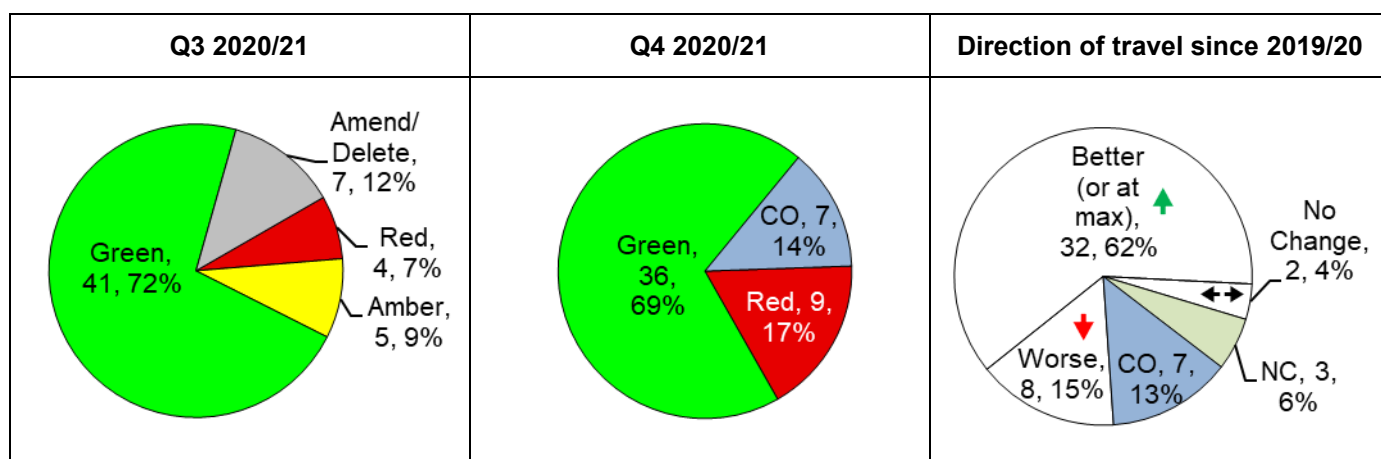


Council Monitoring Corporate Summary – end of year 2020/21

Council Plan performance targets

Priority	Total	Red	Green	Carry Over
Driving sustainable economic growth	23	1	18	4
Keeping vulnerable people safe	9	3	5	1
Helping people help themselves	16	5	9	2
Making best use of resources	4	0	4	0
Total	52	9	36	7


Direction of Travel key:

No Change: ↔	Not Comparable: NC	Carry Over: CO	Worse: ↓	Improved (or at maximum): ↑
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Council Plan year end 2020/21 outturn summary all measures

(For targets not achieved commentary is provided in the relevant departmental appendix)

52 Council Plan target outturns for the full year are reported below. Targets achieved are highlighted in green; targets not achieved are highlighted in red; and Carry Overs (CO) for reporting at Q1 2021/22 are highlighted in blue.

Detailed information for new exceptions at Q4 is contained in the departmental appendices and these exceptions are highlighted in **bold** in the table below. Details of previous exceptions can be found in the referenced appendices for Q1-Q3 monitoring.

Where available, performance improvement relative to 2019/20 is given under Direction of Travel. Measures marked NC (not comparable) do not have 2020/21 outturns, which are comparable with 2019/20 outturns.

Driving sustainable economic growth – outturn summary					
Dept	Performance Measure	Outturn 2019/20	Target 2020/21	Outturn 2020/21	Direction of Travel
BSD	The percentage of Council procurement spend with local suppliers	54%	54%	CO	CO
BSD	Economic, social and environmental value committed through contracts, as a percentage of our spend with suppliers	10.5%	>10%	12.6%	↑
BSD	The Councils Apprenticeship Levy strategy supports the Council's workforce development and training plans	136 new starts (1.8% of our workforce) undertaking an apprenticeship for 2018/19 Council spent 31% of its total levy contributions in 2018/19	Where appropriate Standards exist, to ensure apprenticeship training is available and taken up (subject to the needs of the business), which addresses skills shortages in the Council	Kickstart scheme implemented within the Council. First set of vacancies included in programme are now live and can be applied for by clients at the Job Centre.	↑
CET	Deliver major transport infrastructure – Newhaven Port Access Road	Construction continued Estimated completion date, excluding landscape planting, is currently 12/09/2020	Complete construction and monitor impact	Contractual completion achieved in November 2020	↑
CET	Percentage of Principal roads requiring maintenance	5%	8%	CO	CO
CET	Percentage of Non Principal roads requiring maintenance	5%	9%	CO	CO
CET	Percentage of Unclassified roads requiring maintenance	14%	15%	CO	CO
CET	The number of businesses and professionals receiving advice and support through training and bespoke advice provided by Trading Standards	19 workshops 346 delegates	200	100 individual delegates trained 704 businesses advised regarding COVID-19 business closures.	↑

Driving sustainable economic growth – outturn summary					
Dept	Performance Measure	Outturn 2019/20	Target 2020/21	Outturn 2020/21	Direction of Travel
CET	Deliver the new Employability and Skills Strategy: East Sussex business sector skills evidence base developed	Six sector task groups plus the Apprenticeships East Sussex task group working to action plans that meet the Skills East Sussex priorities	Seven sector task groups maintained, with each working to establish a new annual action plan and reporting to SES on actions and achievements. Establish Careers East Sussex task group and develop All Age Careers Campaign to promote key careers in Priority sectors	Seven sector task groups maintained, with a new annual action plans established and reported to SES on actions and achievements. Careers East Sussex task group established. All Age Careers Campaign developed	↑
CET	Deliver the new Employability and Skills Strategy: East Sussex Careers Hub	Schools supported to achieve 100% in an average of 4.4 benchmarks. Number of Industry Champions (ICs) increased by 21 to 125. ICs continued to actively support schools & colleges through the Careers Hub	East Sussex Careers Hub to support schools to achieve an average of 4 national benchmarks. Develop a package of online resources to support youth employability on the Careers East Sussex portal	Schools and colleges supported to achieve 100% in an average of 5.06 benchmarks. Online resources developed and used by students	↑
CET	Work with Seachange Sussex to deliver major transport infrastructure – Queensway Gateway Road	Second phase of road completed	Commence construction of the final phase of the road	Construction of final phase of road did not commence in 2020/21	↑
CET	Deliver pedestrian improvements in Terminus Road (Eastbourne) using 'Shared Space' concepts to coincide with opening of the new Arndale Centre	Construction completed. Impact starting to be monitored	Monitor impact	Impact monitored	↑
CET	Number of additional premises with improved broadband speeds	1197 premises	2,980 premises	5, 825 premises	↑

Driving sustainable economic growth – outturn summary					
Dept	Performance Measure	Outturn 2019/20	Target 2020/21	Outturn 2020/21	Direction of Travel
CET	Report progress on the level of broadband improvement in the Intervention Area	Contract 3 delivered 22% superfast coverage in intervention area; Overall superfast coverage across county just below 98%.	Report progress on the level of broadband improvement in the Intervention Area	Superfast coverage is currently just over 97.5%	↔
CET	Deliver Culture East Sussex agreed actions to grow Cultural Tourism	T.stats being trialled by Eastbourne but not taken forward by Lewes or Wealden for now	Monitor the impact of Covid 19 on the tourism economy, plan for recovery, and deliver one strategic pilot action	Impact monitored Research completed for plan to recover One strategic pilot action delivered.	NC
CET	Job creation from East Sussex Programmes	141 jobs created	135 jobs safeguarded or created	179 jobs safeguarded or created	↑
CET	In partnership with funding organisations provide online learning (including skills for life and ICT courses) in libraries (subject to contract)	86 courses	50 courses	56 courses	↓
CET	Deliver a range of Family Learning programmes across East Sussex to provide high quality learning opportunities for parents/carers and their children to develop English, maths and language skills and to support a culture of learning in the family (subject to external funding)	N/A	300 enrolments across Family English, maths and Language (FEML) and Wider Family Learning (WFL) programmes.	306 enrolments	NC
CS	The percentage of eligible 2 year olds who take up a place with an eligible early years provider	ESCC 86% National Avg. 68%	Equal to or above the national average	ESCC: 90% National Average:69%	↑
CS	The percentage of young people meeting the duty of RPA (Raising the Participation Age) by either participating in education, training or employment with training or undertaking re-engagement provision at academic age 16 (Year 12)	93.7%	Monitoring will continue, but no target set due to COVID-19	95%	↑
CS	The percentage 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 (Year 13)	86.3%	Monitoring will continue, but no target set due to COVID-19	89%	↑

Driving sustainable economic growth – outturn summary					
Dept	Performance Measure	Outturn 2019/20	Target 2020/21	Outturn 2020/21	Direction of Travel
CS	The percentage of LAC participating in education, training or employment with training at academic age 16 (Year 12)	84% (59/70)	Monitoring will continue, but no target set due to COVID-19	87%	↑
CS	The percentage of LAC participating in education, training or employment with training at academic age 17 (Year 13)	EET – 78% (49/63)	Monitoring will continue, but no target set due to COVID-19	75%	↓

Keeping vulnerable people safe – outturn summary					
Dept	Performance Measure	Outturn 2019/20	Target 2020/21	Outturn 2020/21	Direction of Travel
ASC	Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales	84% April 19 to December 19	90%	87% April 20 to November 20	↑
ASC	Percentage of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services)	98%	95%	CO	CO
ASC	The % of people affected by domestic violence and abuse who feel safe upon leaving the service	96%	88%	96% (302/314)	↔
ASC	When they leave the service the % of those affected by rape, sexual violence and abuse who have improved coping strategies	96%	88%	94% (39/43)	↓
CET	The number of positive interventions for vulnerable people who been the target of rogue trading or financial abuse	127 positive interventions	300	218 positive interventions	↑
CS	Rate of children with a Child Protection Plan (per 10,000 children)	50.9 (542 children incl 5 unborn)	55.9 (596 children)	49.4 (525 children)	↑
CS	Rate (of 0-17 population) of referrals to children's social care services (per 10,000 children)	Rate 393 (4165)	535	Rate 359 (3812)	↑
CS	Rate (of 0-17 population) of assessments completed by children's social care services (per 10,000 children)	Rate 333 (3530) assessments initiated	526	Rate 303 (3219) assessments initiated	↑
CS	Rate of Looked After Children (per 10,000 children) * Unaccompanied Asylum Seeking Children	56.5 (601 children) 54.0 (574 children excl. *UASC)	Maintain 2019/20 outturn of 56.5 601 children	57.6 (612 children) 52.6 (559 children excl. UASC*)	↓

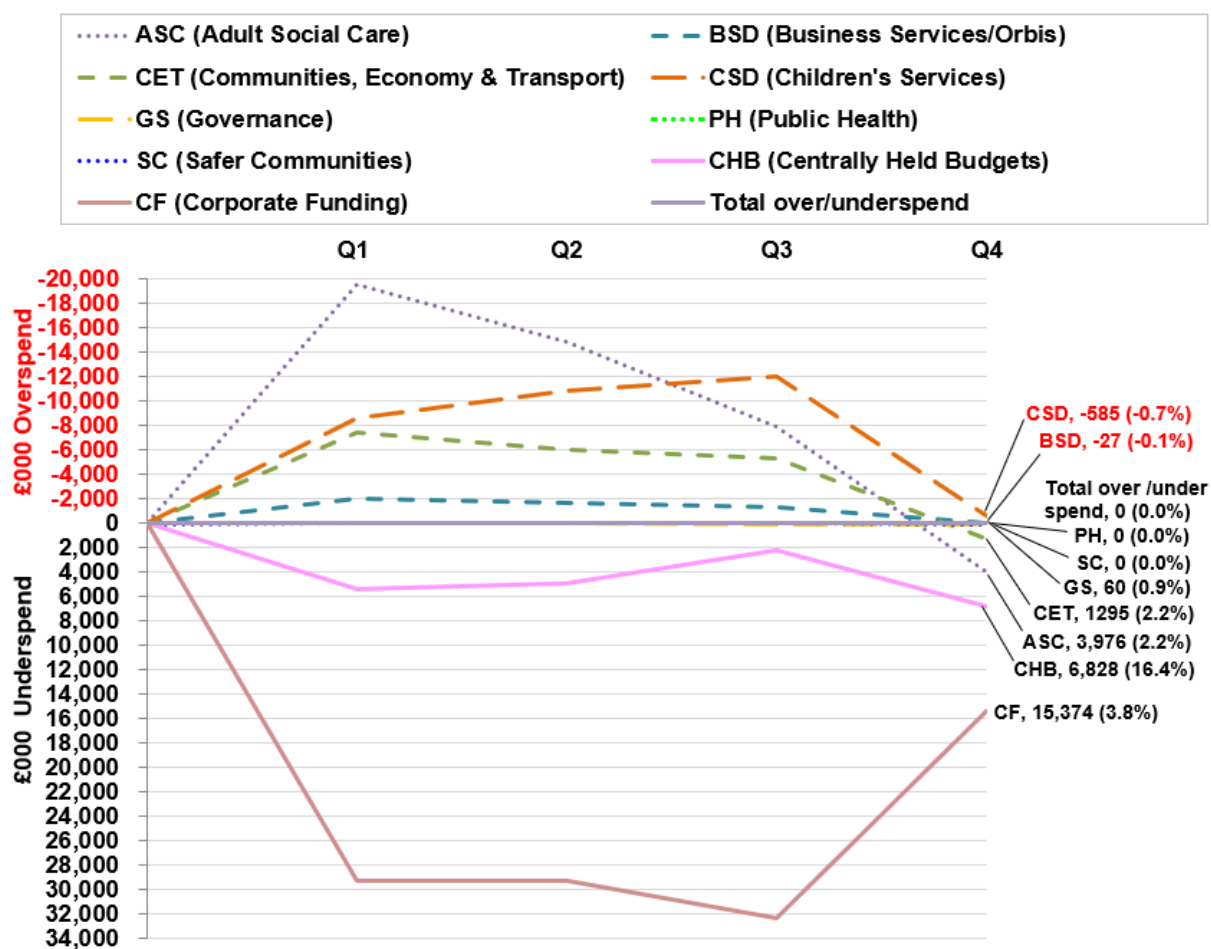
Helping people help themselves – outturn summary					
Dept	Performance Measure	Outturn 2019/20	Target 2020/21	Outturn 2020/21	Direction of Travel
ASC	National outcome measure: Proportion of working age adults and older people receiving self-directed support	100%	100%	100% (4,539 clients)	↑
ASC	National outcome measure: Proportion of working age adults and older people receiving direct payments	32.9%	≥34.3%	33.9% (1,539 people)	↑
ASC	Number of carers supported through short-term crisis intervention	921	390	155	↓
ASC	Number of people receiving support through 'STEPS to stay independent' and Homeworks	4,261	3,300	7,829	↑
ASC	Enhance the delivery of Technology Enabled Care Services (TECS) more rapidly and more widely across areas including falls; frailty; crisis response; medication management, to avoid hospital admissions or re-admissions	8,629 people receiving TECS	8,500 people receiving TECS	8,486 people receiving TECS	↓
ASC	Number of providers registered with Support With Confidence	246	10% increase on 2019/20 outturn	296	↑
ASC	The proportion of people who received short-term services during the year, where no further request was made for ongoing support	92.9%	>90.5%	88.1%	↓
ASC	Number of new service user interventions started through One You East Sussex as part of the Integrated Lifestyle Service	6,432	4,500	CO	CO
ASC	The number of health and social care staff and voluntary sector organisations trained to deliver brief interventions and advice to promote, encourage and help people make healthier choices as part of the Making Every Contact Count (MECC) initiative	689	150	CO	CO

Helping people help themselves – outturn summary					
Dept	Performance Measure	Outturn 2019/20	Target 2020/21	Outturn 2020/21	Direction of Travel
ASC	Cumulative percentage of the eligible population who have received an NHS health check since 2015/16 (five year period)	49.3%	40%	38.7% (65,740)	↓
ASC	Through the Drug and Alcohol Innovation Fund 2020/21, commission services that sustain the development of the recovery community in East Sussex	N/A	Commission services	Services commissioned	NC
CET	Road Safety: Implement behaviour change projects to reduce the speeding reoffending rate	Trials of behavioural change initiatives continued; Analysis of impact of Anniversary trial, carried out earlier this year, expected late spring 2020; Other trials continued, interim analysis expected over the next few months	20% reduction in reoffending rate (from 2017/18 baseline)	Notice of Intended Prosecution trial showed 23% drop in re-offending rate in the first six months among group receiving the amended letters and leaflets.	↑
CET	Road Safety: Implement infrastructure schemes on identified high risk routes to improve road safety	3 schemes completed	6 schemes (subject to funding)	9 schemes completed	↑
CS	Percentage of EHCP (Education, Health and Care Plans) annual review meetings where the child gave their view and/or participated	88.5%	85%	94.1% (2,370 from 2,519)	↑
CS	The proportion of respondents to the feedback surveys who agree that things have changed for the better as a result of getting targeted support from the 0 – 19 Early Help Service	EH: 92% CCS: 86% Overall: 89%	80%	Adult: 88% Young Person: 94% Average: 91%	↑
CS	Number of households eligible under the government's Troubled Families programme receiving a family support intervention	Cumulative: 4,306	345	816	↑

Making best use of resources – outturn summary

Dept	Performance Measure	Outturn 2019/20	Target 2020/21	Outturn 2020/21	Direction of Travel
BSD	Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in non-school services	8.48	9.24	7.77 days lost per Full Time Equivalent employee	↑
BSD	Deliver the Property Asset Investment Strategy	Feasibility studies in development for 7 key projects	Outline business cases brought forward against at least 2 priority projects	6 priority business cases completed	↑
BSD	Cost of occupancy of corporate buildings per sq. metre	£161.98	2% reduction on 2019/20 revised cost base	£140.60 per square metre	↑
BSD	Reduce the amount of CO2 arising from County Council operations	4.8% reduction	13% reduction on 2019/20	14.6% reduction	↑

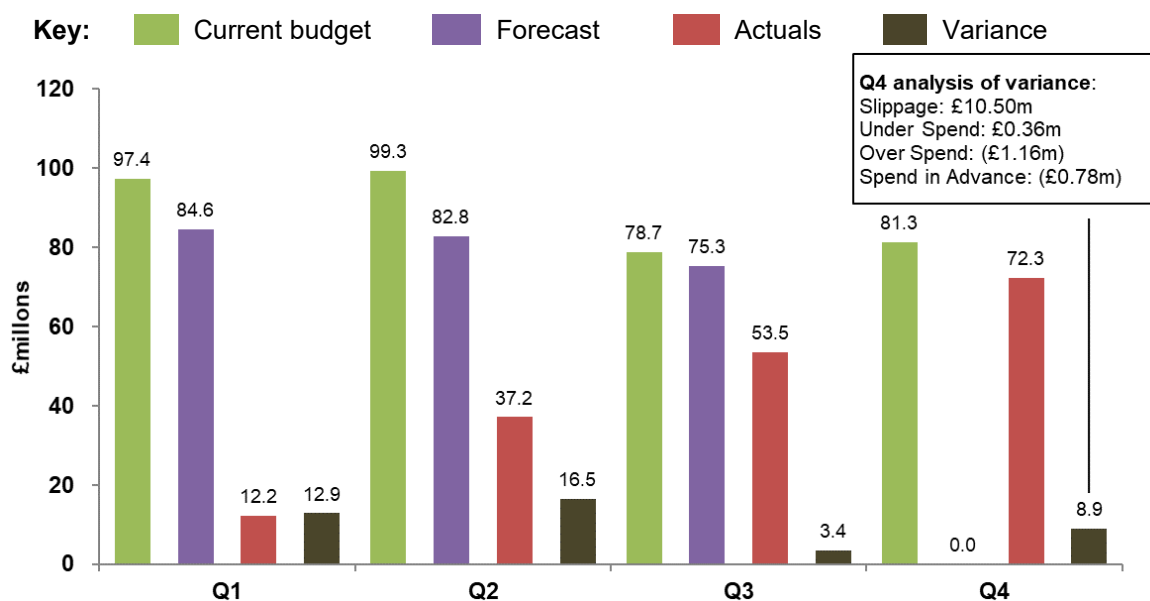
Revenue budget outturn (net £000)



Revenue budget summary (£000)									
Divisions	2020/21								
	Planned			End of year outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Services									
Planned Budget									
Adult Social Care	280,994	(98,483)	182,511	294,389	(115,854)	178,535	(13,395)	17,371	3,976
Safer Communities	483	(25)	458	792	(334)	458	(309)	309	-
Public Health	29,082	(29,082)	-	26,797	(26,797)	-	2,285	(2,285)	-
Business Services / Orbis	48,474	(24,436)	24,038	46,679	(22,614)	24,065	1,795	(1,822)	(27)
Children's Services	344,592	(256,450)	88,142	339,176	(250,449)	88,727	5,416	(6,001)	(585)
Communities, Economy & Transport	120,563	(61,487)	59,076	116,347	(58,566)	57,781	4,216	(2,921)	1,295
Governance Services	7,455	(507)	6,948	7,521	(633)	6,888	(66)	126	60
Subtotal Planned Budget	831,643	(470,470)	361,173	831,701	(475,247)	356,454	(58)	4,777	4,719
COVID-19 related									
Adult Social Care	-	-	-	45,722	-	45,722	(45,722)	-	(45,722)
Safer Communities	-	-	-	18	-	18	(18)	-	(18)
Public Health	667	-	667	711	-	711	(44)	-	(44)
Business Services / Orbis	-	-	-	898	280	1,178	(898)	(280)	(1,178)
Children's Services	-	-	-	11,526	1,691	13,217	(11,526)	(1,691)	(13,217)
Communities, Economy & Transport	-	-	-	2,122	3,860	5,982	(2,122)	(3,860)	(5,982)
Governance Services	-	-	-	24	-	24	(24)	-	(24)
Subtotal COVID-19 related	667	-	667	61,021	5,831	66,852	(60,354)	(5,831)	(66,185)
Specific Covid Funding	-	(667)	(667)	-	(47,798)	(47,798)	-	47,131	47,131
General Covid Funding	667	(667)	0	61,021	(41,967)	19,054	(60,354)	41,300	(19,054)
Subtotal COVID-19 related after all Covid Funding	-	-	-	-	(19,054)	(19,054)	-	19,054	19,054
Total Services	667	(667)	0	61,021	(61,021)	0	(60,354)	60,354	0
Centrally Held Budgets (CHB)									
Planned Budget									
Treasury Management	19,938	(1,700)	18,238	17,372	(1,852)	15,520	2,566	152	2,718
Capital Programme	4,557	-	4,557	4,557	-	4,557	-	-	-
Unfunded Pensions	10,080	-	10,080	8,977	-	8,977	1,104	-	1,104
General Contingency	3,850	-	3,850	-	-	-	3,850	-	3,850
Contrib to Reserves	2,507	-	2,507	3,549	(6)	3,543	(1,042)	6	(1,036)
Apprenticeship Levy	600	-	600	962	(355)	607	(362)	355	(7)
Levies, Grants and Other	999	(453)	546	925	(578)	347	74	125	199
Subtotal Planned Budget	42,532	(2,153)	40,379	36,342	(2,791)	33,551	6,190	638	6,828

Revenue budget summary (£000)									
Divisions	2020/21								
	Planned			End of year outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
COVID-19 related									
Treasury Management	-	-	-	-	576	576	-	(576)	(576)
Capital Programme	1,156	-	1,156	1,156	-	1,156	-	-	-
Levies, Grants and Other	9	-	9	89	-	89	(80)	-	(80)
Subtotal COVID-19 related	1,165	0	1,165	1,245	576	1,821	(80)	(576)	(656)
General Covid Funding	-	-	-	-	(656)	(656)	-	656	656
Subtotal COVID-19 related after all Covid Funding	1,165	0	1,165	1,245	(80)	1,165	(80)	80	0
Total Centrally Held Budgets	43,697	(2,153)	41,544	37,587	(2,871)	34,716	6,110	718	6,828
Corporate Funding									
Planned Budget									
Business Rates	-	(82,024)	(82,024)	-	(82,266)	(82,266)	-	242	242
Revenue Support Grant	-	(3,548)	(3,548)	-	(3,548)	(3,548)	-	-	-
Council Tax	-	(301,753)	(301,753)	-	(301,753)	(301,753)	-	-	-
Social Care Grant	-	(14,631)	(14,631)	-	(14,631)	(14,631)	-	-	-
New Homes Bonus	-	(761)	(761)	-	(761)	(761)	-	-	-
Subtotal Planned Budget	0	(402,717)	(402,717)	0	(402,959)	(402,959)	0	242	242
COVID-19 related									
COVID-19 funding	-	-	-	-	(36,564)	(36,564)	-	36,564	36,564
Business Rates	-	-	-	-	555	555	-	(555)	(555)
Subtotal COVID-19 related	0	0	0	0	(36,009)	(36,009)	0	36,009	36,009
General Covid Funding	-	-	-	-	(555)	(555)	-	555	555
Allocation of General Covid Funding	-	-	-	-	21,432	21,432	-	(21,432)	(21,432)
Subtotal COVID-19 related after all Covid Funding	0	0	0	0	(15,132)	(15,132)	0	15,132	15,132
Total Corporate Funding	0	(402,717)	(402,717)	0	(418,091)	(418,091)	0	15,374	15,374
Total	876,007	(876,007)	0	930,309	(957,230)	(26,921)	(54,302)	81,223	26,921
Contribution of TM underspend to capital programme borrowing	-	-	-	2,718	-	2,718	(2,718)	-	(2,718)
General contingency to FM reserve	-	-	-	3,850	-	3,850	(3,850)	-	(3,850)
Underspend to FM reserve	-	-	-	5,221	-	5,221	(5,221)	-	(5,221)
Unapplied General Covid Funding carried forward	-	-	-	15,132	-	15,132	(15,132)	-	(15,132)
FINAL TOTAL	876,007	(876,007)	0	957,230	(957,230)	0	(81,223)	81,223	0

Capital Programme (gross £ millions) – approved projects



Capital Programme Summary (£000)

	2020/21									
	Budget	Actual	Analysis of Variation (Planned Programme)				Analysis of Variation (Covid-19 Related)			
			Variation (Over) / Under	(Over) / under spend	Slippage to future years	Spend in advance	Variation (Over) / Under	(Over) / under spend	Slippage to future years	Spend in advance
Adult Social Care	170	113	57	47	10	0	0	0	0	0
Business Services	30,508	29,326	597	0	1,220	(623)	585	(1,086)	1,671	0
Children's Services	2,445	2,391	54	7	47	0	0	0	0	0
Communities, Economy & Transport	48,146	40,515	6,924	303	6,778	(157)	707	(70)	777	0
Gross Expenditure	81,269	72,345	7,632	357	8,055	(780)	1,292	(1,156)	2,448	0
Section 106 and CIL	6,589	5,681								
Other Specific Funding	18,646	12,858								
Formula Grants	27,768	26,116								
Reserves and revenue set aside	5,949	5,142								
Capital Receipts	1,815	0								
Borrowing	20,502	0								
LEP Capital Swap		21,392								
Covid-19	-	1,156								
Total Funding	81,269	72,345								

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. During Quarter 4 the Bank of England bank rate remained at a record low of 0.10%. Market investment rates during the quarter have reduced and where possible a number of Local Authority investments were made to secure a fixed return, with market volatility and the increased risk of a reduced interest rate environment these investments, of up to 2 years, lock in return on investments than had previously been anticipated for 2020/21 and beyond. The average level of Council funds available for investment purposes during the quarter was £252m.

The total amount received in short term interest for the quarter to 31 March 2021 was £0.32m at an average rate of 0.52%, compared to £0.404m at an average rate of 0.66% at Q3.

The majority of the Council's external debt was held as long term loans (£232.9m). Borrowing of £1.3m matured on the 31 March 2021 held with the Public Works Loan Board (PWLb) the loan rate was 8.125%, a further £3.6m will mature during 2021/22. No long term borrowing was undertaken in the quarter and no further cost effective opportunities have arisen during Q4 to restructure the existing PWLB or wider debt portfolio. The debt portfolio is reviewed by treasury advisors Link Asset Services. With the current PWLB arrangements in place there is a cost to restructuring debt, if the terms move in the Council's favour Link Asset Services will advise.

The TM budget underspent by £2.7m, based on the final capital programme position removing the need to borrow externally in 2020/21, fully financing capital expenditure funded by internal borrowing together with the financial information presented above.

There was a Covid pressure of £0.576m for loss of investment income. Following the outbreak of the pandemic the bank rate was cut twice from 0.75% to 0.10%; pre pandemic the forecast for interest rates were to remain at 0.75% for the remainder of 2020/21. Current forecasts are projecting that interest rates will remain at 0.10% (or lower) for the next 36 months. Most of our investments that are not fixed rate are linked to bank rate and the loss of investment income was estimated based on that decrease.

Reserves and Balances 2020/21 (£000)

Reserve / Balance	Balance at 1 Apr 2020	Planned net use at Q3	Net use at Q4	Movt	Balance at 31 Mar 2021
Statutorily ringfenced or held on behalf of others:					
Balances held by schools	15,041	-	5,470	5,470	20,511
Public Health	4,026	(759)	1,708	2,467	5,734
Other	5,929	(193)	114	307	6,043
Subtotal	24,996	(952)	7,292	8,244	32,288
Service Reserves:					
Capital Programme	9,334	(480)	3,083	3,563 ¹	12,417
Corporate Waste	14,613	1,500	1,500	-	16,113
Insurance	6,463	(518)	937	1,455	7,400
Subtotal	30,410	502	5,520	5,018	35,930
Strategic Reserves:					
Priority / Transformation	7,173	(260)	852	1,112	8,025
Financial Management	35,001	2,305	15,114	12,809 ²	50,115
Subtotal	42,174	2,045	15,966	13,921	58,140
Total Reserves	97,580	1,595	28,778	27,183	126,358
General Fund	10,000	-	-	-	10,000
Total Reserves and Balances	107,580	1,595	28,778	27,183	136,358

¹ Includes transfer of £2.7m Treasury Management underspend.

² Includes £5.2m transfer of general underspend and £3.9m transfer of contingency.

Changes to Fees & Charges

A change to amendment/cancellation fees for the Registration Service was approved during Q4.

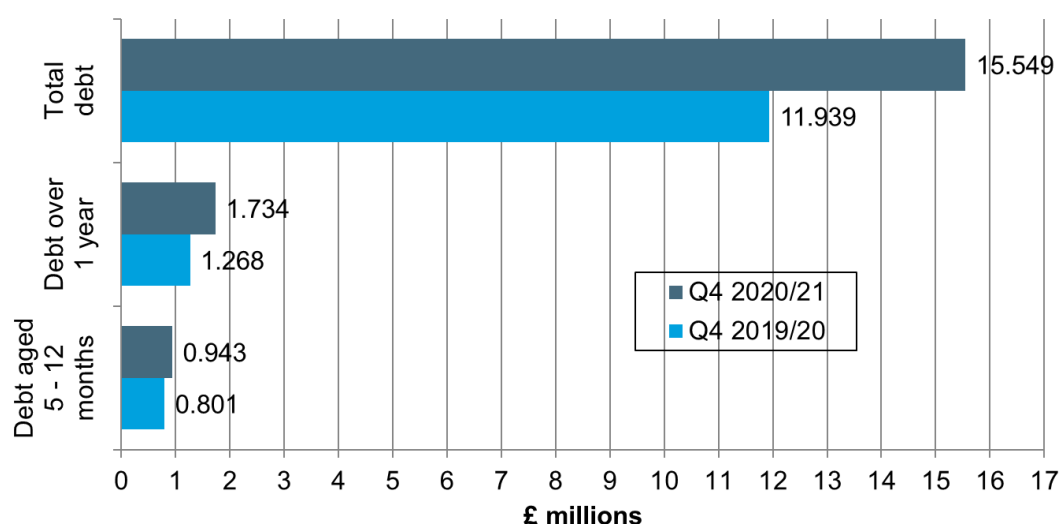
In spring of 2020, in response to the pandemic, the Registration Service abolished the Amendment Fee and Cancellation Fee for ceremony customers. This approach was endorsed by the Competition and Markets Authority (CMA), who produced an advice and enforcement paper to wedding venues, recommending that these types of fees not be charged for a wedding affected by the pandemic. Around the same time the service reviewed its Terms & Conditions (T&Cs) in collaboration with Legal Services.

In March 2021 the service started taking new ceremony bookings again for the next 3 years (the normal booking availability period) and therefore wanted to reintroduce the amendment/cancellation fees and revised T&Cs document as soon as possible for new bookings.

There are three changes to the T&Cs that have been approved:

Fees	Former Position	New Position
Cooling off period	No cooling off period. £100 'non-refundable deposit' taken on day one	Cancellation within 14 days of the booking – full refund
Amendment Fee	£50 charged at all times	More than 2 months before ceremony - £25
		Less than 2 months before – no amendment allowed (<i>must cancel and book anew</i>)
Cancellation Fee	More than 12 weeks before - £100 retained	Days 1 to 14 - Full Refund
	Between 6-12 weeks – 50% of fees + £100 retained	Days 15 to 2 months before the ceremony date - 75% Refund
	Less than 6 weeks before – 100% of fees retained	Between 1 to 2 months before the ceremony date - 50% Refund
		Less than 1 month before the ceremony date - No Refund

Outstanding debt analysis (£ millions)



The value of debt aged over 5 months at the year end has increased by £0.608m to £2.677m, compared to the 2019/20 outturn of £2.069m. The increased outstanding debt is partly due to the four-month suspension in debt collection activity due to the pandemic and includes an increase of £0.529m due from Adult Social Care (ASC) client contributions.

However, the value of aged debt over 5 months as a proportion of debt raised has reduced from 2.16% in 2019/20 to 1.99% in 2020/21 and therefore the debt recovery target has been met. The value of debt raised has continued to rise from £95.7m in 2019/20 to £135.7m in 2020/21.

When comparing the overall outstanding debt at year end 2019/20 to 2020/21 there is an increase of £3.610m, which is primarily because of an increase in value of outstanding invoices due from East Sussex Clinical Commissioning Group. Income of £6m was received in April, thereby reducing total debt.

Debt recovery routines have been brought up to date following the suspension earlier in the year and work is ongoing to collect outstanding income quickly and progress debts through the debt recovery routines. There is no change to the basis of the year-end Bad Debt Provision.

Aged Debt continues to be a high priority focus with a continuous improvement approach to re-engineer systems and processes. A full review of the end to end debt recovery process commenced in September 2020 and work has been continuing throughout Q4. Further targeted working groups are being planned to; review complex and ongoing case, continually learn lessons, and adapt and flex system and processes accordingly.

Revenue Savings Summary 2020/21					
Service description	2020/21 (£'000)				
	Original Target for 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings					
ASC	248	854	854	-	-
BSD/Orbis	1,161	1,161	372	789	-
CS	770	2,028	1,982	46	-
CET	1,362	2,362	323	2,039	-
GS	-	-	-	-	-
Total Savings	3,541	6,405	3,531	2,874	0
ASC			-	-	-
BSD / Orbis			-	-	-
CS			-	-	-
CET			-	-	-
GS			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	3,541	6,405	3,531	2,874	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
ASC	-	-	0
BSD / Orbis	383	406	789
CS	-	46	46
CET	14	2,025	2,039
GS	-	-	0
Total	397	2,477	2,874

¹ Where agreed savings are reasonably unable to be achieved other permanent savings are required to be identified and approved via 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).

* Means that a slipped or unachieved saving within this total is COVID-19 related – see individual departmental reports for details.

Adult Social Care					
Service description	2020/21 (£'000)				
	Original Target for 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings					
Working Age Adults: Nursing, Residential and Community Based services	248	371	371	-	-
Meals in the Community	-	483	483	-	-
Total Savings	248	854	854	0	0
			-	-	-
			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	248	854	854	0	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
	-	-	-
Total	0	0	0

¹ Where agreed savings are reasonably unable to be achieved other permanent savings are required to be identified and approved via 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).

Business Services/Orbis					
Service description	2020/21 (£'000)				
	Original Target for 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings					
Business Services: Orbis and Managed on Behalf of (MOBO) services: Finance, IT&D, Procurement, Property Services, HR and OD and Business Operations	1,161	1,161	372	789	-
Total Savings	1,161	1,161	372	789	0
			-	-	-
			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	1,161	1,161	372	789	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
Delayed savings	383	406	789
Total	383	406	789

¹ Where agreed savings are reasonably unable to be achieved other permanent savings are required to be identified and approved via 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).

Children's Services					
Service description	2020/21 (£'000)				
	Original Target for 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings					
SLES: Performance monitoring	410	410	410	-	-
I-Send: EHCP Assessment Services	188	188	188	-	-
I-Send: Inclusion Services	19	19	19	-	-
Early Years: Inclusion Services	85	85	85	-	-
Early Help	68	1,065	1,019	46	-
ISEND and ESBAS	-	261	261	-	-
Total Savings	770	2,028	1,982	46	0
			-	-	-
			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	770	2,028	1,982	46	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
Early Help	-	46	46
Total	0	46	46

¹ Where agreed savings are reasonably unable to be achieved other permanent savings are required to be identified and approved via 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).

Communities, Economy & Transport					
Service description	2020/21 (£'000)				
	Original Target for 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
Savings					
Archives and Records Service	74	74	60	14	-
Road Safety Services	33	33	33	-	-
Parking: Civil Parking Enforcement	1,000	2,000	-	2,000	-
Concessionary Fares	70	70	70	-	-
Transport Hub Services	30	30	30	-	-
Rights of Way Services	100	100	100	-	-
Environmental Advice Services	25	25	0	25	-
Ashdown Forest	30	30	30	-	-
Total Savings	1,362	2,362	323	2,039	0
			-	-	-
			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	1,362	2,362	323	2,039	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
Reduced contribution from Parking to Concessionary Fares and reduced contribution to reserves	-	2,000	2,000
Environmental Services vacancy	-	25	25
Archives and Records additional income	14	-	14
Total	14	2025	2,039

¹ Where agreed savings are reasonably unable to be achieved other permanent savings are required to be identified and approved via 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).

Finance Commentary

Business as Usual Related Monitoring

1.1 The main headlines are:

- The net Adult Social Care (ASC) budget underspent against planned activity by £3.9m, which equates to 1.4% of the gross budget. This underspend is primarily as a result of the level of client deaths being in excess of normal modelled levels. The part year impact is a reduction in the community care budget commitment of over £3.0m, with much of this resulting from the second wave of the pandemic. Furthermore, there has been significant underspend on day centre activity in 2020/21 of £0.8m; the Council has made resilience payments to day centres equal to the difference between normal levels of activity and sessions provided since March 2020, funded from the independent sector day care budget. From November 2020, these payments were reduced to 50% of the difference and subsequently agreed during quarter 4 to extend until June 2021, resulting in an underspend in the community care budget. The remaining underspend is driven by the general impact of demand; for example, lower than expected clients discharged under the Transforming Care Programme.
- The underspend on planned activity is a unique and short-term impact of the COVID-19 pandemic. Much of the impact on activity described above has been seen in the second wave of the pandemic, from November 2020 onwards, and levels of financial risk to the independent sector budget that would normally be built into annual projections during the year (Winter Pressures) have not materialised or have been mitigated by announcements of one-off government funding allocated post 31 December 2020, such as the Rapid Testing Fund and Workforce Capacity Fund. While the planned budget underspent in 2020/21, it represents a small percentage in the context of the overall ASC budget. Underlying long-term pressures on the ASC budget remain significant. The underspend in 2020/21 broadly reflects a slippage of expected costs, rather than a permanent reduction in demand. For 2021/22, ASC faces inflationary pressures of £7.3m and underlying demand pressures of £3.4m, in addition to a significant, and at this stage unquantified, risk to the sustainability of the provider market as a result of vacancies from both Council funded and self-funding clients.
- For Children's Services (CSD) there has been a small reduction of £0.3m since the quarter 3 forecast, resulting in a final overspend of £0.6m. The department achieved these reductions across a range of budget areas, reflecting the overall downward pressure the department has maintained, to contain and reduce the forecast overspend at quarter 3.
- For Communities, Environment & Transport (CET) the underspend of £1.3m comes from a number of areas. The largest underspend is in Transport and Operations, mostly due to waste disposal, where there was a reduction in the volume of waste disposed of plus an increase in electricity income. This is offset by a £1.5m contribution to the Waste Reserve to support the expected pressures arising from the implementation of the Environment Bill in 2021/22. The underspend in Communities is mostly due to reduced buildings and running costs in the Archive Service and in Road Safety where a number of schemes have slipped.
- There are minor variations on both Business Services (BSD) and Governance Services that combined total a £0.1m underspend.

1.2 Within centrally held budgets, including the general contingency there is an underspend of £7.1m, compared to £5.9m estimated at quarter 3, before the impact of COVID-19:

- Treasury Management (TM) underspent by £2.7m compared to £1.4m estimated at quarter 3, reflecting that no additional borrowing has been required to support the delivery of the capital programme, an adjustment to the Minimum Revenue Provision calculation for the final position and revenue balances continuing to remain healthy due to the receipt of significant levels of COVID-19 funding delivering better investment returns than previously anticipated. The underspend on TM will be used to offset future borrowing requirements in the Targeted Capital Programme as per the Capital Strategy, in order to minimise the revenue impact of borrowing in future years.
- The pension estimates when the budget was set in February 2020 were based on preliminary figures for the outcome of the triannual actuarial review. Now that the outcome is known, there is an underspend of £1.1m due to a lower secondary pension contribution required by the actuary.

- The general contingency of £3.9m has not been used and as per normal practice and in line with the Chief Finance Officer's Robustness Statement this will also be transferred to reserves for use in future years.

1.3 The outturn capital programme is monitored against the revised programme approved by the Council in February 2021, and approved net nil variations, shows expenditure for the year was £72.3m against a budget of £81.2m, a net variation of £8.9m. Of the variation position, net £7.6m relates to planned programme activity, and £1.3m is COVID-19 related (£2.5m of slippage offset by an estimated £1.2m overspend).

1.4 Of the net £7.6m planned programme variation (non-COVID-19 related); there is £0.3m net underspend, £8.1m of slippage to future years, partly offset by £0.8m of spend in advance. The main variances include:

- Emergency Access Travel Fund (Tranche 1) has underspent by £0.3m against the tranche 1 grant allocation as several schemes included in the original funding bid are not going ahead following consultation.
- Within CET there is £2.0m slippage of projects where the delivery is outside of the Council's control as they are provided by third parties within the Local Enterprise Partnership (LEP). Slippage on these schemes has occurred for a number of reasons such as awaiting the outcome of a planning hearing and delays to scheme promoters signing grant agreements. Additionally, there is a variation to the Broadband project (£2.1m) where contractual conditions have not been met although delivery is still on target.
- Other slippage within CET totals £2.7m, which include Bexhill and Hastings Link Road (£1.0m) and Newhaven Port Access Road (£0.5m) where potential claims were not settled in year as anticipated.
- BSD Slippage totals £1.2m, which includes the IT&D Strategy Implementation projects (£0.4m) for reasons such as shippage delays resulting in devices not being received in year as expected; Westfield Land (£0.3m) due to the ongoing legal process to confirm a change of use; and Schools Basic Need (£0.3m) relating to a number of minor variances across the whole programme.
- Spend in Advance largely relates to Special Provision in Secondary Schools (£0.4m) following earlier than anticipated commencement of Phase 2 at Robertsbridge Community College.

COVID-19 Related Monitoring

1.5 In response to the pandemic, the Government has continued to provide funding. £14.5m was received/accrued in quarter 4 bringing our total for 2020/21 to £99.7m; 63% of which is ringfenced funding aligned to specific outcomes being delivered by departments whilst the remaining £36.6m is general funding which is not ringfenced and allows more flexibility. The £15.1m carry forward of general funding reflects this up-front cashflow and that meeting the costs of COVID-19 will continue into 2021/22 and beyond.

1.6 The details of **COVID-19 related** revenue pressures in each department are set out in the relevant appendices, and totals £66.8m. The main headlines are:

Dept	£m	Description
ASC	45.7	Includes £22.9m distributed to providers, £19.1m to secure timely hospital discharges, £1.9m on PPE and £1.6m on support to vulnerable and shielded groups delivered via the Community Hubs.
CSD	13.2	Key pressures include £3.7m placements costs, £1.6m activity relating to the Winter Grant Scheme, £1.4m income loss at Lansdowne residential children's home, £1.3m Home to Schools Transport, £0.9m support to schools for social distancing measures, £0.8m agency costs at Lansdowne, £0.6m incentivisation payments to Early Years providers, £0.5m Locality, £0.4m agency staffing in Brodrick Road, Homefield Cottage and Hazel Lodge residential children's homes and £0.4m Youth Homeless placements.

CET	6.0	The most significant pressures are in Transport and Operations where car parking income is down £2.5m. Increased collection volumes and the cost of reopening household waste sites with social distancing, have resulted in a COVID-19 related overspend of £1.2m in the Waste service. The overspend of £0.7m in Customer, Libraries and Registration is mostly due to lost income from marriages and other ceremonies, income from Libraries, and reduced Road Safety training.
BSD	1.2	Additional expenditure has been incurred, for example additional cleaning and staff, as well as the loss of income streams with HR&OD and Property due to closure of various premises. There is also a savings target within the Council's contribution to Orbis, which has been delayed.
PH	0.7	Activity relating to Test & Trace, community mass testing and Contain Outbreak Management.
	66.8	

1.7 Within Centrally Held Budgets and Corporate Funding there are further COVID-19 related pressures of £2.4m, the key areas being £0.6m reduced investment income within TM, a capital overspend of £1.2m (breakdown provided at 2.12), £0.1m for Corporate PPE costs within Levies Grants & Other, and reduced proceeds of £0.5m from the Business Rates Pool with Districts and Boroughs.

1.8 The COVID-19 related pressures and slippage in the targeted capital programme comprise a net £1.3m; of which there is a net £1.2m overspend (reduced by £0.4m for project specific funding received), and £2.5m slippage. The main variances include:

- Programme cost increases of £0.8m relate to projects including Special Provision in Secondary Schools, Schools Basic Need and Highways Structural Maintenance programme due to a combination of temporary site closures, social distancing requirements and difficulty of acquiring materials.
- There has also been cost increases of £0.4m within the IT&D Strategy Implementation to enable the purchase of the additional equipment, licencing and support required to enable non-Agile teams and ensure compliance with Display Screen Equipment (DSE) regulations for staff working from home.
- Slippage of £1.2m within the IT&D Strategy Implementation programme across several projects as resources have been reprioritised to deliver urgent remote working devices to support displaced staff. None of the delayed projects or programmes impacts on existing systems or security but does delay new capabilities being introduced.
- Other COVID-19 slippage totals £1.3m which for reasons such as site access restrictions, impact on supply chains and delays to public interactions associated with consultations.

1.9 There have been four tranches of general COVID-19 related funding allocated by the Ministry of Housing Communities and Local Government (MHCLG) for use by the Council (specific grants are dealt with at service level and appropriate accounting treatments and payback applied), plus the first two claims against Income Guarantee for loss of Sales, Fees and Charges (SFC) income have been paid, with the estimated third claim being accrued:

	£m
Tranche 1	16.297
Tranche 2	9.810
Tranche 3	3.553
Tranche 4	3.069
SFC Round 1	1.606
SFC Round 2	1.667
SFC Round 3 (est.)	0.562
Total	36.564

1.10 The table below summarises the net COVID-19 position. As stated above, the requirement to carry £15.1m unapplied balance forward reflects that funding flows received are not aligned to spending patterns:

Summary of Variances	£m	
	Non-Covid	Covid
Service Budgets (after specific funding)	4.719	(19.054)
Central Budgets (including capital of £1.156m)	6.828	(1.823)
Central Resources	0.242	(0.555)
Subtotal Variances	11.789	(21.432)
less COVID Grant - tranches 1 to 4		32.729
less SFC - rounds 1 to 3		3.835
Net COVID funding unapplied		15.132
less Non-COVID variance		11.789
Net Total Outturn		26.921

Adult Social Care and Health – end of year 2020/21

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

Adult Social Care (ASC)

Health and Social Care Integration

During Q4 we have continued to focus on how we can further integrate our services to support people during the pandemic, including out of hospital support and discharge hubs to ensure timely discharge and appropriate ongoing care. Our integrated management arrangements and the community health and social care services Target Operating Model (TOM) have continued to help us manage the high levels of system pressure experienced, and the delivery of the East Sussex and Sussex-wide health and social care COVID-19 winter plans. Key to this has been a successful project to coordinate and improve Medically Ready for Discharge (MRD) pathways and Home First/Discharge to Assess (D2A) to enable patient flow.

Work has also taken place to coordinate Community Hubs and support to Clinically Extremely Vulnerable (CEV) people and testing, outbreak control and the NHS mass vaccinations programme across the system. Ensuring the system contribution to recovery of healthcare services for our local population was also restarted in the latter part of Q4.

In January a response was submitted to NHS England in consultation with the East Sussex Health and Wellbeing Board about the proposals set out in '*Integrating Care: Next Steps to building strong and effective integrated care systems*' from the perspective of our East Sussex 'place' system partnership. In the context of the Integration White Paper '*Integration and Innovation: working together to improve health and social care for all*' (February 2020), and the proposals for putting Integrated Care Systems on a legal footing by April 2022, an early review has taken place to consider how we can further develop our place-based East Sussex partnership in 2021/22 and the next phase of integration. Building on our journey to date plans will set out how we will further strengthen the way we work together on our shared priorities, covering:

- Planning and commissioning services that meet the needs of our East Sussex population.
- Delivering new models of responsive high quality coordinated care, and supporting prevention, early intervention and wellbeing on the ground.
- Improving population health and wellbeing, and reducing health inequalities across our diverse communities and groups in the county.

Local planning is taking place in the context of the wider Sussex Health and Care Partnership Integrated Care System (ICS), and will include refreshing our shared transformation programme priorities for 2021/22 taking on board the learning from delivering the pandemic response, as well as account of the need to continue to collaboratively manage the pandemic, support our care market and the ongoing recovery of NHS services. Programme monitoring has continued to inform this exercise and highlights include:

- SingleView is now available to community health and social care teams, linking with other key systems in order to give a summary view for staff across more services.
- Assessment and appropriate onward care was coordinated by ASC and the Clinical Commissioning Group (CCG) Continuing Health Care (CHC) Team to support the 1,000 people moving on from the initial COVID-19 hospital discharge scheme and completed successfully by the end of March.
- The number of A&E attendances by High Intensity Users has declined overall from their peak of 146 in December 19 to 57 in February. However it appears that attendances tend to reduce during the months of lockdown but start to increase and level off again when restrictions are eased. Overall frequent attenders at A&E have continued to reduce each month from their peak of 2,289 in February 2020 to 1,825 in January 2021.
- The resources available to East Sussex Primary Care Networks to support emotional wellbeing needs have been mapped and further work undertaken to drill this down to Practice/neighbourhood level. A Mental Health Triage Hub pilot scheme has also been established and further analysis of the patterns of scheme use and the drivers behind this is taking place.
- Work has also started on establishing a mental health community services enhancements programme with an agreed initial focus on pathways for people with Personality Disorder and Rehabilitation.
- Research has also taken place into the challenges and opportunities for improving integration across mental health supported housing pathways in East Sussex, with agreement reached to establish a joint group to look at implementing the recommendations.

COVID-19 response – Adult Social Care and Health (ASCH) have continued to have plans in place across the full range of pandemic-related work, including: testing; local contact tracing and Outbreak Control; Flu vaccination

promotion; Care Homes Support (including capacity and workforce); Shielding and CEV people; and also includes core business such as Social Work and Social Care practice including safeguarding, our integration work with NHS partners around hospital discharge, and support to care homes, linking with our joint Winter Plan with the NHS which also took account of the impacts of the pandemic.

ASC continues to work in close partnership with East Sussex Healthcare NHS Trust (ESHT), and the other Acute Trusts that support East Sussex residents, to support the timely discharge of patients from hospital into care homes.

ASC continues to provide practical support to care providers alongside the provision of up-to-date information and guidance through the regular provider e-bulletin which is circulated to approximately 1,200 recipients. In partnership with the East Sussex CCG, ASCH run weekly care home meetings, with provider representatives.

Care Providers

The challenges faced by care homes and home care providers have been significant and varied, including the challenge of Personal Protective Equipment (PPE) provision during the first wave; managing significant outbreaks of COVID-19 amongst residents and staff; and having to support residents, care staff and families through loss and bereavement.

The department has supported a range of care homes with the provision of temporary staff; meals; deep cleaning; infection prevention and control guidance; psychological wellbeing support for staff; regular information bulletins; and weekly virtual 'huddles' where current issues are discussed with local clinicians.

Community Hubs

Throughout the last year the five Community Hubs have continued to offer a local point of contact and support for all vulnerable people struggling to cope with the effects of the COVID-19 pandemic. Contact arrangements are still in place in each district and borough council and have been absorbed into existing contact centre arrangements. Current call volumes are low, at around 20 per week across East Sussex.

Clinically Extremely Vulnerable (CEV)

Proactive contact with people on the CEV list restarted in December following East Sussex being moved into Tier 4, and continued throughout Q4. National registration and supermarket priority schemes (via the National Shielding Support Service, NSSS), and requests for local authority assistance were also in place, which were completed by the Council's Health and Social Care Connect (HSCC) who provided support, including emergency food box provision.

The definition of people considered Clinically Extremely Vulnerable has broadened during Q4 as part of the new Risk Model, defined by the Government. Originally, there were 21,672 CEV people identified as at 14 February 2021, with a further 5,431 (under 70 years old) and 11,066 (over 70 years old and those under 70 in formal care settings) added on 15 and 22 February, respectively.

ASC Contact Strategy

In addition to support offered to CEV and other vulnerable people, a contact strategy specific to ASC clients and carers was devised to offer reassurance and signposting to local support during the current lockdown. We also took the opportunity to share key messages on the COVID-19 vaccination programme, and to collect email addresses for future contacts. As part of this strategy 12,636 clients and carers were contacted.

Self-isolation

ASC and Public Health have implemented support to residents required to self-isolate in East Sussex. The Government Framework for Isolation Support document is similar in scope to the one produced for shielding support and covers areas such as contact strategy; the basic support offer; communications; and data returns. The basic support offer is broadly similar to that which is currently offered to CEV individuals (albeit shorter term and potentially more urgent) and covers:

- assisting people with access to food;
- befriending and wellbeing services;
- mental health support; and
- delivery of prescriptions.

Our local arrangements to support people required to self-isolate will align our Local Tracing Partnership with the existing well-developed support offer in place to meet people's support needs.

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. A range of measures are used to look at how effective reablement services are:

- Between April and December 2020 89.6% of older people discharged from hospital to reablement / rehabilitation services were at home 91 days after their discharge from hospital.
- Between April 2020 and March 2021, no further request was made for on-going support for 88.1% people who received short-term services.

It should also be noted that activity against both these measures is showing a decrease due to changes in service focus and restrictions during the second wave of COVID-19 and the associated lockdown. This measure relates to reablement both carried out in the person's own home and in community based reablement beds for existing clients, and the capacity for rehab has reduced as a result of COVID-19 due to the temporary redeployment of rehab services to support COVID-19 positive patients in the community.

- Between April 2020 and March 2021, 56% of Reablement service users discharged from the Joint Community Rehabilitation Service did not require on-going care.

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 Q4, 8,486 people were receiving TECS. Provision of telecare equipment has increased each month throughout 2020 but saw a decline during Q4 which was associated with the restrictions imposed as a result of COVID-19 (**ref i**).

Adults are able to take control of the support they receive

- There are currently 296 members registered with the Support with Confidence care accreditation scheme. This is made up of 247 Personal Assistants (PA's) and 49 businesses. In addition to these, there are 77 current applications being processed (72 PA's and 5 businesses).
- At the end of Q4, 33.9% of adults and older people were receiving Direct Payments (DPs). This equates to a total of 1,539 people. Performance has shown a decrease mainly as a result of an increase in the denominator (number of people receiving Long Term Support in a Community Setting on the last day of the reporting period). This increase in the denominator is primarily due to patients in receipt of community services funded by the NHS COVID-19 Hospital Discharge Schemes reverting to ASC funding. The NHS Hospital Discharge COVID-19 Funding has been in place since March 2020 to support the timely discharge of patients from hospital to the community. When a person is discharged under this scheme all care is fully funded by the NHS. As a result of this, Direct Payments were not offered as an immediate option but instead discussed with individuals as and when NHS Funding ceased, and funding was picked up by ASC. This in turn has impacted on the performance indicator for Direct Payments and will continue to do so in the first half of 2021/22 as NHS Funding under Hospital Discharge continues (**ref ii**).

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

- 2,279 people were supported through STEPS and Homeworks across East Sussex in Q4 to maintain their independence, provided with advice and support on topics such as debt, welfare and healthy lifestyles or to find and keep safe and affordable accommodation and to improve their health and wellbeing.

Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales – Activity is only available for April and November at this stage, when 87% of Health Hub Referrals were handled within the correct time scales across all priorities. This shortfall in performance is due to a staffing deficit of nurses within the Health Hub as a result of the prioritisation of front-line nursing duties throughout the COVID-19 pandemic (**ref iv**).

Carers supported through crisis intervention – This target is related to the British Red Cross service, and is a volunteer delivered service on a one to one in people's homes. Many volunteers are aged over 70 or had to shield as well as being carers of CEV people, therefore due to COVID-19 they have been unable to deliver business as usual. During 2020/21, 155 carers were supported through short-term crisis intervention with the deficit being picked up the ASC Carers Breaks service.

Safer Communities (Safer East Sussex Team (SEST), Substance Misuse and Recovery Services and Domestic Violence and Abuse, Sexual Violence and Abuse Services)

Preventing Vulnerable People being Exploited and Recruited by Serious and Organised Crime – During Q4 SEST have continued to adapt how it delivers interventions to support contextual safeguarding work alongside the Multi-Agency Child Exploitation (MACE) strategic planning group in light of the lockdown beginning in January 2021. Over Q4 this has included:

- Developing, in partnership with Sussex Police, a collection of online resources relating to drugs and exploitation - for electively home-educated students and their families in East Sussex.

- Creating further resources for parents and carers relating to County Lines, that explains the ways in which young people can be coerced and manipulated into drug dealing and associated criminality.

Modern Slavery – In line with legislation passed in September 2020, SEST and Orbis have continued to develop measures to ensure that the Council fulfils its obligations to tackle modern slavery within its supply chains, by producing a local authority transparency statement under Section 54 of the Modern Slavery Act.

To meet these new statutory requirements a pan-Orbis 'Senior Policy Lead for Modern Slavery' will be recruited to provide expertise and best practice advice for modern slavery relating to supply chains.

In February 2021 the pan Sussex Anti-Slavery Network was supported to run a modern slavery workshop designed to support attendees to learn about current gaps and best practice in their respective localities.

Preventing and Reducing Serious Violent Crime – Building on the refreshed action plan and outcomes framework developed during Q3, the East Sussex Violence Reduction Partnership (VRP) has undertaken the following key work areas to reduce serious violent crime:

- Community safety partners in Eastbourne delivered a virtual awareness raising event in February to several local organisations outlining the role and work of the East Sussex VRP and the feedback will be incorporated in local violence reduction work and help develop new or improved engagement programs.
- Sussex was awarded £880k to support serious violence reduction in 2021/22, with East Sussex identifying the key projects these funds can support.
- SEST supported Wealden District Council in its bid to the Safer Streets Fund for funds to help it adopt intensive community engagement and situational crime-prevention resources in Hailsham town-centre, aiming to reduce neighbourhood crime including robbery and public place violence.

Reducing Reoffending – As a result of East Sussex's Trailblazer status awarded by Her Majesty's Prison and Probation Service (HMPPS), our services participated in a workshop involving probation services, the Rough Sleepers Initiative and local district and borough housing authorities, with the aim of developing new and innovative ways to develop resettlement opportunities for prison leavers.

Substance Misuse and Recovery Services – Interventions developed through Project ADDER continue to be delivered in Hastings, including a specialist outreach service, drug tests administered in Hastings Custody Suite, referrals to specialist Heroin and Crack workers in the treatment service and a range of new recovery initiatives.

In line with our learning about the increasing prevalence of alcohol as a primary or secondary cause of death in identified substance misuse-related fatalities, our services held an alcohol-focussed meeting in January 2021 where local partners shared expertise and experiences in working with people most at risk. This was supported by the publication of three documents to assist agencies expand their overall knowledge and provide access to specialist training.

The Substance Misuse Commissioning Team have also successfully secured funding from Public Health England Universal Funding to increase our substance misuse support offer throughout East Sussex. This includes providing enhanced outreach services in Eastbourne and Newhaven and the extension of test-on-arrest to Eastbourne Custody Suite.

Violence and Abuse, Sexual Violence and Abuse Services – Domestic Abuse (DVA) and Sexual Violence (SVA) services continue to offer support through the third lockdown period. The impact of lockdown on the number of referrals made to DVA services in Q4 has not been as significant as during previous lockdowns. All commissioned providers have Business Continuity Plans to ensure they are able to deliver priority services, including having supplies of PPE, robust procedures around testing and isolating staff and refuge residents, maintaining open communication and supporting staff wellbeing.

The new East Sussex CCG funded Health Independent Domestic Violence Advisor (HIDVA) started work on 1 October and continues to provide virtual support to Eastbourne District General and Conquest Hospitals. Key Performance Indicators for the HIDVA service have been incorporated into the new contract for the East Sussex Community Domestic Abuse Service, awarded to Change, Grow, Live (CGL), to ensure that we have sufficient data to track referrals and quality of the Service from Q1 2021/22.

Referrals to rape and sexual violence services for children, young people and adults increased through Q4, as services had anticipated, following the re-opening of schools.

Following the contract award to deliver the East Sussex Community Domestic Abuse Services that took place in Q3, the contract with CGL commenced on 1 April 2021. Updated communications and stakeholder bulletins have been circulated around partners and networks and the Joint Unit is supporting the implementation of services with monthly implementation meetings with CGL.

Public Health

Testing programme: Two additional Local Testing Sites (LTS) have been set up in Crowborough and Hailsham and the LTS in Hastings was successfully relocated following closure of the original location. We worked with Brighton and Hove City Council (BHCC) and West Sussex County Council (WSCC) to implement an asymptomatic community testing service, enabling those people who need to leave home for work, volunteering or caring roles to undertake regular testing. Regular asymptomatic testing helps to identify people who could be spreading the virus without knowing and in turn help to keep infection rates low for the benefit of the whole community.

Local Tracing Partnership (LTP): Our LTP covers East Sussex County Council and WSCC and associated district and borough councils. The LTP has responsibility for 'tracing' individuals who have tested positive for COVID-19 (defined as a 'case') which the National Tracing Team have failed to contact. The work involves advising traced individuals of their results, self-isolation requirements and offering additional support to self-isolate to prevent onward transmission of the virus. In addition, the LTP team identify the named contacts of the individual positive COVID-19 case, passing these names back to the national team to trace and advise testing and isolation. The LTP tracing results feed into the national test and trace teams reported results. Up to March 2021, the National Tracing Team contacted 88.6% of all positive COVID-19 cases in England and 88.0% in East Sussex and, contacted 90.9% of named COVID-19 contacts.

NHS Vaccination uptake programme: Working groups have been set up with the aim of increasing vaccine uptake. Following a review of the data across the county, Hastings was identified as an area that was below the East Sussex average across all age groups and this area was the starting point for the programme. We have identified that one of the main barriers to vaccine uptake in Hastings is access. In response to this we are supporting the NHS to put in place 'pop up' centres so that residents can easily walk to their jab. Free travel is also in place and we have highlighted this with a leaflet drop across Hastings. (Areas identified include Hastings, Newhaven/Peacehaven, Eastbourne and Forest Row). Eastbourne is next on the priority list; we know that access is not the issue in Eastbourne, so we are reviewing what factors might be significant.

Infection and Outbreak control: We have delivered two successful bespoke training sessions - Essential Infection Prevention & Control Training - Nobody's Left Out for Drugs & Alcohol team, Domestic Violence and the Rough Sleepers Initiative. Our Infection Control and Prevention (IPC) Advisors have provided targeted support and advice to managers at care homes with less than 70% vaccination uptake and more general vaccine Q&A sessions in care home settings. IPC Advisors assist homes that have had an outbreak and provide support and advice to help contain the outbreak as well as supporting staff with guidance and queries. Our recently refreshed Local Outbreak Control Plan has been reviewed by Public Health England and the Department for Health and Social Care and it was considered to have met or fully met all of the required criteria.

Cumulative percentage of the eligible population who have received an NHS health check since 2015/16: Reported a quarter in arrears. Between April 2016 and December 2021 (this five-year reporting period) 38.7% (65,740) of the eligible population have received their NHS Health Check by the end of Q3. The service was suspended by the NHS due to COVID-19 and all providers ceased delivering the service until 1 August 2020. During Q3 providers reported 1,502 invites/offers of NHS Health Check were made to residents and 250 were completed. As General Practice is the main provider of the programme activity is likely to continue to be impacted significantly as a result of the pandemic and prioritisation of vaccine programme. Commissioners are working to ensure that the programme can be steadily restored and ensure that those that would benefit most from a check are prioritised in the coming months (ref iii).

Revenue Budget Summary

Public Health

The Public Health Budget of £29.749m comprises the Public Health grant allocation of £27.702m, Test Track and Contain grant allocation £0.667m, CCG funding of £0.017m and a planned draw from reserves of £1.363m to support in year spending. As at 31 March 2021, expenditure is less than anticipated by £3.070m due to delivery of services being restricted by COVID-19 resulting in a transfer to the Public Health reserve of £1.708m.

ASC

ASC has incurred additional costs in 2020/21 related to the COVID-19 pandemic of £45.721m – including £42.043m in the independent sector and £3.679m in directly provided or commissioned services. This includes £22.908m distributed to providers, £19.135m to secure timely hospital discharges, £1.993m on PPE and £1.621m on support to vulnerable and shielded groups delivered via the Community Hubs. This expenditure has been offset by a range of specific and general one-off funding received during 2020/21. The application of specific COVID-funding is set out in the table below:

	ASC	Community Safety	Public Health	Total
	£'000	£'000	£'000	£'000
Specific Grants				
Infection Control Fund Phase 1	10,737	-	-	10,737
Infection Control Fund Phase 2	8,317	-	-	8,317
Infection Control Rapid Test Fund	2,616	-	-	2,616
Workforce Capacity Grant	1,237	-	-	1,237
Food and Emergency Supplies Grant	564	-	-	564
Support to CEV Individuals	234	-	-	234
Contain Management Outbreak Funding	-	-	20	20
Test and Trace Grant	-	-	667	667
Sub-Total Specific Grants	23,705	-	687	24,392
Other COVID-19 Income				
Hospital Discharge Programme Funding	19,135	-	-	19,135
Community Mass Testing	-	-	24	24
	19,135	-	24	19,159
General Grants				
COVID Tranche Funding	2,881	18	-	2,899
Sub-Total General Grants	2,881	18	-	2,899
Total COVID Grants	45,721	18	711	46,450

The net ASC budget underspent against planned activity of £3.976m, equal to 1.4% of the gross budget. This underspend on planned activity is a unique and short-term impact of the COVID-19 pandemic. This underspend is primarily as a result of the level of client deaths being in excess of normal modelled levels. A total of 641 COVID-19 deaths in Care Homes were registered in East Sussex during 2020/21, with 485 of those taking place during the second wave. Factoring in levels of self-funding clients and the pre-pandemic death rate, it is estimated that there were 257 excess deaths of clients with Council funded care packages in 2020/21, or 257 more deaths than the average for previous years. For COVID-19 deaths in domiciliary care, the figure is estimated to be 125. At an average cost of £619 per client for care homes and £274 for domiciliary care, the part year impact of COVID-19 is a reduction in the community care commitment of over £3.0m, with much of this resulting from the second wave of the pandemic.

Furthermore, there have been significant underspends on day centre activity in 2020/21 of approximately £0.8m. the Council has made resilience payments to day centres equal to the difference between normal levels of activity and sessions provided since March 2020, funded from the independent sector day care budget. From November, these payments were reduced to 50% of the difference and subsequently agreed during Quarter 4 to extend until June 2021, resulting in an underspend in the community care budget.

The remaining underspend is driven by the general impact of demand in the community care budget; for example, lower than expected clients discharged under the Transforming Care Programme linked to the ongoing pandemic.

This represents a significant variation in the forecast at Q3 where ASC was reporting a small overspend of £0.4m. Much of the impact on activity described above has been seen in the second wave of the pandemic, from November 2020 onwards, and levels of financial risk to the independent sector budget that would normally be built into annual projections during the year (Winter Pressures) have not materialised or have been mitigated by announcements of one-off government funding allocated post 31 December 2020, such as the Rapid Testing Fund and Workforce Capacity Fund.

While the planned budget underspent in 2020/21, it represents a small percentage in the context of the overall ASC budget. Underlying long-term pressures on the ASC budget remain significant. The underspend in 2020/21 broadly reflects a slippage of expected costs, rather than a permanent reduction in demand.

For 2021/22, ASC faces inflationary pressures of £7.3m and underlying demand pressures of £3.4m, in addition to a significant, and at this stage unquantified, risk to the sustainability of the provider market as a result of vacancies from both Council funded and self-funding clients.

Capital Programme Summary

The ASC Capital programme is £0.170m for 2020/21. £0.010m slippage occurred in the Greenacres programme to be available for future resident/facility modifications. The House Adaptations for People with Disabilities scheme underspent by £0.047m. This is a demand led budget to continue to support clients to live independently at home and activity was lower in 2020/21 due to the COVID pandemic.

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

Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				2020/21 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Helping people to help themselves								
Enhance the delivery of Technology Enabled Care Services (TECS) more rapidly and more widely across areas including falls; frailty; crisis response; medication management, to avoid hospital admissions or re-admissions.	8,629	8,500	G	G	G	R	8,486 people	i
Proportion of working age adults and older people receiving direct payments	32.9%	>34.3%	G	G	G	R	33.9%	ii
Number of new service user interventions started through One You East Sussex as part of the Integrated Lifestyle Service	6,432	4,500	G	A	AD	CO	Reported a quarter in arrears 3,589 (Q3)	
The number of health and social care staff and voluntary sector organisations trained to deliver brief interventions and advice to promote, encourage and help people make healthier choices as part of the Making Every Contact Count (MECC) initiative	689	150	G	A	AD	CO	Reported a quarter in arrears 140 (Q3)	
Cumulative percentage of the eligible population who have received an NHS health check since 2015/16 (five year period)	49.3%	40%	G	R	AD	R	Reported a quarter in arrears 38.7% (Q3)	iii
Priority – Keeping vulnerable people safe								
Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales	84%	90%	A	A	A	R	87%	iv
Percentage of Health and Social Care Connect contacts that are appropriate and effective (i.e. lead to the provision of necessary additional services)	98%	95%	G	G	G	CO	98% (April to November)	

Savings exceptions

Service description	2020/21 (£'000)					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Working Age Adults: Nursing, Residential and Community Based services	248	371	371	-	-	
Meals in the Community	-	483	483	-	-	

Savings exceptions						
Service description	2020/21 (£'000)					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Total Savings	248	854	854	0	0	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	248	854	854	0	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total	Note Ref
	-	-	-	
	-	-	-	
	-	-	-	
Total	0	0	0	

¹ Where agreed savings are reasonably unable to be achieved other permanent savings are required to be identified and approved via 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).

Revenue Budget										
Divisions	Planned (£000)			2020/21 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Adult Social Care										
Independent Sector										
IS - Physical Support, Sensory Support and Support for Memory & Cognition	119,817	(42,811)	77,006	111,567	(44,022)	67,545	8,250	1,211	9,461	
IS - Learning Disability Support	66,020	(4,878)	61,142	69,160	(6,036)	63,124	(3,140)	1,158	(1,982)	
IS - Mental Health Support	9,816	(3,805)	6,011	12,186	(2,548)	9,638	(2,370)	(1,257)	(3,627)	
Subtotal	195,653	(51,494)	144,159	192,913	(52,606)	140,307	2,740	1,112	3,852	
COVID-19 related										
IS - Hospital Discharges	-	-	-	19,135	-	19,135	(19,135)	-	(19,135)	
IS - Provider Support	-	-	-	22,908	-	22,908	(22,908)	-	(22,908)	
Subtotal	0	0	0	42,043	0	42,043	(42,043)	0	(42,043)	
Covid-19 Specific grants	-	-	-	-	(42,043)	(42,043)	-	42,043	42,043	
Net Covid after specific grants	0	0	0	42,043	(42,043)	0	(42,043)	42,043	0	

Revenue Budget

Revenue Budget										
Divisions	Planned (£000)			2020/21 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Directly Provided Services and Assessment and Care Management										
Physical Support, Sensory Support and Support for Memory & Cognition	15,262	(4,928)	10,334	13,283	(3,244)	10,039	1,979	(1,684)	295	
Learning Disability Support	7,337	(595)	6,742	7,177	(480)	6,697	160	(115)	45	
Mental Health Support	3,008	(2,985)	23	3,138	(2,880)	258	(130)	(105)	(235)	
Substance Misuse Support	591	(115)	476	476	-	476	115	(115)	-	
Equipment & Assistive Technology	5,599	(3,101)	2,498	6,467	(3,956)	2,511	(868)	855	(13)	
Other	1,190	(695)	495	673	(524)	149	517	(171)	346	
Supporting People	6,780	(310)	6,470	6,673	(310)	6,363	107	-	107	
Assessment and Care Management	25,857	(2,735)	23,122	26,452	(2,907)	23,545	(595)	172	(423)	
Carers	2,921	(2,279)	642	2,119	(1,427)	692	802	(852)	(50)	
Management and Support	16,507	(29,246)	(12,739)	34,350	(47,142)	(12,792)	(17,843)	17,896	53	
Service Strategy	289	-	289	668	(378)	290	(379)	378	(1)	
Subtotal	85,341	(46,989)	38,352	101,476	(63,248)	38,228	(16,135)	16,259	124	
COVID-19 related										
Loss of Income	-	-	-	-	-	-	-	-	-	
PPE	-	-	-	1,993	-	1,993	(1,993)	-	(1,993)	
Emergency Meals, Community Hubs and Grants	-	-	-	1,621	-	1,621	(1,621)	-	(1,621)	
Staffing	-	-	-	34	-	34	(34)	-	(34)	
Other	-	-	-	31	-	31	(31)	-	(31)	
Subtotal	0	0	0	3,679	0	3,679	(3,679)	0	(3,679)	
Covid-19 Specific grants	-	-	-	-	(798)	(798)	-	798	798	
Net Covid after specific grants	0	0	0	3,679	(798)	2,881	(3,679)	798	(2,881)	
Covid-19 General Grants	-	-	-	-	(2,881)	(2,881)	-	2,881	2,881	
Total Adult Social Care	280,994	(98,483)	182,511	340,111	(161,576)	178,535	(59,117)	63,093	3,976	
Planned Budget										
Safer Communities										
Safer Communities	483	(25)	458	792	(334)	458	(309)	309	-	
Subtotal	483	(25)	458	792	(334)	458	(309)	309	0	
COVID-19 related										
Community Safety - Staffing	-	-	-	18	-	18	(18)	-	(18)	
Subtotal	0	0	0	18	0	18	(18)	0	(18)	
Covid-19 Specific grants			-			-	-	-	-	
Net Covid after specific grants	0	0	0	18	0	18	(18)	0	(18)	

Revenue Budget

Revenue Budget										
Divisions	Planned (£000)			2020/21 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Covid-19 General Grants	-	-	-	-	(18)	(18)	-	18	18	
Total Safer Communities	483	(25)	458	810	(352)	458	(327)	327	0	
Planned Budget										
Public Health										
Core Services										
Mental Health & Best Start	10,308	-	10,308	9,868	-	9,868	440	-	440	
Risky Behaviours and Threats to Health	11,278	-	11,278	10,669	-	10,669	609	-	609	
Health Systems	3,083	-	3,083	2,688	-	2,688	395	-	395	
Communities	743	-	743	755	-	755	(12)	-	(12)	
Central Support	3,670	-	3,670	2,817	-	2,817	853	-	853	
Public Health Grant income	-	(27,702)	(27,702)	-	(27,702)	(27,702)	-	-	-	
Public Health CCG and Reimbursement income	-	(17)	(17)	-	(803)	(803)	-	786	786	
Contribution from General Reserves	-	(1,363)	(1,363)	-	1,708	1,708	-	(3,071)	(3,071)	
Subtotal	29,082	(29,082)	0	26,797	(26,797)	0	2,285	(2,285)	0	
COVID-19 related										
Test, Track and Contain	667	-	667	667	-	667	-	-	-	
Community Mass Testing	-	-	-	24	-	24	(24)	-	(24)	
Contain Outbreak Management Fund (COMF)	-	-	-	20	-	20	(20)	-	(20)	
Subtotal	667	0	667	711	0	711	(44)	0	(44)	
COVID-19 specific grants										
Test, Track and Contain Grant income	-	(667)	(667)	-	(667)	(667)	-	-	-	
Community Mass Testing income	-	-	-	-	(24)	(24)	-	24	24	
Contain Outbreak Management Fund (COMF)	-	-	-	-	(20)	(20)	-	20	20	
Net Covid after specific grants	667	(667)	0	711	(711)	0	(44)	44	0	
Total Public Health	29,749	(29,749)	0	27,508	(27,508)	0	2,241	(2,241)	0	

Capital programme									
Approved project	Total project – all years (£000)		2020/21 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Greenacres	2,598	2,598	120	110	10	-	10	-	
House Adaptations for People with Disabilities	2,719	2,672	50	3	47	47	-	-	
LD Service Opportunities	5,092	5,092	-	-	-	-	-	-	
Total ASC Gross	10,409	10,362	170	113	57	47	10	0	

Business Services – end of year 2020/21

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

2020/21 Summary of successes and achievements – Business Services has played a key role in supporting the Council's response to the coronavirus pandemic, including but not limited to:

- Bolstered wellbeing and HR support to staff and managers.
- Provision of a staff COVID-19 testing helpline and policy.
- Rapid IT response to enable staff to work effectively from home at the start of the pandemic and ongoing support to enable smooth operation of Council services.
- Ensuring Council workspaces are COVID-19 secure and safe for those staff who cannot work from home.
- Supported Children's Services with IT requirements to support vulnerable pupils, as well as HR support to launch a mental health offer specifically for schools.
- Set up a dedicated team in Q1 to purchase urgent Personal Protection Equipment for our frontline services, as well as for providers, GPs, crematoriums, and pharmacists.
- Development of Council-wide staff deployment scheme with over 200 staff deployed into a range of roles such as food delivery, contacting residents in the shielded group, providing support to the Community Hubs, and driving duties.
- Supporting the setup of mass community testing sites across the county.
- Acted as the Volunteer Subject Matter Expert in setting up the Sussex Resilience Forum Volunteer Cell.
- Created Finance monitoring systems to track COVID-19 expenditure and grant income for the Council.
- Maintaining business continuity on key processes such as prompt payments to suppliers and introducing electronic processes for forms such as travel claims to enable the organisation to work in a more online way.

In response to the changes experienced over the last year, we have been reviewing our working practices to develop modern, flexible workspaces that enable hybrid ways of working, building on the success of existing flexible working options. Property, IT and Digital and HR and Organisational Development have worked collaboratively to undertake a wide-scale engagement process and will be working up proposals in Q1 2021/22. New working practices will support service delivery, drive efficiency and significantly reduce carbon emissions through a reduced requirement for staff travel.

Other significant achievements in the year include:

- An unqualified audit opinion was issued by Grant Thornton (GT) on 31 January 2021. This was two months after the deadline of 30 November 2020 due to issues internal to GT which meant that they needed more time to review and sign off audit working papers. There was no requirement for additional information from the Council. The Annual Audit Letter has been issued and was considered by Audit Committee on 26 March 2021 and Cabinet on 20 April 2021.
- The work of our services was recognised with two awards: 'Building Project of the Year under £10m' at the SECBE 2020 Construction Excellences awards for the new Hailsham Primary Academy capital project which was completed 11 weeks ahead of schedule, and 'Legacy System Migration' at the Real IT Awards 2020 for IT&D's project to introduce the MyServiceHub IT service desk management tool.
- All Windows 7 and 8 laptops were refreshed and replaced with Windows 10 hybrid devices despite delays experienced due to COVID-19 restrictions.
- Successful establishment of a dedicated East Sussex Pensions Administration service with a view to improving performance and responsiveness.
- To support the Council's decarbonisation goals, Procurement and Property have worked together to secure a consultant to deliver a decarbonisation of heat plan, contractors for installation of low energy lighting and a consultant to develop projects to install Photo-voltaic panels on various assets.

Human Resources and Organisational Development (HROD)

Apprenticeships – The focus in Q4 has been on implementing the Kickstart scheme (which provides funding to create six-month job placements for young people aged 16-24 who are currently on Universal Credit and at risk of long-term unemployment) within the Council. The first set of vacancies to be included in the programme were sent to the Department for Work and Pensions (DWP) in January 2021. These are now live and can be applied for by clients at the Job Centre. A second phase of vacancies have been identified and have been put forward for inclusion in the programme, although managers will be able to submit further vacancies throughout the year. In support of this, three 'Kickstart job descriptions' have been developed in Administration, Care, and Early Years education.

Young people undertaking Kickstart placements will have access to pre-employment support workshops, a laptop and phone while on placement, support from a 'buddy' within their team to help settle in, and ongoing support from a mentor within the apprenticeship and training teams to support their future transition into substantive employment, including apprenticeships, within the Council.

Apprenticeship activity within Q4 remained steady with 30 staff enrolling. Overall, for 2020/21 there were 124 staff enrolling onto an apprenticeship, an increase of 23 on 2019/20.

Attendance Management and Wellbeing – The 2020/21 Q1-4 sickness absence figure for the whole authority (excluding schools) is 7.77 days lost per FTE, a decrease of 8.3% since last year. The target of 9.24 days/FTE has therefore been met.

Stress continues to be the primary driver of absence across Q1-4. Coronavirus now features as the second highest reason for absence, but this was largely due to a peak in absence for this reason in Q1 and Q4. In response to COVID-19, a range of measures have been introduced to provide enhanced support:

- development of a Wellbeing Intranet page hosting a wealth of information with signposting to targeted resources, supported by a dedicated wellbeing campaign that has run throughout Covid-19.
- attendance of 140 members of staff (approx.) at 'Working Through a Pandemic' sessions, hosted by our Employee Assistance Programme, with more booked.
- workshops on compassionate leadership, remote teams, and wellbeing
- support in virtual team meetings and 1-1 sessions from our expanding Mental Health First Aiders
- the launch of the 'Time to TALK about Stress' campaign in October 2020, with a focus on managing stress in a remote environment, supported by a comprehensive toolkit
- the launch of a 'Wellbeing Newsletter' in November 2020, in response to staff feedback
- the launch of a short film in March 2021 promoting the importance of keeping in touch with colleagues to help prevent feelings of isolation
- release of the 'A-Z' of Wellbeing in March 2021 to improve accessibility to resources
- release of resources for Stress Awareness month to help improve mental fitness. Over 150 employees have already signed up to these virtual events.
- engaging with managers directly in areas of high stress to create bespoke packages of support

PROCUREMENT

Savings achieved through procurement, contract and supplier management activities – At the end of Q4 we signed off £4.3m savings against our target of £5m. This breaks down into £2.2m cash-releasing savings (money saved that could be spent on other services) and £2.1m non-cash releasing savings (a financial saving e.g. cost avoidance, that does not release cash). Whilst the savings target has not been met, achieving 86% of the target is a good end of year outturn as the service directed efforts to support other supplier related activity, our Annual Procurement Forward Plans had a number of significant projects delayed or cancelled and the general market and economic position has been less competitive, all due to the COVID-19 pandemic which has run through the course of 2020/21. For 2021/22, we are reviewing our project pipeline and forecasting savings in line with the risks and challenges associated with the global pandemic, other economic uncertainties and the East Sussex Economic Recovery Plan. We will continue working with colleagues across the Council to identify both financial and non-financial savings and benefit opportunities, as well as engaging with the markets we operate in and sharing our pipeline, to enable suppliers to prepare for future tendering opportunities.

The Council has spent £207.5m with 850 local suppliers over the past 12 months, which equates to 53% of our total spend. Though this is presently 1% below target, it is measured on a 12-month snapshot basis that fluctuates each month. We anticipate that the introduction of reporting our Tier 2 supplier data next month (i.e. the direct spend with the Council's suppliers that is then sub-contracted by them to a local supplier) will increase our outturn to above the current 54% target (**ref ii**).

Now that we are moving out of lockdown and into 2021/22, several significant procurement projects have either started or restarted after being paused due to the impact of the pandemic on providers. Procurement are also supporting other COVID-19 related activity, such as the setup of mass community testing.

The 2021/22 Annual Procurement Forward Plans were approved in Q4. These plans include several strategic projects, including delivery of procurement solutions for the Councils Capital Programme for the next 3-5 years.

Social Value (SV) – In Q4, a total of 12 contracts were awarded, of which four were out of scope, as we accessed existing pre-approved lists of suppliers (frameworks) with predefined contractual terms, so the Social Value Measurement Charter could not be applied. The eight in-scope contracts had a total contract value of £21.3m and secured £4.93m in Social Value commitments, which equates to an outturn of 23%. Overall, in 2020/21 we awarded 58 contracts, 40 were in scope, totalling £59.33m, of which £7.49m was secured as Social Value, which equates to a total outturn of 12.6% (**ref i**).

Procurement awarded a grant-funded contract in January 2021 for Low Carbon Across the South East (LoCASE), which will support small and medium-sized enterprises to reduce their costs and carbon footprint. The successful supplier committed to providing Social Value of £13,000, which represents over 17% of the initial contract value. This included wellbeing and environmental training, working with local suppliers and community groups on carbon saving initiatives and volunteering time dedicated to the sustainability of local green areas. They also committed to the delivery of this contract being carbon neutral, which will be the first service contract to achieve this for the Council.

In Q4, the Social Value Review Group was formed. Made up of senior leads from a variety of services, this group has been established to understand the needs and challenges of communities across East Sussex. The group will review any changes to regional or national policy that have the potential to impact our efforts to deliver community benefits and will discuss how current Social Value strategies align and contribute towards to overarching Corporate objectives.

Third Sector support – During Q4, activity remained focused on ensuring external partners were supported in following Government COVID-19 guidance and identifying adaptations to their services and activities to meet the continuing local impacts of the pandemic.

The Institute for Voluntary Action Research (IVAR) published 'The Contribution and value of the VCSE in East Sussex' on their website in Q4. The report was commissioned by Third Sector Support on behalf of the Council and Voluntary, Community and Social Enterprise (VCSE) partners. The report will play a key role in guiding future relationships within and between the public and VCSE sectors in East Sussex, forming part of a wider conversation aimed at deepening collaboration and ensuring a collective understanding of the value of the VCSE.

Third Sector continued to support Adult Social Care and Health and Children's Services leads with the allocation of the Contain Outbreak Management Fund (COMF), through developing one off grants to VCSE organisations offering Financial and Debt Advice. These grants are intended to provide organisations with additional funding to meet the emerging needs of people affected by government guidance.

We also worked with West Sussex County Council colleagues and Sussex Community Foundation to develop the Support and Recovery Grant Fund, which will provide small grants to VCSE organisations across four themes: Mental health and well-being support; Digital inclusion; Reconnecting people and communities; and Costs associated with providing food and other vital support.

INTERNAL AUDIT

In Q3, a revised seven-month audit plan was endorsed by the Audit Committee, recognising the impacts of COVID-19 response activity on delivery in the first part of the year, as well as new and emerging risks and priorities for the remainder of the year due to COVID-19. Delivery of this work was further impacted by the latest lockdown, with resources being directed to providing assurance over the highest priority areas; in particular, key financial systems. In continuing this work during Q4, Internal Audit have completed sufficient coverage during the year to be able to provide an informed opinion on the adequacy of governance, risk management and internal control. Given the continuing changes to our work throughout the year though, we have not monitored progress against delivery of the audit plan in the usual way. The Internal Audit Annual Report and Opinion will be reported to Audit Committee and Cabinet in July.

PROPERTY

Property operations – Property have been developing a new data platform throughout 2020/21, which went live on 1 April 2021. A second phase will be implemented in Q1 2021/22. The new platform will provide robust property data on performance of the Council's assets.

The annual carbon target was achieved with a 14.6% carbon reduction against a target of 13%. This breaks down as a 15.7% reduction for schools and 13.1% reduction for non-schools. Energy demand has been reduced by the temporary closure of some buildings and part utilisation of others. Although there has also been an increase in usage due to most having elevated energy demands at certain times due to increased heating to balance out the natural ventilation required to keep spaces COVID-19 secure, this increase has been lower than the reductions from the closures and part utilisations. There is continued work being undertaken across different Council teams to improve energy efficiency.

Work to provide a COVID-19 secure environment for staff working at Council buildings throughout the pandemic has continued according to Government guidelines. An unannounced HSE Covid Secure building inspection at County Hall passed with commendation.

Property Strategy (SPACES) – The Strategic Property Asset Collaboration in East Sussex (SPACES) partnership continues to deliver the One Public Estate (OPE) projects, having received £1,085,000 of Government funding across Phases 5, 6, 7 and 8 (the new Phase 8 Award was for £325,000 of revenue grant funding). The projects are geographically spread across all East Sussex districts and boroughs, with activities including emergency services colocation, town centre regeneration, office accommodation utilisation across the public sector, provision of new training facilities and housing (including key worker accommodation).

During 2020/21, SPACES has supported partners in their response to the pandemic. This has included involvement in identification of sites for testing, vaccination, and personal protective equipment storage. Many SPACES projects continue to be under review as key priorities for partners have been impacted by the pandemic. This has meant some projects are on temporary hold, whilst other new opportunities have emerged in response to new service and/or office requirements following COVID-19.

The value of benefits delivered by SPACES (a total across all SPACES partners) at the end of Q4 was just under £19.4m, with another £1.9m identified within projects in progress.

Property Strategy – Work has commenced to assess the business needs of the organisation to help shape the Council's office estate once there is a large-scale return to the workplace. Insight and intelligence about how services may use office space is being collated and will be refined in Q1 2021/22. The Council's Asset Management Plan 2020-2025 outlines key activities and renewed focus on outcomes have re-commenced following the past year of responding to COVID-19 related requirements. Property continue to provide advice and support on an increasing number of service transformation needs to ensure efficient use of assets, balanced with strong service delivery.

Property Investment – Property have continued to work on reviewing our property assets, which has produced several projects. In Q4 we have been able to:

- Complete marketing, review offers received and secure Member approval for disposal of the Grove school site. Legal completion is expected in Autumn 2021.
- Finalise the sale of Adams Farm, Crowhurst and 10 Harrison Road, Seaford.
- Complete the sale of land at Westfield Down, Westfield.
- Agree terms for the disposal of the site of Moorhurst, Westfield.
- Complete the capital investment works at Priory School.
- Complete construction of Ropemaker Academy.
- Agree revised rental terms for existing offices in Eastbourne and Hastings to enable flexible leases.

Some site opportunities are still tied into outcomes of wider corporate and service transformation plan updates. The three-year capital receipts programme otherwise remains on target and continues to make progress. All projects will be subject to a review and prioritisation assessment as part of the post COVID-19 activities.

IT & DIGITAL

Q4 has seen IT&D activity focused on the re-procurement of the South East Grid network on behalf of the Link Consortium, which is made up of other public sector partners and hosted by the Council. The re-procurement will put in place a contract framework that the Council and public sector organisations in the South East can access to put in place higher speed digital infrastructure connections and contribute to the provision of ultra-fast data network connectivity throughout East Sussex.

The Device Refresh Project is drawing to a close – the project has refreshed 3,500+ laptops (1,500 of them with COVID-19 safe measures in place). This has upgraded all staff to Windows 10 and ensures staff have access to updated tools and the supported software which protects business systems and data. Working closely with the Members IT Reference Group, work is underway to ensure Members have similarly updated equipment at the appropriate time.

IT&D have been supporting Public Health with their digital needs in connection with mass testing. We have also been providing extensive data sharing assistance to support the COVID-19 response.

Work to introduce automation continues with the Blue Badge Virtual Assistant (Chatbot) now in user acceptance testing. Introducing robotic process automation to the Council is intended to support new ways of working and help enhance capacity by easing demand on staff. Work will continue in 2021/22 to support further opportunities for automation.

BUSINESS OPERATIONS

Working collaboratively with services, Business Operations has continued to drive Purchase to Pay (P2P) improvements during Q4. These improvements have seen the P2P prompt payment levels continuously exceeding the target of 93%, with performance being maintained at an average of 95% throughout Q4. This has been achieved utilising a continuous improvement approach, e.g. electronic receipt of invoices, promoting use of direct debits, and more transparency of invoices in relation to e-invoicing. In Q4, we have continued to work with suppliers to increase the take up of e-invoicing which now stands at 44%.

Throughout the year, Recruitment have supported services to rapidly recruit staff to deliver COVID-19 and business as usual (BAU) requirements, with activity recovering to historical norms after a reduction in recruitment in the early months of COVID-19.

The Continuous Improvement team worked with Internal Audit to develop new e-claim solutions, replacing hard copy forms to approve and pay essential claims. The process is fully automated which allows for an accurate and effective service to our staff, meaning they can still raise changes to pay in remote working.

KEY CROSS CUTTING PROGRAMMES

Modernising Systems – The Modernising Back Office Systems (MBOS) Programme was established to deliver the replacement of the Council's financial, resource management and property asset management systems. Replacement of these systems will be supporting further developments to increased agile and digital working. Evaluation of the three supplier's tender responses has made good progress, with the award recommendation due to be submitted during the next quarter.

FINANCE

Insurance claims – In Q4 99.8% of liability claims were handled to first decision (i.e. initial repudiation or offer of compensation) within the relevant legal time frames. This is in excess of the 95% target and shows a marked improvement from Q1 and Q2 and is consistent with Q3.

Due to delays in handling claims in Q1 and Q2, as a result of staffing changes with the managing agent, the annual compliance rate target cannot be achieved and remains red. The issues were resolved by the end of Q2 and for Q3 and Q4 compliance has been well in excess of the annual target.

Revenue Budget Summary – The 2020/21 Business Services net revenue budget is £24m, which includes an £11.8m contribution to the Orbis budget. The full year estimated outturn is a net overspend of £0.027m (**ref viii**).

In respect of COVID-19, Business Services (BSD) has incurred additional costs, lost revenue and delayed savings creating pressures of £1.178m (**ref vii**). Additional expenditure has been incurred, for example additional cleaning and staff, as well as the loss of income streams with HR&OD and Property due to closure of various premises. There is also a savings target within the Council's contribution to Orbis, which has been delayed. However, £1.178m of Covid grants have been allocated to BSD to mitigate these pressures (as per the table below), leaving a net COVID-19 overspend of £0.00m.

Covid Grants Utilised in 2020/21 (£'000)	BSD	ORB
Specific Grants		
None	-	-
Subtotal Specific Grants	0	0
General Grants		
Covid tranche funding	552	407
Sales, Fees & Charges Compensation	177	42
Subtotal General Grants	729	449
Total Covid Grants	729	449

Within Business-as-Usual, there is a net overspend of £0.027m (**ref vi**). Underspends have occurred with BAU IT&D expenditure, as well as within the Council's contribution to Orbis. The IT&D underspend was caused mainly by additional income due to staff re-charging to projects and lower than expected print costs. There have however been pressures, the most notable of which is £0.406m of budgeted savings originally planned to be delivered through Orbis efficiencies (**ref iii**). These savings were not achieved as they relate to services which have been removed from the Orbis partnership, therefore limiting the ability to make savings through shared working arrangements. In the revenue budget table, these savings are included within Finance (**ref iv**). Additionally, there are some pressures within Property, due to an increase in rent following a rent review (**ref v**).

Service areas within the joint Orbis budgets are categorised as either "Fully integrated", "Partially integrated" or "Centres of Expertise". This is reflected within the Orbis financial tables. Categorisation is determined by the nature of the service and the participation of sovereign authorities. The Council contributes to and operates within all Orbis areas.

The total Orbis operating budget is forecast to overspend by £0.076m (**ref xi**). This consists of an overspend of £0.482m being reported within Business Operations (**ref ix**) which relates to a £0.750m savings target that was only partially achieved as well as a £0.212m (**ref x**) overspend within the Insurance Centres of Expertise. However, there are notable underspends across the rest of the Orbis budgets, which have helped reduce the net Orbis overspend. The Council's overall contribution to Orbis has overspent by £0.075m (**ref xii**). This includes some central investment costs and is partially reduced by Covid grants.

Capital Programme Summary – The 2020/21 capital budget is £30.508m and includes the £14.082m Schools Basic Need Programme and the £7.340m Building Improvements programme. The full year estimated variance includes slippage of £2.891m, spend in advance of £0.623m and overspends of £1.086m (**ref xvii**). The overspends are predominantly additional expenditure due to the impact of COVID-19. The most significant other movements are slippages associated with IT & Digital Strategy Implementation (**ref xv**), 14 Westfield Lane (**ref xvi**), Capital Building Improvements (**ref xiv**) and Property Agile Works (**ref xiii**).

Performance Exceptions (See How to read this report for definition)								
Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				2020/21 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
Economic, social and environmental value committed through contracts, as a percentage of our spend with suppliers	10.5%	>10%	G	G	A	G	12.6%	i
The percentage of Council procurement spend with local suppliers	54%	54%	G	G	G	CO	Awaiting Tier 2 supplier data available at the end of May	ii

Savings exceptions						
Service description	2020/21 (£'000)					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Planned savings - BSD	778	778	372	406	-	iii
Planned savings - Orbis	383	383	-	383	-	
	-	-	-	-	-	
Total Savings	1,161	1,161	372	789	0	
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	0	0	372	789	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total	Note Ref
Delayed savings	383	406	789	
Total	383	406	789	

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).

Revenue Budget

Revenue Budget										
Divisions	Planned (£000)			2020/21 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Business Operations	13	(13)	-	11	-	11	2	(13)	(11)	
Finance	1,750	(1,255)	495	3,386	(2,395)	991	(1,636)	1,140	(496)	iv
HR & OD	390	(390)	-	303	(306)	(3)	87	(84)	3	
IT & Digital	5,905	(2,414)	3,491	6,142	(2,833)	3,309	(237)	419	182	
Procurement	977	(510)	467	941	(501)	440	36	(9)	27	
Property	27,682	(19,854)	7,828	24,513	(16,579)	7,934	3,169	(3,275)	(106)	v
Contribution to Orbis Partnership	11,757	-	11,757	11,383	-	11,383	374	-	374	
Subtotal	48,474	(24,436)	24,038	46,679	(22,614)	24,065	1,795	(1,822)	(27)	vi
COVID-19 related										
HR&OD – COVID-19	-	-	-	-	85	85	-	(85)	(85)	
Property – COVID-19	-	-	-	449	195	644	(449)	(195)	(644)	
Contribution to Orbis Partnership – COVID -19	-	-	-	449	-	449	(449)	-	(449)	
Subtotal	0	0	0	898	280	1,178	(898)	(280)	(1,178)	vii
COVID-19 Specific Grants	-	-	-	-	-	-	-	-	-	
Net COVID after specific grants	0	0	0	898	280	1,178	(898)	(280)	(1,178)	
COVID-19 General Grants	-	-	-	-	(1,178)	(1,178)	-	1,178	1,178	
Total BSD	48,474	(24,436)	24,038	47,577	(23,512)	24,065	897	(924)	(27)	viii

Revenue Budget

Revenue Budget											
Divisions		Planned (£000)			2020/21 (£000)						Note ref
					End of year outturn			(Over) / under spend			
		Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget											
Fully Integrated	Business Operations	12,750	(7,592)	5,158	14,607	(8,967)	5,640	(1,857)	1,375	(482)	ix
	IT & Digital	23,249	(3,120)	20,129	24,299	(4,360)	19,939	(1,050)	1,240	190	
	Management	403	-	403	356	(37)	319	47	37	84	
	Procurement	4,685	(200)	4,485	4,807	(301)	4,506	(122)	101	(21)	
Partially Integrated	Finance	4,801	(1,367)	3,434	4,737	(1,398)	3,339	64	31	95	
	HR & OD	4,850	(1,509)	3,341	4,854	(1,477)	3,377	(4)	(32)	(36)	
	Management	103	-	103	49	-	49	54	-	54	
Centres of Expertise	Financial Accounting Systems	342	-	342	272	-	272	70	-	70	
	Insurance	606	(266)	340	695	(143)	552	(89)	(123)	(212)	x
	Treasury & Tax	348	(22)	326	336	(56)	280	12	34	46	
	Orbis Finance Team	363	-	363	348	-	348	15	-	15	
	Orbis Internal Audit	1,856	(444)	1,412	1,634	(343)	1,291	222	(101)	121	
Total Orbis		54,356	(14,520)	39,836	56,994	(17,082)	39,912	(2,638)	2,562	(76)	xi
ESCC Contribution				11,757			11,832			(75)	xii

Capital programme									
Approved project	Total project – all years (£000)		2020/21 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
SALIX Contract	3,590	3,590	440	362	78	-	78	-	
Property Agile Works	9,713	9,713	374	171	203	-	203	-	xiii
Capital Building Improvements	82,902	82,902	7,340	7,034	306	-	306	-	xiv
IT & Digital - Utilising Automation	132	132	70	108	(38)	-	-	(38)	
IT & Digital Strategy Implementation	87,586	87,586	3,908	2,896	1,012	(444)	1,593	(137)	xv
Schools Basic Need	135,524	135,524	14,082	14,017	65	(242)	307	-	
Special Provision in Secondary School	3,140	3,140	1,666	2,514	(848)	(400)	-	(448)	
14 Westfield Lane	1,200	1,200	350	10	340	-	340	-	xvi
Disabled Children's Homes	242	242	-	-	-	-	-	-	
Lansdowne Unit (CSD)	8,988	8,988	2,278	2,214	64	-	64	-	
Total BSD Gross	333,017	333,017	30,508	29,326	1,182	(1,086)	2,891	(623)	xvii

Children's Services – end of year 2020/21

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

2020/21 Summary of successes and achievements

Funded places for eligible 2-year olds

East Sussex received 1,545 applications for a funded place for eligible 2-year olds in the spring 2021 funding period. Of these applications 228 children were not eligible to receive funding. 90% (1,198) of the remaining 1,317 eligible children have accessed a place with an early years provider. The national average is 69%.

Pupils eligible for free school meals

The Council received funding as part of the Covid Winter Grant scheme to provide extra targeted financial support for those in need. The Council agreed to use a significant amount of the funding received to provide food vouchers to free school meal eligible pupils during the Christmas, February half term and Easter holidays. Food vouchers were also provided to 16-19 year old pupils eligible for free meals and 2, 3 and 4-year olds attending early years provision who are eligible for pupil premium. We have provided food vouchers to approximately 17,114 pupils at a total cost of £1,395,433.

Laptops and tablets for vulnerable Year 10 pupils

In summer 2020 we supported the allocation of 1,187 laptops and tablets to the most vulnerable Year 10 pupils. The Council was the first local authority to order laptops for students who needed equipment to access online learning. Working in partnership with Uni Connect and Hastings Opportunity Area, the Council ordered in excess of 200 additional devices to support our most vulnerable learners.

Support for Schools and Settings

During periods of national lockdown, our priority has been to ensure that settings and schools remain open for vulnerable pupils and children of key workers. We helped schools to prepare for the full return of pupils in September 2020 and March 2021. We have provided support to manage the changing local and national restrictions. We have provided assistance through the following key activities:

- A message board sent to settings, schools and colleges containing links to national and local guidance and information, and providing risk assessment templates and contingency plan guidance.
- A 'Keeping Schools Open' and 'Early Years Communication' group were established with representatives from services across the Council to co-ordinate our response and support for schools and ensure that provision was offered in line with the government's guidance.
- A 'Vulnerable Children's Risk Assessment Group' was established that agreed an approach to identifying vulnerable children in every school.
- Joint working with the Council's Public Health advice department to develop an education COVID-19 cases tracker, agreeing communication and information on dealing with suspected or confirmed cases.
- The Primary and Secondary Boards and associated locality groups met virtually to identify priorities for support with a focus on disadvantaged pupils, reading in primary and effective transition between phases.
- A 'Back to school - We are Ready!' communications campaign during summer 2020

We have continued the following activity throughout this period to successfully address and monitor school performance:

- Overview of school performance and progress via Primary Monitoring Review Group and secondary External Adviser meetings.
- Advisers for secondary, primary and special have continued to 'visit' their schools throughout and support school improvement.
- Interim Executive Boards and progress groups have continued for schools with the highest level of concern in primary schools.

Participation in education, training or employment with training

- 95% of young people at academic age 16 (year 12) are either participating in education, training or employment with training, or undertaking re-engagement provision. This is an improvement on last year's figure of 93.7%. The percentage at academic age 17 (year 13) was 89%, an improvement on last year's figure of 86.3%. We have achieved this by working with key partners to help address the impact of COVID-19. This has included sustaining the more frequent and intensive support from the Youth Employability Service (YES). This support is for children

and young people who are not in education, employment or training (NEET) or at risk of becoming NEET. YES interactions have doubled in the past year from 15,000 to 30,000.

- 1.2% of academic age 16 – 17 year olds education, employment and training (EET) status are not known (against a target of less than 3%). We have focussed resources on trying to contact as many young people as possible to ensure they received any support needed since the outbreak of COVID-19.
- 87% of looked after children (LAC) at academic age 16 are participating in education, training or employment with training. This is an improvement on last years rate of 84%. For academic age 17, 75% of LAC were participating. Caseworkers, Through Care and YES have continued to work with the children to maintain their current placements. They also ensured appropriate pathways into higher education, further training or employment.
- 13% of eligible care leavers are at university.

Governor and Clerking Service online support

The Governor and Clerking Service moved its training, briefing and networking programme online to support governing boards across the county to deal with the challenges of governance in a virtual world. Between September 2020 and April 2021, 1,545 governor and clerking training places have been accessed over 75 sessions. This is a 129% increase in places being accessed, compared to the previous year, and a 41% increase in the number of sessions available.

Attendance and high-quality provision

The work of the multi-agency Vulnerable Children Risk Assessment Group (VCRAAG) ran throughout lockdown and the new academic year. There was a strong focus on securing full time attendance as a protective factor. This meant that East Sussex had one of the highest rates of attendance for pupils with an Education Health and Care Plan (EHCP) and pupils open to social care in the South East region.

A key focus of the Virtual School has been on working with education providers, carers and social workers to support our children and young people to access and engage with education and to ensure positive well being and mental health. 67% LAC attended full time and 78% at least part time during lockdown. Those who were at home, mainly for COVID-19 related reasons, were home educated and received support from the virtual school. The majority of those who were not in school have now returned.

Proportion of new Education, Health and Care Plans (EHCPs) issued within 20 weeks

In 2020/21 the percentage of all new EHCPs issued within statutory timescales was:

- 80.2% (255 out of 318) including exceptions.
- 89.2% (239 out of 268) excluding exceptions.

This is a significant improvement on 2019/20 of: 55.7% EHCPs including exceptions and 60.3% excluding exceptions.

The Percentage of EHCP annual review meetings where the child gave their view and/or participated

94% of children gave their views and/or participated in their EHCP annual review meeting in 2020/21. This is higher than 2019/20 when 88.5% of children gave their views.

Development of new free special schools

East Sussex secured agreement for four new schools (three special schools and one alternative education) from the DfE in 2017. [Free schools](#) are funded by the government but are not run by the local authority. The first school, The Workplace, an alternative provision free school and Ropemakers Academy, a special school for children with social, emotional and behavioural difficulties opened in September 2020. The Flagship School, a special school for children with autism and social, emotional and mental health difficulties is due to open in September 2021. We have also supported two new Specialist Facilities to open in secondary schools, from September 2020, in Lewes and Robertsbridge, which will offer additional provision for pupils with autism.

Journey into adulthood tool

Careers East Sussex and the Inclusion, Special Educational Needs and Disability Service (ISEND) have developed a new interactive tool for parents, professionals and young people with Special Educational Needs and Disabilities (SEND). iCan is an online tool that helps them to navigate skills and career options. The tool supports the journey into adulthood. It provides step-by-step information to support young people from 12 – 25 to prepare for adulthood and develop the skills as they move through each stage of their education.

Mental Health Support Teams (MHST)

42 mainstream schools and three specialist schools are part of the MHST programme. Overall contacts with children and young people increased, from 175 in December 2020 to 219 by February 2021. This has reduced waiting lists for the service across all three teams.

Although the “go-live” date has been delayed by COVID-19, plans are underway to broaden the programme of intervention and support that can be offered to MHST schools. There is a new programme of supervision for Mental Health leads and Safeguarding leads in school which aims to build capacity for supervision through a ‘train the trainer’ model. The Whole School approach offer for schools has grown exponentially. The MHST have provided information, resources, and training for schools, and have finalised key pieces of work such as branding and welcome packs.

The Education Mental Health Practitioners receive feedback, which aims to capture children, young people and parents’ experiences of accessing the service. Of the 12-18 year olds who have completed a feedback form, 100% have rated the service as good and 100% of 9-11 year olds selected that they would recommend us to a friend.

A number of measures have been put in place by the ISEND team to support emotional wellbeing and mental health including:

- The Educational Psychology Service (EPS) has offered a telephone helpline that enables parents/carers to access support for managing the emotional wellbeing and home learning of their children during lockdown.
- A confidential telephone service was made available for members of staff in leadership roles in East Sussex schools throughout the COVID-19 pandemic.
- The Schools Mental Health and Emotional Wellbeing Adviser has maintained regular communications to schools to promote Mental Health and Emotional Wellbeing toolkits, online resources and training/support.

Service user feedback

- 75% of respondents to the ISEND Services feedback survey agreed that things had changed for the better as a result of support from the service.
- 88% of adults and 94% of young people who responded to the 0-19 Early Help feedback surveys agreed that things have changed for the better as a result of getting targeted support from the service. A new electronic process has replaced the paper process which has reduced delay and allowed a swifter response to the feedback.

Youth Cabinet

In response to COVID-19, the East Sussex Youth Cabinet developed a social media campaign called Stay. The campaign aims to support young people Stay informed, Stay well, Stay sunny and Stay safe. They posted these on their social media accounts to inform and uplift young people. The Youth Cabinet organised and hosted a webinar about the return to school anxiety pupils were facing. This was shared with schools and relevant managers. The Youth Cabinet has continued to meet virtually almost every week. They have worked on their two priority campaigns. These are protecting the environment and tackling domestic abuse against women and girls. Their campaigns during the COVID-19 period focused on digital information sharing and using their social media outlets.

My Voice Matters

We have been working with the Children in Care Council to develop how we conduct our statutory reviews of our looked after children. This was with a view to promote greater participation. The model 'My Voice Matters' gives greater control to the child on how the review is conducted. Instead of an outcome report completed by the Independent Reviewing Officer (IRO), the IRO now writes a letter to the child. This provides a summary of what they discussed in the review and the decisions made. This uses more accessible language. This has been well embedded during lockdown. We have also had positive feedback from children and professionals.

Troubled Families programme

815 households, eligible under the government's Troubled Families programme, received a family support intervention in 2020/21. The target was 345 families. We made 576 successful payment by results claims under the programme.

Time for Me

Time for Me is a transformation project jointly delivered by a Health Visitor and Keyworker from the Early Help Short Team Keywork team. It provides an online programme for new mothers experiencing mental health and emotional wellbeing offering both support and parenting strategies. Whilst on the programme all participants had additional support of a Keyworker. All six participants in the pilot completed the online course and further courses are planned. A peer led support group was established as a result of the programme.

Community Activity led by Children's Centres

Activities offered by the Children's Centre community, during lockdown included:

- 810 Toddler Talks completed by Early Communication Support Workers.
- Over 130 individual attendances at Volunteer Led activities, Buggy Walks, and holiday activities, to support isolated parents.
- 134 individuals supported with 1:1 Early Years Practitioner sessions to support home learning.
- 102 individuals completed online Family Learning workshops, including First Aid, Baby Signing, Phonics and Numeracy and employment support.

Rethinking Families

Set up in July 2020 the Rethinking Families team has been trained to deliver a new intensive support programme for families with children on the edge of care. Based on Pat Crittenden's attachment model the intensive support includes grief counselling, budgeting and household management enabling children to remain at home. The small team works closely to build supportive relationships with families who already have attachment difficulties.

Youth Offending Team (YOT)

During 2020/21 significant work has been undertaken to align the YOT more closely with broader adolescent service delivery both within the Council and with partners. Development of the way in which staff work with children who are the most vulnerable to exploitation or violence has strengthened practice. In particular there is ongoing work with the police to progress sharing of intelligence to disrupt County Lines. The YOT has also been successful in securing external funding to support this work, including becoming a pathfinder YOT with Home Office funding to support work with exploited children in Hastings.

Regional Adoption Agency (RAA)

The RAA, Adoption South East, went live on 1 April. The Council is leading this on behalf of Brighton and Hove City Council, West Sussex County Council and Surrey County Council. Staff in the Council's adoption service are part of the RAA. Working in a regional way will bring a greater range and number of adopters so that we can find loving permanent homes for children more quickly. The Government has removed the **Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (ref i)** measure from the Adoption Scorecard, and it is not applicable. A suite of measures is currently being developed for the RAA and we are working to align our measures with those in the region. Adoption performance reported through the Corporate Parenting Panel will also be linked to the wider regional reporting.

Contacts, referrals and assessments to Social Care

A key achievement during 2020/21 has been maintaining a safe and effective Children's Services front door despite the acute challenges that COVID-19 has brought. Both the Single Point of Advice (SPOA) and the Multi-Agency Safeguarding Hub (MASH) teams have had a physical presence in the hub offices since the pandemic began. All Locality teams have also maintained a physical office presence albeit at a reduced level. At the start of the pandemic contact with families was taking place via a mix of virtual methods and directly face to face. Since January 2021 all Locality social work staff have maintained direct face to face visiting for children wherever possible and this has helped continue to progress positive change for children and families and ensure our work has clear pace and purpose. We have maintained contact for children on Child in Need (CIN) plans at more than 85% throughout the year. For children subject to Child Protection plans contact levels have been even higher at an average of 95%.

Our rates of Referrals (359 per 10,000) and Assessments (303 per 10,000) have remained stable throughout the year. Referrals from the police to the social work teams were at higher levels during the first lockdown and referrals from schools were at much lower levels. With the return of schools in September 2020, the number of contacts to the SPoA increased to near pre-lockdown levels. We have been able to respond safely to these changes and to increased pressures around mental health, domestic abuse and substance misuse without changing thresholds for services and via a strong link between early help services and statutory social work.

Children subject to Child Protection (CP) plans and Looked after Children (LAC)

The numbers of children subject to CP plans (**ref ii**) reduced from a rate of 59.9 (637 children) at the end of September to 51.6 (548 children) at the end of December. The reduction was a result of targeted work on safe reduction in the quarter. Targeted work continues to focus on a safe reduction in the number of plans now more children are in school. As at 31 March the number of children on a CP Plan had reduced to a rate of 49.4 (525 children) against a target of 55.9 (596 children).

The numbers of LAC (**ref iii**) have remained broadly stable. The small increases in our LAC population are connected to the ongoing commitment to take Unaccompanied Asylum Seeking Children (UASC). This is either via the National

Transfer Scheme or UASC who present in East Sussex. The rate of LAC is 57.6 (612 children) against a target of 56.5 (601 children).

Revenue Budget Summary – At Q4 the department has overspent by £13.217m relating to COVID-19 pressures (**ref ix**) and by £0.585m relating to non COVID-19 pressures (**ref v**). This is a total overspend of £13.802m.

The **COVID-19 related costs** have increased by £2.142m since Q3 as Specific COVID-19 Grants for Home to School Transport (£1.090m within Communication, Planning and Performance (**ref vii**)) and the Winter Grant Scheme (£1.595m within Education and ISEND (**ref vi**)) are now also shown within COVID-19 Specific Grants (**ref x**). This also includes £1.110m new funding agreed during Q4 provided mainly to schools to help contain and manage COVID-19 outbreaks (**ref viii**). These have been offset by not seeing the increases in the COVID-19 related (and high cost per child) costs for placements for Looked After Children compared to the assumptions at Q3 – at which point the national lockdown was assumed to lead to more of a significant impact over the rest of the financial year. COVID-19 funding for the department for the year was as follows:

Covid Grants Utilised in 2020/21	£'000
Specific Grants	
Contain Outbreak Management	1,110
Home to School Transport	1,090
Winter Grant Scheme	1,595
Subtotal Specific Grants	3,795
General Grants	
Covid tranche funding	8,176
Sales, Fees & Charges Compensation	1,246
Subtotal General Grants	9,422
Total COVID-19 Grants	13,217

Of the **non COVID-19 related costs**, there has been a small reduction of £0.315m since the Q3 forecast. The department achieved these across a range of budget areas, reflecting the overall downward pressure the department has maintained, to contain and reduce the forecast overspend at Q3.

Within the above outturn position, and in line with the Q3 forecast, the department achieved £1.982m (**ref iv**) of the £2.028m savings planned for 2020/21, with £0.046m slipped due to COVID-19.

Capital Programme Summary – The Capital Programme for Children's Services for 2020/21 is £2.445m (**ref xi**) and the actual outturn expenditure for the year is £2.391m. This is a small variance, with the Conquest Centre redevelopment slippage of £0.047m required to cover final invoices and retention in 2021/22.

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

How to read this report for adoption								
Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				2020/21 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Keeping vulnerable people safe								
Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	From 2015-18 ESCC: 448.7 days National Average: 486 days	Less than or equal to national average	G	G	G	NA	Measure removed from Adoption Scorecard by Government	(i)
Rate of children with a Child Protection Plan (per 10,000 children)	50.9 (542 children)	55.9 (596 children)	A	A	A	G	49.4 (525 children)	(ii)
Rate of Looked After Children (per 10,000 children)	56.5 (601 children)	56.5 (601 children)	A	A	A	R	57.6 (612 children)	(iii)

Savings exceptions						
Service description	2020/21 (£'000)					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
SLES: Performance monitoring	410	410	410	-	-	
I-SEND: EHCP Assessment Services	188	188	188	-	-	
I-SEND: Inclusion Services	19	19	19	-	-	
Early Years: Inclusion Services	85	85	85	-	-	
Early Help	68	1,065	1,019	46	-	
ISEND and ESBAS	-	261	261	-	-	
Total Savings	770	2,028	1,982	46	0	iv
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	770	2,028	1,982	46	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total	Note Ref
Early Help	-	46	46	
Total	0	46	46	

¹ Where agreed savings are reasonably unable to be achieved other permanent savings are required to be identified and approved via 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).

Revenue Budget

Divisions	Planned (£000)			2020/21 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Central Resources	2,742	(1,452)	1,290	2,206	(1,301)	905	536	(151)	385	
Early Help and Social Care	68,961	(12,028)	56,933	70,049	(12,280)	57,769	(1,088)	252	(836)	
Education and ISEND	93,699	(7,119)	86,580	88,794	(1,953)	86,841	4,905	(5,166)	(261)	
Communication, Planning and Performance	19,200	(1,804)	17,396	19,068	(1,807)	17,261	132	3	135	
DSG non Schools	-	(74,057)	(74,057)	-	(74,057)	(74,057)	-	-	-	
Schools	159,990	(159,990)	-	159,059	(159,051)	8	931	(939)	(8)	
Subtotal	344,592	(256,450)	88,142	339,176	(250,449)	88,727	5,416	(6,001)	(585)	v
COVID-19 related										
Central Resources	-	-	-	946	-	946	(946)	-	(946)	
Early Help and Social Care	-	-	-	6,095	1,435	7,530	(6,095)	(1,435)	(7,530)	
Education and ISEND	-	-	-	2,027	222	2,249	(2,027)	(222)	(2,249)	vi
Communication, Planning and Performance	-	-	-	1,527	34	1,561	(1,527)	(34)	(1,561)	vii
Schools	-	-	-	931	-	931	(931)	-	(931)	viii
Subtotal	0	0	0	11,526	1,691	13,217	(11,526)	(1,691)	(13,217)	ix
Covid-19 Specific Grants	-	-	-	-	(3,795)	(3,795)	-	3,795	3,795	x
Net Covid after specific grants	0	0	0	11,526	(2,104)	9,422	(11,526)	2,104	(9,422)	
Covid-19 General Grants	-	-	-	-	(9,422)	(9,422)	-	9,422	9,422	
Total Children's Services	344,592	(256,450)	88,142	350,702	(261,975)	88,727	(6,110)	5,525	(585)	

Capital programme

Approved project	Total project – all years (£000)		2020/21 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	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	50	43	7	7	-	-	
Schools Delegated Capital	15,425	15,425	2,312	2,312	-	-	-	-	
Conquest Centre redevelopment	326	326	83	36	47	-	47	-	
Total CSD Gross	16,808	16,808	2,445	2,391	54	7	47	0	xi

Communities, Economy & Transport – end of year 2020/21

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

2020/21 Summary of successes and achievements – Teams from across Communities, Economy & Transport (CET) have been working with colleagues in the Council and the wider Sussex Resilience Forum (SRF) partnership on the response to COVID-19.

The Emergency Planning Team played a key role in co-ordinating the Council's response to COVID-19 and EU exit preparations throughout 2020/21. Volunteers from teams across the whole of CET stepped forward to work in the virtual Emergency Co-ordinating Centre to help organise the response for the Council, whilst other staff volunteered to work directly with the police in the SRF. Staff in Libraries and Parking assisted Adult Social Care (ASC) in making calls to the shielded group. Staff in the Transport Hub team assisted ASC in delivering food packages to those shielded groups in need and are currently delivering COVID-19 testing kits to pharmacies and Libraries. Emergency Planning have taken the lead in the distribution of COVID-19 lateral flow testing (LFT) kits across Sussex and worked in partnership with both West Sussex County Council and Brighton and Hove City Council to roll out a programme of assisted LFT at Community Pharmacies and the collection of LFT kits residents can use at home to self-test. Staff from the Highways Team put out signage and information on maintaining social distancing in town and village centres during 2020/21 and worked with the Emergency Planning Team and Public Health to add testing and vaccination centres to gritting routes, grit associated car parks and footways, and install direction and guidance signage to assist the public locate the sites.

The Economic Development Team, including the Growth Hub, led the Council's work, alongside Trading Standards, to provide information, advice and direct support to businesses during 2020/21. As well as supporting businesses, the work allowed the Council to gain valuable intelligence on the impacts of the pandemic on businesses and the changes they thought were necessary to Government COVID-19 programmes. The Growth Hub received more than three times the usual number of calls from businesses requesting help in 2020/21, including over 200 from outside East Sussex, with a third of the calls relating to Brexit/EU transition preparations. The team also continued to deliver grants and extend the package of business advice available to help business plan for the future.

The Association of Chief Trading Standards Officers published a national report in 2020/21 reviewing local authority's previous year's performance. The report showed that during 2019/20 the East Sussex Trading Standards team helped to prevent residents of East Sussex from losing an estimated £250,000 in a single year. It also highlighted that nearly 300 scams victims were helped, around 10,000 counterfeit products with a street value of £100,000 were removed from the market, £20,000 worth of tobacco was seized, and fraudulent traders were ordered to pay back £114,000 through the Proceeds of Crime Act.

During Q4, while the pandemic reached a peak, East Sussex Registration Service staff worked to register 2,264 deaths, 44% more than in Q4 in 2019/20. Throughout 2020/21 the Registration Service registered 6,969 deaths, 19% more than the 5,862 deaths registered in 2019/20.

The Waste Team have worked closely with partners from across East Sussex and neighbouring authorities during 2020/21 to ensure waste collection and disposal has continued during the pandemic. Following revised government guidance, the Waste Team worked with our contractor Veolia to adapt our Household Waste and Recycling Sites which included reducing the capacity of the sites to ensure they could operate in a COVID-19 secure way. This enabled the sites to reopen in Q2 and continue to stay open during the second lockdown. During 2020/21 the Waste Team and Veolia have responded, where possible, to increase the capacity at sites to reduce delays, and most sites coped well with unprecedented levels of demand in March, with a small number of sites requiring traffic management support to enable safe access. Demand for refuse and recycling collection has continued to be high in Q4, due to increased home working during lockdown.

Team East Sussex developed the East Sussex Recovery plan, 'East Sussex Reset', in Q2. The plan provides significant investment of over £88m for a number of interventions to support businesses, employees, and the unemployed. Funding was also secured through the Government's Getting Building Fund in Q2 for the Riding Sunbeam Solar Railway, the Observer Building and North Queensway in Hastings, and the Winter Gardens in Eastbourne. 2,505 further premises were connected to improved broadband speeds in Q3 (reported a quarter in arrears) as part of the Council's project to improve connectivity throughout the county. Of the premises which have been connected overall take-up is 74.2%.

Construction of the Newhaven Port Access Road was completed in Q3, with landscape planning and wildflower seeding continuing in Q4. We completed 147 highway improvement schemes in 2020/21 as well as 282 minor works, to maintain and improve the condition of the county's roads. 26,360 potholes were repaired in 2020/21, with 18,758 of these being carriageway potholes; the remainder were primarily footway potholes. Amongst the carriageway potholes, 90% of these were completed within the required timescales.

The Home to School Transport team worked through the Transport Hub with parents, schools and operators to successfully manage the return of pupils to school in a COVID-19 secure way throughout 2020/21, adapting services at short notice and providing additional transport where necessary. During the course of the year, the team had to continually adjust the service and re-tender routes to adapt to the changing requirements and needs of pupils and schools.

Parking enforcement commenced across Rother District on 29 September, with warning notices issued to vehicles in contravention of the rules for the first 14 days. Parking Charge Notices have been issued since 13 October. The re-procurement of the Council's Highways Contract began in 2020/21 (the current contract ends April 2023), the outline business case was approved by Cabinet on 26 January 2021, and work is now underway on a detailed business case to be presented to Cabinet in July 2021.

The Government's focus on Active Travel saw Council resources reassigned to work on this time constrained project during 2020/21. The expectation from Government was for a rapid rollout of temporary cycling and walking measures, however the Council decided to consult with residents, businesses and stakeholders on the temporary measures to minimise the risk of works beginning and then being aborted due to a negative reaction. The schemes that were awarded funding in the second tranche of projects are on track for delivery. The School Street closure pilots adjacent to 10 schools in the county have now concluded, the impacts will now be analysed to determine their potential application to other parts of East Sussex. The results of this will feed into the Council's Local Cycling and Walking Implementation Plan, which we consulted on earlier in 2020/21, with the finalised plan scheduled to be formally considered in 2021/22.

The Council declared a climate emergency in October 2019 and is aiming to achieve carbon neutrality in all its operations as soon as possible and by the latest 2050. During 2020/21 the Council agreed a Climate Change Action Plan for 2020 – 2022 which encompasses a number of projects to reduce our emissions such as improving the efficiency of street lighting and implementing an Electric Vehicle Strategy. The Council also submitted bids to the Government's £1bn national public sector decarbonisation scheme in 2020/21, securing £478k to support the delivery of the climate emergency plan.

At the Budget on 3 March 2021 the Government announced two new programmes to support the green revolution and economic growth; the £4bn Levelling Up Fund (LUF), covering transport, town centre regeneration and cultural investments; and the new one year £220m UK Community Renewal Fund (UKCRF) pilot, covering skills, employment, business support and place shaping. The prospectuses for both programmes were launched in Q4, with initial pilot funding available for bids in 2021/22. The Council is the lead authority in East Sussex, with responsibility for co-ordinating and appraising bids to the UKCRF and subsequent oversight of the schemes. The Council is also working on a potential transport package under the LUF.

A number of teams have seen increased workloads during 2020/21, despite the lockdowns and closures brought about by the pandemic, and this has had an effect on the services they, and associated teams, provide. The Council's statutory planning consultee roles, Flood Risk Management and Transport Development Control, have seen increases in planning consultation of between 9% and 20%. There has also been a 20% increase in highway land searches, due to the stamp duty holiday for certain property purchases. The Council successfully maintained its response levels to these increased consultations and search requests, although in some planning consultation cases it has taken a day or two longer than usual. The Council has also been able to maintain its high level of performance in considering and determining planning applications, with 100% of County Matter application determined with the statutory time period during 2020/21.

Queensway Gateway Road – Work was suspended in Q1, while social distant working arrangements were put in place, with works resuming in Q2. Plans for both a temporary connection to the A21, as well a permanent solution have continued to be developed during 2020/21. Sea Change Sussex (SCS) had further discussions with Highways England in Q4 regarding the technical approval for the temporary connection, with a technical review of the design being undertaken by Highways England to determine if the scheme meets the requirements for junction capacity. Work has also continued in Q4 on the land acquisitions to enable the permanent solution to be delivered. Negotiations for the purchase of the land will continue with the Council considering using an independent intermediary, however if these negotiations prove unsuccessful, the Council is aiming to make a decision on undertaking a Compulsory Purchase Order for the remaining land by September 2021.

Strategic transport improvements – Comprehensive improvements to the A27 between Lewes and Polegate were identified in the Government's second Roads Investment Strategy (2020 – 2025) published in March 2020 as a pipeline scheme for development. Building on Highways England's strategic outline business case, the proposals for the scheme and case for investment will be further developed in the coming years so construction can start in the RIS 3 period (2025 – 2030), depending on funding being secured. The Council has continued to work with Network Rail and Kent County Council in 2020/21 to develop a strategic outline business case and funding request to Government to implement the infrastructure to bring high speed rail services into the county. This would include the infrastructure to allow high speed trains to run from the high-speed rail link onto the Marshlink via Ashford International Station; line improvements on the Marshlink itself; and the potential electrification of the line. The strategic outline business case

will be submitted to Government in spring 2021 and will set out the strategic and economic case for funding to develop the proposals further.

Employability and Skills – The Careers East Sussex sector task group met in Q1 and agreed to amend its career campaign to support economic recovery and refocus on addressing unemployment in East Sussex. The Employability Passport was launched to all schools in September 2020. Over 10,000 young people, parents and carers tuned in to watch a Virtual Careers Hub event 'What's Next Sussex' during Q3. Apprenticeships East Sussex oversaw a communications campaign for National Apprenticeship Week in February, while the Careers East Sussex working group have been preparing to launch a series of eight events in May to promote key sectors to young people, the unemployed, and those looking to retrain. Schools and colleges have been supported to achieve 100% in an average of 5.06 Gatsby benchmarks, which provide a framework for schools to improve their careers provision, during 2020/21, above both the target for the year and the national average. The Careers Hub continued to develop its online resources during 2020/21, with the website receiving over 1,700 views of the seven Open Doors workplace virtual tours and tasks, and 600 pieces of work submitted by students. Year 10 students have been able to access a Virtual Work Experience since March, with videos featuring East Sussex employers giving workplace demonstrations; a real business challenge task for students to work on independently; and lessons focusing on employability skills.

Business Support and job creation – Businesses were helped by business support programmes to create or safeguard 41 jobs in Q4, making the 2020/21 total 179 jobs. Locate East Sussex helped seven businesses to remain within, or relocate to, East Sussex in Q4, making the total for the year 32.

Road Safety – We have received positive results from a number of the behaviour change trials and also the speed management programme. These include the final results from the Notice of Intended Prosecution (NiP) Trial, which have shown that receiving the redesigned NiP and leaflet significantly reduced speeding reoffending by 23% within six months. This would translate to 560 fewer reoffences over the six months if everyone in the trial had received the new leaflet and NIP. The results of the Anniversary Trial have been analysed and showed that 8% of the participants were less likely to reoffend after engagement with the trial, which meant 80 fewer reoffences than business-as-usual. Preliminary results from eight schemes that were part of the Speed Management Programme have indicated over a 50% reduction in the average number of crashes and over a 60% reduction in the average number of casualties per annum.

Trading Standards – 37 delegates received online business training activities in Q4, while 180 businesses were advised on COVID-19 business closures. Over the course of 2020/21 a total of 100 delegates undertook training, while 704 businesses received advice, exceeding the target for 2020/21 of 200 combined delegates undertaking training and businesses receiving advice. There were 38 positive interventions to protect vulnerable people in Q4, bringing the total for 2020/21 to 218, which is below the target for the year of 300. Interventions have included visiting vulnerable people, installing call blockers, and rapid responses to people at risk of being defrauded. Trading Standards have received fewer referrals of potential vulnerable victims from the National Trading Standards Scams Team during the pandemic, which has reduced the number of interventions made.

Environment Strategy and Corporate Climate Emergency Plan – significant external funding was secured by several partnerships the Council has been working with to help cut carbon emissions during 2020/21. This includes a £13.9m South East Local Enterprise Partnership wide programme to help businesses cut their carbon footprint; £2m for the East Sussex Energy Partnership to address fuel poverty; and £135,000 to drive new investment in projects to off-set carbon emissions, such as tree planting.

Libraries – A new online service IT for You at Home was launched at the start of 2020/21 to support vulnerable customers to have access to online services. In 2020/21 volunteers made almost 300 calls to support vulnerable people to use IT at home. Over 50 customers were also supported in IT for You sessions in libraries. During the pandemic libraries have been offering customers the option to 'select and collect' items outside of libraries, between November and March 16,757 items were collected using this method. During Q4, 96 people enrolled on Family Learning Programmes, making the total for 2020/21 306, exceeding the target of 300 (ref i). The courses offer high quality learning opportunities for parents/carers and their children to support the development of English, maths and language skills and support a culture of learning in the family. 56 people completed online learning courses in libraries during 2020/21, meeting the target for the year.

Rights of Way (RoW) and Countryside Sites – We completed 94% of high priority maintenance work within a two-week period during 2020/21. This was partly due to an increased focus on planned site work and reactive work which are quicker to deal with. During the lockdown periods our rangers carried on maintaining the RoW network and Countryside Sites which ensured that our residents could access the county's green spaces.

Revenue Budget Summary – The revenue budget is underspent by £1.295m. There is an overspend of £5.982m due to COVID-19 expenditure and loss of income. This amount has been offset with a matching allocation of COVID-19 grants. The application of Covid-19 funding is in the table below.

	CET £000
Specific grants	
COVID 19 Bus Service Support Grant	288
Travel Demand Management	39
Contain Outbreak Management Funding	124
Subtotal Specific Grants	451
General COVID Grants	
Covid tranche funding	3,161
Sales, Fees & Charges Compensation	2,370
Subtotal General Grants	5,531
Total COVID Grants	5,982

The non-COVID-19 underspend is £1.295m. The largest underspend is in Transport and Operations and is mostly down to Waste disposal where there was a reduction in the volume of waste disposed of plus an increase in electricity income. This is offset by a £1.5m contribution to the Waste Reserve to support the expected pressures arising from the implementation of the Environment Bill in 2021/22 (**ref iv**). The underspend in Communities is mostly due to reduced buildings and running costs in the Archive Service and in Road Safety where a number of schemes have slipped (**ref iii**). The overspending in other services is mainly due to a review of reserves; 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 have not been expended to the level originally scheduled and this makes funding available for future years. The 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. There is a pressure of £5.239m (before grants) relating to additional costs and reduced income resulting from COVID-19 (**ref vii**). The most significant COVID-19 pressures are in Transport and Operations where car parking income is down £2.505m (this has reduced the planned Parking contribution to Concessionary Fares). Increased collection volumes and the cost of reopening household waste sites with social distancing, have resulted in a COVID-19 related overspend of £1.150m in the Waste service (**ref vi**). The overspend in Customer, Libraries and Registration is mostly due to lost income from marriages and other ceremonies, income from Libraries, and reduced Road Safety training (**ref v**). The Council's share of the pan Sussex cost of excess deaths as a result of COVID-19 was £320k. Income is also down across other services. Of the £2.362m saving target, £323k will be achieved this year, mainly due to the delay in implementing the new parking charges and reduced income as a result of COVID-19 (**ref ii**).

Capital Programme Summary – The CET capital programme has a gross budget of £48.146m and slippage of £7.555m, spend in advance of £157k, underspend of £303k, and an overspend of £70k. Broadband slipped £2.094m due to issues with reporting on premises that are able to be billed for (**ref viii**). Delays in approving payments for Part 1 compensation claims has resulted in slippage on the Bexhill to Hasting Link Road scheme (**ref ix**). Slippage on Integrated Transport Schemes is due to both COVID-19 and other delays, mainly where traffic orders and consultations were necessary and where work on Active Travel schemes took priority (**ref xv**). Planting and landscape work on the Newhaven Port Access Road will not be completed until 2021/22 (**ref xiv**). The Bexhill Enterprise Park scheme is delayed pending a planning hearing (**ref xiii**). Scheme promoters are yet to sign the Riding Sunbeams grant agreement (**ref xii**). The slippage on the Restoring Winter Gardens scheme is due to ongoing discussions about the building façade (**ref xi**). Several Emergency Active Travel Fund schemes are now not progressing following consultations (**ref xvi**). Scheme promoters are yet to sign the Fast Track Business Solutions grant agreement (**ref x**). There are a number of smaller variations across capital schemes.

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				2020/21 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving sustainable economic growth								
Percentage of Principal roads requiring maintenance	5%	8%	G	G	G	CO	SCANNER results used to calculate road condition outturns available in May/June. Surveys delayed by COVID-19.	
Percentage of Non-Principal roads requiring maintenance	5%	9%	G	G	G	CO	SCANNER results used to calculate road condition outturns available in May/June. Surveys delayed by COVID-19.	
Percentage of Unclassified roads requiring maintenance	14%	15%	G	G	G	CO	SCANNER results used to calculate road condition outturns available in May/June. Surveys delayed by COVID-19.	
Deliver a range of Family Learning programmes across East Sussex to provide high quality learning opportunities for parents/carers and their children to develop English, maths and language skills and to support a culture of learning in the family (subject to external funding)	N/A	300 enrolments across Family English, maths and language (FEML) and Wider Family Learning (WFL) programmes	G	G	A	G	306 enrolments	i

Savings exceptions						
Service description	2020/21 (£'000)					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
Archives and Records Service	74	74	60	14	-	
Road Safety Services	33	33	33	-	-	
Parking: Civil Parking Enforcement	1,000	2,000	-	2000	-	
Concessionary Fares	70	70	70	-	-	
Transport Hub Services	30	30	30	-	-	
Rights of Way Services	100	100	100	-	-	
Environmental Advice Services	25	25	-	25	-	
Ashdown Forest	30	30	30	-	-	
Total Savings	1,362	2,362	323	2,039	0	ii
			-	-	-	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	1.362	2.362	323	2,039	0	

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total	Note Ref
Archives and Records Service	14	-	14	
Parking: Civil Parking Enforcement	-	2,000	2000	
Environmental Advice Services	-	25	25	
Total	14	2,025	2,039	

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).

Revenue Budget										
Divisions	Planned (£000)			2020/21 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Management and Support	4,030	(2,712)	1,318	2,445	(1,222)	1,223	1,585	(1,490)	95	
Customer and Library Services	7,030	(2,795)	4,235	6,476	(2,337)	4,139	554	(458)	96	
Communities	4,461	(2,136)	2,325	4,530	(2,334)	2,196	(69)	198	129	iii
Transport & Operational Services	83,855	(47,359)	36,496	80,062	(44,957)	35,105	3,793	(2,402)	1,391	iv
Highways	15,123	(2,462)	12,661	15,900	(3,196)	12,704	(777)	734	(43)	
Economy	3,209	(2,033)	1,176	3,740	(2,363)	1,377	(531)	330	(201)	
Planning and Environment	2,855	(1,990)	865	3194	(2,157)	1,037	(339)	167	(172)	
Subtotal	120,563	(61,487)	59,076	116,347	(58,566)	57,781	4,216	(2,921)	1,295	
COVID-19 related										
Management and Support	-	-	-	681	(120)	561	(681)	120	(561)	
Customer and Library Services	-	-	-	-	700	700	-	(700)	(700)	v
Communities	-	-	-	-	129	129	-	(129)	(129)	
Transport & Operational Services	-	-	-	1,445	2,788	4,233	(1,445)	(2,788)	(4,233)	vi
Highways	-	-	-	159	13	172	(159)	(13)	(172)	
Economy	-	-	-	(164)	307	143	164	(307)	(143)	
Planning and Environment	-	-	-	1	43	44	(1)	(43)	(44)	
Subtotal	0	0	0	2,122	3,860	5,982	(2,122)	(3,860)	(5,982)	vii
COVID-19 Specific grants										
COVID Specific Grants	0	0	0	0	(451)	(451)	0	451	451	
Net COVID after Specific grants	0	0	0	2,122	3,409	5,531	(2,122)	(3,409)	(5,531)	
COVID-19 General Grants	0	0	0	0	(5,531)	(5,531)	0	5,531	5,531	
Total CET	120.563	(61.487)	59.076	118.469	(60.688)	57.781	2.094	(799)	1.295	

Capital programme

Approved project	Total project – all years (£000)		2020/21 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
The Keep	1,091	1,091	24	-	24	-	24	-	
The Keep Reprographics	30	30	30	30	-				
Libraries	5,140	5,140	670	438	232	-	232	-	
Broadband	33,800	33,800	4,279	2,185	2,094	-	2,094	-	viii
Bexhill and Hastings Link Road	126,247	126,247	1,652	635	1,017	-	1,017	-	ix
BHLR Complementary Measures	1,800	1,800	219	89	130	-	130		
Economic Intervention Fund	12,033	12,033	392	212	180	-	180	-	
Economic Intervention Fund - Loans	3,000	3,000	800	652	148	-	148	-	
Stalled Sites Fund	916	916	102	20	82	-	82	-	
EDS Upgrading Empty Commercial Properties	500	500	-	-	-	-	-	-	
Fast Track Business Solutions	3,500	3,500	250	-	250	-	250	-	x
Observer Building GBF	1,713	1,713	913	935	(22)	-	-	(22)	
Restoring Winter Garden GBF	1,600	1,600	600	276	324	-	324	-	xi
UTC Maritime and Sustainable Technology Hub GBF	1,300	1,300	133	-	133	-	133	-	
Charleston Access Road GBF	89	89	89	-	89	-	89	-	
Sussex Innovation Falmer, Covid Secure Adaptions GBF	200	200	73	-	73	-	73	-	
Creative Hub, 4 Fisher Street, Lewes GBF	250	250	241	143	98	-	98	-	
Riding Sunbeams Solar Railways GBF	2,527	2,527	414	-	414	-	414	-	xii
Queensway Gateway Road	10,000	10,000	504	504	-	-	-	-	
Bexhill Enterprise Park North	1,940	1,940	440	-	440	-	440	-	xiii
Skills for Rural Businesses - Post Brexit	4,413	4,413	1,062	1,071	(9)	-	-	(9)	
Sidney Little Road Business Incubator Hub	500	500	73	54	19	-	19	-	
Bexhill Creative Workspace	960	960	554	577	(23)	-	-	(23)	
Eastbourne Fishermen Quayside and Infrastructure	1,440	1,440	-	-	-	-	-	-	
Newhaven Port Access Road	23,271	23,271	3,486	2,952	534	-	534	-	xiv
Real Time Passenger Information	2,963	2,963	184	98	86	-	86	-	
Parking Ticket Machine Renewal	1,479	1,473	138	132	6	6	-	-	
Hastings and Bexhill Movement & Access Package	9,057	9,057	1,237	1,061	176	-	176	-	
Eastbourne/South Wealden Walking & Cycling Package	7,017	7,017	531	557	(26)	-	-	(26)	
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	335	291	44	-	44	-	
Eastbourne Town Centre Movement & Access Package	3,486	3,486	467	440	27	-	27	-	
Other Integrated Transport Schemes	53,469	53,469	1,581	1,004	577	-	577	-	xv
Community Match Fund	1,500	1,500	55	77	(22)	-	-	(22)	
Emergency Active Travel Fund	468	165	468	165	303	297	6	-	xvi
Emergency Active Travel 2	1,456	1,456	25	13	12	-	12	-	

Capital programme

Approved project	Total project – all years (£000)		2020/21 (£000)						Note ref
			End of year outturn			Analysis of variation			
	Budget	Projected	Budget	Actual	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
Exceat Bridge	4,133	4,133	734	732	2	-	2	-	
Queensway Depot Development	1,956	1,956	300	62	238	-	238	-	
Hailsham HWRS	97	97	97	4	93	-	93	-	
Core Programme - Highways Structural Maintenance	379,207	379,257	19,430	19,492	(62)	(50)	-	(12)	
Highways Structural Maintenance Additional £1m	1,000	1,000	1,000	1,000	-	-	-	-	
Core Programme - Bridge Assessment Strengthening	26,083	26,103	1,415	1,475	(60)	(20)	-	(40)	
Core Programme - Street Lighting	24,759	24,759	1,331	1,330	1	-	1	-	
Core Programme - Street Lighting - SALIX scheme	2,804	2,804	1,322	1,325	(3)	-	-	(3)	
Core Programme - Rights of Way Bridge Replacement	8,748	8,748	496	484	12	-	12	-	
Total CET	770,292	770,053	48,146	40,515	7,631	233	7,555	(157)	

Governance Services – end of year 2020/21

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

Reconciling Policy, Performance and Resources (RPPR) – RPPR has once again proved to be effective in matching our resources to our priorities during 2020/21 and has allowed us to react to the unprecedented challenges of the COVID-19 pandemic whilst once again setting a balanced budget. RPPR has also provided evidence for lobbying at a local, regional and national level. RPPR will continue to be used to manage our planning as the county emerges from lockdown, adapts to the continuing presence of COVID-19, and builds towards recovery and new opportunities. The Council Plan and Portfolio Plans 2021/22 have been published online. The plans meet the new accessibility criteria, with the Council Plan available in the Council's new website format with improved accessibility, particularly for users of screen readers.

Transport for the South East (TfSE) – The TfSE Shadow Partnership Board met in Q2 and approved a 30-year transport strategy, which sets an ambitious 2050 vision for the region which shows that with the right investment in the region's transport network the South East's economy will more than double, creating an additional 500,000 jobs, boosting quality of life and access to opportunities, and helping cut the South East's carbon emissions to net-zero. TfSE submitted a proposal for statutory status to the Government in Q2, this was rejected, however the Secretary of State acknowledged the good working relationship between TfSE and the Government. Work commenced on three area studies in 2020/21, Outer Orbital, Inner Orbital and South Central; investigating the issues, challenges and opportunities identified in the TfSE transport strategy.

The Department for Transport has confirmed grant funding for TfSE of £1.225m for 2021/22 to support its work. This will enable the area studies and associated technical programme to be completed and the strategic investment plan to be developed, ahead of a public consultation in 2022. A significant amount of stakeholder engagement is under way to support the technical work, with a range of forums and steering groups helping provide insight and guidance. Feedback on transport investment priorities has also been received from a wide range of MPs to feed into the prioritisation process. An online event to promote the forthcoming future mobility strategy (due for publication in June) took place in March and was attended by more than 120 stakeholders and partners from across the public and private sectors.

Initial work on the procurement process for the strategic investment plan is underway, with a request for quotation to be issued in Q1 2021/22. Alongside this, a piece of work looking at TfSE's future role, powers, structure, and governance, is being commissioned to inform the next stage of the partnership's development.

Corporate Lobbying – We continued to lobby the Government during 2020/21 to address the immediate costs of the COVID-19 pandemic and to provide a sustainable financial settlement for 2021/22 and beyond. As a result of ongoing lobbying, undertaken across the sector, the Spending Review published in November included a number of provisions that assist our financial position in 2021/22, including some additional grant funding for social care. However, much of the announced 4.5% increase in 'core spending power' for councils is required to be raised through Council Tax increases, which is an unsustainable solution to funding ongoing pressures on social care. The Spending Review was also for one year only, so there remains considerable uncertainty about resources for 2022/23 onwards.

In Q4 we contributed to the Society of County Treasurers' national response to the consultation on the provisional local government finance settlement for 2021/22, which called for resolution of the long-standing issues of inadequate resources and uncertain funding for local government. The Leader and Chief Executive met regularly with local MPs throughout Q4 to discuss local and national issues, including coordinating the response to the COVID-19 second wave and the latest financial settlement for local government. The Leader and Chief Executive, along with the Leader of West Sussex County Council, also met with the Secretary of State for Housing, Communities and Local Government (HCLG) to discuss the local improvement partnership between East and West Sussex County Councils and took the opportunity to raise policy priorities for both councils with the Minister.

The Leader continues to represent East Sussex County Council nationally on the County Councils Network's Council and Executive, and in Q4 this work provided opportunities to discuss with the Secretary of State for HCLG issues of particular concern to county councils. The Chief Executive continues to be involved in national policy development as representative for the South East region on a national grouping of local authority Chief Executives. In Q4, this included work to inform Government's priorities for re-opening and recovery from COVID-19.

Supporting democracy – During Q1, in light of COVID-19 restrictions, we facilitated the transition of Council meetings to a remote meeting format using video conferencing technology. Local democratic accountability and transparency were maintained throughout by rapidly putting in place the necessary practical arrangements and new procedures to hold Member meetings remotely under temporary regulations. During 2020/21 we supported 138 meetings (33 in Q4) including: six County Council meetings (two in Q4); eight Cabinet meetings (two in Q4); 45 Lead Member meetings (12 in Q4); 34 Scrutiny Committees and Review Boards (eight in Q4); and 45 other committees and panels (nine in Q4). We also published agendas for a further 62 meetings (17 in Q4) and supported two Whole Council Forums. Preparations were also made during Q4 for the expiry on 7 May of the national temporary legislation

which has enabled virtual meetings during the pandemic, including contingency planning to ensure appropriate arrangements are in place to hold COVID-19 safe physical meetings in line with the latest Government guidance, should these be required whilst social distancing restrictions remain in place. The webcasts of Council meetings were viewed 8,102 times in 2020/21. The most viewed meeting was the County Council meeting on 9 February 2021, which received 365 views.

Significant work has been undertaken during Q4 to prepare for the County Council election on 6 May 2021. Support has been provided to the district and borough councils, who administer the election on behalf of the Council, to address challenges related to the pandemic, such as securing appropriate venues and the extra staff required. Additional COVID-19 safety measures are also being put in place in line with national guidance.

The Member development programme was realigned in Q1 to focus on supporting the transition to virtual meetings, with the broader programme resuming in Q2 and Q3. Member development work during Q4 focused on planning and preparing a comprehensive Member induction programme for the councillors who will be elected in May. This has included refreshing a range of Member resources to ensure they are up to date for new councillors, as well as developing a wide range of general and role-specific induction sessions, to be delivered largely virtually in light of ongoing COVID-19 restrictions. The programme has been informed by feedback from a Member survey and steered by the Member ICT and Development Reference Group. The Reference Group has also provided oversight of the arrangements for meetings and IT support for Members throughout the year, as well as the development programme.

The Council's Scrutiny Committees held formal meetings in March and Scrutiny Review and Reference Group work has continued, taking a virtual approach to evidence gathering. Input from Scrutiny RPPR Boards informed the setting of the Budget and Council Plan by Council in February. The Scrutiny Review of Becoming a Carbon Neutral Council was considered by Cabinet and Council in Q4, including agreeing an action plan in response to the Review's recommendations.

Significant work was undertaken by the East Sussex School Appeals Service during Q1 to design and implement an approach to holding appeal hearings remotely under temporary regulations. The 2020 main round of appeals was completed in Q2 through remote hearings, with significant support provided to independent volunteer panel members, parents and admission authorities to participate fully. The Service began the next peak period of school appeals during Q4 following national offer day for September 2021 secondary admissions on 1 March. The service has prepared for the main round of appeals by recruiting and training new volunteer panel members and chairs and reviewing appeal hearing arrangements. The service continues to arrange appeals through the remote hearings process in line with an extension of temporary national regulations. In 2020/21 we received 536 appeals (200 in Q4), we conducted 44 virtual appeal hearings (three in Q4) and one virtual exclusion review hearing. The majority of appeals received in Q4 relate to secondary admissions for September 2021, which will be heard in Q1 of 2021/22. Enhancements to the in-house secure online digital appeal management system went live during Q4, further enhancing the effectiveness of the system both for parents and the service and maximising its benefits in the context of remote working.

Legal Services – During Q4, Legal Services assisted Trading Standards to secure the enforcement of an unpaid confiscation order in the sum of £29,950, which resulted in the fraudulent trader receiving a custodial sentence of 336 days. The Service also assisted Income Recovery in securing the recovery in full of debts totalling £64,176.

During 2020/21 the Service advised in relation to 259 contentious vulnerable adult cases (up from 122 in 2019/20) and 155 Deprivation of Liberty Safeguard applications in the Court of Protection (down from 215 in 2019/20). The Service also provided advice and support to Adult Social Care and Public Health in relation to the Coronavirus Act 2020 and related legislation and guidance.

The Service continues to advise and assist in pre-proceedings and court applications for care proceedings, with the priority always to seek ways to keep children within their family, when it is safe to do so, and for public law applications to be a necessary and proportionate response to achieve the best outcome for the child. In Q4, the service advised in relation to 54 families involved in pre-proceedings (compared to 57 in Q4 2019/20). In 2020/21 the service applied for care proceedings in respect of 82 families compared to 80 applications made in 2019/20. At the end of Q4 there were a total of 75 ongoing care proceedings (up from 60 in Q4 2019/20). Through regular communication with Children's Services, the courts, other local authorities and representatives of parties, the service has worked to ensure that disruption to the progress of proceedings has been kept to a minimum, whilst ensuring fairness to the families involved. There will, however, continue to be some delays to care proceedings due to COVID-19 and an ongoing shortage of judiciary. The service has also provided advice and assistance in relation to a wide range of other children's matters, such as private law applications, secure accommodation, deprivation of liberty, wardship and judicial reviews.

During 2020/21, Legal Services completed agreements to secure financial contributions to the Council of £2,069,072. The service also finalised a complex planning agreement, which will enable a local college to begin a substantial programme of improvement works. In addition, a further 11 planning and highways agreements were negotiated during Q4, which secure the construction and improvement of roads across the county. In Q4, the service has continued to provide legal advice to secure substantial sums via grant agreements for South East Local Enterprise

Projects and grants awards in respect of post-pandemic regeneration projects. In Q4 the service advised on 55 new contract and procurement matters (including on the provision of COVID-19 testing centres) and on 35 new property transactions, including securing the sale of a substantial Council property which will bring funds into the Council and which will unlock development, including affordable housing.

Coroner Services – On average 200 deaths per month were reported to the Coroner in Q4. This is higher than the Q3 figure of 176. On average 183 deaths per month were reported to the Coroner in 2020/21 compared with the 2019/20 average of 178. Of the deaths reported, 73 went to inquest in Q4 compared to 80 in Q3. A total of 269 deaths reported went to inquest in 2020/21 compared to 297 in 2019/20. In Q4, 70 inquests were closed compared to 91 in Q3. A total of 265 inquests were closed in 2020/21 compared to 260 in 2019/20. Inquests continue to be heard on either a paper basis or on a hybrid basis with some family and witnesses attending court, whilst others attend remotely. In terms of jury inquests, where the jury are required to attend in person these have remained on hold in line with Chief Coroner guidance but are planned to resume in May/June 2021. The Service continues to manage the challenges of COVID-19 successfully.

Regulation of Investigatory Powers Act (RIPA) – During 2020/21 the Council has made two applications under RIPA for Direct Surveillance into individuals suspected of being involved in possession and supply of illegal tobacco. During Q4, Trading Standards applied for and were granted one such application. The authority will allow officers to conduct covert surveillance against a number of individuals in the East Sussex area. The RIPA will be subject to regular reviews up to a maximum of three months, when at the end of June, it will either be renewed or cancelled.

One application was made under the Investigatory Powers Act (IPA) 2016 during Q4, via the National Anti-Fraud Network (NAFN). The application is pending and relates to illegal tobacco. During 2020/21 the Council has made three applications under IPA.

During Q4, the Investigatory Powers Commissioner's Office (IPCO) conducted a remote inspection of the Council's RIPA related matters. The inspection recommended that reviews of covert surveillance ensure that observations are reasonably covered within the parameters of the existing authorisation, that they meaningfully reassess the necessity and proportionality of tactics and that where the subject of the surveillance is wanted by the police for unrelated offences justification for ongoing surveillance is considered. It also recommended operational briefings to ensure that partner agencies involved in any operation are aware of the parameters of the authorisation. In terms of data retention, the inspection recommended consideration of the need to keep the linked case file at the same time reviewing the retention of the central record of any authorisation. The report confirmed that the level of compliance demonstrated by the Council means that a physical inspection is not required, and the most recent RIPA application was commended for its quality and depth of consideration by the Authorising Officer. Finally, the report commended Children's Services guidance on accessing social media accounts and the inspector sought agreement to share this as an example of good practice.

Local Government Ombudsman complaints – 20 decisions were issued in Q4. Ten were closed before a full Ombudsman investigation, for a variety of reasons including insufficient evidence of fault, complaints being out of the Ombudsman's jurisdiction and because the complaint had not been through our internal complaint processes. Of the ten fully investigated, six cases related to Adult Social Care (ASC) and four to Children's Services (CS). Three were closed with no fault found and seven were closed with the complaint partly or fully upheld as follows:

ASC – The client complained that the Council delayed transferring their late mother from a temporary care home to her preferred care home, pending the outcome of a Continuing Healthcare (CHC) assessment. The Council was found at fault for awaiting the CHC outcome. However, the Ombudsman concluded that this did not cause the client's mother an injustice as she was unwell and so the delay did not affect the timing of the move. The Council has agreed to apologise to the client for the lack of clarity in its communications and to remind staff that CHC assessments should not delay planned care home moves.

ASC – The client complained that the Council failed to provide her late father with sufficient occupational health equipment and physiotherapy to enable him to achieve his potential for rehabilitation. She also said the lack of care planning and therapy had an adverse impact on her mother's caring role and left her with out-of-pocket expenses. The Ombudsman found that the Council took too long to provide equipment properly suited to the needs of the client's father. The Ombudsman also found fault because, although a care plan was in place, the Council failed to create a written assessment which could have been shared with the client's parents when their involvement started. The Council agreed to apologise in writing to the client's mother, to make a payment of £500 in recognition of the injustice caused and act to improve the response to referrals and record-keeping.

ASC – An advocate complained on behalf of the client about how the Council communicated changes to the charges for care it provides. The Ombudsman found no fault in how the Council communicated the changes, including the decision not to carry out a face to face assessment. However, fault was found in respect of the setting up of a direct debit. The Council agreed to apologise for the fault and credited an amount to client's account to acknowledge the time and trouble associated with this.

ASC – The client complained that the Council, Change Grow Live (CGL), Sussex Partnership NHS Foundation Trust and a GP did not work together, share information, or take responsibility for her daughter's mental health and alcohol misuse, before she died under their care. The Ombudsman found that the organisations missed the opportunity to meet and discuss the worsening alcohol misuse and mental health before the client's daughter died. This caused the family uncertainty, as they will not know if a joint meeting would have changed the outcome. Fault was also found with the record keeping by CGL. The Council has agreed to apologise to the family for the uncertainty caused by not communicating the outcome of the funding panel and not holding a multi-agency review meeting in July 2017. The Council has also agreed to ensure CGL reviews its existing service users' address and contact details to ensure they are correct; and that it develops a process to periodically keep them updated.

CS – The client complained that the Council failed to correct errors in reports about his children. He also said that the Council has failed to implement the recommendations it had agreed to following a statutory children's complaint process. The stage three panel of the statutory process had found the stage two investigation was flawed, however the Ombudsman considered that the recommendations at stage three were a suitable remedy for any injustice this caused. The Ombudsman was also satisfied that the Council had carried out all the recommendations of the stage three panel, including amending the necessary reports. Then during the Ombudsman's investigation, the client expressed concern that the amended reports had not been circulated, as the original inaccurate reports had been. The Council has agreed to recirculate the amended reports to all those who received the original.

CS – The client complained that the Council failed to put in place the social care support set out in her daughter's Education Health and Care Plan (EHCP) following a Tribunal decision in November 2018. The Ombudsman found the Council at fault in the way it dealt with the client over the support offered to her daughter under her EHCP. The Council agreed to apologise to the client for the mixed messages it gave her about the support it could provide to her daughter. It also agreed to make a financial payment of £414.80, equivalent to the cost of the sessions missed. The payment is to be used for the benefit of the education or welfare of the client's daughter.

CS – The client complained that the Council failed to consider her application and appeal for home to school transport for her children properly. The Ombudsman did not find fault in the way the Council decided the client's case. However, the Ombudsman did consider the Council's school transport policy should expressly state that it would allow people, who would be disadvantaged by not being able to present an appeal through verbal representations, to be able to do so. The Council is already reviewing its processes to address this issue and has agreed to tell the Ombudsman the outcome and amend its policy.

Effective publicity and campaigns – A campaign to encourage most East Sussex residents to leave small electrical items out for kerb side collection ran until January, coinciding with an increase in the average monthly kerbside tonnage from 1.1 tonnes a month to 7.6 tonnes a month. Over a year, this would represent a saving of £11,000 for the Council. Separating these items means they can be partly reused and are not simply sent for disposal in the energy recovery facility. The communications campaign used a mix of leaflets to all residents, localised social media adverts linking to a background article on Your East Sussex, a press release and aligned work by district and borough councils.

We continued with a wide range of communications activity to help guide and inform people about COVID-19 safety. This has included taking digital display vans to seafronts and countryside car parks to remind people of the rules on mixing and distancing; regular newsletter updates for residents, partners and staff; targeted social media work to support vaccination and spread safety messages; and sharing printed material and letters when required.

Media and information work – There were 557 media stories about the Council in Q4, of which 169 were positive and 301 were neutral (stories are classified as positive if they generally celebrate an aspect of the Council's work and neutral if they balance any criticism with positive comment from the Council or others). The press office issued 35 press releases, generating 136 stories. 209 media enquiries were handled, and seven broadcast interviews arranged.

Media enquiries were varied in Q4, although the majority continued to relate to COVID-19, with testing and school arrangements featuring heavily. In recent weeks, the majority of enquiries have related to highways issues. There was good coverage of the county's budget discussions, the holiday food and fun programme for the Easter break, and coastal safety warnings.

During 2020/21, the press office dealt with a total of 794 media enquiries and issued 134 press releases, which generated 462 stories. There were 2,104 stories written or broadcast about the Council – 1,543 of which were positive or neutral.

Web activity – Our support and information pages on COVID-19 have been viewed almost 783,000 times since they were published at the start of the pandemic. In Q4 there were almost 264,000 views. The whole Council website had more than 2.9 million page views in Q4 from almost 987,000 sessions. Across 2020/21 we saw more than 9.3 million page views from more than 3.1 million sessions.

South East 7 (SE7) – SE7 Leaders and Chief Executives met regularly throughout 2020/21. The partnership provided an important forum for solving shared problems that emerged from the COVID-19 pandemic response; for enhancing

councils' understanding of the shifting policy landscape; and for amplifying councils' engagement with Government on shared areas of interest and concern.

The Joint SE7 Leaders and Chief Executives Board met remotely in Q4. The Board was joined by Claire Coutinho, MP for East Surrey and Parliamentary Private Secretary to the Treasury, to discuss SE7 councils' 2021/22 budgets, local government finance and a range of other national policy areas including COVID-19 economic recovery, carbon reduction, devolution and Adult Social Care reform. Claire Coutinho welcomed the valuable insights from Leaders and opportunities for further feedback outside the meeting. The Board also agreed councils would progress collective lobbying work with MPs to ensure the interests of the South East are represented in the Government's post-COVID-19 national policy and legislative agenda.

SE7 Leaders now also meet between each joint Board and at their March meeting considered opportunities for joint working; and responses to the Spring Budget and the 'Integration and Innovation: working together to improve health and social care for all' white paper. SE7 Chief Executives also continue to meet regularly, including with senior civil servants to inform national policy development.

Partnership with West Sussex County Council (WSCC) – Throughout 2020/21 we have worked with WSCC to share approaches for HR practices and responses and how to maintain the democratic process with virtual meetings. We worked closely through the Sussex Resilience Forum on the emergency response; and we also shared information on the procurement of PPE and a bulk order of face masks to secure an improved price during Q1. We have also worked alongside WSCC on recruitment during 2020/21, particularly within Children's Services, which reduced the risk of a competitive, rather than collaborative, approach. The Leaders have worked together closely throughout the year, particularly in relation to lobbying which has strengthened our collective voice at a local, regional and national level, including within the County Councils Network, the Local Government Association and with Government.

To help build on the success of the partnership, it was agreed that a new Executive Director of Adult Social Care and Health (ASCH), working across both WSCC and East Sussex County Council (ESCC) would be appointed. The existing Director of ASCH in East Sussex was seconded to the role, and a new interim Director of ASCH was appointed in ESCC to ensure ASCH services continue to perform at a high level. The appointment of an Executive Director will promote stronger joint working and learning across the Public Health teams in both councils; stronger joint working with the NHS, especially as national health organisations look to work at a Sussex level; a stronger lobbying voice within Government; stronger management of care markets; and stronger joint working on safeguarding.

Health and Wellbeing Board (HWB) – Work on the joint health and social care plan was suspended during the initial stages of the COVID-19 pandemic, however this work resumed in June 2020 and was reset to take account of the learning and continuing impacts of the pandemic. In early January a response was submitted in consultation with members of the Health and Wellbeing Board to NHS England and Improvement's publication 'Integrating Care: next steps to building strong and effective integrated care systems'. 'Integrating Care' set out commitments to supporting greater collaboration between health and social care partners in 2021/22, and options for putting Integrated Care Systems (ICSs) on a legislative footing by April 2022, underlining the importance of the role of place-based partnerships and HWBs within ICSs. The HWB met on 2 March and considered the continued implementation of the health and social care programme after the second wave of the pandemic, as well as early planning for 2021/22 and the next phase of health and social care integration, in the continuing context of COVID-19 and the publication on 11 February of the White Paper 'Integration and Innovation: working together to improve health and social care for all'. The HWB also considered and approved the updated East Sussex Outbreak Control Plan that was developed earlier in 2020/21 to support the pandemic response, to ensure it reflects the latest Government guidance and learning from managing the pandemic, and the Better Care Fund plans for 2020/21. The HWB also considered and endorsed the Strategic Outline Case for East Sussex Healthcare NHS Trust's Building for our Future Programme, aimed at investing in buildings and engineering infrastructure at Conquest, Eastbourne, and Bexhill Hospitals, prior to submission to NHS England and the Department of Health and Social Care. During 2020/21 the HWB have also received reports on the support being provided to care homes; and the impact of COVID-19 on Black, Asian and minority ethnic people and communities, as well as other topics.

The HWB will continue to have a key role in overseeing our place-based collaboration and partnership arrangements as described in the White Paper. Plans will be refreshed in light of the White Paper and the role of places as part of our Sussex Health and Care Partnership, as well as to support our plans for recovery more broadly.

Revenue budget summary – There was an underspend of £60k at year end, mainly due to the shared cost of the Chief Executive's salary, delays in recruitment and reduced spend across the department. Part of the underspend was used to fund Children's Services legal fees. £24k of costs were incurred as a result of COVID-19 and this has been offset with Government Covid-19 general grant (see table below).

	GS £000
Specific grants	-
General COVID grant	24
Total COVID Grants	24

Performance exceptions (See How to read this report for definition)								
Performance measure	Outturn 19/20	Target 20/21	20/21 RAG				2020/21 outturn	Note ref
			Q1	Q2	Q3	Q4		
There are no Council Plan targets								

Savings exceptions						
Service description	2020/21 (£'000)					Note ref
	Original Target For 2020/21	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	
Savings						
There are no targeted savings in 2020/21	-	-	-	-	-	
	-	-	-	-	-	
Total Savings	0	0	0	0	0	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			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 ²	Part of reported variance ³	Total	Note Ref
	-	-	-	
Total	0	0	0	

¹ Where agreed savings are reasonably unable to be achieved other permanent savings are required to be identified and approved via 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).

Revenue Budget										
Divisions	Planned (£000)			2020/21 (£000)						Note ref
				End of year outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Planned Budget										
Corporate Governance	4,195	(228)	3,967	3,813	(231)	3,582	382	3	385	
Corporate Support	3,260	(279)	2,981	3,708	(402)	3,306	(448)	123	(325)	
Subtotal	7,455	(507)	6,948	7,521	(633)	6,888	(66)	126	60	
COVID Related										
Corporate Governance	-	-	-	-	-	-	-	-	-	
Corporate Support	-	-	-	24	-	24	(24)	-	(24)	
Subtotal	0	0	0	24	0	24	(24)	0	(24)	
COVID Specific grants										
COVID Specific grants	-	-	-	-	-	-	-	-	-	
Net Covid after specific grants	-	-	-	-	-	-	-	-	-	
COVID General grants	-	-	-	(24)	-	(24)	24	-	24	
Total Governance	7,455	(507)	6,948	7,521	(633)	6,888	(66)	126	60	

[illegible]

Strategic Risk Register – Q4 2020/21

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
16	<p>COVID-19</p> <p>Adverse impact of COVID-19 sickness and restrictions on Council finances and services. Reduced ability to deliver services, priorities and long-term planning, impacting on e.g. protecting and supporting vulnerable adults and children, education and schools, roads and infrastructure, local economic growth, and the Council's workforce. Capacity to manage a response to a significant sustained increase in COVID-19 cases alongside other winter pressures. Adverse impact of COVID-19 on local health, wellbeing and economy, creating new long-term need for Council services.</p>	<p>Services have changed and adapted to the changing situation and Government guidance. We are endeavouring to keep services going as far as possible and to offer other options, when it isn't possible. We continue to review and adjust services in line with the lockdown relaxation. Members of staff who can work remotely are doing so and risk assessments have been undertaken for all staff working in buildings or with service users, with appropriate protective measures in place.</p> <p>Looking after the most vulnerable people in our community is our absolute priority and we continue to work with our Borough and District partners to support those who need additional help through the Community Hubs. We have received additional funding from the Government to undertake a range of new activities and support and are closely monitoring our COVID-19 spend. We are also monitoring impacts on the economy and wider community and developing recovery plans with our partners. The medium and long-term impact of COVID-19 is being factored into our Reconciling Policy, Performance and Resource (RPPR) finance and business planning.</p> <p>We have a Local Outbreak Plan to prevent, where possible, and respond to and contain local outbreaks, with specific measures for high risk areas. We are supporting NHS partners with delivery of the local vaccination programme and are also supporting community testing.</p> <p>The Corporate Management Team meets regularly to ensure our response and recovery is effectively co-ordinated and working well through our established partnerships and the new partnerships, which come into operation when we are operating under the Civil Contingencies Act, including the Sussex Resilience Forum and the Local Health Resilience Forum. Case numbers have fallen significantly compared to the winter peak in infections; we are continuing to work with our partners to ensure rates remain low and to plan for the next stages of lockdown relaxation.</p> <p>Extensive co-ordination and lobbying are taking place at Member and officer level through SE7, CCN and other arrangements.</p>	Red
12	<p>CYBER ATTACK</p> <p>The National Cyber Security Centre (NCSC) has highlighted the substantial risk to British web infrastructure, with elevated levels of Cyber Crime being reported against all areas of government.</p> <p>Cyber attacks are growing more frequent, sophisticated, and damaging when they succeed. The COVID-19 pandemic has increased the need to carry out many additional functions virtually and remotely. Changes in working practice give rise to more requests to relax security controls, with services more likely to take risks on the technology they procure and how they use it.</p>	<p>Most attacks leverage software flaws and gaps in boundary defences. IT&D use modern security tools to assure our security posture: Monitoring network activity and identifying security threats; 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 against them; Ongoing communication with the Security industry to find the most suitable tools and systems to secure our infrastructure. IT&D continues to invest in new tools, which use pre-emptive technology to identify threats and patterns of abnormal behaviour.</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; and providing General Data Protection Regulation (GDPR) training and workshops to cascade vital skills and increase awareness of responsibilities under GDPR legislation.</p> <p>Services hosted in ISO 27001 accredited Orbis Data Centres.</p>	Red

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
4	<p>HEALTH</p> <p>Failure to secure maximum value from partnership working with the National Health Service (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>Specific work in Q4 has improved Medically Ready for Discharge pathways resulting in successfully delivering against ICS targets. Modelling has also been undertaken to agree the joint commissioning of D2A beds for our system post 31st March, initially for a further month pending long term plans being agreed.</p> <p>Taking into account the recent high levels of pressure across the system and focus on the second wave of the pandemic, early review has taken place to consider how we might further develop our place-based East Sussex Integrated Care Partnership (ICP) in 2021/22, with a view to responding to the expectations and commitments set out in November 2020 by NHS England and NHS Improvement (NHSE&I) in 'Integrating Care – next steps to building strong and effective integrated care systems' and the recently published White Paper 'Integration and Innovation: Working together to improve health and social care for all'. As we move towards implementing the White Paper, our primary focus is:</p> <ul style="list-style-type: none"> •Strengthening our system capability through integrated models for commissioning and delivery of services; •The future roles and responsibilities of our ICP at place within the ICS to support successful delivery of objectives across key functional areas of transformation, delivery, assurance and planning, and; •The focus for our transformation programme and our shared priorities for service models across children and young people, mental health, community, urgent care and planned care. <p>To support this a comprehensive planning brief and milestone plan was agreed by our Health and Social Care Executive Group in January 2021 and was further considered and endorsed by the Health and Wellbeing Board on 2nd March. In addition, a response to the NHSE&I consultation on 'Integrating Care' was submitted from the perspective of our Health and Wellbeing Board. The high-level milestone plan sets out the further work required to iteratively develop the detailed understanding and agreement of our integration plans during 2021/22, covering the following elements:</p> <ul style="list-style-type: none"> •Our model for provider collaboration and integration to build on our progress to date focussed on our TOM for community health and social care integration, to deliver greater coordination and integration of care for people with long term and complex care needs •Our model for integrated commissioning to be progressed in partnership with our East Sussex Clinical Commissioning Group and Sussex NHS Commissioners at ICS level, as we move towards ICSs being placed on a statutory footing •Our wider integrated working in our communities in East Sussex to support population health and wellbeing and reduce health inequalities, across the full range of local government and Voluntary Community and Social Enterprise (VCSE) sector services and support that impact on the broader determinants of health 	Red

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
5	<p>RECONCILING POLICY, PERFORMANCE & RESOURCE</p> <p>Ongoing uncertainty in relation to future funding levels and the longer-term local government funding regime creates a risk of insufficient resources being available to sustain service delivery at the agreed Core Offer level to meet the changing needs of the local community.</p>	<p>We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning, which ensures a strategic corporate response to resource reductions, demographic change and regional economic challenges; and directs resources to priority areas. We take a commissioning approach to evaluating need and we consider all methods of service delivery. We work with partner organisations to deliver services and manage demand, making best use of our collective resources.</p> <p>We take a 'One Council' approach to delivering our priorities and set out our targets and objectives in the Council Plan. We monitor our progress and report it quarterly. Our plans take account of known risks and pressures, including social, economic and demographic changes and financial risks.</p> <p>The Coronavirus pandemic has had, and will continue to have for a long time, profound impacts on our communities and services. We are operating in new, changing and uncertain contexts. We will review and undertake research to track and understand the impacts. We will update and reset our performance targets, priorities, service offers and financial plans, as required, to reflect them.</p> <p>We lobby, individually and in conjunction with our networks and partners, for a sustainable funding regime for local government in general and adult social care specifically to meet the needs of the residents of East Sussex, and which recognises the significant impact of COVID-19 on the Council's expenditure and income.</p>	Red
15	<p>CLIMATE</p> <p>Failure to limit global warming to below 1.5°C above pre-industrialisation levels, which requires global net human-caused emissions of carbon dioxide (CO₂) to be reduced by about 45 percent from 2010 levels by 2030, reaching 'net zero' by 2050 at the latest. The predicted impacts of climate change in East Sussex include more frequent and intense flooding, drought and episodes of extreme heat, as well as impacts from the effects of climate change overseas, such as on food supply. This will lead to an increase in heat-related deaths, particularly amongst the elderly, damage to essential infrastructure, increased cost of food, disruption to supply chains and service provision, and greater coastal erosion.</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 60% between 2008-9 and 2019-20.</p> <p>In response to our climate emergency declaration, our annual emissions target has been increased from 3% to 13% per year and a 5-year carbon budget has been set. This is in line with our commitment to achieve net zero carbon emissions from the County Council's own activities as soon as possible, and by 2050 at the latest. The senior officer Climate Emergency Board was established and met on the 3rd July, 5th October 2020 and 11th January 2021.</p> <p>Our Climate Emergency Officer has continued to work with teams across East Sussex to deliver the corporate emergency plan covering 2020-22, with an initial focus on building and travel related emissions.</p> <p>In quarter 4:</p> <ol style="list-style-type: none"> 1) The climate emergency plan has undergone Scrutiny Review, with the report approved by full Council in February 2021. 2) Bids to the £1bn national public sector decarbonisation scheme have successfully secured grants of £478k to support delivery of the climate emergency plan. 3) A communications plan to engage Members and staff was developed during quarter 4, with Internet content and a staff newsletter published. 	Red

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
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>COVID-19 could lead to an increase in the level of staff sickness, as well as the need for staff to self-isolate/distance. It will lead to a change in our working approach and arrangements, even beyond the length of any Government imposed lockdown.</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 years' winter weather. However, severe winter weather continues to be a significant risk with the potential to have significant impact on the highway network. The winter of 2019/20 was one of the wettest on record and generated 4 times more potholes for example. 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 manage condition and build resilience into the network for future winter events.</p> <p>Additional DfT money from 2018/2019 has supported this approach.</p> <p>Our contractor has adapted the service to ensure the workforce can work in a safe environment and has continued to successfully deliver the service on the ground or from home, with a full reactive service and capital programme delivered this year. Staff absence due to COVID related illness or self-isolation has remained very low and has had no significant impact on the service but clearly, in an ever-changing situation, the risk remains. As we move out of lockdown the risk is diminishing and we plan to deliver a full capital programme and service this year.</p> <p>East Sussex County Council staff managing the Highways contract have successfully worked from home with no impact.</p>	Amber
7	<p>SCHOOLS</p> <p>Impact of weak leadership in schools on outcomes for children and young people</p> <p>Failure to secure adequate leadership within East Sussex Schools, leading to:</p> <ul style="list-style-type: none"> • reduced outcomes for children • poor Ofsted reports and reputational damage <p>Failure to accelerate progress and improve attainment for all key groups of pupils</p> <ul style="list-style-type: none"> • poor Ofsted reports • reputational damage <p>Resulting in:</p> <ul style="list-style-type: none"> • negative impacts on employability • undermining capacity for economic growth • increased pressures on services provided by social care and health. 	<p>Continuing to secure high-quality leadership and governance across all our schools, colleges and settings is a high priority for the SLES performance improvement plan. We will:</p> <ul style="list-style-type: none"> • Work with partnership networks to provide support and challenge for the recruitment, development and performance of high-quality school leaders. • Work with the existing Academy Chains within East Sussex, to ensure appropriate solutions for schools in East Sussex. • Continue to support the East Sussex recruitment and retention strategy with a focus on leadership. • Accelerate the work to develop partnerships between schools that cannot secure adequate leadership alone and explore the options for closure of schools that are unable to deliver a high-quality education to their pupils. • Work with Teaching Schools Alliances and Education Improvement Partnerships to support the development of outstanding leaders. • Work with the primary and secondary board to implement the schools causing concern guidance. • Work with the primary board, secondary board and teaching schools to raise standards of provision, curriculum design and quality of teaching and learning in Key Stage 2 and improve outcomes in Key Stage 4. <p>These mitigations don't take account of COVID impacts/measures.</p>	Amber

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
8	<p>CAPITAL PROGRAMME</p> <p>Against a background of diminishing resources, 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.</p> <p>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>	<p>The Council has a Capital Strategic Asset Board (CSAB), a cross departmental group consisting of officers from each service department, finance, property and procurement to oversee the development and delivery of the capital programme. Governance arrangements continue to be reviewed and developed 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 CSAB of key risks and issues within the School Basic Need Programme. Regular scrutiny by the CSAB of programme and project profiles (both in year and across the life of the programme) occurs on a quarterly basis.</p> <p>The CSAB 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 oversees the process for bidding for CIL and the use of S106 funds, and work continues with Districts and Boroughs to maximise the Council's receipt of these limited resources. The impact of COVID-19 provides a risk to external funding that supports the capital programme, with future years capital grants and receipts estimates, CIL and S106 targets at risk of reducing. In addition, the one-year Spending Review (SR) on 25 November set government department's revenue and capital budgets for 2021/22 only, providing no certainty over future years capital grants. Officers will proactively monitor funding announcements and seek to minimise the impact on delivery of the capital programme and ensure that there is sufficient liquidity to meet funding requirements.</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 and the enhanced rigour in the building of a 10-year capital programme, this factor has not been extended to future years. CSAB will continue to monitor slippage and recommend any change should it become necessary.</p> <p>COVID-19 is impacting on the delivery of projects and programmes of work. Any slippage and/or under/overspend will be reported as part of the capital monitoring process overseen by the CSAB and as part of the normal RPPR process. The pressures and issues that COVID-19 has presented are unprecedented and has thrown many of the current planning assumptions off course. There are a number of overspends relating to COVID-19 being reported; officers will seek to minimise the adverse impact of overspends through mitigations, seeking additional funding where available and closely monitoring the impact of any additional borrowing if required.</p>	Amber
9	<p>WORKFORCE</p> <p>Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and/or reputational issues.</p> <p>An inability to attract high calibre candidates could lead to limited recruitment choices and therefore lack of the expertise, capacity, leadership and/or</p>	<p>The 2020/21 Q1-4 sickness absence figure for the whole authority (excluding schools) is 7.77 days lost per FTE, a reduction of 8.3% since last year.</p> <p>Stress continues to be the primary driver of absence in Q4. Coronavirus now features as the second highest reason for absence. In response to the COVID-19 situation, a range of measures have been introduced to provide enhanced support:</p> <ul style="list-style-type: none"> • development of a Wellbeing Intranet page hosting a wealth of information with signposting to targeted resources, supported by a dedicated wellbeing campaign that has run throughout Covid-19. • provision of further 'Working Through a Pandemic' sessions, hosted by our EAP 	Amber

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
	<p>innovation required to deliver services and service transformation.</p>	<ul style="list-style-type: none"> • support in virtual team meetings and 1-1 sessions from our expanding Mental Health First Aiders • the launch of a short film in March 2021 promoting the importance of keeping in touch with colleagues to help prevent feelings of isolation • release of the 'A-Z' of Wellbeing in March 2021 to improve accessibility to resources <p>Whilst it is too early to assess the full impact of COVID-19, some effects are already being felt. In the context of attraction and recruitment, the move to remote working and the opportunity for this to continue as we consider future new ways of working, has resulted in a much wider geographical pool of applicants being available to the Council. We are already seeing the effects of this with a number of our jobs receiving a high level of interest and significantly more completed applications.</p>	
14	<p>Post European Union (EU) Transition</p> <p>The United Kingdom has left the EU with a negotiated outcome. However, there are likely to be areas of disruption, when paperwork checks on imports begin on 1st October 2021 and physical checks on imported goods begin on 1st January 2022. Key areas at risk of disruption are:</p> <ul style="list-style-type: none"> •At Newhaven Port and on the surrounding road network due to new port checks. •In business and economic activity, due to import/export administrative complexities for Small and Medium-sized Enterprises, supply chain disruption, impact of trade tariffs on consumer purchasing power, and workforce supply. •The COVID-19 pandemic response and local outbreak management. E.G. through disrupting international supply chains for Personal Protective Equipment, and •Delivery of Council Services. <p>The impact of this risk is heightened with the current requirement for hauliers to produce a negative COVID test for entry to France.</p>	<p>The risks have reduced until the revised implementation dates for import checks in October 2021 and January 2022. HGV traffic remains lower than usual at Newhaven and ESCC continue to monitor the situation at Newhaven and are ready to react, should disruption look likely.</p> <p>Many of the key areas at risk of disruption are already on the Strategic risk register (COVID-19 response, Local Economic Growth) or departmental risk registers and are subject to business as usual risk and business continuity management.</p> <p>The Trading Standards team are working with Environmental Health colleagues to smooth the impact of Government border policy on the capacity required to support new border enforcement arrangements at Newhaven Port. Planning will also be informed by the Government Protocol and Border Group, of which the Director of Communities, Economy and Transport is a member. These relationships will continue until the newly revised import check dates and will then be reviewed again.</p> <p>The Sussex Resilience Forum has run exercises to support multi-agency emergency planning for the implications of additional border controls.</p> <p>The Chief Executive is a representative for the South East on the Ministry of Housing, Communities and Local Government group of nine regional chief executives, which provides a direct channel of communication into the Ministry, on local and regional issues emerging from the end of the transition period.</p>	Green
6	<p>LOCAL ECONOMIC GROWTH</p> <p>Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.</p>	<p>The County Council and its partners have been successful in securing significant amounts of growth funding totalling £129m, 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 European Funding (EU) for complementary economic development programmes supporting businesses to grow, including: South East Business Boost (SEBB); Low Carbon across the South East (LoCASE); TRANSFORM Apprenticeships; South East Creative, Cultural & Digital Support Programme (SECCADS); and inward investment services for the county. We have continued to bid</p>	Green

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
		<p>for further EU funding on the above projects and have secured over £4m of investments to be delivered from April 2020 for a further 3 years.</p> <p>Government issued a funding call in mid-June through the Getting Building Fund programme for pipeline projects to create jobs and deliver over the next 18 months, with East Sussex securing £11.2m on 8 projects in late July. All 8 projects were approved by SELEP in October/November and we are now confirming their grant agreements, with several already starting delivery.</p> <p>We have been actively working with partners in developing projects and submitting proposals to a number of recent funds, including the Green Homes Fund (secured a further £1m); Future High Streets (secured £5m); Stronger Towns Fund (awaiting outcome); and the SELEP COVID-19 Skills and Business Support Fund (secured £500k).</p> <p>The COVID-19 outbreak in early March 2020 is seemingly changing the funding landscape, and alongside the impacts of Brexit, is having an impact on major funding decisions from Government.</p> <p>We officially launched in September the East Sussex Economy Recovery Plan, called 'East Sussex Reset'. The plan identifies deliverable actions in the short term, alongside more aspirational asks. It has and will continue to be an important bidding document to Government and into the SELEP, with the new SELEP Recovery and Renewal Strategy approved in March 2021. Both documents will look at ways to incorporate the recent Government policy and Budget announcements (3 March 2021), that have a clear focus on the green revolution (net zero carbon reduction); the new £4bn Levelling Up Fund (LUF); and the new one year £220m UK Community Renewal Fund pilot (UKCRF), which is a precursor to the larger UK Shared Prosperity Fund officially launching in 2022. The prospectuses for both were launched in March 2021, with initial pilot monies available for bids in 2021/22. East Sussex County Council (ESCC) is the lead authority responsible for co-ordinating and appraising bids to the UKCRF by the 18 June deadline and the subsequent oversight of the schemes. On the LUF, ESCC is considering submitting a transport package, while each of the Borough and District Councils is considering bidding in this first round for town centre/regeneration and cultural investment proposals before the 18 June deadline.</p>	