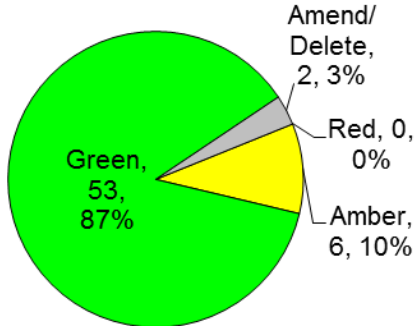


## Council Monitoring Corporate Summary – Q1 2019/20

### Council Plan performance targets

Priority	Red	Amber	Green	Amend / Delete
Driving sustainable economic growth	0	1	25	1
Keeping vulnerable people safe	0	0	11	0
Helping people help themselves	0	4	15	1
Making best use of resources	0	1	2	0
<b>Total</b>	<b>0</b>	<b>6</b>	<b>53</b>	<b>2</b>

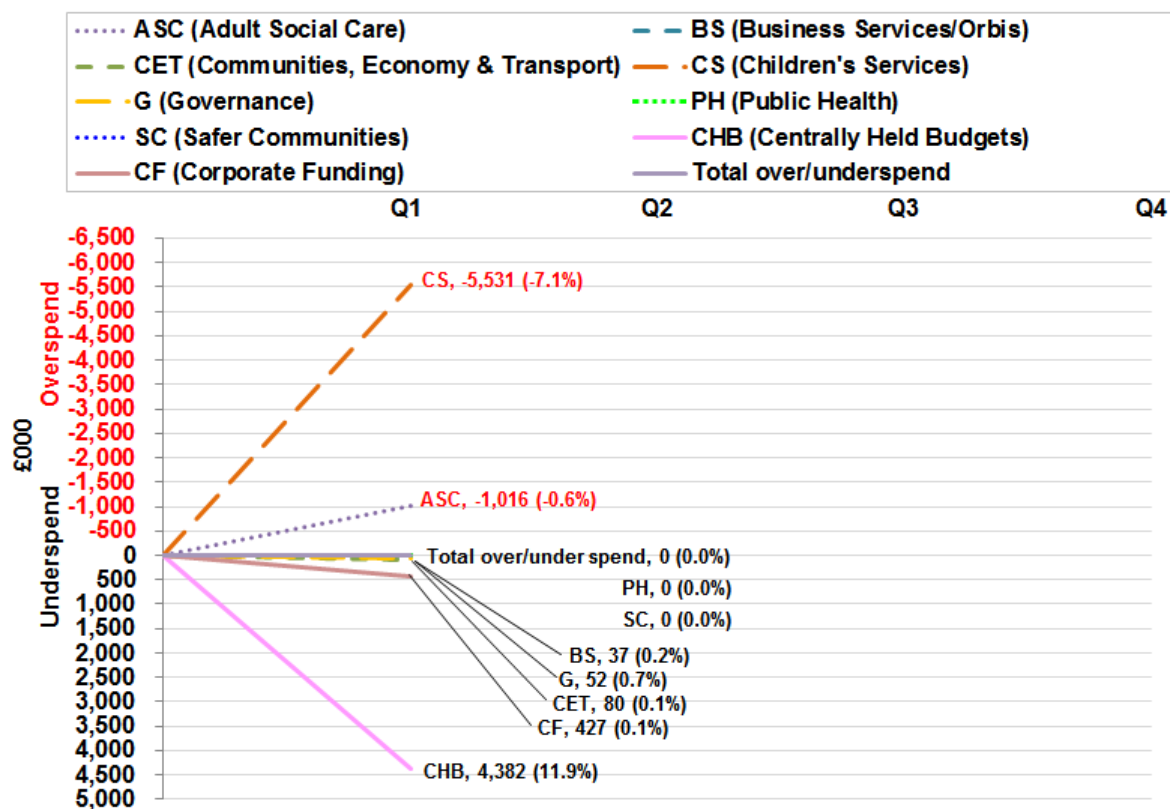
Q1 2019/20	Q1 2019/20
<p>There are 61 individual measures in the Council Plan.</p> <ul style="list-style-type: none"> <li>Appendix 2 ASC&amp;H – 2 Amber, 1 Amend/Delete</li> <li>Appendix 3 BSD – 2 Amber,</li> <li>Appendix 5 CET – 2 Amber, 1 Amend/Delete</li> </ul>	 <p>A pie chart illustrating the distribution of performance targets for Q1 2019/20. The chart is divided into four segments: a large green segment representing 53 measures (87%), a smaller yellow segment for Amber (6 measures, 10%), a very small grey segment for Amend/Delete (2 measures, 3%), and a negligible white segment for Red (0 measures, 0%).</p>

### Final Council Plan outturn summary for year ending 2018/19

Four measures were reported as carry overs at the end of Q4 2018/19. Outturns for these measures are now available and the charts below summarise the final year end position for the 59 council plan targets applicable in 2018/19. Where available, performance improvement relative to 2017/18 is given under Direction of Travel.

2018/19 – Final		Direction of travel since 2017/18					
Direction of Travel key							
No change:	↔	Not Comparable	NC	Worse:	↓	Improved (or at maximum):	↑

## Revenue budget outturn (net £000)



Revenue budget summary (£000)									
	Planned (£000)			Q1 2019/20 (£000)					
				Projected outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
<b>Service Expenditure</b>									
Adult Social Care	261,910	(90,985)	170,925	266,197	(94,256)	171,941	(4,287)	3,271	(1,016)
Safer Communities	522	(186)	336	1,147	(811)	336	(625)	625	-
Public Health	30,135	(30,135)	-	30,094	(30,094)	-	41	(41)	-
Business Services	47,694	(24,245)	23,449	48,268	(24,856)	23,412	(574)	611	37
Children's Services	324,927	(247,386)	77,541	331,346	(248,274)	83,072	(6,419)	888	(5,531)
Communities, Economy & Transport	117,414	(58,095)	59,319	116,673	(57,434)	59,239	741	(661)	80
Governance Services	8,136	(770)	7,366	8,097	(783)	7,314	39	13	52
<b>Total Service Spend</b>	<b>790,738</b>	<b>(451,802)</b>	<b>338,936</b>	<b>801,822</b>	<b>(456,508)</b>	<b>345,314</b>	<b>(11,084)</b>	<b>4,706</b>	<b>(6,378)</b>
<b>Centrally Held Budgets (CHB)</b>									
Treasury Management	20,296	(2,600)	17,696	19,065	(2,000)	17,065	1,231	(600)	631
Capital Programme	2,300	-	2,300	2,300	-	2,300	-	-	-
Unfunded Pensions	10,338	-	10,338	10,195	-	10,195	143	-	143
General Contingency	3,570	-	3,570	-	-	-	3,570	-	3,570
Contrib to Reserves	6,159	-	6,159	6,133	-	6,133	26	-	26
Apprenticeship Levy	600	-	600	590	-	590	10	-	10
Levies, Grants and Other	874	(4,578)	(3,704)	869	(4,575)	(3,706)	5	(3)	2
<b>Total CHB</b>	<b>44,137</b>	<b>(7,178)</b>	<b>36,959</b>	<b>39,152</b>	<b>(6,575)</b>	<b>32,577</b>	<b>4,985</b>	<b>(603)</b>	<b>4,382</b>
<b>Corporate Funding</b>									
Business Rates	-	(84,325)	(84,325)	-	(84,752)	(84,752)	-	427	427
Revenue Support Grant	-	-	-	-	-	-	-	-	-
Council Tax	-	(290,684)	(290,684)	-	(290,684)	(290,684)	-	-	-
New Homes Bonus	-	(886)	(886)	-	(886)	(886)	-	-	-
<b>Total Corporate Funding</b>	<b>0</b>	<b>(375,895)</b>	<b>(375,895)</b>	<b>0</b>	<b>(376,322)</b>	<b>(376,322)</b>	<b>0</b>	<b>427</b>	<b>427</b>
<b>Total</b>	<b>834,875</b>	<b>(834,875)</b>	<b>0</b>	<b>840,974</b>	<b>(839,405)</b>	<b>1,569</b>	<b>(6,099)</b>	<b>4,530</b>	<b>(1,569)</b>
Use of reserves to cover remaining deficit	-	-	-	-	(1,569)	(1,569)	-	1,569	1,569
<b>FINAL TOTAL</b>	<b>834,875</b>	<b>(834,875)</b>	<b>0</b>	<b>840,974</b>	<b>(840,974)</b>	<b>0</b>	<b>(6,099)</b>	<b>6,099</b>	<b>0</b>

Revenue Savings Summary 2019/20					
Service description	2019/20 (£'000) – Q1 Forecast				
	Original Target for 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
<b>Savings</b>					
ASC	730	6,817	6,332	485	-
BSD / Orbis	1,003	1,003	1,003	-	-
CS	1,049	3,640	2,382	1,258	-
CET	2,349	2,636	1,886	750	-
GS	-	-	-	-	-
<b>Total Savings</b>	<b>5,131</b>	<b>14,096</b>	<b>11,603</b>	<b>2,493</b>	<b>0</b>
ASC			-	-	-
BSD / Orbis			-	-	-
CS			-	-	-
CET			-	-	-
GS			-	-	-
<b>Subtotal Permanent Changes <sup>1</sup></b>			<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Savings &amp; Permanent Changes</b>	<b>5,131</b>	<b>14,096</b>	<b>11,603</b>	<b>2,493</b>	<b>0</b>

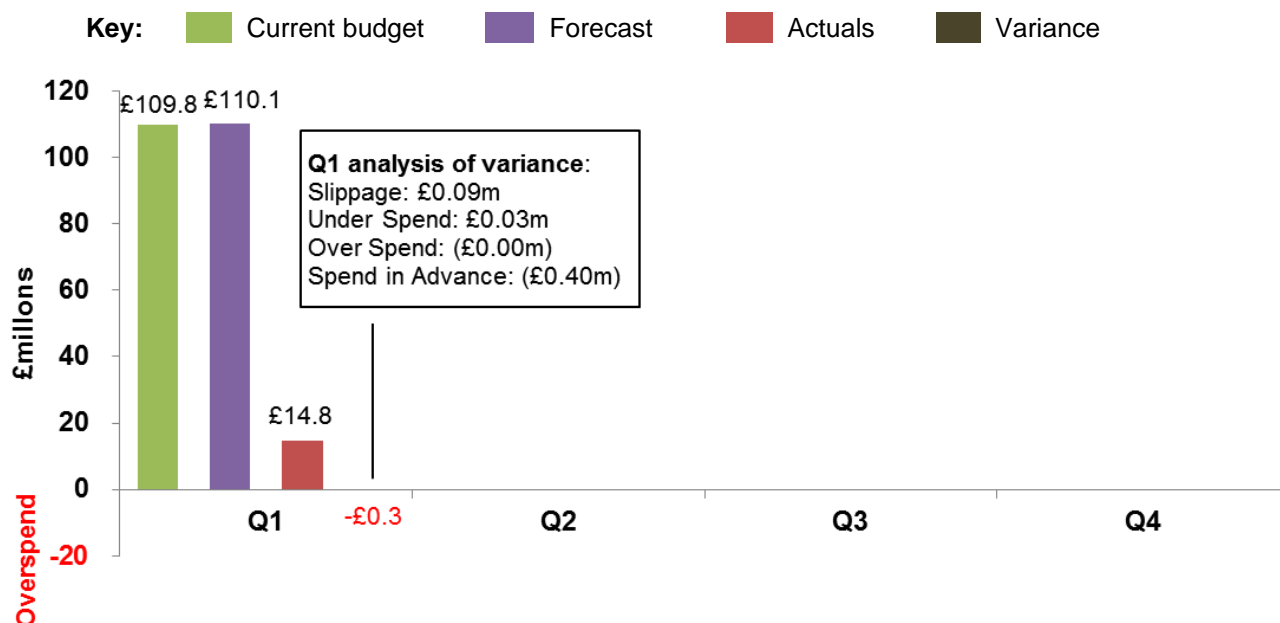
Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding <sup>2</sup>	Part of reported variance <sup>3</sup>	Total
ASC	-	485	485
BSD / Orbis	-	-	-
CS	1,258	-	1,258
CET	750	-	750
GS	-	-	-
<b>Total</b>	<b>2,008</b>	<b>485</b>	<b>2,493</b>

<sup>1</sup> Permanent changes will replace a previously agreed saving that can no longer be achieved. It is done via approval of quarterly monitoring.

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

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

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



### Capital programme summary (£000)

Approved project	Total project – all years*		2019/20 (€000)						
			In year monitor Q1				Analysis of variation		
			Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance
ASC	10,409	10,446	2,017	524	2,017	-	-	-	-
BSD	278,673	278,673	41,981	7,248	42,315	(334)	5	-	(339)
CS	26,807	26,782	1,308	342	1,283	25	25	-	-
CET	569,079	569,079	64,534	6,734	64,504	30	-	94	(64)
GS	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>884,968</b>	<b>884,980</b>	<b>109,840</b>	<b>14,848</b>	<b>110,119</b>	<b>(279)</b>	<b>30</b>	<b>94</b>	<b>(403)</b>
Scheme Specific Income			38,919		38,919	-			
Capital Reserves			11,000		11,000	-			
Non Specific Grants			37,704		37,704	-			
Capital Receipts			4,757		4,757	-			
Revenue Contributions			3,420		3,420	-			
Borrowing			14,040		14,319	279			
<b>Total</b>			<b>109,840</b>		<b>110,119</b>	<b>279</b>			

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

### Centrally held budgets (CHB) and Corporate Funding

The Treasury Management (TM) Strategy, which provides the framework for managing the Council's cash balances and borrowing requirement, continues to reflect a policy of ensuring minimum risk whilst aiming to deliver secure realistic investment income on the Council's cash balances. Investment rates available in the market remain above the BoE bank base rate of 0.75%; however there is market uncertainty with political events in the UK and in the run up to the 31 October Brexit deadline. The average level of Council funds available for investment purposes during the quarter was £227m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of Council Tax receipts, external debt repayments, receipt of grants and progress on the Capital Programme. The total amount received in short term interest for the quarter was £597k at an average rate of 1.06%.

The majority of the Council's external debt was held as long term loans (£239.2m). During 2019/20 £3.9m of fixed term PWLB debt will mature in September, December and March; this historic debt is at coupon rates of 8.13%, 7.88% and 8.5%. No additional short or long term borrowing was undertaken in the quarter and no further cost effective opportunities have arisen to restructure the existing PWLB or wider debt portfolio.

There is uncertainty around the impact of Brexit, and other Treasury Management considerations mean that there are likely to be fluctuations in forecasts over the year. The current estimate of a £0.6m underspend (£2.2m underspend in Q4 2018/19) accounts for this uncertainty, and will be used to offset service overspend in the first instance.

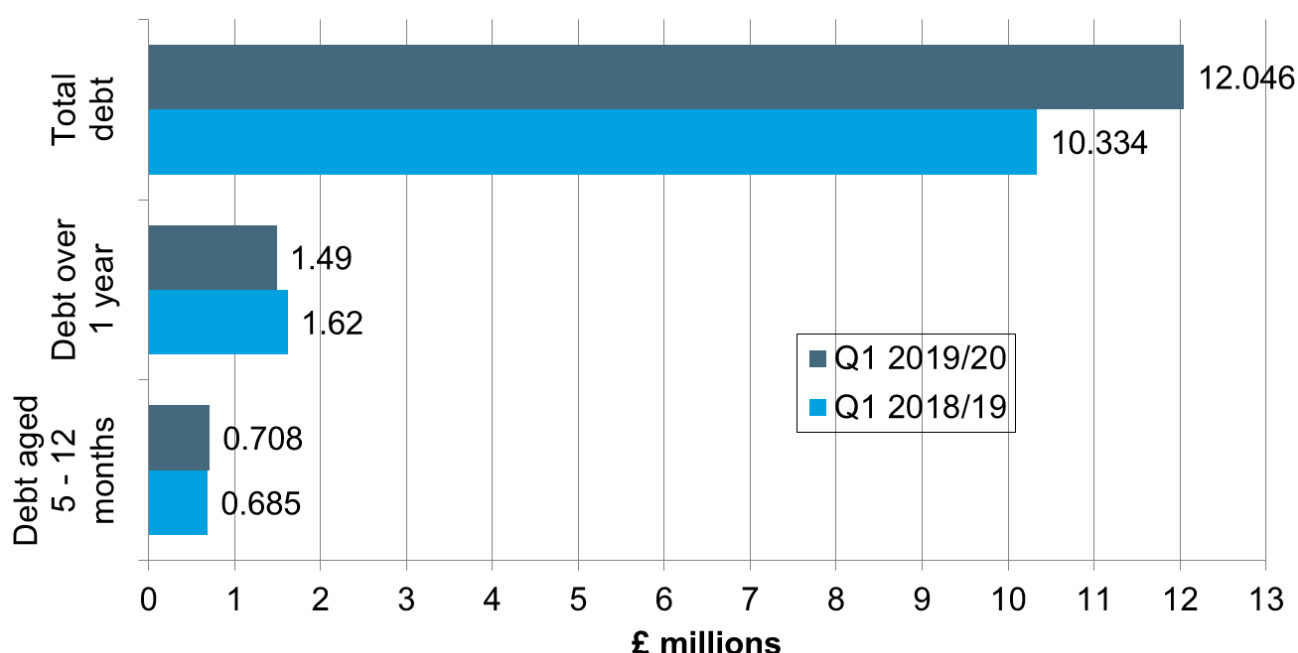
The Council holds a general contingency of £3.6m that will offset the deficit; the remaining deficit will be covered through use of reserves.

### General balances

The General Fund balance was £10.0m as at 30 June 2019. General balances allow the Council to manage unforeseen financial circumstances without the need to make immediate savings.

The Schools balances as at 30 June 2019 were £14.2m.

### Outstanding debt analysis (£ millions)



The value of debt over 5 months at Quarter 1 has increased very slightly by £0.022m to £2.198m, compared to the 2018/19 outturn of £2.176m. However the value of this invoiced income continues to rise, an extra £3.3m was invoiced for services during Quarter 1 this year compared to Quarter 1 in 2018/19.

The collection of income continues to be a high priority focus area. Priorities for Quarter 2 include the testing and roll out of an improved auto debt recovery process relating to estate cases and working towards becoming AUDDIS (*Automated Direct Debit Instruction Service*) compliant with our bank as a pre-requisite to enable paperless direct debit collection.

## Adult Social Care and Health – Q1 2019/20

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

#### **Adult Social Care (ASC)**

**Health and Social Care Integration** – ASC have representation at Programme Board level for the following projects, to assure there are no negative effects to social care, and to align services to increase the chances of the objectives being achieved. For example Health and Social Care Connect are involved in the NHS 111 improvement and extension programme to ensure the service benefits from the changes.

Our current single transformation programme priorities are based on the need to have a continued grip on financial recovery in 2019/20, and health and social care partners will be working on a longer term health and social care plan for East Sussex over the summer to take us forward in 2020/21 and beyond. We have agreed that this East Sussex Plan will integrate into, and be a part of, the wider Sustainability and Transformation Plan (STP) submission for the NHS Long Term Plan which is initially due on 27 September 2019. The intention is that there will be three place-based elements in the STP submission, in addition to the things that will be taken forward on an STP-wide basis.

**Urgent Treatment Centres** – We are working with East Sussex Healthcare NHS Trust (ESHT) to establish new Urgent Treatment Centres (UTCs), which will provide consistent access to urgent care services for the local population. We know that there are advantages to such facilities being co-located alongside hospital A&E departments as a reflection of how patients use our services, so we will be establishing UTCs at Eastbourne District General Hospital and Hastings Conquest Hospital. Our UTCs will integrate with the existing A&E workforce and services and they will be equipped to diagnose and deal with many of the most common ailments that people often go to A&E for and will provide both a walk-in service and bookable on-the-day appointments. The plan is to provide these services by January 2020.

**NHS 111 and Clinical Assessment Service** – We understand that it is important for people to be able to get the right information and guidance on what to do and where to go when they feel unwell. The NHS 111 service is being improved and extended to include a Clinical Assessment Service (CAS) that will provide 24/7 access to clinical advice and treatment, available over the phone and online.

This new service will have a range of fully trained call handlers, including health care professionals who can review people's symptoms there and then. The service will be able to access relevant health records and book a direct appointment should the person need to see someone, at a time and place that suits them. A full procurement of NHS 111 and CAS is underway, with the service due to go live in April 2020.

**Cardiology Redesign** – To ensure invasive intervention is only conducted if necessary when diagnosing heart conditions, ESHT are now routinely investigating using CT scanning prior to internal angiograms. This method has evidenced a significant reduction in unnecessary follow up invasive angiograms which can pose a small infection risk to patients, this also reduces the costs of diagnosis.

**Better Care Fund (BCF)** – Current performance against the key metrics outlined in the Improved Better Care Fund (iBCF) shows:

- The rate of permanent admissions of older people per 100,000 population (65+) to residential / nursing care between April and June 2019 was 134.2. This compared to 122.2 for the same period in 2018/19. Although the rate of admission is higher than last year it should be noted that the rate of admissions does fluctuate significantly; for example, the highest monthly total so far this year was 69, in May, but the lowest was 54, in June.
- Performance for the proportion of older people (aged 65+) who are still at home 91 days after discharge from hospital into reablement / rehabilitation services for April 2018 to March 2019 was 91.4%, therefore the target of 90% or more is being met.
- Bed days lost per 100,000 population has improved from 730 in April 2017 to 313 in May 2019.

**Delayed Transfers of Care (DToC)** – Between April and May 2019 there was an average 47.2 delayed transfers from hospital care per day (**ref i**), an improvement from 101 in the same period in the 2017 (baseline), equating to a 53% reduction). This can be broken down as follows:

- An average 36.1 delayed transfers from hospital care per day due to the local NHS (**ref ii**), this has improved from 65.5 in the same period in 2017 (a 45% reduction).
- An average 9.6 delayed transfers from hospital care per day due to Council social services, this has improved from 33.5 in the same period in 2017 (a 71% reduction).
- An average 1.5 delayed transfers were jointly attributable to Adult Social Care and the NHS.

We will be continuing to implement a number of actions to reduce Delayed Transfers of Care within the county.

**Reablement / rehabilitation** – Reablement services are provided to help people to regain mobility and daily living skills, especially after a hospital stay. A range of measures are used to look at how effective reablement services are:

- 75% of service users were discharged from the Joint Community Rehabilitation Service in Q1 requiring no on-going care.
- Between April 2018 and March 2019 91.4% of older people discharged from hospital to reablement / rehabilitation services were at home 91 days after their discharge from hospital.
- Between July 2018 and June 2019, 92.9% of people who received short-term services to increase their independence made no further request for support.

**Support with Confidence** – There are currently 219 members signed up to Support with Confidence. This is made up of 166 Personal Assistants (PA's) and 53 businesses. In addition to these, there are 89 current applications being processed (82 PA's and 7 businesses).

**Direct Payments** – As at 30 June 2019, 32.9% of adults and older people were receiving Direct Payments. This equates to a total of 1,570 people. Direct Payments are offered to all clients where appropriate and support is in place at the start of the process to ensure as many clients as possible take up Direct Payments and continue to receive them for as long as required.

**Health and Social Care Connect (HSCC)** – Activity is only available for April and May 2019, during which time 83% of Health Hub referrals were triaged and progressed to required services within required timescales, against a target of 90%. This shortfall in performance is due to a staffing deficit of nurses within the Health Hub which is being remedied. It is anticipated the target will be achieved by year-end.

### Safer Communities

The Safer Communities Board Partnership Development Day took place on the 4 July 2019. The event focused on 1) what the Safer Communities Partnership priorities should be for the next three years and 2) how the Safer Communities Board should be structured. Facilitators captured the discussions, which will now be used to inform the 2020/21 Business Plan. The event included presentations from the Safer East Sussex Team; Commissioning leads for Domestic Abuse and Substance Misuse; Sussex Police and the Community Safety Partnerships.

**Vulnerable People being Exploited & Recruited by Organised Crime Groups** – The Safer East Sussex Team has been delivering the 'Against Exploitation' workshop to Secondary Schools and accommodation support providers who have identified groups of young people who are vulnerable or at risk of becoming involved in County Lines. The workshop, which has now been delivered to three schools and one College, gives factual information and advice to help young people, and focuses on the positives of good relationships and supports young people to understand the possible dangers and consequences of gang crime and exploitation.

In June 2019, over 600 Year 7 and 8 pupils at Bexhill Academy participated in exploitation assemblies delivered by Stop the Traffik and the Safer East Sussex Team as part of the Communities Against Exploitation Campaign. Pupils heard about how criminals are using children and young people in order to gain something from them – usually money, and helped them to understand that this process often happens without the person having awareness that they are being exploited and can involve them being encouraged or threatened to do something.

**Vulnerable Victims of Fraud & Scams** – By the end of June 2019, 105 organisations had joined the East Sussex Against Scams Partnership (ESASP) Charter and, with the assistance of East Sussex 'SCAM champions', 2,979 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 victims of fraud and scams.

**Cyberbullying and online safety** – The Safer East Sussex Team has developed a new Relationships Programme for children and young people designed for Year 6 upwards. The Relationships programme is based around our experience and knowledge of the skills which children and young people need for building positive, enjoyable, respectful and non-exploitative relationships and staying safe both on and offline.

**Modern Slavery and Human Trafficking** – The Safer East Sussex Team, Stop the Traffik and Rother Voluntary Action are working together to raise awareness of the different types of exploitation affecting our communities. The 'Communities Against Exploitation' campaign, which is funded by Safer Rother Partnership, Stop the Traffik and the Substance Misuse Team, seeks to raise awareness about the different types of child and adult exploitation, what it looks like and what to do if you see it. The campaign will be targeting young people, organisations which support older people and adults with learning disabilities, organisations which support vulnerable groups (street communities, substance misuse and mental health), local businesses and the wider public. There will be a number of key training and awareness events.

**Recommissioning of the Substance Misuse Service in East Sussex** – Following a competitive tendering process the contract for substance misuse treatment was awarded to Change Grow Live (CGL), who currently hold the



contract. The new service started on 1 June 2019, and adopts an Asset Based Community Development Approach, with a person centred and holistic approach supporting those with substance misuse disorders to become as resilient as possible.

**Recovery Communities** – Five new projects have been commissioned and started on 1 June 2019, with three of these embedding the ethos of Wellness Recovery Action Planning (WRAP), which provides people with a framework to explore what they can do to maintain their wellbeing and a way of planning for all aspects of life, helping individuals feel more in control. A further project was commissioned to support armed forces veteran's access services in order to sustain their recovery from drug and alcohol misuse. The treatment service also started on 1 June 2019. A further update will be provided on these five projects in Q2.

**Domestic Violence and Abuse, Sexual Violence and Abuse, Stalking and Harassment and Harmful Practices** – Brighton & Hove City Council and East Sussex County Council are continuing to redevelop a joint strategy to create an enhanced and coordinated response to domestic violence and abuse, sexual violence, and other forms of violence, including stalking and harassment and harmful practices, and are committed to recommissioning services to reflect identified need and realistic service response.

### **Public Health**

Data published by Public Health England in June highlights the NHS Health Check programme in East Sussex which continues to excel and achieve national targets and outperform on national and regional levels. East Sussex continues to outperform other local authorities in the South East for the percentage of people benefiting from their NHS Health Check over the current five year period, with 51.7% of the eligible population having received a check, compared with an average of 40.1% across the South East and 44.3% nationally. This success is due to the hard work of General Practice staff and our community check provider, One You East Sussex (**ref iv**).

An asset based peer approach project with members of the Gypsy and Traveller community has been shortlisted for a 'Community Health Development Award' at the Health and Wellbeing Awards 2019. All relevant staff and volunteers, the majority of whom are Gypsies and Travellers, received training enabling them to deliver brief advice and brief health improvement interventions as part of their routine activity. The project engaged with a total of 520 beneficiaries over the three year period and 45 Gypsies and Travellers received training and an accredited certificate, for many this training was their first qualification. As a result of gaining the qualification two participants are attending college, two are ongoing volunteers and two gained employment.

2018/19 was the Integrated Lifestyle Services' first full year of delivery and it is clear that great progress has been made in establishing the service across the county with 7,043 new service user assessments commenced, against a target of 5,000. The measure should say interventions 'commenced' and not 'completed'. Therefore It is proposed to amend this measure to: 'Number of new service user interventions commenced as part of the Integrated Lifestyle Service' (**ref iii**).

### **Revenue Budget Summary**

#### **ASC**

The net Adult social Care budget of £171.941m includes growth and demography funding and an inflationary uplift to support the independent sector care market.

The budget is currently forecast to overspend by £1.016m (**ref vii**), comprising of £0.128m in the Independent Sector (**ref v**) and £0.888m in Directly Provided Services (**ref vi**). This is due to continued demand led service pressures, including the ongoing impact of high cost packages of care transferring from the NHS from Continuing Healthcare (CHC) and the national Transforming Care Programme (TCP).

In June 2018, cabinet approved savings of £9.631m, representing a significant reduction to the budget. The full year impact of these savings is now being realised. The 2019/20 budget is shown net of further savings £0.730m to meet the Council's Core Offer. The savings will be delivered in a full year, however, as in previous years, the full cash saving will not be achieved within 2019/20, reflecting that the proposals will need to be implemented in line with statutory responsibilities and duties. The part year impact of the savings proposals will be managed within the authority's overall Medium Term Financial Plan and the appropriate use of reserves and contingency funds.

#### **Public Health**

The gross Public Health (PH) budget of £27.847m comprises the PH grant allocation of £26.550m and £1.297m drawn from reserves to support in year spending. In addition to the PH grant, £2.288m has been drawn from reserves to meet one off projects of £2.028m and £0.260m to fund Children's Education and Safeguarding.

### **Capital Programme Summary**

The ASC Capital Programme for 2019/20 is currently projected to outturn at £2.017m. This is comprised of £1.824m spending on the Greenacres development and £193k on the House Adaptations programme.

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q1 2019/20 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Helping people help themselves								
Number of hospital bed days lost due to delayed transfers from hospital care (Daily average)	47.9	39.8	A				47.2	i
Number of hospital bed days lost due to delayed transfers from hospital care due to local NHS (Daily average)	37.2	24.4	A				36.1	ii
<b>Measure amendment requested from:</b> Number of new service user interventions <del>completed</del> as part of the Integrated Lifestyle Service <b>To:</b> Number of new service user interventions <del>commenced</del> as part of the Integrated Lifestyle Service	7,043	6,000	AD				2018/19 outturn (reported a quarter in arrears) 7,043	iii

Measures marked carry over at year end 2018/19 Final outturn								
Performance measure	Outturn 17/18	Target 18/19	18/19 RAG				2018/19 final outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Helping people help themselves								
% of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services)	96%	95%	G	A	A	G	96.8%	
Cumulative percentage of the eligible population who have received an NHS health check since 2014/15 (five year period)	52%	50%	G	G	G	G	51.7%	iv
Priority – Keeping vulnerable people safe								
The % of people affected by domestic violence and abuse who feel safe upon leaving the service	91%	80%	G	G	G	G	88%	
When they leave the service, the % of those affected by rape, sexual violence and abuse who have improved coping strategies	New measure	80%	G	AD	G	G	80%	

## Savings exceptions

Savings exceptions						
Service description	2019/20 (£'000) – Q1 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Working Age Adults: Nursing, Residential and Community Based services	247	247	124	123	-	
Meals in the Community	483	483	121	362	-	
All Other savings (including carried forward from prior years)	-	6,087	6,087	-	-	
Total Savings	730	6,817	6,332	485	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	730	6,817	6,332	485	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
Working Age Adults: Nursing, Residential and Community Based services	-	123	123	
Meals in the Community	-	362	362	
	-	-	-	
<b>Total</b>	<b>0</b>	<b>485</b>	<b>485</b>	

## Revenue budget

Revenue budget										
Divisions	Planned (£000)			Q1 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Adult Social Care:										
IS - Physical Support, Sensory Support and Support for Memory & Cognition	114,698	(42,368)	72,330	113,764	(44,637)	69,127	934	2,269	3,203	
IS - Learning Disability Support	56,941	(4,302)	52,639	61,580	(5,878)	55,702	(4,639)	1,576	(3,063)	
IS - Mental Health Support	7,436	(1,042)	6,394	7,445	(783)	6,662	(9)	(259)	(268)	
Subtotal Independent Sector	179,075	(47,712)	131,363	182,789	(51,298)	131,491	(3,714)	3,586	(128)	v
Physical Support, Sensory Support and Support for Memory & Cognition	14,810	(4,079)	10,731	15,406	(3,998)	11,408	(596)	(81)	(677)	
Learning Disability Support	7,522	(905)	6,617	7,559	(942)	6,617	(37)	37	-	
Mental Health Support	81	(57)	24	81	(57)	24	-	-	-	
Substance Misuse Support	591	(115)	476	591	(115)	476	-	-	-	
Equipment & Assistive Technology	6,801	(3,887)	2,914	5,940	(3,141)	2,799	861	(746)	115	
Other	686	-	686	692	-	692	(6)	-	(6)	
Supporting People	6,855	-	6,855	6,855	-	6,855	-	-	-	
Assessment and Care Management	24,920	(2,371)	22,549	25,956	(2,885)	23,071	(1,036)	514	(522)	
Carers	5,317	(4,623)	694	5,315	(4,623)	692	2	-	2	
Management and Support	14,961	(27,236)	(12,275)	14,673	(27,197)	(12,524)	288	(39)	249	
Service Strategy	291	-	291	340	-	340	(49)	-	(49)	

## Revenue budget

Divisions	Planned (£000)			Q1 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Subtotal Directly Provided Services and Assessment and Care Management	82,835	(43,273)	39,562	83,408	(42,958)	40,450	(573)	(315)	(888)	vi
Total Adult Social Care	261,910	(90,985)	170,925	266,197	(94,256)	171,941	(4,287)	3,271	(1,016)	vii
Safer Communities	522	(186)	336	1,147	(811)	336	(625)	625	0	
Public Health										
Health Improvement Services	4,535	-	4,535	4,481	-	4,481	54	-	54	
Drug and Alcohol Services	6,236	-	6,236	6,236	-	6,236	-	-	-	
Sexual Health Services	4,335	-	4,335	4,336	-	4,336	(1)	-	(1)	
Health Visiting and School Nursing	9,299	-	9,299	9,299	-	9,299	-	-	-	
NHS Health Checks	1,026	-	1,026	1,026	-	1,026	-	-	-	
Management Support and Public Health Programmes	2,416	-	2,416	2,428	-	2,428	(12)	-	(12)	
Public Health Grant	-	(26,550)	(26,550)	-	(26,550)	(26,550)	-	-	-	
Surplus to General Reserves	-	(1,297)	(1,297)	-	(1,256)	(1,256)	-	(41)	(41)	
Sub Total for Core Services	27,847	(27,847)	0	27,806	(27,806)	0	41	(41)	0	
One Off Projects Funded from Project Reserve	2,028	(2,028)	-	2,028	(2,028)	-	-	-	-	
Early Help Funding	260	(260)	-	260	(260)	-	-	-	-	
Total Public Health	30,135	(30,135)	0	30,094	(30,094)	0	41	(41)	0	

## Capital programme

Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
OP Service Improvements	-	-	-	10	-	-	-	-	-	
Greenacres	2,598	2,598	1,824	510	1,824	-	-	-	-	
LD Service Opportunities	5,092	5,129	-	4	-	-	-	-	-	
House Adaptations for People with Disabilities	2,719	2,719	193	-	193	-	-	-	-	
Total ASC Gross	10,409	10,446	2,017	524	2,017	0	0	0	0	

## Business Services – Q1 2019/20

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

**Summary of successes and achievements** – The 2018/19 Statement of Accounts was presented to the Audit Committee on 12 July 2019 and Governance Committee for approval on 16 July 2019 with a positive Annual Governance Report, and an unqualified audit opinion from the Council's new External Auditor (Grant Thornton (GT)). After this approval, GT requested that the accounts be updated to reflect a revised assessment of future pension liabilities; an issue that affected a number of local authorities. On 13 September 2019 the Audit Committee received a report setting out the details of this issue, with GT attending to answer specific questions. An unqualified audit opinion has now been received and published on the Council's website.

Chartwells have been reappointed to provide a School Meals service to primary and secondary schools across East Sussex for a further five years, following a procurement which included significant market engagement. There are significant benefits as a result of this procurement exercise, including a reduction in the price of primary school meals from £2.10 to £2.05 per meal (where most neighbouring authorities pay between £2.15 and £2.20). Social Value in excess of 10% of the annual contract value has been proposed, including providing support for local Voluntary and Community Sector organisations. In addition, targets have been set and commitments secured around food waste reduction and reducing the use of disposable equipment and single use plastics.

**Savings achieved through procurement, contract and supplier management activities** – At the end of Q1 we have signed off £5.5m savings against our target of £8m. This breaks down into £3.9m cash-releasing savings (which is money saved that could have been spent on other services) and £1.6m non cash-releasing savings (a financial saving that does not release cash). We have a further £2.5m forecasted to be delivered in this financial year. Our robust pipeline for 2018/19 meant that we had a number of projects underway that were completed and awarded in Q1 of 2019/20. Despite challenging market conditions in some of our category areas, we are continuing our work with a solid pipeline for 2019/20 which once realised should achieve the forecast savings for the year; as such we are expecting to meet this year's target.

**Social Value** – The Council has spent £185.4m with local suppliers over the past 12 months. 1,193 local suppliers were used, which equates to 52% of our total spend. For Q1 we are slightly under our 54% target, but are confident that we will be on target by Q4.

In Q1, three contracts were awarded in scope of the Social Value Measurement Charter. These contracts had a total value of £7.4m and secured £172,000 of Social Value (SV) commitment, which equates to an outturn of 2.3% (ref i). The social value committed in these contracts will provide apprenticeship opportunities to local residents, work experience placements for young carers and also help to fund NVQ qualifications for apprentices. There was also a commitment to the reduction of single use plastic and initiatives to reduce carbon emissions. Q1's SV commitment is low in relation to our ≥10.0% target. The nature of SV delivery means that there will always be peaks and troughs, as suppliers bidding for a contract will primarily choose SV deliverables that align with the service they offer. Some of these deliverables will have a high financial proxy and some a lower value proxy. We are still hopeful of meeting the 10% target by the end of the financial year, when we calculate the final outturn based on the value of SV committed on a quarterly basis and the total SV committed via our Framework contracts.

**Apprenticeships** – Following engagement with the Local Government Association on the 'Apprentice Accelerator' programme, the Apprenticeship team have an Apprenticeship Strategy document to project year on year aims and progression with utilising the levy. Apprentice standards in administration and management have been automatically added to the 'desirable' criteria on the Job Descriptions of identified roles within Adults Social Care and Health and Children's Services departments and these will also be added to specific roles within Communities, Economy and Transport, due to launch by the end of Q2. The Council continues to offer funding to small business throughout the county through the 25% drawdown of the levy we are now able to pass on. The focus is on Care and Construction apprenticeships, with over £250,000 available to spend each financial year.

**Internal audit** – 100% of the high risk internal audit agreed actions (13) have been implemented by management within agreed timescales, exceeding our target of 97%.

**Insurance claims** – 100% of insurance liability claims were handled to first decision stage (i.e. initial repudiation or offer of compensation) within the relevant legal time frames. This is in excess of the 95% target. A majority of third party claims relate to the highway and these claims are now handled by East Sussex Highways (Costain Jacobs).

**Property operations** – We aim to reduce the amount of CO2 arising from Council operations by 3% compared to 2018/19. At Q1, there has been an 8.2% reduction compared to Q1 of 2018/19. This breaks down as a 12.5% reduction from schools and a 3.9% reduction from the corporate estate.

Our target is to reduce the cost of occupancy of corporate buildings by 2% / sq. metre compared to 2018/19, which would be £148.46 / sq. metre. At Q1, the year-end estimate is £153.58 / sq. m meaning we would not achieve our target (ref ii). We will be reviewing our target going forward to ensure it aligns with plans for how we use our property estate.

**Property Strategy** – The overall focus of the Strategic Asset Collaboration in East Sussex (SPACES) partnership is on delivering the One Public Estate (OPE) projects, having received £760,000 funding across Phases 5, 6 and 7, spread across all the East Sussex district and boroughs. There is a place based focus, recognising where multiple activities are taking place in one area, and where they can be complimentary to each other. This is likely to result in SPACES sub-groups being formed to ensure appropriate oversight of these activities. The total value of benefits delivered by SPACES (a total across all SPACES partners) to the end of Q1 was nearly £18.6m, with another £2.5m identified within pipeline projects.

We aim to develop feasibility studies for a minimum of four key sites in 2019/20, against our measure to deliver the Property Asset Investment Strategy. At Q1, key projects have been identified and project management support put in place.

**IT & Digital infrastructure** – 99.8% of key services were available during core hours (08.00 – 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 2019/20 Q1 sickness absence outturn for the whole authority (excluding schools) is 1.75 days lost per FTE, a decrease of 7.1% since the previous year.

ASC have seen a decrease in absence in Q1; there has been a broad range of dedicated activities in order to support this including additional training sessions for managers to provide targeted support and coaching.

Stress continues to be the primary driver for absence and targeted activities have included hosting wellbeing roadshows and raising awareness through yammer campaigns and newsletters. 72 members of staff have now been trained as accredited Mental Health First Aiders (MHFA) and work is underway to launch this service to employees and to develop a dedicated campaign to promote being mentally healthy at work and to remove the stigma surrounding mental health. By the end of March 2020 a small additional cohort of staff will be further trained as accredited MHFA trainers to qualify them to deliver future MHFA training within the Council, allowing us to further grow our internal MHFA community in a cost effective way.

More broadly, 931 members of staff have now had an onsite health check; this check provides the employee with key health diagnostics and signposting to further support.

**Revenue Budget Summary** – The 2019/20 Business Services net revenue budget is £23.4m including the £14.3m contribution to the Orbis budget and efficiency savings of £1m. The full year estimated outturn is a small underspend of £0.04m (**ref iii**). This is due to a likely underspend on the contribution to the Orbis budget.

The Orbis operating budget is in its fourth year and has challenging savings targets of £3.2m this year. This is in addition to the £9.7m (or 17% of budget) annual ongoing savings already achieved. Both Business Operations and IT&D are unlikely to deliver all of their savings, leading to an estimated overspend of £0.27m. However these overspends are partly offset by a reduced pension adjustment cost, so overall Orbis is likely to overspend by £0.1m (**ref iv**). Each partner contributes to the Orbis Operating Budget in proportion to their service delivery requirements, the contributions are currently 21% (Brighton & Hove City Council), 24% (ESCC) and 55% (Surrey County Council). The ESCC contribution budget is higher than its 24% share because additional Orbis savings were identified after the ESCC MTFP was agreed. As a result, there is a small underspend on the ESCC contribution to the budget even though the joint Orbis budget is likely to overspend (**ref v**).

**Capital Programme Summary** – The 2019/20 capital budget is £42.0m and includes the £22.1m Schools Basic Need Programme and the £7.5m Building Improvements programme. The full year estimated variance is a spend in advance of £0.3m (**ref vi**) as expenditure is ahead of schedule at Polegate & Uplands Schools, both part of the Schools Basic Need Programme.

Performance Exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q1 19/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
Economic, social and environmental value committed through contracts, as a percentage of our spend with suppliers	11.8%	≥10.0% of value of annual contracts awarded	A				2.3%	i
Priority – Making best use of resources								
Cost of occupancy of corporate buildings per sq. metre	£151.49 / sq. metre	£148.46 / sq. metre	A				Estimated year end outturn: £153.58 / sq. m	ii

Savings exceptions						
Service description	2019/20 (£'000) – Q1 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
All planned savings	1,003	1,003	1,003	-	-	
	-	-	-	-	-	
	-	-	-	-	-	
Total Savings	1,003	1,003	1,003	0	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	1,003	1,003	1,003	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
	-	-	-	
	-	-	-	
	-	-	-	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Revenue Budget

Divisions	Planned (£000)			2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Finance	2,514	(1,720)	794	3,195	(2,401)	794	(681)	681	-	
HR & OD	356	(404)	(48)	356	(404)	(48)	-	-	-	
IT&D	5,865	(2,790)	3,075	5,795	(2,720)	3,075	70	(70)	-	
Procurement	-	(80)	(80)	-	(80)	(80)	-	-	-	
Property	24,613	(19,251)	5,362	24,613	(19,251)	5,362	-	-	-	
Contribution to Orbis	14,346	-	14,346	14,309	-	14,309	37	-	37	
<b>Total BSD</b>	<b>47,694</b>	<b>(24,245)</b>	<b>23,449</b>	<b>48,268</b>	<b>(24,856)</b>	<b>23,412</b>	<b>(574)</b>	<b>611</b>	<b>37</b>	<b>iii</b>

## Orbis Partnership Revenue Budget

Divisions	Planned (£000)			2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Business Operations	13,269	(7,370)	5,899	13,419	(7,370)	6,049	(150)	-	(150)	
Finance	12,732	(2,298)	10,434	12,732	(2,298)	10,434	-	-	-	
HR & OD	7,234	(1,399)	5,835	7,234	(1,399)	5,835	-	-	-	
IT&D	22,955	(3,002)	19,953	23,075	(3,002)	20,073	(120)	-	(120)	
Management	2,316	-	2,316	2,146	-	2,146	170	-	170	
Procurement	4,916	(235)	4,681	4,916	(235)	4,681	-	-	-	
Property	12,963	(1,473)	11,490	12,963	(1,473)	11,490	-	-	-	
Total Orbis	76,385	(15,777)	60,608	76,485	(15,777)	60,708	(100)	0	(100)	iv
ESCC Contribution			14,346			14,309			37	v

## Capital programme

Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
SALIX Contract	3,868	3,868	373	96	373	-	-	-	-	
Property Agile Works	9,713	9,713	286	15	286	-	-	-	-	
Capital Building Improvements	81,445	81,445	7,519	1,125	7,519	-	-	-	-	
Libraries Core Need	2,244	2,244	524	51	524	-	-	-	-	
IT & Digital Strategy Implementation	31,543	31,543	4,797	347	4,797	-	-	-	-	
Schools Basic Need	135,524	135,524	22,062	5,059	22,401	(339)	-	-	(339)	vi
Early Years	2,480	2,480	35	21	35	-	-	-	-	
Universal Infant Free School Meals	1,906	1,906	5	-	-	5	5	-	-	
Special Provision in Secondary Schools	2,350	2,350	350	-	350	-	-	-	-	
Lansdown Unit (CSD)	7,600	7,600	6,030	534	6,030	-	-	-	-	
Total BSD Gross	278,673	278,673	41,981	7,248	42,315	(334)	5	0	(339)	



## Children's Services – Q1 2019/20

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

#### Summary

**Youth Cabinet:** The Youth Cabinet has undertaken two surveys. 589 responses were received from young people, and 368 from parents/carers to the mental health and emotional well-being survey. The Youth Cabinet will develop an information campaign aimed at parents and carers so they can better support their young people's emotional wellbeing. The knife crime survey received 1,089 responses from young people. This will be used to inform the development of a film, by the Youth Cabinet, to address the perceptions and realities of knife crime in East Sussex.

Members of the Youth Cabinet interviewed the Chief Executive and the Leader of the Council, to discuss the East Sussex Core Offer. They asked questions to better understand how local government is funded, and to make the case for early help for children and families. The Youth Cabinet is developing a short film of this, to share with Councillors and East Sussex Members of Parliament.

**Mandatory Health Visitor Reviews:** Performance has continued to improve in the mandatory health visitor reviews. At Q1 80% of children received a new birth review, 83% of children received a one year review (both against a target of 80%), 91% of children received a six week review (against a target of 90%) and 85% of children received a 2.5 year review (against a target of 85%). The proportion of children who receive an antenatal review was 69% which remains below the target of 75%.

**Initial health assessments for Looked After Children (LAC):** Performance for the proportion of initial health assessments for LAC completed within 20 days has improved from 43% (76/176) at Q4 (2018/19 outturn) to 70% (14/20) at Q1. The percentage completed within 25 days has increased from 61% (107/176) at Q4 (2018/19 outturn) to 80% (16/20) at Q1. This will remain an area of focus.

**Looked After Children:** There is an anticipated overspend on the budget for Social Care (see revenue budget summary below). We are responsible for the care of children from 0-18 whose parents are unable or unwilling to provide safe and secure homes for them. Children's Services provides care for around 600 children at any one time in a range of settings according to need and availability. Once the need for care has been identified, attempts are always made to identify someone in the family network who could provide care. If this is not possible a foster carer will be identified who can meet the needs of the child or young person. If their needs are such that a match cannot be found consideration is then given to residential provision. Inevitably the greater the complexity of care the greater the cost. A recent audit of those children in the most expensive placements confirmed they were the young people with the most complex needs and presented the highest levels of risk to themselves or others.

The decision for a child to become Looked After is taken by the Assistant Director, or in their absence the Director of Children's Services, as are any plans to place a child in an external placement. The department operates a preferred provider list and framework process, as well as being part of a wider regional framework. Our experience to date is we achieve better costs locally and despite current projections have a higher proportion of children in cheaper placements than other county councils.

Nationally there have been changes in the expectations on local government to respond to children at risk of exploitation.

A greater proportion of children that we care for are now teenagers at risk of exploitation and children with very complex needs, requiring more expensive placements. It is primarily these factors that are driving up our costs.

#### Factors Driving Activity and Overspend

We currently have 608 children in our care, compared to 603 in 2017/18 and 600 in 2018/19. The projected overspend is not therefore primarily driven by a significant increase in overall numbers, but by a range of factors which mean that a small but increasing numbers of children in our care have greater vulnerability and require more specialist care. This has led to more children being in high cost placements and a rise in independent residential provision rather than an overall increase in the numbers being Looked After. This situation is being mirrored across the country.

The proportion and rise of children needing placements in excess of £3k a week and an increasing number requiring placements in excess of £7k a week is driving costs at a time when the market can largely dictate rates because of the national rise in demand.

As a response we have increased the number of waking night staff in our own homes and use secure accommodation more often. Such is the complexity and risk posed by, or to, some of our young people it has been necessary to identify bespoke individual unregulated placements which are both hard to put together and come at great cost.

After the 2019/20 budget was set by Council the department saw an unprecedented rise in the number of expensive

agency residential placements beginning in February 2019 and continuing for the first six months of the year.

Running alongside this development, has been the cumulative impact of a move away from Bed and Breakfast (B&B) accommodation to Supported Lodgings for 16-18 year olds which followed revised Department for Education guidance regarding the use of B&B accommodation. The new Ofsted Inspection Framework now requires them to check that B&B accommodation is not being used for young people.

The authority has also received an increasing number of Unaccompanied Asylum Seeking Children where the government grant falls short of the actual costs of care, despite the recent increase in the amount the Home Office provides.

#### Forecasting

The department uses data based on projected expenditure for those children who are Looked After and a range of assumptions relating to underlying LAC trend data. The model therefore works well in predicting numbers and costs for children in care but is unable to predict sudden spikes particularly involving children not known to the department. We are working to improve our forecasting so that it better predicts future demand.

Actions to respond to overspend:

We are looking at a number of actions to help manage the overspend, but they are not likely to remove it during the current financial year. We will also need to look at the provision we make for pressures in the MTFP in future years to ensure that we make the most accurate base budget provision possible.

Actions currently in train are:

- Contract awarded to London Care Solutions to provide some independent provision to commence in November.
- Exploring the business case for expanding in-house residential provisions.
- Review current procurement approach and compare with the approach in adult services where there is a dedicated team.
- Identify improvements to the forecasting model which better predict future demand.

**Revenue Budget Summary** – The £77.541m net budget is forecast to be overspent by year end by £5.531m (**ref vi**).

Within the overall position, £5.568m overspend is forecast within Early Help and Social Care (**ref iii**), the background and reasons for which are set out above.

Education and ISEND are forecasting an overspend of £0.300m (**ref iv**). This reflects the increased pressure on placements for disabled children in the disability residential units. A range of strategies are being pursued to reduce this pressure.

Communication, Planning and Performance (**ref v**) is forecasting an overspend of £0.380m which is primarily as a result of an increase in Special Needs Clients requiring mandatory Home to School Transport, £0.246m. The service is working with the Communities, Economy and Transport department and Procurement to reduce contract costs and develop ways of using transport more efficiently.

The above overspends have been mitigated by an underspend in Central Resources of £0.717m (**ref ii**) as a result of efficiencies and pay cost controls.

The Department is also carrying out a review of costs across the service with a view to identifying new savings and scrutinising pressure areas.

Within the above outturn position, £2.382m (**ref i**) of the £3.640m savings planned 2019/20 are forecast to be achieved, with the remainder mitigated through temporary funding. These savings figures also include £2.591m of savings brought forward from 2018/19.

**Capital Programme Summary** – Spending for the year is on track and forecast to stay within budget (**ref viii**). A late part-refund of an arbitration fee was received in year (**ref vii**).

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

Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q1 2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
There are no performance exceptions								

**Savings exceptions**

Service description	2019/20 (£'000) – Q1 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
<b>Savings</b>						
Schools Learning and Effectiveness Service (SLES): promote high standards	124	124	124	-	-	
SLES: Performance monitoring	725	725	725	-	-	
SLES: Clerking Service	158	158	158	-	-	
Home to School Transport	42	42	42	-	-	
Support Services, including Admissions, Buzz and Music service	-	10	10	-	-	
SWIFT and YOT	-	166	166	-	-	
ISEND and ESBAS	-	831	570	261	-	
Early Help	-	1,561	564	997	-	
Safeguarding	-	23	23	-	-	
<b>Total Savings</b>	<b>1,049</b>	<b>3,640</b>	<b>2,382</b>	<b>1,258</b>	<b>0</b>	
			-	-	-	
			-	-	-	
			-	-	-	
<b>Subtotal Permanent Changes</b>			<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Savings and Permanent Changes</b>	<b>1,049</b>	<b>3,640</b>	<b>2,382</b>	<b>1,258</b>	<b>0</b>	<b>i</b>

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
Reform Grant	261	-	261	
Corporate Reserves	997	-	997	
	-	-	-	
<b>Total</b>	<b>1,258</b>	<b>0</b>	<b>1,258</b>	

**Revenue budget**

Divisions	Planned (£000)			Q1 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Central Resources	1,727	(1,577)	150	1,010	(1,577)	(567)	717	-	717	ii
Early Help and Social Care	60,737	(9,742)	50,995	66,634	(10,071)	56,563	(5,897)	329	(5,568)	iii
Education and ISEND	82,754	(6,941)	75,813	83,552	(7,439)	76,113	(798)	498	(300)	iv
Communication, Planning and Performance	21,155	(4,450)	16,705	21,596	(4,511)	17,085	(441)	61	(380)	v
DSG non Schools	-	(66,122)	(66,122)	-	(66,122)	(66,122)	-	-	-	
Schools	158,554	(158,554)	-	158,554	(158,554)	-	-	-	-	
<b>Total Children's Services</b>	<b>324,927</b>	<b>(247,386)</b>	<b>77,541</b>	<b>331,346</b>	<b>(248,274)</b>	<b>83,072</b>	<b>(6,419)</b>	<b>888</b>	<b>(5,531)</b>	<b>vi</b>

Capital programme										
Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
House Adaptations for Disabled Children's Carers	1,448	1,448	160	15	160	-	-	-	-	
Diploma Exemplar Programme	3,251	3,226	-	(25)	(25)	25	25	-	-	vii
Schools Delegated Capital	21,752	21,752	837	343	837	-	-	-	-	
Conquest Centre	356	356	311	9	311	-	-	-	-	
Total CSD Gross	26,807	26,782	1,308	342	1,283	25	25	0	0	viii

## Communities, Economy & Transport – Q1 2019/20

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

**Summary of successes and achievements** – Construction of the Newhaven Port Access Road has continued, with completion scheduled for autumn 2020. 30 carriageway asset improvement schemes were completed in Q1, to maintain and improve the condition of the county's roads. The South East Local Enterprise Partnership (SELEP) assigned almost £2.5m from the Local Growth Fund Round 3 programme to East Sussex projects, including almost £1m to create new jobs and workspaces in Bexhill; and £1.5m for the replacement Exceat Bridge, to improve connectivity and support housing growth. A number of additional sources of funding have been secured to improve transport in the county, including £200k from the Department for Transport's Cycle Rail fund for work with Southern Rail, and £870k from the Passenger Rail benefit fund to improve 29 stations across the county.

Businesses were assisted to create 41 jobs in Q1 through business support programmes; Locate East Sussex also assisted six businesses to move into, or relocate within, the county. A number of projects to grow cultural tourism have progressed in Q1; Sussex Modern and Sussex Wineries have launched a joint promotion; the artists that will add pieces to England's Creative Coast art and geocaching trail, which includes East Sussex, were announced; and discussions have commenced on a bid for a Tourism Zone across the South East Local Enterprise Partnership area.

**Terminus Road Eastbourne** – The works, to modernise the town centre and improve the pedestrian environment, have continued, with a focus on the Bankers Corner area of Terminus Road and the area around the train station. Construction is programmed for completion in Q3.

**Queensway Gateway Road** – Phase 2a of the road, from the mid roundabout to Ramblers Coaches entrance, is nearing completion. The final phase of the road, which will connect it to the A21, is scheduled to be complete in Q4.

**Employability and Skills** – The Careers Hub has been established and schools are improving their performance against the eight national Gatsby benchmarks, which define world-class careers guidance, with schools on average achieving 2.9 of the benchmarks. 23 Industry Champions have been recruited in Q1 to support the activities of the hub. The six sector task groups, plus Apprenticeships East Sussex, are working to meet the Skills East Sussex priorities. As part of the Careers Hub, the Council is the only local authority to have been awarded funding to improve careers education in primary schools; the £145k of funding will be used to provide a primary careers pilot.

**Road Safety** – The behavioural change initiatives launched as part of the Council's £1m Road Safety Scheme have continued in Q1; the initiatives are due to run for 12 to 18 months with early indications of the results available in summer 2020. Results from phase 1 of the social media campaign, targeting young male drivers, have been used to inform the development of the next phase, which looks at how the messages impacted on driver behaviour and the best way to deliver the messages (ref ii).

The programme of infrastructure schemes to improve road safety is currently being finalised with our contractor. 10 schemes have been identified for implementation; however this programme could change due to cost and capacity. The Road Safety Team is managing the overall delivery of the schemes to ensure works are prioritised based on their potential to reduce casualties (ref iii).

83 people were Killed and Seriously Injured (KSI) on our roads between January and March 2019, with one of these a fatality. Of these, 71 (one fatality) occurred on county roads, with 12 KSI (0 fatalities) on Trunk Roads. This is an increase on the same period in 2018 when 65 KSI (two fatalities) were recorded.

**Trading Standards** – Trading Standards provided three training workshops to businesses, with 50 delegates attending. There were also 52 positive interventions to protect vulnerable people, including visiting 43 victims of rogue trading or financial abuse, installing eight call blockers to protect people from telephone scams, and one intervention from the rapid response team.

**Online learning in libraries** – The funding secured to run online learning courses in libraries is lower than previously expected, and as a result we propose reducing the target in line with the reduced funding (ref i). In Q1 21 courses were delivered, 6 in English, 4 in Maths and 11 in IT.

**Waste** – A new waste disposal contract, which will see all five East Sussex district and borough councils pass their dry mixed recycling to the Council, began on 29 June 2019. The three year contract was awarded to Viridor, following work between CET and colleagues in the Business Services Department (BSD). Part of the new contract will focus on selling the recycling back into the marketplace to produce new materials, which will both generate income, 75% of which will be retained by the Council, and reduce the county's environmental impact. Viridor have also agreed to a number of additional benefits including a gain share from operational efficiencies as the contract develops, a community fund, and access to online resources for communities which should boost recycling rates.

**Revenue Budget Summary** – The revenue budget is projected to underspend by £80k. The most significant variance is in Transport where the late introduction of parking charge increases will result in £750k of the savings target not being achieved this year (ref iv). This overspend will be offset by £550k of underspend in the Waste service and a

transfer from reserves. The underspend in Waste is mainly from reduced waste volumes due to the combined impact of public behaviour and service changes from the various councils involved. There is also a £100k underspend in the Concessionary Fares budget and there are other smaller Transport variances (**ref v**). There are a number of small variances across other CET services.

**Capital Programme Summary** – The CET capital programme has recently been re-profiled as part of the State of the County report and since then there has been a small spend in advance on the Stalled Sites scheme (**ref vi**) and some slippage on the Hastings and Bexhill Movement & Access Package (**ref vii**).

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q1 2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
In partnership with funding organisations provide online learning (including skills for life and ICT courses) in libraries (subject to contract)	194 courses	Amendment requested from: 250 courses (subject to external funding)  To: 80 courses	AD				21 course completions	i
Priority – Helping people help themselves								
Road Safety: Percentage of young male drivers who were aware of the social media campaign who report they changed their behaviour	Phase 1 of campaign run successfully via social media; Phase 2 targeting young males being developed	15%	A				Results from phase one of the project used to inform the development of the next phase.	ii
Road Safety: Implement infrastructure schemes on identified high risk routes to improve road safety	5 schemes	10 schemes (subject to funding)	A				We are currently finalising the full programme of schemes for 19/20 with our contractor. We have 10 schemes identified for implementation, however the programme could change due to cost and capacity.  The Road Safety Team are managing the overall delivery of the engineering work and are ensuring that schemes are prioritised on their potential impact on casualty reduction within the available budget.	iii

## Savings exceptions

Savings exceptions						
Service description	2019/20 (£'000) – Q1 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Civil Parking Enforcement	1,000	1,000	250	750	-	
Highways Maintenance	889	889	889	-	-	
Household Waste Disposal	200	200	200	-	-	
Waste	-	162	162	-	-	
Concessionary Travel	150	150	150	-	-	
Library and Information Services	-	125	125	-	-	
Archives and Records	32	32	32	-	-	
Road Safety Services	32	32	32	-	-	
Ashdown Forest	31	31	31	-	-	
Environmental Advice Services	15	15	15	-	-	
Total Savings	2,349	2,636	1,886	750	0	iv
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	2,349	2,636	1,886	750	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
Civil Parking Enforcement use of underspend in Waste services and transfer from reserves	750	-	750	
<b>Total</b>	<b>750</b>	<b>0</b>	<b>750</b>	

## Revenue budget

Revenue budget										
Divisions	Planned (£000)			Q1 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Management and Support	3,819	(2,428)	1,391	3,775	(2,368)	1,407	44	(60)	(16)	
Customer and Library Services	7,049	(2,046)	5,003	7,016	(1,990)	5,026	33	(56)	(23)	
Communities	4,377	(2,885)	1,492	5,129	(3,626)	1,503	(752)	741	(11)	
Transport & Operational Services	80,589	(43,746)	36,843	78,807	(42,104)	36,703	1,782	(1,642)	140	v
Highways	14,925	(2,295)	12,630	15,009	(2,379)	12,630	(84)	84	-	
Economy	3,812	(2,662)	1,150	3,792	(2,642)	1,150	20	(20)	-	
Planning and Environment	2,843	(2,033)	810	3,145	(2,325)	820	(302)	292	(10)	
TOTAL CET	117,414	(58,095)	59,319	116,673	(57,434)	59,239	741	(661)	80	



Capital programme										
Approved project	Total project – all years (£000)		2019/20 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Registration Ceremonies Website	30	30	7	-	7	-	-	-	-	
Hastings Library	8,738	8,738	130	-	130	-	-	-	-	
Broadband	33,800	33,800	1,304	(1,261)	1,304	-	-	-	-	
Bexhill and Hastings Link Road	126,247	126,247	1,497	189	1,497	-	-	-	-	
BHLR Complementary Measures	1,800	1,800	206	44	206	-	-	-	-	
Economic Intervention Fund	9,675	9,675	999	54	999	-	-	-	-	
Stalled Sites Fund	916	916	166	-	230	(64)	-	-	(64)	vi
EDS Upgrading Empty Commercial Properties	500	500	117	-	117	-	-	-	-	
Queensway Gateway Road	10,000	10,000	1,570	-	1,570	-	-	-	-	
East Sussex Strategic Growth Package	8,200	8,200	350	-	350	-	-	-	-	
Bexhill Enterprise Park North	1,940	1,940	1,940	-	1,940	-	-	-	-	
Skills for Rural Businesses - Post Brexit	2,918	2,918	2,134	-	2,134	-	-	-	-	
Sidney Little Road Business Incubator Hub	500	500	381	-	381	-	-	-	-	
Newhaven Port Access Road	23,271	23,271	13,001	3,062	13,001	-	-	-	-	
Real Time Passenger Information	2,798	2,798	127	-	127	-	-	-	-	
Parking Ticket Machine Renewal	1,475	1,475	555	244	555	-	-	-	-	
Hastings and Bexhill Movement & Access Package	9,057	9,057	4,322	144	4,228	94	-	94	-	vii
Eastbourne/South Wealden Walking & Cycling Package	7,017	7,017	1,846	48	1,846	-	-	-	-	
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	1,027	(13)	1,027	-	-	-	-	
Terminus Road Improvements	8,250	8,250	2,245	320	2,245	-	-	-	-	
Eastbourne Town Centre Movement & Access Package	3,486	3,486	830	67	830	-	-	-	-	
A22/A27 Junction Improvement Package	-	-	-	-	-	-	-	-	-	
Other Integrated Transport Schemes	35,251	35,251	2,085	122	2,085	-	-	-	-	
Community Match Fund	1,500	1,500	241	(10)	241	-	-	-	-	
Exceat Bridge	2,633	2,633	660	77	660	-	-	-	-	
Queensway Depot Development	1,956	1,956	300	(6)	300	-	-	-	-	
Hailsham HWRS	97	97	73	-	73	-	-	-	-	
Highways Structural Maintenance	236,348	236,348	23,624	3,058	23,624	-	-	-	-	
Core Programme - Bridges	13,310	13,310	1,266	465	1,266	-	-	-	-	
Core Programme - Street Lighting -	10,133	10,133	1,115	69	1,115	-	-	-	-	
Core Programme - Rights of Way	4,883	4,883	416	61	416	-	-	-	-	
Total CET	569,079	569,079	64,534	6,734	64,504	30	0	94	(64)	



## Governance – Q1 2019/20

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

**Reconciling Policy, Performance and Resources (RPPR)** – The State of the County report, to be considered by Council in October, sets out the continuing challenges and options facing the Council, including the pressing need for sustainable funding and continuing work on the Core Offer. The Council Plan and Portfolio Plans 2019/20 – 2021/22 have been refreshed with completed outturns, there have been some changes to the performance measures and targets, primarily based on the outturns which are now available. The updated plans are available on our website.

**Transport for the South East (TfSE)** – The Government recently announced that TfSE will receive a further £500,000 of grant funding to support the development of its Transport Strategy, taking the amount of funding from the Department for Transport to £1.6m. Work continues to progress the Transport Strategy and a number of workshops have been held with key stakeholders to gain their input on the strategic interventions that will support economic growth. The consultation draft of the Transport Strategy will be launched at an event in October 2019. A draft proposal to Government setting out the powers and responsibilities that TfSE is seeking is currently subject to a three month consultation with a wide range of stakeholders and partners. The Shadow Partnership Board met in June 2019 and held a wide-ranging discussion on improving the region's rail network with Keith Williams, the independent chair of the Government's rail review. They also agreed to expand the membership of the Board to include representatives from Highways England, Network Rail and Transport for London.

**Corporate Lobbying** – Lobbying for fair and sustainable funding for the Council continued in Q1, with the focus on securing a sustainable settlement for both 2020/21 and in the next longer term Government Spending Review. Lobbying included:

- The Chief Executive attended a Ministerial Roundtable with the Minister for Children and Families to help build a robust evidence base for Children's Services investment in the next Spending Review.
- We responded to the Housing, Communities and Local Government (HCLG) Committee's inquiry on Local Government Finance and the Spending Review, highlighting the extremely challenging financial situation the Council has managed since 2010, that local resources (Council Tax and Business Rates receipts) alone cannot fund the growing need for services and that the total quantum of funding for local government must increase at the next Spending Review to maintain important local services and prevent costs increasing in other parts of the public sector. We also contributed to the inquiry response submitted by the Society of County Treasurers.
- The Leader wrote to the Chief Secretary to the Treasury sharing our response to the HCLG committee inquiry and requesting a meeting to discuss the Spending Review planned for the autumn and actions the Treasury could take to prevent a funding crisis for local government in the autumn. In response, the Chief Secretary anticipated holding meetings with local leaders ahead of the Spending Review and committed to reaching out once dates had been set. This was subsequently superseded by the change in Prime Minister, Cabinet reshuffle and announcement of a one year Spending Round in September.
- We contributed to work by the Local Government Association to develop a lobbying evidence base in advance of the next Spending Review.
- The Leader met with local MPs to keep them briefed on our latest financial position and consider the most effective way to secure the funding needed to prevent further savings in 2020/21.

**Supporting democracy** – During Q1 we supported 38 meetings including: one County Council meeting; two Cabinet meetings; 12 Lead Member meetings; nine Scrutiny Committees and Review Boards; and 14 other committees and panels. We also published agendas for a further 13 meetings. The number of unique page views on the Members' Intranet site was 848.

Scrutiny Committees have continued to pursue a range of work, including several active scrutiny reviews, two of which reported to the Council in Q1. Scrutiny reviews aim to make recommendations to improve services and address challenges, making a positive difference to the Council and residents. Where there were membership changes to scrutiny and other committees, induction sessions were provided to those Members taking up new roles.

With oversight from the Member ICT and Development Reference Group, we have continued to deliver the Member training programme. Information on the full range of training options was circulated to Members in Q1 and individual Members were supported to access specific training to meet their needs. Scrutiny and social media training was developed for delivery in Q2. Refreshed advice was provided on GDPR considerations for Members, one year on from the introduction of the new responsibilities.

Following a recruitment process undertaken during Q1 the Governance Committee appointed new members of the Independent Remuneration Panel which has responsibility for periodically reviewing Members' allowances and making recommendations to the Council.

The main round of school appeals continued throughout Q1, with hearings for secondary school appeals taking place

throughout the quarter. Following the offer of primary school places in April further appeals have been received and hearings arranged. The East Sussex School Appeals Service has been active in supporting parents who wish to submit an appeal and liaising with the volunteer members of the independent appeals panels and the clerks supporting them. The service is supporting an increasing number of academy trusts as well as maintained schools. This requires liaison with a wider range of admission authorities to successfully process appeals, including more intensive support to three new admission authorities. In total 204 school admission appeals were received during Q1, the majority using the secure online digital appeal management system.

**Legal Services** – During Q1 we assisted Trading Standards in securing a confiscation order for payment by a perpetrator of £26,950 to an elderly victim following a conviction for fraud and money laundering. We also assisted Trading Standards in the prosecution of trademark theft offences relating to counterfeit car parts which resulted in a four month prison sentence suspended for 18 months. We also successfully carried out a blue badge prosecution relating to three counts of fraud, one of forgery and one of malicious communications. In addition, we were successful in the prosecution of a litigated debt case, retrieving a debt of £6,326. We collected other debts totalling £47,000 and agreed repayment plans totalling a further £21,901. We carried out 112 prosecutions for failure to send a child to school. We also dealt with two contentious vulnerable adult cases (down from 22 in Q4 2018/19) and 44 Community Deprivation of Liberty Safeguard applications (down from 51 in Q4 2018/19).

In Q1, we completed agreements which helped to secure financial contributions for the Council in excess of £36,500. In addition highway rights were secured with the completion of one Deed of Dedication and one Deed of Easement. A significant amount of work was undertaken in relation to the successful completion of the contract for the construction of Phase 2 of the Newhaven Port Access road. We continue to work hard to secure the property aspects of the development. We have worked with the Conservators on the formation of The Ashdown Forest Foundation, preparation of the Articles of the company and successful registration as a charity.

In Q1 we continued to advise and assist Children's Services both in pre-proceedings and court applications with the ultimate aim of keeping children with their families, where it is safe to do so. In Q1, we applied for care proceedings in respect of 18 families (down from 24 in Q4 2018/19) and had a total of 54 live care proceedings at end of June (there were 58 live proceedings at the end of March). A growing area for Legal Services is adoption cases due to the growing number of applications made by parents to oppose adoption orders.

**Coroner Services** – On average 197 deaths per month were reported to the Coroner in Q1. This is slightly lower than the Q4 2018/19 figure of 212. 74 inquests were opened in Q1, the same number as in Q4, and 71 were closed, down from 93 in Q4. The availability of pathologists continues to be an issue and the Council is working closely with the East Sussex Hospital Trust's Mortuary Managers and the Senior Coroner to manage this.

**Regulation of Investigatory Powers Act (RIPA)** – No RIPA applications for Directed Surveillance were made in Q1. Guidance is being rolled out to Trading Standards on the use of the Investigatory Powers Act (IPA) 2016 for obtaining Communications Data. The legislation has been subject to numerous challenges since the bill was originally drafted. The recent guidance, which has been made available to Trading Standards, provides clarity and direction should the necessity arise for the Council to utilise the IPA 2016. The Office for Communications Data Authorisations (OCDA) will ensure independent scrutiny and accountability regarding any future applications.

**Local Government Ombudsman complaints** – 16 decisions were issued in Q1 of 2019 with nine of these cases relating to Adult Social Care (ASC) issues and five for Children's Services (CS). Eleven were closed before a full Ombudsman investigation for a variety of reasons including, insufficient evidence of fault or because the complaint had not been through our internal complaint processes.

Of the five fully investigated, one was closed with no fault and the remaining four were closed with the complaint partly or fully upheld.

ASC – Fault was found that the Council failed to fully refund an amount paid over and above the assessed weekly contribution for residential care. It was also unclear whether the care provider had refunded the complainant's mother after the Council made a backdated payment in 2012. As remedy the Council agreed to pay the estate the amount paid over the assessed contribution and the sum of the backdated payment, if it could not establish what had happened in July 2012. These sums have now been paid.

ASC – Fault was found with how the Council followed procedures in relation to best interest decision making, Deprivation of Liberty Safeguards and data protection. Fault was also found with the Council for failing to protect the personal belongings of a resident upon discharge from a care home and with how the provider communicated a resident's hallucinations to her daughter. The Council agreed to apologise to the complainant for the faults identified, pay £50 in recognition of the lost belongings, remind staff of the importance of following procedure and ensure carers accurately describe behaviour to family members.

CS – Fault was found because the Council failed to consider the complaint under the statutory children's complaints procedure. The Council agreed to start a Stage 2 investigation within one month of the final decision. This process has begun.

CS – Fault was found because the Council did not distribute a range of miscellaneous information to parents, in line

with regulation 9 of The School Information (England) Regulations 2008. The Council instead relied on the fact that this information is published on its website. Fault was also found because a leaflet containing relevant information for parents, normally distributed to all schools, was not delivered to the school attended by the complainant's daughter. The Council agreed to consider (within three months) what steps may be necessary to comply with duties under the regulations and has since agreed a system of delivery receipts with the courier service and will update the leaflet to include signposting to the relevant miscellaneous information set out in the regulations.

**Effective publicity and campaigns** – The campaign to recruit more teachers is increasingly successful, with visitors to the campaign and information pages on the website up by more than 21% over a year (an extra 9,832 visitors); and we are directly marketing to a database of more than 1,000 people who have expressed interest in a teaching career.

Work was completed on a new online platform for children to sign up to the Summer Reading Challenge, where they'd previously needed to visit a library in person to sign up, in its first six days 838 children signed up.

**Media work** – The press office dealt with 179 media enquiries in Q1. There were 476 media stories about the council, 121 of which were a result of the 32 press releases issued (lower than usual because of local election purdah). Q1 coverage included news stories about the council's efforts to safeguard countryside sites, the completion of schemes delivered through a £400,000 cash boost from the Newhaven Energy Recover Facility and a new strategy to ensure the most vulnerable families continue to get appropriate support.

**Web activity** – In Q1 there were 3.4 million page views of the main council website, from 317,000 users. The majority of these users (almost 52%) viewed the website on a mobile or tablet device.

**Third Sector support** – During Q1 the first Crowdfund East Sussex training programme was delivered. The programme consisted of two types of training sessions; 'Train the Trainers', for community facing workers who help groups and organisations, to assist them to develop projects, identify funding, or network with other groups and organisations; and 'How to Crowdfund' for groups and organisations who want to learn how to develop and run a crowdfunding campaign. Further 'How to Crowdfund' sessions are planned for Q2 and Q3. Also during Q1 the five projects that won the Projects That Matter competition, successfully raised their target funding from the crowd, each winner also received a £1,000 contribution from the Building Stronger Communities Fund.

During Q1 discussions between the Council, the CCGs and Voluntary Sector representatives continued, focusing on working together, workforce skills and development, ways of working, and resourcing. These discussions will continue in the early autumn under the heading of Partnership Plus.

During Q1 we gave notice that the contract for SpeakUp (strategic voluntary and community sector network) will not be renewed and will end on the 30 September 2019. Over the next few months, through Partnership Plus discussions, we will agree a refreshed way for both sectors to undertake partnership working and collaboration ready for the 1 October 2019.

The procurement process for Generic Infrastructure Services began in Q1 and will be completed in Q2; the new contracts will begin on 1 October 2019.

**South East 7 (SE7)** – The SE7 Leaders' Board met in June and received a presentation from Homes England on their work to accelerate housing delivery. The presentation was followed by an extensive discussion of opportunities for, and barriers to, development in the South East, which will inform the approach of Homes England as they expand their work in the area. Authorities shared updates on their approaches to the budget pressures faced in 2020/21 and on other topical issues, including climate change mitigation. Leaders agreed to write to the new Government when it was established in the autumn, setting out the acute uncertainty authorities faced, the untenable challenge of bridging next year's budget gaps in light of the substantial savings made to date, and the impact of removing/changing vital funding streams such as the Better Care Fund. Chief Executives continue to meet regularly, including with senior civil servants, and progress with the work agreed by the Leaders.

**Health and Wellbeing Board (HWB)** – On 23 April 2019 the HWB considered a report on the proposals for future partnership arrangements and priorities for integrated health and social care in East Sussex. The HWB endorsed the approach being taken to reset health and social care system governance, including agreeing to take forward a single joint programme across East Sussex. At their meeting on 16 July 2019, the HWB endorsed replacing the East Sussex Better Together Strategic Commissioning Board from April 2019 with the new arrangements under the single East Sussex-wide joint programme, which will be subject to strategic oversight by the HWB.

**Revenue budget summary** – There is a small underspend of £52k which is mostly down to staff vacancies.

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				2019/20 outturn	Note ref
			Q1	Q2	Q3	Q4		
There are no Council Plan targets								

Savings exceptions						
Service description	2019/20 (£'000) – Q1 Forecast					Note ref
	Original Target For 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
<b>Savings</b>						
There are no targeted savings in 2019/20	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Total Savings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
			-	-	-	-
			-	-	-	-
			-	-	-	-
<b>Subtotal Permanent Changes</b>			<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Savings and Permanent Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
	-	-	-	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Revenue budget										
Divisions	Planned (£000)			Q1 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Corporate Governance	5,147	(481)	4,666	5,069	(483)	4,586	78	2	80	
Corporate Support	2,989	(289)	2,700	3,028	(300)	2,728	(39)	11	(28)	
<b>Total Governance</b>	<b>8.136</b>	<b>(770)</b>	<b>7.366</b>	<b>8.097</b>	<b>(783)</b>	<b>7.314</b>	<b>39</b>	<b>13</b>	<b>52</b>	

[illegible]

Strategic Risk Register – Q1 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
12	<p><b>CYBER ATTACK</b></p> <p>The National Cyber Security Centre (NCSC) has highlighted the substantial risk to British web infrastructure with elevated levels of Cyber Crime being reported against all areas of government. 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. Examples of the impact of a Cyber Attack include:</p> <ul style="list-style-type: none"> <li>• Financial fraud related to phishing of executives and finance staff;</li> <li>• Loss of Personally Identifiable Information and subsequent fines from Information Commissioner's Office (4% of global revenue under the new General Data Protection Regulations);</li> <li>• Total loss of access to systems that could lead to threat to life.</li> </ul> <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'. Ongoing discussion and communication with the Info Sec industry to find the most suitable tools and systems to secure our infrastructure.</p> <p>Expanding Security Information and Event Management (SIEM) system capabilities to align with SCC and 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>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. 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>ESCC servers moved to the Orbis Primary Data Centre for resilience – An accredited Tier 3 environment certified to these standards:</p> <ul style="list-style-type: none"> <li>• ISO 27001 - IT Governance and Information Security Management</li> <li>• ISO 9001 - Quality Standard in Customer Service, Customer Processes, Product Process and Service, Efficiency and Continuous Improvement</li> <li>• ISO 14001 - Environmental Management and Best Practices for Corporate Environmental Responsibility.</li> </ul> <p>Disaster Recovery services now to similarly be relocated to a Tier 3 Data Centre environment (Orbis Secondary Data Centre in Guildford).</p>

R

Strategic Risk Register – Q1 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
4	<p><b>HEALTH</b></p> <p>Failure to secure maximum value from partnership working with the NHS. If not achieved, there will be impact on social care, public health and health outcomes and increased social care cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives.</p>	<p>New streamlined system governance arrangements have been developed in partnership with the local NHS, with these agreed by the Health and Wellbeing Board. The Health and Wellbeing Board will have oversight of a countywide health and social care transformation programme to make further progress on integration, including community health and social care services. The County Council is also working with local NHS partners to develop a longer term joint plan for health and social care, which will be reported for sign off to the Health and Wellbeing Board. This will include proposals for the development of an Integrated Care Partnership for fully integrating health and social care provision.</p> <p>Single line management with authority and accountability for community health and social care provision across the County Council and East Sussex Healthcare Trust have been established. Further work will also be undertaken with Sussex Community Foundation Trust, as the providers of community health services in the west of the county to agree how integration will be taken forward. Governance also includes a county-wide Chief Finance Officers' Group chaired by the DASC&amp;H, which has processes for enabling finance and activity to be tracked against change programmes and benefits realisation.</p> <p>The local NHS are taking forward proposals to merge East Sussex CCGs into one organisation which will be co-terminous with the County Council. This will support the development of a joint population based approach to commissioning health, social care and public health services.</p>	R
5	<p><b>RECONCILING POLICY, PERFORMANCE &amp; RESOURCE</b></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. We will continue to lobby for the need for predictable, sustainable funding for local government and East Sussex, which reflects our residents' real and growing need through the fair funding review and anticipated spending review this year. We will also continue to make realistic and deliverable plans for working within the funding we are likely to have available.</p>	R
15	<p><b>CLIMATE</b></p> <p>Failure to limit global warming to 1.5°C, requiring global net human-caused emissions of carbon dioxide (CO2) to fall by about 45 percent from 2010 levels by 2030, reaching 'net zero' around 2050. This increases the risks to East Sussex of hotter, drier summers; changing rainfall patterns, with more intense rainfall episodes and longer periods without rainfall; milder winters; more frequent extremes in weather that are either prolonged or severe; and sea level rise with potential for increased storm surges.</p>	<p>Following adaptation advice in accordance with the national adaptation programme;</p> <p>Established local adaptation measures, including flood risk management plans, heatwave plans, drought plans and others both planned and reactive;</p> <p>Continuation and development of Council activities to reduce carbon footprint contributing to wider global reduction ambition.</p>	R



Strategic Risk Register – Q1 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
14	<p><b>NO-DEAL BREXIT</b></p> <p>The UK withdraws from the EU with no agreed deal, transition or implementation period leading to disruption in the county, failure to deliver Council services and/or increasing existing areas of risk.</p> <p>Key areas at risk of disruption:</p> <ul style="list-style-type: none"> <li>- Disruption at Newhaven port and across the ESCC road network;</li> <li>- Disruption to waste collection and disposal;</li> <li>- Disruption to fuel supply;</li> <li>- Disruption to service delivery due to staff availability;</li> <li>- Communication with staff, partners and public; and</li> <li>- Procurement and the effect on the supply chain.</li> </ul>	<p>Relevant Council teams are actively monitoring Brexit discussions and developments, considering potential implications/ disruption and developing contingency plans. This work takes place as part of business as usual activity to identify how the national and local context impacts on services. Many of the key areas at risk of disruption are already on the Strategic risk register (Workforce, Recruitment) or departmental risk registers and are subject to business as usual risk management.</p> <p>The Communities, Economy and Transport (CET) Department is leading the assessment of a no deal Brexit from an Emergency Planning and Resilience perspective.</p> <p>Chief Officers are involved in regional and national information and developments in relation to Brexit. To ensure a coordinated response, Brexit planning is a regular item at Corporate Management Team (CMT) meetings, and a short life Brexit Task Group has been set up to avoid unnecessary impact on the Council's usual business. The task group will share actions that are being taken; monitor progress on agreed actions; and identify any common ground to avoid duplication. The task group is comprised of a representative from each department and lead officers from HR, Procurement and Emergency Planning.</p>	R
1	<p><b>ROADS</b></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 year's 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> <p>Changes to the grass cutting policy could have an impact on the efficiency of the drainage system, with more material in the drains if it is not managed effectively.</p>	A

Strategic Risk Register – Q1 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
7	<p><b>SCHOOLS</b></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"> <li>• Work closely with schools to build a sustainable system across East Sussex, in order to ensure that the capacity and expertise is available to provide oversight of educational performance and to offer appropriate support and challenge where it is required.</li> <li>• Provide an opportunity for every school to be part of a local Education Improvement Partnership to support their ongoing improvement and for all partnerships to develop to the point where they provide a sustainable network through which all schools and other providers take responsibility for improvement in their local area.</li> <li>• Continue to develop 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.</li> <li>• Continue to build relationships with academies and sponsors, including the Diocese of Chichester, ensure a dialogue about school performance, including data sharing.</li> <li>• 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.</li> <li>• Broker support to academies to address any performance concerns and investigate the feasibility of trading some LA school improvement services with all schools on a full cost recovery basis.</li> <li>• Where academies do not appear to be accessing appropriate support, bring this to the attention of the DfES, who may exercise their intervention powers.</li> <li>• 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.</li> <li>• Review SLES activity in relation to our statutory responsibilities.</li> <li>• In 2019 the Department will be preparing a refreshed Excellence for All strategy for publication in September 2019. This will take account of the core offer proposals and the areas of work we plan to reduce subject to the outcome of the core offer consultation.</li> </ul>

A



Strategic Risk Register – Q1 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
8	<b>CAPITAL PROGRAMME</b> As a result of current austerity, the capital programme has been produced to support basic need only and as a result of this there is no resource for other investment that may benefit the County e.g. that may generate economic growth. Additionally there is a risk, due to the complexity of formulas and factors that impact upon them, or changes in these, that the estimated Government Grants, which fund part of the programme, are significantly reduced. There is also a risk that the move from S106 contributions to Community Infrastructure Levy will mean that Council has reduced funding from this source as bids have to be made to Districts and Boroughs. Slippage continues to occur within the programme, which has an impact on the effective use of limited resources.	<p>Governance arrangements continue to be reviewed and developed with Property for the delivery of Schools Basic Need and capital property works in support of the robust programme delivery of the basic need programme. The Education Sub Board, which in part focuses on future need for schools places, continues to inform the Capital Strategic Asset Board of key risks and issues within the School Basic Need Programme. Regular scrutiny by the Capital Strategic Asset Board, of programme and project profiles (both in year and across the life of the programme) occurs on a quarterly basis. Financial regulations have been updated to reflect the revised governance arrangements. The Board also proactively supports the seeking and management of all sources of capital funding, including; grants, S106, CIL and, Local Growth Fund monies. A cross department sub board has been set that oversees the process for bidding for CIL and to the use of S106 funds, work continues with Districts and Boroughs to maximise the Council's receipt of these limited resources.</p> <p>As part of 2019/20 budget setting, a risk factor has been introduced to acknowledge and address the continuous level of slippage in the capital programme, its impact on the financing of the capital programme, and therefore on treasury management activity. The Board will monitor the risk adjusted budget alongside the original budget to further scrutinise those projects continuing to slip. During 2019, improving the monitoring and reporting of the capital programme will be a key area of focus.</p>	A
9	<b>WORKFORCE</b> Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and / or reputational issues.	<p>The 2019/20 Q1 sickness absence outturn for the whole authority (excluding schools) is 1.75 days lost per FTE, a decrease of 7.1% since the same period last year.</p> <p>Although stress/mental health remains the primary reason for absence, time lost due to stress/mental health during 2019/20 Q1 fell by 9.5% compared to 2018/19 Q1. Interestingly, during that period whilst days lost due to stress have fallen by 42.4%, Mental Health has increased by 46.7%</p> <p>A range of initiatives to address mental health absences have been implemented, including:</p> <ul style="list-style-type: none"><li>• 72 Mental Health First Aiders have been trained across the organisation</li><li>• Launching an ESCC Mental Health Awareness Campaign for World Mental Health Awareness Day October 2019</li><li>• Managers 'Mental Health Awareness' workshops have now been introduced as part of the corporate training programme.</li><li>• The Return to Work forms are being developed to include more guidance for managers on mental health conditions such as depression and bi-polar</li></ul>	A
10	<b>RECRUITMENT</b> Inability to attract high calibre candidates, leading to limited recruitment choices and therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.	<p>An analysis of our current workforce demographics and recruitment and retention 'hotspots' has been completed and has been considered by CMT. Two work streams of 'attracting and recruiting the future workforce' and 'leading the workforce' are now being progressed. These will report in January 2020.</p> <p>A new e-Recruitment system went live on 1 April 2019; customer feedback will be sought following 6 months of operation with the aim of identifying any further areas for improvement.</p>	A

Strategic Risk Register – Q1 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
6	<p><b>LOCAL ECONOMIC GROWTH</b></p> <p>Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.</p>	<p>The County Council and its partners have been successful in securing significant amounts of growth funding totalling £115m, 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 (SEBB), LoCASE, SECCADS and inward investment services for the county. We continue to bid for further EU funding for the above with bids being prepared for submission in July for a SEBB 2 and separately an inward investment programme looking to commence in April 2020 for a further 3 years.</p> <p>The County Council has worked with Wealden DC and developed an outline business case that has been submitted to the Major Road Network programme in May 2019, to secure funding for approximately £34.3m towards local transport interventions along the A22/A27 Growth Corridor.</p> <p>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> <p>Government has also instigated a review of LEPs across the country. We are supporting the two work-streams that have been established to address SELEP board composition, diversity and appointments AND the establishment of a legal personality as a company limited by guarantee. We are now working with SELEP partners to compile the Government's requirement that every LEP has in place a Local Industrial Strategy by March 2020, which will be a key determinant to accessing future Government funding.</p> <p>East Sussex have been successful in securing an additional £2.46m funding from the SELEP for two projects that will create new jobs and workspaces in Bexhill and provide a replacement for Exceat Bridge to improve connectivity and support housing growth.</p>

G