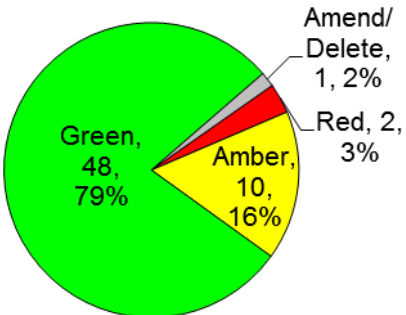
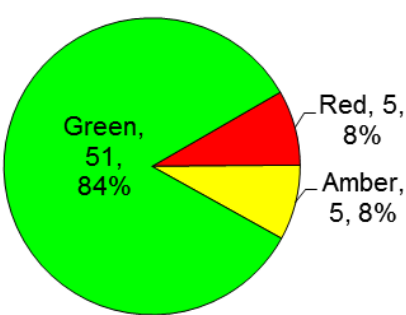


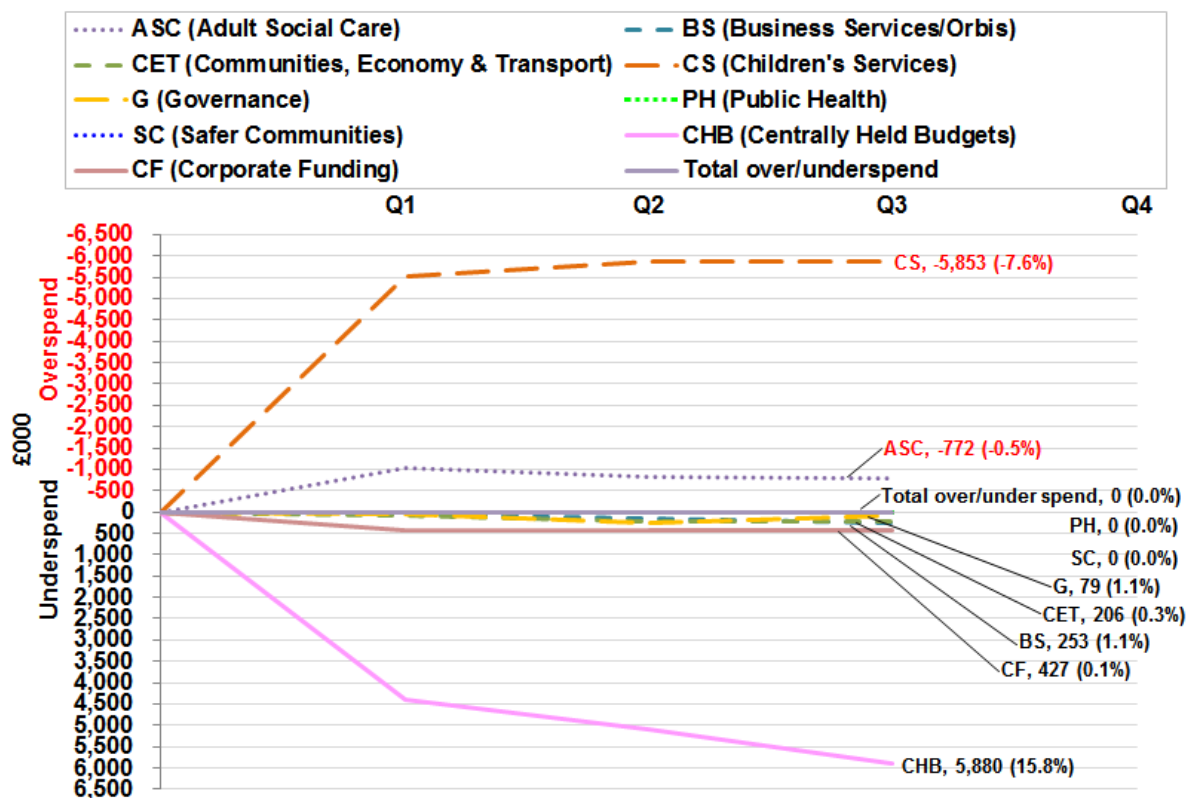
Council Monitoring Corporate Summary – Q3 2019/20

Council Plan performance targets

Priority	Red	Amber	Green
Driving sustainable economic growth	2	2	23
Keeping vulnerable people safe	1	0	10
Helping people help themselves	2	1	17
Making best use of resources	0	2	1
Total	5	5	51

Q3 2019/20	Q2 2019/20	Q3 2019/20
<p>There are 61 individual measures in the Council Plan.</p> <ul style="list-style-type: none"> Appendix 2 ASC&H – 3 red Appendix 3 BSD – 2 amber, Appendix 4 CSD – 2 red Appendix 5 CET – 3 amber 	 <p>Amend/Delete, 1, 2%</p> <p>Red, 2, 3%</p> <p>Amber, 10, 16%</p> <p>Green, 48, 79%</p>	 <p>Red, 5, 8%</p> <p>Amber, 5, 8%</p> <p>Green, 51, 84%</p>

Revenue budget outturn (net £000)



Revenue budget summary (£000)									
	Planned (£000)			Q3 2019/20 (£000)					
				Projected outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Service Expenditure									
Adult Social Care	262,500	(91,387)	171,113	266,563	(94,678)	171,885	(4,063)	3,291	(772)
Safer Communities	583	(247)	336	1,212	(876)	336	(629)	629	-
Public Health	29,092	(29,092)	-	27,632	(27,632)	-	1,460	(1,460)	-
Business Services	47,224	(23,975)	23,249	47,675	(24,679)	22,996	(451)	704	253
Children's Services	320,645	(243,324)	77,321	329,238	(246,064)	83,174	(8,593)	2,740	(5,853)
Communities, Economy & Transport	117,439	(58,129)	59,310	113,975	(54,871)	59,104	3,464	(3,258)	206
Governance Services	8,303	(937)	7,366	8,315	(1,028)	7,287	(12)	91	79
Total Service Spend	785,786	(447,091)	338,695	794,610	(449,828)	344,782	(8,824)	2,737	(6,087)
Centrally Held Budgets (CHB)									
Treasury Management	20,186	(2,600)	17,586	17,597	(2,000)	15,597	2,589	(600)	1,989
Capital Programme	2,300	-	2,300	2,300	-	2,300	-	-	-
Unfunded Pensions	10,338	-	10,338	10,183	-	10,183	155	-	155
General Contingency	3,570	-	3,570	-	-	-	3,570	-	3,570
Contrib to Reserves	6,645	-	6,645	6,608	-	6,608	37	-	37
Apprenticeship Levy	600	-	600	575	-	575	25	-	25
Levies, Grants and Other	984	(4,823)	(3,839)	882	(4,825)	(3,943)	102	2	104
Total CHB	44,623	(7,423)	37,200	38,145	(6,825)	31,320	6,478	(598)	5,880
Corporate Funding									
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)	-	-	-
Total Corporate Funding	0	(375,895)	(375,895)	0	(376,322)	(376,322)	0	427	427
Total	830,409	(830,409)	0	832,755	(832,975)	(220)	(2,346)	2,566	220
Balance of General Contingency to reserves	-	-	-	220	-	220	(220)	-	(220)
FINAL TOTAL	830,409	(830,409)	0	832,975	(832,975)	0	(2,566)	2,566	0

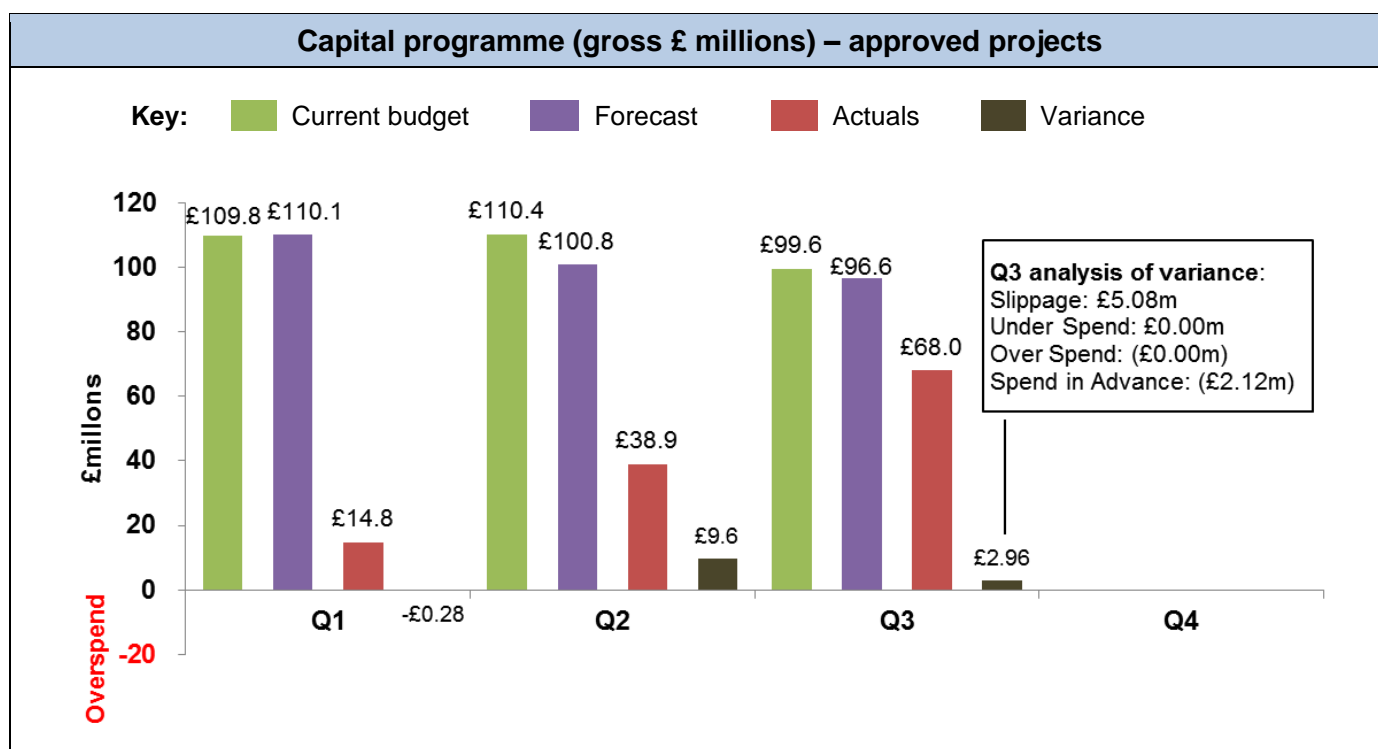
Revenue Savings Summary 2019/20					
Service description	2019/20 (£'000) – Q3 Forecast				
	Original Target for 2019/20	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings					
ASC	730	6,817	6,211	606	-
BSD / Orbis	1,003	1,003	1,003	-	-
CS	1,049	3,640	2,382	1,258	-
CET	2,349	2,636	1,636	1,000	-
GS	-	-	-	-	-
Total Savings	5,131	14,096	11,232	2,864	0
ASC			-	-	-
BSD / Orbis			-	-	-
CS			-	-	-
CET			-	-	-
GS			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	5,131	14,096	11,232	2,864	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
ASC	-	606	606
BSD / Orbis	-	-	-
CS	1,258	-	1,258
CET	1,000	-	1,000
GS	-	-	-
Total	2,258	606	2,864

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

² 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).

³ 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 summary (£000)									
Approved project	Total project – all years*		2019/20 (£000)						
			In year monitor Q3				Analysis of variation		
	Budget	Projected	Budget	Actual to date	Projected 2019/20	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance
ASC	10,409	10,409	2,018	1,991	2,229	(211)	-	-	(211)
BSD	276,424	276,424	37,000	24,741	36,783	217	-	1,888	(1,671)
CS	26,990	26,990	1,748	1,804	1,748	-	-	-	-
CET	576,040	576,040	58,829	39,512	55,880	2,949	-	3,189	(240)
GS	-	-	-	-	-	-	-	-	-
Total	889,863	889,863	99,595	68,048	96,640	2,955	0	5,077	(2,122)
Capital receipts			(3,122)		(3,122)	-			
Non-specific grants			(37,475)		(37,475)	-			
Specific Funding: grants/external contributions/CERA			(21,795)		(19,252)	2,543			
S106 Contributions			(4,802)		(4,742)	60			
Community Infrastructure Levy			(1,600)		(1,600)	-			
New Homes Bonus			-		-	-			
Reserves - capital and set aside			(5,851)		(5,568)	283			
Borrowing			(24,950)		(24,881)	69			
Total			(99,595)		(96,640)	2,955			

*For Information – This is the proposed programme, subject to approval by Council, and includes current budget for all projects until the end of the extended programme in 2030.

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 departure from the EU on 31 January 2020. The average level of Council funds available for investment purposes during the quarter was £213m. 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 £580k at an average rate of 1.09%.

The majority of the Council's external debt is held as long term loans (£237.9m). On 31 December 2019 a £1.3m PWLB loan matured at 7.875%, with a further £1.3m of fixed term PWLB debt maturing in March 2020 with a loan rate of 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 £2.0m underspend accounts for this uncertainty, and will be used to offset service overspend in the first instance.

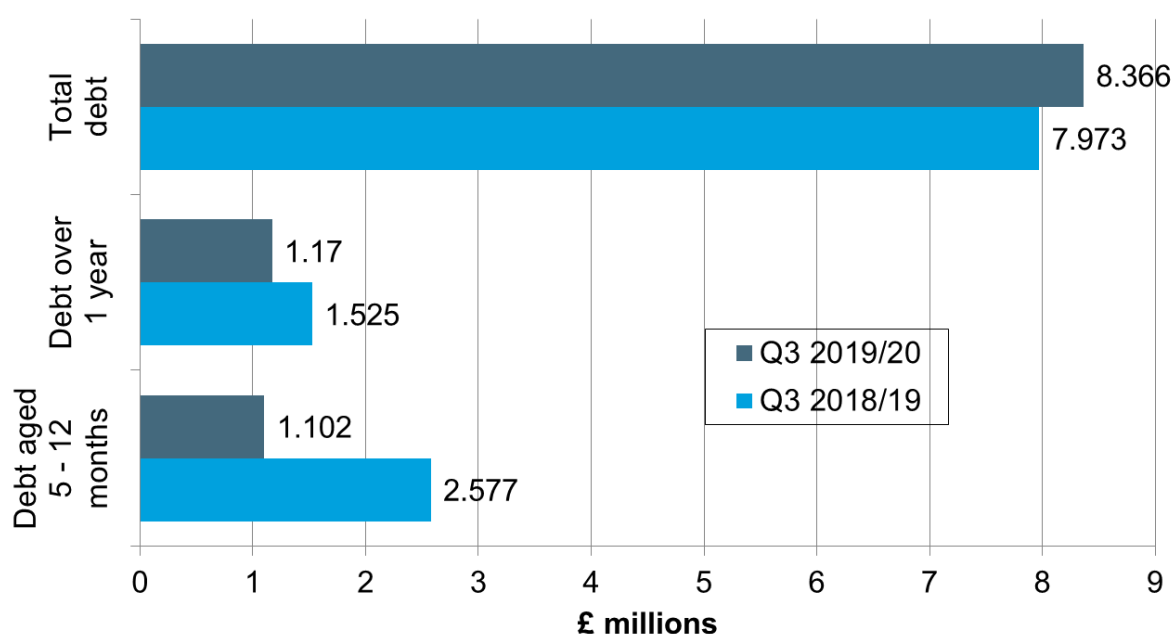
The Council holds a general contingency of £3.6m, part of which will offset the deficit; the remainder will be transferred to reserves for use in future years, in line with the Reserves Policy.

General balances

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

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

Outstanding debt analysis (£ millions)



The value of debt over 5 months at Quarter 3 has increased slightly by £0.097m to £2.272m, compared to the 2018/19 outturn of £2.176m.

However, the value of debt over five months compared to the same period last year has decreased substantially by £1.830m (45%).

The value of ASC invoiced income continues to rise. An extra £1.4m was invoiced for services up to Quarter 3 this year compared to Quarter 3 in 2018/19.

The collection of income continues to be a high priority focus area. Achievements during Quarter 3; implementation of improved auto debt recovery process relating to estate cases and becoming AUDDIS (Automated Direct Debit Instruction Service) compliant with our bank as a pre-requisite to enable paperless direct debit collection. Priorities for Quarter 4 include preparing a business case for paperless direct debits, review of unit cost of raising an invoice, plus planning and scoping a debt recovery end to end process review with colleagues in ASC and Legal Services.

Adult Social Care and Health – Q3 2019/20

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

Adult Social Care (ASC)

Health and Social Care Integration – The development of the 2020/21 transformation plans for East Sussex Health and Care are progressing to plan with key programmes of work identified aligning with the long term plan and social care priorities. Key areas of work will include;

- Virtual and video outpatient clinics and expanded electronic correspondence saving patient and clinicians time and evidenced to provide better outcomes, for example virtual fracture clinics for certain conditions can be more safely managed from home.
- Continued implementation of the community target operating model delivering more integrated care closer to home for people with complex and multiple long term conditions.
- Further expansion and focus on supporting patients with multiple needs with high numbers of A&E attendances and admissions.
- Expand initiatives to support our frail and elderly population to receive timely intervention to ensure sustainability of independence.
- Continue to refine and redesign our high demand services to ensure the most efficient delivery of the right treatment, at the right time, and in the right place for cardiology, ophthalmology and diabetes services.

Further initiatives which are beginning to improve health and care outcomes include:

Direct Access Pathology – requests for tests from our primary care teams to our hospital pathology departments have been reviewed across East Sussex evidencing a need to understand the variation in testing approaches. A Pathology Demand Optimisation Group attended by primary care and hospital doctors are now actively reviewing test requests and where education is required, focused workshops are arranged to ensure the most appropriate tests are requested at the right time. Our digital systems are also providing aid prompts re-enforcing the guidelines.

Ambulance Conveyancing – East Sussex has a high number of non-injury falls at home due to our older demographic, however people are often taken to hospital where a comprehensive review can lead to loss of muscle strength whilst in a hospital bed as well as utilising our stretched emergency services. This initiative involves ambulance crews assessing at home and then referring people on to our community crisis response teams who provide a wraparound service involving rapid rehabilitation and care.

Minimising unnecessary delayed discharges from hospital – New and more challenging targets were set by NHS England through the Better Care Fund (BCF) for 2018, which represent further reductions on the already significant improvements made in the level of delays between April 2017 and March 2018. Through a range of actions a significant reduction has been achieved in the levels of delayed discharges from hospital; particularly in relation to delays attributable to ASC, which is meeting the target set in the BCF.

Between April and November 2019 there were an average 47.1 delayed transfers from hospital care per day (**ref i**) an improvement from 81.6 in the same period in the 2017 (baseline), equating to a 42% reduction. This can be broken down as follows:

- An average 37.7 delayed transfers from hospital care per day due to the local NHS (**ref ii**), this has improved from 47.6 in the same period in 2017 (a 21% reduction).
- An average 8.4 delayed transfers from hospital care per day due to Council social services, this has improved from 31.4 in the same period in 2017 (a 73% reduction).
- An average 1.0 delayed transfers were jointly attributable to Adult Social Care and the NHS.

Although the target of 39.8 for all delays and the target of 24.4 for NHS delays will not be achieved, implementation of a number of actions to reduce Delayed Transfers of Care (DToC) within the county such as Discharge to Assess beds (designed to avoid unnecessary admissions to acute hospitals and, where an admission is necessary, ensure that people are discharged as soon as is safe and practical back to their own homes, or as close to home as possible) have led to a significant reduction from the 2017 baseline.

We will be continuing to implement a number of actions to reduce DToC in the county.

Reabling people to maximise their level of independence – Reablement services are provided to help people to regain mobility and daily living skills, especially after a hospital stay. The measures are used to assess how effective reablement services are:

- 72% of service users discharged from the Joint Community Rehabilitation Service in Q3 required no on-going care.
- Between April and September 2019, 91.1% of older people discharged from hospital to reablement / rehabilitation services were at home 91 days after their discharge.
- Between January and December 2019, 92.2% of people who received short-term services to increase their independence made no further request for ongoing support.

Enabling people to live independently at home and delaying dependency

- Frail adults across East Sussex can receive Technology Enabled Care Services (TECS), to help manage risks and maintain independence at home. TECS includes Telecare, which offers a range of sensors and detectors to meet different needs, such as wearable alert buttons, fall detectors or medication dispensers. At the end of Q3, 8,550 people were receiving TECS.

Adults are able to take control of the support they receive

- There are currently 242 members signed up to Support with Confidence. This is made up of 194 Personal Assistants (PA's) and 48 businesses. In addition to these, there are 95 current applications being processed (85 PA's and 10 businesses).
- At the end of Q3, 32.4% of working age and older clients were receiving Direct Payments (DP). This equates to a total of 1,547 people. DP 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 DP and continue to receive them for as long as required.

Adults are supported to find and keep safe and affordable accommodation.

- 1,032 people were supported in Q3 through STEPS to Stay Independent to maintain their independence and provided with advice and support on topics such as debt, welfare and healthy lifestyles.
- 994 people were supported in Q3 through the Home Works service to find and keep safe and affordable accommodation and to improve their health, wellbeing and independence.

Health and Social Care Connect referrals triaged and progressed to required services within required timescales – Activity is only available up to September at this stage. Between April and September 84% of Health Hub Referrals were handled within the correct time scales across all priorities (**ref iii**). This shortfall in performance is due to a staffing deficit of nurses within the Health Hub which is being remedied, with staffing expected to be at normal levels by the end of the financial year. Due to lower performance in the first half of the year it is currently anticipated that performance will not achieve the target by year-end.

2018/19 comparative performance – National benchmarking data for 2018/19 shows East Sussex was in the upper quartile (best performing authorities) for 17 out of 29 measures (59%) and in the upper middle quartile (second best performing authorities) for an additional 7 measures (24%), meaning East Sussex was performing comparatively well for 24 of the national measures for 2018/19 (83%) and overall delivering good outcomes for people who use services and their carers.

Areas of particular good performance (in the top 11 performing authorities out of 152) were in relation to: Social care related quality of life (survey measure); Self-Directed Support for people using services; Self-Directed Support for carers; Direct Payments for carers; people who received short-term services to increase their independence who made no further request for ongoing support; and, overall satisfaction of people who use services with their care and support (survey measure).

Safer Communities

Following approval of the East Sussex Safer Communities Partnership priorities and work streams, work has now commenced on the refresh of the East Sussex Safer Communities Partnership Business Plan 2020/23 which describes the priorities and work streams, providing more detail around the priority areas, partnership achievements and future partnership plans. It also details District and Borough level community safety work streams. The Partnership priorities are cross cutting, so we will continue to work closely with the Sussex Police and Crime Commissioner, and Local Safeguarding Children's and Safeguarding Adults Board on shared work streams, particularly those that involve working with local communities and partners to keep East Sussex safe.

Vulnerable People being Exploited & Recruited by Organised Crime Groups – In December 2019, a Communities Against Exploitation event for local businesses took place in Rother. The event, '*how to keep your business safe from financial exploitation and fraud*', was aimed at small to medium sized businesses and covered: awareness of how financial exploitation and fraud can impact on businesses; tactics and current methods used by organised crime groups against businesses; how to better protect businesses and improve the identifying of scams and fraud; and, the use of Modern Slavery in business and manufacturing.

Feedback from the event showed that over 70% of attendees said that they knew more about spotting the signs of

fraud and financial exploitation, and over 50% were confident that they would know how to report or share information if they thought people were being exploited.

Modern Slavery and Human Trafficking – In October 2019, Bexhill College hosted the award winning production of 'My Mind is Free' performed by the Rah Rah Theatre Company. Over 180 professionals, residents and college students attended the production which was an interpretation of the degradations of modern slavery and human trafficking experienced by four different people. Marking the start of Anti-Slavery week it explored the realities of exploitation and trafficking, and helped the audience to spot the signs. Following the performance a question and answer session was held for the audience. Staff from the Safer East Sussex Team, Stop the Traffik, Sussex Police Discovery and actors discussed points and shared further information on the local picture with the audience.

Substance Misuse Service – Work is currently being undertaken in partnership with the Rough Sleepers Initiative to widen the distribution and supply of naloxone in East Sussex. Naloxone is a safe and effective drug that can temporarily reverse the effects of opioids, such as heroin and morphine, allowing time to obtain medical attention. A pharmaceutical company involved in the supply of naloxone has been identified and a joint business case, looking at funding the supply of naloxone to the Rough Sleepers Initiative is being developed. STAR, the adult drug and alcohol treatment service are supporting the bid and training will be provided to both staff within the project and service users to build confidence in administering the drug.

A drop-in for members of the street community is currently being provided by the Kingdom Way Trust at weekends in Eastbourne. Funded by Eastbourne Borough Council, Eastbourne Chamber of Commerce and East Sussex County Council, the weekend provision is being held at Seaside Community Hub and is open Saturday and Sunday from 10am to 4pm. Feedback from both staff and service users has been extremely positive and the uptake has been greater than expected, with 20 to 30 individuals attending each day. A hot lunch is served and professionals from a range of services attend to offer advice or information.

Domestic Violence and Abuse, Sexual Violence and Abuse, Stalking and Harassment and Harmful Practices – Brighton & Hove City Council and East Sussex County Council have completed the strategic framework of the 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. The delivery plan for the strategy is being developed and it is anticipated that this will be available by the end of the financial year. Negotiations are ongoing with regard to the governance arrangements for the strategy, in recognition that multi-agency accountability needs to be clarified.

Revenue Budget Summary

Public Health

The Public Health (PH) budget of £26.766m comprises the PH grant allocation of £26.550m, CCG funding of £0.070m and £0.146m drawn from reserves to support in year spending. In addition to the PH grant there is a planned draw of £0.866m to meet one off projects.

ASC

The net Adult social Care budget of £171.113m includes growth and demography funding and an inflationary uplift to support the independent sector care market.

The budget is currently forecast to overspend by £0.772m (**ref vi**), comprising of £0.870m (**ref iv**) in the Independent Sector, offset by a small underspend of £0.98m (**ref v**) in Directly Provided Services. While the Independent Sector budget is currently projected to overspend slightly, the budget faces continued risk on expenditure for working age adults due to the ongoing impact of high cost packages of care transferring from the NHS from Continuing Healthcare (CHC) and the national Transforming Care Programme (TCP). The application of one-off funding from the Better Care Fund (BCF) has enabled these risks to core ASC services to be mitigated in part during 2019/20.

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.

Capital Programme Summary

The ASC Capital Programme for 2019/20 is currently projected to spend in advance of the current profile by £0.211m by the end of the financial year. Work continues at pace on the Greenacres development, to meet the needs of people with a learning disability and/or autism with behaviour that challenges who are part of the Transforming Care cohort.

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q3 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	47.9	39.8	A	A	R		47.1	i
Number of hospital bed days lost due to delayed transfers from hospital care due to local NHS	37.2	24.4	A	A	R		37.7	ii
Health and Social Care Connect referrals triaged and progressed to required services within required timescales	85.6%	90%	G	G	R		84%	iii

Savings exceptions						
Service description	2019/20 (£'000) – Q3 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						
	247	247	124	123	-	
	483	483	-	483	-	
	-	6,087	6,087	-	-	
Total Savings	730	6,817	6,211	606	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	0	0	0	0	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	-	483	483	
	-	-	-	
Total	0	606	606	

Revenue budget

Revenue budget										
Divisions	Planned (£000)			Q3 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	114,795	(42,034)	72,761	111,950	(42,875)	69,075	2,845	841	3,686	
IS - Learning Disability Support	56,941	(4,302)	52,639	62,300	(5,838)	56,462	(5,359)	1,536	(3,823)	
IS - Mental Health Support	7,436	(1,042)	6,394	8,167	(1,040)	7,127	(731)	(2)	(733)	
Subtotal Independent Sector	179,172	(47,378)	131,794	182,417	(49,753)	132,664	(3,245)	2,375	(870)	iv
Physical Support, Sensory Support and Support for Memory & Cognition	15,926	(5,071)	10,855	15,803	(4,346)	11,457	123	(725)	(602)	
Learning Disability Support	7,520	(654)	6,866	7,222	(741)	6,481	298	87	385	
Mental Health Support	3,163	(3,139)	24	3,166	(3,036)	130	(3)	(103)	(106)	
Substance Misuse Support	591	(115)	476	591	(115)	476	-	-	-	
Equipment & Assistive Technology	5,709	(2,751)	2,958	5,982	(3,314)	2,668	(273)	563	290	
Other	3,256	(2,142)	1,114	2,428	(1,238)	1,190	828	(904)	(76)	
Supporting People	6,448	(310)	6,138	6,847	(843)	6,004	(399)	533	134	
Assessment and Care Management	25,827	(2,850)	22,977	26,258	(3,418)	22,840	(431)	568	137	
Management and Support	14,396	(26,775)	(12,379)	14,857	(27,497)	(12,640)	(461)	722	261	
Service Strategy	492	(202)	290	992	(377)	615	(500)	175	(325)	
Subtotal Directly Provided Services and Assessment and Care Management	83,328	(44,009)	39,319	84,146	(44,925)	39,221	(818)	916	98	v
Total Adult Social Care	262,500	(91,387)	171,113	266,563	(94,678)	171,885	(4,063)	3,291	(772)	vi
Safer Communities	583	(247)	336	1,212	(876)	336	(629)	629	0	
Public Health										
Health Improvement Services	4,706	-	4,706	4,304	-	4,304	402	-	402	
Drug and Alcohol Services	6,101	-	6,101	6,101	-	6,101	-	-	-	
Sexual Health Services	4,335	-	4,335	4,234	-	4,234	101	-	101	
Health Visiting and School Nursing	9,329	-	9,329	8,843	-	8,843	486	-	486	
NHS Health Checks	1,026	-	1,026	706	-	706	320	-	320	
Management Support and Public Health Programmes	2,729	-	2,729	2,578	-	2,578	151	-	151	
Public Health Grant income	-	(26,550)	(26,550)	-	(26,550)	(26,550)	-	-	-	
Public Health CCG and Reimbursement income		(70)	(70)		(70)	(70)	-	-	-	
Contribution from General Reserves	-	(1,606)	(1,606)	-	(146)	(146)	-	(1,460)	(1,460)	
Sub Total for Core Services	28,226	(28,226)	0	26,766	(26,766)	0	1,460	(1,460)	0	
One Off Projects Funded from Project Reserve	866	(866)	-	866	(866)	-	-	-	-	
Total Public Health	29,092	(29,092)	0	27,632	(27,632)	0	1,460	(1,460)	(0)	

Capital programme										
Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q3 (£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	2,018	1,978	2,229	(211)	-	-	(211)	
LD Service Opportunities	5,092	5,092	-	3*	-	-	-	-	-	
House Adaptations for People with Disabilities	2,719	2,719	-	-	-	-	-	-	-	
Total ASC Gross	10,409	10,409	2,018	1,991	2,229	(211)	0	0	(211)	

*Residual spend from older projects, below de-minimus capital spend level so will be moved to the Revenue budget before year end.

Business Services – Q3 2019/20

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

Summary of successes and achievements – Following the significant collapse of a section of the Lewes Castle Wall in November, a programme of recovery was initiated to manage the impact on a number of premises. The Council, which has ownership of parts of the wall, has been working in partnership with Lewes District Council, Historic England, and Historic Monument specialist surveyors to aid the ongoing recovery and minimise the impact and disruption.

In September 2019, the Corporate Management Team (CMT) approved the MBOS Programme (Managing Back Office Systems) with the aim of implementing a suite of efficient back office systems that will meet the future needs of the Council. The current Enterprise Resource Planning (ERP) system will expire in 2021 and in response, the Council has initiated measures to explore the options that provide best value and are best suited to our needs. In Q3, the MBOS programme started the process of gathering service requirements for Finance, Human Resources, and Procurement and to review the functions delivered by Business Operations such as accounts payable, accounts receivable and payroll. In December, the MBOS team held a 'Supplier Day' where more than 40 technology suppliers were invited to participate at this early phase to enable the Council to efficiently engage with the market going forward.

In Q2, the Council signed the Local Digital Declaration (LDD) pledging to improve customers experiences through technology. To complement our commitment to the LDD, 20 people from across the Council have been chosen to attend six face-to-face knowledge sessions that will help us develop the Council's digital strategy. The sessions will give our staff the skills and knowledge to help service users to become more independent when accessing council services. The training also provides greater awareness of cyber security helping us to build our resilience. The sessions are designed to develop soft skills among colleagues and to allow the group to explore the attributes of digital business and understand the challenge of social media and how it affects the way we work.

Contract and supplier management – In Q3, a contract was awarded for the construction of a new Special Educational Needs and Disabilities (SEND) school. At £13m, the Reef Way SEND School is the highest value Social, Emotional and Mental Health needs school built in East Sussex and will provide much needed capacity for up to 80 pupils, to support the growing demand for this type of provision, reducing the need to send children to school out of county. The contractor has also committed to deliver over 10% of the value of the contract as Social Value during the construction phase. The school is scheduled to be complete in early 2021.

Procurement Forward Plan – In Q3, Chief Officers approved the Annual Procurement Forward Plans (APFPs) for 2020-21. Procurement Officers developed these Forward Plans with their service stakeholders and commissioners in the proceeding months, to provide early sight of key strategic procurements, improve the planning and management of procurement projects and identify future savings.

Social Value – The East Sussex Social Value Marketplace was publicly launched in the Management Journal in November 2019. There are 20 organisations with 32 users now registered. Voluntary, Community and Social Enterprise (VCSE) organisations have made four requests for help and there are 14 offers of help that have been made by suppliers. These offers include, but are not limited to, employment and skills opportunities, meeting rooms, volunteers and free professional services. In December 2019 the first 'bridge' was built between the Council's Procurement team and Sussex Community Development Association, as a result of a Christmas foodbank collection donated by the team.

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

Insurance claims – In Q3, 93.3% of liability claims were handled to first decision (i.e. initial repudiation or offer of compensation) within the relevant legal time frames. This is slightly below 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). Information relating to these claims is included within these figures. The claims handled outside protocol were administered by East Sussex Highways. We will monitor this situation and liaise with East Sussex Highways with the aim of meeting the target for Q4.

Property operations – There are ongoing challenges around progress with St Anne's Crescent where the project remains subject to slow progress through the South Downs National Park Authority (SDNPA). One of the larger and more complex sites, Hindslands, is now subject to a request to consider use for Medical purposes and the Helensdown site is now cleared and awaiting further instruction.

We aim to reduce the amount of CO2 arising from Council operations by 3% compared to 2018/19. At Q3, there has been a 7.6% reduction compared to Q3 2018/19. This breaks down as a 10.4% reduction from schools and a 4.6% reduction from the corporate estate.

As sited in Q1, an assessment of costs per square metre were subject to reviews of key corporate buildings. A number of utilisation studies have now taken place, and show that the cost of occupancy statistics vary by type and size of our corporate buildings. Our leased offices are showing a range of £151 to £157 per square metre (including rent). County

Hall is £80 per square metre, as there is no "rent" charge but £160 if a market rent was charged, and Ropemaker Place is at £114 per square metre. Figures include rent (if applicable), rates, utilities, cleaning, reception, and waste, but exclude hard facilities management and staff management costs. At Q1, the year-end estimate was £153.58 per square metre, however at Q3 the year-end forecast has increased to £161.98 due to additional service charge costs at Ocean House and St Marks House. As previously reported, base data is to be agreed for targets going forward and we will be reviewing our target to ensure it aligns with plans for how we use our property estate.

Property Strategy – The Strategic Asset Collaboration in East Sussex (SPACES) partnership continues to deliver the One Public Estate (OPE) projects, having received £760,000 of Government funding across Phases 5, 6 and 7. The projects are geographically spread across all East Sussex district and boroughs, with activities varying from emergency services colocation to town centre regeneration. This is in line with the more recent focus of exploring how the partnership can enable and drive wider outcomes such as town centre regeneration and housing development.

As referenced at Q2, SPACES is developing a place based focus, recognising where multiple activities are taking place in one area, and where they can be complimentary to each other. Aligned to this approach, and in the context of the Council developing our asset strategy, the Council met with each district and borough council during Q2 and Q3 to consider opportunities in each geographical area, with next steps and actions agreed with each council.

The value of benefits delivered by SPACES (a total across all SPACES partners) at the end of Q3 was over £19m, with another £2.6m identified within planned projects.

IT & Digital – During Q3 the focus for IT & Digital has been on refreshing devices, so that our equipment stays up to date and safe to use. Many of our computers were running Windows 7 software and during January, Microsoft support for this product ended. As this means that security updates are no longer produced, we needed to move everyone to Windows 10 in order to keep our information and business systems secure. This software update coincided with much of our equipment reaching replacement age, so, we started a major device refresh which we will continue by refreshing Desktop PCs, thin clients and laptops running Windows 8 as well as some monitors. As we updated software during this period, we have also been migrating staff from Exchange to Office 365 which provides staff with secure access to corporate email without needing to use two factor authentication when working remotely.

In November, the Secondary Data Centre was successfully relocated from St. Mary's House in Eastbourne to the Orbis Secondary Data Centre in Guildford. By moving the Disaster Recovery setup from a server room to a Tier 3 industry standard data centre environment we have improved the resilience of our IT infrastructure helping to provide highly available systems.

In March 2019, the Government retired its well established, but now outdated, GCSx (Government Connect Secure Extranet) technology. This technology provided a secure email service both within, and to Government departments, the NHS, Police, councils and other authorities. Whilst the service had been terminated in Q1, Q3 saw the final decommissioning of services with the archiving of data and closure of all mailboxes completed.

Wellbeing – The 2019/20 Q1-3 sickness absence outturn for the whole authority (excluding schools) is 5.96 days lost per FTE, a decrease of 6.5% since the previous year.

Although it is positive to see a decrease in absence, Mental Health continues to be the primary driver and a targeted campaign was launched on 10 October 2019 to address this. The aim of the campaign is to remove the stigma surrounding mental health and to increase confidence in being able to address poor mental health in the workplace. The campaign video forms part of our staff induction and guides have been created as part of the supporting toolkit

85 members of staff have been trained as accredited Mental Health First Aiders (MHFA) and by the end of March 2020, a small additional cohort of staff will be trained as accredited MHFA instructors 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.

A Bereavement guidance document has been developed to provide managers with clearer guidelines and signposting on support available, and the Stress Risk Assessment form is being reviewed to encourage meaningful conversations and to provide targeted signposting for employees both in and out of work. 'Selfcare Isn't Selfish' workshops are taking place for Time to Talk day on 6 February, alongside a supported communication campaign

Time lost due to Mental Health related absence has increased in schools, to address this HR launched a comprehensive Mental Health offer at the Services to Schools conference on 30 January 2020.

Revenue Budget Summary – The 2019/20 Business Services net revenue budget is £23.2m including the £13.9m contribution to the Orbis budget and efficiency savings of £1.003m. The full year estimated outturn is an underspend of £0.253m (ref iii). This is due to a £0.300m likely underspend in budgets managed on behalf of East Sussex County Council (ESCC) by Orbis, offset by a £0.045m overspend (ref ii) on the contribution to the jointly funded Orbis budget.

Following the changes to the Orbis model Property is reviewing its service delivery and structures. There are currently resourcing issues which have led to delays to the non-schools building maintenance programme. Plans are being put in place to address this, however there is still likely to be a year-end underspend of £0.299m (ref i).

The Orbis operating budget is in its fourth year and has challenging savings targets of £3.181m this year. This is in addition to the £9.713m (or 17% of budget) annual ongoing savings already achieved. The changes to the Orbis

model have also added to the uncertainty of the Orbis budgets. The Orbis operating budget is currently forecast to overspend by £0.458m (**ref iv**). This is driven mainly by large overspends in Property and Finance – although both services will be managed through different operating models from 2020/21. This is an improvement of over £0.500m since Q2, due mainly to vacancies across the jointly managed Orbis services. Each partner contributes to the Orbis Operating Budget in proportion to their service delivery requirements, the contributions are currently 22% (Brighton & Hove City Council), 23% (ESCC) and 55% (Surrey County Council). The likely ESCC Contribution to the Orbis overspend is £0.045m.

Capital Programme Summary – The 2019/20 capital budget is £37.000m and includes the £17.431m Schools Basic Need Programme and the £7.140m Building Improvements programme. The full year estimated variance is slippage of £1.888m and a spend in advance of £1.671m (**ref ix**). The slippage relates in part to £0.900m slippage in the Schools Maintenance programme (**ref v**). The forecast is based on the best current available spend profile, but Property are seeking to complete some additional high priority health and safety works at a number of schools, which may reduce the slippage by year-end. There is also significant slippage of £0.605 in the Lansdown Unit (**ref viii**) – a result of a more detailed profile of delivery following the contractors being on-site. The Schools Basic Need spend in advance of £0.525m relates to a revised contractor valuation for Reef Way in Hailsham (**ref vii**). The IT&D spend in advance of £1.129m is due to the accelerated procurement of core IT&D infrastructure to mitigate against expected future price increases and take advantage of reduced downtime (**ref vi**).

Performance Exceptions (See How to read this report for definition)

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

Savings exceptions

Service description	2019/20 (£'000) – Q3 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
	-	-	-	
	-	-	-	
	-	-	-	
Total	0	0	0	

Revenue Budget

Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Finance	2,506	(1,720)	786	3,187	(2,401)	786	(681)	681	0	
HR & OD	356	(404)	(48)	383	(430)	(47)	(27)	26	(1)	
IT & Digital	5,865	(2,520)	3,345	5,862	(2,517)	3,345	3	(3)	0	
Procurement	-	(80)	(80)	-	(80)	(80)	-	-	-	
Property	24,612	(19,251)	5,361	24,313	(19,251)	5,062	299	-	299	i
Contribution to Orbis Partnership	13,885	-	13,885	13,930	-	13,930	(45)	-	(45)	ii
Total BSD	47,224	(23,975)	23,249	47,675	(24,679)	22,996	(451)	704	253	iii

Revenue Budget

Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Business Operations	13,149	(7,370)	5,779	13,677	(7,798)	5,879	(528)	428	(100)	
Finance	12,684	(2,298)	10,386	13,214	(2,438)	10,776	(530)	140	(390)	
HR&OD	7,193	(1,399)	5,794	7,188	(1,399)	5,789	5	0	5	
IT&D	22,974	(3,040)	19,934	23,074	(3,324)	19,750	(100)	284	184	
Management	2,316	0	2,316	2,071	0	2,071	245	0	245	
Procurement	4,916	(235)	4,681	4,614	(108)	4,506	302	(127)	175	
Property	12,963	(1,473)	11,490	13,273	(1,206)	12,067	(310)	(267)	(577)	
Total Orbis	76,195	(15,815)	60,380	77,111	(16,273)	60,838	(916)	458	(458)	iv
ESCC Contribution			13,885			13,930			(45)	

Capital programme

Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q3 (£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	283	346	300	(17)	-	-	(17)	
Property Agile Works	9,713	9,713	286	15	15	271	-	271	-	
Capital Building Improvements	81,445	81,445	7,140	4,266	6,240	900	-	900	-	v
IT & Digital Strategy Implementation	31,543	31,543	5,132	3,954	6,261	(1,129)	-	-	(1,129)	vi
Schools Basic Need	135,524	135,524	17,431	13,339	17,844	(413)	-	112	(525)	vii
Early Years	2,480	2,480	35	35	35	-	-	-	-	
Universal Infant Free School Meals	1,901	1,901	-	-	-	-	-	-	-	
Special Provision in Secondary School	2,350	2,350	350	32	350	-	-	-	-	
Lansdown Unit (CSD)	7,600	7,600	6,343	2,754	5,738	605	-	605	-	viii
Total BSD Gross	276,424	276,424	37,000	24,741	36,783	217	0	1,888	(1,671)	ix

Children's Services – Q3 2019/20

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

Summary of successes and achievements

Takeover Day and the Children and Young People's Trust annual event

Following the successful involvement of young apprentices at the Children and Young People's Trust (CYPT) annual event, it was agreed that the Office of the Children's Commissioner Takeover Day and the CYPT Partnership Event were combined for an all-day event on 18 November 2019. *Focus on youth voice* was the theme for this year's event based on feedback from children, young people and partners who attended the CYPT and Takeover Day events in 2018.

This fourth annual event was hosted by Children's Services and the Youth Cabinet with support from the East Sussex Youth Voice Practitioners Network. More than 70 leaders and practitioners from across a range of partnership organisations attended, including representatives from public health, district and borough councils, schools, colleges, housing, the voluntary sector, police and fire services, local businesses and adult and children social care services.

Participants of the Youth Voice Practitioners Network, which is a partnership of practitioners who support youth voice groups in East Sussex, enabled the involvement of more than 50 young people before and during the event. The groups involved were: the elected Youth Cabinet; the Children in Care Council; Seaford Youth Forum; Hastings Youth Council; Differences Group; Newhaven Young People's Group; and The Able Group.

All of the youth voice groups presented updates on their work and ran a workshop focussing on youth engagement best practice and how partners can improve meaningful engagement. The young people discussed the priorities for the new Youth Cabinet campaigns for 2020. The campaigns will focus on 'Protecting the Environment' and 'Tackling Knife Crime'. Adult delegates were asked to write pledges to support future engagement of young people in their own organisations. Partner organisations shared updates on their project activities, illustrating how their work delivers on the CYPT priorities and where youth voice involvement has strengthened their work.

'Top ten tips' to help parents and carers support children's mental health.

The guide was developed after a survey of almost 1,000 people found children, parents and carers had different ideas on what would help youngsters' emotional wellbeing. Put together by the Youth Cabinet and Seaford Youth Forum, [top ten tips](#) includes simple advice such as being open and honest, picking the right time to talk, trusting children to know their own mental health and to 'listen first, talk later', and also reminds parents and carers to look after their own mental wellbeing.

Average Progress 8 score for Looked After Children (LAC) – (ref i) The provisional academic year 2018/19 Progress 8 score for LAC is -1.35 compared to the provisional national average for LAC of -1.25. This is 0.1 points below the national average for LAC. The score is an improvement on last year's score of -1.49. Progress in English has improved, while progress in maths has remained the same. Final validated data will be available at Q4.

The average Attainment 8 score for disadvantaged pupils – (ref ii) The provisional academic year 2018/19 average Attainment 8 score for disadvantaged pupils is 33.6 compared to the national average of 36.6. This is 3.0 points below the national average. This is an improvement on the gap in academic year 2017/18 which was 3.6 points, reducing the gap between the national average for disadvantaged pupils which is a key priority for the Secondary Board.

The percentage of young people meeting the duty of Raising the Participation Age (RPA) by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 16 (year 12) (ref iii) and 17 (year 13) (ref iv) – Participation for academic age 16 for December 2019 was 94.9% against a target of 93% and participation for academic age 17 was 87.9%, against a target of 86%.

Revenue Budget Summary – The £77.321m net budget is forecast to be overspent by year end by £5.853m (ref x). This is a decrease of £0.023m on the forecast position at Q2.

£5.569m of the forecast overspend is within Early Help and Social Care (ref vii). This is an improvement of £0.284m from the Q2 position. This decrease has come from a number of areas: Looked After Children, £0.146m, through the careful management of agency placements and a stabilisation of the numbers of children in fostering, both in house and agency; Early Help, £0.130m and Children's Centres, £0.049m both through rationalisation and vacancy controls; and in the net costs for Unaccompanied Asylum Seeking Children, £0.066m through the use of more independent living options. However, these mitigations have been countered by the continued pressure on care placements and difficulties in sourcing accommodation for families in need within Locality, £0.108m.

Education and ISEND are forecasting an overspend of £0.700m (ref viii), which is a significant increase on the Q2 position, £0.400m. There is continuing pressure in the residential facilities and increasing pressure in disability agency placements. In Q3 there have been several unplanned complex high need pupils requiring placements with additional

support. This forecast will reduce if suitable alternative placements are found and ISEND staff will continue to work towards this.

Communication, Planning and Performance is forecasting an overspend of £0.430m (**ref ix**). This represents a decrease on the Q2 forecast of £0.010m despite the continued challenges of Home to School Transport and Safeguarding. This reduction is primarily due to efficiencies and pay cost control.

The above overspends have been mitigated by an underspend in Central Resources of £0.846m (**ref vi**). This is an increase of £0.129m on Q2 as a result of efficiencies and anticipated reduced spend on legal fees.

The Department is also continuing to carry 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 v**) 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 xi**).

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q3 2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
Average Progress 8 score for Looked After Children	-1.49 (National Average -1.2)	No more than 0.5 points below the national average for looked after children	G	A	G		Ac Year 2018/19 ESCC -1.35 (National Average -1.25)	i
The average Attainment 8 score for disadvantaged pupils	Ac Year 2017/18 ESCC: 33.2 Nat Av: 36.8	Ac year 18/19 No more than 4 points below national average	G	A	G		Ac Year 2018/19 ESCC: 33.6 Nat Av: 36.6	ii
% of young people meeting the duty of RPA by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 16 (year12)	93.9%	93%	G	A	G		94.9%	iii
% of young people meeting the duty of RPA by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 17 (year13)	86.4%	86%	G	A	G		87.9%	iv

Savings exceptions

Savings exceptions						
Service description	2019/20 (£'000) – Q3 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						
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	-	-	
Total Savings	1,049	3,640	2,382	1,258	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	1,049	3,640	2,382	1,258	0	v

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding	Part of reported variance	Total	Note Ref
	261	-	261	
	997	-	997	
	-	-	-	
Total	1,258	0	1,258	

Revenue budget

Revenue budget										
Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Central Resources	1,727	(1,578)	149	881	(1,578)	(697)	846	-	846	vi
Early Help and Social Care	60,878	(10,032)	50,846	68,152	(11,737)	56,415	(7,274)	1,705	(5,569)	vii
Education and ISEND	81,317	(5,465)	75,852	84,220	(7,668)	76,552	(2,903)	2,203	(700)	viii
Communication, Planning and Performance	21,155	(4,450)	16,705	20,417	(3,282)	17,135	738	(1,168)	(430)	ix
DSG non Schools	-	(66,231)	(66,231)	-	(66,231)	(66,231)	-	-	-	
Schools	155,568	(155,568)	-	155,568	(155,568)	-	-	-	-	
Total Children's Services	320,645	(243,324)	77,321	329,238	(246,064)	83,174	(8,593)	2,740	(5,853)	x

Capital programme										
Approved project	Total project – all years (£000)		2019/20							Note ref
			In year monitor Q3 (£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	1,057	1,057	67	11	67	-	-	-	-	
Diploma Exemplar Programme	3,226	3,226	-	-	-	-	-	-	-	
Schools Delegated Capital	22,351	22,351	1,370	1,436	1,370	-	-	-	-	
Conquest Centre	356	356	311	357	311	-	-	-	-	
Total CSD Gross	26,990	26,990	1,748	1,804	1,748	0	0	0	0	xi

Communities, Economy & Transport – Q3 2019/20

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

Summary of successes and achievements – The improvement works in Terminus Road in Eastbourne, to modernise the town centre and improve the pedestrian environment, were completed in January 2020. Construction of the Newhaven Port Access Road continues to progress on schedule, with completion currently expected in autumn 2020. 20 carriageway asset improvement schemes were completed in Q3, to maintain and improve the condition of the country's roads. Businesses were supported to create 15 jobs in Q3 through business support programmes; Locate East Sussex also assisted nine businesses to move into, or relocate within, the county. The South East Creative, Cultural and Digital support programme has awarded grants to 12 small and medium-sized enterprises in the county. 16 online courses were completed in our libraries in Q3, on topics such as English, maths and ICT; additional external funding has been received, which will allow us to provide additional courses.

Queensway Gateway Road – There have continued to be delays in completing the scheme due to ongoing issues with relocating the car dealership. Sea Change Sussex is progressing with plans for a temporary solution which would enable cars to access the A21; subject to a number of approvals this is planned to be complete in spring 2020.

Employability and Skills – At the start of the new academic year 2019/20 schools, with Career Hub support, had achieved an average of 3.9 national Gatsby benchmarks. 125 Industry Champions continue to actively support schools and colleges through the Careers Hub; this is a slight decrease on the Q2 total, as some champions have left or changed job roles. 34 Industry Champions took part in the Open Doors event between October and December 2019, offering work place visits to over 1,000 students. The chairs of the six sector task groups, plus the Apprenticeship East Sussex group, provided updates on the groups' progress to the Skills East Sussex board in December 2019. The task groups continue to work to their action plans to meet the Skills East Sussex priorities.

Road Safety – Trials of the behavioural change initiatives launched as part of the Council's £1m Road Safety Scheme have continued in Q3. The full results from these initiatives will be available in 2020/21. Phase 2 of the young driver's project will assess the impact of the engagement campaign on young drivers and their potential passengers, pre-intervention surveys were carried out in Q3, and post intervention evaluations will be carried out in Q4 to assess the longer term impact. Three infrastructure schemes to improve road safety have been completed in 2019/20 with a further scheme currently being implemented. Subject to costs, the availability of funding from the identified budget and our contractors programme of works, it is planned that a further six schemes will be implemented this year.

Cultural Tourism – The trial of the T Stats monitoring tool with tourism businesses in the Lewes, Eastbourne and Wealden area has not progressed as quickly as intended, due to issues in securing potential participating organisations to contracts (ref i). The plans for art to be installed on England's Creative Coast art and geocaching trail are now in progress. The South East Local Enterprise Partnership working group has begun identifying potential stakeholders for the Tourism Zone.

Trading Standards – Trading Standards provided seven training workshops to businesses in Q3, with 112 delegates attending. There were also 51 positive interventions to protect vulnerable people, including visiting 41 victims of rogue trading or financial abuse and installing 10 call blockers to protect people from telephone scams.

Revenue Budget Summary – The revenue budget is expected to underspend by £206k. The most significant variances are in Transport where the late introduction of parking charge increases will result in the £1m income target not being achieved this year (ref ii). The income shortfall will be offset by the £1.808m underspend in Waste. Of this £471k relates to one-off costs. Household waste produced by households is 5% lower than budgeted but this can fluctuate. Concessionary Fares have reduced costs by renegotiating bus provider contracts but is overspending as the £1m contribution from parking income is not available this year. Payments to bus operators are lower than expected due to renegotiated contracts following one operator going into administration. CET has been able to manage income and expenditure in a number of areas, resulting in an overall departmental underspend. Taking a One Council approach, CET has been able to support activities and expenditure in a number of services that would normally have been funded through reserve drawdowns. This means that the Council's reserves will not be expended to the level previously scheduled and this makes funding available for future years. The occurrence of underspends that will support the expected reserves income are not aligned with the services that were to receive this funding, therefore some service areas may appear to be in an overspend position.

Capital Programme Summary – The CET capital programme has a gross budget of £58.829m and at Q3 is expected to have slippage of £3.189m and spend in advance of £240k. The Bexhill to Hastings Link Road scheme is slipping due to the delay in processing part 1 compensation claims (ref iii). The Link Road complementary measures scheme is spending in advance due to some remedial works and redesign following the road safety audit (ref iv). There is a slight spend in advance on the Empty Commercial Properties project (ref v). Wet weather has delayed construction in the Skills for Rural Business scheme (ref vi) and planning issues have delayed the Sidney Little Road Incubator Hub (ref vii). The slippage on the Real Time Passenger Information scheme follows a realistic review of deliverability by the contractor (ref viii). The installation of parking ticket machines is delayed pending DFT approval

on the new Rother Parking Scheme (**ref ix**). There are a number of complexities on all routes within the Hastings and Bexhill Movement and Access Package, mainly redesign work following consultations and safety audits which have delayed construction (**ref x**). The slippage on the Eastbourne and South Wealden Walking and Cycling package is due to confirmation from Eastbourne Borough Council on the value of the work that can be undertaken this year (**ref xi**). Highways England interface delays for the Wannock Road junction and additional modelling work for the Eastbourne Road bus lane have delayed the Hailsham/Polegate/Eastbourne movement and access Corridor scheme (**ref xii**). There have been some compensation events and additional costs in the Terminus Road project (**ref xiii**) and some additional traffic modelling and project support costs on the Eastbourne Town Centre Movement and Access Package scheme (**ref xiv**). There are a number of variances on Other Integrated Transport schemes including accelerated spend on Prison Crossroads and slippage on the MASHH2 and A259 Peacehaven Study schemes due to lack of resource to progress (**ref xv**). There are small variances on projects within the Community Match Scheme (**ref xvi**). Delays in relocating the car dealership means the permanent link between the Queensway Gateway Road to the A21 cannot be completed this year (**ref xvii**).

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 18/19	Target 19/20	19/20 RAG				Q3 2019/20 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
Deliver Culture East Sussex agreed actions to grow Cultural Tourism	Recommendations delivered	Trial the T Stats (Tourism Statistics) monitoring tool with tourism businesses in the Lewes, Eastbourne and Wealden area	G	G	A		Potential participating organisations have not followed through to sign contracts with Acorn for T Stats (Tourism Statistics).	i

Savings exceptions

Savings exceptions						
Service description	2019/20 (£'000) – Q3 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	-	1,000	-	ii
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	1,636	1,000	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes			0	0	0	
Total Savings and Permanent Changes	2,349	2,636	1,636	1,000	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	1,000	-	1,000	
Total	1,000	0	1,000	

Revenue budget

Revenue budget										
Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Management and Support	3,648	(2,377)	1,271	3,872	(2,345)	1,527	(224)	(32)	(256)	
Customer and Library Services	7,270	(2,240)	5,030	7,206	(2,090)	5,116	64	(150)	(86)	
Communities	4,497	(2,978)	1,519	4,496	(2,915)	1,581	1	(63)	(62)	
Transport & Operational Services	80,499	(43,625)	36,874	76,731	(40,627)	36,104	3,768	(2,998)	770	
Highways	15,023	(2,382)	12,641	14,970	(2,329)	12,641	53	(53)	-	
Economy	3,655	(2,500)	1,155	3,723	(2,512)	1,211	(68)	12	(56)	
Planning and Environment	2,847	(2,027)	820	2,977	(2,053)	924	(130)	26	(104)	
TOTAL CET	117,439	(58,129)	59,310	113,975	(54,871)	59,104	3,464	(3,258)	206	

Capital programme										
Approved project	Total project – all years (£000)		2019/20 (£000)							Note ref
			In year monitor Q3 (£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	7	-	-	-	-	
Libraries	5,140	5,140	539	578	539	-				
Hastings Library	8,738	8,738	130	1	130	-	-	-	-	
Broadband	33,800	33,800	1,304	(120)	1,304	-	-	-	-	
Bexhill and Hastings Link Road	126,247	126,247	1,497	386	738	759	-	759	-	iii
BHLR Complementary Measures	1,800	1,800	133	146	154	(21)	-	-	(21)	iv
Economic Intervention Fund	9,675	9,675	999	272	999	-	-	-	-	
Stalled Sites Fund	916	916	230	224	230	-	-	-	-	
EDS Upgrading Empty Commercial Properties	500	500	117	120	120	(3)	-	-	(3)	v
East Sussex Strategic Growth Package	8,200	8,200	350	350	350	-	-	-	-	
Bexhill Enterprise Park North	1,940	1,940	-	-	-	-	-	-	-	
Skills for Rural Businesses - Post Brexit	2,918	2,918	2,134	-	1,384	750	-	750	-	vi
Sidney Little Road Business Incubator Hub	500	500	381	-	292	89	-	89	-	vii
Newhaven Port Access Road	23,271	23,271	13,143	10,106	13,143	-	-	-	-	
Real Time Passenger Information	2,798	2,798	127	41	67	60	-	60	-	viii
Parking Ticket Machine Renewal	1,479	1,479	559	259	259	300	-	300	-	ix
Hastings and Bexhill Movement & Access Package	9,057	9,057	1,747	668	1,345	402	-	402	-	x
Eastbourne/South Wealden Walking & Cycling Package	7,017	7,017	814	258	726	88	-	88	-	xi
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	679	317	601	78	-	78	-	xii
Terminus Road Improvements	9,000	9,000	2,995	3,086	3,086	(91)	-	-	(91)	xiii
Eastbourne Town Centre Movement & Access Package	3,486	3,486	148	180	273	(125)	-	-	(125)	xiv
Other Integrated Transport Schemes	34,818	34,818	1,453	876	1,359	94	-	94	-	xv
Community Match Fund	1,500	1,500	119	3	107	12	-	12	-	xvi
Queensway Gateway Road	10,000	10,000	1,570	938	1,013	557	-	557	-	xvii
Exceat Bridge	4,133	4,133	660	504	660	-	-	-	-	
Queensway Depot Development	1,956	1,956	500	401	500	-	-	-	-	
Hailsham HWRS	97	97	73	-	73	-	-	-	-	
Highways Structural Maintenance	236,348	236,348	23,624	17,705	23,624	-	-	-	-	
Core Programme - Bridges	13,310	13,310	1,266	1,125	1,266	-	-	-	-	
Core Programme - Street Lighting -	10,133	10,133	1,115	802	1,115	-	-	-	-	
Core Programme - Rights of Way	4,883	4,883	416	279	416	-	-	-	-	
Total CET	576,040	576,040	58,829	39,512	55,880	2,949	0	3,189	(240)	

Governance – Q3 2019/20

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

Reconciling Policy, Performance and Resources (RPPR) – The Provisional Local Government Finance Settlement was announced on 20 December 2019. Our lobbying of Government has proved successful, with additional funding announced for East Sussex including an additional £10.2m for adults and children's social care and £5.8m for the Special Educational Needs and Disabilities high needs block. This extra funding, alongside ongoing prudent planning, means that the Council is able to make an investment in services of £6.6m in 2020/21, once planned savings have been made. Whilst the additional funding is welcome, it doesn't cover the amount of funding lost over the last 10 years, and isn't sufficient to prevent further savings needing to be made in the future due to the rising demand for, and costs of, social care. The full final funding settlement from Government is expected in February 2020. A Whole Council Forum was held in January 2020 to provide members with the latest position. Consultation and engagement meetings have been held with partners, Business Ratepayers, Trade Unions and young people. [On 28 January 2020 Cabinet reviewed an RPPR report on the new budget; final savings plans, capital programme, and Council Plan for 2020/21. At County Council on 11 February 2020 the Council will consider the budget for 2020/21. Update as these meetings happen] We have continued to develop the draft Council Plan and Portfolio Plans during Q3, the Council Plan sets out our ambitions, what we hope to achieve, and the challenges we face up to 2023. The draft 2020/21 Portfolio Plans were reviewed by Scrutiny Boards in December 2019.

Transport for the South East (TfSE) – TfSE successfully launched a consultation on the draft Transport Strategy in October 2019, with over 550 people attending a series of engagement events. The consultation closed on 10 January 2020, with over 3,600 responses received. The responses will be analysed and the final Strategy will be presented to the Shadow Partnership Board in April 2020 for sign-off.

The Shadow Partnership Board agreed in December 2019 to commission a series of area and thematic studies – the ultimate outcome of which will be a strategic investment plan for the South East. One of the thematic studies will look at future mobility and the opportunities to achieve our strategic objectives through the application of new technologies and business models. To inform the scope of this study, TfSE held a series of workshops in November and December to get input from stakeholders about the key challenges and opportunities for transport technology to make a difference in the South East.

The Chair of TfSE recently met with senior leaders from the region's top universities to discuss the draft Transport Strategy and opportunities for collaboration. The group was keen to showcase transport-related research from across the institutions and to investigate potential joint working on shared areas of interest.

Corporate Lobbying – Due to the general election in November, there was reduced corporate lobbying in Q3. The Chief Executive, Director of Children's Services and Chief Finance Officer met with representatives of the Treasury in October to make the case for additional funding and reform in the Special Educational Needs and Disability system to deal with increasing demand and costs. The Chief Executive, Director of Children's Services, Director of Adult Social Care and Health and Chief Finance Officer also met with civil servants in the Ministry of Housing Communities and Local Government and the Treasury in October to discuss challenges facing the Council, how we were responding to them in partnership and successes that could be applied elsewhere.

Supporting democracy – During Q3 we supported 34 meetings including: two Council meetings; four Cabinet meetings; 12 Lead Member meetings; eight Scrutiny Committees and Review Boards; and eight other committees and panels. We also published agendas and reports for a further 13 meetings. There were 608 unique page views on the Members' Intranet site.

Two scrutiny review reports were considered by Cabinet and Council in Q3 resulting in 12 agreed recommendations to improve services and address challenges going forward. The Place and People Scrutiny Committees were supported to participate fully in the Reconciling Policy, Performance and Resources process, culminating in the development of specific comments for consideration by Cabinet and Council during Q4. A workshop session was held jointly with neighbouring health scrutiny committees during Q3 to enable Members of the East Sussex Health Overview and Scrutiny Committee (HOSC) to gain a greater insight into NHS funding arrangements – this will inform the committee's ongoing scrutiny of local NHS services and issues.

With oversight from the Member ICT and Development Reference Group, we have continued to deliver the Member training programme. Training delivered in Q3 focused on emergency planning, media and unconscious bias. A further training needs survey was undertaken towards the end of Q3, the results of which will inform the development of training courses and other Member support for Q4 and into 2020/21.

The School Appeals Service continued to arrange hearings for the in-year and late September intake appeals during Q3. In total 37 school admission appeals were received, almost a third of which were for academy schools which are signed up to the service. Four new clerks and additional volunteer panel members were recruited, which will increase the resilience of the service. Briefings were held for existing clerks and panel members to ensure training remains up

to date and learning is shared.

Further development of the secure online digital appeal management system began during Q3, to enhance the administration of the school appeals process and the customer experience. The majority of appeals continue to be submitted using this system and it is intended that the improvements will be in place ahead of the next main round of appeals starting in spring 2020.

Legal Services – During Q3 we assisted Trading Standards in the successful prosecution of a counterfeit goods case which resulted in a confiscation order for over £102,000, which included a payment of £37,740 to the Council. We also successfully represented Trading Standards in an appeal at the General Regulatory Chamber when two breaches of the Consumer Rights Act 2015 were upheld against a local firm. We also collected debts and agreed repayment plans totalling £63,000. We carried out 69 prosecutions for failure to send a child to school and conducted seven contested education trials. In addition, we dealt with 52 contentious vulnerable adult cases and 55 Deprivation of Liberty Safeguarding applications in the Court of Protection.

In Q3 we completed eight agreements which helped to secure financial contributions to the Council of £194,558, and works to improve or create highways and secure highway rights were secured through agreements.

We also continued to advise and assist Children's Services both in pre-proceedings and court applications in Q3. We applied for care proceedings in respect of 19 families (down from 22 in Q2) and at the end of Q3 we had a total of 51 live care proceedings (down from 53 in Q2). We have worked closely with Children's Services to help analyse risks and assess options, including making use of the pre-proceedings process to effect change or to identify agreed alternative care arrangements with families.

Coroner Services – On average 199 deaths per month were reported to the Coroner in Q3. This is higher than the Q2 figure of 178. 70 inquests were opened in Q3, whereas 91 were opened in Q2. 79 were closed in Q3, a similar number to the 71 closed in Q2.

Regulation of Investigatory Powers Act (RIPA) – There have been no RIPA applications during Q3. Trading Standards held discussions with the Investigatory Powers Commissioner's Office about the use of social media, such as Facebook, in investigations. There are certain circumstances when the monitoring of a person's Facebook account or test purchasing of an item for sale may require a RIPA application. This could impact on departments such as Children's Services (CS) who may monitor Facebook and other social media for the purposes of safeguarding.

Local Government Ombudsman complaints – 19 decisions were issued in Q3 with 10 of these cases relating to Adult Social Care (ASC), one to Communities, Economy & Transport (CET), seven to CS and one to Governance Services (GS). 10 were closed before a full Ombudsman investigation for reasons including, insufficient evidence of fault, complaints being out of the Ombudsman's jurisdiction and the complaint not having been through our internal complaints process. Of the nine fully investigated, two were closed with no fault found and seven were closed with the complaint partly or fully upheld.

ASC – Safeguarding: Fault was found with the way the Council conducted a safeguarding investigation into allegations made about ASC providers. This included the time it took to complete the investigation and a failure to share information with the providers which led to unnecessary distress. The Council agreed to apologise for the delay and to pay the complainants four weeks fees in lieu of notice and a sum of £500 in recognition of the distress caused.

ASC – Care Fees: Fault was found with the way in which the Council dealt with a complaint about its communication in relation to an increase in care fees, but not with the information provided about the increase. No recommendations were made as the Council had already apologised and taken action to prevent similar problems in the future.

ASC – Financial Assessment: No fault was found in the assessment but some fault in the time it took the Council to complete it. No recommendations were made as the Council had already apologised for the delay.

ASC – Direct Payments: The Council was found to be at fault for not reviewing the complainant's direct payments and care plan, for delays in updating the care plan, and for not completing a carer's assessment. The Council agreed to apologise for the identified faults and pay £300 for the loss of respite provision and the avoidable distress this caused.

ASC – Safeguarding: The Ombudsman found fault with the time it took the Council to respond to a safeguarding concern which meant the complainant's parents remained in a situation where they were at possible risk of abuse and also with the way it communicated about their client contribution when they temporarily moved into a care home. The Council agreed to apologise to the complainant for the distress caused by the delay and pay her £250 in recognition of this. The Council also agreed to review its safeguarding adult procedures, to provide training to improve ASC staff's knowledge and awareness of inter-familial domestic abuse, share the learning from this case with relevant officers and review procedures to ensure it provides written details of what charges are likely to be made for care home placements.

GS – Schools Admissions Appeal Panel: Fault was found with the Council as the clerk did not properly record the panel's deliberations or the reasons for its decision and because the decision letter did not properly explain the reasons for the panel's decision. The Council has agreed to offer a fresh appeal with a different panel and clerk and to review the training needs for clerks.

CS – Safeguarding: The Ombudsman found the Council at fault for inappropriately disclosing some family health information, but did not find fault in the way the decision was made to instigate a safeguarding investigation or how the rest of the investigation was carried out. The Council had apologised for the information disclosure prior to the Ombudsman's involvement and no further recommendations were made.

Effective publicity and campaigns – Applications for jobs in residential childcare quadrupled in the two weeks after new branding and web pages were launched in December, to support the advertising of previously hard to fill roles. Candidates are now being interviewed and the campaign continues with 40 roles to be filled, including at the expanding Lansdowne Secure Unit.

A social media campaign to attract businesses to exhibit at the annual Services To Schools conference led to six new companies booking places, raising £3,700 to help fund the event, which introduces East Sussex schools to business and support services which can help strengthen the education they provide.

Media work – There were 358 media stories about the Council in Q3, of which 113 were positive and 165 neutral. The press office issued 30 press releases (a little lower than normal because of the pre-election period), generating 90 stories, of which 15 were on TV or radio. 123 media enquiries were handled.

Web activity – Almost 344,000 people used the Council's website in Q3, viewing more than 2.9 million pages.

Third Sector support – During Q3 the third round of How to Crowdfund training sessions took place in Battle and Lewes, with an additional panel discussion on Crowdfunding at the Hastings Voluntary Action annual event. The Building Stronger Communities (BSC) match fund has made financial contributions worth £9,000 to seven not-for-profit projects across East Sussex. These projects have in turn raised £19,000 from the crowd; an amplification of £2.12 from the crowd for every £1 pledged from the BSC fund. There have been 35 successful Crowdfund projects across the county raising £98,000 from the crowd, these projects are a mix of not-for-profit and for-profit organisations, and did not receive BSC match funding. However three did receive match funding from the NatWest Back Her Business match fund, and the Power to Change fund from the National Lottery.

The Social Value Market Place (SVMP) was publically launched in November 2019; full details of the SVMP can be found in the Business Services report, Appendix 3.

Partnership Plus discussions have focused on establishing the new county-wide VCSE network, undertaking a value audit of the VCSE in East Sussex, and identifying opportunities for training/upskilling and secondments between the VCSE and public sectors.

The generic infrastructure service providers (3VA, HVA, and RVA) are delivering services within their geographical areas, and working in partnership to ensure that the local VCSE sector is well supported in developing activities that meet the needs of communities across the county. The three providers will also be working with the local NHS on an NHS England funded project to establish the scale of volunteering opportunities in East Sussex that exist in health, social care and the VCSE sector; gather evidence of the impact volunteering opportunities have on people, communities and organisations; gather insight and intelligence on how people perceive volunteering, the barriers and benefits to being involved; and demonstrate how integrating volunteering approaches can make a significant impact and contribute towards high level outcomes related to the Sussex Health and Care Partnership.

East Sussex Community Voice, our Healthwatch East Sussex provider, won the 2019 Healthwatch England Diversity and Inclusion Award, for their work helping vulnerable residents living in emergency and temporary accommodation in Newhaven receive better health and social care support. Healthwatch England has also agreed that Healthwatch East Sussex will be an early adopter for the new Healthwatch Quality Framework; we will be working alongside the two Healthwatches to ensure the framework captures impact and outcomes for the delivery of the contracted statutory functions of a local Healthwatch.

South East 7 (SE7) – In Q3, work agreed at the September Leaders Board was progressed, including joining up officers across the SE7 to understand the approach all councils were taking to setting and responding to net zero emissions targets. The Chief Executives Board met in October and December and considered ways to enhance the work of the partnership, including opportunities under the new Government.

Partnership with West Sussex County Council – Cabinet on 18 December 2019 agreed to enter into an improvement partnership with West Sussex County Council (WSCC), to address the significant challenges that WSCC are facing but also offer opportunities for both authorities to work together on shared priorities, such as infrastructure, social care and climate change. Becky Shaw began work as Chief Executive of West Sussex County Council on 6 January and work has begun on identifying areas where both authorities would benefit from closer working.

Health and Wellbeing Board (HWB) – On 10 December 2019 the HWB endorsed the East Sussex Health and Social Care Plan, and plans to further test this with local stakeholders. The Board also noted that further work will be taking place to support the next phase of planning, including developing initial proposals for an East Sussex Integrated Care Partnership to help support delivery of our objectives in 2020/21. Cabinet received more detailed proposals on the key areas of work and priorities for the next phase of the East Sussex Health and Social Care Programme in January.

Revenue budget summary – The Governance budget is projected to underspend by £79k, including savings arising from the arrangement to share the Chief Executive with West Sussex County Council.

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) – Q3 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	

	Cost	Savings
1. Reduced energy consumption		
2. Reduced water consumption		
3. Reduced waste		
4. Reduced greenhouse gas emissions		
5. Reduced air pollution		
6. Reduced noise		
7. Reduced risk of injury		
8. Reduced risk of illness		
9. Reduced risk of property damage		
10. Reduced risk of reputational damage		
11. Reduced risk of legal action		
12. Reduced risk of regulatory action		
13. Reduced risk of financial loss		
14. Reduced risk of reputational damage		
15. Reduced risk of legal action		
16. Reduced risk of regulatory action		
17. Reduced risk of financial loss		
18. Reduced risk of reputational damage		
19. Reduced risk of legal action		
20. Reduced risk of regulatory action		
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80. Reduced risk of regulatory action		
81. Reduced risk of financial loss		
82. Reduced risk of reputational damage		
83. Reduced risk of legal action		
84. Reduced risk of regulatory action		
85. Reduced risk of financial loss		
86. Reduced risk of reputational damage		
87. Reduced risk of legal action		
88. Reduced risk of regulatory action		
89. Reduced risk of financial loss		
90. Reduced risk of reputational damage		
91. Reduced risk of legal action		
92. Reduced risk of regulatory action		
93. Reduced risk of financial loss		
94. Reduced risk of reputational damage		
95. Reduced risk of legal action		
96. Reduced risk of regulatory action		
97. Reduced risk of financial loss		
98. Reduced risk of reputational damage		
99. Reduced risk of legal action		
100. Reduced risk of regulatory action		

Savings					
There are no targeted savings in 2019/20	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Total Savings	0	0	0	0	0
			-	-	-
			-	-	-
			-	-	-
Subtotal Permanent Changes			0	0	0
Total Savings and Permanent Changes	0	0	0	0	0

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

Revenue budget

Divisions	Planned (£000)			Q3 2019/20 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Corporate Governance	5,000	(534)	4,466	4,965	(573)	4,392	35	39	74	
Corporate Support	3,303	(403)	2,900	3,350	(455)	2,895	(47)	52	5	
Total Governance	8,303	(937)	7,366	8,315	(1,028)	7,287	(12)	91	79	

Capital programme

[illegible]

Strategic Risk Register – Q3 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
12	<p>CYBER ATTACK</p> <p>The National Cyber Security Centre (NCSC) has highlighted the substantial risk to British web infrastructure with elevated levels of Cyber Crime being reported against all areas of government. 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"> • Financial fraud related to phishing of executives and finance staff; • Loss of Personally Identifiable Information and subsequent fines from Information Commissioner's Office (4% of global revenue under the new General Data Protection Regulations); • Total loss of access to systems that could lead to threat to life. <p>A successful cyber-attack can shut down operations - not just for a few hours, but rather for multiple days and weeks. The collateral damage, such as information leaks and reputational damage can continue for much longer. Added to that, backup systems, applications and data may also be infected and therefore, of little usable value during response and recovery operations - they may need to be cleansed before they can be used for recovery. This takes time and consumes skilled resources reducing capacity available to operate the usual services that keep the Council working.</p>	<p>Most attacks leverage software flaws and gaps in boundary defences. Keeping software up to date with regular patching regimes; continually monitoring evolving threats and re-evaluating the ability of our toolset to provide adequate defence'. 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"> • ISO 27001 - IT Governance and Information Security Management • ISO 9001 - Quality Standard in Customer Service, Customer Processes, Product Process and Service, Efficiency and Continuous Improvement • ISO 14001 - Environmental Management and Best Practices for Corporate Environmental Responsibility. <p>Disaster Recovery services are now similarly relocated in a Tier 3 Data Centre environment (Orbis Secondary Data Centre in Guildford).</p>

R

Strategic Risk Register – Q3 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
4	<p>HEALTH</p> <p>Failure to secure maximum value from partnership working with the NHS. If not achieved, there will be impact on social care, public health and health outcomes and increased social care cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives.</p>	<p>The following progress has been made since the last update:</p> <ul style="list-style-type: none"> •In December 2019 the Health and Wellbeing Board endorsed the East Sussex Health and Social Care Plan and contribution to the Sussex Health and Care Partnership Plan/response to the NHS LTP. The East Sussex Plan will go to Cabinet and East Sussex CCG Governing Bodies in January 2020 for formal organisational agreement prior to formal launch across our system. •In December a draft proposal for an East Sussex Integrated Care Partnership (ICP) was also agreed between Chief and Senior Executives from East Sussex CCGs, ESCC, ESHT, SCFT and SPFT. The proposal covers long term objectives and the elements that will start to be implemented in 2020/21 to iteratively develop the model, and support delivery of our East Sussex plan objectives. The draft proposal will now be more widely with system partners and with organisational governing bodies for agreement, including Cabinet on 28 January. •The key elements of the ICP for 2020/21 include: <ul style="list-style-type: none"> o - Our agreed overarching common operating model across community health and social care services in the county - reflecting NHS LTP commitments and ESCC priorities, and agreed by all partners including EHST and SCFT o - A common planning process to align investment with priorities across health and social care resources to deliver outcomes o - A single framework for managing resources and agreement on alignment and/or pooling of resources o - Piloting accountability and risk sharing arrangements for aligned and pooled resources for specific areas of services where agreed by all Finance Directors •A single programme has been constructed and resourced to deliver this across the system. •The Sussex CCGs have now finalised their operating model, and in November the membership of all three East Sussex CCGs voted to adopted the proposed constitution for an East Sussex CCG. This brings opportunities to further develop the approach to population health and social care commissioning between the Council and the future East Sussex CCG on a coterminous basis to deliver outcomes. •As of December 2019, we have agreed the terms of reference for an East Sussex Joint Commissioning Group to undertake the practical elements of commissioning jointly across the CCGs and ASC&H.

R

Strategic Risk Register – Q3 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
5	<p>RECONCILING POLICY, PERFORMANCE & RESOURCE</p> <p>Failure to plan and implement a strategic corporate response to resource reductions, demographic change, and regional economic challenges in order to ensure continued delivery of services to the local community.</p>	<p>We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning. We have adopted a commissioning approach which means evaluating need and considering all methods of service delivery, which includes working with partner organisations to deliver services and manage demand. The Council Plan sets out targets for a 'One Council' approach to deliver our priorities and is monitored quarterly. The plans take account of known risks and pressures, including demographic changes and financial risks, to design mechanisms to deliver the Council's priorities. We will continue to lobby for the need for long term, predictable and 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 later this year. We will also continue to make realistic and deliverable plans for working within the funding we are likely to have available, reflecting the recent Government announcement as part of its one year spending round.</p>	R
15	<p>CLIMATE</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>Climate change adaptation: we are following national adaptation advice, including working with partners on flood risk management plans, a heatwave plan and drought plans.</p> <p>Climate change mitigation: we are continuing to reduce the County Council's own carbon footprint, which was cut by 46% between 2008-9 and 2017-18.</p> <p>The County Council declared a Climate Emergency in October 2019 and committed to achieve net zero carbon emissions from the County Council's estate by 2050 or earlier. A route map to net zero is being developed and progress will be reported to County Council in May 2020.</p>	R
1	<p>ROADS</p> <p>Wet winter weather, over recent years has caused significant damage to many of the county's roads, adding to the backlog of maintenance in the County Council's Asset Plan, and increasing the risk to the Council's ability to stem the rate of deterioration and maintain road condition.</p>	<p>The additional capital maintenance funding approved by Cabinet in recent years has enabled us to stabilise the rate of deterioration in the carriageway network and improve the condition of our principle road network. However a large backlog of maintenance still exists and is addressed on a priority basis.</p> <p>The County Council's asset management approach to highway maintenance is maintaining the overall condition of roads, despite recent 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>Additional DfT money from 2018/2019 has supported this approach.</p>	A

Strategic Risk Register – Q3 2019/20		
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score
7	<p>SCHOOLS</p> <p>Failure to manage the expected significant reduction in resources for school improvement from 2017/18 and the potential impacts of changing government policy on education, leading to reduced outcomes for children, poor Ofsted reports and reputational damage</p>	<ul style="list-style-type: none"> • In September 2019 the Department published its refreshed Excellence for All strategy. The updated strategy outlines the shared vision, values and ambitions the local authority and our partners have for creating an excellent education system in East Sussex where no child or educational establishment is left behind. There is a sharper focus on the most disadvantaged and on how we will deliver improvement through the partnership structures in the county. • 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. • 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. • 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. • Continue to build relationships with academies and sponsors, including the Diocese of Chichester, ensure a dialogue about school performance, including data sharing. • Work with academies and maintained schools through the Education Improvement Partnerships to develop system leadership, school to school support and to broker partnerships to reduce pressure on SLES services. • Broker support to academies to address any performance concerns and investigate the feasibility of trading some LA school improvement services with all schools on a full cost recovery basis. • Where academies do not appear to be accessing appropriate support, bring this to the attention of the DfE, who may exercise their intervention powers. • Work with the Regional Schools Commissioner to ensure the work of the RSC and the LA is aligned and that schools have the support they need.

A

Strategic Risk Register – Q3 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
8	CAPITAL PROGRAMME 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 (CSAB), of programme and project profiles (both in year and across the life of the programme) occurs on a quarterly basis.</p> <p>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>A risk factor was introduced in 2019/20 to acknowledge and address the historic level of slippage in the capital programme, its impact on the financing of the capital programme, and therefore on treasury management activity. Following the creation of the 20 year capital strategy (2020/21 to 2040/41) and the enhanced rigour in the building of the 10 year capital programme (2019/20 to 2029/30), this factor has not been extended to future years. CSAB will continue to monitor slippage and recommend any change should it become necessary.</p>	A
9	WORKFORCE 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 Q1-3 sickness absence outturn for the whole authority (excluding schools) is 5.96 days lost per FTE, a decrease of 6.5% 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 Q1-3 fell by 2.5% compared to 2018/19 Q1-3. Interestingly, during that period whilst days lost due to stress have fallen by 20.6%, Mental Health has increased by 23.2%. However, in the context of absence decreasing overall, it is likely that employees are being more open about disclosing the reason for their absence.</p> <p>A range of initiatives to address mental health absences have been implemented, including:</p> <ul style="list-style-type: none">•85 Mental Health First Aiders have been trained across the organisation and 33 interventions have taken place since November 2019•ESCC Campaign launched for World Mental Health Awareness Day on 10 October 2019•Employee and Managers Mental Health Guides have been produced alongside a supporting toolkit and dedicated resource intranet page•A Bereavement guidance document has been developed to provide managers with clearer guidelines and signposting on support available•Stress Risk Assessment form is being reviewed to encourage meaningful conversations and to provide targeted signposting for employees both in and out of work•‘Selfcare Isn’t Selfish’ workshops are taking place for Time to Talk day on 06 February alongside a supported communication campaign	A

Strategic Risk Register – Q3 2019/20			
Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	
10	RECRUITMENT Inability to attract high calibre candidates, leading to limited recruitment choices and therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.	Following CMTs consideration of our current workforce demographics and recruitment and retention 'hotspots', two work-streams of 'attracting and recruiting the future workforce' and 'leading the workforce' are now being progressed. These will report, with specific proposals for action, in February/March 2020.	A
6	LOCAL ECONOMIC GROWTH Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.	<p>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. Furthermore, there are several new funds currently being released for bidding including Future High Streets, Stronger Towns Fund and European Social Fund and we have been actively working with partners in submitting proposals and await the outcome.</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. East Sussex have submitted projects for consideration in the Growing Places Fund (GPF Round 3) programme and we will know the outcome in April 2020.</p>	G