

QUARTERLY PERFORMANCE MONITOR – OUTTURN 2020/21

The County Council's financial performance (revenue and capital), savings delivery and business performance are monitored through the Quarterly Performance Monitor (QPM) report produced each quarter for consideration senior officers, Cabinet and all members including Scrutiny Committee members.

Introduction

1. This report provides an overview of performance across West Sussex County Council for the year ending 31st March 2021. It brings together information from a range of perspectives including financial, key performance indicators, workforce and risk management, all of which is reported on an outturn forecast basis.
2. The year has been dominated by the Covid-19 pandemic and the impact of this national health emergency on our County. Throughout this unprecedented period, the Government has enforced restrictions on social interaction, including three national lockdown periods. This has inevitably affected the day-to-day services the County Council provides to its residents, with temporary closures of public buildings and the suspension of services. However, staff and partners have strived to continue and deliver vital services where possible and have found innovative ways to reach residents.
3. At the start of the pandemic, the Covid-19 Community Hub (in partnership with District and Borough Councils) was launched to focus on ensuring that the most vulnerable people in the community were supported. This has been a crucial lifeline to many residents who have needed help and support during the last year. The Community Hub is still in operation and continues to assist residents at this time.
4. As part of the response to the national health emergency, social care have been working with NHS colleagues and other partners to help alleviate pressure on hospitals, including a collaborative working on the County's Hospital Discharge Scheme which included the use of contracted County Council bed provision.
5. As we move forward with the easing of lockdown restrictions, the future remains uncertain as the longer-term impact of the pandemic becomes clearer on the services the Council provides to residents as well as the impact on businesses and individual's livelihoods in the County.
6. The Council is currently in a solvent position; however, the impact of the pandemic including pent-up demand in social care and the impact of business rates as the normalisation of the business sector begins continues to be of concern. It is likely that the effects will be longer-lasting and will have a significant financial impact.
7. Over the last year, the Children First Improvement Plan has progressed well during this difficult time. Specific details of financing of the Improvement Plan are reported in **Appendix 5**.

8. Similarly, the Fire Improvement Plan is also progressing well. In November 2020, a decision was made to close the Independent Advisory Panel as a direct result of the considerable improvements made by the service. Further details on the financing of the Improvement Plan are reported in **Appendix 6**.
9. Overall, the financial provisional outturn position for 2020/21 is a £8.923m underspend, this includes the unused Contingency Budget balance of £5.676m.
10. Covid-19 revenue funding of £114.4m has been received or passed through the County Council to fund pressures and activities during the pandemic. The funding received is a mix of ring-fenced, un-ringfenced grants and contributions from the West Sussex Clinical Commissioning Group (CCG). In 2020/21, £86.2m of this funding was spent or passed through the Authority on behalf of the Government, with £28.2m carried forward into 2021/22 to fund the continuing pandemic costs. Details of the grant allocations are reported in **Appendix 2**.
11. Although the delivery of the Capital Programme has been affected by the pandemic, £92.6m of the approved £100.9m programme was achieved during the year. Details of the outturn position of the Capital Programme are reported in **Appendix 7**.
12. Performance indicators measured in relation to the West Sussex Plan priorities, reflect that 83% are at Green (64%) or Amber (19%) levels. There are several measures with no data to report this year due to the Covid-19 pandemic. Central Government bodies such as the NHS and the Department for Education made the decision in early 2020 to suspend monitoring during these unprecedented times.
13. The latest version of the Risk Register is available in **Appendix 9**. It has been included within this report to complete a holistic understanding of the Council's current performance, reflecting the need to manage risks in an adaptive manner throughout the year as circumstances change.

Financial Summary

14. This section sets out the financial outturn for 2020/21. The formal financial statements are still in preparation for the external audit; after which time, they will be submitted for approval to the Regulation, Audit and Accounts Committee. The outturn within this report is therefore provisional, although no material changes are anticipated.
15. The Quarterly Performance Reports (QPM's) created in 2020/21 have endeavoured to separate the impact of the Covid-19 pandemic from the County Council agreed business as usual budgets; to enable a clear view of the financial impact the pandemic has caused.
16. The revenue spending for 2020/21 on portfolio budgets is £588.375m, an underspending of £3.144m. In addition, non-portfolio budgets have underspent by £5.779m; of which £5.676m relates to the unused Contingency Budget. Therefore, an overall corporate underspend of £8.923m is reported for the 2020/21 financial year.

17. **Table 1** provides a summary of the overall financial outturn position by portfolio.

Table 1: Summary of Overall Financial Outturn Position

Portfolio	Budget	Outturn Expenditure	Outturn Variation	Variation
Adults and Health	£229.940m	£224.743m	(£5.197m)	(2.3%)
Children and Young People	£131.874m	£133.389m	£1.515m	1.1%
Economy and Corporate Resources	£54.595m	£56.422m	£1.827m	3.3%
Education and Skills	£23.219m	£23.356m	£0.137m	0.6%
Environment	£59.781m	£59.930m	£0.149m	0.2%
Finance	£17.013m	£18.684m	£1.671m	9.8%
Fire & Rescue and Communities	£36.653m	£36.035m	(£0.618m)	(1.7%)
Highways and Infrastructure	£36.986m	£34.474m	(£2.512m)	(6.8%)
Leader	£1.458m	£1.342m	(£0.116m)	(8.0%)
Portfolio Total	£591.519m	£588.375m	(£3.144m)	(0.5%)
Non-Portfolio & Sources of Finance (Additional S31 Business Rates Grant (2019-20 reconciliation))			(£0.103m)	
Contingency Budget Remaining			(£5.676m)	
Total Outturn Underspend			(£8.923m)	

18. The outturn underspending of £8.923m includes £5.676m of Contingency Budget which was not required in year. In the December QPM, it was noted that £2.0m of this Contingency budget would be required for the Children First Improvement Reserve to fund areas of the project which have been delayed during the year. This allocation from Contingency is no longer required as the Children's First Improvement Reserve has instead been allocated this funding through a Service Carry Forward Request within the Children and Young People's portfolio.

19. **Table 2** explains the proposed allocation of the £8.923m outturn underspend:

Table 2: Proposed Allocation of Outturn Underspending

Reserve	Description	Amount
Total Outturn Underspend		(£8.923m)
Adults and Health Pressures and Recovery Reserve	To fund anticipated pandemic rebound pressures in 2021/22	£4.700m
Ash Dieback Reserve	Critical tree felling work needs to be accelerated next year which will cause funding pressure	£1.200m
Transformation Reserve	In-year Homeworking/ Change in Service Delivery savings and small underspend balance to be allocated to fund future innovative projects	£3.023m
Remaining Balance		£0.000m

20. With regards to the additional expense caused by the Covid-19 pandemic, the County Council has been able to cover the additional cost from in-year Government grant allocations. **Table 3** shows the total expenditure incurred in 2020/21, including grant funding passed to organisations at the directive of the Government, was £86.193m. The remaining grant balance held by the County Council of £28.259m has been carried forward into the 2021/22 financial year. The County Council is required to repay £0.078m of expired ring-fenced grants to the relevant Government departments, leaving £28.181m to help the County Council fund the continuing pandemic pressures. A detailed listing of these grants is presented in **Appendix 2**.

Table 3: Covid-19 Grant and Income Summary

Covid-19 Income Received	Allocation
Covid-19 Central Government non ring-fenced grant	(£45.853m)
Other Covid-19 specific grants including: Contained Outbreak Management Fund, Track and Trace, Rapid Test and Trace, Adults Nine-Point Plan, Workforce Capacity Grant, Emergency Food Grant, Winter Support Grant, Clinically Extremely Vulnerable, Home to School Transport, Bus Support Services, Travel Demand Management, Wellbeing for Education and Reimbursement for Income loss (75%)	(£67.527m)
Other Covid-19 income including Clinical Commissioning Group (CCG) contributions for social care market funding.	(£1.072m)
Total Covid-19 Income 2020/21	(£114.452m)
In year Portfolio and Non-Portfolio allocations (see Appendix 3 for details)	£86.193m
Covid-19 Grant Balance - Carried Forward For 2021/22	(£28.259m)
Less repayment of unspent ring-fenced grant allocations – <i>(Balances remaining from Infection Control, Workforce Capacity and Additional Dedicated Home to School Transport grants)</i>	£0.078m
Covid-19 Grant Balance For 2021/22	(£28.181m)

21. **Appendix 3** details the cost of the pandemic by portfolio and lists the Key Decisions which have been taken by the County Council during the year which have impacted the Covid-19 expenditure. The impact of the pandemic on the demand for council services continues to be assessed and projections for future years will be adjusted accordingly.
22. Throughout the year, the Covid-19 pandemic has impacted the way the County Council delivers its services to its customers and how it operates internally. Many service areas have had to adapt to different ways of working to enable the business to continue in an efficient and effective manner.
23. As per Government guidelines, the County Council has asked its employees to work from home where possible. To enable the business to deliver its services, new IT software (including Microsoft Teams), has been rolled out which has enabled virtual business meetings to take place and for staff to stay in touch with their teams. Home working has also provided some financial benefits which have been included in the Quarterly Performance Monitor report projections during the year; however, the in-year savings identified are collated in **Table 4**.

Table 4: Projected In-Year Underspending from Homeworking / Change in Service Delivery

Type of Spend / Area	Projected Underspending	Comments
Training	(£0.141m)	Saving made from reduction of face to face learning in the first lockdown period in HR and Education. Learning and Development have adapted their training delivery model and are delivering 95% of scheduled training.
Staff Travel/ Vehicle Mileage	(£1.248m)	In-year saving from staff travel (including £1.0m within social care). Mainly due to reduced face to face visits.
Office Spend	(£0.050m)	Stationery savings as a direct result of reduced occupancy within county buildings.
Utilities	(£0.897m)	Reduction in utility expenditure due to reduced occupancy in the majority of county buildings.
Facilities Management	(£0.150m)	Reduction in furniture and equipment, security, shredding, reactive and routine cleaning – both customer facing and office services).
Members Travel/ Expenses / Refreshments / Training	(£0.160m)	Saving due to remote working and on-line meetings.
Libraries and Community Services	(£0.330m)	In-year underspend due to the enforced reduction in services during national lockdown.
TOTAL	(£2.976m)	

24. It is proposed that this £2.976m in-year saving is transferred to the Transformation Reserve to fund future innovative projects.

Dedicated Schools Grant Outturn Position

25. The balance of the Dedicated Schools Grant (DSG) has risen into a £10.4m deficit at the end of the 2020/21 financial year, an increase of £9.0m since 2019/20. A detailed explanation of this position is reported in *paragraphs 55 to 65*.

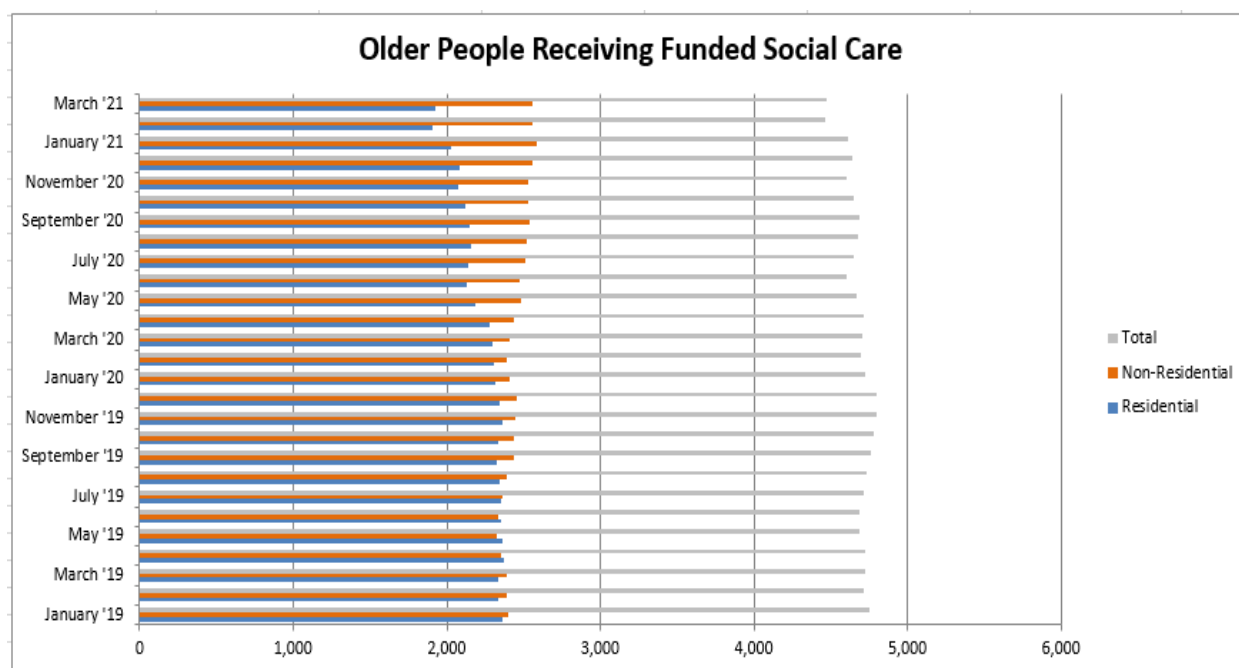
Finance by Portfolio

Adults and Health

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£57.227m	Funding from Covid-19 income and grants	(£57.227m)	
Increase number of physical and sensory impairment customers	£1.000m	Underspending within the older people cohort, largely due to a reduction in customers	(£1.600m)	
Increase provision for doubtful debt	£1.038m	Underspend on learning disabilities cohort, due to use of Covid-19 grant and reduction in spend expected on a specific placement	(£1.800m)	
Additional in-year senior management costs	£0.175m	Resilience Fund underspend due to the infection control grant temporarily reducing the need of the additional support to the market	(£0.600m)	
Other minor variations	£0.105m	Community Discharge Grant	(£0.300m)	
		Utilisation of the Improved Better Care Fund (iBCF) to fund allowable costs during the pandemic	(£3.000m)	
		In-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.215m)	
Adults' and Health Portfolio - Total	£59.545m		(£64.742m)	(£5.197m)

26. The **Adults and Health portfolio has underspent by £5.197m**. This outcome has been driven by Covid-19 and reflects the impacted service delivery, how the Hospital Discharge Programme has operated during the pandemic, and the funding decisions made by the County Council. Many of these impacts will be time-limited, therefore the reported outturn position should be interpreted as an extraordinary one and not as an indication that the financial challenges facing adult social care have abated to any significant extent.
27. The main effect has been on the **older people's** budget, where the number of customers receiving a funded package of social care fell by around 230 compared to March 2020, as shown in **Graph 1**. To put this change into context, if demand had risen in the way that would have been expected in normal circumstances, the customer group is likely to have increased by approximately 140. Covid-19 is the main reason for this position; whereas deaths averaged 75 per month in the year to March 2019, during the pandemic, that figure has risen to 130 with particular spikes in April 2020 and January 2021 - the peak of the first and second waves.

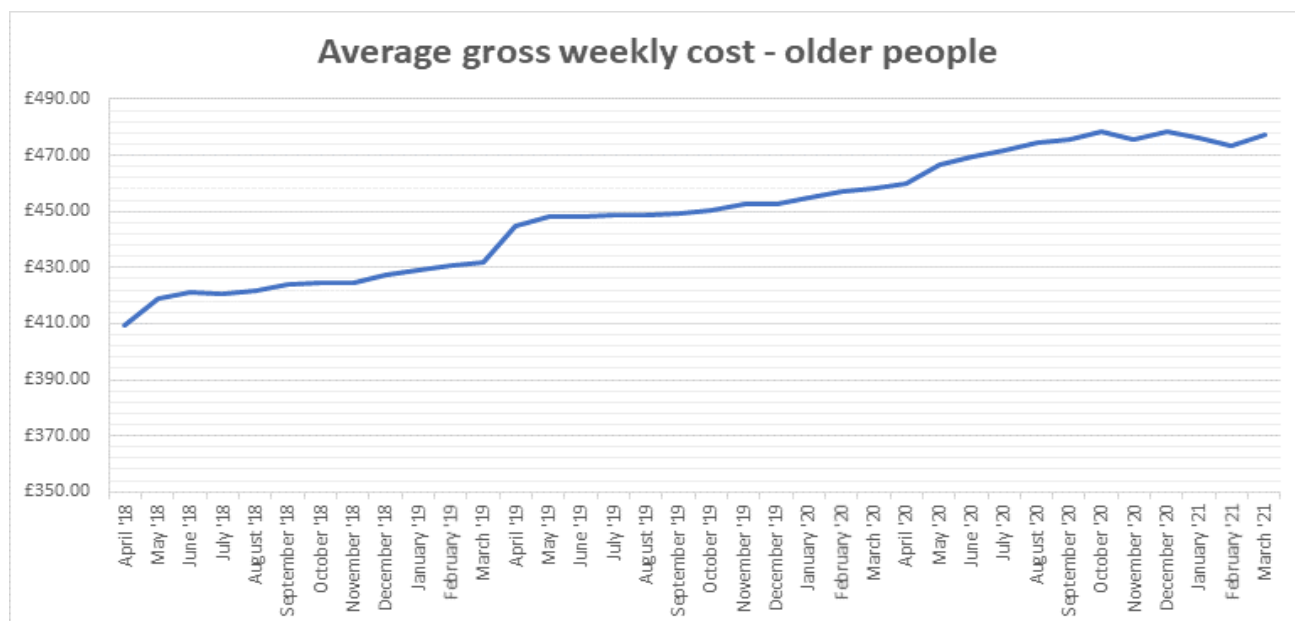
Graph 1: Older People Receiving Funded Social Care



28. Although this is the headline position, it is important to note that the apparent reduction in older people customers is an exaggerated situation due to the Hospital Discharge Programme, which is delaying the point at which people become the responsibility of adult social care.
29. **Graph 1** also highlights the extent to which the proportion of customers who are being supported with a community package rather than in a residential placement has risen. The number of non-residential customers now stands at over 57%, which is 6% higher than in March 2020. Whilst Covid-19 has hastened this, the County Council's policy objective of supporting older people to live independently in the community, supplemented by investment in services like Home First, has also contributed towards the situation. In financial sustainability terms this is crucial because the average weekly cost of a residential placement remains nearly double that of a community package once the means-tested contribution that customers pay is taken into account.
30. Despite this, the average gross weekly package cost across both care types now approaches £480, which represents growth of 4.2% during 2020/21. That is greater than the inflationary uplift agreed by County Council of 2.7%. **Graph 2** shows how the average cost has moved during the last few years. (Note: The impact of the financial support provided to the market due to Covid-19 is excluded from the 2020/21 figures, since that cost was funded separately and was made available on a time-limited basis.)
31. Rising complexity of needs and the increasingly larger care packages that are needing to be agreed remain the key explanation for the growth trajectory shown in **Graph 2**. The pandemic has exacerbated the situation resulting in the proportion of residential placements for which an agreed rate is being paid, rather than the County Council's usual maximum, rising to 26% (20% March 2020). This highlights the extent to which providers are asking for a premium when new admissions are being made. In the short-term some of this cost has been charged against the County Council's Covid-19 funding, but if those rates

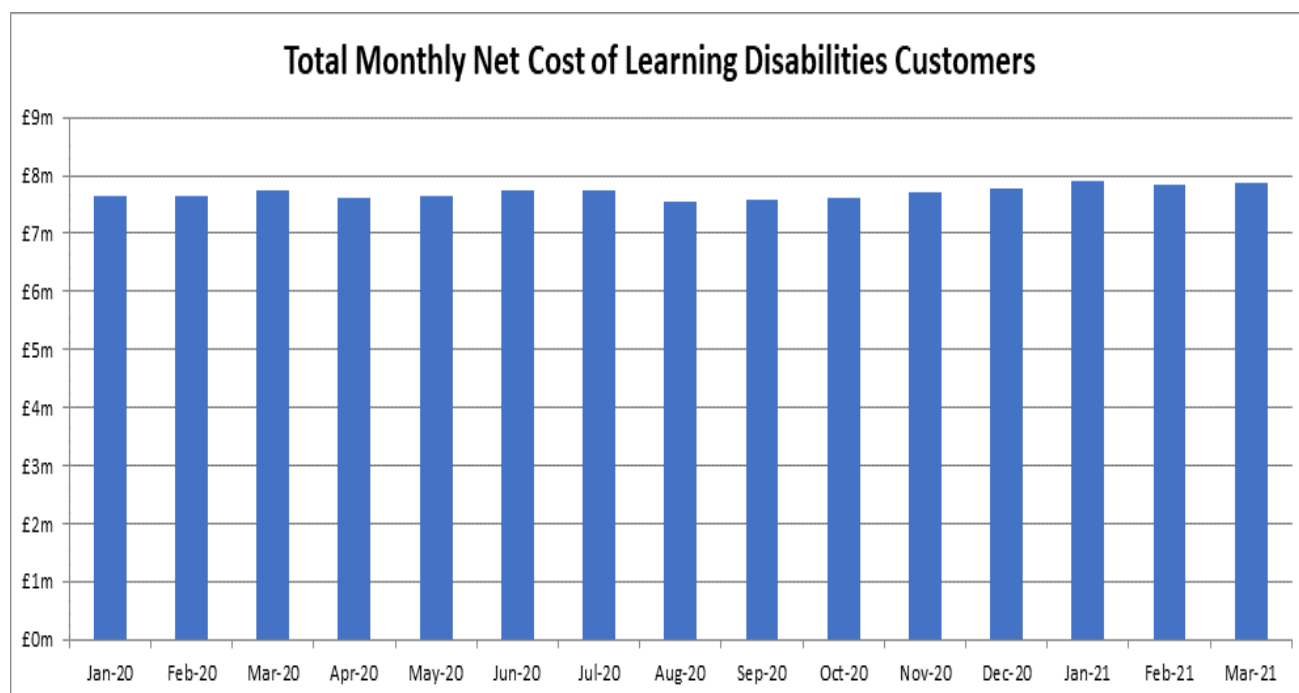
cannot be reduced once the pandemic has passed there is obvious potential for it to create an on-going risk for the social care budget.

Graph 2: Average Gross Weekly Cost – Older People Residential



32. In that respect, the County Council's contract with Shaw Homes is also very relevant. A large part of the turnover in the older people's group occurred within the 590 beds that are provided under it. This allowed for some of that provision to be used for hospital discharge purposes, so enabling the County Council to recharge to the Hospital Discharge Programme. Had that opportunity not presented itself, the older people's budget would have overspent because the Shaw contract is paid on the basis of availability rather than occupancy. Overall, these elements have contributed in an underspending on the older people's budget of £1.6m.
33. Within **Learning Disabilities**, the customer group was more stable and monthly care expenditure followed a fairly steady pattern as highlighted in **Graph 3**.

Graph 3: Total Monthly Net Cost of Learning Disabilities Customers



34. This is a pooled budget with the West Sussex Clinical Commissioning Group with all expenditure being split between the partners on a fixed percentage basis. At overall pooled level, there was overspending of £1.2m, mainly as Covid-19 delayed savings plans from being progressed. The County Council planned for this outcome and allocated Covid-19 funding to mitigate the risk for its share of the budget. The level of that funding was greater than required, partly as various direct care costs were otherwise charged to Covid-19 and partly because of reductions in spending due to services like day care not being available in the contracted way. For that reason, and other specific placement revisions, the outturn becomes an underspend of £1.8m for the County Council. It should be explained that this is not an underlying opportunity and there are undelivered savings of nearly £3m which will transfer in 2021/22.
35. There was overspending of £1.0m within **Physical and Sensory Impairment**, where customer numbers were 2.1% higher than at the end of March 2020. If adjusted for population growth, this continues to indicate that the prevalence of this disability type is increasing after several years when the proportion has been fairly static.
36. The **Resilience Fund** underspent by £0.6m; due to the reduction in need for the County Council to provide additional support to the market following the allocation of the in-year Infection Control Grant. In addition, there was also an underspend of £0.3m on the un-ringfenced **Community Discharge Grant**.
37. A **technical accounting transaction** relating to the provision for doubtful debt has been included in the portfolio. As the largest percentage of bad debts originate from Adult Social Care the increase to doubtful debt of £1.0m has been applied to the portfolio. Further details are reported in *paragraph 106*.
38. Between all of these areas, the aggregate underspending was £2.2m. This increases to £5.2m because the original expenditure plan for the **Improved**

Better Care Fund (iBCF) included a number of allocations where the need to spend was overtaken by the impact of Covid-19. That has enabled £3m of adult social care costs that otherwise would have needed to be funded by the County Council to be charged against the grant. Even after that has happened, £12.2m of iBCF will carry forward into 2021/22, of which around £5m is currently committed.

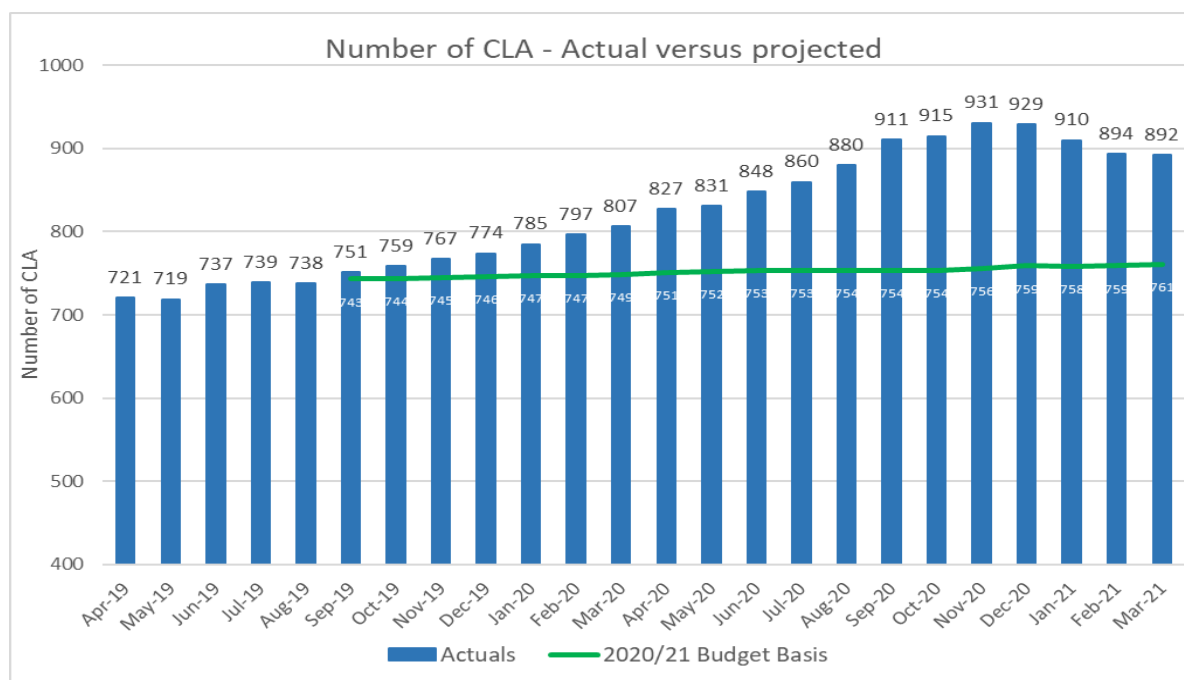
Children and Young People

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£4.585m	Funding from Covid-19 income and grants	(£4.585m)	
Placement demand pressures for Children Looked After	£5.310m	Delayed recruitment to planned posts within the residential service	(£1.690m)	
Social care staffing	£1.401m	Underspend in Early Help	(£1.390m)	
Increase in joint funded cases for children with disabilities with Health	£0.450m	Underspending on Intentionally Homeless due to the temporary halt on evictions during the pandemic	(£1.020m)	
Increase in client spend – including one-off costs associated with the legal cases	£0.400m	Increased income expectation for UASC, partly due to increased grant for 18+	(£0.600m)	
		In-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.824m)	
		Reduction in spending within Joint Commissioning	(£0.248m)	
		Net underspend from Children First Improvement Plan following transfer of £2.285m required to the Improvement Reserve	(£0.274m)	
Children and Young People Portfolio - Total	£12.146m		(£10.631m)	£1.515m

39. **The Children and Young People portfolio has overspent by £1.515m.**

The primary area of budget pressure has been the number, cost, and type of **placements for children looked after (CLA)**. **Graph 4** shows that the year started with the number of children looked after at 807, which was 58 children higher than the budget. The number of children steadily increased during the year until a peak of 931 in November, when the actual number was 175 higher than the budget. By the end of March, the number of children looked after had reduced to 892, which was still 131 above the budgeted estimate.

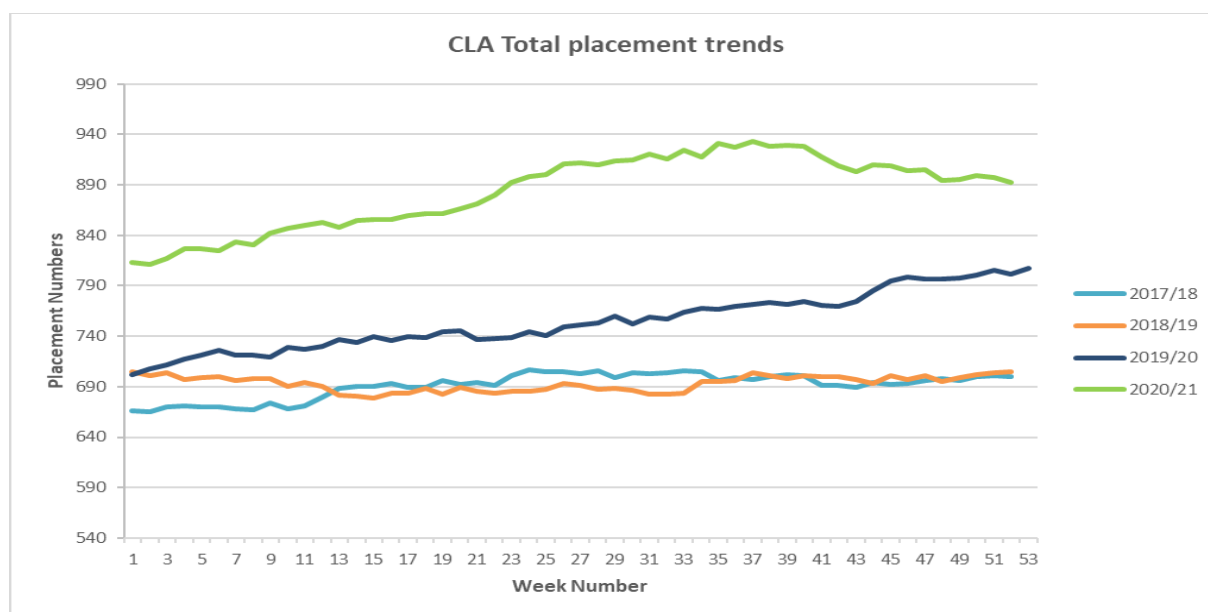
Graph 4: Number of Children Looked After Compared to the Budget Basis



Note: An additional £3m of contingency budget was included in 2020/21 recognising the potential shortfall in funding as the number of children looked after continued to increase from predicted levels earlier in the budget process.

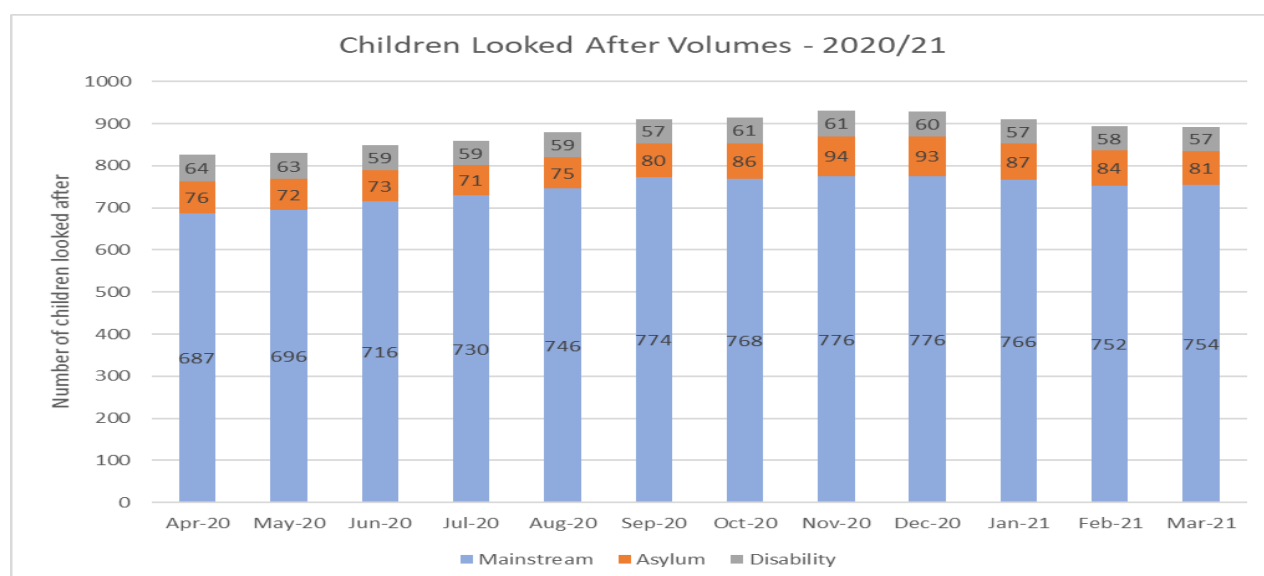
40. Undoubtedly, some of the increase in numbers of children looked after was a direct result of the Covid-19 pandemic. In particular, children who were placed with family and friends fostering remained in care for longer due to delays in the court system. **Graph 5** shows the total children looked after placements over the last four years and demonstrates the growth in recent years.

Graph 5: Total Children Looked After - Placement Trends



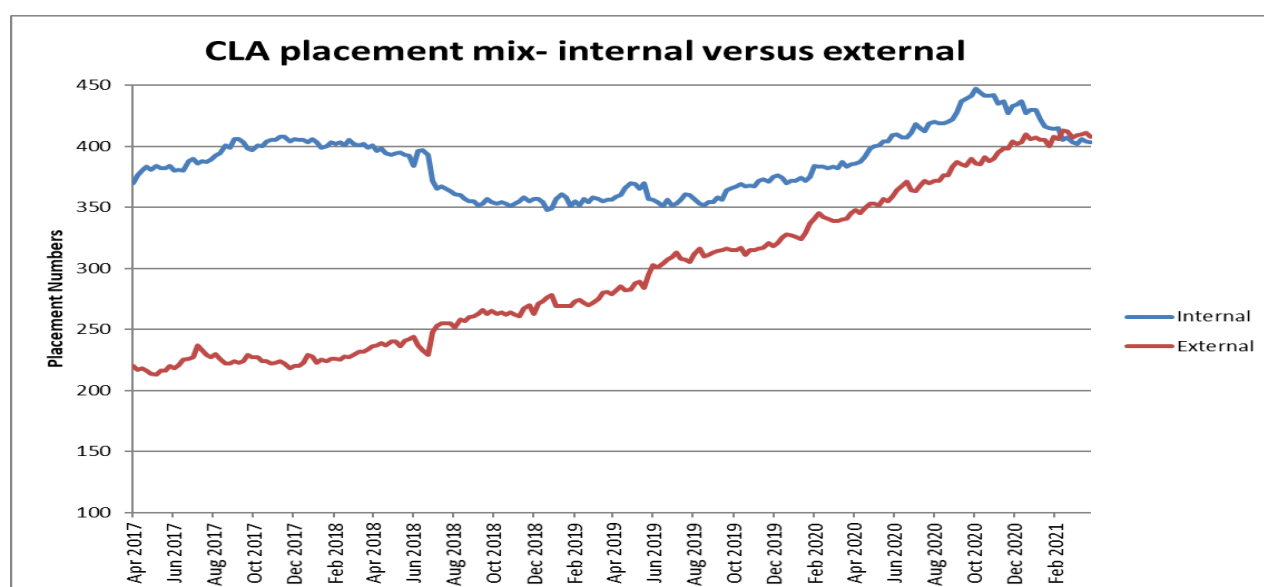
41. **Graph 6** details the average number of children looked after in each cohort during the 2020/21 financial year, showing the largest increase in the mainstream service provision.

Graph 6: Volume of Children Looked After between April 2020 – March 2021 by Cohort - (Mainstream/ UASC and Children with Disabilities)



42. At the same time as these unprecedented numbers of children looked after, the internal fostering capacity was unable to keep pace with the increased demand and resulted in the overall percentage of external placements being higher than internal placements by the end of the financial year. This is significant because, generally, external placements are more costly than those supported internally. Evidence suggests that this is in part due to the difficulties in placing sibling children together within our in-house foster service. There is currently a lack of financial incentive for an in-house foster carer to look after more than one child, as external foster care agencies provide a more generous payment scheme. This disparity will be addressed under a new foster care allowance scheme which will be implemented from 1st April 2021.

Graph 7: Children Looked After Placement Mix – Internal and External Placements



43. The cost of placements is another significant factor affecting the placement budgets. Despite the number of children looked after reducing towards the

latter part of the year, there were a number of weeks where the net cost was still higher than the previous week. This was due to a combination of new placements costing more per week than those which ceased, and placement changes for children who were already looked after where the new placement cost more than the previous one (for instance, changing from a fostering placement to an external residential one). In net terms, the average cost of a mainstream placement increased by 5.2% during the year, and placements for children with a disability increased by 7.3%.

44. In relation to **social work staffing**, **Table 5** shows that that 13.47fte more permanent staff were employed by the end of March 2021 than at March 2020. Within this timeframe, there has been staffing turnover which included 15.38fte leaving the organisation between November and January; the end of the previous retention tie-in period. However, in August, we had another successful intake of newly qualified social workers to their assisted and supported year in employment (ASYE).
45. Overall, the number of full-time equivalent positions increased during the year by 24.46fte as a direct result of the increase of caseloads. Specific demand in caseloads in the Assessment and Intervention Team and Family Support and Protection Teams have pushed the proportion of agency staff to 18.7% at the end of March 2021 compared with the 16.9% at March 2020. All these factors have resulted in an overall social care staffing overspend of £1.401m.

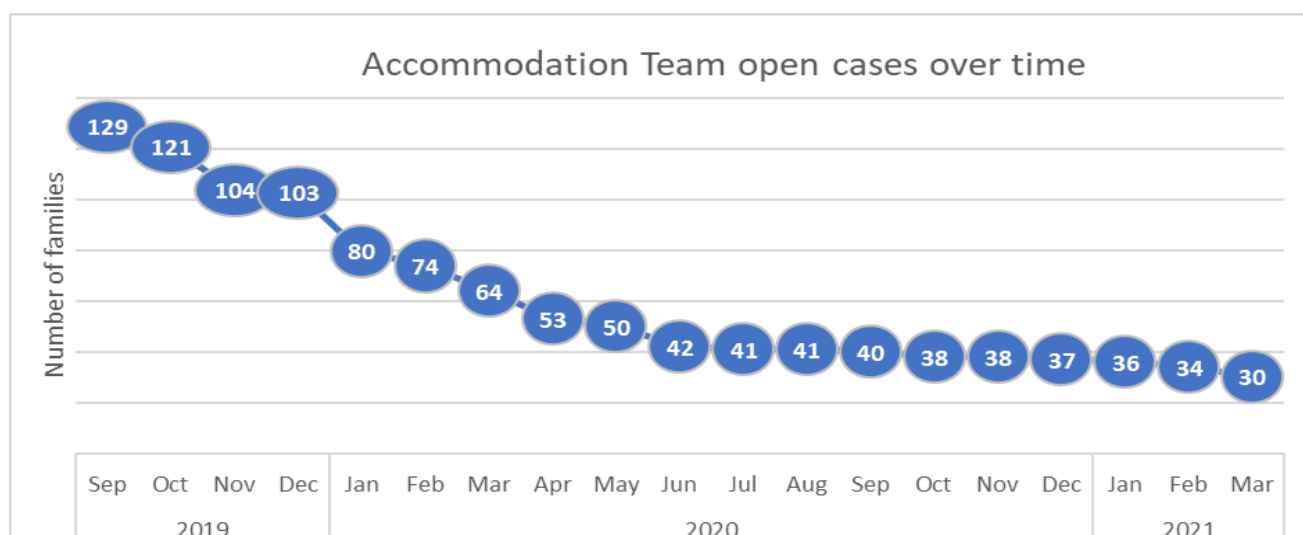
Table 5: Social Care Staffing Comparison – March 2020 – March 2021

End of March 2020		End of March 2021		End of March 2021	
Current Permanent FTE	Current Agency FTE	Current Permanent FTE	Current Agency FTE	Permanent FTE	Agency FTE
301.50	61.41	314.97	72.40	+13.47	+10.99

46. The Council-run children's **residential service** has undergone a full restructure during the year, with new operating models having been implemented within the three homes which remained open. In addition, building work to reconfigure and refurbish the other three children's homes has been completed and are expected to open soon. New staffing structures within this service have taken longer than expected to achieve due to the need to develop a response to the pandemic taking precedence. The outcome of this delay is an underspend of £1.690m.
47. As previously reported, within the **Early Help service** a number of staffing positions have remained vacant during the year. This is partly due to the pandemic and partly with a view to the Early Help redesign proposals which are currently being consulted upon. This has led to an underspend of £1.390m.
48. Another area that has underspent significantly this year is support for **Intentionally Homeless** families. Part of the Government response to the pandemic was to prevent landlords from evicting tenants except "in the most serious circumstances", and this led to a substantial decrease in the number of new families presenting as homeless. In March 2020, 64 families were being

accommodated by the Council and this had reduced to 30 by the end of March 2021, resulting in an underspend of £1.020m against this budget. However, given the number of households in rent arrears (rent arrears in the social housing sector have peaked nationally at £1 billion during the pandemic for the first time) this is an area of considerable concern for 2021/22.

Graph 8: Intentionally Homeless Services – Accommodation Open Cases



49. Despite the pandemic, all planned savings for the Children's budget have either been delivered in full or temporarily mitigated through underspending. One example which has been mitigated through underspending is in relation to the saving titled "Lease of vacant properties to reduce intentionally homeless costs". Although this project (in partnership with the YMCA) has not been able to progress as quickly as hoped due to Covid-19, the reduction in numbers of intentionally homeless families being supported has enabled this saving to be mitigated in year. It is expected that the project will pick up pace again in 2021/22, meaning that the savings are expected to be delivered permanently next year.
50. A number of carry forward requests, which are detailed in *paragraphs 93-95*, have been actioned during the closing of the accounts. £0.020m underspending in the Youth Justice Service has been carried forward to procure an independent facilitator to run partnership developing workshops, a £0.052m underspending in the West Sussex Safeguarding Children Partnership budget has been carried forward to help fund the anticipated increase in reviews in 2021/22, and a £2.285m transfer to the Children First Improvement Reserve.
51. Overall, the **Children First Improvement Plan** has a planned underspend of £2.559m in year resulting from intended improvement activities being delayed as staff responded to the pandemic. Of this underspend, £2.285m has been transferred into the Children First Improvement Reserve to fund vital project costs which have slipped into 2021/22 and 2022/23. An update of the financing of the Children First Improvement Plan is reported in **Appendix 5**.

Education and Skills

Pressures	(£m)	Mitigations and Underspensing	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£3.151m	Funding from Covid-19 income and grants	(£3.151m)	
Home to School Transport costs; predominantly Special Educational Needs	£0.946m	Staffing vacancies within the School Effectiveness and Inclusion Service	(£0.287m)	
Increasing utility costs within the Crawley Schools PFI contract	£0.200m	Underspensing on school catering equipment	(£0.171m)	
		Projected in-year underspensing from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.135m)	
		Underspensing on small school projects and property costs	(£0.192m)	
		Other minor variations	(£0.224m)	
Education and Skills Portfolio –Total	£4.297m		(£4.160m)	£0.137m

52. The **Education and Skills portfolio has overspent by £0.137m**. The **Home to School Transport** service overspent by £1.350m in 2019/20 due to increased complexities, demand and costs experienced since the start of the 2017/18 academic year. An additional £1m was added to this budget this year, but despite these additional funds, this budget still overspent by £0.946m in 2020/21.
53. A pressure of £0.2m has arisen this year on the **Crawley PFI** budget due to increasing utility costs. The County Council is responsible for meeting utility price uplifts for the three schools that are within the Crawley PFI contract and the unit rates have increased considerably in recent years. The impact was temporarily absorbed by the Crawley PFI Reserve in 2019/20; however, it has not been possible to do this on an on-going basis.
54. To help mitigate these overspending pressures, other service areas have reduced spending on non-essential items and have held staff vacancies where possible.

Dedicated Schools Grant

55. The **Dedicated Schools Grant (DSG)** initial allocation in 2020/21 totalled £638.3m and was made up of four separate funding blocks: Schools block (£489.0m), High Needs block (£91.3m), Central School Services block (£7.5m) and Early Years block (£50.5m). With the exception of the Early Years block which mostly sits within Children's Social Care, the remaining expenditure was incurred by Education.
56. The balance on the Dedicated Schools Grant reserves at the beginning of the 2020/21 financial year stood at a £1.739m deficit. After allowing for the retrospective additional DSG allocation for Early Years of £0.328m made in July, the December 2020 balance in reserves stood at a deficit of £1.347m.

57. The DSG conditions of grant for 2020/21 require all Local Authorities with a deficit to submit a plan for managing the shortfall to their Schools Forum. This plan is currently being updated and will be shared with Cabinet in the Summer.
58. The final position on the **DSG in 2020/21 was an overspend of £9.041m:**

Table 6: DSG Outturn Position for 2020-21

	Projected Variation £m
<u>Early Years Block</u>	
• Placements – Payments to early years providers	(£0.049)
• Centrally Retained - Staffing underspends in Early Years	(£0.147)
Early Years Block Total	(£0.196)

	Projected Variation £m
<u>High Needs Block</u>	
• Independent and Non-maintained Schools – Increased number of placements and higher average annual costs in independent special schools.	£6.294
• Independent pre-school placements and 14-16 college placements	£0.111
• Post-16 Placements – Cost of additional students placed with Specialist Independent Providers partially offset by an underspending within Further Education Colleges	£0.250
• Exceptional Needs and Top Up Funding – Increased number of ENF allocations and mainstream top-ups.	£2.333
• Specialist Support – Significantly higher level of spend on NTAS and SENSE learning packages where children may otherwise have been out of school	£1.779
• Support for Schools:	
➢ Additional portacabin at St Anthony's	£0.213
➢ Alternative Provision	(£0.365)
➢ Virtual School	(£0.329)
➢ Schools in Financial Difficulty	(£0.143)
➢ Staffing underspends in Pupil Entitlement and Inclusion	(£0.021)
High Needs Block Total	£10.122

	Projected Variation £m
<u>Schools Block</u>	
• Rates - Refunds for academy conversions during the year	(£0.142)
• De-delegated Services - Underspending within School Effectiveness Service, Supply Cover, Free School Meals Eligibility Checking Service, and Ethnic Minority and Traveller Advisory Service.	(£0.170)
• General Duties - Underspending on redundancies budget due to no small school closures and very few school restructures during the year	(£0.244)
Schools Block Total	(£0.557)

	Projected Variation £m
<u>Central Block</u>	
• Support for Schools:	
➤ School Milk (summer 2020 term)	£0.007
➤ Staffing overspendings	£0.028
➤ Administration of exclusion and admissions appeals	(£0.051)
➤ Area Inclusion and Improvement Boards	(£0.312)
Central Block Total	(£0.328)

Total Dedicated Schools Grant 2020/21 Outturn	£9.041
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59. As a result of the £9.041m overspending, there is now a **deficit of £10.388m within a DSG unusable reserve at the end of 2020/21:**

Table 7: DSG Revised Reserves Balance (March 2021)

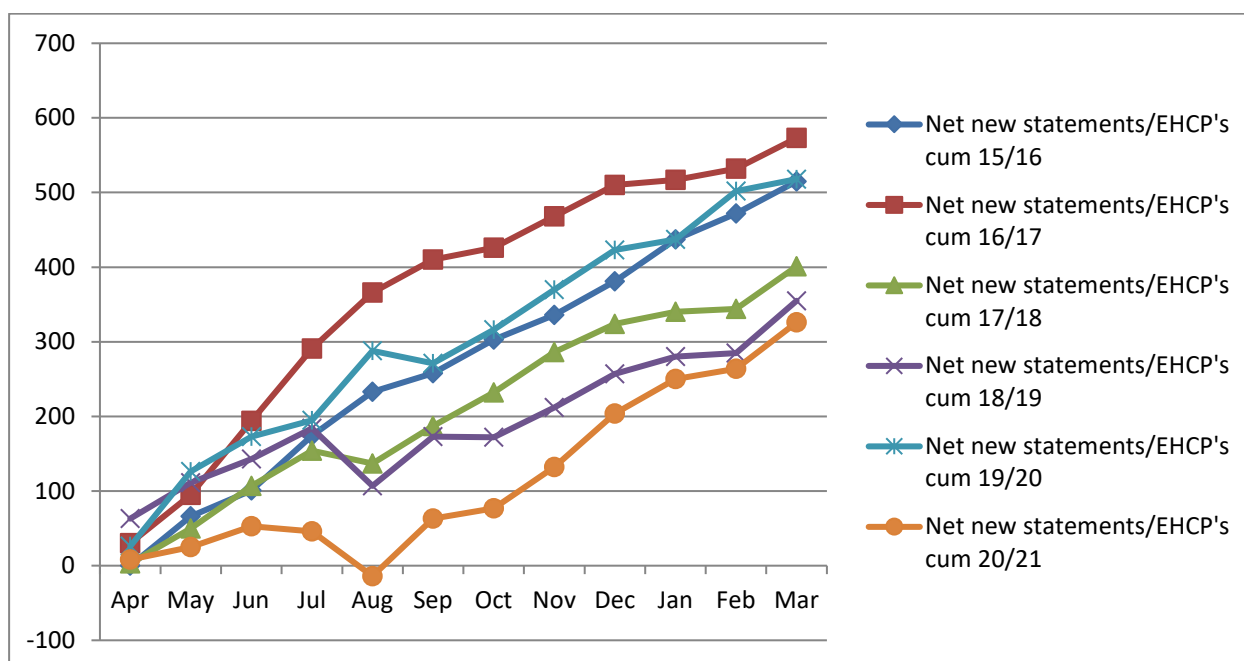
	Early Years DSG Reserve £m	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
2020/21 Opening Balance	£0	£0.023	(£1.762)	(£1.739)
2020/21 High Needs Correction	£0	£0	£0.064	£0.064
2019/20 Early Years Adjustment	£0	£0	£0.328	£0.328
2020/21 Working Balance	£0m	£0.023	(£1.370)	(£1.347)

	Early Years DSG Reserve £m	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
2020/21 Working Balance	£0m	£0.023	(£1.370)	(£1.347)
Early Years underspending	£0	0	£0.196	£0.196
High Needs overspending	£0	0	(£10.122)	(£10.122)
Schools underspending	£0	(£0.023)	£0.580	£0.557
Central block underspending	£0	£0	£0.328	£0.328
2020/21 Year-end Balance	£0	£0	(£10.388)	£10.388

60. The **Education and Health Care Plan (EHCP)** assesses the needs of a child in the context of the Education budget, it is a major cost driver in relation to the Local Authority funded Home to School Transport budget and the DSG funded High Needs block.

61. **Graph 9** demonstrates the number of EHCP Plans which have taken place in each financial year since March 2015 and **Graph 10** shows the different provision setting assessment relates to. As can be seen in **Table 8**, back then there were 3,423 children and young people with EHCPs, and since that time those numbers have risen significantly.

Graph 9: Education Health Care Plan (EHCP) – New Assessments Per Year



Graph 10: Education Health Care Plan (EHCP) – New Assessments by Provision Per Year

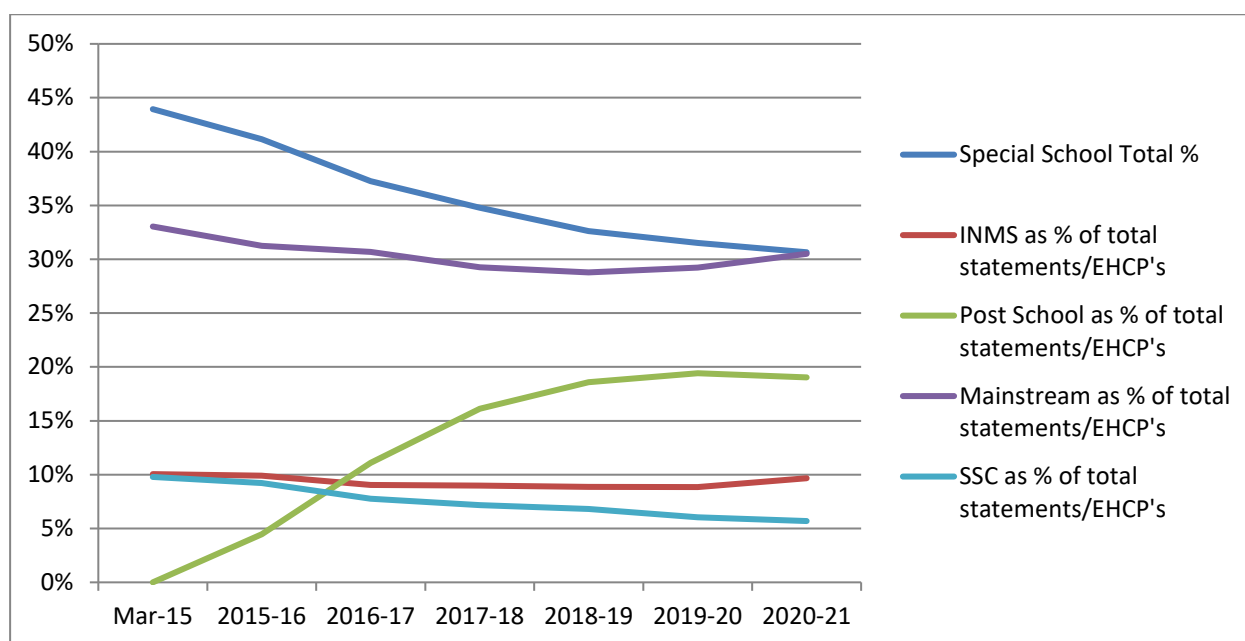


Table 8: Number of Education and Health Care Plans by Area

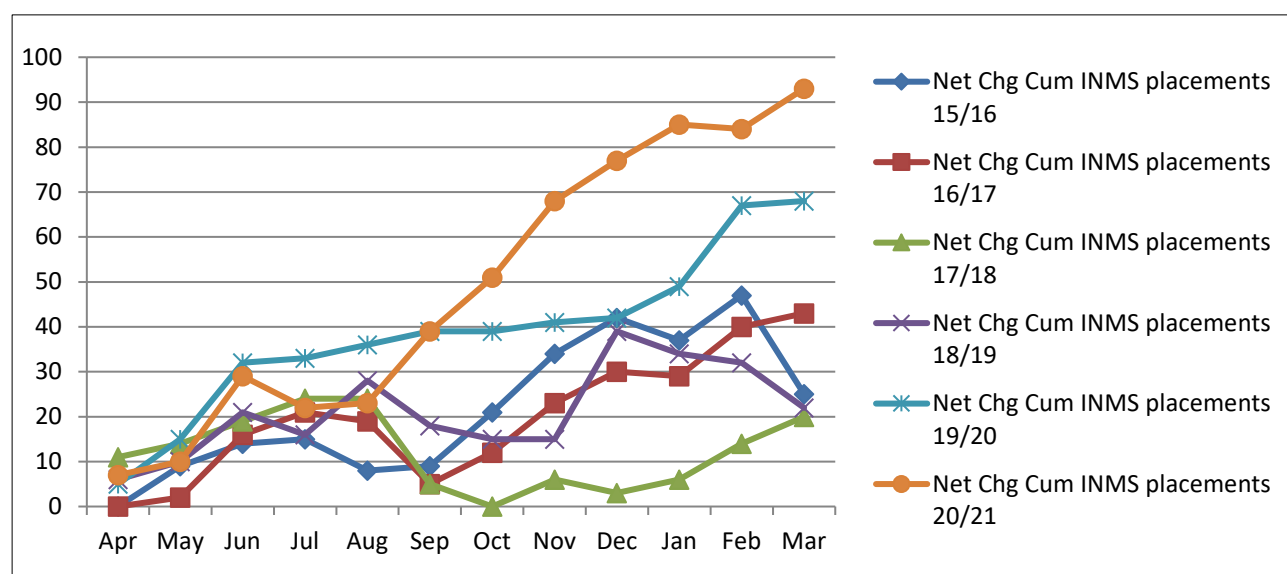
Number of EHCPs	March 2015 No. of EHCP's	March 2020 No. of EHCP's	March 2021 No of EHCP's	Change No. of EHCP's between March 2020 and March 2021
Mainstream	1,131	1,719	1,949	230
SSCs	335	329	345	16
Special Schools	1,504	1,790	1,821	31
INMS	344	522	615	93
Post School	0	1,128	1,127	(1)
Early Years	25	86	34	(52)
Alternative Provision	13	24	12	(12)
Other	71	187	208	21
Total EHCPs	3,423	5,785	6,111	326

62. This year the numbers have continued to rise, increasing by a further 326 by 31st March 2021, as shown in **Table 8**, but at a lower level than previous years. The main reason for this is the impact that the Covid-19 pandemic has had on the EHCP process during the year, and in particular, the challenges that this has presented to the Special Educational Needs Assessment Team (SENAT) in terms of meeting the statutory timescales. This meant that numbers did not increase

very much in the first half of the year but have risen sharply over the final six months.

63. One of the main reasons for the increasing level of EHCP's has been the extension of support to young people up to the age of 25. Statements previously lapsed at age 19, however since 2015 when the system was reformed, West Sussex, along with all other LAs, has been supporting a new cohort of young people aged 19-25 for which they have received no additional funding.
64. Despite this significant increase in post school placements, the budget for this age group continues to remain largely underspent as the majority of these additional pupils are met within the funding that the colleges receive directly from government.
65. Although numbers increased by 5.6% this year, this pattern has not been seen across the board and the number of pupils in Independent and Non-maintained Sector (INMS) settings in particular, has continued to rise at a much higher rate. Graph 11 demonstrates the cumulative increase of Independent Non-Maintained School placements since 2015/16.

Graph 11: Cumulative Increase of Independent Non-Maintained School Placements



Economy and Corporate Resources

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£4.407m	Funding from Covid-19 income and grants	(£4.407m)	
Technical accounting transactions – Pre-payment adjustment to align the remaining period of the capita contract with the remaining prepayment	£1.408m	Public Health contribution for central overhead charges	(£0.900m)	
Technical accounting transactions – Reduction in value of Flexible Use of Capital Receipts applied	£0.963m	Delays to planned expenditure due to the focusing on the return of the ITO and Covid-19 activities	(£0.943m)	
Settlement of an outstanding claim with Capita	£2.000m	In-year underspending from homeworking/ change in service delivery – Reactive cleaning, security, equipment, printing and staff training during the pandemic	(£0.300m)	
Facilities Management SLA income shortfall and a reduction in car park income	£0.150m	In-year underspending from homeworking/ change in service delivery – Members travel, expenses, refreshments and training during the pandemic	(£0.160m)	
Minor variations	£0.085m	Reduction in Economy and Digital Infrastructure Expenditure	(£0.276m)	
		Staffing vacancies and other underspending within the Communications Team	(£0.200m)	
Economy and Corporate Resources Portfolio – Total	£9.013m		(£7.186m)	£1.827m

66. The **Economy and Corporate Resources portfolio** has overspent by **£1.827m**, although this overspending is as a direct result of a number of **technical accounting transactions** which have been applied during the final accounts process. These transactions include a £1.408m pre-payment adjustment to reflect the realignment of a prepayment with the remaining term of the Capita contract. In addition, a balance of £0.963m has been charged following a decision not to apply Flexible Use for Capital Receipts to planned expenditure following a robust and prudent scrutiny of eligible transactions and the foresight of having the capital receipts available for future use. Further information on these items is reported under the Technical Accounting Transaction Section in *paragraph 106*.
67. The County Council had a dispute with Capita regarding a historical claim for ITO services covering a seven-year period. This claim arose because volume thresholds in the contract were exceeded resulting in additional costs owing to Capita. Following mediation, the council agreed to pay Capita £2.0m to settle the claim. This payment was partly offset by delays to planned expenditure due to the focusing on the return of the ITO and the pandemic response.
68. The **Economy and Digital Infrastructure** service is reporting a £0.276m underspend. Within this area, the Horsham Enterprise Park project has underspent by £0.1m due to the project moving into its capital delivery phase, therefore releasing a revenue saving. Other underspending within this team relates to staffing vacancies and the early 2021/22 saving realised by the One Public Estate programme by reducing the cost of professional fees.
69. **HR, Law and Assurance and the Communications Team** have reported an in-year underspend. This is largely due to staffing vacancies held during the

pandemic and from a reduction in office expenditure. Over the year, there has also been a decrease in the cost of staff training. At the start of the pandemic, there were a number of alterations made to the training offering, however HR worked quickly to find alternative arrangements to enable training to continue during the year with many courses now available online. In addition, in-year savings of £0.160m have been made from a reduction in Member's travel, expenses and training during the year.

70. **Facilities Management** have also seen a reduction in expenditure. There have been less spend on furniture and fittings, security, shredding and reactive cleaning due to less demand and usage of County Council buildings.
71. A £0.9m contribution from the Public Health Grant towards overhead costs arising from Public Health activities is included in the outturn position.

Environment

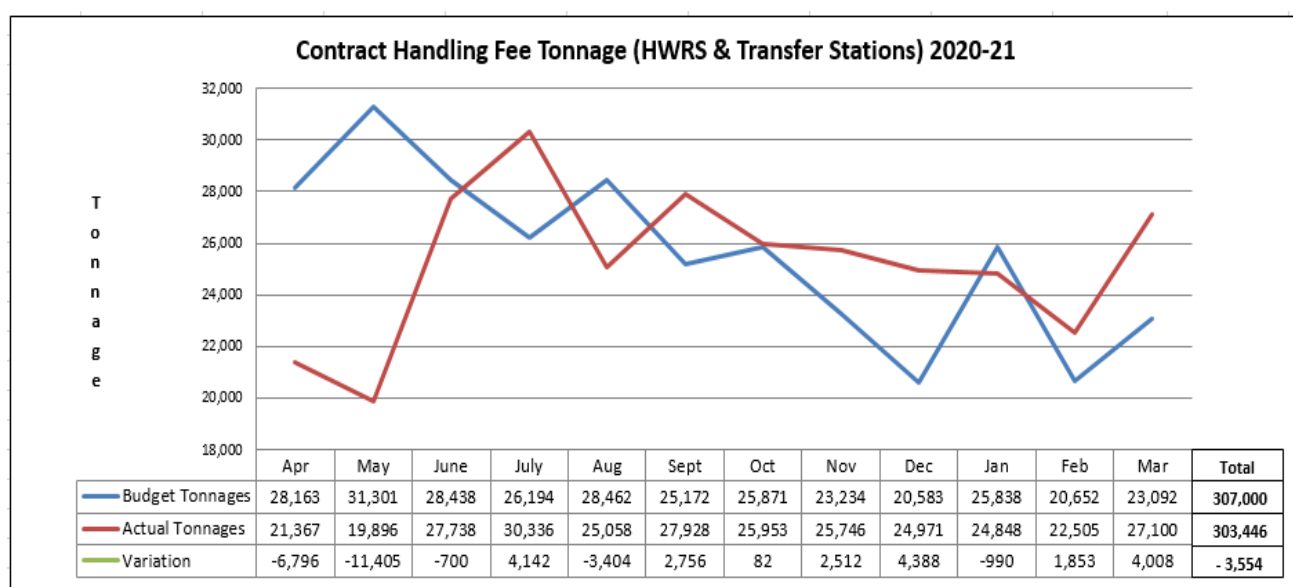
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£1.170m	Funding from Covid-19 income and grants	(£1.170m)	
Shortfall in delivery of additional income (part 2019/20 & 2020/21 savings) due to delays in project creation	£0.470m	Projected underspend on corporate utility rates in 2020/21	(£0.183m)	
Income loss on the sale of energy due to a down-turn in energy market rate	£0.608m	Projected in-year underspending from homeworking/ change in service delivery – Corporate utility usage	(£0.897m)	
Increase in insurance cost at the Mechanical and Biological Treatment Centre	£0.502m	Net reduction in waste	(£0.163m)	
		Minor variations	(£0.188m)	
Environment Portfolio –Total	£2.750m		(£2.601m)	£0.149m

72. The **Environment portfolio has overspent by £0.149m**. The income expectation in relation to **solar and battery storage projects** has resulted in a shortfall in 2020/21. Part of this deficit is because of the Covid-19 pandemic affecting existing projects and potential opportunities. The non-completion of projects has reduced the additional income expectation by £0.470m. At the end of the 2019/20 financial year, the rates received for the energy generated at our solar and battery farms reduced significantly due to market forces. Whilst these rates have remained low through 2020/21, they have not dropped as far as predicted; however, despite an improvement in the rates being achieved, the reduction in income in 2020/21 is £0.608m.
73. A £0.502m increase in the cost of insuring the Mechanical and Biological Treatment Centre (MBT) has also impacted the outturn position, however these pressures have been largely mitigated by utilities expenditure reducing significantly as a result of the Covid-19 pandemic. Most of the County Council's buildings have been running with vastly reduced occupancy throughout 2020/21 which has led to a £0.897m saving.
74. The **Waste Service** has been heavily impacted by the Covid-19 pandemic, with all West Sussex Household Waste Recycling Sites (HWRS) shut between

23rd March and 11th May 2020 (when some sites opened with a reduced service). In addition, a fire at the Crawley Household Waste Recycling Site on the 17th July, led to damage at the facility. Repairs to the building took several months and was re-opened on 11th December.

75. In April and May, the volume of waste reduced significantly, with less tonnage entering the system due to the HWRS closures. This reduction in volume created an initial saving of around £0.9m, however between June and March, the overall waste volumes increased by almost 15,000 tonnes which resulted in an overall outturn waste underspending of £0.163m. **Graph 12** shows the volume of waste received during the year. The mix of waste and increase in kerbside collections added particular stress to the Material Recycling Facility. It is expected that there will be a continued increase in waste entering the system with people expected to continue working from home more frequently.

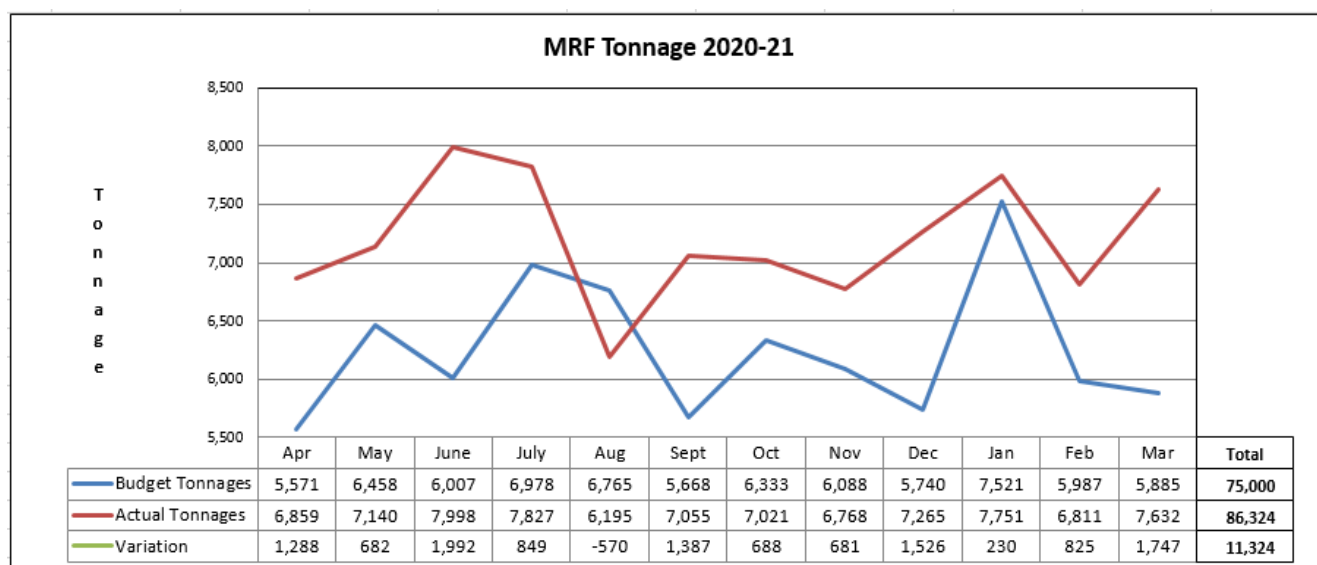
Graph 12: Waste Tonnage Entering Household Waste Recycling Sites and Transfer Stations Compared to Budget



Note: Household Waste Recycling Sites were close during April and May due to the first Covid-19 lockdown.

76. **Graph 13** demonstrates the stark increase of waste being sent to the MRF when compared the budgeted expectation.

Graph 13: Material Recycling Facility (MRF) Tonnage Compared to Budget



77. £0.109m of income received from the Proceeds of Crime fund has been carried forward as part of the closing of the accounts. This funding is to be used to fund a two-year post which is designed to strengthen our Trading Standards team in protecting vulnerable people. This request is detailed in the Carry Forward Requests section in *paragraphs 93-95*.

Finance

Pressures	(£m)	Mitigations and Underspensing	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£1.101m	Funding from Covid-19 income and grants	(£1.101m)	
Central Insurance charge	£1.871m	Tangmere Airfield rental income (Covid-19 testing site)	(£0.100m)	
Non-delivery of additional commercial investment property income saving	£0.275m	In year reduction of property management IT system costs	(£0.140m)	
		Staffing vacancies, one off backdated income and other minor variations	(£0.235m)	
Finance Portfolio –Total	£3.247m		(£1.576m)	£1.671m

78. The **Finance portfolio has overspent by £1.671m**; although this overspending is as a direct result of a **technical accounting transaction** which has been applied during the final accounts process. A planned draw down of £1.871m from the Insurance Reserve was not undertaken following a review of the overall position.

79. At the beginning of the year, it was evident that a saving relating to raising additional commercial investment property income was not achievable as the County Council had paused this activity. This loss of saving has been offset by in-year savings from staffing vacancies, one off income and the delays of the creation of a new property management IT system.

Fire and Rescue and Communities

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£5.688m	Funding from Covid-19 income and grants	(£5.688m)	
Non-delivery of repurposing of key buildings saving	£0.150m	Projected in-year underspending from homeworking/ change in service delivery – Libraries and Community Services enforced service reduction during the pandemic	(£0.330m)	
		Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.033m)	
		Underspend on library media fund	(£0.150m)	
		Other minor variations	(£0.255m)	
Fire and Rescue and Communities Portfolio – Total	£5.838m		(£6.456m)	(£0.618m)

80. The **Fire and Rescue and Communities portfolio has underspent by £0.618m**. The pandemic has had a large impact on the services delivered to the public. Within **Communities**, all of our public buildings including libraries, archive offices and wedding venues were affected by the pandemic and the Government's national guidance on social restrictions throughout the year. These restrictions led to reduced or no services being delivered at various points of the year. However, many staff from these teams were at the heart of the County Council's front-line response in helping those more vulnerable or in need.
81. In year savings from the closure of buildings and reduced services is reported, as well as an in-year underspending of £0.150m on the library media fund due to the reduced number of publications printed and distributed in the year.
82. A carry forward request for £0.068m in relation to the unspent Communities Initiatives Fund has been actioned during the closing of the accounts. A decision published in March details that this underspend will be used to 'bolster the activity of Food Partnerships across West Sussex and charities that specialise in the re-distribution of otherwise wasted food'.
83. Other carry forward requests which have been actioned during the closure of the accounts include one off funding from Ancestry towards Record Office projects and a number of grants received from the Government for Fire and Rescue Services. Details of these requests are reported in the Carry Forward Requests section in *paragraphs 93-95*.
84. The **Fire and Rescue Service** have continued at pace to progress the Fire Improvement Plan during 2020/21. In November, the chair of the Independent Advisory Panel announced that the external scrutiny panel was no longer needed given the progress that has been made. In February, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) undertook a reinspection and in a letter to the County Council, acknowledged the tangible progress made to date. An update on the financing of the Fire Improvement Plan is reported in **Appendix 6** and a link to the HMICFRS 2021 [reinspection letter](#) is available on the link below:

Highways and Infrastructure

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£3.472m	Funding from Covid-19 income and grants	(£3.472m)	
Ash Dieback emergency felling works	£0.153m	Reduction in Street Lighting PFI electricity costs	(£0.524m)	
		National Concessionary Fares underspend – reduced usage	(£0.251m)	
		National Concessionary Fares underspend – reimbursement of payments to bus operators	(£0.981m)	
		Staffing vacancies following the implementation of service redesign	(£0.260m)	
		Reduction in in-house transport, including saving on fuel during pandemic restrictions	(£0.253m)	
		Additional income from street works charges to utilities and telecommunication providers	(£0.221m)	
		Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage and training during the pandemic	(£0.072m)	
		Minor variations	(£0.103m)	
Highways and Infrastructure Portfolio –Total	£3.625m		(£6.137m)	(£2.512m)

85. The **Highways and Infrastructure portfolio has underspend by £2.512m**, however this position has only been made possible by a number of fortunate reductions in expenditure towards the end of the financial year.
86. Following revised guidance issued by the Department for Transport, reimbursement **payments to bus operators** have been reduced in line with service mileage reductions implemented during the Covid-19 pandemic. The adjustments to payments have been backdated to September 2020 and have reduced expenditure by £0.981m in 2020/21. The Department for Transport has indicated that the impact of reclaimed funding will be mitigated by the provision of additional central government grant awarded directly to bus operators.
87. In addition to this change in Government guidance, the usage of the National Concessionary Fares Scheme by our residents, reduced further over the winter and has led to a £0.251m underspend.
88. The third positive financial bonus relates to the **Street Lighting PFI**. Following a continued low electricity tariff during the winter, a £0.524m underspend has been achieved during the year.
89. As a direct result of the pandemic and the restrictions in place, the **In-House Transport** service underspent by £0.253m on fuel and other service costs. Also, general staffing vacancies following the Highways and Transport re-design has created £0.260m of underspending in year.

90. The service has faced some pressure in year, largely as a response to the **Ash Dieback** fungal disease. Urgent felling work has been required to remove trees significantly affected by the disease and posing a potential safety risk. This has led to an overspending of £0.153m, despite Covid-19 related delays preventing the completion of all of the felling works planned for the final months of the year.
91. Looking ahead to next year, it is expected that safety critical tree felling work across the county will need to be significantly expanded and accelerated, which will be likely to require expenditure in excess of the £1.5m provided for within the 2021/22 budget. It is therefore proposed that £1.2m is transferred into an Ash Dieback Reserve to help mitigate future funding pressures. This request is included in the final County Council outturn position.
92. A carry forward request of £0.383m for the Supported Bus Services Grant has been actioned during the closure of the accounts. This grant has been allocated by the Department for Transport and is to be used to enable the introduction of improvements required following the publishing of the 'Bus Back Better' National Bus Strategy for England.

Leader

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Restructuring costs	£0.081m	In year saving from sharing a Chief Executive with East Sussex	(£0.131m)	
		Minor variations	(£0.066m)	
Leader Portfolio –Total	£0.081m		(£0.197m)	(£0.116m)

93. The **Leader portfolio has underspent by £0.116m.** The in-year saving which has arisen from sharing a Chief Executive with East Sussex County Council has been partly offset by a one-off cost following the restructuring of the Executive Leadership Team in 2019/20.

Carry Forward Requests

94. A number of carry forward requests totalling £3.259m have been actioned as part of the final year end transactions. The carry forward requests include £2.285m of unspent Children First Improvement Plan funding to be allocated to the Children First Improvement Reserve following slippage of planned activities during the pandemic. This carry forward request ensures the programme is fully funded for future years.
95. In addition, the majority of the other carry forward requests relate to late grant funding announcements and/or grants which spanned more than one year. A full list of the carry forward requests are detailed in **Table 9**.

Table 9: Listing of Carry Forward Requests

Portfolio	Carry Forward Request	Amount
Children & Young People's Services	Children First Improvement Fund – To fund areas of the plan delayed due to the pandemic.	£2.285m
	Youth Justice Service – Independent facilitator for partnership workshops.	£0.020m
	West Sussex Safeguarding Children Partnership – To fund anticipated increase in incident reviews.	£0.052m
Environment	Proceeds of Crime Act funding - To fund Protecting the Vulnerable post over two years.	£0.109m
Fire & Rescue and Communities	Ancestry funding -Received for specific Records Office projects.	£0.040m
	Accreditation Grant - Received in March 2021.	£0.018m
	Community Initiatives Fund - To bolster the activity of Food Partnerships and charities across West Sussex.	£0.068m
	Domestic Abuse Bill grant – Received in February 2021.	£0.050m
	Building Risk Review and Protection Uplift Grant – Two years funding.	£0.138m
	Grenfell Grant – Two years funding.	£0.034m
	Responding to New Risks (Marauding Terrorist Firearms Attack) Grant – planned spending over two years.	£0.062m
Highways & Infrastructure	Supported Bus Services Grant – To benefit hard to reach rural communities and will help enable the improvements required following the publishing of the 'Bus Back Better' National Bus Strategy for England.	£0.383m
Total		£3.259m

96. In addition to the above listing, **Table 10** details a number of Covid-19 grants received from the Government remained unspent at the end of the year. The ringfenced grants of £21.209m have been carried forward directly into the 2021/22 accounts in accordance with their grant conditions, and the un-ringfenced grants totalling £6.972m have been transferred into the Covid-19 Fund Reserve.

Table 10: Listing of Covid-19 Grants to be Transferred into 2021/22.

Covid-19 Grant	Details	Grant Remaining
Emergency Active Travel Fund – Tranche 2	Ringfenced Grant – Supports longer-term cycling and walking projects.	£0.470m
Travel Demand Management Grant	Ringfenced Grant – Support in developing travel demand management programme.	£0.134m
Test and Trace	Ringfenced Grant – Supports containing local coronavirus outbreak plans	£1.312m
Contain Outbreak Management Fund	Ringfenced Grant – To help reduce the spread of coronavirus and support local public health.	£19.293m
Emergency Funding	Un-ringfenced Grant – Supporting pressures created by the pandemic	£5.047m
Clinical Extremely Vulnerable	Un-ringfenced Grant – Supporting clinically extremely vulnerable people in the community.	£1.925m
Total		£28.181m

Reserves and Balances

97. As at the end of March 2021, and assuming all recommendations within the report are approved, the County Council's reserves will be £296.352m as detailed in **Appendix 1**. Within the Council's total reserves, the total earmarked reserves (excluding schools) is £191.468m. This includes £7.0m of un-ringfenced Covid-19 grant, £21.9m one-off business rates pilot reserve that the council is committed to spending in conjunction with the district and boroughs on digital infrastructure projects and £4.0m of Local Tax Income Guarantee funding to meet 75% of the shortfall in Council Tax and Business Rates collections for 2020/21 based on government returns submitted by the district and boroughs.
98. The majority of the reserves are held within earmarked reserves to fund future commitments that the County Council has entered into. In addition to the above, these relate to large programmes of work which include the Service Transformation Reserve and reserves for specific long-term contracts (e.g. Waste Management MPMC, Street Lighting PFI Reserve and Waste Management PFI Reserve).
99. Two new reserves have also been created as part of the outturn position; £4.7m has been allocated to the Adults and Health Pressures and Recovery Reserve and £1.2m has been allocated to the Ash Dieback Reserve.
100. In accordance to a change in legislation, the £10.388m Dedicated Schools Grant (DSG) deficit balance has been transferred from useable reserves to unusable reserves.
101. Given the continuing uncertainty and volatility of public funding expected in the coming years, as well as the aftermath of the Covid-19 pandemic on the Council's finances, it is more important than ever that the County Council holds adequate reserves for the future. Due to the Government's intervention and the allocation of Covid-19 grants during the year, the County Council has not, so far, needed to use any of the reserves it has built up, however it should be noted that the County Council has spent £86.2m more than it had plan in

2020/21. Had the Government not provided a national funding response to the pandemic, the County Council would have been at serious financial risk.

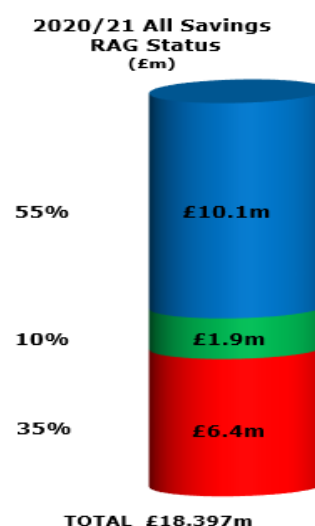
102. The Council is currently in a solvent position; however, the impact of the pandemic has not diminished, and the long-term impact continues to remain uncertain.

Outlook for the Savings Programme

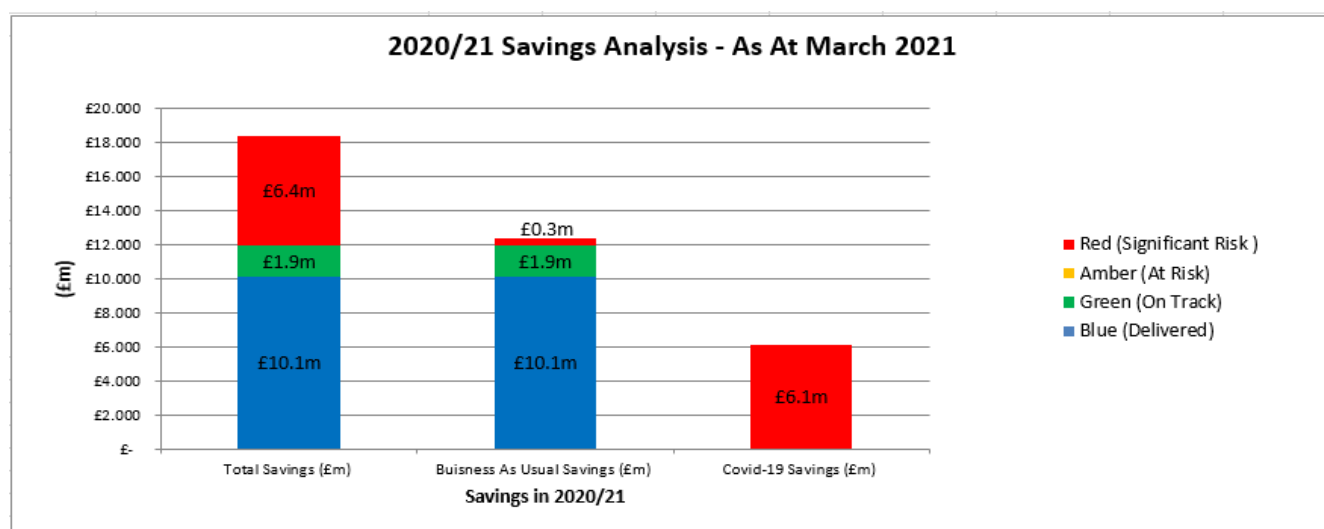
103. In 2020/21, £12.0m (65%) of the original £18.4m savings target set across the portfolio budgets was achieved as originally envisaged or has been delivered by other means or mitigated within the service. This has led to £6.4m (35%) of un-delivered savings in year.

104. Of the £6.4m savings not achieved, £6.1m were undelivered due to the Covid-19 pandemic, therefore these savings have been mitigated by the use of Covid-19 grant funding. The remaining £0.3m of savings not delivered are reported as part of the portfolio position. **Graph 15** separates the Covid-19 affected savings from the business as usual savings.

Graph 14: Savings Overview



Graph 15: Analysis of savings as at 31st March 2021



105. A list of the 2020/21 savings and their RAG status is reported in **Appendix 4**.

106. In addition, there were a number of savings from 2019/20 that were not delivered permanently from the previous year. The detail of these savings totalling £2.3m, are included in **Appendix 4**. Of this amount, £1.1m (46%) have either been delivered as originally envisaged or the saving has been achieved via a different mechanism, and £1.2m of savings (54%) were not delivered in this year. The unachieved savings are reflected in the outturn position.

Technical Accounting Transactions

107. There are a number of technical accounting transactions which have been actioned at the end of the financial year within the portfolio budgets.

- Doubtful debts (Adults and Health portfolio) – In light of the pandemic, we have reviewed our methodology for calculating the amount of outstanding debts, of which a significant amount relate to the Adult and Health portfolio which are at risk of being irrecoverable. This has led to a more prudent calculation. A £1.0m increase has been processed in 2020/21 to reflect this change in methodology.
- Insurance (Economy and Corporate Resources) – A planned draw down from the Insurance Reserve at the year-end was not required.
- Flexible Use of Capital Receipts (Economy and Corporate Resources) – A number of transformational projects were planned to take place during the year. Unfortunately, the pandemic halted or slowed some of these initiatives. In reviewing the works carried out during the year, a robust and prudent scrutiny of eligible transactions was undertaken, and it was deemed sensible to apply the original £1.2m of Flexible Use of Capital Receipts for the Fire and Rescue Improvement Plan. This means that £1.0m of costs relating to the transformation and customer experience works has been funded from the revenue budget, leaving a larger Capital Receipts Reserve balance for future years.
- Capita Pre-payment Adjustment (Economy and Corporate Resources) – A prepayment in the balance sheet has been realigned to the end of the Capita contract. Due to the nature of the contract and the technical accounting methodology used during the timespan of the contract, an update to the accounting treatment has been applied. This has led to a £1.4m charge being brought forward from future years into the 2020/21 financial year.

Capital Programme

108. The capital programme; as approved by County Council in February 2020, agreed a programme totalling £103.4m for 2020/21. £2.5m of this expenditure, originally profiled to spend in 2020/21, was accelerated and spent in 2019/20, revising the capital programme to £100.9m (details are included in **Appendix 7**).

109. The year-end capital outturn position for 2020/21 concluded with an overall decrease of £8.3m, to give a full year actual spend of £92.6m. A detailed listing of the main movements since December are reported in **Appendix 7**.

Flexible Use of Capital Receipts

110. As part of the 2019/20 Budget Report, the County Council approved use of £5.3m capital receipts in 2020/21 to fund specific transformation projects. Due to the pandemic, a number of projects have been delayed or paused which has led to only £1.2m of capital receipts being utilised in year. **Table 11** reports the 2021/22 position for each of the agreed projects.

Table 11: Updated of the Flexible Use of Capital Receipts – 2020/21

Project Description	Qualifying Expenditure	Estimated Project Cost as at February 2020	Actual Project Cost as at March 2021	Update on Position
Continuous Improvement Expenditure	Investment in transformation across the whole council, <ul style="list-style-type: none"> customer services digital improvements in services. 	£0.7m	£0.0m	Will be reviewed following the pandemic
Customer Experience	Investment in specific projects across the Council to improve customer-facing work processes.	£1.4m	£0.0m	Will be reviewed following work undertaken during the pandemic
Recycling Credits	Initiatives with the district and boroughs to incentivise recycling and reduce demand pressure on the Council's Waste Service.	£2.0m	£0.0m	Delayed until 2021/22
Fire Improvement	Investment required to effectively respond to the recommendations of the HMICFRS report published in June 2019 particularly in areas surrounding Fire Safety, prevention and protection.	£1.2m	£1.2m	Completed
Total		£5.3m	£1.2m	

Service Transformation Fund

111. At the start of the year, the balance on the Transformation Reserve stood at £11.8m. As part of the 2020/21 budget agreed by County Council in February 2020, £4.9m was transferred to the revenue account to support previously approved projects. In 2020/21, the Council spent £3.2m on transformation activities. The Covid-19 pandemic affected our ability to deliver all our transformational aspirations, however, there has been some positive progress on certain key areas.

112. The implementation of the SmartCore programme, including the replacement of the existing SAP system with Oracle Fusion has continued to progress during this time with £2.0m of expenditure incurred during 2020/21. A Programme Health Check was undertaken in the winter, which concluded that the programme would benefit from a resetting of the implementation plan. A reset plan was created and has been implemented; with a particular focus on capitalising upon the opportunities to make business processes more efficient

and economic. The review on the scope of remaining work and the specific skills required has recommended that additional resource and specialist services are required to bring the project to completion. A decision report to the Cabinet Member for Economy and Corporate Resources was published in March 2021 and the Cabinet Member was asked to approve the procurement of a data migration solution and additional resources.

113. As we draw to the end of our main outsourcing arrangement with Capita at the end of September 2022, there will be a number of projects undertaken to ensure that we find the correct solution for future services; whether this is accepting services back in-house or continuing with an outsourcing arrangement. Work is underway on this substantial project to explore options to determine the best outcome for service delivery for our residents. Following a joint review by the County Council and Capita, a decision has been taken to transfer IT services back to the County Council as part of our new operating model. The transfer of these services will be phased, with procurement activities already underway and the full transition of services expecting to be completed by the summer. £0.473m of expenditure was incurred during 2020/21 as the project commenced.

114. As a result of the pandemic, a number of projects associated with improving the Council's digital capabilities have been delayed. Given the delays to the programme and the reduced spending expectations, the remaining budget has been returned to the service transformation fund for future use. The £2.4m of savings associated with these projects in year were not achieved.

Workforce

115. The Workforce Key Performance Indicators (KPI's) are detailed in **Appendix 8** with annotated commentary. The Covid-19 pandemic has had a significant impact on the workforce this financial year, particularly regarding working arrangements including the shift to predominately home working and the introduction of social distancing.

Corporate Risk Register

116. The Corporate Risk Register reported in **Appendix 9** is supported by risk registers for each Director and for the Capital Programme. **Appendix 9** provides a copy of the latest Corporate Risk Register alongside a quarterly review of the key risks and relevant changes to the risk profile/ exposure of the County Council.

117. During the preceding reporting period, there have been the following changes to the Corporate Risk Register.

Table 12: Corporate Risks with Severity above the Tolerance Threshold

Risk No	Risk	Action	Reason	Current Score
CR65	Corporate leadership, governance, and culture.	Risk severity reduced. Risk tolerated and will continue to be monitored.	Due to completed action and progress of ongoing mitigations.	6
CR66	Recruiting and retaining suitably qualified and experienced Approved Mental Health Professionals (AMHP) and the increase in demand.	Risk severity reduced. Risk tolerated, deescalated to Adults Social Care risk register, and will continue to be monitored	Due to successful recruitment of AMHP's.	10
CR68	Services will fail to deliver existing work plans.	Risk severity reduced.	Due to progress of ongoing mitigations.	15
CR70	Increasing demand placed on the senior officers leading to lack of capacity to deal with strategic/organisational issues.	Risk severity reduced. Risk tolerated and will continue to be monitored.	Due to progress of ongoing mitigations and current Covid-19 situation.	12

118. The following table summarises risks on the corporate risk register with the current severity graded above the tolerance threshold.

Table 13: Corporate Risks with Severity above the Tolerance Threshold

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR39a	Cyber-security	25	25
CR58	Failure of social care provisions	25	25
CR69	Children's services will fail to deliver an acceptable provision to the community	20	20

119. Operational Covid-19 risks are considered and managed within the services, either through the production of new risks or applying ramifications to an existing risk and its assessment. In addition, corporate Covid-19 risks are captured and controlled by the County Council's Covid-19 Response Team. The Corporate Risk Manager presents a summary of risks by theme and workstreams to the Executive Leadership Team (ELT) each month for consideration.

120. **Table 14** summarises the current key corporate Covid-19 risks.

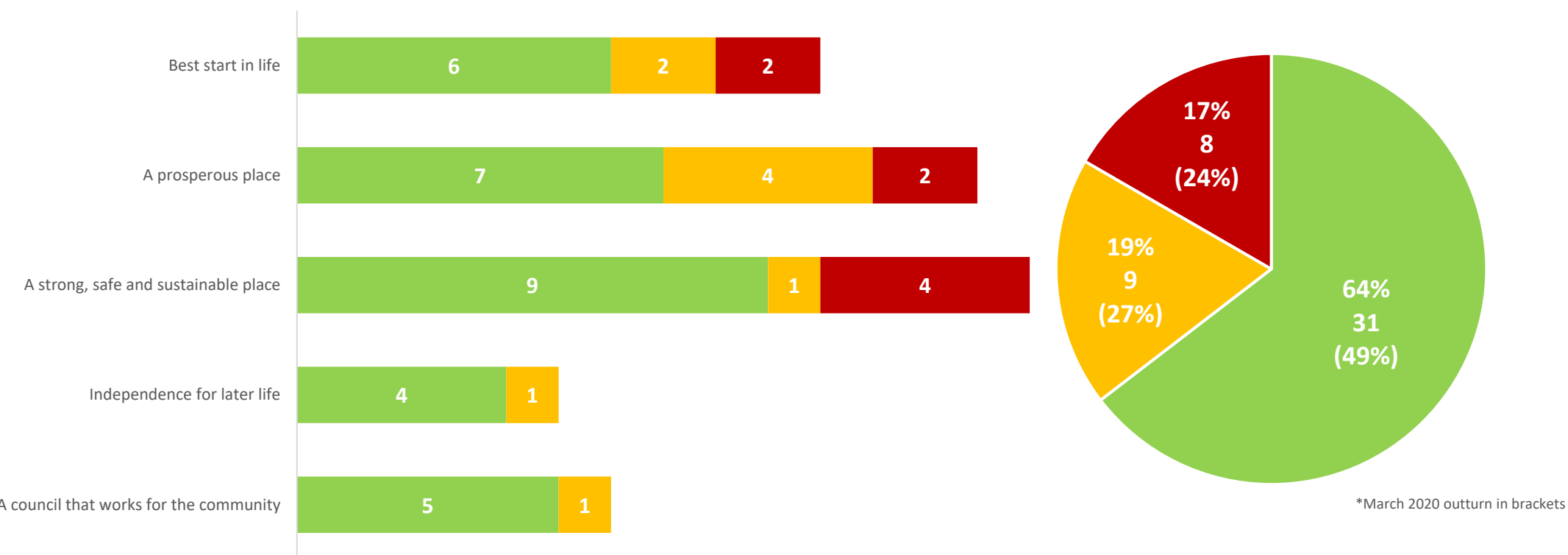
Table 14: Key Corporate Covid-19 Risks

Key Corporate Covid-19 Risks
Care homes are struggling to maintain an economically sustainable number of residents when experiencing deaths due to Covid-19 (>50% occupancy required). This lack of revenue creates a risk of care home closures which would then require financial intervention by the County Council to prevent this from occurring.
Increasing/ unmanageable workload for staff due to anticipated increase in support to Local Tracing Partnership (LTP).

March 2021 QPM Performance Report

This report provides the 2020-21 outturn position against the West Sussex Plan (2017-22) and includes highlights and commentary against measures that did not meet their target. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail. This is the last report against the West Sussex Plan which has been replaced with the West Sussex Reset Plan for 2021-2025

2020/21 year-end outturn of our 48 measures of success



March 2021 West Sussex Plan End of Plan Summary

Delays in data collection and suspension due to Covid

There remain a number of measures with no data to report this year, as a result of the Covid-19 pandemic. Central bodies such as the NHS and the Department of Education made the decision early in 2020 to suspend monitoring. The full list of measures impacted are listed at the end of this report.

There are also a range of annual measures where the latest available data is for 2019-20. Data for 2020-21 is normally published later in the year, their due dates are indicated in the tables at the end of the report.

Highlights for the year

Best Start in Life

- **5. Families turned around** - delivered the target 3 months ahead of schedule and achieved 4,600 families turned around against national criteria. The quarterly publication of national results continues to show West Sussex as one of the foremost authorities in the local delivery of the government's ambitions for families.
- **6. 10-11-year-old children with a healthy weight** – Although performance has slightly fallen compared to last year to 69.8%, West Sussex ranks 7th best of all 151 local authorities. England average is now 63.4% and we remain in the top quartile of all Local Authorities.
- **9. West Sussex children subject to Child Protection Plan for 2 years or more.** We have consistently exceeded the 2022 target of $\leq 1.35\%$ at 0.95% for March 2021 and we remain in the top quartile for statistical neighbours.

A Prosperous Place

- **27. Cycling - total length of cycle path, new installations** - Since 2017 we have delivered a total of 33.7km, exceeding the 2021 target of 25.53km.
- **28. Economically active 16-64-year olds who are employed** – the latest available data (to Dec 2020) shows West Sussex in the top quartile of our statistical neighbours, ranking 2nd out of 15. West Sussex continues to have higher economic activity rates and employment (79.7%) compared to regional (78.3%) and national average (75.7%). However, all three areas have seen a downturn in the employment rate over the year – presumably an impact of COVID-19.
- **29. 16-17-year olds who are not in education, employment, or training** - There has been a significant improvement and we have met our 2021 milestone target. The current figure is 7.3%, compared to 11.1% at the end of February 2020, an improvement of 3.8% and the best result in at least the last four years.

A strong, safe and sustainable place

- **35. Calls to critical fires where the first fire engine met our emergency response standard** – throughout the year we have met or exceeded the target of 89%, with an annual average of 91%.
- **37. Operation Watershed fund allocated to community projects** - We exceeded the original target early, achieving 73 successful applications awarded funding by 2019 against a target of 70 by 2022 and have continued to exceed the subsequent extended target of 10 groups per annum.
- **43. Renewable energy generated by West Sussex County Council** - For the last two years the council has exceeded their target to generate 9,141 MWh per year and has generated over 16,000 MWh this year.
- **44. Carbon reduction achieved by WSCC in tonnes emitted** - We reduced our carbon emissions by 52.9% in March 2020, which means we halved our carbon emissions 3 years ahead of schedule.

Challenges (measures reporting red at year-end)

Best Start in Life

- **10. Children Looked After with 3 or more placements during the year** – Latest performance is 13.5% against a target of 10.5%. Children within care proceedings continue to experience more placement moves. Performance will improve by the introduction of the entry to care panel which is aimed at ensuring children are in the right placement to meet their needs from the earliest possible point. A quantity of new in-house carers are scheduled to join West Sussex following recruitment activity which will also allow for greater placement stability.

A Prosperous Place

- **30. Apprentices in West Sussex** - Following the significant drop in apprenticeship starts in the last academic year (2019/20), both locally and nationally, this year saw growth. The number of new starts (to Quarter 3) in West Sussex was 3,670. It is likely that this is due to employers and training providers becoming more familiar with the apprenticeship levy, introduced in 2017, and the significant development of new apprenticeship standards, meaning they more readily meet the need of employers. However, the target to achieve 5% year on year increase against a baseline of 5,790 in 2017, remained too ambitious in light of the changes to the Government framework.
- **31. Adults with learning disabilities who are in paid employment.** Performance has remained static this year at 2.1%. It is recognised that more work needs to be undertaken to improve the number of people with a learning disability in work within West Sussex. There are a wide range of initiatives in progress which will take some time to have an impact but will change the attitude to employment from young people, parents and schools.

A strong, safe and sustainable place

- **7. Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population** – Admissions increased to 247.5 per 100,000 population compared to 235.1 the previous year. Our target was to achieve a reduction to 191.20 per 100,000 population. There are a number of actions that have taken place to reduce the incidence of self-harm emergency admissions. These include the recruitment of a Schools and Colleges Programme Manager for Self-Harm, who has developed a number of resources and ensures that self-harm prevention and improved response is at the core of WSCC children and young people's mental health and wellbeing offer. WSCC Public Health have just led on procuring a Pan-Sussex self-harm learning network which will be delivered by YMCA Downlink and West Sussex Mind over the 21/22 school year. Each local authority will have learning networks for staff working in primary age educational settings, staff working in secondary age educational settings, and for parents, families, and carers. It aims to increase knowledge and skills amongst different stakeholder groups and for learning to take place both within and across local authority areas.
- **36. People killed or seriously injured (KSI) in road traffic accidents per billion vehicle miles** – Performance at 118 KSIs per billion miles travelled remained above the milestone target of 68. The latest published results (Nov 2020) show the total number of reported injury collisions in West Sussex dropped 22% against the same period in 2019. The decrease in collisions led to a 27% reduction in the number of casualties, mainly a result of Covid-19 related travel restrictions. KSIs is down 10% on 2019 and while car-occupants have seen a large drop, pedal cyclists increased by 34%. The increase in cycling KSIs appears to correspond with an uptake of cycling beginning in the spring, at the time of the first pandemic lockdown.









Our on-going road safety engineering schemes, education, training, and publicity will continue to improve road safety.
- **38. Households living in temporary accommodation per 1,000 households.** Latest results (Dec 2020) show a change from 2.2 to 3.36 per 1,000 households. There are currently 910 households in temporary accommodation which represents an increase of 59 since 30th September 2020. The figure is still distorted by the additional households accommodated under central government's direction during lockdown and that the eviction ban continues preventing landlords from obtaining possession of properties except in extreme circumstances. Homeless applications are still being made however, mainly with households requiring temporary accommodation from relationships breaking down or people fleeing domestic abuse.
- **39. Average time between a child entering care and moving in with their adoptive family** - Performance has remained stable at 500.48 days. This is positive in light of the ongoing court related delays in care proceedings which have led to children being subject of interim placements for longer periods which is out of the control of the local authority. Children's matches are progressing more quickly once orders are made as the interface between West Sussex and Adoption South East is improving.

Best Start in life		Target	20/21 Milestone	H/L	Oct-20		Nov-20		Dec-20		Jan-21		Feb-21		Mar-21		Year End Forecast
4	Attendance of West Sussex Children Looked After at their school	Top quartile of all Local Authorities by 2022 - 96.1%	95.5%	H	93.5%	↓	92.8%	↓	93.1%	↑							A
5	Families turned around	≥3,940 by 2020	4,600	H					4,600	↑					4,600	↔	G
8	West Sussex Children Looked After per 10,000	Top quartile of statistical neighbours by 2022 - ≤40.5	52.00	A	52.35	↓	52.97	↓	52.80	↑	51.67	↑	50.87	↓	50.40	↓	G
9	West Sussex children subject to Child Protection Plan for 2 years or more	Top quartile of statistical neighbours by 2022 - ≤1.35%	2.30%	L	0.63%	↑	0.42%	↓	0.42%	↔	0.72%	↑	0.81%	↑	0.95%	↑	G
10	Children Looked After with 3 or more placements during the year	Top Quartile of statistical neighbours by 2022 (currently ≤ 10%)	10.5%	L	9.7%	↑	10.7%	↑	11.8%	↑	11.9%	↑	11.9%	↔	13.5%	↑	R
11	Review of Child Protection Conferences completed in timescales	≥99% by 2022	99.0%	H	99.4%	↑	95.8%	↓	98.8%	↑	100.0%	↑	97.3%	↓	98.8%	↑	A
12	Child Sexual Exploitation - cases managed at medium or low levels of risk	≥80% by 2022	100%	H					100%	↔							G
160	CLA placed outside LA boundary and more than 20 miles from where they used to live	15% or less by 2022	15.0%	L					17.0%	↑					Due Jul-21	▲	G
161	Percentage of Care Leavers that the LA is in touch with	Average of statistical neighbours by 2022 - ≤ 89%	89.0%	H	96.0%	↑	93.3%	↓	89.3%	↓	93.0%	↑	95.0%	↑	95.3%	↑	G
A prosperous place		Target	20/21 Milestone	H/L	Oct-20		Nov-20		Dec-20		Jan-21		Feb-21		Mar-21		Year End Forecast
23a	Access to superfast fibre broadband	Additional 8,000 premises have access to superfast fibre by 2022	0	H											Measure Complete	▲	G
28	Economically active 16-64 year olds who are employed	Remain in top quartile of statistical neighbours by 2022 - ≥ 80.45%	78.8%	H					80.2% (Sep-20)	↑					79.7% (Dec-20)	↓	G












A strong, safe and sustainable place					Target	20/21 Milestone	H/L	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Year End Forecast			
35	Calls to critical fires where the first fire engine met our emergency response standard	90% by 2022	89.0%	H				92.4%	↑				91.0%	↓	G		
37	Operation Watershed fund allocated to community projects	103 projects supported by 2022	93	H				93	↔				98	↑	G		
38	Households living in temporary accommodation per 1,000 households	Top quartile of statistical neighbours by 2022 - ≤0.56	1.10	L				2.22 (Sep-20)	↓				3.36 (Dec-20)	↑	R		
39	Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	426	L	514.41	↑	508.62	↓	502.97	↓	501.71	↓	500.25	↓	500.48	↑	R
40	Safe and Well visits carried out for those at highest risk	19,800 by 2022 cumulative	15,800	H				16,474	↑							G	
41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	below the regional average by 2022 - 80.5	81.8	L				66.5	↓							G	
42	Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	800 reports per annum totalling 4,000 by 2022	800	H				1,018	↑							G	
43	Renewable energy generated by WSCC	50% increase on baseline by 2022	9,141 MWh	H				13,818 MWh	↑				16,056 MWh	↑		G	
44	Carbon reduction achieved by WSCC in tonnes emitted	50% decrease on baseline by 2022	0	L									Measure Complete	▲		G	
Independence for later life					Target	20/21 Milestone	H/L	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Year End Forecast			
49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Top quartile of statistical neighbours by 2022 - 85.3%	83.0%	H			81.4%	↓	81.2%	↓	81.2%	↔	81.7%	↑	81.7%	↔	A
50	Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Top quartile of statistical neighbours by 2022 - 91.3%	91.0%	H			92.2%	↑	92.1%	↓	92.8%	↑	93.0%	↑	93.0%	↔	G
A council that works for the community					Target	20/21 Milestone	H/L	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Year End Forecast			
59	Freedom of Information requests responded to within time	95% by 2022	95.0%	H	86.0%	↑	89.0%	↑	89.0%	↔	97.0%	↑	90.8%	↓	86.9%	↓	A
60	Formal member meetings webcast	Increase by 10% each year to 2022 to 36.4%	33.8%	H				100%	↔				100%	↔		G	
61	Residents subscribing to receive online updates on the democratic process	Increase by 100 each year to 2022 from Mar 2019 to 23,458	23,358	H				37,568	↑				38,254	↑		G	
62	Decision transparency	75% the number of key decisions published in the Forward Plan at least 2 months prior	72.5%	H				70.0%	↑				66.0%	↓		G	
63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Increase by 10% each year to 2022 from Mar 2019	7,381	H	11,521	↑	12,096	↑	12,540	↑	13,124	↑	13,452	↑	13,702	↑	G
66	The County Council's response to recommendations from customer complaint resolutions	100% by 2022	90.0%	H				100%	↔				100%	↔		G	

Annual Measures














Best Start In Life		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21		Year End Forecast
6	Healthy weight 10-11 year olds	Top quartile of all Local Authorities by 2022 - >67%	67.0%	H	70.3%	70.2%	↓	70.4%	↑	69.8%	↓	Due Dec-21		G
A Prosperous Place		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21		Year End Forecast
21	Business start-ups	Top quartile of statistical neighbours by 2022 - 11.33%	11.2%	H	12.20%	10.80%	↓	10.46%	↓	10.40%	↓	Due Dec-21		A
22	Business survival and retention (5 year survival rate)	Top quartile of statistical neighbours by 2022 - >47.24%	47.0%	H	43.30%	47.00%	↑	46.08%	↓	46.70%	↑	Due Dec-21		A
23b	Coverage of superfast fibre broadband	96% West Sussex coverage by 2022	95.0%	H	95.0%	95.6%	↔	95.9%	↑	96.4%	↑	96.7%	↑	G
24	Additional school places delivered	Total school places 127,256 by 2022	129,680	H	109,017	126,143	↔	127,323	↑	128,422	↑	128,457	↑	G
25	Cycling - total length of cycle path - new installations	60% increase by 2022 on the amount of new installation	25.53km	H	0.00km	5.57km	↔	11.37km	↑	28.65km	↑	33.70km	↑	G
26	Road conditions - A roads considered poor and likely to require planned maintenance (for a 2 year period)	5% or less by 2022	5%	L	5%	3%	↓	4%	↑	4%	↔	5%	↑	G
27	Average gross weekly earnings for full time workers resident in West Sussex (calendar year)	Top quartile of statistical neighbours by 2022 - ≥£593.40	£593.40	H	£593.40	£554.10	↓	£574.90	↑	£602.20	↑	£575.40	↓	A
29	16-17 year olds who are not in education, employment or training - measure now includes ' unknowns'.	Top quartile of Local Authorities nationally by 2022 - <3.8%	7.3%	L	0.0%	9.3%	↔	8.8%	↓	11.1%	↑	7.3%	↓	G
30	Apprentices in West Sussex	≥7,390 by 2022	7,038	H	5,790	4,790	↓	4,860	↑	3,670 (Q1 - Q3)	↓	Due Mar-22		R
31	Adults with learning disabilities who are in paid employment	England average or better by 2022 - 6%	4.9%	H	2.2%	3.2%	↑	2.0%	↓	2.1%	↑	2.1%	↔	R
33	Economic growth - GVA	Above South East average by 2022 - £30,356	£30,356	H	£25,221	£26,304	↑	£26,589	↑	Due May-21		Due Dec-21		A

A Strong, Safe and Sustainable Place		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21	Year End Forecast
7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Top quartile of statistical neighbours - 183.16	191.20	L	220.30	222.2	↑	235.1	↑	247.5	↑	Due Mar-22 	R
34	Air Quality Management Areas where air quality is improving	improvement each year for all 10 areas by 2022	10	H	9	8	↔	8	↔	9	↑	Due Dec-21 	A
36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Top quartile of statistical neighbours by 2022 - ≤54	68	L	103	102	↓	104	↑	118	↑	Due Sep-21 	R
46	Household waste sent to landfill	9% by 2022 (top quartile)	10.0%	L	49.0%	39.0%	↓	30.2%	↓	18.1%	↓	Due Aug-21 	A
48	Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	100% of plans reviewed every 5 years	100%	L	100%	100%	↔	100%	↔	100%	↔	100% 	G
Independence For Later Life		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21	Year End Forecast
51	People who use services who say that those services have made them feel safe and secure	95% by 2022	94.0%	H	82.9%	87.1%	↓	91.9%	↑	93.0%	↑	Due Jul-21 	G
54	Emergency admissions for hip fractures in those aged 65+, per 100,000	Maintain at 612 per 100,000 by 2022	612	L	578	569	↓	560	↓	571	↑	Due Feb-22 	G
55	Social isolation - adult social care users who have as much social contact as they would like	50% by 2022	48.0%	H	45.8%	41.2%	↓	46.0%	↑	48.0%	↑	Due Jun-21 	G

Monthly/quarterly measures suspended for the remaining 2020-21

Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Jun-20	Note	
Best start in life											
	2	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.5%	91.0%	H	81.6%	87.6% ↑	87.6% ⇒	No results due this year	Full programme of school inspections will resume Autumn 2021 (source - gov.uk)
	3	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.1%	90.0%	H	81%	86.5% ↑	86.6% ↑	No results due this year	Full programme of school inspections will resume Autumn 2021 (source - gov.uk)
	13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	89%	H	84%		95.8% ↑	Measure replaced	Measure has been replaced with measure 160 - CLA placed outside LA boundary and more than 20 miles from them where they used to live
	19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 35%	30.0%	L	37.3%		47.9% ↑	No results due this year	Ministry of Justice delayed data publication due to Covid, next due May 2021 (source gov.uk)
Independence for later life											
	52	Delayed transfers of care from hospital that are attributed to social care	Monthly	2 delayed days per 100,000 population	2.3	L	5	2.95 ↑	C	No results due this year	NHS suspended the collection of DTOC data during Covid and will remain suspended until at least Q1 2021-22 (source NHS England)
A council that works for the community											
	64	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	55%	H	11%		59% ↑	No results due this year	No CLC meetings have been held this year and none due before 31st March 2021 due to Covid.
	65	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%		100% ⇒	No longer measuring	RESULTS ALWAYS 100% Prerequisite that any grants are now only made against West Sussex Plan priorities so no longer a meaningful measure.
	67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	12	H	3		7 ⇒	No results due this year	Not a priority during Covid as partnership focus is on joined up response

Annual measures suspended for the remaining 2020-21

Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	2020/21	Note	
Best start in life 												
	1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >74.1%	72.5%	H	70.6%	70.6%	71.4% ⬆	71.9% ⬆	No results due this year	Published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021
	14	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 65%	65.0%	H	56.2%	56.2%	61.5% ⬆	62.9% ⬆	No results due this year	
	15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64.7%) by 2022	64.0%	H	55%	55%	61.8% ⬆	62.7% ⬆		
	16a	Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Jul)	Top quartile of statistical neighbours by 2022 - 98.75%	98.0%	H	96%	95% ⬇	94% ⬇	95% ⬆		
	16b	Countywide take up of free early education and childcare: 2 year old	Annually (Jun)	Top quartile of statistical neighbours by 2022 - 76.25%	76.25%	H	79%	75% ⬇	77% ⬆	79% ⬆		
	17	Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 ->0.09	0.09	H	0.03	0.03 ⬇	0.05 ⬆	0.05 ➡		
	18a	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS4	Annually (Mar)	In line with national average of peers KS4 -1.23	-1.23	H	-1.14	1.46 ⬇	-0.91 ⬆	-1.21 ⬇	No results expected for 2020/21	Published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021
	18b	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS2	Annually (Mar)	In line with national average of peers KS2 37%	34.0%	H	n/a	13.6% ⬇	31.3% ⬆	30.4% ⬇		
	18c	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS1	Annually (Mar)	In line with national average of peers KS1 37%	33.5%	H	15.8%	33.3% ⬆	suppressed ⬇	30.4% ⬆		
	20a	Attainment of disadvantaged pupils is in line with their peers KS4	Annually (Dec)	In line with national average of peers by 2022 KS4 0.58	0.58	L	0.75	0.75 ⬆	0.79 ⬆	0.76 ⬇		
	20b	Attainment of disadvantaged pupils is in line with their peers KS2	Annually (Dec)	In line with national average of peers by 2022 KS2 19.8%	22%	L	23%	23% ⬇	23.4% ⬆	25.3% ⬆		
	20c	Attainment of disadvantaged pupils is in line with their peers KS1	Annually (Dec)	In line with national average of peers by 2022 KS1 19%	20.2%	L	22.2%	22.2% ⬆	20.2% ⬇	24.1% ⬆		

Annual Measures

Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	2020/21	Note
A prosperous place 🐾											
 32	Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2021 and 2022	80%	H	n/a	Biennial	70%	Biennial	No results due this year	The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results
A strong, safe and sustainable place 📍											
 45	Ultra-low emission vehicles registered for the first time	Annually (Oct)	Top quartile of statistical neighbours by 2022 - > 1083 registered vehicles	799	H	327	391 (2017) ↑	496 (2018) ↑	Data lag	No results due this year	Lack of available data and due to the impact of Covid on new vehicle registration
 47	Museums and theatres in West Sussex - visitors at attractions	Annually (Aug)	20% increase by 2022	2,127,729	H	1,850,199		3.7m (2018) ↑	Data lag	No results due this year	No survey undertaken therefore no data is available due to Covid
Independence for later life 🕊											
 53	Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >85.7%	86.50%	H	85.7%	87.8% ↑	73.2% ↓	68.2% ↓	No results expected for 2020/21	The current reablement contract is operating far more effectively than the strict definition of this indicator and a new improved measure will be included in reset plan
A council that works for the community 🎯											
 56	Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	46%	Biennial	No results due this year	The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results
 57	Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	35%	Biennial	No results due this year	The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results
 58	Residents who find it easy to access information, services and support they need	Annually (Oct)	80% by 2022	80%	H	53%	Biennial	48% ↓	Biennial	No results due this year	The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results

Appendices

- Appendix 1 – Revenue Budget Monitor and Useable Reserves – as at March 2021
- Appendix 2 – Covid-19 Grant Funding Allocated to West Sussex – as at March 2021
- Appendix 3 – Covid-19 Expenditure and Grant/ Income Allocations – for 2020/21
- Appendix 4 – Savings Monitor – as at March 2021
- Appendix 5 – Children First Improvement Plan Update– as at March 2021
- Appendix 6 – Fire Improvement Plan Update – as at March 2021
- Appendix 7 – Capital Programme Budget Monitor – as at March 2021
- Appendix 8 – Workforce Key Performance Indicators – as at March 2021
- Appendix 9 – Corporate Risk Register – as at April 2021