this year.

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

Performance measure	Outturn 16/17	Target 17/18	17/18RAG				Q2 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) – Q2 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>245</b>	<b>25</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>245</b>	<b>25</b>	<b>0</b>	
General underspending from other services	-	25	(25)	-	
<b>Temporary Variations</b>	<b>0</b>	<b>25</b>	<b>(25)</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)			Q2 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	4,012	(442)	3,570	(38)	-	(38)	i
Corporate Support Services	3,298	(593)	2,705	3,287	(525)	2,762	11	(68)	(57)	ii
Senior Management & Org Development	1,407	(364)	1,043	1,277	(364)	913	130	-	130	iii
<b>Total Governance</b>	<b>8,679</b>	<b>(1,399)</b>	<b>7,280</b>	<b>8,576</b>	<b>(1,331)</b>	<b>7,245</b>	<b>103</b>	<b>(68)</b>	<b>35</b>	

## Capital programme

[illegible]

## Strategic Risk Register – Q2 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>Development of "Security Advocates". Trained staff that can cascade and share cyber security insights and highlight potential issues into the workforce. Promoting 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>Enhancing user awareness - Expanding E-Learning and policy delivery mechanisms to cover Cyber threat, educating staff around the techniques and methods used by active threats.</p> <p>With 77% of all malware installed via email, users to be given learning experiences of phishing at point of use in a safe and secure environment;</p> <p>Providing GDPR training and workshops to cascade vital skills and information to those affected by new Data Protection laws;</p> <p>Move of ESCC servers to the Orbis Primary Data Centre for resilience – An accredited Tier 3 environment certified to these standards:</p> <ul style="list-style-type: none"> <li>• ISO 27001 - IT Governance and Information Security Management</li> <li>• ISO 9001 - Quality Standard in Customer Service, Customer Processes, Product Process and Service, Efficiency and Continuous Improvement</li> <li>• ISO 14001 - Environmental Management and Best Practices for Corporate Environmental Responsibility</li> </ul>	R
4	<p><b>HEALTH</b></p> <p>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>	<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>	R

## Strategic Risk Register – Q2 2017/18

Ref	Strategic Risks	Risk Control / Response	RAG
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>•Continue to 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>•Work 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
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 provide 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 and manage demand. 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 and financial risks, to design mechanisms to deliver the Council's priorities. Central Government's plans for the future funding of local government services remain unclear. It is prudent therefore to continue to plan on the basis of current assumptions.</p>	A

## Strategic Risk Register – Q2 2017/18

Ref	Strategic Risks	Risk Control / Response	RAG
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.	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.	A
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.	Since 2014/15 ESCC have continued to see a significant reduction in days lost due to mental health and stress related absence, although there was a slight increase in stress related absence in August. It is too early to tell if this is an isolated increase or the start of a trend. We confirmed our commitment to the mental health 'Time for Change' pledge with a number of dedicated activities and were awarded funding from two sources to assist our 17/18 wellbeing strategy. Planned activities include a manager's workshop for World Mental Health Day alongside a dedicated communications plan to raise awareness. Online resources have been developed to assist managers, including guidance videos and a 'Wellness Plan'. These tools have been well received and metrics demonstrate they are widely used. Explorative work is currently underway to train staff as 'Mental Health First Aiders' and upskill designated individuals to spot the early signs of mental ill health and provide initial signposting, guidance and support. We were awarded a grant of £10k from the LGA to pilot an online mindfulness programme to support staff to be resilient at work. 60 staff participated in the programme and the evaluation is due to be completed in the autumn. This will include data and recommendations for the future. A specialist nurse from our absence provider is due to deliver a targeted session to provide guidance for managers with high levels of stress in their teams. As part of our ongoing corporate training programme the 'Managers Managing Stress' course has also been recommissioned. Following staff feedback a Mindfulness 'resources' intranet page was created and over 100 staff have registered an interest in the mindfulness 'drop in' sessions regularly held in Eastbourne and Lewes. A joint venture with Public Health offering ESCC staff work base health checks launched in June 2017 to improve the health and wellbeing of adults aged 40-74 years through the promotion of earlier awareness, assessment, and management. We anticipate these checks will help prevent the onset of cardiovascular disease. To date, over 250 employees have received a health check. An automated process is in place to ensure all managers with employees absent due to mental health or stress are emailed by the first and tenth day of absence with guidance on the resources available to support staff. In June 2017 the Return to Work form was also revised to provide tailored questions for specific conditions, including stress and mental health absence.	A



## Strategic Risk Register – Q2 2017/18

Ref	Strategic Risks	Risk Control / Response	RAG
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.	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.	A
6	<b>LOCAL ECONOMIC GROWTH</b> Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.	The County Council and its partners have been successful in securing significant amounts of growth funding, via both the South East and Coast 2 Capital Local Enterprise Partnerships, to deliver a wide range of infrastructure projects in East Sussex. We have also secured outgoing EU funding for complementary economic development programmes supporting businesses to grow, including South East Business Boost, LoCASE and inward investment services for the county.  Government is working on a new Productivity Fund, which seeks to combine growth funding and outgoing EU funding into one, and as a consequence we are working with partners to develop a pipeline of projects to ensure we are well-placed to capitalise when the fund is released, and calls for projects are issued.	A
2	<b>ORDINARY RESIDENCE</b> Risk from other areas placing clients in receipt of social care services in East Sussex, and transferring to ESCC the commissioning, care management and funding responsibility for the individual as a result of a successful Ordinary Residence claim.	Dedicated Ordinary Residence Panel set up. The Panel discusses and agrees strategic and legal responses to Ordinary Residence claims from and to other Local Authorities, and directs reporting content. Panel members contact other Local Authorities directly where appropriate, and instruct Legal Services representation (including Counsel, and applications for Secretary of State determination) on behalf of ESCC.  Continued awareness raising for ASC operational staff (and particularly Social Care Direct) in line with published guidance on Ordinary Residence, resulting in earlier case referrals to Ordinary Residence team. Guidance for frontline staff was written and issued followed by panel members visiting all ASC Operational teams to deliver presentation and Q&A. OR Inbox established to provide advice to staff and monitor all known incoming/outgoing OR queries and claims.  Regular information gathering and reporting to DMT on all Ordinary Residence case referrals and financial projections.	A