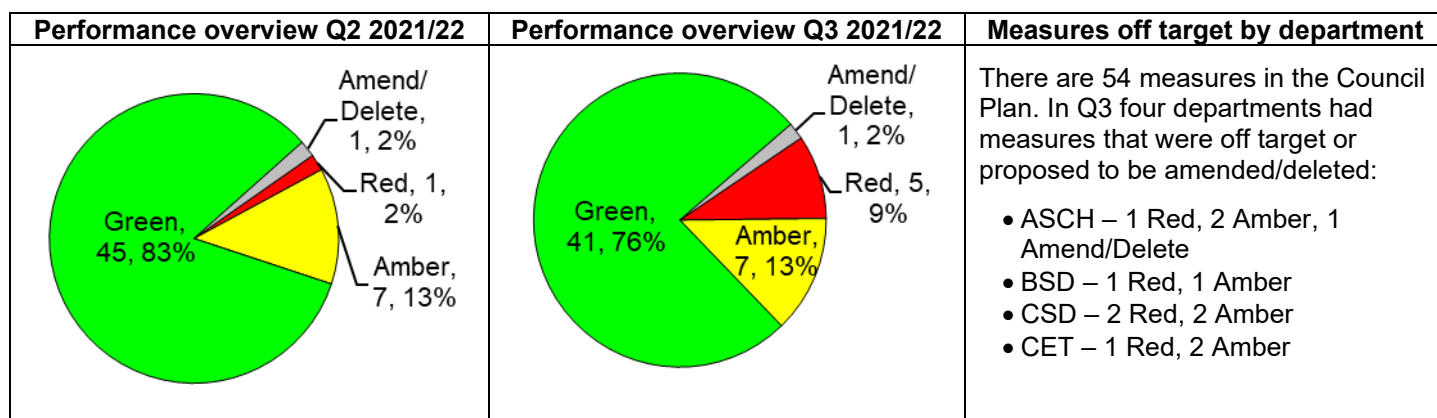


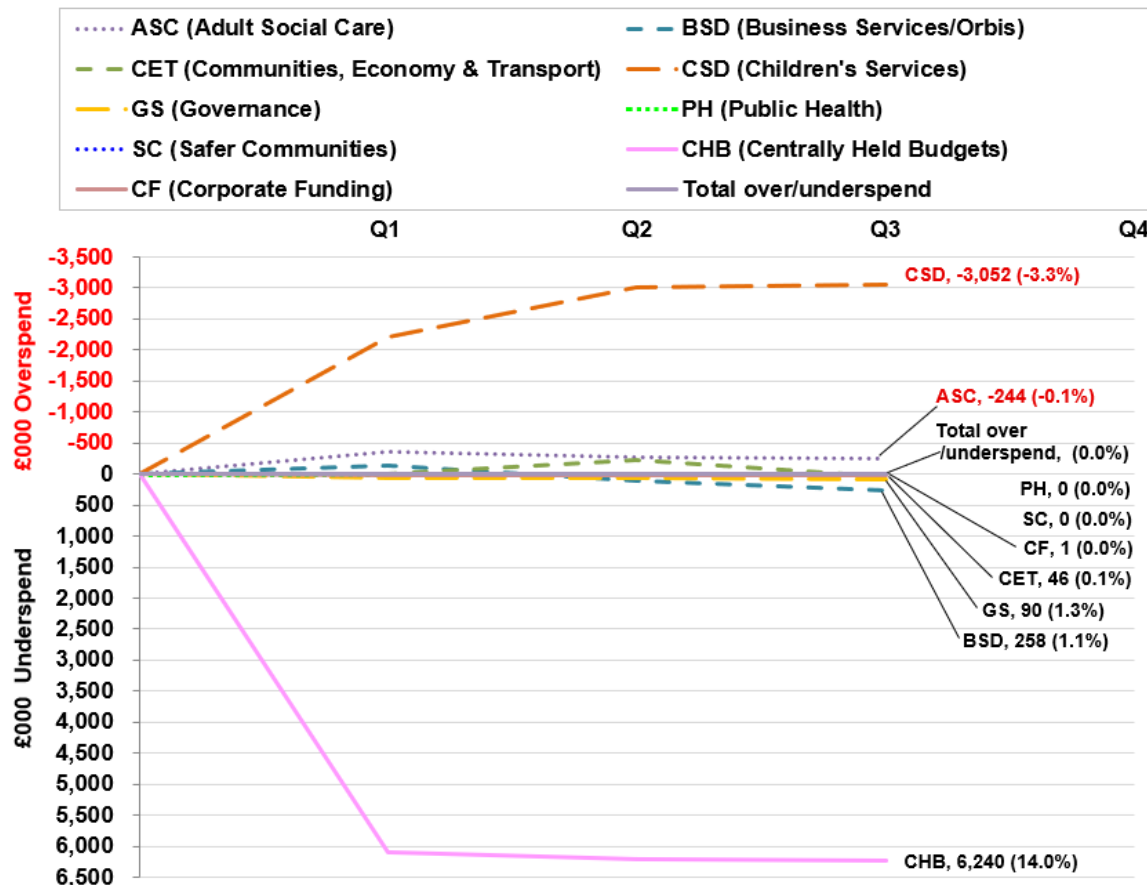
Council Monitoring Corporate Summary – Q3 2021/22

Council Plan performance targets

Priority	Red	Amber	Green	Amend / Delete
Driving sustainable economic growth	1	1	20	0
Keeping vulnerable people safe	2	2	6	0
Helping people help themselves	1	4	12	1
Making best use of resources in the short and long term	1	0	3	0
Total	5	7	41	1



Revenue budget outturn (net £000)



Revenue budget summary (£000) Q3 2021/22**Services: [Planned Budget](#)**

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net
Adult Social Care	289,245	(103,236)	186,009	324,095	(137,842)	186,253	(34,850)	34,606	(244)
Safer Communities	2,850	(2,153)	697	2,812	(2,115)	697	38	(38)	-
Public Health	30,961	(30,961)	-	28,886	(28,886)	-	2,075	(2,075)	-
Business Services / Orbis	53,852	(29,526)	24,326	54,113	(30,045)	24,068	(261)	519	258
Children's Services	365,014	(273,547)	91,467	371,831	(277,312)	94,519	(6,817)	3,765	(3,052)
Communities, Economy & Transport	123,996	(62,116)	61,880	130,806	(68,972)	61,834	(6,810)	6,856	46
Governance Services	8,444	(1,259)	7,185	8,399	(1,304)	7,095	45	45	90
Subtotal Planned Budget	874,362	(502,798)	371,564	920,942	(546,476)	374,466	(46,580)	43,678	(2,902)

Services: [COVID-19 related](#)

COVID-19 Related Costs	1,125	-	1,125	52,230	1,348	53,578	(51,105)	(1,348)	(52,453)
Covid-19 Specific Funding	-	(1,125)	(1,125)	-	(40,520)	(40,520)	-	39,395	39,395
Covid-19 General Funding	-	-	-	-	(13,058)	(13,058)	-	13,058	13,058
Subtotal Covid-19	1,125	(1,125)	0	52,230	(52,230)	0	(51,105)	51,105	0
Total Services	875,487	(503,923)	371,564	973,172	(598,706)	374,466	(97,685)	94,783	(2,902)

Centrally Held Budgets (CHB): [Planned Budget](#)

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net
Treasury Management	19,909	(1,200)	18,709	17,798	(1,230)	16,568	2,111	30	2,141
Capital Programme	-	-	-	-	-	-	-	-	-
Unfunded Pensions	8,423	-	8,423	8,469	-	8,469	(46)	-	(46)
General Contingency	3,980	-	3,980	-	-	-	3,980	-	3,980
Contrib. to Reserves	11,873	-	11,873	11,790	-	11,790	83	-	83
Apprenticeship Levy	600	-	600	643	-	643	(43)	-	(43)
Levies, Grants and Other	1,011	(70)	941	959	(143)	816	52	73	125
Subtotal Planned Budget	45,796	(1,270)	44,526	39,659	(1,373)	38,286	6,137	103	6,240

Centrally Held Budgets (CHB): [COVID-19 related](#)

COVID-19 Related Costs	-	-	-	563	-	563	(563)	-	(563)
Covid-19 Specific Funding	-	-	-	-	(250)	(250)	-	250	250
Covid-19 General Funding	-	-	-	-	(313)	(313)	-	313	313
Subtotal Covid-19	0	0	0	563	(563)	0	(563)	563	0
Total Centrally Held Budgets	45,796	(1,270)	44,526	40,222	(1,936)	38,286	5,574	666	6,240

Corporate Funding: **Planned Budget**

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net
Business Rates	-	(77,195)	(77,195)	-	(77,195)	(77,195)	-	-	-
Revenue Support Grant	-	(3,568)	(3,568)	-	(3,568)	(3,568)	-	-	-
Council Tax	-	(311,501)	(311,501)	-	(311,501)	(311,501)	-	-	-
Social Care Grant	-	(17,082)	(17,082)	-	(17,083)	(17,083)	-	1	1
New Homes Bonus	-	(505)	(505)	-	(505)	(505)	-	-	-
Subtotal Planned Budget	0	(409,851)	(409,851)	0	(409,852)	(409,852)	0	1	1

Corporate Funding: **COVID-19 related**

COVID-19 Related Costs	-	-	-	-	(620)	(620)	-	620	620
Covid-19 Specific Funding	-	(6,239)	(6,239)	-	(5,422)	(5,422)	-	(817)	(817)
Covid-19 General Funding	-	-	-	-	(197)	(197)	-	197	197
Subtotal Covid-19	0	(6,239)	(6,239)	0	(6,239)	(6,239)	0	0	0
Total Corporate Funding	0	(416,090)	(416,090)	0	(416,091)	(416,091)	0	1	1
Total	921,283	(921,283)	0	1,013,394	(1,016,733)	(3,339)	(92,111)	95,450	3,339

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net
Contribution of TM underspend to capital programme borrowing	-	-	-	2,100	-	2,100	(2,100)	-	(2,100)
Remainder of general contingency to FM reserve	-	-	-	1,239	-	1,239	(1,239)	-	(1,239)
FINAL TOTAL	921,283	(921,283)	0	1,016,733	(1,016,733)	0	(95,450)	95,450	0

Revenue Savings Summary 2021/22 (£'000) – Q3 Forecast

Service description	Original Target for 2021/22	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved
ASC	-	-	-	-	-
BSD/Orbis	136	136	136	-	-
CS	134	134	134	-	-
CET	594	1,608	1,608	-	-
GS	-	-	-	-	-
Total Savings	864	1,878	1,878	0	0
ASC			-	-	-
BSD / Orbis			-	-	-
CS			-	-	-
CET			-	-	-
GS			-	-	-
Subtotal Permanent Changes ¹			0	0	0
Total Savings & Permanent Changes	864	1,878	1,878	0	0

Memo: treatment of savings not achieved in the year (£'000)	Temporary Funding ²	Part of reported variance ³	Total
ASC	-	-	0
BSD / Orbis	-	-	0
CS	-	-	0
CET	-	-	0
GS	-	-	0
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).

COVID-19 related

Centrally held budgets (CHB) and Corporate Funding

The Treasury Management Strategy (TMS), 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.

The average level of Council funds available for investment purposes during the Q3 was £308m. The total amount received in short term interest for the quarter to 31 December 2021 was £0.296m at an average rate of 0.38%, compared to £0.297m at an average rate of 0.38% for Q2 2021/22. Even though the Bank of England Base Rate was increased on the 16 December to 0.25%, market investment returns have proved minimal in nature, such that where possible a number of Local Authority investments have been made to secure a higher fixed return for periods up to 2 years. These investments are due to mature in Q4, which will have a short term impact to investment returns. However, with a marginally increased Base Rate the Council has the potential to 'ladder' bank fixed term deposits up to a 6 month duration, which will mitigate some of this risk.

In seeking investment opportunities, as defined by the TMS, an opportunity has been undertaken to reinvest a maturing Bank Deposits that aligns to the United Nations' Sustainable Development Goals (SDGs). In Q3 a £15m maturity was reinvested for a duration of 6 months maintaining the £30m placed for investment in this deposit type. Further investment could be considered if the key treasury management principles of Security, Liquidity and Yield (SLY) are met.

In the future, rising prices and inflationary pressures may impact on interest rates. The idea of raising interest rates is to keep those current and predicted price rises, measured by the rate of inflation, under control. Link Asset Services our advisers are currently forecasting the next rate rise in June 2022, to 0.50%. There is however a strong probability of a further rate increase at the next Monetary Policy Committee meeting on the 3 February to 0.50%.

A short term loan was taken to cover the Council's cashflow requirement for two weeks into the new year; this was to cover the risk of certain income streams being delayed over the Christmas period. The borrowing was sourced from another Local Authority via our Broker, Tradition. The majority of the Council's external debt, totalling £227.4m at Q3, is held as long term loans. No long-term borrowing was undertaken in Q3 and no further cost-effective opportunities have arisen during Q3 to restructure the existing Public Works Loan Board (PWLb) or wider debt portfolio.

The Treasury Management budget is currently forecasting to underspend by £2.141m. This is based on the position on the capital programme removing the need to borrow externally in 2021/22, together with the financial information presented above.

Reserves and Balances 2021/22 (£000)

Reserve / Balance	Balance at 1 Apr 2021	Forecast net use at Q2	Forecast net use at Q3	Movt	Estimated balance at 31 Mar 2022
Statutorily ringfenced or held on behalf of others:					
Balances held by schools	20,512	-	-	-	20,512
Public Health	5,734	(578)	53	631	5,787
Other	6,043	1,396	1,396	-	7,439
Subtotal	32,289	818	1,449	631	33,738
Service Reserves:					
Capital Programme	12,417	857	7,263	6,406	19,680
Corporate Waste	16,113	-	700	700	16,813
Insurance	7,400	(500)	(610)	(110)	6,790
Subtotal	35,930	357	7,353	6,996	43,283

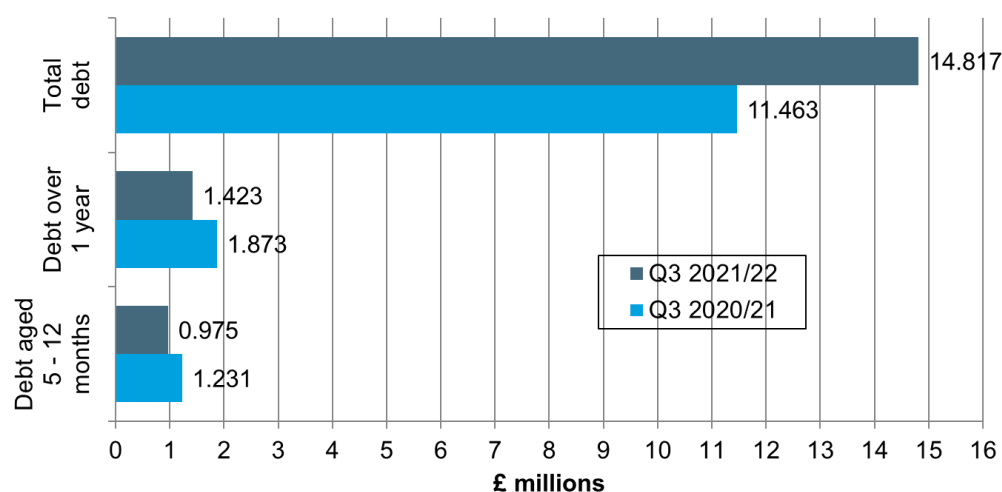
Strategic Reserves:

Priority / Transformation	8,026	8,651	8,926	275	16,952
Financial Management	50,114	(3,284)	(8,187) ¹	(4,903)	41,927
Subtotal	58,140	5,367	739	(4,628)	58,879
Total Reserves	126,359	6,542	9,541	2,299	135,900
General Fund	10,000	-	-	-	10,000
Total Reserves and Balances	136,359	6,542	9,541	2,299	145,900

¹ excludes proposed update to General Contingency transfer for Q3

Changes to Fees & Charges

Changes to fees and charges during Q3 will be reported to County Council on 8 February 2022 as part of the RPPR report.

Outstanding debt analysis (£ millions)

The value of debt over 5 months at Q3 has decreased by £0.279m to £2.398m compared to the 2020/21 outturn of £2.677m. The overall outstanding debt has also decreased to £14.817m compared to the 2020/21 outturn of £15.549m.

When comparing the overall outstanding debt for Q3 2021/22 to Q3 2020/21, the total outstanding has increased by £3.354m. More than half of this value relates to invoices due from Clinical Commissioning Groups and the remainder is mainly due to timing of invoices raised through the financial year.

Aged Debt continues to be a high priority focus area with a continuous improvement approach to continually re-engineer systems and processes. ASC debt case review meetings also continue to ensure that the most appropriate steps are taken to recover debt promptly in consideration of the residents' circumstances and in accordance with the Care Act.

Adult Social Care and Health – Q3 2021/22

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

Adult Social Care (ASC)

Health and social care integration – The extreme pressure across all parts of our health and care system has remained constant throughout Q3, due to the ongoing pandemic and impacts on the workforce across all sectors and care settings. This has required continued collaboration and action to meet the current increased demand for services, including restoration and recovery as well as progressing shared medium-term objectives to improve population health, reduce health inequalities and deliver more integrated care. Close system working has taken place to manage placements and packages of care for individuals, supported by agreeing coordinated action in the following areas to ensure that the needs of individuals are best served through the most appropriate care, in the right setting and at the right time:

- Continuation of and increased commissioning of Discharge to Assess (Pathway 3) Care Home beds including beds to support specific needs.
- Continuation of commissioning of Home Care capacity.
- Continued support of acute and community hospital discharge arrangements.
- Recruitment of targeted case managers to support system flow.
- Further exploration of potential recruitment approaches to improve our home care workforce capacity and ability to support local people within the community.
- Close working between health and adult social care to maximise the flow of our patients through our system against the backdrop of continued workforce challenges.
- Development of an improved front-door model to support pressures on Emergency Departments and Gateway Wards.
- Focussed work to support individuals of all ages needing access to mental health services and supporting timely discharge from inpatient units.
- Maximising access to additional national resources as they become available to support local systems.

As set out in our East Sussex Health and Care Partnership Summary Plan 2021/22, the focus of our transformation programme continues to be on the areas where changing care models and pathways can both help us build on the developments that were accelerated by the pandemic and have the most impact in supporting restoration and recovery of our system in a sustainable way. The following key programme developments have moved forward:

- A Trusted Assessor pilot in Hastings and Rother ensures that staff in the Crisis Response Team can put in place simple packages of commissioned care and avoid unnecessary hand-offs / delays.
- The creation of an integrated, multi-disciplinary Rapid Response Team supports improved Home First Pathway 1 discharges and avoids the need to attend and/or be admitted to hospital by providing alternative services urgently in the community.
- A specification has been developed for our Discharge to Assess (D2A) block contract beds to support our strategic approach to this resource for the remainder of the year and into 2022/23.
- Urgent care leads have undertaken detailed exploration of the causes of increased A&E attendance. This has resulted in the agreed priority development of an improved front-door model to support people needing to access care and pressures on Emergency Departments, and a focus on working as a system and helping people to best access the service that is most appropriate.
- Significant engagement has taken place with our Primary Care Networks (PCNs) to shape the model for Emotional Wellbeing Services, aimed at providing greater access to a range of wellbeing support.

Although minimum requirements to support our Integrated Care System (ICS) to operate are now met by our East Sussex Health and Care Partnership, the current focus of our work is on the urgent priorities resulting from Omicron and winter pressures and this will have some possible impacts on the immediate momentum, pace and timescales for integration development plans. This is being managed through a flexible approach to our system partnership meetings and we are optimistic that our plans will get back on track once the normal rhythm of meetings resumes in Q4 (ref i). Focussed system leadership planning in Q3 identified further action to develop proposals in Q4 for the following elements of our model:

- Integrated, preventative care focussed on our elderly, frail and vulnerable populations, aimed at strengthening our target operating model for community health and social care services.
- Working with different strengths and needs in our localities and embedding anticipatory Population Health Management (PHM) as an approach focussed on improving health, prevention and health inequalities.
- Developing our whole system financial plans at a Place level (East Sussex) to underpin this, share risk and commission with our collective resources.
- Further embedding Primary Care into our shared system leadership model at a Place level.

Agreement has also been reached by our East Sussex Health and Social Care System Partnership Board to jointly implement a whole system approach to the role of our large anchor institutions in supporting wider economic and social wellbeing for our population. The initial phase of discovery will focus on the added value to be brought by:

- Facilitating the involvement of local NHS organisations into the full range of existing work being taken forward by local authorities and voluntary, community and social enterprise (VCSE) partners to support economic recovery and the Thinking Local agenda.
- Helping us identify and shape our plans for further joint action that will add value and bring benefits to people within our deprived communities.

Possible additional opportunities are also being explored by our shared Strategic Workforce Group to support our collective workforce recruitment in East Sussex, for the benefit of all providers including the independent care sector and voluntary, community and social enterprise sector. These include developing a single recruitment portal for Health and Social Care roles in East Sussex to streamline access to employment opportunities and exploring how larger organisations with recruitment scale can support other smaller organisations.

Due to the additional time required to get the Health and Care Bill through the parliamentary process, the proposals in the Bill which will put Integrated Care Systems (ICSs) on a statutory footing in England have been delayed from 1 April to 1 July 2022. In summary all ICSs in England will be made up of two boards:

- An ICS NHS Integrated Care Board (ICB) will be responsible for the day-to-day running of the ICS. This will involve merging some existing ICS and Clinical Commissioning Group functions.
- An ICS Integrated Care Partnership (ICP) is likely to have a wider array of partners represented. They will be responsible for agreeing how the health, social care and public health needs of their system will be addressed.

The current focus for our Sussex Health and Care Partnership is on setting out the arrangements between local NHS organisations, Local Authorities, and wider partners in our Sussex ICS so that the new Board can start to operate in shadow form ahead of 1 July. This will cover the ICS vision, principles and governance arrangements that will support oversight and assurance of the NHS system and mutual accountability between ICS partners, as well as how our three Place Partnerships in East Sussex, West Sussex and Brighton and Hove will support delivery of our shared objectives.

Third Sector support – During Q3 activity continued to focus on working with external partners to assist them in adapting to changes in Government COVID-19 guidance and identifying ways to ensure services and activities continue to address the identified local impacts of the pandemic. VCSE partners are implementing hybrid ways to deliver services, a combination of face-face and remote working styles have emerged with care taken to ensure providers and customers are safe and supported.

The three Voluntary Action groups have begun to develop their support to volunteer organisations, with Hastings Voluntary Action (HVA) receiving funding through the UK Community Renewal Fund - 'The VCSE Futureproofing Initiative (Building Community Connections)'. This initiative/project will focus on the Hastings area, and the learning will be shared with Rother Voluntary Action (RVA), 3VA and the Council to inform our collective approach to develop and strengthen routes for people to become active in communities and organisations. The Council has begun work with HVA, RVA, 3VA, the wider VCSE and public sector partners to develop a specification for a digital platform and mobile application that can be used to access volunteering opportunities, training, and support for people and organisations across East Sussex. This work is funded from the Contain Outbreak Management Fund (COMF).

Crowdfund East Sussex run by Crowdfunder UK has submitted a Year 3 report that shows a continued increase in the use of crowdfunding as a method for not-for-profit organisations and for-profit business and organisations to raise funds. The recent Projects That Matter (PTM) programme focused on offering a Climate Challenge match fund to support communities in East Sussex with small projects that tackle the climate and ecological crisis, improving the health of people and the planet and creating healthier and sustainable places that can be enjoyed for generations to come. The PTM was a success, and the climate theme will be used to develop a new Match Fund for 2022/23.

The new Sussex Community Foundation, Winter Support and Recovery Fund was launched to provide grants up to £10,000 to VCSE organisations for projects that meet the following criteria: Mental health and well-being support, Reconnecting people and communities, and Reducing health inequalities. The Fund has been developed with Sussex Health and Care Partnership, West Sussex, and East Sussex County Councils each contributing to the total fund.

The Additional Measures Grant recipients continue to provide advice and information on all aspects relating to finance (i.e., income maximisation, benefit eligibility and help to apply, employment rights, dealing with any debt emergencies, budgeting etc.), and continue to show that for most people accessing the service their main source of financial and/or debt issues are as a result of a deterioration in health (post COVID-19). Findings will be shared with colleagues in the Council and East Sussex CCG to assist in informing possible future commissioning of support.

A three-year grant has been made to the East Sussex Community Voice to host and co-ordinate activities of the East Sussex VCSE Alliance that enable the delivery of shared priorities with the Council, wider East Sussex, and Sussex system partners. The recruitment of a Development Worker to support the VCSE Alliance is underway.

The procurement of Healthwatch East Sussex and the Independent Health Complaints Advocacy Service was completed with the incumbent provider East Sussex Community Voice chosen as the contract provider, the new contract will commence in Q4 and run for three years with the option to extend for a further two years.

Adults are able to take control of the support they receive:

- As at 31 December, 32.6% of adults and older people were receiving Direct Payments. This equated to a total of 1,511 people.
- As at 30 September there are 321 Support With Confidence members – 271 Personal Assistants and 50 businesses. There have been 48 new approvals since April 2021. There are currently 53 live applications in progress – 47 PA applications and six business applications.

Adults are supported to find and keep safe and affordable accommodation – 2,654 people were supported through housing related floating support across East Sussex in Q3 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. The service also changed providers in November 2021. Brighton Housing Trust Sussex now delivers the East Sussex Floating Support Service. To support a smooth transition for clients, staff and partners, the service will, in the short term, continue to be comprised of Home Works and STEPS East and STEPS West.

Percentage of Health and Social Care Connect referrals triaged and progressed to required services within required timescales – Activity is only available for April to October at this stage, between which time 85% of Health Hub Referrals were handled within the target time scales across all priorities. There is now a full complement of nurses within the Health Hub but there is a deficit of Access and Assessment Officers (AAO's) for whom recruitment is proving challenging.

Enabling people to live independently at home and delaying dependency – Frail adults across East Sussex can receive Technology Enabled Care Services (TECS), to help manage risks and maintain independence at home. TECS includes Telecare, which offers a range of sensors and detectors to meet different needs, such as wearable alert buttons, fall detectors or medication dispensers. At the end of Q3, 8,274 people were receiving TECS, continuing the slight decline seen throughout 2021/22, due to clients leaving the services, for reasons such as: moving out of county; needs increasing and moving into supported living / care home settings; and people passing away (ref iii).

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 which are:

- Between April and September 91.5% of older people discharged from hospital to reablement / rehabilitation services were at home 91 days after their discharge from hospital.
- Between April and December, no further request was made for on-going support for 93.5% people who received short-term services.
- Between April and December, 61% of Reablement service users discharged from the Joint Community Rehabilitation Service did not require on-going care.

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

Substance Misuse – In Q3 projects were commissioned through the Substance Misuse Grassroot Fund as follows:

- *Switchboard* has been funded to provide an LGBTQ+ phone line in East Sussex for supporting those in recovery, including onward referrals to other support services.
- *Luna Life Transformation* provides a holistic approach to therapy with a 12-week project that uses Rapid Transformational Hypnotherapy at its heart, combined with Life Coaching and meditation, with personal support throughout, aiming to provide permanent recovery from addiction.
- A gender specific group, Women Only Recovering Creatively (W.O.R.C) is a women-only group focussing on creative arts to support those in recovery and hosts two groups per week in the Hastings area.

Modern Slavery – In October the SEST hosted the Pan Sussex Multi-Agency Anti-Slavery Network with online workshops facilitated by the Lecturer in International Criminal Law and the External Partnership Project Manager from the University of Sussex, specifically designed to support the cross-sector network members identify what the challenges of Modern Slavery are for their respective organisations. The feedback from the workshops is now being used to shape and further enhance the effectiveness of this forum.

In November the Operational Commissioning Group agreed that all Council commissioners should undertake the E-learning course to help public sector commercial staff identify and mitigate modern slavery risks in their procurements.

Fraud & Scams – SEST have used the funding secured from the Get Safe Online (GSO) Local Government Cyber Protect Programme to personalise and share advice from the GSO to partners and residents around keeping safe online during Q3. This has included advice on safe shopping, social media, smart devices and advice on protecting children from online harm. Get Safe Online is the UK's leading awareness resource helping protect people, finances, devices and businesses from fraud, abuse and other issues encountered *online*. The bespoke Get Safe Online East Sussex [landing page](#) can now be accessed from the main page of the [ESCC website](#) and the Council site further highlights this resource with page alerts under the community and scams sections.

Preventing Violent Extremism – During November and December 2021, The East Sussex Prevent Board delivered multi-agency Prevent and Channel awareness training sessions, in total 354 frontline staff from a variety of agencies including the Council, East Sussex Fire and Rescue Service, Probation, Police and the NHS registered for the sessions.

Throughout Q3 our SEST's Prevent Project Officer has continued to deliver the *Relation-SHOPs* programme to Year 6 pupils across East Sussex, which promotes personal safety and resilience before transition to secondary school. The Prevent Project Officer continues to deliver challenging extremism assemblies which aim to examine what is meant by extremism, the process of online radicalisation, what hate crime is and how it can develop into extremist views when left unchallenged. Over 7,000 pupils have now participated in Challenging Extremism Assemblies to date.

Serious Violence – Q3 has seen an increase in the delivery of workshops and assemblies by kNOwnknives and by the Safer East Sussex Team on the risks of knife-carrying and the poor relationships within communities which drive young people to carrying knives. Following the school summer holidays conversations have started up again in other areas such as Wealden and Hastings to support the school community. Young people have reported to the kNOwnknives project that they are seeing an increased presence of Youth Service/Workers and Police out in their communities.

Initial positive outcomes are being seen as a result of the Home Office-funded STAR project in East Sussex, developed to modify the behaviour of habitual knife-carriers. This has included bringing together Sussex Police and East Sussex's local Youth Offending Team and Children's Services to coordinate a contextual safeguarding approach to develop personalised intervention plans delivered by practitioners working across disciplines to divert identified vulnerable children and their associates/local peer groups from being drawn into future knife carrying and other criminal activity once identified.

During Q3 the SEST has coordinated with community safety partners in West Sussex and Brighton to support the Hampshire & Isle of Wight Police and Crime Commissioner (HloWPCC) to grow and develop the InterACT sharing platform. This platform brings together data from local authorities, policing/probation, Public Health and other statutory and external partners across the South East to create a self-service experience allowing analysts across these agencies to create more comprehensive and meaningful reports on trends across their areas of interest.

During Q3 work to reduce serious violence in the high-harm hotspots identified by Sussex Police included six engagement days using a customised van, a knife sweep and eight days of targeted action within the Devonshire Ward in Eastbourne, which was selected due to its significant links to serious violence, drugs and organised crime. The action in Eastbourne led to 10 weapon seizures, 26 arrests whilst on operations and hundreds of hours extra patrol time. In addition, work has been done with the British Transport Police (BTP) to target people and weapons travelling into this part of Eastbourne using a mixture of plain clothes and uniform operations, a mobile knife detector pole

at busy thoroughfare locations in the town, and inputs by neighbourhood youth officers into local schools alongside kNOwnives.

Reducing Reoffending – Despite the East Sussex Trailblazers being unsuccessful in its bid to the Ministry of Justice (MOJ) Local Leadership & Integration Fund (LLIF), work continues with in-reach workers and data analysts to understand the risks to complex prison-leavers posed by a lack of accommodation and how best to allay those risks specific to people leaving prison and moving into East Sussex.

An evaluation of the effects of East Sussex's Trailblazer status, first secured in October 2020, began in Q3 with a particular focus on incorporating the lived experience of individuals supported through the Rough Sleepers Initiative. As this evaluation continues the intention is to develop focus groups of people with lived experience of transitioning from prison to homelessness or rough sleeping who can give us a greater understanding of the gaps or issues that impact on their transition to civilian life.

Domestic Violence and Abuse, Sexual Violence and Abuse Services – Referrals into refuge at our commissioned provider in East Sussex were paused from 1 November until early January 2022, due to operational issues but Clarion are now receiving referrals from a variety of sources.

The draft Domestic Abuse Strategy for Accommodation and Support was published in Q3 and creates mission statements centring around the themes of ensuring pan-Sussex and East Sussex-based services, these themes are: Consistent and Collaborative; Diverse and Appropriate; Accessible and Inclusive; Responsive to Multiple Disadvantages, Person-centred; and Trauma-informed.

Public Health

Number of new service user interventions started through One You East Sussex as part of the Integrated Lifestyle Service – Performance dropped slightly in Q2 (reported a quarter in arrears) which means that the service is now unlikely to achieve its annual target of 7,000 new service user interventions started (**ref ii**). This has been added to the department risk register and is being monitored closely with the provider. We expect the mitigating actions included within the risk register to have a positive impact on activity in the remaining quarters. Underperformance is due to the disruption caused by the pandemic. It is proposed to amend the target from 7,000 to 5,000.

Public Health as a place of learning – We have successfully expanded our entry routes into the Public Health team:

- Kickstart staff – two recruits have joined us for six months to learn about Public Health, the Local Authority and the NHS. The scheme is for people aged 16-24 who are not in employment education or training to receive support to develop skills, experience, and confidence to move into permanent work.
- Public Health Apprentice – this apprenticeship combines a BSc in Public Health with working across a range of topics/ skills in Public Health and leads to registration on the UK Public Health Register (UKPHR) Register. Two apprentices are in place, and we hope to create more apprentice roles in 2022/23.
- Research and Academic Links Support – we have a new working arrangement with Brighton University to strengthen our academic links and offer Brighton University students the opportunity to gain experience in local Public Health issues as part of their studies.

Everyday Creativity Programme (EDC) – The Everyday Creativity (EDC) project sought to explore the benefits of small acts of everyday creativity on people's wellbeing. The aim of the project was to implement creative activity-based interventions to improve mental health and wellbeing for five discrete populations:

- (i) People living in care homes;
- (ii) Personal Assistants (PAs);

- (iii) Young people;
- (iv) Service users of the Rough Sleeper Initiative (RSI); and
- (v) People who have been furloughed, recently made redundant or are unemployed.

Grant funding to keep homes warm – A £2.2m application to the Department for Business, Energy & Industrial Strategy's [Sustainable Warmth competition](#) by a consortium of East Sussex local authorities was one of 57 successful projects recently awarded funding. The bid was led by Hastings Borough Council and developed in close collaboration with the Public Health team. The Council will receive £2.2m of the new Sustainable Warmth funding, which will help to boost the Warm Home Check service offer for eligible residents until March 2023. The service will offer home energy efficiency improvements for at least 150 low-income fuel poor households in private tenures (homeowners or those privately renting). About two fifths of carbon emissions in East Sussex are from people's homes, so helping vulnerable residents improve the energy efficiency of their homes through the installation of low carbon options will also help address the climate emergency.

Revenue Budget Summary

Public Health

The Public Health (PH) Budget of £32.086m comprises the PH grant allocation of £28.074m, Test, Track and Contain grant allocation £1.095m, Pan Sussex Community mass testing funding £0.030m, ADDER Grant allocation £1.567m and £1.320m drawn from reserves to support in year spending. At the end of Q3, expenditure is less than anticipated by £2.075m due to delivery of services being restricted by COVID-19.

ASC

The net Adult Social Care budget of £186.009m includes growth and demography funding and an inflationary uplift to support the independent sector care market. The budget now reflects the reduction in commitment due to the impact of COVID-19 related excess deaths of clients in local authority care during 2020/21.

The budget is currently forecast to overspend by £0.244m. This comprises an overspend of £1.182m in the Independent Sector and an underspend of £0.938m in Directly Provided Services, the latter mainly due to staffing vacancies.

Capital Programme Summary

The ASC Capital programme is £0.060m for 2021/22. The underspend is £0.050m against House Adaptations for People with Disabilities. This is a demand led budget and there has been no demand so far this year.

Performance exceptions (see How to read this report for definition)**Priority – Helping people to help themselves**

Performance measure	Outturn 20/21	Target 21/22	RAG Q1 21/22	RAG Q2 21/22	RAG Q3 21/22	RAG Q4 21/22	Q3 2021/22 outturn	Note ref
Building upon existing joint and partnership working and in the context of the development of Integrated Care Systems (ICS) design, agree and implement: i - An integrated commissioning model. ii - An integrated provider model for Health and Social Care in East Sussex	New measure 2021/22	Service models developed and approved by the East Sussex Health and Social Care system and an implementation timetable with key milestones agreed	G	G	A			i
Number of new service user interventions started through One You East Sussex as part of the Integrated Lifestyle Service	4,673	Target amendment requested from: 7,000 To: 5,000	G	A	AD		Q1-Q2: 2,367 Reported quarterly in arears	ii
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	8,486 people receiving TECS	8,500 people receiving TECS	G	A	R		8,274	iii

Savings exceptions 2021/22 (£'000) – Q3 Forecast

Service description	Original Target For 2021/22	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	Note ref
No savings target	-	-	-	-	-	
	-	-	-	-	-	
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 2021/22 (£'000)

Adult Social Care – Independent Sector: Planned Budget

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/under spend Gross	(Over)/under spend Income	(Over)/under spend Net	Note ref
IS - Physical Support, Sensory Support and Support for Memory & Cognition	121,251	(44,907)	76,344	115,419	(42,292)	73,127	5,832	(2,615)	3,217	
IS - Learning Disability Support	67,818	(4,878)	62,940	68,925	(5,633)	63,292	(1,107)	755	(352)	
IS - Mental Health Support	12,390	(5,890)	6,500	16,414	(5,867)	10,547	(4,024)	(23)	(4,047)	
Subtotal Planned	201,459	(55,675)	145,784	200,758	(53,792)	146,966	701	(1,883)	(1,182)	

Adult Social Care – Independent Sector: COVID-19 related

Covid-19 Related Costs	-	-	-	28,390	-	28,390	(28,390)	-	(28,390)	
Covid-19 Specific Funding	-	-	-	-	(28,390)	(28,390)	-	28,390	28,390	
Covid-19 Tranche Funding	-	-	-	-	-	-	-	-	-	
Subtotal Covid	0	0	0	28,390	(28,390)	0	(28,390)	28,390	0	

APPENDIX 2

Adult Social Care – Directly Provided Services & Assessment and Care Management: **Planned Budget**

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Physical Support, Sensory Support and Support for Memory & Cognition	15,098	(4,876)	10,222	14,262	(4,597)	9,665	836	(279)	557	
Learning Disability Support	7,491	(595)	6,896	7,090	(660)	6,430	401	65	466	
Mental Health Support	3,121	(3,098)	23	3,121	(2,998)	123	-	(100)	(100)	
Substance Misuse Support	476	-	476	476	-	476	-	-	-	
Equipment & Assistive Technology	6,205	(3,707)	2,498	6,365	(3,636)	2,729	(160)	(71)	(231)	
Other	130	-	130	110	(4)	106	20	4	24	
Supporting People	6,289	(310)	5,979	6,289	(310)	5,979	-	-	-	
Assessment and Care Management	26,605	(2,833)	23,772	28,207	(4,435)	23,772	(1,602)	1,602	-	
Carers	3,296	(2,635)	661	3,121	(2,460)	661	175	(175)	-	
Management and Support	18,524	(29,309)	(10,785)	18,511	(29,518)	(11,007)	13	209	222	
Service Strategy	551	(198)	353	739	(386)	353	(188)	188	-	
Subtotal Planned	87,786	(47,561)	40,225	88,291	(49,004)	39,287	(505)	1,443	938	

Adult Social Care – Directly Provided Services & Assessment and Care Management: **COVID-19 related**

Covid-19 Related Costs	-	-	-	6,656	-	6,656	(6,656)	-	(6,656)	
Covid-19 Specific Funding	-	-	-	-	(6,507)	(6,507)	-	6,507	6,507	
Covid-19 Tranche Funding	-	-	-	-	(149)	(149)	-	149	149	
Subtotal Covid	0	0	0	6,656	(6,656)	0	(6,656)	6,656	0	

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Total Adult Social Care	289,245	(103,236)	186,009	324,095	(137,842)	186,253	(34,850)	34,606	(244)	

Safer Communities: **Planned Budget**

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Safer Communities	2,850	(2,153)	697	2,812	(2,115)	697	38	(38)	-	
Subtotal Planned	2,850	(2,153)	697	2,812	(2,115)	697	38	(38)	0	

Safer Communities: **COVID-19 related**

Covid-19 Related Costs	-	-	-	27	-	27	(27)	-	(27)	
Covid-19 Specific Funding	-	-	-	-	-	-	-	-	-	
Covid-19 Tranche Funding	-	-	-	-	(27)	(27)	-	27	27	
Subtotal Covid	0	0	0	27	(27)	0	(27)	27	0	

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Total Safer Communities	2,850	(2,153)	697	2,839	(2,142)	697	11	(11)	0	

Public Health – Core Services: **Planned Budget**

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Mental Health & Best Start	11,419	-	11,419	10,010	-	10,010	1,409	-	1,409	
Risky Behaviours and Threats to Health	12,252	-	12,252	12,086	-	12,086	166	-	166	
Health Systems	2,807	-	2,807	2,421	-	2,421	386	-	386	
Communities	1,010	-	1,010	892	-	892	118	-	118	
Central Support	3,473	-	3,473	3,477	-	3,477	(4)	-	(4)	
Public Health Grant income	-	(28,074)	(28,074)	-	(28,074)	(28,074)	-	-	-	
Public Health CCG and Reimbursement income	-	-	-	-	-	-	-	-	-	
Contribution from General Reserves	-	(1,320)	(1,320)	-	-	-	-	(1,320)	(1,320)	
Contribution from General Reserves	-	-	-	-	755	755	-	(755)	(755)	
ADDER Grant	-	(1,567)	(1,567)	-	(1,567)	(1,567)	-	-	-	
Subtotal Planned	30,961	(30,961)	0	28,886	(28,886)	0	2,075	(2,075)	0	

Covid-19 Related Costs	1,125	-	1,125	1,125	-	1,125	-	-	-	
Covid-19 Specific Funding	-	(1,125)	(1,125)	-	(1,125)	(1,125)	-	-	-	
Covid-19 Tranche Funding	-	-	-	-	-	-	-	-	-	
Subtotal Covid	1,125	(1,125)	0	1,125	(1,125)	0	0	0	0	

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Total Public Health	32,086	(32,086)	0	30,011	(30,011)	0	2,075	(2,075)	0	

Capital programme 2021/22 (£'000)

Planned Programme

Approved project	Budget: total project all years	Projected: total project all years	Budget Q3	Actual to date Q3	Projected 2021/22	Variation (Over) / under Q3 budget	Variation analysis: (Over) / under spend	Variation analysis: Slippage to future year	Variation analysis: Spend in advance	Note ref
Greenacres	2,598	2,598	10	10	10	-	-	-	-	
House Adaptations for People with Disabilities	2,719	2,719	50	-	-	50	50	-	-	
LD Service Opportunities	5,092	5,092	-	-	-	-	-	-	-	
Total ASC Gross (Planned Programme)	10,409	10,409	60	10	10	50	50	-	0	

Covid-19 Related

[illegible]

Business Services – Q3 2021/22

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

Summary of successes and achievements – The key role of the Business Services Department (BSD) is to provide support to the wider County Council, enabling the organisation to deliver its services to residents and businesses. Q3 saw a continued rise in “business as usual” (BAU) activity from the organisation as services look to return to normal operation after the impact of the pandemic. To maintain the level of support the organisation requires, BSD services are carefully allocating resources to respond to increased demand on BAU activities, provide pandemic-related support and play a key role in various service transformation programmes.

KEY CROSS CUTTING PROGRAMMES

Carbon – In Q3, a further one-off investment of £3.867m was agreed by Cabinet to assist in moving forward with our carbon reduction targets. Work will focus on the use of our corporate buildings, as well as focused capital investment to reduce heat decarbonisation in our schools and non-school estate, as well as continuing to leverage central government grant funding.

Cabinet agreed as part of the Q2 monitoring report that the carbon reduction measure would be reported a quarter in arrears for the rest of 2021/22. This means that for Q3, we are reporting on our performance up to end of Q2, which aligns with the way Green House Gas (GHG) emissions are reported to our Climate Emergency Board and tackles the issue with reporting data that has a time lag. As agreed we will now also use figures that have not been adjusted for differences in weather conditions to improve the accuracy of our exception reporting.

As a comparator to the pre-pandemic year of 2019/20, overall emissions are down by 9.1% which breaks down as a 0.4% reduction for schools and a 17.9% reduction for non-schools. The position has improved against the previous quarter now that weather has returned to more seasonal norms and has balanced out the effect of high gas consumption in April and May when there was exceptionally cold weather.

There was an overall increase in emissions of 18.5% at the end of Q2 2021/22 against emissions for the same period in 2020/21. This is a significant improvement vs Q1 2021/22 which had an increase of 37.4%. The non-school estate saw a reduction of 2.1% in emissions vs a 42% increase of emissions in our school's estate. Schools carbon emissions are affected as a higher proportion of their carbon emissions arise from heating. Also, throughout the pandemic, occupancy levels in schools have been higher than for many other buildings such as offices, which has meant that their ventilation related energy demands have been greater.

In common with other county councils, emissions are high compared to target reductions against previous years. This is partly due to emissions in 2020/21 being unusually low due to COVID-19 related building closures and this is particularly true of schools. Energy consumption in the current year has also been subject to an upward pressure from the need to increase fresh air and ventilation rates in buildings in order to keep them COVID-19 safe, as directed by the Health and Safety Executive. This means increasing heating in our buildings to counteract the increased number of windows required to be open, which is exacerbated during colder weather.

The target for the year is not expected to be achieved due to continuing national guidance on ventilation and the cold weather in Spring 2021 which has adversely impacted performance (**ref i**).

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 increase agile and digital working. Contracts with the selected solution providers (Oracle and Infosys) are complete and initial discovery workshops have taken place during Q3 and are nearing completion. Resourcing for the remainder of the programme has progressed, and although there have been some challenges in recruiting key skill sets, it is now almost complete. During Q4, the team will move into the initial technical build and demonstration of the Oracle solution and will start the process of data migration and integration with legacy systems.

Workstyles – Property, IT&D and HROD are working collaboratively to undertake a review of our working practices to develop modern, flexible workspaces that enable hybrid ways of working. New working practices will be driven by business need and will support service delivery, drive efficiency and significantly reduce carbon emissions through a reduced requirement for staff travel.

During Q3, Property continued to work with the appointed supplier for implementing small office adaptations and conducted detailed site surveys in preparation for implementation. A series of engagement sessions for hub buildings in Eastbourne and Hastings have concluded and the final plans have been issued for sign off by departments. The programme is on track to deliver the first phase of changes in Q4. Preparation and engagement for Phase 2 (County Hall) began in Q3, with a number of office moves completed.

To support our workforce, two new e-learning courses have been launched: “performance management in a hybrid working environment” and “managing hybrid team meetings”. These will support managers and staff operating in a hybrid working environment.

IT&D are contributing additional meeting room technology to support hybrid meetings. A range of devices to suit different spaces and requirements have been procured and will be implemented in tandem with the workspace reconfiguration. Additionally, to support staff with increased use of technology, we have launched the Tech Advocate team who will work with service areas and individuals to provide tailored technical advice, best practice guidance, training packages and documentation to support the evolving needs of a digital workforce.

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT (HROD)

In support of the Council being an Employer of choice, and so that we can attract and retain the high calibre staff needed to deliver our services, significant work on the development of the Council’s advertising strategy and employer brand has been undertaken during Q3. This is currently being consulted on with departments and will be developed further through this process.

Apprenticeships – The latest national performance tables against the 2.3% target were published by the Department for Education (DfE) in December 2021. This year, public sector bodies have been measured against two targets: i) performance in the 2020/21 financial year and ii) cumulative performance against the 2.3% target from the inception of the levy in 2017 through to March 2021. At the end of 2020/21, we were placed 9th for the yearly outturn and joint 7th in terms of the cumulative target. The actual percentage of apprenticeships in ratio to the overall workforce was 1.2%, an increase from 1.1% in 19/20.

In response to the potential negative impact of COVID-19 on employment opportunities for young people, the Government and Education & Skills Funding Agency launched new initiatives to tackle unemployment in 2020, which have continued throughout 2021. These include the Apprenticeship Incentive Scheme and Kickstart Programme. As of November 2021, 59 apprentices have been employed within the Council and maintained Schools under the Apprenticeship Incentive Scheme, with the full incentive payment being passed on to the relevant team, and we have 14 ‘Kickstarters’ either in post, or waiting to commence employment. A further five new vacancies will be going live before the end of the Kickstart initiative in March 2022. All the young people who start work with the Council receive ongoing support within their placement and further assistance in accessing another role following the end of their placement.

Attendance Management and Wellbeing – The 2021/22 Q1-3 sickness absence figure for the whole authority (excluding schools) is 6.49 days lost per FTE, an increase of 14.5% since the same period last year. The year-end estimate for 2021/22 is 8.90 days/FTE, so the target of 9.24 days/FTE is predicted to be met.

The predominant reason for the increase in absence rates is due to Covid related absence, with a 2,300 day increase of days lost compared to the same period last year (Q1-Q3 2020). Mental health absence has also increased by 44%, but it is positive to note that, conversely, stress has decreased by 30%. Set against this background, we have increased our commitment to support staff by:

- using key health awareness campaigns to run regular bespoke virtual workshops for staff on pertinent health topics including Winter Wellbeing, Mental Fitness and Coping at Christmas.
- holding a Mental Health First Aid (MHFA) AGM in October 2021 with clear action points generated on how the MHFAers can further support colleagues and what support they need in place to do this.

More broadly we have:

- worked with our wellbeing contractors; occupational health and our absence management provider to host 'Top Tips for Managers' workshops. Over 300 managers signed up to attend these.
- launched a new interactive e-learning package for employees and managers on 'Menopause in the Workplace' with the aim of improving knowledge and awareness of support available.

PROCUREMENT

Savings achieved through procurement, contract and supplier management activities – The Council has spent £288.000m with 928 local suppliers over the past 12 months, which equates to 68.3% of our total spend. This figure includes our Tier 2 supplier data (i.e., the direct spend with the Council's suppliers that is then sub-contracted by them to a local supplier). The Procurement team continues to promote our contract opportunities to local suppliers, as well as building local supply chain opportunities into our tenders where possible. The focus on spending Council money within our local economy supports the East Sussex Economy Recovery Plan.

At the end of Q3, £5.400m savings were signed off against a target of £2.000m. This breaks down into £1.500m cash-releasing savings (money saved that could be spent on other services) and £3.900m non-cash releasing savings (e.g., a financial saving that does not release cash).

The team continues to support the significant activity involved in the Highways Services Re-procurement. The tender pack and selection questionnaire (SQ) was published in Q3 as planned. Shortlisting of bidders will take place in Q4, which will decide who will be taken forward to the Invitation to Tender (ITT) stage. The ITT will then be published in Q4 as planned. The contract is due to be awarded in Q3 2022/23, for a start date in Q1 2023/24.

Social Value (SV) – In Q3, a total of 10 contracts were awarded, of which six were out of scope of the Social Value Measurement Charter, which quantifies the economic, social and environmental benefits of Council procurement, as we accessed existing pre-approved lists of suppliers (frameworks) with predefined contractual terms.

The in-scope contracts included in the Q3 outturn figure had a total contract value of £18.08m and secured £2.59m in Social Value commitment, which equates to an outturn of 14%. The Council's call-off contract for the South East Grid (SEG) Network Services Framework is included in this figure, securing £1.83m in Social Value commitment.

The Social Value outturn is above target for Q3, but the year-to-date figure is running below target at 7.3%, in part due to some of our contracts only being reported on an annual basis, meaning a delay in reporting social value on these contracts. We continue to focus on social value in all of our activities to help achieve our annual target of 10% by the end of Q4.

The Social Value commitment secured with the successful suppliers includes a wide and varied range of benefits, such as: local job creation; apprenticeships; free broadband for care homes; funding to support innovative place-based and community research into health and care issues in East Sussex; providing talks to schools on decarbonisation of buildings, to educate pupils on the sustainable benefits to be gained; undertaking supply chain engagement on decarbonisation; and scope 3 emission reductions.

The Council's new Social Value Policy has been presented to each department and will now be presented to the Place Scrutiny Committee for their consideration. It is intended that once approved this policy will act as a springboard for wider engagement with community groups and

other local contracting authorities to try and align our approaches and maximise the delivery of Social Value for the benefit of all our residents.

INTERNAL AUDIT

During Q3, Internal Audit have continued to focus on delivery of the Annual Internal Audit Plan, which is progressing well. This has also included an amount of reactive unplanned work, including counter fraud investigation work, as well as proactive advice and support to management on key initiatives, such as the MBOS programme. Overall delivery of the plan remains on track, with progress reported to the Audit Committee at its meeting on 19 November 2021.

PROPERTY

Property operations – Q3 saw continued focus on the next stage of Property's new data platform, with a focus on compliance data, further expanding modules and increasing our suppliers with wider functionality. Implementation of Phase 2 continued during Q3, and an additional focus on reporting functions will occur in Q4. The aim of the new platform is to provide robust property data on performance of the Council's assets.

Work to prepare for a phased general return to the office environment continues, whilst continuing to support essential services to operate in a COVID-19 secure way in Council buildings in accordance with the latest Health and Safety Executive (HSE) and Government guidance. This has included the guidance on CO2 monitoring to identify any poorly ventilated areas within buildings. A mix of handheld and fixed monitoring is now in place, in addition to the other COVID-19 secure measures which remain in place and will be reviewed in Q4.

The Hub Building Accommodation Corporate Space Standards guidance was updated in Q3 to incorporate hybrid working arrangements and will be publicised on the intranet in Q4.

Property Strategy – The Council's Asset Management Plan 2020-2025 outlines defined work activities and this work has commenced, though some activities were deferred following essential work needed to support services during the pandemic. During Q3, Property's management team reviewed the action plan and focussed on re-prioritising the Asset Management Action Plan to ensure it has a stronger focus on Climate Change and sustainability. There will be an intensified focus on the team's 'carbon literacy' and cross team working to ensure the initiatives we develop have tangible and lasting impacts on the day-to-day workings of the team as well as the representatives who carry out commissioned activities on behalf of the Council.

Property Investment – Property have continued to work on reviewing our property assets, which has produced several projects. There has been the following activity in Q3:

- Completion of significant disposal of the former Grove school site.
- Terms agreed for the Council's commercial office investment property at Sackville House. The remaining small office space will be marketed or used for operational use and this will be agreed in Q4.
- Exchange and completion of former Wadhurst Household Waste Recycling Centre.
- St Mary's House office lease finalised in Q3 with completion in early Q4.
- Ocean House lease completed.
- Planning permissions secured for a number of sites for installation of Solar PV part funded by Salix funding*. Installation will occur in Q4 including County Hall, Sackville House and four other sites.
- Feasibility studies commissioned for a new Special Educational Needs and Disability (SEND) provision in the county.
- Public Sector Decarbonisation Phase 3 bid submitted for funding for heat carbonisation projects.

**an executive non-departmental public body, sponsored by the Department for Business, Energy & Industrial Strategy.*

Some property investment opportunities are reliant on 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.

Property Strategy (SPACES) – Strategic Property Asset Collaboration in East Sussex (SPACES) is a partnership of public bodies and third sector organisations which aims to improve sharing of the property estate between partners, to save property costs, and to release capital receipts. Following approval of the SPACES Strategy in May 2021, the programme has now developed and approved its Implementation Plan, which sets out the activities and outcomes in delivering the six Strategy Themes. Activities include initiatives such as Electric Vehicle charge point mapping and planning across the county; and supporting the development of the Integrated Care System (ICS).

Following the successful Brownfield Land Release Funding bid earlier this year, SPACES submitted a bid application for the new Self and Custom Build Land Release Fund round during Q3. The bid was developed in collaboration with the relevant local authorities and includes four projects with a potential value of £164,000 for capital funding to deliver a total of nine Self and Custom Build homes. If successful, these will be the first 'Self and Custom Build' projects for SPACES. The announcement of the successful bids is expected in Q4.

SPACES continues to explore new opportunities and deliver a number of public-sector property collaboration projects, including those which have received OPE funding (£1.085m of funding received across OPE Phases 5, 6, 7 and 8). 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, and provision of new training facilities and housing (including key worker accommodation). SPACES will also work with its members to consider additional OPE rounds and other follow-on funding relating to the Brownfield Land Release Fund and Self and Custom Build.

IT & DIGITAL

Work continues to transition services to the new South East Grid (SEG) network on behalf of the Link Consortium. This newly procured framework, hosted by the Council, puts in place a mechanism that the Council and other public sector organisations in the South East can use to access higher speed digital infrastructure connections and contribute to the provision of ultra-fast data network connectivity throughout East Sussex.

IT&D have been working with Procurement colleagues on the contract to replace older iPhones with an updated model. This refresh will commence in Q4. As well as updating mobiles to maintain security and facilitate agility, the new devices will also enable access to more functionality such as MS Teams, OneDrive, Outlook (with shared calendar visibility) and the Intranet, giving frontline staff with phones but no laptops greater access to these services.

The roll-out of a new virtual private network (VPN) solution is underway. The new solution called 'Always On VPN' (AOVPN) will automatically connect Council devices securely to the corporate network from 'remote' locations e.g., home and partner sites. This will give a more consistent office/remote working experience and enhance the end-user experience by removing the need to manually start a VPN session and enter an authentication token when working remotely.

FINANCE

In Q3, the Pension Fund were shortlisted for two awards at the Local Authority Pension Fund (LAPF) Investment Awards 2021 for 'Best Climate Change Strategy Award' and 'Local Government Pension Scheme (LGPS) Fund of the Year for assets over £2.5 billion'. The announcement of the winners has been delayed due to COVID-19.

Revenue Budget Summary – The 2021/22 Business Services net revenue budget is £24.326m, which includes a £11.403m contribution to the Orbis budget. In respect of COVID-19, BSD has incurred additional costs and lost revenue, creating pressures of £0.635m (**ref iv**). However, these pressures will be supported by the General COVID-19 grant and so the outturn reflects only the business-as-usual position. The full year estimated outturn is a net underspend of £0.258m (**ref v**) which includes staff savings and reduced expenditure of £0.186m in Finance (**ref ii**) and a reduced forecast for HR and OD of £0.085m arising from slipped recruitment timescales (**ref iii**).

Capital Programme Summary – The 2021/22 capital budget is £34.613m and includes the £16.574m Schools Basic Need Programme and the £7.500m Building Improvements programme. The £0.122m underspend on the Property Agile Works (**ref vi**) is being reviewed and may be utilised to support the Workstyles Programme. 2021/22 continues to be a challenging year for the construction industry with the continuing issues around supply chain impacting the delivery of many projects. Manufacturing has yet to achieve the stability of the pre-pandemic period and a backlog on orders is evident by lead-in times. Issues around delivery of materials continues to be a global issue and cost increases for basic materials persists. These issues have only been made more impactful by the outbreak of the Omicron variant. Contractors delivering of projects this year have had to manage staffing issues alongside the supply chain challenges which has led to projects taking increased time to complete on site. Access to sites also remains an issue – increasing times to deliver projects. These factors have led to increased costs of £0.198m at the Landsdowne Unit, which will be funded from the Covid-19 Tranche funding (**ref ix**), and a reduction in the expenditure forecast due to delays in the Core Programme - Capital Building Improvements of £1.086m (**ref vii**). The Core Programme - IT & Digital Strategy Implementation has spend in advance of £0.140m (**ref viii**) and additional Covid related expenditure of £0.154m, which will be funded from the Covid-19 Tranche funding, (**ref x**).

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

Priority – Making best use of resources in the short and long term

Performance measure	Outturn 20/21	Target 21/22	RAG Q1 21/22	RAG Q2 21/22	RAG Q3 21/22	RAG Q4 21/22	Q3 2021/22 outturn	Note ref
Reduce the amount of CO2 arising from County Council operations	14.6% reduction	13% reduction on 2020/21	A	AD	R		18.5% increase (comparing emissions to end of Q2 2021 with emissions for same period in 2020/21)	i

Savings exceptions 2021/22 (£'000) – Q3 Forecast

Service description	Original Target For 2021/22	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	Note ref
Planned savings - BSD	-	-	-	-	-	
Planned savings - Orbis	136	136	136	-	-	
Total Savings	136	136	136	0	0	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	136	136	136	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 2021/22 (£'000)**Planned Budget**

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Business Administration	58	-	58	68	0	68	(10)	-	(10)	
Finance	5,929	(3,207)	2,722	6,710	(4,174)	2,536	(781)	967	186	ii
HR & OD	2,071	(909)	1,162	2,021	(944)	1,077	50	35	85	iii
IT & Digital	6,268	(2,628)	3,640	6,177	(2,537)	3,640	91	(91)	-	
Procurement	39	(119)	(80)	39	(119)	(80)	-	-	-	
Property	28,047	(20,271)	7,776	27,695	(19,940)	7,755	352	(331)	21	
Contribution to Orbis Partnership	11,440	(2,392)	9,049	11,403	(2,331)	9,073	37	(61)	(24)	
Subtotal Planned	53,852	(29,526)	24,326	54,113	(30,045)	24,068	(261)	519	258	

COVID-19 related

Covid-19 Related Costs	-	-	-	474	161	635	(474)	(161)	(635)	iv
Covid-19 Specific Funding	-	-	-	-	-	-	-	-	-	
Covid-19 Tranche Funding	-	-	-	-	(635)	(635)	-	635	635	
Subtotal Covid	0	0	0	474	(474)	0	(474)	474	0	

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Total BSD	53,852	(29,526)	24,326	54,587	(30,519)	24,068	(735)	993	258	v

Capital programme 2021/22 (£'000)**Planned Programme**

Approved project	Budget: total project all years	Projected: total project all years	Budget Q3	Actual to date Q3	Projected 2021/22	Variation (Over) / under Q3 budget	Variation analysis: (Over) / under spend	Variation analysis: Slippage to future year	Variation analysis: Spend in advance	Note ref
SALIX Contract	3,590	3,590	161	416	161	-	-	-	-	
Property Agile Works	9,713	9,713	122	-	-	122	122	-	-	vi
Lansdowne Secure Unit - Phase 2	8,988	8,988	314	401	314	-	-	-	-	
Special Educational Needs	3,200	3,200	100	-	100	-	-	-	-	
Special Provision in Secondary Schools	3,540	3,540	730	793	770	(40)	-	-	(40)	
Disability Children's Homes	242	242	20	3	20	-	-	-	-	
Westfield Lane (delivered on behalf of CSD)	1,200	1,200	500	409	500	-	-	-	-	
Core Programme - Schools Basic Need	135,524	135,524	16,574	8,120	16,574	-	-	-	-	

APPENDIX 3

Approved project	Budget: total project all years	Projected: total project all years	Budget Q3	Actual to date Q3	Projected 2021/22	Variation (Over) / under Q3 budget	Variation analysis: (Over) / under spend	Variation analysis: Slippage to future year	Variation analysis: Spend in advance	Note ref
Core Programme - Capital Building Improvements	82,902	82,902	7,500	4,463	6,414	1,086	-	1,086	-	vii
Core Programme - IT & Digital Strategy Implementation	87,586	87,586	8,568	4,207	8,708	(140)	-	-	(140)	viii
IT & Digital Strategy implementation (utilising automation)	132	132	24	-	-	24	-	24	-	
Total BSD Gross (Planned Programme)	336,617	336,617	34,613	18,812	33,561	1,052	122	1,110	(180)	

Covid-19 Related

[illegible]

Children's Services – Q3 2021/22

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

Summary of successes and achievements

Food vouchers for settings, schools and colleges – The Government announced the household support fund in October 2021. The fund provides support to vulnerable families and adults for food, energy and other essentials. Children's Services worked with Adult Social Care to agree how to distribute the grant, including through district and borough councils, voluntary and community organisations and foodbanks. Just over half of the grant was allocated to provide eligible free school meal pupils with food vouchers over the holiday periods. For the October half-term and Christmas holidays we allocated approximately 36,000 food vouchers to schools, settings and colleges to distribute to their eligible pupils. The decision was taken on the 14 October 2021 by the Chief Executive under delegated powers in response to the pandemic.

Hastings Opportunity Area first Maths Network Sharing Event – A wide range of curriculum networks meet on a regular basis across the county's schools to share good practice in teaching and learning. One example is the first virtual Hastings Opportunity Area maths network sharing event, which took place on 25 November. Over 15 maths subject leaders from across Hastings' primary and secondary schools attended. The Sussex Maths Hub presented the new maths check points by the National Centre of Excellence in the Teaching of Mathematics (NCETM). The checkpoints are diagnostic activities that help teachers in secondary schools assess the understanding students have brought with them from primary school. They also suggest ways to address any gaps that become evident.

County Lines Theatre Performances – The safeguarding team has secured additional funding to deliver a comprehensive and fully funded package of support to all secondary schools in East Sussex (and some special schools). A key focus of the support was gangs, peer influence and coercion, including county lines. The package included a Theatre in Education performance of 'County Lines' by County Lines – Alter Ego Creative Solutions. The group has previously delivered successful tours of 'County Lines' and 'Click' to our East Sussex schools.

The four-week tour of 'County Lines' ended in November, however the project continued, with schools delivering post production lessons to their students to the end of term. We will be delivering a similar project in February and March 2022. The focus will be around relationships, consent and harmful sexual behaviours.

Open Doors – Open Doors is a workplace-based project where small groups of students get to see real workplaces and get meaningful encounters with employers through a short tour and tasks at different work bases across East Sussex. The visits recommenced in November, with groups of students visiting businesses across East Sussex to learn about careers around the county. 12 businesses, including a dance theatre, construction site, and engineering plant, took part. They showed students real workplaces and introduced them to the myriad of job roles. Nearly 300 students from 10 secondary schools and two colleges went out on visits in November. The scheme will continue in Spring 2022 with a new set of employers taking part.

Vulnerable children risk assessment group – Children's Services is promoting the importance of full time school attendance for vulnerable children through the VCRAAG (vulnerable children risk assessment group). Going to school helps keep children safe, as well as supporting their education and life chances. We're asking education settings to see and hear from the children on their roll, and we're also helping settings with high absences or other issues impacting safeguarding provision.

Opening ceremony for Ropemakers Academy – On 22 October 2021, Ropemakers Academy, a new special school run by [The Beckmead Trust](#), held their opening event. Ropemakers Academy originally opened in September 2020 to pupils in temporary accommodation and moved into their new purpose-built premises in Hailsham in February this year. The school provides 80

places for pupils aged 4-16 with social, emotional and mental health needs and was funded by the Council.

East Sussex Quality Mark for Inclusion (ESQMI) – The Quality Mark for Inclusion (QMI) is new online tool which allows Special Educational Needs Coordinators (SENCOs), senior leadership teams and governors to reflect on practice and to identify areas of strength and development within their school. We have received feedback from SENCOs that they have found the process useful. It has supported their Special Educational Needs and Disability (SEND) action planning and school development plans. Schools will have on-going access to the ESQMI tool and resources; to monitor, track and recognise their progress as they continue to develop best practice in supporting their pupils.

The majority of schools and academies have now completed the QMI, and Inclusion, Special Educational Needs and Disability (ISEND) is analysing the submissions. Schools who have completed the ESQMI will receive a Quality Mark for Inclusion.

ISEND Youth Ambassadors – One of the ISEND priorities is to improve children and young people's voices in the services we deliver. Groups of Young SEND Ambassadors are now up and running for secondary pupils and 16+ students. The Young SEND Ambassadors represent and advocate for young people with SEND needs, with their views and experiences helping us develop our ISEND plans. The Ambassadors will also create content for the [@inspireable_es Instagram page](#). This is a community for young people with SEND to find support and inspire each other. These 16 young people are from seven different schools and colleges across East Sussex.

New Youth Cabinet – Thousands of young people from 26 secondary schools, colleges and youth voice groups from across the county voted in the new Youth Cabinet last month. The 22 newly elected members will serve a two-year term representing the views of all young people across East Sussex. The Youth Cabinet works on local and national campaigns, informing and lobbying decision makers, advocating for the power of youth voice and participating in special events and projects.

The Cabinet's campaign themes will be determined by the Make Your Mark ballot in which will take place in Q4. Last year's priorities were protecting the environment and tackling plastic pollution and addressing domestic violence.

Holiday Activity and Food (HAF) winter programme – The HAF winter programme ran over the Christmas holidays. Attendance was lower than we had hoped, largely due to concerns amongst many families about COVID-19, particularly in the run up to Christmas. 2,743 young people took part in the winter programme (1,963 through face-to-face provision and an additional 780 through remote provision, i.e. pack distribution). There was a 74% (5,639/7,668) takeup for the available sessions. The feedback from the young people and their families has been positive. A summary of the winter provision funded by HAF is set out below.

Total individual HAF sessions	6,556
Total number of providers/partners	59
Total number of sites	84
Total number of cookery boxes (Cook School)	1,165
Total number of food hampers and/or activity packs	2,073
Total number of providers that had to postpone/cancel sessions owing to Covid	3/59 (5%)

Voice of the child – Children and young people aged from 7 to 16 attended three mornings of fun activities for our Voice of the Child focus groups, which are an invaluable way to hear young people's experiences of having a social worker. The young people also fed back on great practice and things we may need to think about changing. This year themes included the importance of social workers staying up to date with current trends in technology, fashion and music. They also

discussed the importance of changing where social workers meet with young people. The full report will be published with an action plan in Q4.

Support at Christmas for older looked after children and care leavers – A number of events and initiatives took place over Christmas for our older looked after children and care leavers. Due to COVID-19 we couldn't hold our usual big Christmas event for our care leavers. However, to ensure that the young people didn't miss out we coordinated a series of smaller events, including a trip to the pantomime, ice-skating, a Christmas meal, or a trip to the cinema. This was well received and next year we will look to include a combination of a large event and smaller events. As well as the events:

- All older looked after children and care leavers received a Christmas gift bag.
- Our corporate grandchildren were supported financially by East Sussex Foster Carer Association and also received Christmas gifts.
- We ensured that all children were supported on Christmas Day and that nobody was alone unless they wanted to be. Food parcels were sent to those living alone. There were some lovely examples of staff and councillors going the extra mile to ensure that no one was alone on Christmas Day.

Edge of Care Theory of Change workshop – A multi-agency workshop was held in November to discuss how we improve the support we provide to older children and young people on the edge of care. The event was supported by the Tavistock Institute. Attendees included representatives from the NHS, schools and the voluntary and community sector. The feedback is being used to inform the development of the support we provide to young people on the edge of care.

Safeguarding Children Partnership Virtual Conference - Safeguarding Children under five – The Safeguarding Children Partnership conference was held in November, focusing on safeguarding children under five. Annie Hudson, Chair of the national Child Safeguarding Practice Review panel gave a presentation on the findings of the panel's review of a number of incidents of serious injury and death of children under the age of one at the hands of men. Other presentations included sudden unexpected death in infants and infant mental health.

Foster Carer event – Foster carers and the children they are looking after visited Knockhatch Adventure Centre in Hailsham in the autumn half term. The Director of Children's Services attended and spoke to carers about their pandemic experiences and the support from the service.

Early Help videos for parents – To support parents whilst we have significant staffing challenges in our health visiting teams, we have produced a suite of videos for parents to access. These cover all elements that would usually be covered as part of the antenatal review meeting and provide parents with a range of helpful information. The [Early Help parent videos](#) include building relationships, bump and beyond and caring for your mental health.

Children subject to Child Protection (CP) plans – The rate of children subject to a CP plan per 10,000 (ref iii) at Q3 is 51.7 (551 children). This is an increase from our Q2 outturn of 47.9 (510 children) and above our 2021/22 target of 49.4 (525 children). Contacts with the service have been very high in Q3. In December 2021 we recorded the highest number of strategy discussions for the Locality teams since April 2019 at about 10 per working day. The number of family assessments in the Duty and Assessment team was 273 in December which is the highest number since November 2019. The increased pressure is resulting in a rise in the number of requests for initial child protection conferences and the number of CP plans. There has also been a reduction in the number of plans ending. Despite the pressure 98% of CP visits happened as planned in December.

The rate of Looked After Children (LAC) remains above the target at 58.3 (621 children). The target rate is 57.6 (612 children). The rate of Looked After Children (LAC) remains above the target at 58.3 (621 children). The target rate is 57.6 (612 children)

Number of households eligible under the government's Supporting Families programme receiving a family support intervention

– The number of households eligible under the government's Supporting Families programme receiving a family support intervention (**ref iv**) in Q3 was 184. The year-to-date total is 687 against a target of 900. The engagement figures have started to drop due to staff vacancies within the early help service. We are hopeful that the additional 213 families will engage in Q4 to meet the target.

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) and the percentage of LAC

participating in education, training or employment with training at academic age 16 (Year 12)

– 94.8 % of academic age 16 (Yr12) pupils (**ref i**) were participating in education, training or employment with training in December 2021. 83% of looked after academic age 16 (year 12) pupils (**ref ii**) were participating in education, training and employment with training in December.

Various interventions have been put in place including:

- Working with schools and post 16 providers to put in place more robust tracking and data driven approaches and solutions.
- Extra capacity and support from the Youth Employability Service (YES).
- Input from the Careers Hub team, focusing on improved employer engagement with schools and colleges.
- The Virtual School and the Through Care Team are working intensively with young people who are not in education, employment, training or employment with training to find appropriate provision.
- Working with the unaccompanied asylum seeker children team, The English as an additional language service, further education providers and YES to ensure that unaccompanied young people coming into the care system access education as soon as possible.

Revenue Budget Summary – The net budget of £91.467m is currently forecast to be overspent by £3.052m by year end (**ref xi**). We are also forecasting £14.872m costs relating directly to COVID-19, which COVID-19 funding is forecast to offset (**ref x**) and a non-COVID-19 overspend of £3.052m (**ref ix**).

Overall **non COVID-19 related** forecasted pressures have increased by £0.032m since Q2. Within this, Early Help and Social Care costs (**ref vii**) have continued to increase by £0.910m, with the ongoing need to find countywide placements for families deemed intentionally homeless by the district and borough councils, as well as pressures in the Family and Friends allowances (for which an increase is included in the draft 22/23 budget). This increase has been mitigated mainly by a reduction of £0.591m forecast costs within Education and ISEND (**ref viii**) largely through a reduction in long term agency costs of £0.500m, of which £0.400m related to transferring one young person from an agency placement to in-house. There has also been a £0.100m reduction in the expected costs of legal fees within Central Resources (**ref vi**).

COVID-19 related pressures have increased marginally since Q2 by £0.157m to £14.872m across a number of areas and principally from a reduction in school fines income.

Within the above outturn position, the department forecasts to achieve all of its £0.134m (**ref v**) of planned savings for 2021/22.

Capital Programme Summary – The Capital Programme for 2021/22 is £1.407m (**ref xii**). We are forecasting a £20k underspend in the House Adaptations for Disabled Children's Carers project due to uncertainty with one project, where a family may move house instead.

Performance exceptions (See How to read this report for definition))**Priority – Driving sustainable economic growth**

Performance measure	Outturn 20/21	Target 21/22	RAG Q1 21/22	RAG Q2 21/22	RAG Q3 21/22	RAG Q4 21/22	Q3 2021/22 outturn	Note ref
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)	95%	93%	G	A	G		94.8%	i
The percentage of LAC participating in education, training or employment with training at academic age 16 (Year 12)	87%	80%	G	A	G		83%	ii

Priority – Keeping vulnerable people safe

Performance measure	Outturn 20/21	Target 21/22	RAG Q1 21/22	RAG Q2 21/22	RAG Q3 21/22	RAG Q4 21/22	Q3 2021/22 outturn	Note ref
Rate of children with a Child Protection Plan (per 10,000 children)	49.4 (525 children)	49.4 (525 children)	G	G	R		51.7 (551 children)	iii

Priority – Helping people help themselves

Performance measure	Outturn 20/21	Target 21/22	RAG Q1 21/22	RAG Q2 21/22	RAG Q3 21/22	RAG Q4 21/22	Q3 2021/22 outturn	Note ref
Number of households eligible under the government's Supporting Families programme receiving a family support intervention	816	900	G	G	A		Q3 184 YTD 687	iv

Savings exceptions 2021/22 (£'000) – Q3 Forecast

Service description	Original Target For 2021/22	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	Note ref
Early Help	134	134	134	-	-	
	-	-	-	-	-	
Total Savings	134	134	134	0	0	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	134	134	134	0	0	v

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 2021/22 (£'000)**Planned Budget**

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Central Resources	3,124	(1,412)	1,712	1,664	(1,412)	252	1,460	-	1,460	vi
Early Help and Social Care	71,121	(12,624)	58,497	75,069	(12,723)	62,346	(3,948)	99	(3,849)	vii
Education and ISEND	99,029	(5,787)	93,242	101,587	(8,420)	93,167	(2,558)	2,633	75	viii
Communication, Planning and Performance	23,857	(5,358)	18,499	25,628	(6,391)	19,237	(1,771)	1,033	(738)	
DSG non Schools	-	(80,483)	(80,483)	-	(80,483)	(80,483)	-	-	-	
Schools	167,883	(167,883)	-	167,883	(167,883)	-	-	-	-	
Subtotal Planned	365,014	(273,547)	91,467	371,831	(277,312)	94,519	(6,817)	3,765	(3,052)	ix

COVID-19 related

Covid-19 Related Costs	-	-	-	14,872	-	14,872	(14,872)	-	(14,872)	
Covid-19 Specific Funding	-	-	-	-	(4,288)	(4,288)	-	4,288	4,288	
Covid-19 Tranche Funding	-	-	-	-	(10,584)	(10,584)	-	10,584	10,584	
Subtotal Covid	0	0	0	14,872	(14,872)	0	(14,872)	14,872	0	x

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Total CSD	365,014	(273,547)	91,467	386,703	(292,184)	94,519	(21,689)	18,637	(3,052)	xi

Capital programme 2021/22 (£'000)**Planned Programme**

Approved project	Budget: total project all years	Projected: total project all years	Budget Q3	Actual to date Q3	Projected 2021/22	Variation (Over) / under Q3 budget	Variation analysis: (Over) / under spend	Variation analysis: Slippage to future year	Variation analysis: Spend in advance	Note ref
House Adaptations for Disabled Children's Carers	1,106	1,106	160	2	140	20	20	-	-	
Schools Delegated Capital	25,218	25,218	1,200	1,005	1,200	-	-	-	-	
Conquest Centre redevelopment	356	356	47	30	47	-	-	-	-	
Total CSD Gross (Planned Programme)	26,680	26,680	1,407	1,037	1,387	20	20	0	0	xii

APPENDIX 4

Covid-19 Related

[illegible]

Communities, Economy & Transport – Q3 2021/22

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

Summary of successes and achievements – 18 highway improvement schemes were completed in Q3, to maintain and improve the condition of the county's roads. 5,179 potholes were repaired in Q2, with 3,611 of these being carriageway potholes; the remainder were primarily footway potholes. Amongst the carriageway potholes, 96.2% of these were completed within the required timescales.

An additional £5.8m has been approved for highway maintenance in 2022/23. This includes an extra £2.5m for carriageway patching works, £1.8m extra for footways, £1m extra to replace worn out road signs and posts and an extra £500,000 to refresh white lines in the county. We are currently putting together a programme of works utilising the extra funding and will begin delivering these programmes in Q1 2022/23. The work currently underway includes reviewing asset data, inspections and site visits to determine the extent and nature of work required.

Around £170m is being invested into East Sussex because of the East Sussex Economy Recovery Plan to support the survival, reset, recovery and growth of businesses in the county (a rise of £45m since Q2). This is mainly due to successful awards from the Levelling Up fund: Eastbourne Town Centre Regeneration (£19.85m); Lewes Seafood and Aquaculture Industries Improvement Project (£12.86m); and Exceat Bridge (£7.96m), as well as a successful UK Community Renewal Fund (UKCRF) award (£2.5m) for five projects across the county, and Round 3 of the Cultural Recovery Fund (£1.6m). Detailed updates on each of the six missions which make up the recovery plan can be found on the [Council's website](#).

An updated libraries strategic commissioning strategy was agreed in December. The review of the current strategy identified a number of successes, including an increase in the number of books borrowed by children; a significant increase in the number of people participating in Rhymetimes and Storytimes sessions; and an increase in our outreach offer to communities with higher needs. The new strategy will commence in Q1 2022/23 and cover the next five years.

The Registration team were able to resume many of their Services and caught up on previous backlogs during Q3. Services provided by the registration team were not broadly affected by the implementation of Plan B COVID-19 measures in Q3. However, the service didn't return to face-to-face Group Citizenship ceremonies, as previously planned, with ceremonies continuing virtually. The team are working to bring back face-to-face Citizenship ceremonies.

A Carbon literacy training pilot was carried out in December, with senior managers within the department. The training will next be held with the Council's Officer Leadership group in Q4, and a programme to roll out further training to Members and Officers will also be agreed.

The Council has agreed to develop an Enhanced Partnership following the launch of the Government's National Bus Strategy 'Bus Back Better' and we have developed a Bus Service Improvement Plan (BSIP) which was submitted to Government at the end of October 2021. The East Sussex BSIP is an ambitious plan that seeks to stimulate and drive significant improvements to bus services across the local authority area and the wider region (working with our local authority partners), delivers to East Sussex residents and visitors the highest quality bus services possible that provide frequent and comprehensive choice, reduces congestion and makes a positive contribution to better air quality and decarbonisation. The plan also aims to deliver a raft of supporting measures on fares and ticketing, information provision, technological innovation, and bus stop facilities. The success of our plan is dependent on receiving appropriate funding from Government. An announcement on funding is now expected in Q4. Once it is clear what level of funding will be provided, the proposals in the BSIP can then be prioritised to begin implementation in 2022/23.

Employability and Skills – In October the Careers Hub delivered a live virtual careers event, 'What's Next Sussex', with over 1,100 students, parents and teachers from across Sussex attending the two events held throughout the day. One of the strengths of 'What's Next Sussex' is that viewers are encouraged to engage with the content that interests them, and there were more than 22.5k interactions throughout the day. These interactions included live chats with the event contributors and videos. Over 3,400 pupils are expected to go on work experience placements in this academic year. It is expected that some of these pupils will need to access the Virtual Work Experience package that the Hub has developed in response to COVID-19, and The Hub has been working with schools to prepare them for this. The Hub continued to support schools to achieve an average of 5.03 national benchmarks in December 2021, although this is a slight drop from the previous results in July it is expected to increase throughout the academic year.

Skills East Sussex (SES) met and agreed its new priorities for the forthcoming years in Q3, these include improving our digital skills and digital inclusion and upskilling our workforce to increase regional productivity. The meeting also agreed the parameters for the commissioning of research into a new sector skills evidence base, which will focus on future skills and skills for net zero.

Cultural investment and recovery – The Sussex Tourism and Culture Recovery Group (STCRG) report was approved by Lead Member in November 2021. Immediate priorities include supporting the UK Community Renewal Fund (UKCRF) Sustainable Wine Tourism Project. Other priorities include developing a Sussex-wide Meetings, Incentives, Conferences and Exhibitions (MICE) proposition supporting business tourism and developing the Sussex story. The website for the Cultural Pipeline Project is current being developed.

Broadband – 298 premises were connected to improved broadband speeds in Q2 (reported a quarter in arrears), this was lower than expected due to other utilities using the same road space, so highways restricted the number of permits available, and some supply chain issues. Although the Q3 outturn will not be available until Q4, there has been a contract dispute in Q3 which stopped new broadband connections being built, which will limit the number of premises that are able to be delivered in the quarter. Openreach identified a number of premises in the building schedule which were already covered in their commercial rollout and asked for these to be removed from the contract. Following negotiation, a new contract has been agreed, which required formal approval from the Council and the Department of Digital Culture, Media and Sport (DCMS), ensuring a continued level of contractual coverage. Builds recommenced at the end of Q3 (ref i).

Business Support and job creation – Businesses were helped by business support programmes to create or safeguard 25 jobs in Q3. The total number of jobs created or safeguarded in Q1 – Q3 is 170 exceeding the yearly target of 140. Locate East Sussex helped two businesses to remain within, or relocate to, East Sussex in Q3.

Road Safety – Four schemes to improve the road safety infrastructure in the county were completed in Q3, bringing the total completed so far in 2021/22 to 13. 13 further schemes are scheduled for completion in Q4. As part of the national Bikeability scheme, which helps to prepare people for cycling safely on the road, we delivered 87 courses to 698 individuals at participating Schools and the Cycle Centre at Eastbourne Sports Park during Q3. We also delivered 67 Wheels for All sessions to 1,078 attendees at the sports park. The number of Bikeability courses has been impacted by the latest COVID-19 measures introduced by schools. It is unclear what the full impact of this will be on delivery during Q4, however several schools have already cancelled their bookings (ref ii).

Trading Standards – There were 34 positive interventions to protect vulnerable people in Q3, including installing four call blockers to try and prevent people from falling victim to telephone scams. The total for Q1 – Q3 is currently 133 interventions, against a target by the end of the

year of 200 interventions. Whilst we continue to work to achieve the target a downturn in referrals from the National Trading Standards Scams Team and the recent spike in COVID-19 is affecting our ability to engage with vulnerable people face to face, which may affect our ability to reach the target (ref iii).

In December 2021 a rogue trader was sentenced to 40 months imprisonment after he and his partner preyed on an 87-year-old lady, charging her almost £47,000 for poor quality home improvement works at her property. There is a court compensation order in place requiring him to repay money to the victim.

31 delegates received business training in Q3, whilst 56 businesses received bespoke advice from Trading Standards. The team undertook significant work advising businesses regarding the new Natasha's Law, requiring additional allergen labelling from October 2021.

Environment and climate change – A final draft of the East Sussex Climate Emergency Road map, which includes the relevant parts of the Environment Act that was enacted in November 2021 and the national Net Zero Strategy that was published in October 2021, was endorsed by Team East Sussex during Q3. The road map includes a strategy for the development of a county-wide electric vehicle charge point network. A new sub-group to the Strategic Property Asset Collaboration in East Sussex (SPACES) partnership has been established to develop a co-ordinated approach to EV charge points across the public sector.

The Council is working with Brighton & Hove City Council, West Sussex County Council, and the South Downs National Park Authority to agree on how best to address the new duty within the Environment Act 2021 to develop a Local Nature Recovery Strategy across Sussex.

The Council has established an Asset Carbon Reduction Group, to provide the governance and programme management for the different funding streams that are intended to reduce the Council's carbon emissions from property, including the £3.867m agreed by Cabinet in November 2021. Six solar PV installations are due to be completed by the end of Q4, as are nine LED lighting schemes in buildings and the installation of 14,000 LED streetlights. A further £207k of Government funding to decarbonise the heating at Herstmonceux primary school has been confirmed and a proposal for EV charge points at County Hall is being developed.

Waste – 57.71% of household waste was re-used, recycled or used beneficially in Q2 (reported a quarter in arrears), above the target for the year of 54.71%. Collected waste and recycling remains higher than pre-pandemic levels because of the continuing high numbers of people working from home. The amount of household waste collected has fallen in Q2 against what was previously forecast in Q1 to 981kg/hh, this is primarily due to lower levels of waste and recycling than we saw earlier on in the pandemic.

Libraries – 223 people enrolled on Family Learning Programmes at East Sussex libraries in Q3, 138 of these enrolments were in Family English, Maths and Language (FEML), whilst 85 were in Wider Family Learning (WFL) programmes. 17 people passed online learning courses, including IT, English and Maths, in our libraries in Q3. 44,525 eBooks and eAudiobooks were issued in Q3, as well as 114,443 downloads of eMagazines and eNewspapers. The preferred option for the refurbishment of Hollington Library has been chosen and the works are now planned for 2022/23.

Rights of Way (RoW) and Countryside Sites – 90% of high priority maintenance works were completed within each two week period during Q3. The outturn has increased in Q3, in part due

to an increase in planned work, and several quick-fix urgent items, such as tree clearance during stormy weather.

Planning – 100% of County Matter Applications were determined within the statutory determination period in Q3. 100% of County Council development applications were determined within eight weeks or within an agreed extension of time during Q3.

Revenue Budget Summary – The revenue budget is £61.880m and is projected to underspend by £46k. There is £1.663m of COVID-19 costs and lost income, and £210k of Contain Outbreak Management Fund (COMF) expenditure. Both are offset with COVID-19 tranche and COMF funding. The largest area of underspend is in Transport and Operational Services. This is made up of the Waste Service underspend of £1.050m, mainly relating to reducing household waste disposal costs pre COVID-19, which will be partly offset in future years through an increase in household waste due to expected continuation of residents working at home. Some of the Waste Service underspend will be redirected to enable CET to develop economic pipeline projects and a contribution of £700k will be made to the Waste Reserve. Concessionary Fares are also underspending based on the agreement to pay operators at pre COVID-19 levels and prices which are currently lower than budgeted, although the pending review of the concessionary fares process may change this position (**ref iv**). The overspend in Planning and Environment includes the decision to fund £812k of decarbonisation work (**ref v**). The Department will continue to monitor the requirement for making planned reserve draws into revenue as there may be the opportunity to manage within current resources and avoid unnecessary drawdowns from the corporate reserves.

Capital Programme Summary – The amended CET capital programme has a gross budget of £48.562m. There is slippage of £2.924m and spend in advance of £550k. There were delays in planning permission on the £3.5m Fast-Track Business Solutions scheme resulting in SELEP removing the project from the Getting Building Fund programme. The £3.5m has been repaid to SELEP and has now been removed from the capital programme (**ref vi**). The largest slippage is on the GBF Riding Sunbeams project where a planned Network Rail Study will now be done in 2022/23 **ref (vii)**. There are a number of smaller project slippages across the programme. There is £265k of COVID-19 and Contain Outbreak Management Fund (COMF) costs, which will be offset with COVID-19 tranche and COMF funding.

Performance exceptions (See How to read this report for definition)**Priority – Driving sustainable economic growth**

Performance measure	Outturn 20/21	Target 21/22	RAG Q1 21/22	RAG Q2 21/22	RAG Q3 21/22	RAG Q4 21/22	Q3 2021/22 outturn	Note ref
Number of additional premises with improved broadband speeds	2,980 premises	1,334 premises	G	G	R		Q1+Q2: 547 premises Data for Q3 due in Q4	i

Priority – Helping people help themselves

Performance measure	Outturn 20/21	Target 21/22	RAG Q1 21/22	RAG Q2 21/22	RAG Q3 21/22	RAG Q4 21/22	Q3 2021/22 outturn	Note ref
Road Safety: Deliver targeted cycle training activities to vulnerable road users	N/A	Deliver Bikeability training to 4,000 individuals and complete 45 Wheels for All sessions	G	G	A		Q1-3: Bikeability: 2,702 individuals Wheels for All: 116 sessions	ii

Priority – Keeping vulnerable people safe

Performance measure	Outturn 20/21	Target 21/22	RAG Q1 21/22	RAG Q2 21/22	RAG Q3 21/22	RAG Q4 21/22	Q3 2021/22 outturn	Note ref
Number of positive interventions for vulnerable people, who have been the target of rogue trading or financial abuse	218 positive interventions	200	G	G	A		Q3: 34 positive interventions YTD: 133 positive interventions	iii

Savings exceptions 2021/22 (£'000) – Q3 Forecast

Service description	Original Target For 2021/22	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	Note ref
Archives and Records	104	118	118	-	-	
Library Services	240	240	240	-	-	
Parking	-	1,000	1,000	-	-	
Household Waste	250	250	250	-	-	
Total Savings	594	1,608	1,608	0	0	
			-	-	-	
			-	-	-	
Subtotal Permanent Changes ¹			0	0	0	
Total Savings and Permanent Changes	594	1,608	1,608	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 2021/22 (£'000)**Planned Budget**

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Management and Support	6,056	(3,285)	2,771	6,058	(3,287)	2,771	(2)	2	-	
Customer and Library Services	7,154	(3,143)	4,011	6,874	(2,696)	4,178	280	(447)	(167)	
Communities	4,440	(2,042)	2,398	4,690	(2,185)	2,505	(250)	143	(107)	
Transport & Operational Services	84,529	(46,832)	37,697	88,548	(52,027)	36,521	(4,019)	5,195	1,176	iv
Highways	15,470	(2,663)	12,807	16,553	(3,633)	12,920	(1,083)	970	(113)	
Economy	3,352	(2,074)	1,278	3,448	(2,019)	1,429	(96)	(55)	(151)	
Planning and Environment	2,995	(2,077)	918	4,635	(3,125)	1,510	(1,640)	1,048	(592)	v
Subtotal Planned	123,996	(62,116)	61,880	130,806	(68,972)	61,834	(6,810)	6,856	46	

COVID-19 related

Covid-19 Related Costs	-	-	-	686	1,187	1,873	(686)	(1,187)	(1,873)	
Covid-19 Specific Funding	-	-	-	-	(210)	(210)	-	210	210	
Covid-19 Tranche Funding	-	-	-	-	(1,663)	(1,663)	-	1,663	1,663	
Subtotal Covid	0	0	0	686	(686)	0	(686)	686	0	

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Total CET	123,996	(62,116)	61,880	131,492	(69,658)	61,834	(7,496)	7,542	46	

Capital programme 2021/22 (£'000)**Planned Programme**

Approved project	Budget: total project all years	Projected: total project all years	Budget Q3	Actual to date Q3	Projected 2021/22	Variation (Over) / under Q3 budget	Variation analysis: (Over) / under spend	Variation analysis: Slippage to future year	Variation analysis: Spend in advance	Note ref
The Keep	1,091	1,091	14	-	14	-	-	-	-	
Libraries	5,140	5,140	490	181	490	-	-	-	-	
Broadband	33,800	33,800	1,109	713	1,109	-	-	-	-	
Bexhill and Hastings Link Road	126,247	127,111	1,660	1,374	1,660	-	-	-	-	
BHLR Complementary Measures	1,800	1,800	(68)	(87)	(68)	-	-	-	-	
Economic Intervention Fund	8,884	8,884	221	170	221	-	-	-	-	
Economic Intervention Fund - Loans	3,000	3,000	375	248	375	-	-	-	-	
Stalled Sites Fund	916	916	75	25	55	20	-	20	-	
EDS Upgrading Empty Commercial Properties	500	500	-	-	-	-	-	-	-	
Fast Track Business Solutions GBF	-	-	-	-	-	-	-	-	-	vi
Observer Building GBF	1,713	1,713	778	228	778	-	-	-	-	

APPENDIX 5

Approved project	Budget: total project all years	Projected: total project all years	Budget Q3	Actual to date Q3	Projected 2021/22	Variation (Over) / under Q3 budget	Variation analysis: (Over) / under spend	Variation analysis: Slippage to future year	Variation analysis: Spend in advance	Note ref
Restoring Winter Garden GBF	1,600	1,600	1,324	350	1,324	-	-	-	-	
UTC Maritime and Sustainable Technology Hub GBF	1,300	1,300	294	-	694	(400)	-	-	(400)	
Charleton Access Road GBF	330	330	330	190	330	-	-	-	-	
Sussex Innovation Falmer, Covid Secure Adaptions GBF	200	200	200	200	200	-	-	-	-	
Creative Hub, 4 Fisher Street, Lewes GBF	250	250	107	107	107	-	-	-	-	
Riding Sunbeams Solar Railways GBF	2,527	2,527	1,820	50	50	1,770	-	1,770	-	vii
Bexhill Enterprise Park North	1,940	1,940	1,940	1,021	1,940	-	-	-	-	
Skills for Rural Businesses - Post Brexit	4,413	4,413	3,113	37	3,113	-	-	-	-	
Sidney Little Road Business Incubator Hub	500	500	381	381	381	-	-	-	-	
Bexhill Creative Workspace	960	960	369	239	369	-	-	-	-	
Eastbourne Fishermen Quayside and Infrastructure Development	1,440	1,440	1,440	889	1,440	-	-	-	-	
SALIX Decarbonisation Ninfield	145	145	145	52	145	-	-	-	-	
SALIX Decarbonisation	343	343	257	40	257	-	-	-	-	
Climate Emergency Works	768	0	768	0	409	359	-	359	-	
Newhaven Port Access Road	23,271	23,271	459	137	459	-	-	-	-	
Real Time Passenger Information	2,963	2,963	139	4	94	45	-	45	-	
Hastings and Bexhill Movement & Access Package	9,534	9,534	1,571	499	1,088	483	-	483	-	
Eastbourne/South Wealden Walking & Cycling Package	6,936	6,936	482	153	452	30	-	30	-	
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,251	2,251	276	36	179	97	-	97	-	
Eastbourne Town Centre Movement & Access Package	3,486	3,486	515	78	515	-	-	-	-	
Other Integrated Transport Schemes	59,703	59,703	3,270	2,835	3,186	84	-	84	-	
A22 Corridor Package	429	429	429	-	429	-	-	-	-	
Community Match Fund	1,500	1,500	60	(3)	24	36	-	36	-	
Emergency Active Travel Fund	177	177	6	24	6	-	-	-	-	
Emergency Active Travel Fund Tranche 2	1,456	1,456	921	606	921	-	-	-	-	
Exceat Bridge	10,591	10,591	887	168	887	-	-	-	-	
Queensway Depot Development	1,956	1,956	300	337	450	(150)	-	-	(150)	
Hailsham HWRS	150	150	5	-	5	-	-	-	-	
Core Programme - Highways Structural Maintenance	379,257	379,272	16,512	9,154	16,512	-	-	-	-	
Core Programme - Bridge Assessment Strengthening	26,103	26,103	1,662	892	1,662	-	-	-	-	
Core Programme - Street Lighting - Life Expired Equipment	24,759	24,759	1,713	734	1,713	-	-	-	-	
Core Programme - Street Lighting - SALIX scheme	2,961	2,961	1,636	1,329	1,636	-	-	-	-	

APPENDIX 5

Approved project	Budget: total project all years	Projected: total project all years	Budget Q3	Actual to date Q3	Projected 2021/22	Variation (Over) / under Q3 budget	Variation analysis: (Over) / under spend	Variation analysis: Slippage to future year	Variation analysis: Spend in advance	Note ref
Core Programme - Rights of Way Bridge Replacement Programme	8,748	8,748	577	395	577	-	-	-	-	
Total CET Gross (Planned Programme)	766,038	766,149	48,562	23,786	46,188	2,374	0	2,924	(550)	

COVID-19 Related

[illegible]

Governance Services – Q3 2021/22

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

Reconciling Policy, Performance and Resources (RPPR) – The Government announced a three-year Spending Review in Q3. Council lobbying of Government, with partners across the sector, led to an on average 3% real terms increase in Core Spending power in each year over the Spending Review period. However, a significant proportion of the extra funding is required to be raised through increased Council Tax, and an additional Adult Social Care precept. The additional funding announced by the Government, together with our prudent planning, means that the Council's short-term financial position remains secure and further savings, beyond those already planned, are not needed. However long-term challenges remain, and we are likely to face a much more challenging financial position from 2023/24 onwards. The final settlement is due from Government in March 2022. We ran consultation and engagement events on our budget and business plans for 2022/23 with the Youth Cabinet, wider strategic partners, Trade Unions and business representatives in January.

We continued to develop the draft Council Plan and Portfolio Plans during Q3. The Council Plan sets out our ambitions; what we aim to achieve; our response to the pandemic; and how we will help East Sussex to recover.

Transport for the South East (TfSE) – Two rounds of engagement sessions have taken place with the TfSE Chair and Board members to bring them up to speed on the initial outcomes of the five [geographic area studies](#). These studies are based around the most important economic corridors in our region. These corridors connect our biggest towns and cities and international gateways and are where the greatest opportunities for sustainable economic growth exist. Each study investigates the issues, challenges and opportunities identified in our transport strategy in more detail and, ultimately, identifies a shortlist of interventions to make life better for people, for businesses and for the environment.

These engagement sessions enabled sharing and discussion of the emerging outcomes from the area studies. As work on the area studies nears completion, the outcomes will feed into the Strategic Investment Plan (SIP), the development of which is being supported by Steer and KPMG. A procurement process for an engagement specialist to support the development and implementation of the SIP consultation is underway, with the successful bidder due to be appointed in Q4.

The first draft of the Freight Strategy is now complete and it was agreed by the Partnership Board on 24 January 2022. Arup consultants have undertaken a piece of work looking at TfSE's future role, powers, structure, and governance and the final recommendations were also agreed by the Partnership Board.

As we approach public consultation on the first draft of our SIP in summer 2022, communication and engagement activity with stakeholders is increasing. A House of Commons reception took place on 1 February with virtual engagement sessions to follow, updating MPs on the development of the SIP and outcomes of the area studies. The reception was well attended by MPs and TfSE board members and Baroness Vere, Parliamentary Under-Secretary of State in the Department for Transport attended and commended TfSE on the approach taken to strategic transport investment in the South East. There will also be a series of engagement sessions for district and borough authorities from across the region, as we move towards consultation on the draft SIP in Summer 2022. The consultation will be launched at an event on 5 July 2022.

Corporate Lobbying – Lobbying work in Q3 focussed on assessing and understanding the implications for the Council of both the autumn budget and spending review, and the emerging detail of the Government's levelling up and devolution agenda. This informed development of shared lobbying positions with East Sussex borough and district councils and with partners in

South East 7 (SE7). We have also continued to support development of a collective lobbying position and approach for SE7 ahead of publication of the Levelling Up White Paper.

The Council contributed to national advocacy by the County Council's Network (CCN), taking up opportunities such as feeding into national advocacy on the Household Support Grant to inform development of any future, similar schemes by the Department for Work and Pensions. The Leader continues to represent the Council on the CCN's Executive as spokesperson for Children's and Young People's issues, which provides opportunities to steer the Network's national advocacy. In Q3, the Leader fed into the development of – and introduced at CCN's annual conference – a significant national policy publication by the CCN, Association of County Chief Executives and Newton Foundation on the Future of Children's Social Care, which received national press coverage.

The Leader and Chief Executive continued to take all opportunities to raise local issues and priorities with our local MPs. 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 Q3 this work provided an opportunity for all Chief Executives in the region to meet with the UK Health Security Agency and Regional Schools Commissioner to discuss concerns and priorities in responding to the Omicron variant.

Supporting democracy – In Q3 we supported 33 meetings including: two County Council meetings; two Cabinet meetings; 15 Lead Member meetings; six Scrutiny Committees and Review Boards; and eight other committees and panels. We also published agendas for a further 16 meetings. The majority of meetings continued to be held in person as legally required, with the benefit of new hybrid meeting technology allowing supporting officers and external attendees to attend virtually where possible. The deployment of a refreshed Member and Training Development programme commenced in Q3. The programme offers an ongoing schedule of training sessions across a wide range of subjects which aim to help Members in their various roles. Sessions provided so far have included training on Council Finances and Understanding the Budget Setting Process, East Sussex in Figures and Equalities, Diversity, and Inclusion. The programme continues to be developed, with further sessions planned for Q4.

Q3 saw the East Sussex School Appeals Service continue to deliver school appeals via remote hearings developed in line with temporary national regulations. To ensure the delivery of an accessible and fair process via remote means, the service continues to provide additional technical support and guidance to help families and other participants fully engage with the process. 30 school admission appeals were received during Q3 and seven virtual appeal hearing sessions took place. Of the 30 appeals, one was successful, 15 were dismissed by an Independent Appeal Panel, and 14 were either withdrawn by the families or weren't needed because a place became available at a preferred school before the hearing. Q3 also provided an opportunity to initiate a project which will deliver further enhancements to the Appeals Management System, with work scheduled to be completed in Q4. To ensure the service can meet demand, a project to recruit additional volunteer panel members was initiated in Q3, with follow-up training and induction scheduled for Q4. In addition to school admission appeals, the service arranged for two school exclusion review hearings to take place.

Legal Services – During Q3 Legal Services assisted Trading Standards in securing eight convictions against an individual for selling counterfeit car parts and/or possessing them for sale. The offender was sentenced to 12 months in custody suspended for two years with a requirement to carry out 200 hours of unpaid work. In addition, an offender convicted in Q2 for fraud relating to overcharging for residential building works was sentenced in Q3 to a 40-month custodial sentence due to the age and vulnerability of his victims. The service also assisted Income Recovery in securing the recovery and repayment of debts totalling £2,000

The service advised in relation to 81 Court of Protection cases (compared to 74 in Q2) and 24 matters involving safeguarding vulnerable adults (compared to 25 in Q2) and 46 Deprivation of Liberty Applications in the Court of Protection (compared to 35 in Q2). Deprivation of Liberty

Safeguards is the procedure prescribed in law to authorise a patient or resident's deprivation of liberty, when they lack capacity to consent to their care and treatment and the arrangements are necessary to keep them safe from harm.

Advice and assistance was provided in pre-proceedings and court applications for care proceedings, with the priority always to keep children within their family, when it is safe to do so, and for public law applications to be a last resort where it is a necessary and proportionate response to achieve the best outcome for the child. In Q3, the service advised in relation to 63 families involved in pre-proceedings (compared to 51 in Q2) and there were 61 live care proceedings (compared to 71 in Q2). 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 and judicial reviews.

17 planning and highways agreements were completed securing financial contributions to the Council of £387,474 together with the delivery of additions and improvements to the highway network across the county. The team also advised on 28 new contract and procurement matters, including the renewal of the Highways Maintenance contract and the completion of grant agreements to support enterprises in East Sussex and in relation to Renewal Grants, which secured over £2.5million of funding from Government for the county. The service also advised on 33 new property transactions, including the completion of a lease of vacant Council property to the NHS, providing accommodation to the NHS as well as best use of the Council's assets and income, and two major sales of property resulting in income for the Council of over £8.5 million.

Coroner Services – During Q3, 568 deaths were reported to the Coroner, averaging 189 deaths per month (compared to an average of 175 deaths per month in Q2, this fluctuation is in line with expected changes seen in previous quarters and year on year the number of deaths has been relatively consistent in recent years). Of those deaths reported to the Coroner in Q3, 75 went to inquest compared to 94 in Q2. In Q3, 79 inquests were closed, the same as Q2. The Coroner has been addressing some of the more complex inquests that were delayed due to the pandemic and paper inquests continue to be heard on a hybrid basis with some family and witnesses attending court, whilst others are attending remotely.

Regulation of Investigatory Powers Act (RIPA) – There was one application made under RIPA during Q3. The application was made via the Magistrates' court in November and relates to Directed Surveillance against a known supplier of illegal tobacco in East Sussex. The authority has been granted for three months, with regular reviews scheduled each calendar month. The first review took place in December, which authorised its continued use.

Local Government Ombudsman (LGO) complaints – 19 decisions were issued in Q3. Twelve cases 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 seven fully investigated, four cases related to Adult Social Care (ASC) and three to Children's Services (CS). All seven investigated were closed with the complaint partly or fully upheld as follows:

ASC – The client complained that the Council failed to deal properly with safeguarding enquiries involving her late husband in 2019, causing avoidable distress to them both, and told his estranged family of his death in 2020, resulting in her having to rearrange his funeral and causing further avoidable distress. The Ombudsman found no fault with the Council's actions, other than it failed to tell the client about the outcome of its own enquiries, which it had already apologised for, as part of its own complaint investigation. The Ombudsman found no grounds to ask the Council to do more than that.

ASC – The client complained about the way the Council dealt with her son's direct payments (DP) and its complaint handling. The Ombudsman found fault because the Council did not provide a clear explanation of the position with the DP account or properly address the client's concerns. Fault was also found with the time it took the Council to provide its response to the client's complaint. The Council has agreed to apologise to the client and to pay her £300 to reflect the

distress, time and trouble this caused her. It has also agreed to arrange for an experienced manager in its DP team to contact the client to address any outstanding concerns she has about the DP account and the position going forward.

ASC – The client complained that her son's care home, commissioned by the Council, did not facilitate regular visits to his family. The client said that the provider did not arrange a visit to his grandmother before she passed away despite the recommendation from a best interest meeting. The Ombudsman found the Council and home at fault for not making attempts to arrange a visit for the client's son to his grandmother and for not reviewing the contact arrangements following the best interest meeting. The Council has agreed to apologise to the client for the fault identified and pay £150 to acknowledge the distress caused.

ASC – The client complained that the Council wrongly concluded that her mother gave away some of her money to avoid paying for care costs. This resulted in them having to use their own money to cover residential care fees. The Ombudsman found the Council at fault for failing to consider motivation when concluding there was a deprivation of assets, thus causing uncertainty about whether the assessed charge is correct. The Council has agreed to apologise to the complainant, reassess the charge taking into account motivation, and remind staff of the need to consider motivation in decisions of this type.

CS – The client complained that the Council failed to ensure her grandson received some of the provision named in his Education, Health & Care (EHC) plan. The Ombudsman found the Council at fault because it failed to secure a Speech and Language Therapist and an Occupational Therapist between September 2020 and April 2021. The Ombudsman also found the Council at fault in the way it considered the client's personal budget request. The Council has agreed to apologise to the family and pay £4,050 for its failure to provide the client's son with the support he needed and the distress and frustration this has caused the client. The Council has also agreed to share this decision with its staff to ensure they are aware of their duties in recording their personal budget decision making process, and the requirement to share information about personal budgets with the applicants early in the process.

CS – The client complained that the Council failed to make arrangements to provide suitable alternative education, other than at school, for her son, who was not able to attend school. As a result, her son did not receive any education for a year. The Ombudsman found fault with the Council because it failed to put a proper plan in place, when the information before it showed that the client's son was not attending school or receiving the education he needed. The Council has agreed to apologise to the client and pay £1,400 to reflect the seven months missed education and the time and trouble in pursuing the complaint. It also agreed to put in place alternative provision for the client's son until it can provide a suitable school place in accordance with his Education, Health & Care (EHC) plan, and review the approach it takes to the provision of alternative education for children, who are not in school for whatever reason.

CS – The client complained about the Council's decision not to provide taxi transport for her son to attend college. The Ombudsman found the Council's decision making was flawed because there is no evidence to show the appeal panel considered all relevant factors in the case. The Council has agreed to retake its decision, apologise, and pay £200 in recognition of the avoidable time and trouble caused by fault.

Web activity – Total views of our Coronavirus help and support pages passed 1 million during Q3 (60,000 views during Q3 took the all-time total since March 2020 to 1,028,214). The main Council website had just over 1.8 million page views during Q3, from more than 577,000 visits. The intranet had 1.4 million page views from almost 535,000 visits during Q3. Users now have the option to reject analytics cookies on our new website, which means they are not recorded in the data, so we are seeing an apparent, though misleading, fall in web traffic.

Media and information work – There were 541 media stories about the Council in Q3, of which 163 were positive and 251 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 34 press releases, generating 71 stories. 107 media enquiries were handled.

While a small number of enquiries continue to focus on COVID-19 measures, most are now covering a wide range of issues – many of which are one-offs and relating to Highways. There was good coverage of the success of the Solar Together scheme, Trading Standards' efforts to educate businesses about Natasha's Law and Highways' winter preparation.

Effective publicity and campaigns – Final figures for the Holiday Activities and Food programme (HAF), which provided free activities and healthy food to eligible young people, showed more than 3,500 young people attended just over 21,700 sessions across 85 locations in East Sussex. This means that 82% of available sessions were filled. Attendance was driven in part by a month-long promotion through schools and using paid social media on Facebook and Instagram which resulted in 6,036 views of the HAF webpages.

South East 7 (SE7) – The SE7 Leaders and Chief Executives Board met remotely in October to catch-up on the latest priorities and issues for all councils and enhance understanding of ongoing national policy developments in areas such as levelling up and devolution, health and social care reform and the spending review. A discussion on delivering net zero took place, facilitated by Louise Marix Evans (consultant at Quantum Strategy and advisor to the Climate Change Committee). Work has taken place since the meeting to identify opportunities for further joint work and lobbying in the region.

SE7 Leaders also met in November to consider opportunities and challenges for the South East expected to arise from the Levelling Up White Paper, and collective lobbying work needed to ensure the needs and interests of the South East are represented in this agenda. SE7 councils' work to address poverty was also discussed. SE7 Chief Executives continue to meet regularly and met twice in Q3 to discuss opportunities for collaboration on regional Fire and Rescue Service training facilities and national policy developments, and to progress work agreed by the Leaders.

Health and Wellbeing Board (HWB) – The HWB met on 14 December. The continued collaboration and actions being undertaken to meet the current increased needs for services across the system were noted, as well as progress on medium term objectives to improve population health, reduce health inequalities and deliver more integrated care. An update was received on the Joint Strategic Needs and Assets Assessment and the proposed developments in 2021/22 and beyond were endorsed. The HWB also received the Annual Report of the East Sussex Safeguarding Children Partnership; approved the finalised Better Care Fund Plans for 2021/22 in relation to the Guidance published on 30 September; agreed a further update of the East Sussex Outbreak Control Plan; and heard and noted the ongoing welfare concerns about unsupported homeless people being placed in Kendal Court Newhaven, and other temporary accommodation in Lewes and Eastbourne, by Brighton and Hove City Council, and the planned escalation action by ESCC with a view to preventing further harm and death occurring. The HWB also approved the ESCC Local Transformation Fund Bid for Family Hubs.

Revenue Budget Summary – The GS budget is currently £7.185m and is projected to have a small underspend of £90k.

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

Performance measure	Outturn 20/21	Target 21/22	RAG Q1 21/22	RAG Q2 21/22	RAG Q3 21/22	RAG Q4 21/22	Q3 2021/22 outturn	Note ref
There are no Council Plan targets								

Savings exceptions 2021/22 (£'000) – Q3 Forecast

Service description	Original Target For 2021/22	Target including items c/f from previous year(s)	Achieved in-year	Will be achieved, but in future years	Cannot be achieved	Note ref
There are no targeted savings in 2021/22	-	-	-	-	-	
	-	-	-	-	-	
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).

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Corporate Governance	4,918	(875)	4,043	4,755	(884)	3,871	163	9	172	
Corporate Support	3,526	(384)	3,142	3,644	(420)	3,224	(118)	36	(82)	
Subtotal Planned	8,444	(1,259)	7,185	8,399	(1,304)	7,095	45	45	90	

[illegible]

Divisions	Planned Gross	Planned Income	Planned Net	Projected Gross	Projected Income	Projected Net	(Over)/ under spend Gross	(Over)/ under spend Income	(Over)/ under spend Net	Note ref
Total Governance	8,444	(1,259)	7,185	8,399	(1,304)	7,095	45	45	90	

Capital programme 2021/22 (£'000)[illegible][illegible]

Strategic Risk Register – Q3 2021/22

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>Our robust business continuity plans mean that we continue to ensure that services operate as normally as possible. Due to the rise in cases as a result of the Omicron variant, and the additional seasonal pressures on staffing due to flu and other viruses, staff continue to work remotely where possible. Where staff, members and the public do access the Council's buildings, appropriate measures are still in place to minimise risk. However, this situation is expected to improve in the short-term; as a result, preparations are underway for a full return to the office in the Spring.</p> <p>We continue to monitor the impacts of the pandemic on our local economy and the wider community and to implement recovery plans with our partners. The latest information on the likely medium and long-term impact of COVID-19 has been factored into our Reconciling Policy, Performance and Resource (RPPR) finance and business planning.</p> <p>Our planning for different scenarios continues including the emergence of further variants. Our Local Outbreak Plan remains in place to prevent, where possible, and respond to and contain any local outbreaks should they occur in the future. We are continuing to support efforts to increase vaccination rates, as well as the delivery of community testing.</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 operational and cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives, as well as shared system objectives in the context of our Integrated Care System across workforce and patients who are medically ready for discharge (MRD) from hospital or community beds.</p>	<p>Preparation has continued for the Health and Care Bill 2021 to put the Sussex Integrated Care System (ICS) on legal footing, and the specific agreements needed between the NHS and East Sussex County Council. The formal start has now been delayed nationally until 1st July. The extreme pressure and increased level of activity across all parts of our health and care system remains a constant due to the ongoing pandemic and close system working has continued to mitigate immediate risks, manage the Pandemic, support our care market and the ongoing recovery of NHS elective care.</p> <p>This includes daily system calls to manage placements and packages of care for individuals and improve system flow and the average length of stay within acute hospital settings. Adult Social Care (ASC) contributed resource and participated strongly in the successful Medically Ready for Discharge (MRD) Improvement Programme but concerns remain for the sustainability of MRD performance and flow in the absence of long-term funding. This continues to be flagged through the South East Association of Directors of Adult Social Services (SE ADASS) route. The profile of health activity continues to be monitored and modelled into the future. It remains important to work together to understand the impact on ASC resources to support local people and facilitate decision-making and commissioning for Discharge to Assess (D2A - where patients who no longer need acute hospital care are moved to a temporary placement for further care and assessment of their long-term needs); and Home First pathways generally to better enable patients into appropriate onward care after an episode in hospital.</p> <p>The focus of our transformation programme continues to be on the areas where changing care models and pathways can both help us build on the developments that have been accelerated by the pandemic and have the most impact in supporting restoration and recovery of our system in a sustainable way. Possible additional opportunities are also being explored by our shared Strategic Workforce Group to support our collective workforce recruitment in East Sussex, for the benefit of all providers including the independent care sector and voluntary, community and social enterprise sector.</p>	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 continue to operate in changing and uncertain contexts. We have used the latest information available to track and understand the impacts. We will continue to review and update 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 likely long-term 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 must reduce our own operation carbon footprint by an average of 13% per year to stay within our carbon budget; and to achieve net zero carbon emissions from the County Council's own activities as soon as possible, and by 2050 at the latest.</p> <p>Our Climate Emergency Officer continues to work with teams across East Sussex County Council (ESCC) to deliver the corporate climate emergency plan covering 2020-22. The main focus is on buildings, which made up 79% of carbon emissions in 2020/21. Internal oversight of progress is via the corporate Climate Emergency Board.</p>	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>While additional funding over the last few years has helped maintain road condition the latest condition and funding modelling shows renewed deterioration over the next 10 years if further investment is not introduced into road maintenance. This reflects the changing climate with wetter, cool but prolonged winters and the increasing frequency of heavy downpour events during the summer months, which deteriorate roads faster. Further investment was approved by Cabinet in November and utilisation of these funds is currently being considered through the Reconciling Policy, Performance & Resources (RPPR) process to maintain condition at current levels and to help mitigate these factors over the next 10 years.</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. Contract staff are beginning to implement hybrid working arrangements. 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 and coming into winter, the risk remains.</p> <p>East Sussex County Council staff managing the Highways contract have successfully worked from home with no impact and will start to implement hybrid working in line with the corporate approach and timescales.</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 Standards and Learning Effectiveness Service (SLES) performance improvement plan. To achieve this, we are taking forward a number of actions:</p> <ul style="list-style-type: none"> • Working with partnership networks to provide support and challenge for the recruitment, development and performance of high-quality school leaders. • Recognising governance expertise through Local Support Governors and increasing capacity for governor-to-governor support • Working with the existing Academy Chains within East Sussex, to ensure appropriate solutions for schools in East Sussex. • Accelerating the work to develop partnerships between schools that cannot secure adequate leadership alone and explore the options for partnership or school re-organisation of schools that are unable to deliver a high-quality education to their pupils. • Working with Primary Board, Secondary Board, East Sussex Learning Collaborative Network and Teaching School Hub to support the development of outstanding leaders. • Working with the primary and secondary board to implement the schools causing concern guidance. • Working 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 do not take account of COVID impacts/measures.</p>	Amber

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
17	<p>SAFEGUARDING OF CHILDREN AND YOUNG PEOPLE</p> <p>Failure to recruit and retain an effective children's social care workforce leads to poor quality safeguarding practice, failing to prevent harm to children and young people, impacting on the Council's strategic objective of keeping vulnerable people safe.</p>	<p>Ensure social workers are well supported with manageable caseloads, strong supervision and effective support for wellbeing and development. Maintain the current strong East Sussex County Council reputation for providing high quality services and good support for social workers. This is extremely important in a highly competitive market for good social workers.</p>	Amber
18	<p>DATA BREACH</p> <p>A breach of security/confidentiality leading to destruction, loss, alteration, unauthorised disclosure of, or access to, personal data. This includes breaches that are the result of both accidental and deliberate causes. A personal data breach is a security incident that has affected the confidentiality, integrity, or availability of personal data regardless of whether information has been accessed, altered or disclosed via electronic or manual means.</p> <p>Risks to individuals, reputational damage, fines from the Information Commissioner's Officer (ICO), compensation claims.</p>	<p>Policy and guidance procedures in place to support practice.</p> <p>Staff training to develop awareness.</p> <p>Technical security measures operated by Information Technology and Digital (IT&D), including access control.</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 are a number of risks and uncertainties regarding the capital programme over the current Medium Term Financial Plan period and beyond. The impact of Covid-19 and currently increased uncertainties that exist within the construction industry in terms supply chain issues and volatile cost inflation could impact on project deliverability and affordability.</p> <p>There is also a risk that increased burdens of planning reform and the move from S106 contributions to Community Infrastructure Levy will mean that the Council has reduced funding from this source as bids have to be made to Districts and Boroughs.</p> <p>The Council's set target of achieving carbon neutrality from its activities as soon as possible and in any event by 2050 will partly depend on availability of capital resources to support identified actions. Diminishing resources and availability of external funding may impact on the deliverability and timing of actions and targets.</p> <p>Slippage continues to occur within the programme, which has an impact on the effective use of limited resources.</p>	<p>The Council maintains a 20-year Capital Strategy and 10-year capital programme (currently 9 years due to the Spending Review 2020 setting budgets for 2021/22 only, providing no certainty over future years capital grants, and risks to long term local government financing) to provide rigour and support strategic direction. The development and delivery of the capital programme is overseen by a Capital Strategic Asset Board (CSAB), a cross departmental group consisting of officers from each service department, finance, property and procurement. Governance arrangements continue to be reviewed and developed in support of robust programme delivery of the basic need programme. The Schools and Assets Sub Board, which in part focuses on future need for schools' places, continues to inform the CSAB of key risks and issues within the 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 capital programme includes an element of 'normal' level of inflation for ongoing target-based core programmes (as opposed to programmes that have cash limited envelopes). Additionally, as part of the Reconciling Policy, Performance and Resources (RPPR) process at February 2021, an ongoing capital risk provision of £7.5m was approved, providing the flexibility to react to emerging risks such as the impact of supply chain issues and inflationary pressures. It represents the ability to borrow for these risks and is managed through ensuring there is Treasury Management capacity, rather than representing funds that are within the Council's accounts. Its utilisation, subject to CSAB approval and adherence to financial regulations, would therefore require additional borrowing and be reported through the RPPR and quarterly monitoring process.</p> <p>The CSAB also proactively supports the seeking and management of all sources of capital funding, including grants; capital receipts; S106; Community Infrastructure Levy (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. Additionally, following review, CIL and S106 targets have been reduced and will continue to be reviewed regularly and opportunities sought to reduce the target further if considered appropriate. Officers will proactively monitor funding announcements, including central government capital grants following the Spending Review 2021, and seek to minimise the impact on delivery of the capital programme, ensuring that there is sufficient liquidity to meet funding requirements.</p> <p>The Capital Strategy was updated in February 2021 to reflect the Council's climate targets and set out how this can be supported through the capital programme and the RPPR process. It was agreed at State of the County 2021 that Climate Change would be included as basic need and this will be reflected through the RPPR process.</p> <p>CSAB continue to look to manage down the historical levels of programme slippage. Following a review of the programme's annual ambition (against historical deliverability and project risk), in 2021/22 a risk factor has been applied to help mitigate slippage.</p>	Amber

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
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 innovation required to deliver services and service transformation.</p>	<p>The 2021/22 Q1-3 sickness absence figure for the whole authority (excluding schools) is 6.49 days lost per FTE, an increase of 14.5% since the same period last year. The year-end estimate for 2021/22 is 8.90 days/FTE, so the target of 9.24 days/FTE is predicted to be met.</p> <p>The predominant reason for the increase in absence rates is due to Covid related absence, with a 2,300 day increase of days lost compared to the same period last year (Q1-Q3 2020). Mental health absence has also increased by 44%, but it is positive to note that, conversely, stress has decreased by 30%. Set against this background, we have increased our commitment to support staff by:</p> <ul style="list-style-type: none"> • using key health awareness campaigns to run regular bespoke virtual workshops for staff on pertinent health topics including Winter Wellbeing, Mental Fitness and Coping at Christmas. • holding a Mental Health First Aid (MHFA) AGM in October 2021 with clear action points generated on how the MHFAers can further support colleagues and what support they need in place to do this. <p>More broadly we have:</p> <ul style="list-style-type: none"> • worked with our wellbeing contractors; occupational health and our absence management provider to host 'Top Tips for Managers' workshops. Over 300 managers signed up to attend these. • launched a new interactive e-learning package for employees and managers on 'Menopause in the Workplace' with the aim of improving knowledge and awareness of support available. <p>Being an employer of choice is key to ensuring the Council is able to attract and retain the high calibre staff it needs. There are a number of initiatives underway that will support this, including:</p> <ul style="list-style-type: none"> • the implementation of hybrid working arrangements as part of the Workstyles Review • updating the Council's job pages on our website and the development of a refreshed 'employer brand' to ensure the Council's jobs stand out in the market and we have a clear narrative around the benefits of working for the Council • the development of a corporate Equality, Diversity and Action plan which includes a number of workforce specific actions to support having a diverse workforce with equality confidence, knowledge and skills • preparation for the launch of 2 new leadership development programmes to support our talent management strategies 	Amber

Ref	Strategic Risks	Risk Control / Response and Post Mitigation RAG score	RAG
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 January 2022 and physical checks on imported goods begin on 1st July 2022.</p> <p>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 risks have reduced with the revised implementation dates for import checks in January 2022 and July 2022. HGV traffic remains slightly lower than usual at Newhaven and East Sussex County Council continues to monitor the situation at Newhaven and is 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 is working with Environmental Health colleagues and UK Border Force (UKBF) to smooth the impact of Government border policy on the capacity required to support new border enforcement arrangements at Newhaven Port. Provision of facilities at the port has been arranged and memoranda of understanding drawn up to facilitate effective joint working with UKBF. A recent successful pilot operation took place at Newhaven Port to test our operational plans and provided valuable intelligence on products being imported. 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>Close working continues with the Sussex Chamber of Commerce to ensure clear advice is provided to Small and Medium Size enterprises engaged in import/export activity. Impacts on the local economy are monitored through Business East Sussex, although this is complex because of the challenge of disentangling COVID and Brexit impacts.</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 Department for Levelling Up, Housing and Communities 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 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 2020 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 commencing delivery. Unfortunately, the</p>	Green

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		<p>Fast Track business solutions, Hastings has had to return the monies allocated to SELEP. However, we have been able to have two further projects allocated to the pipeline amounting to £300k, with East Sussex now delivering on £8m on 9 projects.</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 (Hastings awarded £24.3m and Lewes awarded £19.3m); Levelling Up Fund bids (awarded £40m see below); the SELEP COVID-19 Skills and Business Support Fund (secured £500k) and the Local Skills Improvement Plan (LSIP) for Sussex.</p> <p>The COVID-19 outbreak in early March 2020 is seemingly changing the funding landscape, and alongside the impacts of leaving the European Union, is having an impact on major funding decisions from Government.</p> <p>We officially launched in September 2020 the East Sussex Economy Recovery Plan, called 'East Sussex Reset'. The plan identifies deliverable actions in the short term, alongside more aspirational asks, and has already aligned and secured new monies totalling £170m investment into East Sussex. 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 address the recent Government policy and Budget announcements (27 October 2021), that have a clear focus on the green revolution (net zero carbon reduction); the allocation of the new £4bn Levelling Up Fund (LUF); and the delivery of 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 once the Levelling Up White Paper is released over coming months. The prospectuses for LUF and UKCRF were launched in March 2021.</p> <p>As a result, East Sussex County Council (ESCC) was the lead authority responsible for co-ordinating and appraising bids to the UKCRF. We provided our submission on 18 June 2021 and the outcome was received on 3 Nov 2021. ESCC secured £2.5m on 5 projects to be delivered by June 2022. ESCC is now responsible for overseeing the implementation and delivery.</p> <p>On the LUF, ESCC submitted a transport package for Exceat Bridge of £8m, while four of the local Borough and District Councils (except Hastings) submitted in June major capital funding bids under this first round for town centre/regeneration and cultural investment. Outcomes were announced on 27 October 2021, with the following awarded monies: Exceat Bridge (£8m), Eastbourne (£19.8m) and Lewes (£12.6m) all to be delivered by March 2024. The other Borough and Districts were unsuccessful and will apply under Round 2 in 2022. Business cases now need to be worked on for the implementation of projects.</p>	