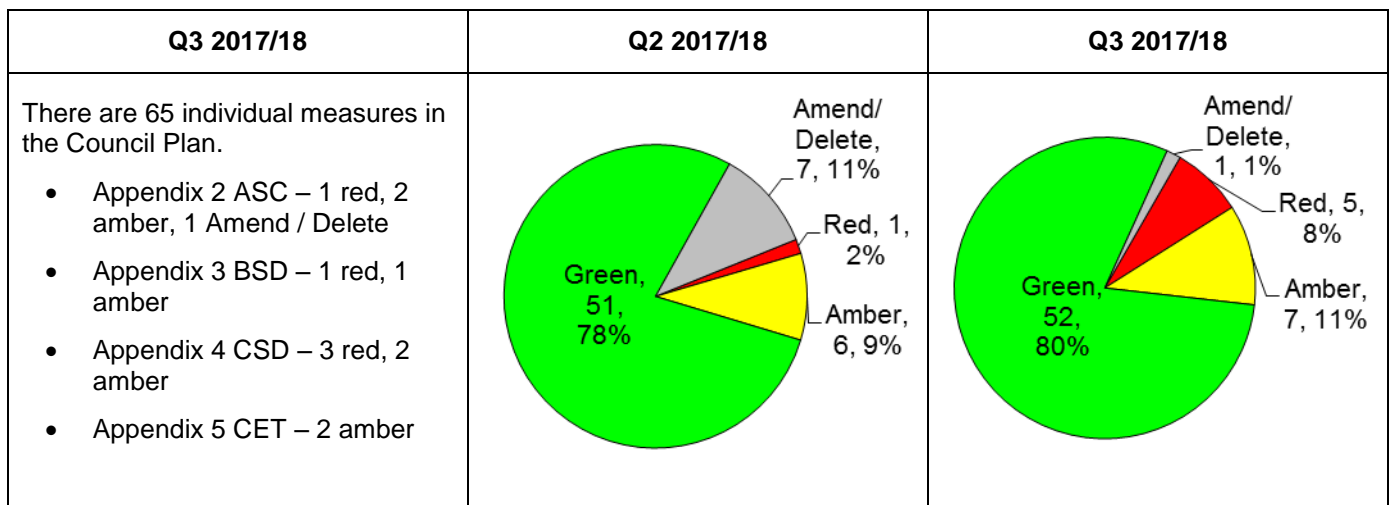


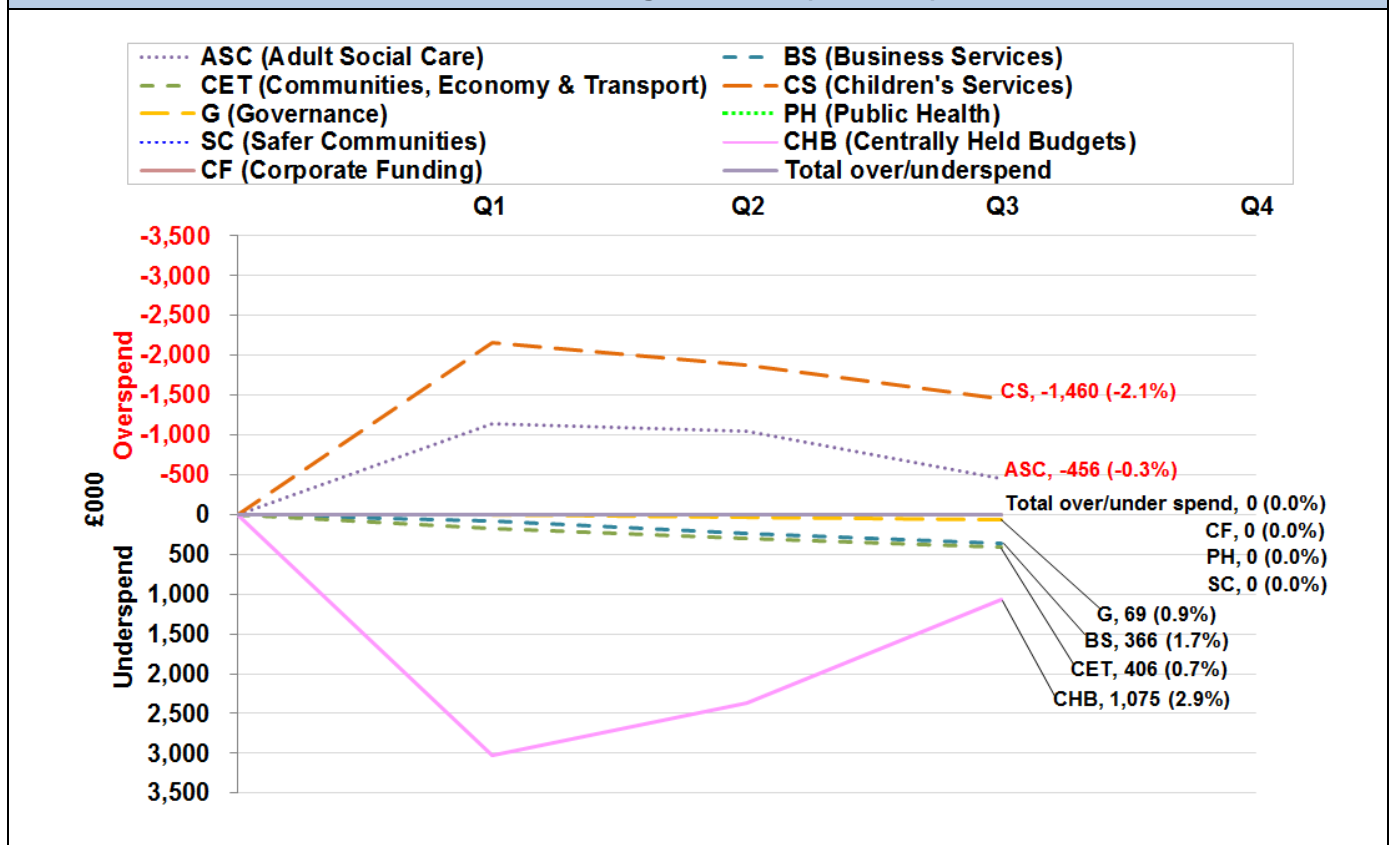
Council Monitoring Corporate Summary – Q3 2017/18

Council Plan performance targets

Priority	Red	Amber	Green	Amend / Delete (AD)
Driving sustainable economic growth	2	4	23	0
Keeping vulnerable people safe	1	2	7	1
Helping people help themselves	1	0	21	0
Making best use of resources	1	1	1	0
Total	5	7	52	1



Revenue budget outturn (net £000)

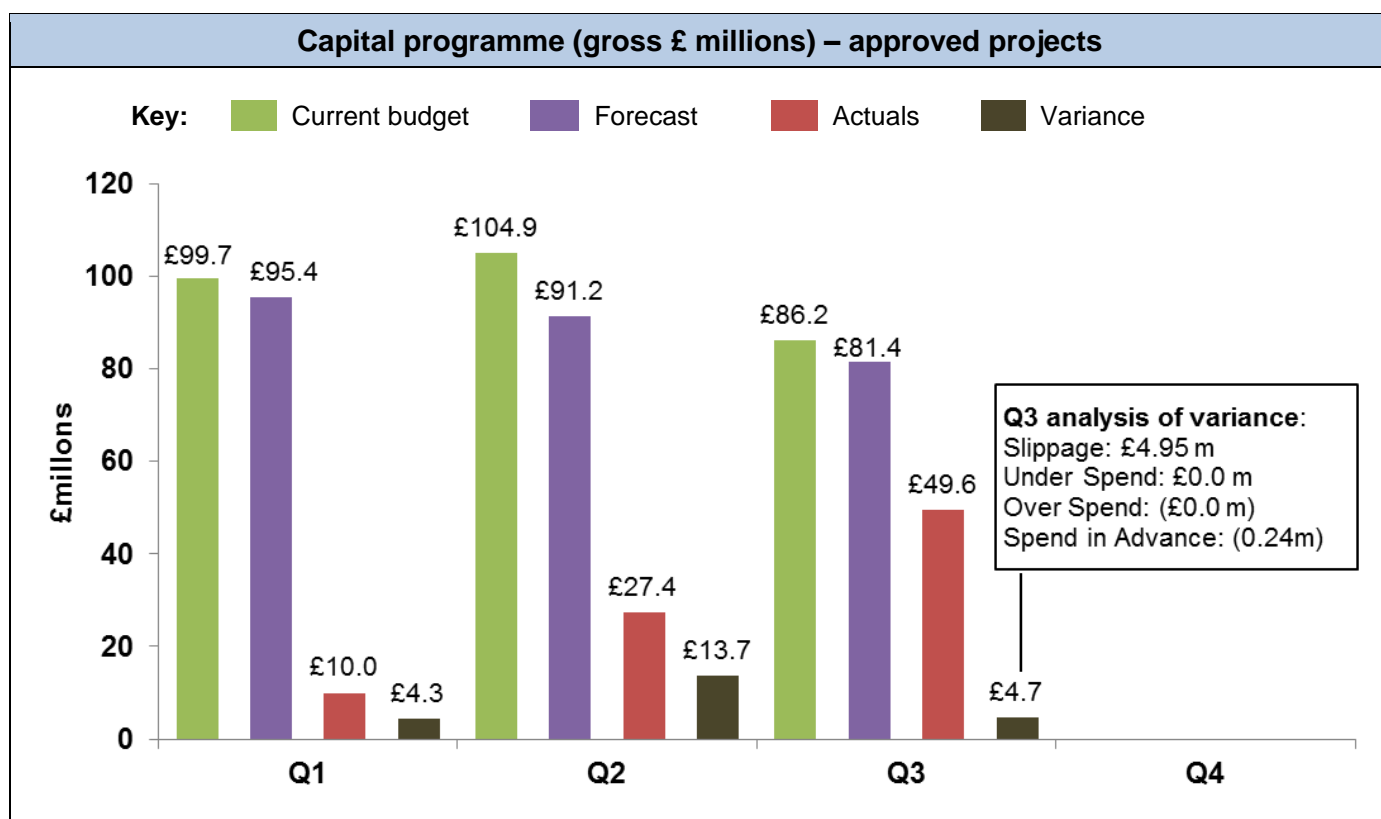


Revenue budget summary (£000)									
	Planned (£000)			Q3 2017/18 (£000)					
				Projected outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Service Expenditure									
Adult Social Care	252,027	(83,833)	168,194	252,859	(84,209)	168,650	(832)	376	(456)
Safer Communities	801	(416)	385	823	(438)	385	(22)	22	-
Public Health	33,587	(33,587)	-	34,943	(34,943)	-	(1,356)	1,356	-
Business Services	47,689	(26,337)	21,352	48,236	(27,250)	20,986	(547)	913	366
Children's Services	320,539	(251,980)	68,559	323,393	(253,374)	70,019	(2,854)	1,394	(1,460)
Communities, Economy & Transport	114,176	(52,280)	61,896	115,043	(53,553)	61,490	(867)	1,273	406
Governance Services	8,679	(1,399)	7,280	8,562	(1,351)	7,211	117	(48)	69
Total Service Spend	777,498	(449,832)	327,666	783,859	(455,118)	328,741	(6,361)	5,286	(1,075)
Centrally Held Budgets									
Treasury Management	22,436	(1,500)	20,936	21,280	(1,450)	19,830	1,156	(50)	1,106
Funding Cap. Prog.	7,700	-	7,700	7,700	-	7,700	-	-	-
General Contingency ¹	3,440	-	3,440	-	-	-	3,440	-	3,440
Contrib to Reserves ¹	781	(3,882)	(3,101)	4,238	(3,882)	356	(3,457)	-	(3,457)
Pensions	6,456	-	6,456	6,537	-	6,537	(81)	-	(81)
Apprenticeship Levy	600	-	600	558	-	558	42	-	42
Levies	574	-	574	573	-	573	1	-	1
Corporate Grants	-	(58)	(58)	-	(71)	(71)	-	13	13
Other	305	-	305	311	(17)	294	(6)	17	11
Total Centrally Held	42,292	(5,440)	36,852	41,197	(5,420)	35,777	1,095	(20)	1,075
Corporate Funding									
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)	-	-	-
Total Corporate Funding	0	(364,518)	(364,518)	0	(364,518)	(364,518)	0	0	0
Total	819,790	(819,790)	0	825,106	(825,106)	0	(5,316)	5,316	0

¹ Net underspend including general contingency is being transferred to reserves per paragraph 2.4 of the Cover Report.

Revenue Savings Summary 2017/18					
Service description	2017/18 (£'000) – Q3 Forecast				
	Original Target	Target including items c/f from previous year(s)	Achieved	Slipped	Unachieved
Savings					
ASC	771	4,895	3,778	1,117	0
ESBT	36	36	36	0	0
BSD / Orbis	1,472	1,472	1,472	0	0
CS	3,440	3,700	2,819	93	788
CET	1,136	1,136	1,136	0	0
GS	270	270	245	25	0
Centrally Held	2,000	2,000	2,000	0	0
Total Savings	9,125	13,509	11,486	1,235	788
Variations to Planned Savings					
Permanent Variations	0	0	0	0	0
Total Permanent Savings & Variations	9,125	13,509	11,486	1,235	788
Temporary Variations	0	0	686	(686)	0
Total Savings with Variations	9,125	13,509	12,172	549	788

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



*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 Q3				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	13,070	13,070	1,308	1,495	1,550	(242)	-	-	(242)
BSD	297,020	297,020	21,260	10,859	19,060	2,200	-	2,200	-
CS	14,924	14,924	1,257	1,188	1,257	-	-	-	-
CET	617,466	617,466	62,326	36,042	59,571	2,755	-	2,755	-
GS	-	-	-	-	-	-	-	-	-
Total	942,480	942,480	86,151	49,584	81,438	4,713	0	4,955	(242)
Scheme Specific Income			32,085	15,356	32,085	-			
Capital Reserves			-	-	-	-			
Non Specific Grants			31,891	26,348	31,891	-			
Capital Receipts			2,000	-	2,000	-			
Revenue Contributions			7,880	7,880	7,880	-			
Borrowing			12,295	-	7,582	4,713			
Total			86,151	49,584	81,438	4,713			

Centrally held budgets

The Treasury Management (TM) Strategy provides the framework for managing the Council's borrowing requirement and securing realistic investment income on the Council's cash balances with an effective control of the associated risks. Investment rates available in the market have marginally improved as a result of the increase in the Bank Rate to 0.50% from the 2 November 2017. The average level of Council funds available for investment purposes during the quarter was £259m. The level of funds available is dependent on the timing of cash flows in and out such as precepts and grant receipts and expenditure on the Capital Programme. The total amount received in short term interest for the quarter to 31 December 2017 was £0.348m at an average rate of 0.53%. At 31 December 2017, the majority of the Council's external debt (£267.5m) was held as long term loans and no new borrowing was undertaken in the quarter. No cost effective opportunities have arisen to restructure the debt portfolio.

The TM budget is currently forecast to underspend by £1.1m, mainly as a result of delayed capital expenditure in the previous year producing a lower Minimum Revenue Provision (MRP) charge and no additional borrowing required.

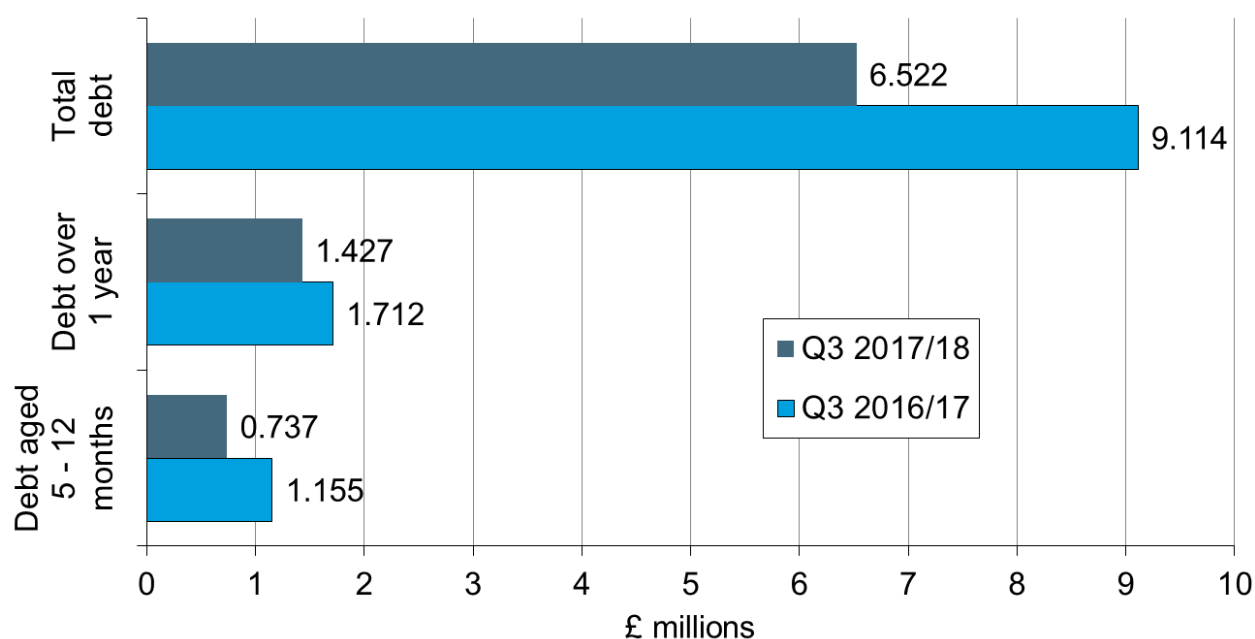
Centrally Held budgets include a general contingency provision of £3.4m; current forecasts indicate that the entire provision will be available to be transferred to reserves for use in future years, in line with the Reserves Policy.

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 3 has fallen slightly to £2.164m when compared to the 2016/17 outturn of £2.276m. Total debt at £6.522m is 28% lower than the same period a year ago. 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 – Q3 2017/18

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

Adult Social Care

The Care Quality Commission (CQC) Local Area Review of Health and Social Care – The review was undertaken in October/November 2017. The review findings were shared at a summit meeting with system leaders from across health and social care on 30 January 2018, just prior to publication of the final report. The report acknowledges the strength of our shared vision and purpose, and our focus on prevention and support for people to maintain their wellbeing. Ten areas for improvement are identified in the report, including further work to implement the High Impact Change Model, enhancing market capacity around nursing care and domiciliary care, and improved discharge processes. An action plan to address the areas for improvement identified within the report is being produced in partnership with health colleagues. The East Sussex Health and Wellbeing Board will sign off and oversee delivery of the action plan.

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.

One You East Sussex officially launched in October offering those who are struggling to make healthy lifestyle changes a bespoke support programme for help with weight loss, stopping smoking, getting active, drinking less and eating a healthy diet.

Hastings and Bexhill are set to benefit from the establishment of new Health and Wellbeing Community Hubs thanks to funding from NHS Hastings and Rother Clinical Commissioning Group (CCG). The hubs will help local people and communities to improve and manage their health and wellbeing by giving them access to information, sign-posting and support in one convenient place. Hubs will also take an active role in the design and sustainability of local health and wellbeing services. They are the result of extensive partnership work between the CCG, the local voluntary and community sector, Hastings Borough Council, Rother District Council and East Sussex County Council. The development of the hubs is part of 'Healthy Hastings and Rother', a scheme that was set up to tackle health inequalities in the area. In turn, this is part of the wider East Sussex Better Together (ESBT) programme.

In recognition of the hard work and commitment to integrating health and care services in East Sussex, the ESBT Alliance won the 'Improved Partnerships between Health and Local Government' award at the 2017 Health Service Journal (HSJ) Awards. The judges said the following of the ESBT programme: *"This winning programme impressed the judges with its great breadth and scope as well as an extremely ambitious partnership between the local government and the NHS. The judges were extremely impressed by what the partnership has achieved so far and what they are aiming to achieve in the future."*

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.

Q3 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 12.7 in November 2017
- Performance in relation to permanent admissions to residential/nursing care for April to December is 377.5 per 100,000 population (aged 65+). Current forecasted performance for 2017/18 is 507.7, an improvement from 513.5 in Q2.
- 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 September is 91.7%. 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 (DToC) – Across Health and Social Care there are a range of monitoring, management and action planning arrangements in place aimed at reducing DToC. These include the ESBT DToC action plan; A&E Delivery Board; and ESBT Alliance Executive. Action plans are targeted at tackling the reasons for the delays, with patient or family choice and those awaiting a care package in their own homes being the most common reasons for delay. For the first three quarters of the year, DToC levels have been reducing – in December 2017 there was an average 44 delayed transfers from hospital care per day, this has improved from 108 in April (a 59% reduction). This can be broken down as follows:

- an average 31 delayed transfers from hospital care per day due to local NHS, this has improved from 72 in April (a 57% reduction);
- an average 10 delayed transfers from hospital care per day due to Council social services, this has improved from 34 in April (a 71% reduction); and
- a further two delayed transfers were attributable jointly to ASC and NHS in November (compared to two in April).

The three targets set out in the Better Care Fund (BCF) have been achieved in December.

Care Home Plus to support hospital discharge – Ongoing work with independent sector representatives and with the Residential Care Association Board, has begun to address the service requirements to build capacity to 90 beds. The scope for building to that capacity will now be addressed in the context of the review of banded care and support and fee levels to be agreed with the sector. This will take account of a planned response to provider's analysis of cost pressures, in terms of budget resources allocated to this service area in 2018/19. This will be governed through the Project Board and will align with the Bedded Care Strategy which is now agreed. The intention remains to provide the care and support environment for those people whose needs can be best met in a developed residential care service rather than in nursing care (**ref i**).

The number of contacts received by Health and Social Care Connect (HSCC) has increased by approximately 1,600 per month compared to 2016/17. This is subsequently having an impact on the ability to process referrals in the given timescales. It is therefore proposed that the target is revised to 90%. (**ref ii**).

Due to staff turnover, there has been a slight reduction in the number of Integrated Support Workers in post from 47 in Q2 to 44 in Q3. Recruitment continues for the remaining 24 posts and a recruitment drive is planned for Q4.

Technology Enabled Care Services (TECS) to Proactive Care pathway is due to be mobilised subject to tasks due to be completed by Proactive Care. TECS to the Crisis Response (CR) service pathway has been agreed by East Sussex Healthcare NHS Trust (ESHT), South East Coast ambulance service (SECAMB) and the Council and is awaiting CR to arrange shadowing of SECAMB by CR staff to ensure 'bedding-in' of eligibility criteria.

Demand for Telecare equipment is exceeding provider capacity to deliver, leading to a backlog and significant issues. Options are being explored to assist the provider to meet current demand.

The telescreen pilot has finished and an evaluation has been carried out which, while positive, shows the service would be much wider in scope than originally intended. Further development on telescreen will take place within the context of the Integrated Support Solutions business case, which is currently in the early scoping phase.

Safer Communities

The refresh of the Strategic Assessment of Community Safety 2017 is now complete and the priorities for the forthcoming year have been agreed by the Safer Communities Board. Work has commenced on the refresh of the East Sussex Safer Communities Partnership Business Plan 2017/20. This plan will not only describe the chosen priorities, but will reflect on achievements over the course of the year, and focus on what needs to happen next. Following the production of the plan, more detailed action plans will be developed, setting out how these work streams will be delivered with associated outcomes.

Domestic, Sexual Violence & Abuse and Violence Against Women and Girls – 16 Days of Action for the Elimination of Violence Against Women ran from 25 November 2017 (the UN International Day of Elimination of Violence Against Women) to 10 December 2017 (Human Rights Day). Over the 16 days, a range of agencies, groups and individuals came together to work to end all forms of violence against women. The 16 Days of Action also included other significant dates like World's Aids Day (1 December), as well as the White Ribbon Campaign, which calls on men to make a pledge to never commit, condone or remain silent about violence and abuse.

Vulnerable Victims of Fraud & Scams – By the end of Q3, 61 organisations had joined the East Sussex Against Scams Partnership (ESASP) Charter and, with the assistance of other East Sussex SCAM champions, over 687 residents have participated in Friends Against Scams awareness sessions which will hopefully reduce the likelihood of them – or people they know or care for – from becoming vulnerable victims of fraud and scams.

Cyber Crime, Cyber bullying and online safety – The East Sussex Stay Safe Programme was distributed to Schools in December and so far feedback from partners and schools has been very positive and since publication the NSPCC / Wise and Wealden Safety in Action have joined the programme.

On the 17 January 2018, the Safer East Sussex Team co-delivered the 'Building Digitally Resilient Children' event in partnership with Priority 1-54. The event was an invaluable opportunity for delegates to understand the current climate of cyberbullying and how best to educate children and prevent cyberbullying incidents, examine the links between young people's use of social media and youth violence, explore a range of ideas and resources to support Safer Internet Day 2018 and engage parents positively about children's use of digital technologies.

% of those affected by domestic violence and abuse who feel safe upon leaving the service – This measure is reported a quarter in arrears. 1,030 referrals were made to the specialist domestic violence service in Q2. Of those clients exiting the service where an Outcome on Exit Form could be completed, 110 of 169 (65%) reported feeling

safe upon leaving the service in Q2. Since April, Q1 + Q2, 74% of clients reported feeling safe upon leaving the service (**ref iii**). An improvement plan has been agreed with the service in relation to this and actions are being taken forward.

% 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 – This measure is reported a quarter in arrears. A total of 75 referrals were made to the specialist sexual violence service in Q2. Of those clients exiting the service where an outcome form was completed, 14 of 21 (67%) reported feeling more in control of their lives and/or more optimistic about the future. Since April, Q1 + Q2, 60% of clients reported feeling more in control of their lives and/or more optimistic about the future (**ref iv**).

There are a number of reasons why people may not feel more confident at exit despite feeling supported. The most significant is likely to relate to their experience through the criminal justice system. There is likely to be a significant amount of time elapsed between charge and final prosecution outcome and this will therefore impact on victim confidence. The provider offers a number of interventions throughout a victim's contact with the court process to provide support based on need.

Public Health

External funding success to help tackle fuel poverty in East Sussex – Success at securing a £174,000 Warm and Healthy Homes Fund grant from National Energy Action and £440,000 from the Warm Homes Fund established by National Grid plc will enable eligible vulnerable individuals to benefit from significant home improvements to help keep them warm in cold weather. This means over £1m in external fuel poverty funding has been secured during the past two years.

Beat the Street East Sussex nominated for awards – Beat the Street East Sussex, Public Health's evidence based mass participation physical activity initiative which more than 42,000 people participated in, was shortlisted for the community impact award at the 2017 Sussex Sports Awards and for community event of the year in the Community Stars Awards run by the Argus Newspaper.

Infection Control in Care Homes – As part of the infection control in care homes champion programme, 60% of care homes now have an identified infection control champion who will continue to embed a culture of good infection control practice. Many unplanned hospital admissions from care homes are due to infections and this will help to lower risks of infection. Phase 2 also addresses best practice in oral health and hydration as these are important factors that can also lead to a range of infections.

Healthy Living Pharmacy (HLP) – The HLP is a tiered framework aimed at achieving consistent delivery of a broad range of health improvement interventions through community pharmacies to improve the health and wellbeing of the local population and help to reduce health inequalities. In East Sussex 96 of the 108 (89%) community pharmacies have successfully accredited as HLP Level 1 – one of the highest rates in the South East.

Revenue Budget Summary

ASC – The forecast outturn is a £0.456 million overspend (**ref vii**), comprising a £0.031 million overspend in the Independent Sector (**ref v**) and a £0.425 million overspend within Directly Provided Services and Assessment and Care Management (**ref vi**).

The net budget of £168.194 million includes savings of £4.895 million, including £4.124 million slippage from 2016/17. £3.778 million is forecast to be permanently achieved in 2017/18, with £1.117 million slipping to 2018/19 as a consequence of delays in delivering service changes. In year cost reductions of £0.660 million 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, linked to the complexity of care needs, have continued to increase by approximately 8% compared to last year, on a like for like basis. In year mitigation of these pressures has partly come from the new iBCF and the effective use of other grant funding, alongside further reductions in expenditure during Q3 as a consequence of greater access to alternative funding, such as Continuing Health Care, other local authorities accepting responsibility for meeting care needs whilst the collection of fees and charges has exceeded previous prudent forecasts. The Council has been allocated £11.313 million iBCF funding for 2017/18, which is being pooled into the BCF.

Directly Provided Services and Assessment and Care Management: Pressures reflect the slippage of £1.117 million of service savings to 2018/19, made up of £0.771 million within Management and Support and £0.346 million of additional savings. There is also pressure from increasing demand for equipment for clients, resulting in a £0.465 million overspend forecast on the Integrated Community Equipment Service (ICES) pooled budget.

Public Health – Public Health are forecasting £29.002 million expenditure on core services. One-off projects worth £5.145 million will be funded from reserves in 2017/18.

PH Reserves: PH reserves are projected at year end to be £5.988 million. This includes £1.992 million reserves, £3.825 million project reserves and £0.171 million health protection reserve.

Capital Programme Summary – Forecast expenditure is £1.550 million against the £1.308 million budget. LD Service Opportunities (ref viii) is forecast to spend £0.242 million in advance due to unforeseen building costs. A further review will therefore take place of LD opportunities that will look at managing programme options and costs.

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q3 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority - Helping people help themselves								
East Sussex Better Together: Develop and implement Care Home Plus to support hospital discharge	N/a	90 beds	G	G	R			i
Health and Social Care Connect - % of referrals triaged and progressed to required services within required timescales	90.4%	Amendment requested from: 95% To: 90%	G	G	AD		91%	ii
Priority – Keeping vulnerable people safe								
The % of those affected by domestic violence and abuse who feel safe upon leaving the service	77%	80%		AD	A		74% (Q1+Q2)	iii
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	A		60% (Q1+Q2)	iv

Savings exceptions (Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year)					
Service description	2017/18 (£'000) – Q3 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
Community Based Services: Review and focus on services to meet personal care needs, in line with personal budgets	3,000	3,000	-	-	
Commissioning Grants Prospectus	160	160	-	-	
Supporting People	509	163	346	-	
All Other Savings	1,226	455	771	-	
Total Savings	4,895	3,778	1,117	0	
Variations to Planned Savings					
Permanent Variations	0	0	0	0	
Total Permanent Savings & Variations	4,895	3,778	1,117	0	
In year mitigation from temporary spend reductions		661	(661)		
Temporary Variations	0	661	(661)	0	
Total Savings with Variations	4,895	4,439	456	0	

Revenue budget

Divisions	Planned (£000)			Q3 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	100,101	(40,285)	59,816	99,417	(40,594)	58,823	684	309	993		
Learning Disability Support	48,728	(4,081)	44,647	50,180	(4,266)	45,914	(1,452)	185	(1,267)		
Mental Health Support	7,576	(1,285)	6,291	7,144	(1,096)	6,048	432	(189)	243		
Subtotal Independent Sector	156,405	(45,651)	110,754	156,741	(45,956)	110,785	(336)	305	(31)	v	
Physical Support, Sensory Support and Support for Memory & Cognition	17,755	(5,235)	12,520	17,269	(5,067)	12,202	486	(168)	318		
Learning Disability Support	8,783	(1,226)	7,557	8,872	(1,315)	7,557	(89)	89	-		
Mental Health Support	2,271	(2,257)	14	2,633	(2,619)	14	(362)	362	-		
Substance Misuse Support	609	(153)	456	584	(153)	431	25	-	25		
Equipment & Assistive Technology	6,320	(3,409)	2,911	6,425	(3,244)	3,181	(105)	(165)	(270)		
Other	4,059	(1,858)	2,201	3,982	(1,565)	2,417	77	(293)	(216)		
Supporting People	9,118	(1,051)	8,067	9,369	(1,051)	8,318	(251)	-	(251)		
Assessment and Care Management	26,455	(2,151)	24,304	27,968	(3,664)	24,304	(1,513)	1,513	-		
Management and Support	19,726	(20,842)	(1,116)	18,194	(19,311)	(1,117)	1,532	(1,531)	1		
Service Strategy	526	-	526	822	(264)	558	(296)	264	(32)		
Subtotal Directly Provided Services and Assessment and Care Management	95,622	(38,182)	57,440	96,118	(38,253)	57,865	(496)	71	(425)	vi	
Total Adult Social Care	252,027	(83,833)	168,194	252,859	(84,209)	168,651	(832)	376	(456)	vii	
Safer Communities	801	(416)	385	823	(438)	385	(22)	22	-		
Public Health:											
Health Improvement services	5,337	-	5,337	5,119	-	5,119	218	-	218		
Drug and alcohol services	6,101	-	6,101	6,101	-	6,101	-	-	-		
Sexual health services	4,160	-	4,160	3,951	-	3,951	209	-	209		
Health Visiting & 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	3,050	-	3,050	209	-	209		
Core budget savings transferred to reserves	-	-	-	1,196	-	1,196	(1,196)	-	(1,196)		
Public Health Grant income	-	(27,990)	(27,990)	-	(27,990)	(27,990)	-	-	-		
Public Health CCG and Reimbursement income	-	(452)	(452)	-	(452)	(452)	-	-	-		
Draw from General Reserves	-	-	-	-	(560)	(560)	-	560	560		
Sub Total for Core Services	28,442	(28,442)	-	29,002	(29,002)	-	(560)	560	0		
One Off Projects Funded from Project Reserve	5,145	(5,145)	-	5,145	(5,145)	-	-	-	-		
Savings from reserves	-	-	-	796	(796)	-	(796)	796	-		
Total Public Health	33,587	(33,587)	-	34,943	(34,943)	-	(1,356)	1,356	0		

Capital programme										
Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q3 (£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	-	-	-	-	-	-	-	-
LD Service Opportunities	5,092	5,092	1,279	1,482	1,521	(242)			(242)	viii
Greenacres	2,350	2,350	-	-	-	-	-	-	-	-
House Adaptations for People with Disabilities	2,719	2,719	13	13	13	-	-	-	-	-
Refurbishment – Registration standards	2,373	2,373	16	-	16	-	-	-	-	-
Total ASC Gross	13,070	13,070	1,308	1,495	1,550	(242)	-	-	(242)	

Business Services – Q3 2017/18

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

Summary of successes and achievements – A new three year Orbis Business Plan has been drafted and will be part of a focused communications and engagement plan with staff during Q4. The Business Plan was reviewed by the Audit, Best Value and Community Services Scrutiny Committee in November 2017 and will go live from April 2018.

The Orbis shared services partnership with Surrey County Council and Brighton & Hove City Councils has been growing from strength to strength. After surpassing its initial financial targets by achieving £4.5m savings in 2016/17 against a target of £1.1m, Orbis is currently on target to deliver £3.9m efficiencies in 2017/18 plus a further £0.9m of early 2018/19 savings with East Sussex County Council (ESCC) having a 30% share.

Teams from across the three councils have been working together to improve the way Orbis delivers services to its customers. Successful initiatives include: launching an online pensions' portal; procuring a new e-recruitment system; transferring our data to Surrey's Data Centre to enable cross-sharing council information in a secure environment; and continuing with the development of the contract management framework, which is scheduled to be fully deployed by Q1 2018/19.

The partnership has also demonstrated commercial success with nine schools from the London Borough of Redbridge transferring to Orbis payroll services.

In Q3 Orbis achieved industry recognition: winning a SOCITM (Society of IT Managers) award for Innovation in Collaboration and being shortlisted for an LGC (Local Government Chronicle) award for Efficiency.

Property operations – Strategic Property Asset Collaboration in East Sussex (SPACES): the feasibility studies have commenced for phase 5 of One Public Estate (OPE), using the £175,000 grant funding received. A report recommending a direction of travel for the four priority projects is expected to be produced by Spring 2018. This will identify the benefits that could be achieved from these projects, which focus on co-location of emergency services.

A phase 6 OPE bid was submitted for £60,000 of grant funding and was successful.

Additional users and locations are being considered as part of the first phase of the Collaborative Workspace programme to provide Shared Spaces, which could host hot desks, meeting spaces, or both. Our application for Data Analytic Innovation Vouchers was successful and a researcher will now assist in producing a business case for a wider roll out of shared hot desks.

Cost of occupancy of corporate buildings – There continues to be a reduced level of spend for a number of categories, including waste and energy management. However, there are pressures on the costs of facilities management as we transition from the current contract to the new joint contract arrangements being put in place across East Sussex and Surrey that will be established during 2018/19. There has also been a high level of exceptional maintenance expenditure, around £600,000 more than in 2016/17, mainly due to the window replacement programme. This is however, unlikely to reoccur during 2018/19. Due to these increased costs the estimated spend per m2 at the end of 2017/18 will be £175 (ref i).

Asset Investment Strategy – A strategy that aligns to the strategic priority outcomes of East Sussex will be reported to Cabinet in Q4. An assessment of the opportunities and market in East Sussex has been undertaken and the Audit Best Value and Community Services Scrutiny Committee has been engaged.

Apprenticeships – The first rounds of procurement and commissioning for training in schools and for corporate apprenticeships on topics such as Project Management, Accountancy and for Lab Technicians have been completed through the Digital Purchasing System. The East Sussex Qualification & Assessment Centre is running groups for management apprenticeships that are available to all Council staff, and the apprenticeship team are planning to commission degree level apprenticeships, again in management. A Post Graduate Teaching Apprenticeship is due to start in September 2018, and we are currently communicating this to schools and meeting with providers to maximise take up. The apprenticeship team are currently visiting all Council maintained schools (not including academies) to highlight how they can use the levy. There has been a sharp drop in the numbers of entry level apprenticeships since the introduction of the levy and to tackle this we are working with the MY Trust, who deliver youth employment services on behalf of the Council, to develop a pre-employment programme for 16 – 25 year olds to get them prepared and able to apply for apprenticeships with the Council.

Social Value – There were two contracts awarded in Q3 which were within the scope of the Social Value Measurement Charter. The social value of the projects will be calculated based on the tender submissions post contract, and will be reported in Q4.

Our Orbis Professional & Technical Services Framework used by the property team is now delivering a social value commitment. Since the framework went live in September 2017 there have been nine commissions valued at £244,006, with £25,000 (10%) being committed to social value in East Sussex.

Our Contract & Supply Team has designed a suite of questions to capture performance information throughout the life

of a contract, including social value delivery. The questions are due to be loaded onto our contract management system shortly, and a pilot to test the effectiveness of the questions will follow in Q4.

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

Wellbeing – The estimated 2017/18 year end sickness absence figure for non-schools is 9.33 days/FTE, which is above the 2017/18 non-schools target of 9.24 days/FTE. For Q1 – Q3, the sickness absence outturn for the whole authority (excluding schools) is 6.81 days lost per FTE employee, an increase of 6.9% since the previous year.

The increase in absence is largely due to an 18.3% increase in Adult Social Care, with stress related absence being the primary driver. A number of measures have been put in place to try and reduce this type of absence. These have included the provision of additional training and coaching sessions for managers of teams with high absence rates, including from our absence management provider 'Firstcare' and Occupational Health.

In considering mental health related absence more broadly, targeted activities have included the development of resources to support 'Time to Talk' day on 1 February, a Mental Health Awareness workshop on 10 October 2017 and the continuation of free 'drop in' mindfulness sessions in Eastbourne and Lewes.

In Q3 'flu like' symptoms increased as a reason for absence. The Council pays for flu vaccines and this has been promoted to staff.

Revenue Budget Summary – The 2017/18 Business Services net revenue budget is £21.4m 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).

The full year forecast underspend is £0.4m, a further improvement of £0.2m compared to Q2. This underspend is made up of some overspends in the ESCC budgets managed by Orbis, offset by underspends in Orbis.

Orbis is in year two of a three year programme to deliver £9.3m of efficiencies for East Sussex and Surrey. Services have delivered £3.9m of savings this year and have started to implement changes to achieve a further £4.6m next year. This has led to additional part year savings in 2017/18 in order to achieve full year savings in 2018/19. As a result there is a forecast saving of £0.6m from the ESCC contribution to Orbis budget, this is an increase of £0.3m since Q2 (**ref iii**).

There are pressures in the ESCC budgets managed by Orbis and services forecast a full year overspend of £0.2m, which is an increase of £0.1m since Q2. The main variance is in IT&D and relates to the data centre upgrade required to ensure adequate resilience for the Council and unplanned cost of re-instating SAP maintenance (**ref ii**). The ongoing pressures are being addressed as part of budget planning.

Capital Programme Summary – The 2017/18 capital budget is £21.3m and includes the Schools Basic Need Programme (£7.1m). Following a budget re-profile exercise the budget has reduced by £3.8m since Q2. As reported in Q2 there have been some delays to Property schemes due to planning issues and service requirement changes, leading to budget re-profiles into future years. The main budget changes are Schools Basic Need (-£1.9m), Building Improvements (-£1.2m), Property Agile Works (-£0.3m) and Early Years (-£0.3m).

Since the budget re-profile exercise a further delay to the Schools Basic Need programme is forecast, £2.2m (**ref iv**). This is for the land purchase of a new site to provide primary places in Hailsham, through the expansion of Hailsham Community College which will become an all through school (for children aged 4-18). This slippage is due to a change to the housing developer timescales, which include the school site. The Council is constrained by this timescale in order to obtain a serviced school site from the developer under the S106 agreement and cannot acquire it until all options are explored with ESCC having a 30% share.

Performance Exceptions (See How to read this report for definition)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q3 17/18 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Making best use of resources								
Cost of occupancy of corporate buildings per sq. metre	£146 / sq. metre	143 / sq. metre	A	A	R		End of year forecast: £175 per m2	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) – Q3 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
All 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	

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)			Q3 2017/18 (£000)						Note ref
	Gross	Income	Net	Projected outturn			(Over) / under spend			
				Gross	Income	Net	Gross	Income	Net	
Business Operations	138	-	138	188	-	188	(50)	-	(50)	
Finance	2,710	(2,102)	608	2,784	(2,151)	633	(74)	49	(25)	
HR & OD	340	(419)	(79)	359	(478)	(119)	(20)	60	40	
IT & Digital	5,734	(4,891)	843	5,777	(4,743)	1,034	(42)	(148)	(190)	ii
Procurement	4	(36)	(33)	11	(4)	7	(7)	(32)	(40)	
Property	23,494	(18,889)	4,605	24,423	(19,873)	4,550	(930)	984	55	
Contribution to Orbis Partnership	15,269	-	15,269	14,694	-	14,694	576	-	576	iii
Total BSD	47,689	(26,337)	21,352	48,236	(27,250)	20,986	(547)	913	366	

Orbis Partnership Revenue Budget										
Divisions	Planned (£000)			Q3 2017/18 (£000)						Note ref
	Gross	Income	Net	Projected outturn			(Over) / under spend			
				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	10,220	(1,702)	8,518	332	218	550	
HR	5,257	(582)	4,675	5,043	(558)	4,485	214	(24)	190	
IT	18,563	(1,608)	16,955	17,923	(1,608)	16,315	640	-	640	
Management	2,034	-	2,034	1,624	-	1,624	410	-	410	
Procurement	3,372	(156)	3,216	3,252	(156)	3,096	120	-	120	
Property	11,101	(1,660)	9,441	10,820	(1,379)	9,441	281	(281)	-	
Total Orbis	61,735	(11,080)	50,655	59,738	(10,993)	48,745	1,997	(87)	1,910	
ESCC Contribution			15,269			14,694			576	

Capital programme										
Approved project	Total project – all years (£000)		2017/18							Note ref
			In year monitor Q3 (£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	-	-	-	-	-	-	-	-
The Link	2,718	2,718	-	-	-	-	-	-	-	-
SALIX Contract	4,235	4,235	538	394	538	-	-	-	-	-
Property Agile Works	9,606	9,606	918	211	918	-	-	-	-	-
Capital Building Improvements	85,763	85,763	8,568	4,372	8,568	-	-	-	-	-
Libraries Basic Need	2,244	2,244	-	-	-	-	-	-	-	-
IT & Digital Strategy Implementation	27,557	27,557	2,224	1,616	2,224	-	-	-	-	-
Schools Basic Need	148,171	148,171	7,090	3,678	4,890	2,200	-	2,200	-	iv
Early Years	5,327	5,327	1,704	484	1,704	-	-	-	-	-
Universal Infant Free School Meals	1,901	1,901	31	11	31	-	-	-	-	-
Other Schools & CSD Projects	8,230	8,230	187	93	187	-	-	-	-	-
Total BSD Gross	297,020	297,020	21,260	10,859	19,060	2,200	0	2,200	0	

Children's Services – Q3 2017/18

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

Summary of successes and achievements:

Engagement and participation – In November we held our second annual Children and Young People's Trust (CYPT) partnership event which was attended by representatives from a range of partnership organisations. The event included a review of the current priority areas of the Children and Young People's Plan which will be used to inform the updated plan from 2018. As part of a session focused on personal and community resilience, attendees were asked to identify how volunteering and community involvement can be harnessed to progress the CYPT priorities.

Subsequently young people took part in our Annual Takeover Day on 24 November to discuss personal and community resilience; giving their views on how they can contribute to a vibrant and resilient community. The day also provided the opportunity for children and young people to give their views about services. The event was attended by children from a diverse range of backgrounds: the Children in Care Council, children with disabilities, school councils and the Youth Cabinet to work together to voice their views. The young people identified projects for small grants for activities with the aim of improving health and social care; and gave their feedback on the Local Safeguarding Children's Board (LSCB) safeguarding strategy, what makes an inclusive school, and libraries.

Following service user feedback, looked after children have been involved in making a children's guide to residential care homes DVD, sharing what it is like to live there and enabling children and young people to better understand and prepare for a placement within a children's home.

£650k of corporate transformation funding, in partnership with District and Borough Councils and Adult Social Care, is being used to enhance and diversify accommodation provision for vulnerable young people. This includes care leavers with severe, complex and/or multiple needs (aged 16 – 25) and under 18 young homeless people.

SEND (Special Educational Needs and Disability) – A participation group of disabled young people has been developed so that they can inform: the Local Offer; discussions around the High Needs Block review; community resilience; and safeguarding.

95.5% (1,072 out of 1,122) of children have expressed their views and/or participated in their annual SEND review meeting at Q3.

97% (127/131) of eligible 0-16 year olds and 74% (46/62) of 16-19 year olds have a personal budget.

There are 67 post 16 students using SEND transport, as at 31 December 2017 compared with 111 in December 2016.

Digital ways of working – Changes were made to the Family Information Services telephone call routing system in October 2017 to make the best use of the system to triage calls for other teams with button presses rather than connecting to a member of staff. Calls in Q3 are down 88% compared to Q3 2016/17. A total of 1,168 calls have been automatically triaged to the right team. This means a shorter call duration and a quicker connection time for the customer. There has been an increase in digital contacts to the team and an increase in web traffic. With the increased capacity, the team is making improvements to the children's services web content.

The percentage point gap between disadvantaged pupils and their peers – The percentage point gap for disadvantaged children in East Sussex in Ac Yr 2016/17, at Key Stage 2, is 23. This is wider than the national gap of 20 (ref i). The percentage point gap for Attainment 8 is 14.7 (ref ii). This is smaller than the outturn for Ac Yr 15/16 of 15, although direct comparison cannot be made with data from the previous year. The gap is wider than the national average which has increased by 0.5 to 12.8; however, the difference in the gap between East Sussex and national has reduced this year by 0.8. Lack of progress for disadvantaged pupils is a particular problem in coastal areas for the following reasons:

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

The Department for Education's Hastings Opportunity Area is designed to address these problems and will be complemented by work across the county addressing the specific underperformance issues. Schools and academies are being challenged to raise expectations and robustly tackle the issues associated with progress of all pupils and groups of pupils. We were successful in securing funding from the Strategic School Improvement Fund (SSIF) in round 1 for secondary schools that will bring additional capacity and harness expertise to tackle the issues around disadvantaged and SEND pupil performance, with a focus on coastal schools. In round 2, we have also been successful with a bid to the SSIF for a parallel primary school project, thus bringing significant additional resource into

the county's schools to address this priority. We are also working through Teaching Schools and Educational Improvement Partnerships to ensure a focus on tackling issues around disadvantaged pupils using school to school support to share and develop practice. It remains a key priority area for the Council to work with Early Years, Primary and Secondary Schools.

Revenue Budget Summary – The £68.559m net CSD budget is forecast to be overspent at year end by £1.460m (**ref ix**). This has reduced by £0.421m compared to Q2.

In **Safeguarding, LAC and Youth Justice** the overspend is £2.845m (**ref vi**). This is primarily due to ongoing Looked after Children cost pressures combined with changes to the expected profile of Troubled Families Payment by Results claims.

Education and ISEND are forecasting an underspend of £0.900m (**ref vii**), an increase in underspend of £0.544m . This reflects the continuing impact of the strategies in place to reduce the cost of placements and the placing of children in Independent Non-Maintained Schools.

Communication, Planning and Performance have forecast an underspend of £0.234m (**ref viii**), for the financial year, an increase in underspend of £0.139m. Cost reductions have been achieved through post 16 transport policy changes.

Central Resources have forecast an underspend of £0.251m (**ref v**).

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 – At Q3 the forecast expenditure is in line with the revised approved programme of £1.257m (**ref x**).

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q3 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
The percentage point gap between disadvantaged pupils achieving at least the expected standard in reading, writing and maths combined at Key Stage 2, and their peers.	Ac Yr 15/16 ESCC 23% Nat av. 22%	Ac year 16/17 At or below the national average	A	A	R		Ac Year 2016/17 ESCC: 23% Nat Av: 20%	i
The gap between Attainment 8 overall score for disadvantaged pupils, and Attainment 8 overall score for non-disadvantaged pupils	Ac Yr 15/16 ESCC 15% Nat av. 12.3% ¹	Ac year 16/17 1.5 points or less above the national average	A	A	R		Ac Year 2016/17 ESCC: 14.7% Nat Av: 12.8%	ii

¹ Please note that Ac Yr 15/16 data are not comparable to Ac Yr 16/17.

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) – Q3 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)			Q3 2017/18 (£000)						Note ref
	Gross	Income	Net	Projected outturn			(Over) / under spend			
				Gross	Income	Net	Gross	Income	Net	
Central Resources	1,753	(3,073)	(1,320)	1,496	(3,067)	(1,571)	257	(6)	251	v
Safeguarding, LAC and Youth Justice	57,518	(10,538)	46,980	61,287	(11,462)	49,825	(3,769)	924	(2,845)	vi
Education and ISEND	79,956	(3,956)	76,000	79,316	(4,216)	75,100	640	260	900	vii
Communication, Planning and Performance	19,992	(4,277)	15,715	19,974	(4,493)	15,481	18	216	234	viii
DSG non Schools	-	(68,816)	(68,816)	-	(68,816)	(68,816)	-	-	-	
Schools	161,320	(161,320)	-	161,320	(161,320)	-	-	-	-	
Total Children's Services	320,539	(251,980)	68,559	323,393	(253,374)	70,019	(2,854)	1,394	(1,460)	ix

Capital programme

Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
	Budget	Projected	In year monitor Q3 (£000)				Analysis of variation (£000)			
			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	65	65	65	65	65	-	-	-	-	
Family Contact	188	188	32	8	32	-	-	-	-	
House Adaptations for Disabled Children's Carers	1,468	1,468	122	62	122	-	-	-	-	
Schools Delegated Capital	12,688	12,688	899	935	899	-	-	-	-	
Schools Information Hub - Czone replacement	230	230	86	65	86	-	-	-	-	
Exceat Canoe Barn Changing Rooms	24	24	-	-	-	-	-	-	-	
Lansdowne SCH Grant	261	261	53	53	53	-	-	-	-	
Total CSD Gross	14,924	14,924	1,257	1,188	1,257	0	0	0	0	x

Communities, Economy & Transport – Q3 2017/18

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

Summary of successes and achievements – 56 carriageway asset improvement schemes have been delivered in Q3 investing over £3.5m to maintain and improve the condition of the county's roads. The Locate East Sussex service is progressing well, with the full range of services now being offered and a projection that 28 jobs will be created this year. Six Trading Standards workshops were held in Q3, offering advice and training to 91 delegates. Trading Standards also made 27 positive interventions to protect vulnerable people from rogue trading or financial abuse. There were 59 online learning courses completed in our libraries in Q3 on topics such as English, maths and IT. The South East Local Enterprise Partnership awarded East Sussex further funding through the growing places fund in Q3, with £1.15m going to the Eastbourne Fisherman's project and over £0.1m to the Charleston Centenary project. A grant to the South East Creative, Cultural and Digital Sector from the European Regional Development Fund was approved in Q3 and will see around £0.5m invested into East Sussex over the next three years, providing grants and business support to creative businesses. While we continue to regularly inspect and maintain our gully network we have also been undertaking specific investigations and additional works on known flood risk areas to ensure that our pipes and ditches are in good working condition. This includes replacing broken and damaged pipes where necessary, a programme of rebuilding the historical ditch network, and working with local land owners to help them maintain important private drainage systems that affect the highway.

East Sussex Growth Hub (GS) – £300,000 of grants have been agreed under the new South East Business Boost (SEBB) contract, these grants will bring in over £850,000 worth of match funding. Alongside the grants we are also developing a programme of non-financial support, including workshops and 1:1s, targeted at key sectors. We are working on a method of evaluation for the Growth Hub and SEBB to aid continuous improvement.

East Sussex Invest (ESI) 5 (GS) – There was one panel in Q3 which awarded £105,000 worth of funding to three businesses. The funding allocated in 2017/18 is currently projected to create 64 jobs, with one remaining panel scheduled for 5 March 2018. There has been a decline in the uptake of funding from ESI5 due to the promotion of the SEBB grants (ref i).

Newhaven Port Access Road – Tender documents for the works were received in December 2017 and are currently being evaluated. The business case is developing and we are having regular discussions with the DfT, with a positive workshop held on 25 January. Final submission of the business case will follow in Q4.

Terminus Road, Eastbourne – Tendering for the works has commenced, with a provisional award of the contract expected in Q4. Traffic Regulation Orders for the introduction of bus lanes and changes to parking restrictions were advertised in November and December, objections were received and are due to be considered by the Planning Committee in February 2018. Due to the uncertainty over the timeframes for planning consent we can't set a definite start date for construction. (ref ii).

Employability and Skills – The Health and Social Care business sector task group meeting is scheduled for March, which will bring the number of task groups to six. The Visitor Economy group has progressed with a meeting in November 2017 exploring the needs of the visitor economy; the group will be established as an additional task group in Q4 to explore the emerging themes. Open Doors have engaged with 19 businesses in Q3 and over 30 are now involved as Enterprise Advisers. Nine sector skills research reports are due to be refreshed and released in Q4.

Road Safety – The Road Safety programme is progressing well, work is now underway on the development of the specific behaviour change projects which will begin during Spring 2018. The research has included focus groups, which have helped to ensure the developing projects are concentrated on the right areas. The Council's Communications Team is helping to develop a social media campaign which will form part of one of these projects. The projects which are being developed, and are supported by the work of the Behavioural Insights Team, include: revisions to the Notice of Intended Prosecution letters; letters sent in relation to Operation Crackdown; and the communications/reminders sent on the anniversary of an offence.

Measures and targets for each of the above specific behaviour change projects are also being developed, and will be finalised before implementation begins.

We have completed assessments of the KSI casualties occurring on our A and B roads and discussions have been held with Sussex Police to establish the most appropriate engineering solution for each section of road. These solutions will include traffic management techniques such as speed reductions and road markings and interventions to produce a 'self-explaining' road environment which will complement the wider focus of the programme.

The total number of KSI on our roads in July to September 2017 was 118, with 10 being fatalities. Of these 99 (nine fatalities) occurred on county roads with 19 (one fatality) on the Trunk Road network. The numbers of KSI are higher than the same period in 2016, when there were 115.

Revenue Budget Summary – The net budget at Q3 is £61.896m. There is a forecast budget underspend of

£0.406m which is £0.108m more than at Q2. All £1.136m of savings in 2017/18 are on track to be achieved. The main underspend is in Transport and Operational Services £0.373m (ref v). The majority of this underspend is from Waste due to lower tonnage collected, reduced leachate costs and Concessionary Fares due to reduced passenger numbers and an operator contract price not increasing for inflation. The Communities budget underspend of £0.004m arises from a number of small underspends across services, offset by a reduced income in the Road Safety Bikeability scheme (ref iv). The Customer and Library Services budget overspend of £0.029m includes the increase cost of rates and energy at The Keep and additional spend on Libraries book stock (ref iii).

Capital Programme Summary – The Reconciling, Policy, Performance and Resources (RPPR) process has re-profiled the capital programme and as a result all slippage reported at Q2 (£11.790m net) has been moved into the programme for future years. The current slippage of £2.755m on the East Sussex Strategic Growth Package is due to delays in appointing a contractor for the High Weald House construction (ref vi and vii).

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q3 17/18 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable 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	A		Current number of predicted jobs created by ESI 5 funding is 64 by 16 businesses	i
Deliver pedestrian improvements in Terminus Road (Eastbourne) using 'Shared Space' concepts to coincide with opening of the new Arndale Centre	Construction now programmed to start January 2018	Commence construction	G	G	A		Construction is programmed to start in April (some pre-construction works may take place in Q4)	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) – Q3 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
Waste Operations	85	85	-	-	
Waste Disposal	25	25	-	-	
Transport Hub	35	35	-	-	
Rights of Way and Countryside Management	50	50	-	-	
Environment service.	5	5	-	-	
Planning and Environment Service	40	40	-	-	
Review fees & charges across the Planning Service.	10	10	-	-	
Library and Information Service	700	700	-	-	
The Keep	4	4	-	-	
Trading Standards	122	122	-	-	
Registration Services	60	60	-	-	
Total Savings	1,136	1,136	0	0	
Variations to Planned Savings					
	-	-	-	-	
Permanent Variations	0	0	0	0	
Total Permanent Savings & Variations	1,136	1,136	0	0	
	-	-	-	-	
Temporary Variations	0	0	0	0	
Total Savings with Variations	1,136	1,136	0	0	

Revenue budget

Divisions	Planned (£000)			Q3 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Management and Support	1,870	(228)	1,642	1,876	(234)	1,642	(6)	6	-	
Customer and Library Services	7,687	(2,160)	5,527	7,445	(1,947)	5,498	242	(213)	29	iii
Communities	3,833	(2,409)	1,424	3,717	(2,297)	1,420	116	(112)	4	iv
Transport & Operational Services	75,249	(39,233)	36,016	75,167	(39,524)	35,643	82	291	373	v
Highways	18,061	(3,411)	14,650	18,499	(3,849)	14,650	(438)	438	-	
Economy	4,470	(2,703)	1,767	4,483	(2,716)	1,767	(13)	13	-	
Planning and Environment	3,006	(2,136)	870	3,856	(2,986)	870	(850)	850	-	
TOTAL CET	114,176	(52,280)	61,896	115,043	(53,553)	61,490	(867)	1,273	406	

Capital programme

Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q3 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
The Keep	20,178	20,178	36	25	36	-	-	-	-	
Registration Ceremonies Website	30	30	30	-	30	-	-	-	-	
Rye Library	61	61	14	13	14	-	-	-	-	
Hastings Library	9,503	9,503	2,255	1,385	2,255	-	-	-	-	
Newhaven Library	1,713	1,713	39	-	39	-	-	-	-	
Southover Grange (formerly The Maltings)	1,257	1,257	184	128	184	-	-	-	-	
Library Refurbishment	1,473	1,473	191	150	191	-	-	-	-	
Newhaven S106 - ERF	474	474	5	5	5	-	-	-	-	
Travellers Site Bridges Tan	1,347	1,347	10	8	10	-	-	-	-	
Broadband	33,800	33,800	2,450	2,114	2,450	-	-	-	-	
Bexhill and Hastings Link Road	126,247	126,247	2,172	517	2,172	-	-	-	-	
BHLR Complementary Measures	1,800	1,800	300	25	300	-	-	-	-	
Reshaping Uckfield Town Centre	2,500	2,500	26	12	26	-	-	-	-	
Exceat Bridge Maintenance	2,633	2,633	155	3	155	-	-	-	-	
Economic Intervention Fund	9,791	9,791	999	551	999	-	-	-	-	
Catalysing Stalled Sites	916	916	200	146	200	-	-	-	-	
EDS Upgrading Empty Commercial Properties	500	500	153	60	153	-	-	-	-	
EDS Incubation Units	1,000	1,000	150	-	150	-	-	-	-	
North Bexhill Access Road	18,600	18,600	5,590	2,215	5,590	-	-	-	-	
Queensway Gateway Road	10,000	10,000	5,000	2,329	5,000	-	-	-	-	
Newhaven Flood Defences	1,500	1,500	400	400	400	-	-	-	-	
Coastal Communities Housing	667	667	667	667	667	-	-	-	-	

Capital programme										
Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q3 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
East Sussex Strategic Growth Package	8,200	8,200	6,300	919	3,545	2,755	-	2,755	-	vi
A22/A27 Junction Improvement Package	1,500	1,500	-	-	-	-	-	-	-	-
Devonshire Park Quarter redevelopment	5,000	5,000	5,000	3,400	5,000	-	-	-	-	-
LGF Business Case Development	196	196	166	46	166	-	-	-	-	-
Newhaven Port Access Road	23,271	23,271	453	372	453	-	-	-	-	-
Real Time Passenger Information	2,449	2,449	156	67	156	-	-	-	-	-
Queensway (Eastern) Depot Development	1,586	1,586	152	-	152	-	-	-	-	-
Waste Leachate Programme	293	293	282	164	282	-	-	-	-	-
Hastings and Bexhill Movement & Access Package	9,643	9,643	596	372	596	-	-	-	-	-
Eastbourne/South Wealden Walking & Cycling Package	7,450	7,450	2,007	1,205	2,007	-	-	-	-	-
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	242	213	242	-	-	-	-	-
Other Integrated Transport Schemes	37,288	37,288	3,394	2,137	3,394	-	-	-	-	-
Community Match Fund	150	150	-	-	-	-	-	-	-	-
Speed Management	2,948	2,948	29	(56)	29	-	-	-	-	-
Terminus Road Improvements	11,250	11,250	505	167	505	-	-	-	-	-
CAMS System	30	30	11	2	11	-	-	-	-	-
Parking Machine Renewal Scheme	1,700	1,700	600	-	600	-	-	-	-	-
Core Programme - Highways Structural Maintenance	227,846	227,846	19,130	15,054	19,130	-	-	-	-	-
Core Programme - Bridge Assessment Strengthening	13,310	13,310	1,097	554	1,097	-	-	-	-	-
Core Programme - Street Lighting - Life Expired Equipment	10,133	10,133	750	320	750	-	-	-	-	-
Core Programme - Rights of Way Surface Repairs and Bridge Replacement Programme	4,883	4,883	430	353	430	-	-	-	-	-
Total CET	617,466	617,466	62,326	36,042	59,571	2,755	0	2,755	0	vii

Governance – Q3 2017/18

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

Reconciling Policy, Performance and Resources (RPPR) – The Government’s Budget was announced on 22 November 2017 and gave the Council the ability to increase council tax by an additional 1% in 2018/19 without triggering a referendum. The full final funding settlement from Government is expected in February. We continued to develop the draft Council Plan and Portfolio Plans during Q3. The Council Plan sets out our ambitions and what we hope to achieve by 2021, A Whole Council Forum was held in November 2017 to inform members of the latest position. Consultation and engagement meetings have been held with partners, Business Ratepayers, Trade Unions and young people. The draft 2018/19 Portfolio Plans were reviewed by Scrutiny Boards in December 2017. On the 23 January 2018 Cabinet received an RPPR report on the new budget, final savings plans, capital programme, and Council Plan for 2018/19. At County Council on 6 February 2018 the Council agreed the budget for 2017/18.

Transport for the South East (TfSE) – Work on delivering Transport for the South East (TfSE) continues to progress well and the Shadow Partnership Board is working together to present one voice for the area on strategic infrastructure issues. Work has now commenced on the development of the Transport Strategy and a major stakeholder engagement event “Connecting the South East” will take place on 8 May 2018. Huw Merriman, MP for Battle and Bexhill and a member of the Transport Select Committee, hosted an MP event on 31 October in the House of Commons, to brief MPs from across the area and members of the Committee on TfSE. 15-20 MPs attended the event, and work is now underway to secure a Westminster Hall debate on transport in the South East to increase engagement and raise the profile of TfSE more generally with ministers.

Supporting democracy – During Q3 we supported 52 meetings including: two County Council meetings; two Cabinet meetings; eight Lead Member meetings; 20 scrutiny committees and scrutiny review boards; and 20 other committees and panels. In addition, 42 school admission appeals and two school exclusion hearings were arranged.

The Members’ post-election induction programme has been successfully implemented. The number of page views on the dedicated Members’ Intranet site in Q3 was 3,500.

In Q3 discussions continued with potential partners to market the school appeals digital management system to other local authorities; it is anticipated that the application will begin to be marketed to other local authorities in autumn 2018.

Legal Services – Orbis Public Law (OPL), our partnership with the Legal Services of Brighton & Hove City Council and Surrey and West Sussex County Councils, continues to align its practices across the four offices following the implementation of our standard digital case management system. This will allow us to develop and improve our performance reporting and facilitates work sharing across OPL so that in future, legal work will be allocated to the persons who can most effectively and efficiently deal with it regardless of location. We are also analysing the time spent on a range of tasks to ensure that matters are dealt with in a consistent manner and as efficiently as possible. We are continuing with our programme of joint training for staff in many specialist areas which has both reduced expenditure on training and given staff from different offices the opportunity to meet, exchange ideas and establish useful ongoing contacts.

During Q3 we advised and represented Trading Standards in a rogue trader case which resulted in a sentence to 30 months custody and in a further case which resulted in an order for the perpetrator to pay £15,000 to the victims. We also assisted in a counterfeit goods and trademark offences matter, which resulted in a one year community order with 120 hours of unpaid work. We carried out five prosecutions for fraudulent use of a blue badge, which resulted in fines totalling £685, costs of £1,250 and two conditional discharge orders.

During Q3 we carried out 185 prosecutions. We also collected debts and agreed repayment plans for money due to the Council totalling £173,230 and secured monies owed against property totalling £52,159.

We continued to advise Children’s Services in pre-proceedings cases to enable families to keep their children within the family. 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 was reflected nationally. The indicators were that this trend would continue and this has continued to be the case during Q3. The average case duration in Q3 was 36 weeks, with a number of complex cases concluded which resulted in a higher average case duration than seen in Q1 and Q2. The average case duration for the year to date is 32 weeks. The figures are produced as part of quarterly monitoring by Legal Services based upon information collated by both Legal Services and Children’s Services.

In Q3 we made two community Deprivation Of Liberty Safeguard applications to the Court of Protection to ensure that members of the community who are mentally incapacitated are protected. The team is currently dealing with five further applications to the Court of Protection for health and welfare orders and for the authorisation of living in care placements.

Regulation of Investigatory Powers Act (RIPA) – One authorisation under RIPA was made in Q3 for direct

surveillance and covert test purchases of shops suspected of selling illegal tobacco.

Local Government Ombudsman complaints – 16 decisions were issued Q3. Of those, five were closed before full investigation as there was nothing to indicate fault by the council. Of the 11 fully investigated seven were closed with no fault found and the following four were closed with an upheld outcome:

Adult Social Care – Blue Badge Appeal: The Council failed to provide clear information about its appeals process and failed to fully address the complaint. We issued an apology to the complainant and reviewed the information provided on the appeals process.

Children's Services – Complaint Handling: The Council was at fault in failing to properly consider the complaint under all stages of the children's statutory complaints procedure. We issued an apology to the complainant and agreed to investigate the matter properly under the full statutory procedure.

Communities, Economy & Transport – Highways: Fault was found with the time it took the Council to resolve a problem with traffic lights which were causing congestion at a crossroads. We issued an apology to the complainant.

Adult Social Care – Assessment and Complaint Handling: Fault was found as the Council delayed both in reviewing the complainant's night time social care needs and replying to the complaint. We offered the complainant funding in recognition of her increasing night time needs, issued an apology and paid the complainant a £500 goodwill gesture.

Effective publicity and campaigns – The Council's Stand Up For East Sussex campaign, which made the case for East Sussex's particular needs to be recognised, gathered almost 6,000 signatures and was delivered to the Prime Minister in December. Our high-profile campaign on school attendance was covered by national media including the Telegraph, Mail, Mirror, Express and Sun and on BBC Radio 4 as well as most local media outlets. The campaign to get people in East Sussex to vaccinate themselves against flu generated 21 media stories and was also promoted through social media and the website, libraries and children's centres.

Media work – The press office dealt with 195 media enquiries and issued 42 press releases. There were 479 media stories about the Council.

Web activity – The Council's main website received 3.2 million page views during Q3. Of those, 32% of users were new to the site. 54.6% of all visitors came from organic searches (Google etc.). The promotion of the library consultation resulted in 7,100 sessions and 1,732 online consultation responses.

Third Sector support – The Voluntary and Community Sector (VCS) infrastructure services continue to provide support to voluntary organisations and community groups across the county. Q3 saw a particular focus on enabling small groups to develop the necessary governance to apply for small grant programmes.

Healthwatch East Sussex has completed the pilot phase for their Listening Tour, which took place in Hastings. The countywide locality engagement programme will now be implemented over the next three years.

Public Health's and Hastings & Rother Clinical Commissioning Group's small grants programmes have allocated over £200k of grants to over 30 groups and organisations. We are developing a fourth round of small grants for 2018/19.

We have continued to provide support for the community asset transfer of 12 Claremont in Hastings from the Council to a third party organisation.

South East 7 (SE7) – In Q3, Councillor Glazier (as Chair of the SE7) and Councillor Roy Perry, Leader of Hampshire County Council (as Vice Chair of the SE7) met with Sajid Javid, Secretary of State for Housing, Communities and Local Government. The meeting provided an opportunity to discuss how the SE7 and Government can work together to tackle the challenges facing Local Government and communities in the South East, and to get a clearer understanding of Government's approach to Local Government funding. Following the meeting, and publication of the Autumn Budget, Councillor Glazier wrote to the Minister, on behalf of the SE7, reaffirming the actions required to secure economic growth and the financial sustainability of Local Government in the South East. Officers in the SE7 have also begun work on responding to the Government's Industrial Strategy White Paper; and a review of SE7 Authorities' Emergency Planning and responses.

World War 1 (WW1) commemorations – In Q3, 17,711 users viewed the East Sussex First World War website 25,751 times. This was a 47% increase in users and a 23% increase in views from Q3 in 2016/17. The website has now published 226 Stories and Events, 62% of which came from the public.

In Q3 we continued planning for the project's final year and the end of the First World War Centenary. The project began exploring options for the archiving of the website beyond November 2018 and commenced discussions with Hastings Borough Council to prepare for the final Victoria Cross Paving Stone ceremony in September 2018.

In November, we published a major new story on Muriel Matters, a key figure in the Women's Suffrage movement who lived in Hastings and campaigned for equal voting rights before the First World War. We will continue to publicise events to mark the centenary of woman's suffrage through the website in Q4. In December we published a new story on Richard Swallow, a Flight Lieutenant who lost his life in an airship crash near Willingdon in December 1917, we also dedicated a week of activity on Twitter to mark the centenary of this event. In October and November the project marked major anniversaries and historical events such as Black History Month and Remembrance Sunday by

promoting relevant stories on the website.

A new collection of 'Then and Now' images from local photographer Kieron Pelling, which highlight life in East Sussex towns during the First World War, were published in Q3.

Health and Wellbeing Board (HWB) – In December 2017 the HWB received a report on the Care Quality Commission's (CQC) Local Area Review. The Board agreed to a virtual sign off process for the CQC Action Plan following the Local Improvement Summit (due to take place at the end of January) prior to it being submitted to CQC.

Revenue budget summary – The revenue budget is projected to underspend by £69k.

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

**Performance exceptions
(See How to read this report for definition)**

Performance measure	Outturn 16/17	Target 17/18	17/18RAG				Q3 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) – Q3 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
Communications	130	130	-	-	
Legal Services	25	-	25	-	
Member Services	20	20	-	-	
Senior Management and Organisational Development	50	50	-	-	
Chief Executive's Office	45	45	-	-	
Total Savings	270	245	25	0	
Variations to Planned Savings					
Permanent Variations	0	0	0	0	
Total Permanent Savings & Variations	270	245	25	0	
General underspending	-	25	(25)	-	
Temporary Variations	0	0	0	0	
Total Savings with Variations	270	270	0	0	

Revenue budget

Divisions	Planned (£000)			Q3 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Corporate Governance	3,923	(442)	3,481	3,893	(462)	3,431	30	20	50	
Corporate Support Services	3,298	(593)	2,705	3,301	(525)	2,776	(3)	(68)	(71)	
Senior Management & Org Development	1,458	(364)	1,094	1,368	(364)	1,004	90	-	90	
Total Governance	8,679	(1,399)	7,280	8,562	(1,351)	7,211	117	(48)	69	

Strategic Risk Register – Q3 2017/18

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
12	<p>CYBER ATTACK</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"> • Financial fraud related to phishing of executives and finance staff; • 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); • Total loss of access to systems that could lead to threat to life. <p>A successful cyber-attack can shut down operations - not just for a few hours, but rather for multiple days and weeks. The collateral damage, such as information leaks and reputational damage can continue for much longer. Added to that, backup systems, applications and data may also be infected and therefore, of little usable value during response and recovery operations - they may need to be cleansed before they can be used for recovery. This takes time and consumes skilled resources reducing capacity available to operate the usual services that keep the Council working.</p>	<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"> • ISO 27001 - IT Governance and Information Security Management • ISO 9001 - Quality Standard in Customer Service, Customer Processes, Product Process and Service, Efficiency and Continuous Improvement • ISO 14001 - Environmental Management and Best Practices for Corporate Environmental Responsibility

R

Strategic Risk Register – Q3 2017/18			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
4	<p>HEALTH</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
7	<p>SCHOOLS</p> <p>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</p>	<ul style="list-style-type: none"> • Continue to develop a commissioning model of school improvement including reviewing the level of trading by SLES to ascertain what is sustainable within reducing capacity and to identify core services that can be traded. • Continue to build relationships with academies and sponsors, including the Diocese of Chichester; ensure a dialogue about school performance, including data sharing. • Work with academies and maintained schools through the Education Improvement Partnerships to develop system leadership, school to school support and to broker partnerships to reduce pressure on SLES services. • 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. • Where academies do not appear to be accessing appropriate support, bring this to the attention of the DfE, who may exercise their intervention powers. • Work with the Regional Schools Commissioner to ensure the work of the RSC and the LA is aligned and that schools have the support they need. 	R
1	<p>ROADS</p> <p>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>	<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

Strategic Risk Register – Q3 2017/18

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
5	<p>RECONCILING POLICY, PERFORMANCE & RESOURCE</p> <p>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>	<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 undeveloped. It is prudent therefore to continue to plan on the basis of current assumptions.</p>	A
8	<p>CAPITAL PROGRAMME</p> <p>As a result of current austerity, the capital programme has been produced to support basic need only and as a result of this there is no resource for other investment that may benefit the County e.g. that may generate economic growth. Additionally there is a risk, due to the complexity of formulas and factors that impact upon them, that the estimated Government Grants, which fund part of the programme, are significantly reduced. There continues to be a high level of annual slippage.</p>	<p>Delivery of the programme is much more robust as a result of the high level Capital Programme Management Review. Governance arrangements have been reviewed and developed with Property for the delivery of Schools Basic Need and capital property works 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) has also been timetabled. Work in other areas is now needed to consolidate these arrangements across the programme. The Board also proactively supports the seeking of other sources of capital funding, including Local Growth Fund and European grants.</p>	A
9	<p>WORKFORCE</p> <p>Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and / or reputational issues.</p>	<p>The 2016/17 sickness absence outturn for the whole authority (excluding schools) is 8.73 days lost per FTE employee, which represents a decrease of 4.0% since the previous year. However, the last two quarters have seen an increase in absence levels, primarily due to stress.</p> <p>Over the last six months, a range of initiatives to address this have been implemented, including:</p> <ul style="list-style-type: none"> - introduction of an automated process to contact managers with employees off for stress related reasons; - targeted signposting of advice and guidance for these managers; - implementation of a new dynamic 'Return to work' form, which provides tailored questions for specific conditions; - identification of Teams with high levels of stress absence to enable targeted HR interventions such as coaching and bespoke training sessions; - provision of training from a specialist Nurse for managers of Teams with high levels of stress related sickness absence, - commissioning of a new 'Managers managing stress' course; - the first ESCC Mental Health Awareness workshop was held on 10 October 17; - development of a half-day session on Mental Health awareness as part of the corporate training programme, and - consideration of introducing 'Mental Health First Aiders' into workplaces 	A

Strategic Risk Register – Q3 2017/18

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
10	<p>RECRUITMENT Inability to attract high calibre candidates, leading to limited recruitment choices and therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.</p>	<p>The jobs pages of the ESCC corporate website have been comprehensively re-designed and re-branded and all imagery and content has been refreshed as part of a joint project between HR and the Web/Digital Team. The review was informed by user analytics, feedback from a range of internal users and external job seekers who regularly use our site. Re-branding and review of department specific promotional content for job seekers which aligns with the work undertaken to the general jobs pages has also been carried out by ASC and CSD and work is underway to create similar content for CET and Orbis in due course. Social media channels, specifically Facebook and Twitter at present, are now used to promote all ESCC job vacancies. Work continues to identify areas of recruitment difficulty at a corporate and department specific level. A Recruitment and Retention Board has been established within CET to provide a strategic forum to discuss and identify solutions to key workforce challenges similar to groups that already exist within ASC and CSD to give ownership to recruitment related initiatives.</p> <p>A new recruitment advertising services provider was appointed in January 2017 and has been working with us to advise on appropriate attraction and engagement channels for some hard-to-recruit roles as part of our wider recruitment strategy. The Council's entire employee benefits provision is currently out to tender with contract award/s anticipated in summer 2018. The specifications for the lots within this tender were informed in part by the requirement to secure the most diverse, attractive and useful benefits for the Council's staff in future, within an affordable financial envelope, so as to best maximise our appeal as an employer in the competitive recruitment market. These benefits sit alongside existing provisions for the strategic use of recruitment and retention incentives where appropriate.</p>	A
6	<p>LOCAL ECONOMIC GROWTH Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.</p>	<p>The County Council and its partners have been successful in securing significant amounts of growth funding totalling £110m, 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 Shared Prosperity 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.</p>	A
2	<p>ORDINARY RESIDENCE Risk from other areas placing clients in receipt of social care services in East Sussex, and transferring to ESCC the commissioning, care management and funding responsibility for the individual as a result of a successful Ordinary Residence claim.</p>	<p>Dedicated Ordinary Residence Panel set up. The Panel discusses and agrees strategic and legal responses to Ordinary Residence claims from and to other Local Authorities, and directs reporting content. Panel members contact other Local Authorities directly where appropriate, and instruct Legal Services representation (including Counsel, and applications for Secretary of State determination) on behalf of ESCC.</p> <p>Continued awareness-raising for ASC operational staff (and particularly Social Care Direct) in line with published guidance on Ordinary Residence, resulting in earlier case referrals to Ordinary Residence team. Guidance for frontline staff was written and issued followed by panel members visiting all ASC Operational teams to deliver presentation and Q&A. OR Inbox established to provide advice to staff and monitor all known incoming/outgoing OR queries and claims.</p> <p>Regular information gathering and reporting to DMT on all Ordinary Residence case referrals and financial projections.</p>	A