

Business Services

Portfolio Plan 2020/21– 2022/23

This plan was originally drawn up, ready for 1 April 2020 and prior to the coronavirus pandemic. We are currently assessing the impact that the pandemic will have on our priorities and planning assumptions. We have updated the plan in July and will continue to do so when there is further clarity on the effect the response to the virus has had on Council services.

July 2020

Contents

Contents	2
Cabinet Portfolio Lead Members.....	3
Portfolio Overview.....	4
Operating Principles.....	5
Structure Chart.....	6
Delivering Priority Outcomes.....	7
Performance Measures and Targets	15
Gross Revenue Budget.....	20
Revenue Budget	21
Capital Programme	22
Appendix 1: Annual Procurement Forward Plans	23

Cabinet Portfolio Lead Members

Councillor Nick Bennett

**Lead Member for
Resources**



Responsible for strategy and policy for corporate resources.

Principal service area responsibilities covered in this plan include financial management, property asset management, risk management, procurement, internal audit, ICT, personnel and training, Orbis, and all ancillary services.

Legal responsibilities are covered by the Governance Services Portfolio Plan.

Portfolio Overview

1.1 The Business Services Portfolio covers the professional support services that enable all Council services to plan, manage and deliver their services to residents. Through the Orbis partnership, we provide strategic leadership, professional support and advice for:

- business operations;
- finance;
- human resources and organisational development;
- IT and digital;
- procurement; and
- property and capital investment.

1.2 Both nationally and locally there has been a fundamental change in the way public sector services are being delivered. The need to reduce the level of public sector borrowing and bring Government spending in balance with revenues is a key factor in the reshaping of public sector services and expectations. Since 2010 the Council has saved £134m and we will need to reduce costs by a further £16m by 2022/23, at the same time as demand for services is increasing because of demographic changes.

1.3 The Business Services Department is supporting the Council in planning for and delivering service reshaping, and budget savings and efficiencies as well as reducing the cost of operating business services in the Council in order to ensure that the maximum level of money can be invested into front line services in support of the Council's priority outcomes:

- Orbis has achieved £12.9m ongoing savings between 2016/17 and 2019/20 for Brighton & Hove City Council, East Sussex County Council and Surrey County Council. A further £8.2m of one-off savings have also been delivered by the partnership.

- The level of service and service quality is being maintained and enhanced through sharing best practices across Orbis partners, and greater economies of scale are being exploited. All three partners made a new commitment to Orbis for three years starting April 2020.
- Our new Social Value Measurement Charter is boosting the amount of social value delivered by Council procurement.
- Our Property Asset and Disposal Investment Strategy will continue to explore income generation from property, optimise capital receipts and promote economic growth across the county, alongside key partnerships. Our core Property Service activities will transition back to ESCC in 2020. A new Strategic Asset Management Plan 2020-25 has been produced to support this.

1.4 The People Strategy has been developed to help achieve the changes needed over the coming years. Set against the future savings requirements and the business transformation arising out of this, the emphasis of the People Strategy is on supporting and developing our managers and staff to enable them to respond to the changing environment. For example, flexibility around work location, greater use of technology, and commissioning will radically change and alter the role, and therefore skills, a successful manager needs.

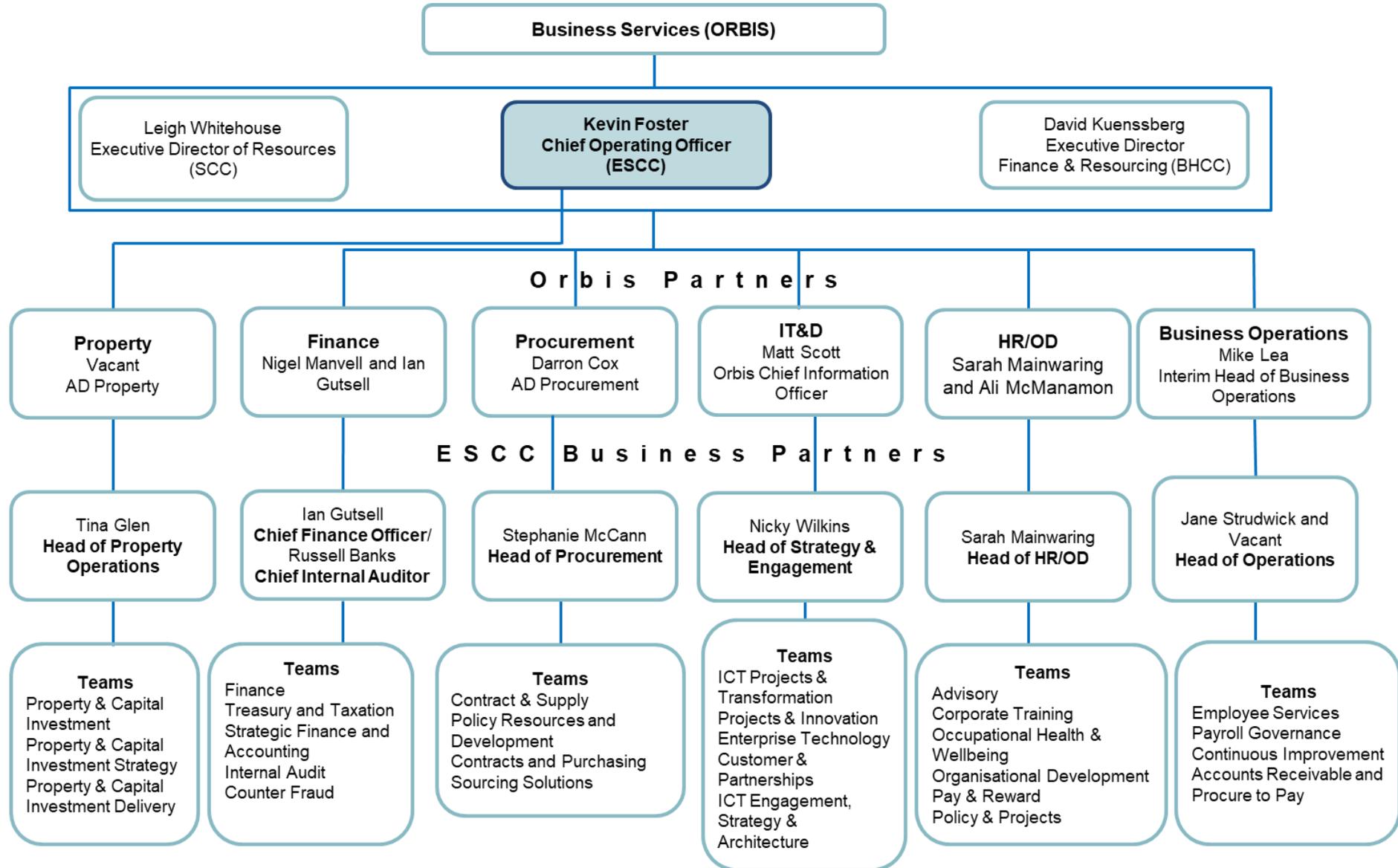
1.5 Following the impact of the COVID-19 pandemic, we have been focusing more on providing enablers in how we operate our services and manage our working practices in a different way. This includes technological system improvements to support remote working and ensuring staff and service users are safe.

Operating Principles

The Council has agreed three operating principles that underpin how the Council works across all services and with partners:

- ❖ **Strategic commissioning:** using an evidence-based approach to assess and meet the needs of local people in the most effective way. We will specify and deliver appropriate services to secure the best outcomes and value for money for residents.
- ❖ **One Council:** working as a single organisation both through the processes we use, and how we work. We will work in a well-connected way across Council teams so we harness all our energy and resources towards achieving our priorities and remove duplication. We will judge our success against outcomes for the whole population and the organisation (and whole local public sector) not against the interests of a particular group, team or department.
- ❖ **Strong partnerships:** recognising we are one part of a wider system, we will work effectively with partners across East Sussex and the region as well as with the wider public sector to ensure we learn from others, secure best value for money and maximise impact for our residents.

Structure Chart



Delivering Priority Outcomes

The Priority Outcomes

The Council has four overarching priority outcomes: driving sustainable economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources. Making best use of resources is the gateway priority through which any activity and accompanying resources must pass.

For each priority outcome there are specific delivery outcomes. These are referenced to performance measures in this portfolio plan.



Driving sustainable economic growth - delivery outcomes

1. Employment and productivity rates are high throughout the county
2. Individuals, communities and business thrive in East Sussex with the environment and infrastructure to meet their needs
3. The workforce has and maintains the skills needed for good quality employment
4. All children progress well from early years to school leaver and into education, training and employment

Keeping vulnerable people safe - delivery outcomes

5. All vulnerable people in East Sussex are known to relevant local agencies and services are delivered together to meet their needs
6. People feel safe at home
7. People feel safe with support services

Helping people help themselves - delivery outcomes

8. Commissioners and providers from all sectors put people first when providing services and information to help them meet their needs
9. The most vulnerable adults get the support they need to maintain their independence and this is provided at or close to home
10. Individuals and communities are supported and encouraged to be responsible, help others and make the most of community capacity and assets

Making best use of resources - delivery outcomes

11. Working as One Council, both through the processes we use and how we work across services
12. Working in partnership across the public, voluntary community, and private sectors to ensure that all available resources are used to deliver maximum benefits to local people
13. Ensuring we achieve value for money in the services we commission and provide
14. Maximising the funding available through bidding for funding and lobbying for the best deal for East Sussex
15. To help tackle Climate Change East Sussex County Council activities are carbon neutral as soon as possible and in any event by 2050
16. Applying strategic commissioning to ensure resources are directed to meet local need

Driving sustainable economic growth

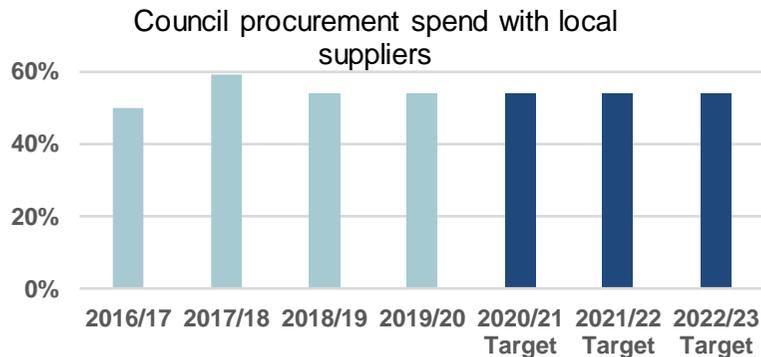
Planned work:

- We will continue to ensure at least 54% of the Council's procurement spend is with local companies
- We will continue to secure social value benefits through our procurement
- We will increase the number of apprentices employed within the Council to maximise the funds paid to us

2.1 We have been increasing the percentage of the Council's spend with local suppliers for a number of years. In 2019/20 we spent £208.9m with 1,080 local suppliers, 54% of our spend. In 2020/21 we are aiming to again spend 54% or more helping to boost the local economy.



Spend with local suppliers
2019/20 54%



2.2 The Social Value Marketplace was launched in November 2019 and provides the opportunity to leverage our relationship with suppliers to further support the work of our local charities and enhance the lives of our residents. We will continue to use the Social Value Measurement Charter (SVMC) to quantify the economic, social and environmental benefits of Council procurement and will boost the amount of social value delivered with a target of >10.0% of the value of contracts awarded.

2.3 From April 2017, the Council has been paying the Apprenticeship Levy of approximately £1m per year. The Council has determined a workforce-based approach to the Levy and in support of this has developed a strategy and action plan in order to:

- maximise the funds paid to the Council under the scheme for employing apprenticeships and for current staff receiving qualifying apprenticeship training; and have regard to meeting the public sector target of 2.3% of the workforce being apprentices.

2.4 We are moving forward with a new end to end electronic payment system through 'Purchase to Pay', which will encourage and support our suppliers to work more electronically and enable quicker payment processes.

Making best use of resources

Planned work:

- We will continue to deliver savings through Orbis, via new working practices and the introduction of automation
- SPACES will continue to provide savings by sharing property with various public sector organisations
- We will continue to reduce the cost of occupancy of our buildings
- We will continue to implement our People Strategy
- We will continue to reduce sickness absence

2.5 Orbis is a public sector partnership between East Sussex County Council (ESCC), Surrey County Council (SCC) and Brighton & Hove City Council (BHCC).



Benefits realised through Orbis include:

- Ongoing engagement to balance the demands placed on Orbis against the level of funding that has been provided and deliver savings.
- Review of cost of occupancy and space needs through our corporate asset strategies; especially in light of new ways of working safely around COVID-19.
- Full integration of teams has been achieved in IT & Digital, Business Operations and Procurement. From April 2020 control of our property activities will move to ESCC whilst remaining closely aligned to partners within Orbis.

- During 2020/21 we will progress our use of automation and the development of self service in order to create efficiencies for our partner organisations and reduce backlogs.

2.6 The Business Operations service is a high-volume transactional service within Orbis. The aim of Business Operations is to provide efficiencies of scale through better use of technology, processes and excellent people practices. We measure our efficiencies in relation to lower unit costs, increased operational quality and higher customer satisfaction. Savings have been achieved through a combination of increased income and reduced unit costs.

Business Operations deliver services to more than

700

organisations

At the end of 2019/20 proposed savings of £770k have been delivered, and during 2020/21 we are projecting further savings of £700k.

2.7 Each year we aim to reduce the 'value of debt over 5 months' so it is below the previous year's outturn taking into account the value of total debt raised for the year. The continuous improvement approach to continually re-engineering systems and processes within Accounts Receivable is a priority. We work closely with our Adult Social Care and Health (ASCH) colleagues to review ASCH debt cases to ensure the most appropriate steps are taken to recover debt promptly and in accordance with the Care Act.

2.8 The Strategic Property Asset Collaboration in East Sussex (SPACES) Programme has been running since 2011. It aims to improve sharing of the property estate between partners, to save property costs, and to release capital receipts. More recently, SPACES has also been focusing on how it can enable and drive wider outcomes such as town centre regeneration and housing development. Meetings have been held with all partner organisations to review their own strategies and requirements in order to shape the joint SPACES Strategy and targets for the future. This will also take into consideration the impacts and challenges now faced as a result of COVID-19; for example, how organisations may work differently within their office estates.

2.9 Overall, 66 projects have been delivered, equating to over £19m in benefits across the partners, including almost £13.8m in capital receipts and a reduction of over £1.3m in revenue expenditure. A further 26 projects are also in progress.

2.10 Partners continue to deliver the One Public Estate (OPE) projects, having received £760,000 of Government funding across Phases 5, 6 and 7. The projects are geographically spread across all the East Sussex district and boroughs, with activities varying from emergency services co-location to town centre regeneration.

2.11 The partnership is developing a place-based approach, recognising where multiple activities are taking place in one area, and where they can be complimentary to each other. Aligned to this, and in the context of the Council developing our asset strategy, we are working with each district and borough council to consider opportunities in each geographical area.

2.12 A revised Strategic Asset Plan 2020-2025 now supports the key activities of the Property Service going forward with a clear set of Strategic Operational and Service improvement plans that will also fit in with the changes needed.

2.13 Through our Property Asset and Disposal Investment Strategy, we will:

- Continue to support corporate and service needs for property assets and embed our role in critical service business planning activities.
- Engage and develop plans for our Corporate Office Strategy for our core office buildings.
- Explore income generation from property.
- Optimise capital receipts.
- Promote economic growth across the county.

2.14 We will take forward decisions arising from feasibility and business cases across key sites during 2020/21 and beyond.

2.15 We will be implementing a new property asset management system and key processes to support enhanced service delivery, as part of the wider Business Services Customer change programme which is supporting the replacement of our enterprise infrastructure

2.16 Property services will soon finalise a procurement framework for, and bring on board, a variety of new contractors and consultants. They will support core delivery for term, planned and reactive maintenance, as well as audit valuation and rating activities.

2.17 The Council has declared a climate emergency and set a target of achieving carbon neutrality by 2050. A detailed carbon strategy is being developed and we will be working within the strategy to focus on the carbon footprint of the Council's operations. In the short term, we will continue reducing carbon emissions arising from energy used in Council buildings each year. For 2020/21 the target will be a further reduction of 13% against the previous year.



2.18 We are working to reduce the amount of CO2 arising from Council operations through projects such as improvements to lighting; air conditioning and controls of boilers and heating systems; upgrading insulation; and replacing windows.

2.19 We will review, support and deliver the Councils evolving 10-year planned Capital Programme and continue to deliver the Council's core needs Capital Programme that seeks to meet the priorities and statutory responsibilities of the Council. Meeting the increases in pupil numbers remains a key challenge in the programme, as does evolving pressures across our adult and children services social care agendas.

2.20 The Council has a People Strategy that has been developed around the four themes of:

- Leadership and Management;
- Performance Development and Reward;
- Employee Engagement and Recognition; and
- Employee Health, Wellbeing and Inclusion.

2.21 There is an emphasis on supporting and developing our managers and staff to enable them to operate effectively in a changing and challenging public sector environment.

2.22 In conjunction with the People Strategy, a 'Leadership and Management Capability Framework' has been launched which sets out the management and leadership standards expected in support of the Council's priority outcomes and operating principles. Work is currently ongoing with departments to embed this.



2.23 We have a well-developed staff wellbeing programme in place which includes a number of initiatives and activities to support both the wellbeing of our staff, and reductions in sickness absence, to achieve the Council Plan target of 9.24 or below working days lost per full time equivalent employee (FTE) due to sickness absence in non-school services.

2.24 Following the implementation of the National Living Wage in April 2016, work has continued to model the impact of the expected future increases on our existing pay and grading arrangements. Negotiations at a national level are still taking place in relation to the 2020/21 pay award.

Our Wellbeing commitment

Mental health remains the top reason for absence. We will continue to deliver a range of initiatives to address this, including:

- An ongoing training programme to increase the number of Mental Health First Aiders. Currently we have almost 100 trained individuals.
- ESCC Campaign launched for World Mental Health Awareness Day on 10 October 2019 that is generating ongoing awareness and support for colleagues.
- Support colleagues through the use of the Employee and Managers Mental Health Guides that have been produced alongside a supporting toolkit and dedicated resource intranet page.
- A dedicated yammer Wellbeing campaign was launched in March/April 20 to support staff and managers during COVID-19, alongside HR FAQs and a new Risk Assessment in line with the Government's guidance on safe working.
- A Bereavement guidance document continues to provide managers with clearer guidelines and signposting on the support available.
- A new Stress Risk Assessment to encourage meaningful conversations between managers and employees and provide signposting will be launched in June 2020
- Encourage meaningful conversations via the use of a Stress Risk Assessment in order to provide targeted signposting for employees both in and out of work.

2.25 Activity in IT & Digital is driven by the vision to 'enable and empower through technology, information and collective expertise.' We are an established, fully integrated service with inbuilt resilience, equipped to operate across a broad range of capabilities at scale. We source, deploy and maintain cost-effective, resilient and innovative technology solutions. This enables the Council to work in an integrated way with partner organisations and provide joined up services to empower our residents.



2.26 Our aim is to give people the tools and technologies they need to work confidently, efficiently and to be more productive in challenging times. The MyServiceHub IT portal (Cherwell) is a prime example of this. The single portal operates across the Orbis geography and underpins our digital service provision to all three councils providing a contemporary platform for other services to further build on during 2020/21.

2.27 Refreshing equipment and updating software across the estate to Windows 10 is a major focus for our service, such updates are vital to protect our business systems and data. Moving to Windows 10 and Office 365 affords opportunities to enhance our agile working capabilities and provide staff with up to date equipment that will help them to work more flexibly and efficiently. Unsupported Windows 7 laptops have been removed from the estate and the refresh of Windows 8 devices is well progressed.

2.28 With a basic need to store and manipulate data, resilient underpinning infrastructure services are the foundation to support the working of everything else. With our infrastructure services hosted in the Tier 3 ISO 27001 accredited Orbis Primary Data Centre and disaster recovery services hosted in a similarly accredited Data Centre in Guildford, the underpinning resilience of our heartbeat services and inherent cyber security has proved its reliability. Our Core Infrastructure Strategy continually strives to further enhance resilience. A recent upgrade has increased bandwidth capacity and work continues to assure the high availability of services in the future.

2.29 We maintain compliance with information security and cyber resilience protocols, law, regulation and guidance. Secure technology underpins digital practice, empowering our staff to work safely and flexibly from wherever they need to be. Also enabling the Council to work collaboratively with its partner organisations where sharing of resident and business data is required. Championing the continuous improvement of cyber security practice to support the accessibility, resilience and integrity of our digital services is a key priority for our team in order to underpin and empower a digital workforce and assure residents confidence in accessing our services. Focus has especially increased on security as working practices have had to rapidly change due to COVID-19; including embracing more working from home and the use of video conference tools.

2.30 The Council has signed up to the Local Digital Declaration. Our Chief Operating Officer, made our commitment, joining over 150 other local authorities in signing up to the collective ambition to co-create the conditions for the next generation of local public services, where technology is an enabler rather than a barrier to service improvements and where organisations share a vision to deliver more user-centred, cost-effective local public services through open, collaborative and reusable work. IT & Digital continue to work with business services to identify and introduce digital technologies (including process automation) to support the development and delivery of the Core Offer and ongoing service transformation.

2.31 Procurement's adoption of a more flexible organisational structure is continuing to maximise efficiencies and increase the value and benefit opportunities for our customers. In addition to our core role of ensuring value for money and regulatory compliance, we have a number of areas of focus, which include:



- Introduction of Procurement Partner roles against each category of spend, to deliver better insight between partners.
- Driving strategic decision making from good quality-spend data.

- Working with colleagues across the Council to embed a high quality and consistent approach to contract management.
- Monitoring risk of supplier failure.
- Delivering against our Social Value targets.
- Tackling our low value, high transactional sourcing of goods and services by consolidating the demand to create greater value.

2.32 Annual Procurement Forward Plans were introduced during 2019/20 to enable the Council to maintain an oversight of procurement activity across a full range of Council services. The Forward Plans also enable the Procurement team to plan ahead and prioritise resource on the projects where they can add most value. Procurement Officers worked with their service stakeholders and commissioners to develop the Forward Plans for each directorate area across the Council. For 2020/21, there will be an estimated 26 projects being worked on by Procurement with individual values of over £1m in value, covering the areas of this Portfolio. Attached as [Appendix 1](#) are the details of these projects. Following the impacts of COVID-19, the economy will be facing many challenges. Procurement's focus for this financial year will be on market stability, supporting local businesses and keeping cost pressures under control.

2.33 Finance are working in a number of ways to ensure that the Council manages and optimises its financial resources, within sound governance and financial assurance:

Through our work to integrate Orbis Finance, we will focus on spending less time on transactional activities, implementing common system technologies that allow us to deliver information and advice to support strategic decision making.

Finance will:

- Be integral in the work to scope, procure and implement the replacement of the SAP financial system; which will provide greater flexibility and redefine the work undertaken by Finance and its collaborative relationship with the Council.
- Continue to focus on the development of its staff, with the role out of apprenticeship opportunities in CIPFA and CIMA

professional qualifications, together with a broad range of internal training and development.

- Support the roll out across East Sussex of the CIPFA Hub, which provides training and support to all finance staff within the public sector.
- Further develop our approach to strategic analysis and financial modelling to support the Council's RPPR process.
- Have an integral role in working to provide advice and support to developing agendas, across the Council.
- Continue to seek to enhance its networks and work with partners, so that it can support the maximisation of resources and delivery of value for money services to residents. Through close partnership working, the Council, together with Eastbourne and Hastings Borough Councils, Lewes, Rother and Wealden District Councils and East Sussex Fire and Rescue Service, has been able to move to a Business Rates pool arrangement in 2020/21, as the 75% Business Rates Pilot in 2019/20 was not extended.
- Play an important role in supporting the lobbying agenda of the Council, seeking opportunities to respond to consultations, as well as, direct communication with individuals of influence at a regional and national level.
- The ACCESS (A Collection of Central, Eastern and Southern Shires) Pensions Pool is up and running and work continues to ensure that transfer of investments occurs in the most efficient and cost-effective way, whilst achieving positive returns.
- The Treasury Management Strategy provides a continuing opportunity for the Council to assess its appetite for risk as we seek to maximise return on our investments.



Having delivered integrated Centres of Expertise for Treasury Management & Taxation, Insurance and Financial Accounting, opportunities continue to be explored to embed best practice and

improve service provision, including single system implementation and jointly contracted services.

- The integration of the Orbis Internal Audit continues to bring opportunities for shared learning and experience across services to enhance assurance of the Council's systems, processes and

finances. Our target is for 97% of high-risk internal audit agreed actions to be addressed by management within agreed timescales.

Performance Measures and Targets

*2019/20 Outturns when available or (Target)

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	Final revenue outturn within tolerances of budget allocation	0% overspend/underspend	0% overspend /underspend	-1% overspend/ +3% underspend	-1% overspend/ +3% underspend	-1% overspend/ +3% underspend	Working within agreed tolerance levels is a demonstration of an effective budget allocation process and on-going financial management. Delivery outcome 12.
	Unqualified external audit of accounts	Achieved	Achieved	Achieved	Achieved	Achieved	Meeting a statutory requirement to have the authorities' statement of accounts audited. An unqualified audit opinion reflects the appropriate level of stewardship and financial management of the authority's financial resources. Delivery outcome 12.
	The percentage of high risk internal audit agreed actions addressed by management within agreed timescales	100%	95%	97%	97%	97%	Seeks to maintain sound financial management and stewardship of the authorities systems, processes and resources. We work to ensure that areas of risk identified by internal audit are addressed and mitigated as appropriate. Delivery outcome 12.

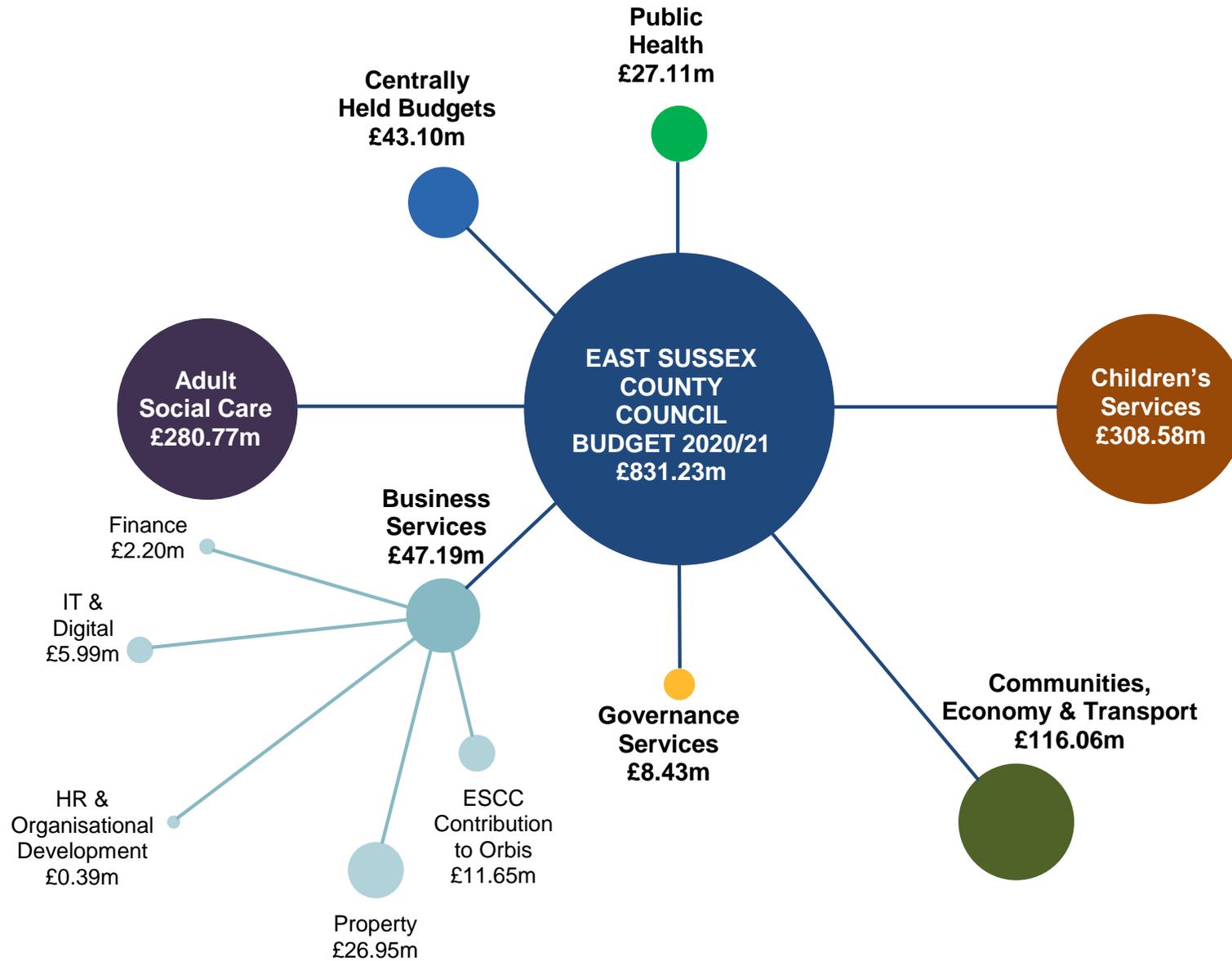
Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	Level of unsecured debt over 5 months (aged debt)	£2.175m Proportion of total debt raised during the year has reduced from 2.55% in 2017/18 to 2.52% in 2018/19	£2.069m Aged debt over 5 months as proportion of debt raised reduced from 2.52% in 2018/19 to 2.16% in 2019/20	≤ 2019/20 value and/or ≤ 2019/20 % of aged debt as a proportion of total debt raised	≤ 2020/21 value and/or ≤ 2020/21 % of aged debt as a proportion of total debt raised	≤ 2020/21 value and/or ≤ 2020/21 % of aged debt as a proportion of total debt raised	We seek to ensure the effective collection of income owed to the authority and so maximise the resources available to deliver services. Delivery outcomes 12 and 16.
	Percentage of insurance claims handled (to first decision stage) within legal time	100%	97%	95%	95%	95%	Ensuring the efficiency of the process has a positive impact on claimants, insurers and meeting our own legal obligations. Delivery outcome 12.
	Availability of IT infrastructure to support and enable the business to function	99%	99.6%	99%	To be set 2020/21	To be set 2021/22	Staff have the right IT tools and infrastructure. Delivery outcomes 11, 12 and 16.
	Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in schools	5.66	5.39	6.17	6.17	6.17	To maximise the use of resources and improve staff. Delivery outcomes 12 and 16.
	Number of working days lost per FTE (Full Time Equivalent) employee due to sickness absence in non-school services CP	8.73	8.48	9.24	9.24	9.10	
	The proportion of Return to Work Interviews conducted within 7 days of employee returning to work	88.6%	88.2%	90%	90%	90%	

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	The Councils Apprenticeship Levy strategy supports the Council's workforce development and training plans CP	Baseline established	136 new starts (1.8% of our workforce) undertaking an apprenticeship for 2018/19 Council spent 31% of its total levy contributions in 2018/19	Where appropriate Standards exist, to ensure apprenticeship training is available and taken up (subject to the needs of the business), which addresses skills shortages in the Council	Where appropriate Standards exist, to ensure apprenticeship training is available and taken up (subject to the needs of the business), which addresses skills shortages in the Council	Where appropriate Standards exist, to ensure apprenticeship training is available and taken up (subject to the needs of the business), which addresses skills shortages in the Council	Apprenticeships in the Council provide a positive opportunity for staff to develop and grow, enhancing the Council's workforce and career opportunities. Delivery outcomes 3 and 16.
	The percentage of Council procurement spend with local suppliers CP	54%	54%	54%	54%	54%	Support local businesses and help drive economic growth and employment in the county through our purchasing power. Delivery outcomes 1 and 2.
	Economic, social and environmental value committed through contracts, as a percentage of our spend with suppliers CP	11.8%	10.5%	>10%	>10%	>10%	The Social Value Measurement Charter is used to provide robust measures in eligible contracts that commit suppliers to deliver the Council's social value objectives. Delivery outcomes 3, 10, 11 and 14.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	Organisational-wide savings achieved through procurement, contract and supplier management activities	£9m	£9.1m	£5m	To be set 2020/21	To be set 2021/22	Procurement works closely with front-line services to help deliver millions of pounds of savings and efficiencies through our procurement and commercial expertise, ensuring our contracts and commercial arrangements provide great value for money and the best possible outcome for our residents. Delivery outcomes 11, 12 and 16.
	Deliver the Property Asset Investment Strategy CP	Resource model developed	Feasibility studies in development for 7 key projects	Outline business cases brought forward against at least 2 priority projects	To be set 2020/21	To be set 2021/22	Our Property Asset and Disposal Investment Strategy will explore income generation from property, optimise capital receipts and promote economic growth across the county. Delivery outcomes 1, 2, 11, 12, 13 and 14.

Lead Member	Performance measure (CP = Council Plan)	2018/19 Outturn	2019/20 Outturn	2020/21 Target	2021/22 Target	2022/23 Target	2018-23 Outcome Summary
Cllr Bennett	Cost of occupancy of corporate buildings per sq. metre CP	£151.49 / sq. metre	£161.98 / sq. metre	2% reduction on 2019/20 revised cost base	To be set 2020/21	To be set 2021/22	The assessment of costs per sq. metre for our core administrative buildings, and the reset of targets depends on a Corporate Office strategy review that ensures the future net occupancy cost per square metre of corporate buildings is reduced per annum. Thus, reducing operating costs to the Council with the aim of delivering efficient management of resources and suppliers. Delivery outcomes 11, 12, 14 and 15.
	Reduce the amount of CO2 arising from County Council operations CP	6.6% reduction on 2017/18 level	4.8% reduction	13% reduction on 2019/20	13% reduction on 2020/21	13% reduction on 2021/22	A reduction in the amount of CO2 arising from Council operations is recorded on an annual basis, thus reducing the cost of energy to the Council and shrinking the carbon footprint. Delivery outcomes 11, 12 and 15.

Gross Revenue Budget



Totals may differ from sum of components due to rounding

Revenue Budget

Revenue Budget £000									
Divisions	2018/19			2019/20			2020/21		
	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net	Gross	Income + Net Recharges	Net
Finance	2,502	(2,222)	280	2,867	(1,710)	1,157	2,204	(1,657)	547
IT & Digital	5,294	(3,028)	2,266	5,758	(2,520)	3,238	5,991	(2,415)	3,576
Orbis Transformation	600	(600)	-	278	(278)	-	-	-	-
HR & Organisational Development	286	(451)	(165)	249	(404)	(155)	394	(394)	-
Procurement	-	(80)	(80)	-	(80)	(80)	-	(80)	(80)
Property	24,745	(19,444)	5,301	24,388	(19,207)	5,181	26,947	(19,116)	7,831
ESCC Contribution to Orbis	14,646	-	14,646	13,886	-	13,886	11,649	-	11,649
Total Business Services	48,073	(25,825)	22,248	47,426	(24,199)	23,227	47,185	(23,662)	23,523

Revenue Budget £000									
Divisions	2018/19			2019/20			2020/21		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Business Operations	13,298	(6,157)	7,141	12,182	(6,337)	5,845	12,611	(7,517)	5,094
Finance	11,662	(1,728)	9,934	12,701	(2,304)	10,397	8,112	(1,863)	6,249
IT & Digital	22,202	(2,761)	19,441	22,929	(3,052)	19,877	22,872	(3,101)	19,771
HR & Organisational Development	7,123	(1,459)	5,664	7,089	(1,283)	5,806	4,634	(1,407)	3,227
Management	2,517	-	2,517	2,573	-	2,573	505	-	505
Procurement	4,110	(223)	3,887	4,899	(235)	4,664	4,698	(240)	4,458
Property	12,981	(1,964)	11,017	12,927	(1,480)	11,447	-	-	-
Total Orbis Partnership	73,893	(14,292)	59,601	75,300	(14,691)	60,609	53,432	(14,128)	39,304
ESCC Contribution to Orbis			14,646			13,886			11,649

Capital Programme

Capital Programme, Gross £000						
Lead Member	Project	Total for Scheme	Previous Years	2020/21	2021/22	2022/23
Cllr Bennett	SALIX Contract	**	**	440	350	350*
	Property Agile Works	9,713	9,604	109	-	-
	Lansdowne Secure Unit Phase 2	8,013	7,310	607	96	-
	Special Provision in Secondary Schools	2,585	350	2,175	60	-
	Core Programme - Schools Basic Need	**	**	21,511	11,641	12,248*
	Core Programme - Capital Building Improvements	**	**	9,361	7,982	7,982*
	Core Programme - ICT Strategy Implementation	**	**	5,378	4,251	11,580
	Special Educational Needs	2,400	-	-	800	1,600
	Disability Children's Homes	242	-	242	-	-
Westfield Lane	1,200	-	1,200	-	-	

* Project extends beyond 2021/22. **Rolling programme: no total scheme value

Appendix 1: Annual Procurement Forward Plans

Details of all projected BSD procurements over £1m during 2020/21 are provided below.

Service	Contract Description	Start date for procurement work to begin (estimated)	Start date of new contract(s) or extension (estimated)
Property	Non-Schools Maintenance Programme 20/21 - Capital	01/01/2020	01/04/2020
Property	Non-Schools Maintenance Programme 20/21 - Revenue	01/01/2020	01/04/2020
Property	Schools Maintenance Programme 20/21 - Capital	01/01/2020	01/04/2020
Property	Schools Maintenance Programme 20/21 - Revenue	01/01/2020	01/04/2020
Property	St Anne's Campus and Rotten Row Development	01/03/2020	01/11/2020
Property	SCP Hailsham School x (20/21)	01/02/2020	01/07/2020
Property	Special Schools Strategy - PMLD Unit Summerdown Free School)	01/01/2020	01/04/2020
Property	Postal Goods / Neo Post	01/06/2020	17/02/2021
Property	Hailsham (Additional 300 2FE Secondary) - MDT	01/01/2020	01/04/2020
Property	Hailsham (Additional 300 2FE Secondary) - Contractor	01/01/2021	01/05/2021
Property	The Havens (Secondary 150 1FE) - Contractor	01/01/2021	01/05/2021
Property	SEND Provision (Capital)	01/05/2020	TBC
Property	Corporate Office Strategy	01/03/2020	01/10/2020
IT&D	LINK Voice Services	01/09/2020	11/06/2021
IT&D	Document & Records Management Solution	01/04/2020	TBC
IT&D	LINK Network Services	01/04/2020	11/12/2021
IT&D	MBOS - Modernising Back Office Systems (11955)	01/09/2019	TBC
IT&D	Prime IT Reseller	01/01/2020	02/01/2021
IT&D	Multi-functional Devices	01/09/2019	TBC
IT&D	Tooling for GDPR	01/01/2020	TBC
IT&D	Hyper converged System	01/09/2019	TBC
HR & OD	Temporary Agency Resource	01/09/2020	16/11/2021
HR & OD	Flexible Employee Benefits	01/01/2021	01/07/2021
HR & OD	Temporary Agency Resource	01/11/2019	16/11/2020
Finance	Purchasing Cards	01/01/2020	01/02/2021
Finance	Orbis Insurance Renewals	01/01/2019	01/04/2020