

## **PERFORMANCE AND RESOURCES REPORT – JUNE 2021 (QUARTER 1)**

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

### **Introduction**

1. This report provides an overview of the performance across West Sussex County Council for the first quarter of 2021/2022 (April - June). It brings together information on performance, finance, workforce and risk management, all of which are reported on an outturn forecast basis and describes how the County Council is delivering the four priorities set out in Our Council Plan.

### **Overview**

2. The County Council is focused on delivering the four priorities as set out in Our Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change.
3. Though this quarter saw the gradual relaxing of Covid-19 restrictions, the operating context for West Sussex County Council continues to be dominated by the response to and recovery from the Covid-19 pandemic, both in terms of the County Council's service provision, but also as a convenor and enabler of local partners, to ensure the best use of resources and improved outcomes for residents and communities.
4. Central government are focusing on recovery, with the Prime Minister setting out further detail of the "levelling up agenda", but key policy and funding announcements, including the detail of levelling up, delivering a sustainable, long-term funding settlement for adult social care and the Comprehensive Spending Review have been delayed and are not expected to be announced until the Autumn when Parliament returns from recess – and which will have a direct impact on the County Council.

## **Our Council Plan Priorities: Quarter One Highlights**

### **Keeping People Safe from Vulnerable Situations**

5. An OFSTED monitoring visit took place on the 18<sup>th</sup> and 19<sup>th</sup> May 2021 focusing on how a stable and long-lasting home is achieved for children and young people who are looked after by the authority. OFSTED found that senior leaders are ambitious and determined to improve services for children and young people with a realistic plan in place to do this.
6. The time taken to complete outstanding deprivation of liberty cases has fallen from 4.4 months to 2.2 months, achieving the target set, despite a 20% increase in cases.

7. Three West Sussex County Council run children's homes have been rated Outstanding by OFSTED. Inspected in April and May 2021, Orchard House in Cuckfield, Teasel Close and High Trees, both in Crawley, were all highly praised as homes where children thrive and are kept safe.
8. The number of children eligible for free school meals (FSM) in West Sussex schools has been rising since 2018. In the first quarter, 1,271 free school meals awards were made. Overall, there are currently 16,297 children receiving free school meals in West Sussex schools.

### **A Sustainable and Prosperous Economy**

9. More than 800 enterprises have been supported to start, revive innovate or grow through key initiatives, including through the countywide Experience West Sussex tourism partnership supporting the sector to recover from the impact of the pandemic, and through the partnership with the University of Chichester to support businesses through the Hot House Programme.
10. 21.2% of premises in the county are able to access gigabyte capable connectivity, against a target of 20%, and up from 8.8% in 2019/20.

### **Helping People and Communities Fulfil Their Potential**

11. Following a re-visit from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to West Sussex Fire and Rescue Service, HMICFRS found continued 'significant' improvement, particularly with the service's fire prevention and protection activities as well as the introduction of the service's organisational assurance and governance team.
12. The County Council have reached and supported 58,230 people via the West Sussex Community Hub during the Covid-19 pandemic. During April to June, the Community Hub received over 3,000 inbound calls and delivered more than 1,500 food boxes in response to requests for support.
13. The percentage of young people attaining Grade 4 and above for Maths and English GCSE by the age of 16 years old was 72.2% in 2020/2021 – up from 66.2% in 2019/2020.
14. For the three-month period from December 2020 to February 2021, the latest period for which data is available, West Sussex reduced the "Not in education, employment or training" (NEET) and not known figure for the combined percentage of 16 – 17-year-olds who are NEET or not known by 4.2% compared to the previous year.

### **Making the Best Use of Resources**

15. 55% of key decisions on contracts over £500,000 have included an appraised option for partnership working to assess opportunities for efficiency and helping deliver value for money – against a target of 20%.

16. A new property development initiative has been agreed between the County Council and Morgan Sindall Group Plc, to develop surplus County Council land into new homes and commercial premises. The joint venture will maximise the financial and wider returns from surplus land enabling the extra funds generated to be reinvested to support the wider aims of the County Council.

### Responding to the Challenges Posed by Climate Change

17. Despite unusually cool temperatures in April and May increasing demand for heating, the overall carbon emissions from our estate reduced by 12% against the 2019/2020 baseline.
18. We have continued to roll out solar technology to schools, and installed systems on over 65 schools, with 4.5 Megawatts generating capacity. This both reduced carbon emissions and also saves schools with solar around £2,000 a year in electricity costs.
19. During this quarter, a 59 Kilowatt solar PV system at the West Sussex Records Office was completed and is generating zero carbon electricity.
20. West Sussex County Council is among the first 10 local authorities to be awarded a Carbon Literate Organisation Bronze Award. The Carbon Literacy Project is a unique training scheme to help organisations and employees to understand their carbon impacts and to help make informed choices to address climate change and reduce carbon emissions.

### Performance Summary – Our Council Plan

21. This section reports the latest performance position against Our Council Plan measures. **Graph 1** displays the performance by priority. Details of each measure are reported in each Portfolio Section.

**Graph 1 – Performance by Priority**



## Finance Summary

### National Overview

22. As experienced in 2020/21, the financial position of the United Kingdom's economy continues to be severely influenced by the Covid-19 pandemic. The latest figures from the Office for National Statistics (ONS) has announced that inflation has risen to its highest levels in almost three years. The Consumer Price Index (CPI) rose to 2.5% in June 2021 from 2.1% in May and the Retail Price Index (RPI) rose to 3.9% in June from 3.3% in May.
23. The Office for Budgetary Responsibility (OBR) has lowered its UK growth forecast for 2021 to 4.0% from 5.5% but compensated this by lifting its 2022 projection to 7.3% from 6.6%. With the economy contracting less in 2020 than the OBR had expected, the economy is now predicted to return to 2019 levels by mid-2022 rather than the end of 2022.
24. Due to the pandemic, there have been further delays to the Comprehensive Spending Review and Fair Funding and Business Rate Reform announcements from the Government. These delays continue to hinder our ability to plan with certainty into the longer-term. Collectively, these three inter-related initiatives would have been able to reform the local government finance environment as they determine:
  - how much funding would be available to public services (including local government) as a whole;
  - the means by which that funding would be shared among individual local authorities, based on new arrangements for assessing their spending needs and their ability for raising resources (such as through council tax);
  - how local business rates would be distributed.

### County Council Financial Overview

25. During the first quarter of the year the council continued to respond to the pandemic. There is uncertainty on the on-going impact on demand and costs for council services. Cost of care services remain higher than budgeted and the projected costs of delivering the capital programme are increasing. These uncertainties make forecasting the end of year outturn position difficult. The ongoing economic implications will be factored into the council's medium-term financial strategy.
26. The forecast outturn position for 2021/22 as at the end of June is currently projecting a **£3.775m overspend**. This overall position assumes that costs related to the Covid-19 pandemic will be fully funded from grants and partner contributions received. Please note this position excludes the use of the £6.4m general contingency and £2.2m of pay inflation contingency which is held separately. The pay inflation contingency equates to a pay award of 1%; however, negotiations between employers and unions are on-going. If a pay award of more than 1% is agreed, the additional cost will be funded through the general contingency. **Table 1** details the revenue position by Portfolio.

## Projected Outturn Summary

**Table 1 – Projected Outturn and Variation by Portfolio**

PORTFOLIO	CURRENT BUDGET (£'000)	PROJECTED OUTTURN VARIATION (£'000)	VARIATION %	MOVEMENT (£'000)
Adults Services	208,169	0	0.0%	0
Children & Young People	131,793	3,100	2.4%	3,100
Community Support, Fire & Rescue	39,443	145	0.4%	145
Environment & Climate Change	62,241	-1,150	-1.8%	(1,150)
Finance & Property	14,929	100	0.7%	100
Highways & Transport	36,377	-450	-1.2%	(450)
Learning & Skills	23,175	1,921	8.3%	1,921
Public Health & Wellbeing	0	0	8.3%	0
Support Services & Economic Development	50,387	109	0.2%	109
Leader	1,452	0	0.0%	0
Non Portfolio	56,867	0	0.0%	0
<b>Total</b>	<b>624,833</b>	<b>3,775</b>	<b>0.6%</b>	<b>3,775</b>

-2,000 -1,000 0 1,000 2,000 3,000 4,000 (£m)

27. The individual portfolio sections in the report explain the key movements. The main risks across the portfolios include:

- Uncertainty in demand for services in adults and children,
- The mix between internal and external placements for children,
- The rising numbers of children requiring home to school transport,
- The rising numbers of children requiring high needs education,
- The non-delivery of savings in 2020/21.

28. A number of assumptions were used in setting the budget for 2021/22 for expected income from council tax and business rates and surplus/deficits on the collection fund as our districts and boroughs finalised their estimations. In addition, the government announced that it would support 75% of collection fund losses. However, the methodology to calculate the value of this loss only started to emerge in the first quarter of this year and is still not finalised. In our budget report, we explained that any difference between the estimates and actuals will be transferred either to or from the budget management reserve, as required.

29. The impact of the pandemic on our council tax income, due to both the number of individuals in receipt of council tax reduction relief and the impact on housebuilding, remains uncertain and further potential shortfalls relating to 2021/22 will not be known until after the year end. Likewise, the final impact on our business rate income will not be known for a number of years as the business rates appeals process allows retrospective claims. The assumptions for council tax and business rate income and the income/deficit on the collection fund for 2021/22 and future years will be updated in the Medium-Term Financial Strategy when it is presented at Cabinet in the autumn.

30. The pressure on the Dedicated Schools Grant (DSG) continues to be of concern, with a projected overspending of £1.4m currently forecast in 2021/22. It should be noted that this overspending projection is after allowing for a £7.0m transfer from the DSG Reserve which was agreed by Schools Forum. The total DSG deficit is therefore predicted to increase from £10.4m to £18.8m in 2021/22. Further details are reported in **Section 3** – Learning and Skills Portfolio.

## Savings Update

31. The **2021/22 savings target** across all portfolios is £18.5m. Of this amount, £6.1m (33%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism, £11.3m (61%) is judged as amber where further work is required to ensure the saving can be achieved and £1.1m (6%) is judged as red with no expectation of delivery. **Table 2** summaries the savings position. Details of each saving and its delivery is included in the separate portfolio sections.

**Table 2 – Savings by Portfolio**

Total Savings 2021/22	Red	Amber	Green	Blue	Total (£m)
	Significant Risk (£m)	At Risk (£m)	On Track (£m)	Delivered (£m)	
Adults Services	-	7,868	-	108	7,976
Children & Young People	800	2,081	350	675	3,906
Learning & Skills	350	-	300	131	781
Community Support, Fire & Rescue	-	220	-	218	438
Environment & Climate Change	-	100	438	2	540
Finance & Property	-	-	243	-	243
Highways & Transport	-	76	1,221	-	1,297
Leader	-	-	101	-	101
Public Health & Wellbeing	-	-	-	-	-
Support Services & Economic Development	-	900	2,313	18	3,231
<b>Total</b>	<b>1,150</b>	<b>11,245</b>	<b>4,966</b>	<b>1,152</b>	<b>18,513</b>

**Savings Key:**

**R** Significant Risk    **A** At Risk    **G** On Track    **B** Delivered

32. In addition, there remains £3.1m of savings from 2020/21 that have not been delivered permanently at this time. The majority of these savings plans were adversely affected by the pandemic. Of the £3.1m currently outstanding, £0.1m (3%) is judged as 'green' and on track, £2.7m (87%) is judged as 'amber' where further work is required to ensure the saving can be achieved and £0.3m (10%) is judged as 'red' with no expectation of delivery. The red savings are reflected in the forecast outturn position.

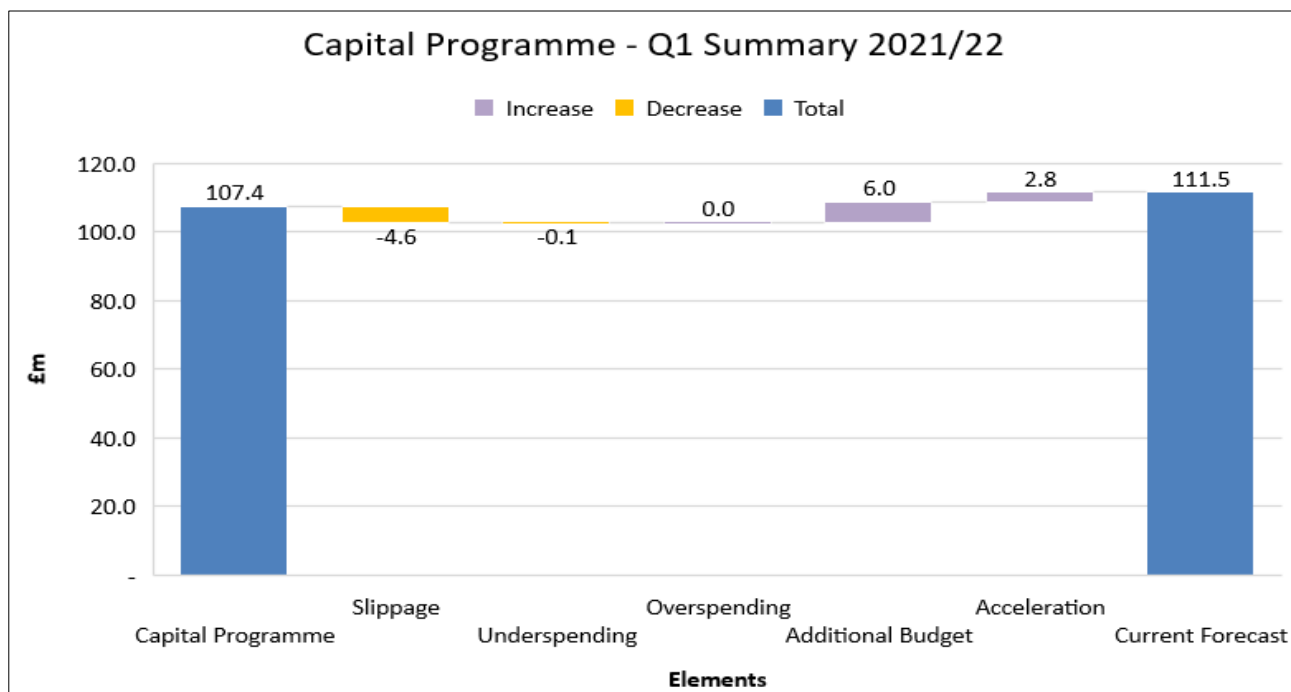
## Covid-19 Grants and Income Summary

33. The cost of the Covid-19 pandemic to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2021. It is expected that all the costs of the pandemic incurred in 2021/22 will be funded from government grants or from other income received from partners. A detailed list of the Covid-19 grants received and estimate of further grants are listed in **Appendix 2**.
34. Currently, of the £64.8m grant and contributions available in 2021/22, there is £10.8m which is currently unallocated, however, the ever-changing circumstances of the pandemic means that it is likely that all of the Covid-19 pandemic funding will be committed during 2021/22.

## Capital Programme Summary

35. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £101.6m for 2021/22. £5.8m of this expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £107.4m. Since this time, profiled spend has increased overall by £4.1m, to give a current full year actual spend for 2021/22 of £111.5m. **Graph 2** demonstrates movements from the revised capital programme to the current forecast.

### Graph 2 – Capital Programme



36. The Capital Programme Budget Monitor, as at the end of June 2021, is included in **Appendix 4**.

## Corporate Risks

37. The council's risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place. Risks are scored considering the likelihood and impact.
38. There are three corporate risks with severity above the tolerance threshold:
  - CR39a - Cyber-security
  - CR58 – Failure of social care provisions
  - CR69 – Children's Services will fail to deliver an acceptable provision to the community.
39. The latest Corporate Risk Register can be found in **Appendix 5**.

## Workforce

40. **Appendix 6** details the latest workforce data for the organisation.

## Sections and Appendices

Section 1: Adults Services Portfolio  
Section 2: Children and Young People Portfolio  
Section 3: Community Support, Fire and Rescue Portfolio  
Section 4: Environment and Climate Change Portfolio  
Section 5: Finance and Property Portfolio  
Section 6: Highways and Transport Portfolio  
Section 7: Leader (including Economy) Portfolio  
Section 8: Learning and Skills Portfolio  
Section 9: Public Health and Wellbeing Portfolio  
Section 10: Support Services and Economic Development Portfolio

Appendix 1: Revenue Budget Monitor and Reserves  
Appendix 2: Covid-19 Summary  
Appendix 3: Service Transformation  
Appendix 4: Capital Monitor  
Appendix 5: Corporate Risk Register  
Appendix 6: Workforce



## Adults Services Portfolio – Summary

### Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- The County Council's [Safeguarding Adults Board](#) has developed a number of initiatives, publicised through its [podcast](#), to explain what safeguarding adults means. This includes [Making Safeguarding Personal \(MSP\)](#), and [a new Multi-Agency Risk Management protocol](#). This work is supported and promoted by the Local Government Association, the Association of Directors of Adult Social Care and other national partners.
- Adult Social Care has developed a new [Quality Assurance Framework](#) which sets out how the Council will ensure a culture of performance and continuous improvement, maintaining high standards throughout Adults' Services. This is further supported by [a set of core standards](#) which Adult Social Care expects to be applied by its staff in all activity.
- Adult Social Care, working jointly with Health partners, has developed [Home First](#) to provide appropriate and timely support for residents who are being discharged home from a stay in hospital. From March 2020 to date, 5,446 people have been discharged straight from hospital to their homes, with the average length of time for a person waiting on a ward to be discharged moving from 10-14 days to 1-3 days.
- The West Sussex scheme, [Mental Health Discharge to Assess \(D2A\)](#), has been recognised by NHS England as an excellent example of how health, social care, and housing can work together to support working age adults to be discharged from acute mental health hospitals in a safe and timely manner. To date, 243 discharges have been achieved, supporting the pandemic response by minimising delays to hospital discharges.

### Our Council Performance Measures

Adults Services		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
11	Percentage of contacts to adult social care that progress to a social care assessment  Reporting Frequency: Quarterly	20-30%	Dec-20	Mar-21	Jun-21		Increasing demand as well as complexity and acuity in referrals over the last quarter has meant that more customers have required a formal social care assessment, where we have been unable to meet their needs through universal, low level or preventative services.	Ongoing monitoring of Covid impact on demand and complexity of need.	A
			38.8%	45.5%	49.5%	↓			
12	Percentage of adult social care assessments that result in a support plan  Reporting Frequency: Quarterly	65-75%	Dec-20	Mar-21	Jun-21		The last quarter data will be subject to change as the outcome of the assessment and the need for a support plan or not will not yet have been determined.	Ongoing monitoring of performance and actions to be developed if target is not met.	A
			52.1%	49.3%	30.8%	↓			
13	Percentage of safeguarding concerns that become a Section 42 enquiry  Reporting Frequency: Quarterly	37.0%	Dec-20	Mar-21	Jun-21		The full year result for 2020-21 was 56.3%. The aim is to maintain performance above the 2019-20 national average conversion rate of 37% this year, then reviewing against national performance in each year after that.	Ongoing monitoring of performance and actions to be developed if target is not met in Q2.	A
			61.8%	63.5%	63.3%	↓			

## Adults Services – Performance and Resources Report – June 2021 - Q1

### Section 1

14	Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	Dec-20 4.4 Months	Mar-21 4.4 Months	Jun-21 2.2 Months ↗	Slight increase from 2.2 months at the end of June 2021 which indicates that the volume of incomplete DoLS Assessments has increased slightly in July. However, it is still well below the target which is to keep the backlog to under 4.4 months.	Not applicable	A
36	Percentage of adults that did not receive long term support after a period of reablement support Reporting Frequency: Quarterly	85.5%	Dec-20 91.0%	Mar-21 85.5%	Jun-21 85.4% ↘	The reablement service continues to perform well and exceed KPIs. Increasing complexity in the service has led to a slight dip in performance in the last quarter of customers going fully self caring, however good reductions in their ongoing needs for support have been delivered.	Ongoing contract management and oversight.	G
37	Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	Dec-20 36.5%	Mar-21 27.4%	Jun-21 27.1% ↘	Performance is marginally below target and the position will be monitored and action taken at Q2 if fall continues.	Ongoing monitoring of performance and actions to be developed if target is not met in Q2.	A
38	Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months Reporting Frequency: Quarterly	73.2%	Dec-20 72.7%	Mar-21 69.9%	Jun-21 69.4% ↘	Work is on-going with Life Long Services to ensure that this target is met. Other areas are performing well against the target measure.	Team performance has been analysed, plans have been developed with LLS, targets are in place for individual teams, overtime has been offered	G
39	The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.6%	Dec-20 1.8%	Mar-21 2.1%	Jun-21 0.4% ↘	Performance for quarter 1 should be in the region 0.9%. The employment market for people with a learning disability has been impacted by Covid. Whilst there are some sectors beginning to offer opportunities (hospitality and cleaning) our supported employment service expects the impact will continue until Spring 2022.	Commissioners are working with supported employment provider to develop ideas and what further support is needed to re-launch the service post Covid, new ideas to support people to gain work experience, build confidence and to consider employment in order to increase paid work outcomes.	G
40	The percentage of adults in contact with secondary mental health services living independently with or without support Reporting Frequency: Quarterly	71.0%	Dec-20 73.0%	Mar-21 71.0%	Jun-21 71.0% →	Performance against this measure is linked to reducing admissions to residential care settings for adults with mental health needs and promoting independence. This is a core focus for the newly formed WAMHs (Working Age Mental Health service) social work teams following the ending of the s75 secondment arrangement with SPFT (Sussex Partnership NHS Foundation Trust).	On-going work with social work staff who have returned to WSCC direct management, to ensure they are using a strength based approach	G
44	Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	80.0%	New Measure - No Data	New Measure - No Data	Jun-21 91.0% ↘	Clients are asked questions at entry into services and when leaving the service, a series of questions to determine risk and feelings of safety. Alongside the 91% of clients feeling safer we also saw a significant reduction in risk factors reported for high risk clients. We are continuing to develop a better understanding of service user voice and engagement through the development of our partnership board and in response to the requirements of the Domestic Abuse Act	Not applicable	G

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£13.582m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£13.582m)	
<b>Adults Services Portfolio - Total</b>	<b>£13.582m</b>		<b>(£13.582m)</b>	<b>£0.000m</b>

## Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Q1		Action	Trajectory
ADULTS 1	Older People's Care Budget	Key cost driver data influencing the trajectory of the older people's care budget	No. of older people with a care package	4,681	↗	Customer numbers and average costs have risen significantly since March. Some of this is a direct consequence of Covid, so the trajectory is not bound to continue in these terms. If it is sustained, the Adults budget will be at risk of overspending.	↗
			% increase in the average gross weekly cost of a care package for older people	3.0%	↗		
			% increase in the average net weekly cost of a care package for older people	2.8%	↗		

## Financial Narrative on the Portfolio's Position

2. The Adults Services Portfolio is projecting a balanced budget at this time, however, the main financial issues affecting the budget are described below:

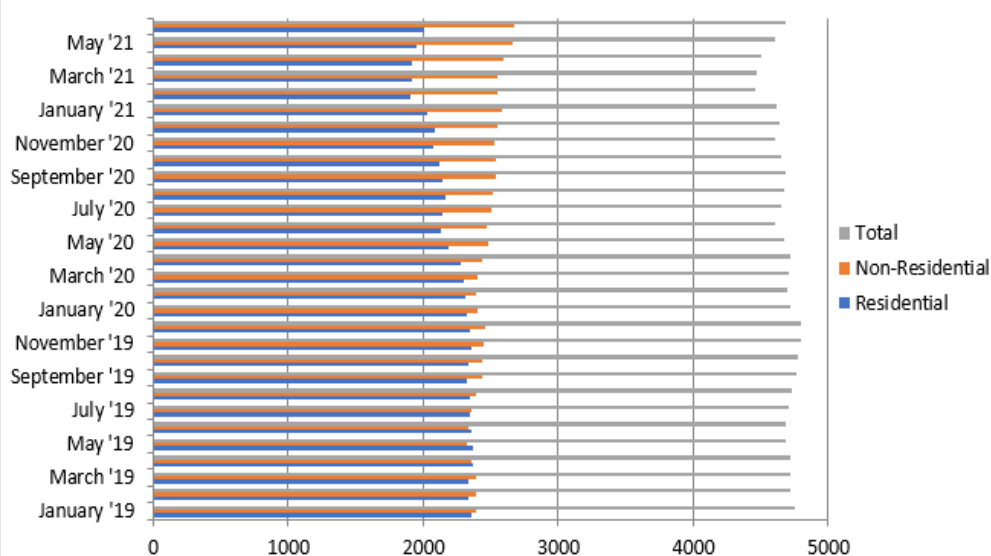
- Demand from older people.** The number of care packages has risen by over 200 during the first quarter, taking the aggregate total to approaching 4,700. Whilst some of this was expected because of the way that the Hospital Discharge Programme is operating, the outcome is that the size of the customer group has almost returned to its pre-Covid level in June 2019. Allowing for population growth in the intervening period, this still means that numbers are roughly 60 lower than would have been expected and with a mix that has shifted towards greater use of non-residential care. The unknown in all of this is the extent to which pent-up demand might remain from people who have delayed coming forward for support during the pandemic. If this translates into continuing increases in care packages in line with the last three months, the risk for the budget is obvious.
- Cost of older people's care packages.** The average cost of a package is currently running 3% higher than at the end of March. Since the uplift in provider rates agreed by the County Council for 2021/22 is 1.75%, this represents the equivalent of a pressure of 1.25% given that the budget is based on an assumption that demand pressure will largely be managed within the limits of existing resources. Exacerbating the position further is occupancy of the Shaw contract. The County Council is charged on a block basis, so is paying for 590 beds per month even though current utilisation is only 85%.
- Customer contributions towards care costs.** Current levels of income remain understated because of backlogs of work in financial assessments. Most of this is a legacy of issues relating to the policy change

that the County Council agreed in respect of the Minimum Income Guarantee. Pending completion of that work, assumptions are needing to be made about the additional income that this will generate. The means-related nature of the assessment makes this an estimate which is subject to inevitable variation.

- **Delivery of savings.** Although there continues to be reason to expect that these will be achieved in full over time, progress to date in a number of key areas has been limited. This includes Learning Disabilities, where there is also a residual target of £1.9m which has been brought forward as undelivered from 2020/21. Part of the reason for these delays is Covid-related due to the on-going impact of the pandemic on capacity together with the challenge that it is presenting, where actions are dependent on personal contact with customers.
- **Uncertainty.** More than in usual times, the issues that have been described make the Adults budget extremely difficult to forecast at this stage of the year. Depending on what exactly happens, there is a wide range over which the outturn could fall, ranging from balanced to potentially significant overspending. This does not make the most extreme of those scenarios likely, especially as Covid-19 is still a key factor in the situation, which means that there will be a strong case for using Covid-19 grants to manage these specific pressures. In addition, there remains the earmarked reserve of £4.7m that was created at the end of 2020/21 to fund Covid-19 recovery pressures as well as unallocated resources in the Improved Better Care Fund. Through a combination of those sources, there will be scope to ensure that the Adults Services budget does not overspend even on the most pessimistic demand forecasts. Since all of that funding is time-limited, the key priority for the service continues to be progressing those plans which will enable the underlying causes of the pressure to be managed sustainably on an on-going basis.

## Cost Driver Information

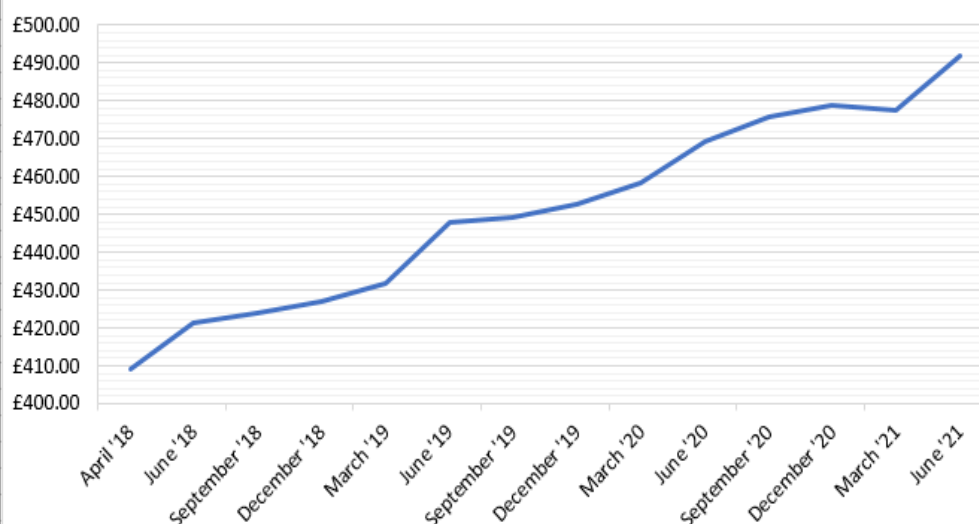
### Older People Receiving Funded Social Care



This graph shows the number of older people receiving funded social care and the type of care package.

Overall, the number of care packages has risen by over 200 during the first quarter.

### Average Gross Weekly Cost - Older People

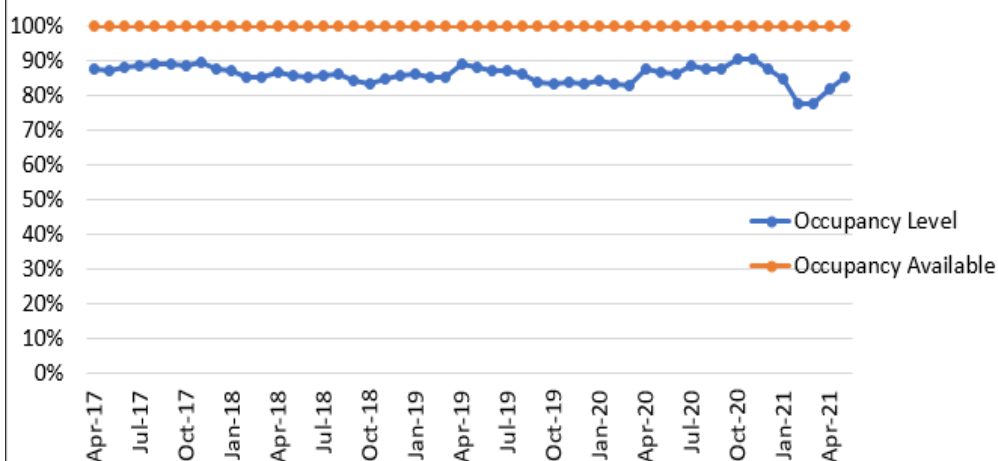


This graph shows the average gross weekly cost of older people since April 2018.

The average cost of a package is currently running 3% higher than at the end of March.

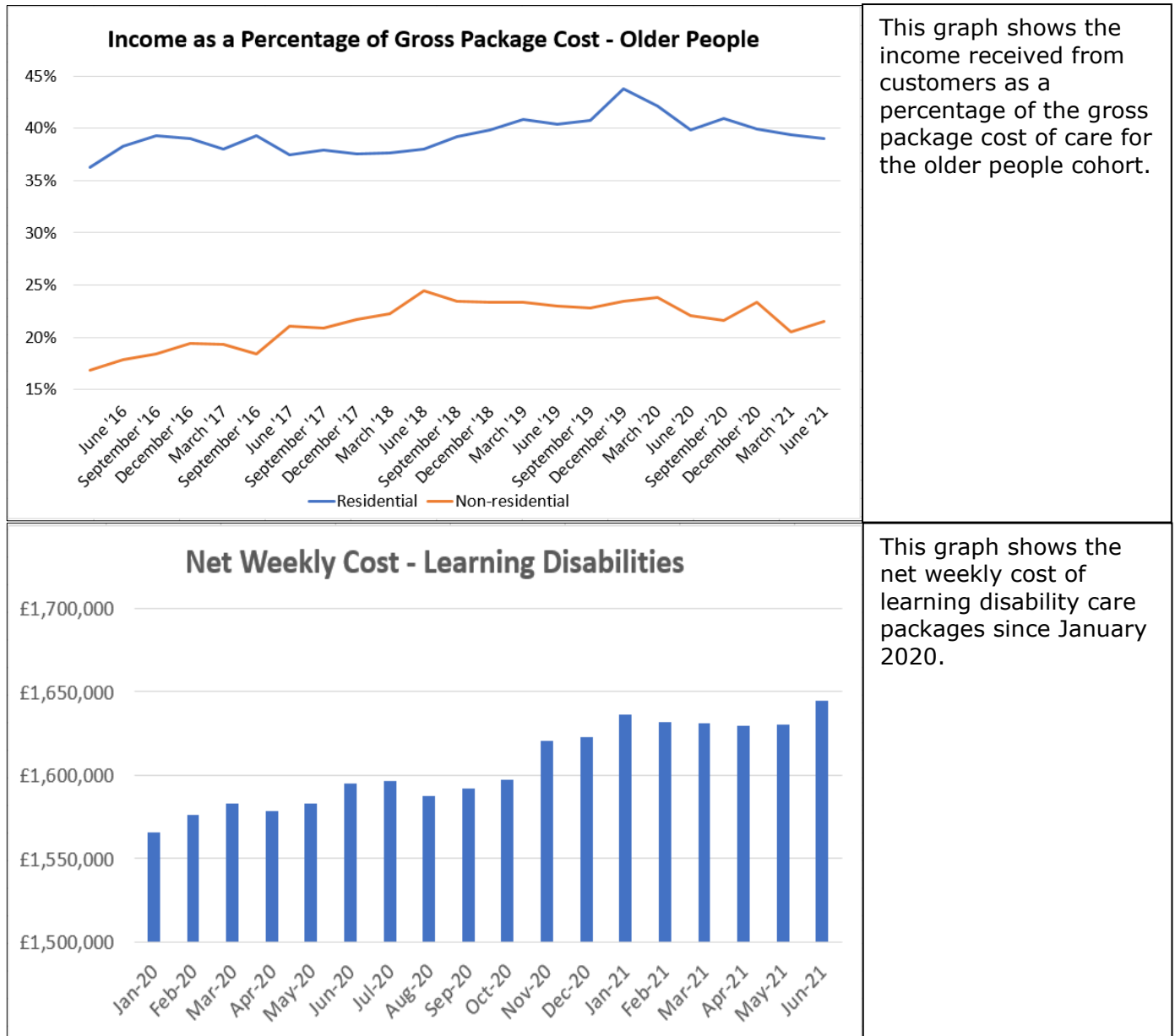
### Shaw Homes - Overall Occupancy

(Includes interim Covid-19 placements recorded on discharge tracker)



This graph shows the overall occupancy of Shaw Home placements.

The County Council is charged on a block basis, so is paying for 590 beds per month even though current occupancy rate is only 85%.



## Savings Delivery Update

- The portfolio has a number of 2021/22 savings and one saving outstanding from the 2021/22 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	June 2021		Narrative
Lifelong Services	1,900	1,900	A Covid19	Plans being developed. Limited progress to date.

Saving Activity	2021/22 Savings £000	June 2021		Narrative
Review of in-house residential services	640	640	A	There is a Forward Plan decision in July, which will seek agreement for the review of Marjorie Cobby House.
Review of Shaw day services	250	250	A	Discussions with Shaw are on-going. Delivery of the saving will require a Cabinet member decision following public consultation.
Non-residential customers to remain at home with reduced package	890	890	A	Additional investment has been made in the Reablement contract. Savings will depend on the level of the benefits that this enables.
Increase supply and use of shared lives carers	448	448	A Covid19	Recruitment of additional shared lives carers has begun.
Supported Living - transfer of customers from residential provision	1,059	1,059	A Covid19	Plans being developed. Limited progress to date.
Increase number of customers supported by live-in care	106	106	A Covid19	Plans being developed. Limited progress to date.
Reduce use of single person services for customers where shared services may be suitable	114	114	A Covid19	Plans being developed. Limited progress to date.
Absorption of demand growth for adult social care from older people through demand management	4,361	4,361	A Covid19	This is a saving which will be delivered through actions previously taken - e.g., the Home First contract. Due to the constant turnover in the older people's customer group, this is a saving that cannot be measured in isolation of the overall budget position for that group, especially as the impact of Covid-19 on demand is uncertain.
Review of Agency Staffing	108	108	B	

**Savings Key:**

Significant Risk



At Risk



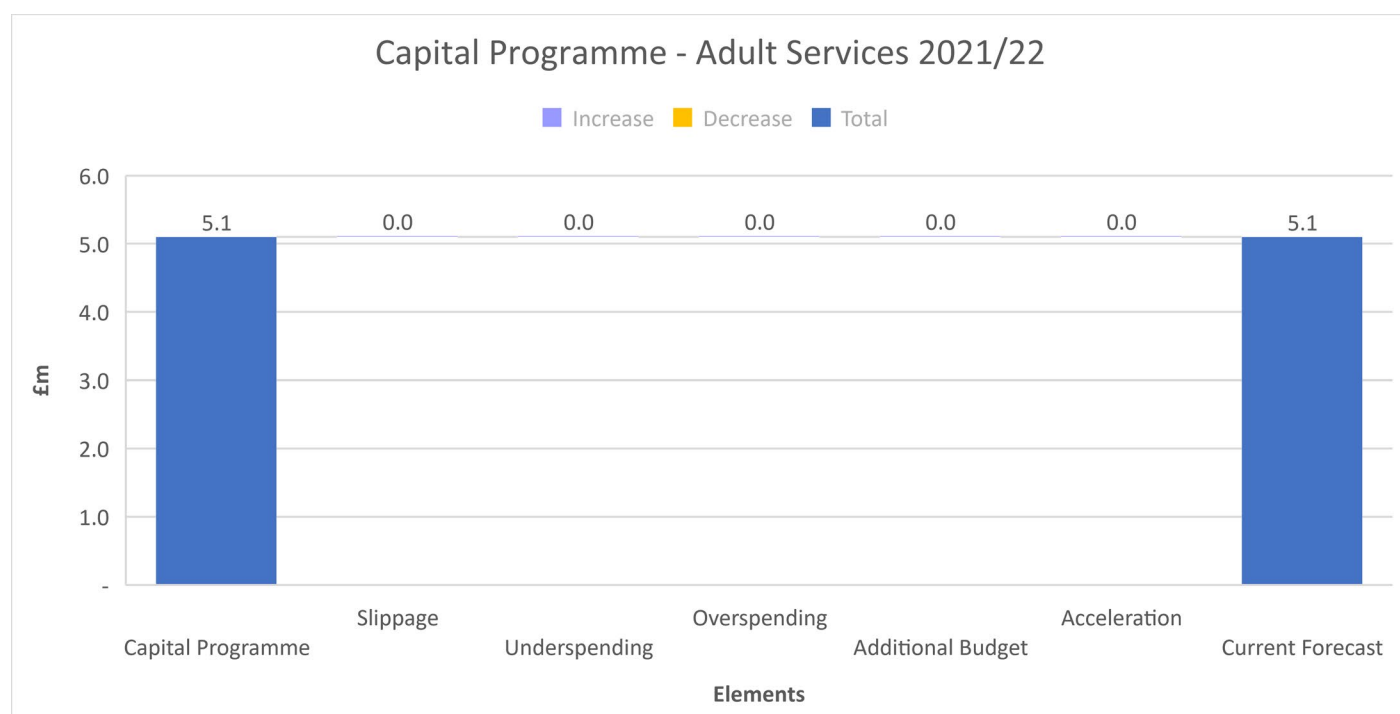
On Track



Delivered

**Capital Programme**

- The capital programme; as approved by County Council in February 2021, agreed a programme totalling £2.0m for 2021/22. £3.1m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.1m. Since this time, profiled spend has remained the same resulting in a current full year actual spend for 2021/22 of £5.1m.



5. The largest project included in the capital programme expenditure plan is:

- Choices for the Future Programme – in-house social care provision.

6. There are four projects within this portfolio; three of the schemes in delivery are rated green, indicating that the project is reporting to plan. One project is rated amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. An update on the progress of the scheme not rated green is detailed in the table below:

Scheme	RAG Status at 30th June	Reason	RAG Status at 10th August	Updated Position
Adults In-House Day Services Part B Design	AMBER	Potential delay of six weeks to address structural dilapidations and mechanical and condition of electrical facilities.	AMBER	Further delays being investigated with contractor. Service agreed revised programme.

7. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

## Risk

8. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.



<b>Risk No.</b>	<b>Risk Description</b>	<b>Previous Quarter Score</b>	<b>Current Score</b>
CR58	Failure of social care provisions	25	25

9. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

## Children and Young People Portfolio – Summary

### Performance Summary

1. The Early Help redesign has been approved and work is underway to implement the new proposals, with the aim of completion by December 2021. Throughout the whole of the last year, demand has remained at 100% above pre-pandemic levels, which has placed significant pressure on the service at a time when the operating model was forced to adapt to pandemic working conditions. This provides a context for the slight drop in the outcomes achieved.
2. Three West Sussex County Council-run children's homes have now been rated 'Outstanding' by Ofsted. Orchard House in Cuckfield, Teasel Close and High Trees, both in Crawley, were all praised as homes where children 'thrive' and are kept safe as inspectors awarded each of the homes their highest rating.
3. West Sussex has joined the recently implemented regional rota system for receiving Unaccompanied Asylum-Seeking Children (UASC), which is aimed at managing what is a national significant pressure. The system is based upon a local authority working towards a cap of the proportion of the UASC population set at 0.07% of the total child population. West Sussex can expect to receive up to three children in each rota cycle. This is in addition to UASC who arrive via other means including from detention centres. The rota will ultimately increase significantly the number of asylum-seeking children in our care; currently standing at 80 children (under 18), and 144 young people over the age of 18.

### Our Council Performance Measures

Children & Young People		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
1	Percentage of re-referrals to Children's Social Care within 12 months of the previous referral  Reporting Frequency: Quarterly	23.0%	Dec-20	Mar-21	Jun-21		Re-referral rate has significantly dropped, indicating that May figure was an anomaly. We are closely monitoring re-referrals through robust management oversight.	Not applicable	G
			27.3%	22.3%	18.9%	↗			
2	Percentage of Early Help Plans closed with outcomes met  Reporting Frequency: Quarterly	72.0%	Dec-20	Mar-21	Jun-21		Slight decrease in outcomes met from last month. To understand this performance outcome better each hub has been provided with a breakdown on the outcomes in their area. They have been tasked to discuss in their teams and feedback to the performance meeting in July.	Not applicable	R
			70.2%	68.3%	67.8%	↘			
7	Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index  Reporting Frequency: Quarterly	10.0%	Dec-20	Mar-21	Jun-21		The number of children subject of multiple moves in a year has again reduced, even taking into account the additional move our new asylum-seeking young people are subject to as they utilise our supported quarantine property. The proportion of children subject to 3+ placements of children with a permanent plan of being in care is 9.9%.	Not applicable	A
			11.8%	13.5%	11.0%	↗			
8	Support for care leavers to achieve their aspirations – percentage of care-leavers aged 19-21 who are in Employment, Education or Training  Reporting Frequency: Annually	64.0%	2018/19	2019/20	2020/21		Over half of our care leavers are in employment, education or training.	Whilst this is near the target, and has remained so in spite of the impact on Covid 19 on the job market for young people in particular, we want and expect this number to be higher at the end of the year as we improve the clarity of our work around transitions and Pathway Planning.	G
			66.0%	62.0%	53.9%	↘			

9	Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months  Reporting Frequency: Quarterly	80.0%			Jun-21	Timely intervention to support children subject to child protection plans and their families remains an area of focus for senior managers and development of practice.	This should support an improvement to this target however it is accepted this will take time to shift.	R
			New Measure - No Data	New Measure - No Data	47.2% ↓			

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio in Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£0.039m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£0.039m)	
Placement costs for mainstream children	£1.800m	Anticipated cost avoidance once in-house disability residential homes reopen	(£0.900m)	
Placement costs for children with disabilities	£1.400m	Anticipated cost avoidance once in-house mainstream residential homes reopen	(£0.900m)	
Spend on vulnerable children and families under S17 Children's Act 1989 Children In Need	£1.430m	In-house residential staffing underspend	(£0.800m)	
Friends and family fostering allowances	£0.500m	Additional grant income in relation to unaccompanied asylum-seeking children	(£0.300m)	
Savings at significant risk (In-house residential, improved joint commissioning, early help and lease of vacant properties)	£0.856m	Other minor variations	(£0.256m)	
Social care staffing	£0.270m			
<b>Children and Young People Portfolio - Total</b>	<b>£6.295m</b>		<b>(£3.195m)</b>	<b>£3.100m</b>

### Key Financial Issues and Risks Arising

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline	Q1		Action	Trajectory
CYP 1	Placement Mix of Children We Care For (CWCF)	Despite the overall number of Children We Care For being lower than forecast, there are more children than budgeted for in more costly externally provided placements than those provided internally which cost less.  This is leading to a pressure on the placement budgets. Baseline shows the % upon which the budget was set.	% mainstream children in external residential placements	10.4%	12.4%	↗	As at the end of June, the mainstream placement budgets are forecast to overspend by £1.8m. There are some mitigations in place:  1. Underspending within the in-house residential service, caused by Covid-19 related delays to reopening.  2. Anticipated levels of cost avoidance which will be achieved through the remainder of the year if current children being cared for in external placements can be moved into our own provision.	↗
			% mainstream children in external foster care placements	25.5%	28.6%	↗		
			% mainstream children in internal foster care placements	30.3%	28.3%	↗		

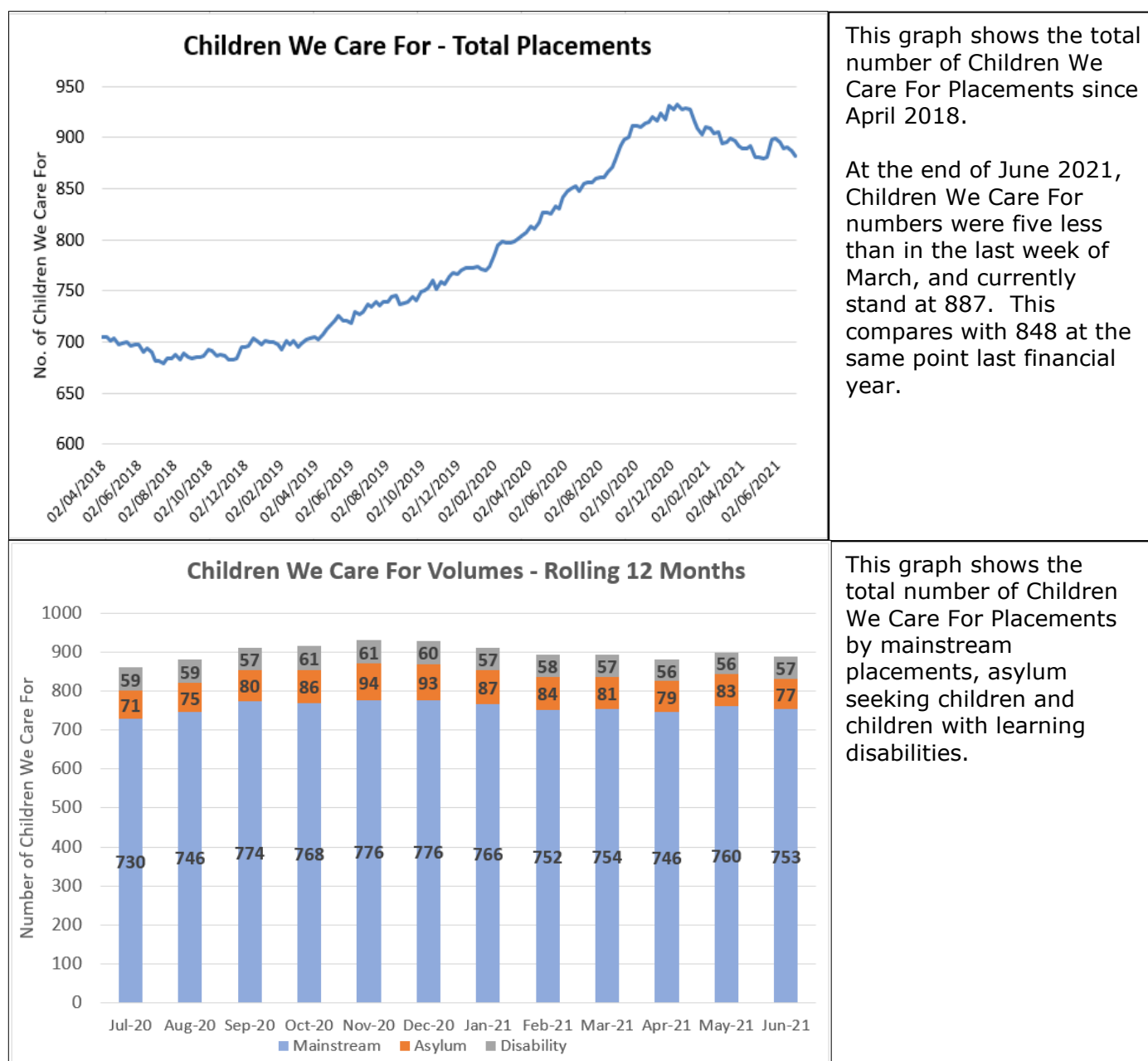
## Financial Narrative on the Portfolio's Position

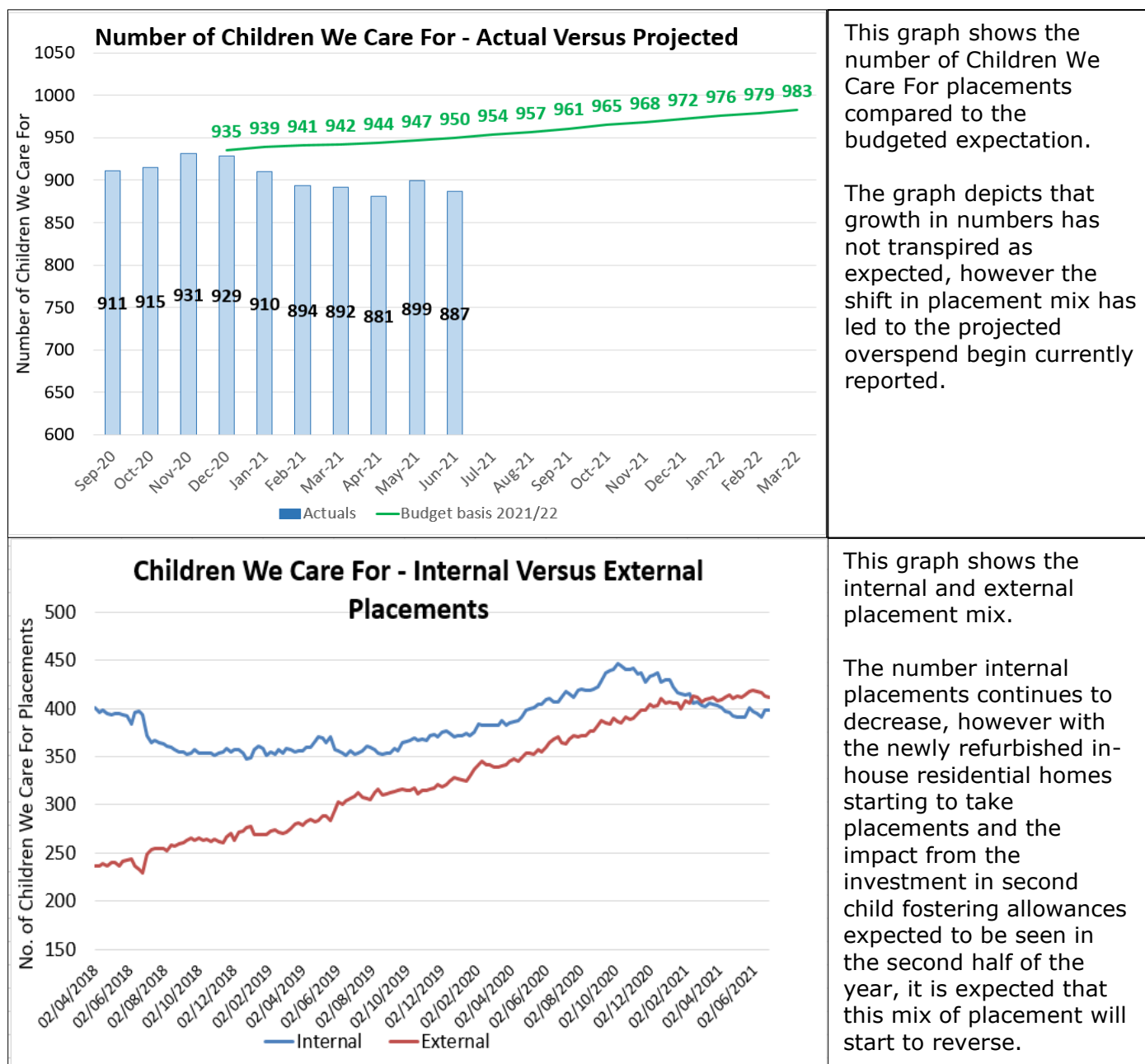
4. The Children and Young people's Portfolio is currently projecting a £3.1m overspend. The main financial issues affecting the budget are described below:

- **Mainstream placement costs** – Despite the total number of Children We Care For being lower than the demand modelling upon which the budget was set, the mix of placement types and their associated costs are leading to a pressure on the budget.
- **Placement costs for children with disabilities** - The pressure is primarily being caused by a small number of young people with high needs or in a period of crisis.
- **Spend on vulnerable children and families under S17 Children Act 1989 Children In Need** – This budget is projecting an overspend based on the higher levels of demand experienced during the first quarter of the year (April to June) following the Covid-19 impact on vulnerable children and families.
- **Friends and family fostering payment review** – We are currently having to review the policy relating to payments to family and friends of a looked after child placed with them and whether we need to adjust allowance levels for compliance. This may mean retrospective payments for some placements which could amount to up to £0.5m additional cost for the period from April 2021, but the full effect is subject to the review.
- **Saving at significant risk - Improved joint commissioning** – A £0.4m saving from increased Health Continuing Care contributions is currently at significant risk. Initially this was expected to be achieved by identifying a greater number of children whose needs meant continuing care eligibility threshold. However, since the saving was identified, the numbers and costs of children hosted by Health but where children's social care pay a contribution have increased – meaning that social care are now incurring additional cost in comparison to previous years.
- **Saving at significant risk - In house residential programme** – A level of cost avoidance arising from the revised operating model and reopening of three closed internal residential homes was modelled as part of the business case for capital investment. However, due to the Covid-19 pandemic and delays by Ofsted in registering the new provision, the re-opening of the homes was delayed meaning that the permanent delivery of the saving (£0.2m) will fall into 2022/23.
- **Savings at significant risk – Elements of early help restructure and lease of vacant properties** - A further £0.256m of savings is reported as at significant risk due to changes in the Early Help service saving assumptions and the withdrawal of Homes England grant for the empty homes programme.
- **Social care staffing** – the current projected overspend takes into account that 31fte newly qualified social workers will join the establishment during the summer. Given their need to develop experience in the social worker role and the support from existing staff required to achieve this, it will not be possible to reduce the level of agency staff until later in the year.

- **Cost avoidance from in house residential reopening** – An estimated cost reduction of £1.8m is assumed in the overall projection. It should be noted that this cost avoidance will only mitigate the overspend projected on external placement budgets if children who are currently accommodated in external placements move into in-house homes, or if external placements are not repopulated when children leave them. Any move of placement for children requires a care planning process and it is not appropriate to disrupt a child's placement in order to save the authority money.
- **Additional income in relation to unaccompanied asylum-seeking children (UASC)** – The current forecast includes £0.3m more income from the Home Office in relation to UASC. This is due to the actual income for Q4 of 2020/21 being higher than originally estimated.

### Cost Drivers Information





This graph shows the number of Children We Care For placements compared to the budgeted expectation.

The graph depicts that growth in numbers has not transpired as expected, however the shift in placement mix has led to the projected overspend begin currently reported.

This graph shows the internal and external placement mix.

The number internal placements continues to decrease, however with the newly refurbished in-house residential homes starting to take placements and the impact from the investment in second child fostering allowances expected to be seen in the second half of the year, it is expected that this mix of placement will start to reverse.

## Savings Delivery Update

- The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	June 2021		Narrative
Lease of vacant properties to reduce intentionally homeless costs	100	44	G	<p>£0.044m is the full year effect of one family who were accommodated under this scheme in 2020/21, plus the estimated in-year saving of one further family moving from bed and breakfast accommodation into the second property.</p> <p>The roll out of the project was delayed from March 2020 due to the pandemic. Since this time, Homes England have advised that they will no longer be making grants to the Empty Homes Programme. Without the capital funding to bring the properties to a habitable standard, the scheme is not financially viable.</p>
		56	R	

Saving Activity	2021/22 Savings £000	June 2021		Narrative
National House Project	250	250	A	Local House Project is on track. Savings are profiled to be delivered in Q4, which is challenging due to the timescales associated with the delivery of the project.
Increase in Council's top slice of Early Years DSG to compensate for lost Central DSG grant funding used for wider benefit of children and young people	225	225	B	
In-house residential programme – reduced independent placement costs	200	200	R	Remaining cost avoidance arising from new operating model, after re-investment in the residential service. Saving is dependent on the re-opened homes achieving the average occupancy levels for the types of children and their associated costs as identified in the original modelling. Delays in re-opening Breakwater (formerly Seaside) and May House mean that the permanent delivery of this saving will not now be possible until 2022/23.
Reduce the number of solo placements and retainers	100	100	G	
Early help restructure (Year 2 savings)	550	450	A	<p>The decision whether to proceed with the Early Help redesign will be taken by Cabinet on 27th July. In response to the public consultation, the proposal now includes the retention of 12 delivery points (previously 11 were planned). If the proposal is approved, this increase means that the cost of the new service will be £0.2m more than previously modelled, leading to a shortfall in savings. £0.1m of that shortfall is expected to be seen in 2021/22, with the remaining shortfall in 2022/23.</p>
		100	R	
Increased grant funding towards support for unaccompanied asylum-seeking children	450	450	B	

Improved commissioning for children's social care service - 16+ step down	1,800	250	G	
Improved commissioning for children's social care service - 16+ recommissioning		100	A	Whilst the bulk of the saving for this project will be delivered through new block contract arrangements, these will not be available until Apr 2022. However, a new spot framework will go live from 1st Sept 2021, which will offer some opportunity. The new framework will enable 'step down' from residential placements. This is only be possible under the flexibility and opportunities offered by the new framework
Improved commissioning for children's social care service - improved joint commissioning		400	R	Achievement of this saving is dependent on an increased number of children with disability receiving Continuing Health Care contributions towards the cost of their services. Staff are continuing to refer appropriate children and a monitoring process is being established to enable monthly reporting on progress of referrals.
Improved commissioning for children's social care service - reducing existing placement costs		700	A	A cohort of 62 children in residential and IFA placements is being regularly reviewed - all these placements have additional costs above and beyond the 'standard' costs. Staff are working with providers to identify unnecessary additional support or any situations where there is a more cost-effective alternative. In addition to this, the High-Cost Placements Panel is regularly reviewing those children in the highest costing placements to ensure that cost-effective provision is identified for the long term and that plans are put in place and monitored to enable transition into long-term provision. Commissioners are also now informing providers as a matter of routine that any additional funding will cease by default if the justification is not updated when contracts are reviewed.
Improved commissioning for children's social care service - U16 step down to fostering		350	A	Calculation of saving amount is based on 14 young people stepping down from external residential placements into independent fostering agency placements. Savings were due to start to be delivered from June 2021, however nothing has been forthcoming to date. There are 24 young people who are being considered to determine whether they are appropriate to step down. Staff are involved in the regular statutory reviews of each child within this cohort, along with potentially identifying new children to add to the cohort. The scope for step across placements has now been increased to include in-house fostering placements as well as IFA placements, which would offer a greater potential for savings.
Lease of vacant properties to reduce intentionally homeless costs (year 2 savings)	100	100	R	Year 2 savings relating to a project to lease vacant WSCC properties to YMCA to enable accommodation for Intentionally Homeless families. The project was substantially delayed from March 2020 due to the pandemic. Homes England have advised that they will no longer be making grants to the empty homes programme. Without the capital funding to bring the properties up to a habitable standard the scheme is not financially viable.
Review of Agency Staffing	231	231	A	The initial estimate of saving expected for the year to date is £0.067m, however further investigations are being undertaken with HR Resourcing to try to identify further reductions.

**Savings Key:**

Significant Risk



At Risk



On Track

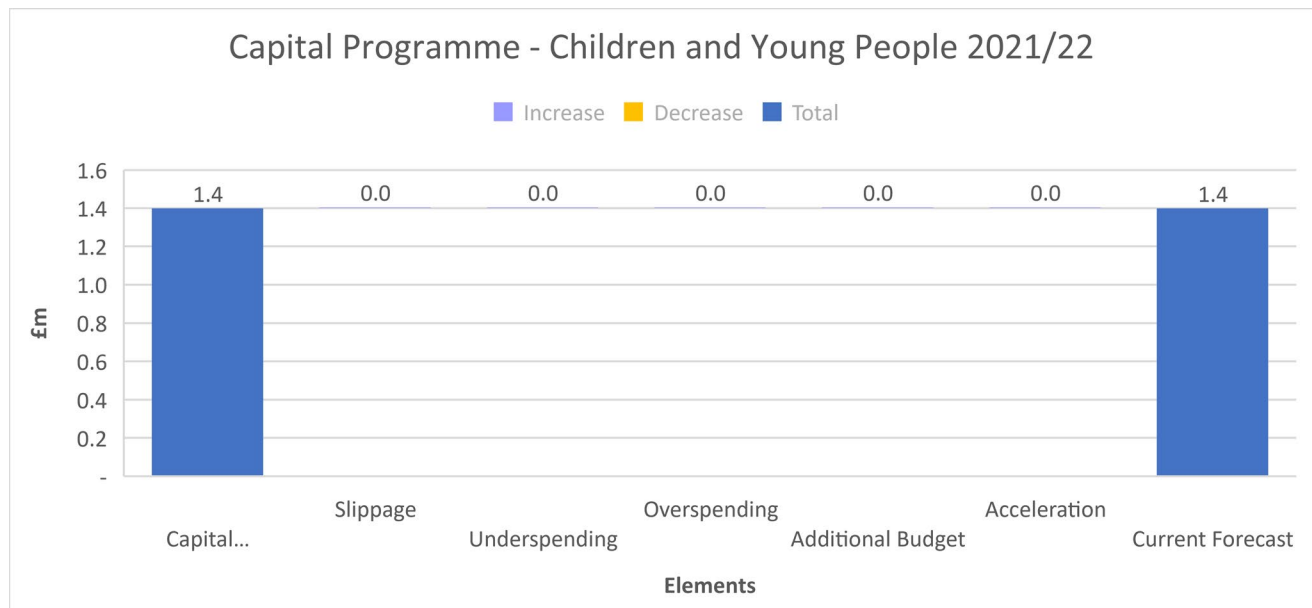


Delivered



## Capital Programme

6. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £1.0m for 2021/22. £0.4m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £1.4m. Since this time, profiled spend has remained the same giving a current full year actual spend for 2021/22 of £1.4m.



7. The largest projects included in the capital programme expenditure plan are:

- Orchard House Children's Home Improvements.
- Cissbury Lodge Children's Home Improvements.
- Seaside (Breakwater) Children's Home Improvements.

8. There are six projects within this portfolio; three of the schemes in delivery are rated green, indicating that the project is reporting to plan. There are three projects rated amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th June	Reason	RAG Status at 10th August	Updated Position
Children's In-House Phase 1 – Brightstar (formerly Cissbury Lodge)	AMBER	Main construction complete. Minor issues raised during handover with service being picked up within existing programme budget.	AMBER	Change Request pending to add budget.
Children's In-House Phase 2 – High Trees and 40 Teasel Close	AMBER	Increase in design-stage cost-estimates from initial budget estimate.	RED	Scope of works for Teasel Close expanded from initial temporary decant to enable longer-term usage. Business case to be presented in August.
Children's In-House Phase 2 – Orchard House	AMBER	Main works on track. Options for contact centre building currently over budget, remain to be considered.	RED	Contact Centre works on hold. New-build to be considered as potential most cost-effective option.

9. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

## Risk

10. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR61	Death or serious injury of a child	15	15
CR69	Children's services will fail to deliver an acceptable provision to the community	20	20

11. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

## Learning and Skills Portfolio - Summary

### Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
  - Although Ofsted suspended full inspections of schools during much of the academic year, 11 of our schools and academies received short inspection visits during the summer term. These visits were to assess schools previously found to be good and to ensure that those requiring improvement were still making progress towards being good. All of the reports published show that the schools have remained good or are taking effective action to become good. It is anticipated that full inspections will resume in September 2021.
  - The number of children eligible for free school meals (FSM) in West Sussex schools has been rising since 2018 and continues to do so. In the first quarter of this financial year, 1,271 new free school meal awards were made. Overall, there are currently 16,297 children receiving FSM in West Sussex schools.

### Our Council Performance Measures

Learning and Skills		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
21	The percentage of young people attaining Grade 4 and above for Maths and English GCSE by age of 16 years old  Reporting Frequency: Annually	67.0%	2018/19	2019/20	2020/21		The government has said that many exams and assessments cannot be held fairly this year as a result of the disruption students have faced due to the pandemic. Teachers will instead submit grades to the exam boards, based on their assessment of the student. These results will not be comparable to previous years. As in 2020, the DfE will not publish institution level data based on 2021 key stage 1 and 2 assessments, tests, GCSEs, AS levels, A levels, other regulated general qualifications, or vocational and technical qualifications.	This data will not be available for others, such as Ofsted or local authorities. Those working with schools and colleges, such as Ofsted, Department for Education regional teams and local authorities, should use data from previous years as a starting point for discussions around a school's or college's performance but should not use 2020 or 2021 results data for this purpose.	G
			65.4%	66.2%	72.2%	↗			
25	Percentage of schools with OFSTED rating 'good' or 'outstanding'  Reporting Frequency: Quarterly	88.5%			Mar-20		OFSTED inspections may resume in September 2021	Not applicable	A
			No Data Available	No Data Available	87.6%	→			
26	Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools  Reporting Frequency: Quarterly	88.0%			Mar-20		OFSTED inspections may resume in September 2021	Not applicable	A
			No Data Available	No Data Available	86.6%	→			
27	Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2  Reporting Frequency: Annually	64.0%	2017/18	2018/19	2019/20		Next results due Nov 2021.  The government has said that many exams and assessments cannot be held fairly this year as a result of the disruption students have faced due to the pandemic. Teachers will instead submit grades to the exam boards, based on their assessment of the student. These results will not be comparable to previous years and will not be available for others, such as Ofsted or local authorities. As in 2020, the DfE will not publish institution level data based on 2021 key stage 1 and 2 assessments, tests, GCSEs, AS levels, A levels, other regulated general qualifications, or vocational and technical qualifications.	Those working with schools and colleges, such as Ofsted, Department for Education regional teams and local authorities, should use data from previous years as a starting point for discussions around a school's or college's performance but should not use 2020 or 2021 results data for this purpose.	A
			55.0%	61.8%	62.7%	↗			

28	Average attainment 8 score of students at Key Stage 4 including English and Maths  Reporting Frequency: Annually	47.5	2018/19	2019/20	2020/21	<p>Next results due Nov 2021.</p> <p>The government has said that many exams and assessments cannot be held fairly this year as a result of the disruption students have faced due to the pandemic. Teachers will instead submit grades to the exam boards, based on their assessment of the student. These results will not be comparable to previous years.</p> <p>As in 2020, the DfE will not publish institution level data based on 2021 key stage 1 and 2 assessments, tests, GCSEs, AS levels, A levels, other regulated general qualifications, or vocational and technical qualifications.</p>	This data will not be available for others, such as Ofsted or local authorities. Those working with schools and colleges, such as Ofsted, Department for Education regional teams and local authorities, should use data from previous years as a starting point for discussions around a school's or college's performance but should not use 2020 or 2021 results data for this purpose.	A
			46.6	46.9	50.3			
29	Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2  Reporting Frequency: Annually	24.0%	2017/18	2018/19	2019/20	<p>No results collected for 2021 due to the pandemic</p>	Not applicable	A
			23.3%	23.4%	25.3%			
30	Combined percentage of 16-17-year olds that are Not in Education, Education and Training or whose activity is not known (3-month average Dec-Feb annually)  Reporting Frequency: Quarterly	7.0%	Sep-20	Dec-20	Mar-21	<p>Next results due March 2021.</p> <p>For the 3-month period from December 2020 to February 2021, West Sussex improved the NEET and Not Known figure by 4.2% compared to the previous year. This has narrowed the gap to England from 6.52% to 2.18% and the gap to South East from 5.54% to 1.25%.</p>	Our team of careers advisors continue to offer support in a far more targeted way to help young people struggling to fulfil their career potential. Many are gradually re-engaging with education and training, many building up their confidence and skills by starting on short term employability courses before moving on to more full time education, training or employment opportunities. There remains a number of young people with complex issues for whom we are working with our partners to ensure the right support is made available for them so that they can also progress.	G
			20.8%	8.2%	7.1%			

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£1.399m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£1.399m)	
Home to School Transport costs; predominantly Special Educational Needs	£2.263m	Staffing vacancies within the School Effectiveness Service	(£0.201m)	
2020/21 and 2021/22 trading services income saving at significant risk	£0.175m	Staffing vacancies and projected underspending on equipment within school catering service	(£0.148m)	
Crawley PFI contract inflation increase of 2.9% (April RPI) against budgeted estimate of 1.1%	£0.060m	Staffing vacancies within Inclusion and School Crossing Patrol Service	(£0.071m)	
		Other minor variations	(£0.157m)	
<b>Learning and Skills Portfolio - Total</b>	<b>£3.897m</b>		<b>(£1.976m)</b>	<b>£1.921m</b>

## Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline (March 2020)	Q1		Action	Trajectory
L&S1	Destination mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport	Approximately one third of our children with an Education, Health and Care Plan (EHCP) also receive transportation to their school.	No of pupils with EHCP transported to a mainstream school / SSC	207 (11.3%)	224 (11.4%) Increase of 8.2%	↗		↗
			No of pupils with EHCP transported to a special school	1,240 (67.8%)	1,265 (64.6%) Increase of 2.0%	↘		
			No of pupils with EHCP transported to independent placements	381 (20.8%)	468 (23.9%) Increase of 22.8%	↗		
			Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%) Increase of 7.1%	↔		
L&S2	Transport type mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport	Approximately one quarter of our children with an Education, Health and Care Plan (EHCP) who receive transport are transported on the County Council fleet. However, the majority are transported in an external taxi or minibus. This is an expensive option, however, and as a result a parental mileage rate has been introduced to encourage parents to transport their own child to and from school instead.	No of pupils with EHCP transported in an external taxi/minibus	1,331 (72.8%)	1,394 (71.2%) Increase of 4.7%	↘	Increased use of the County Council fleet is already a savings target in the current financial year. Phase 1 savings of £0.120m have been delivered because of action taken in 2020-21. The phase 2 savings of £0.180m are due to be delivered when the new academic year starts.	↗
			No of pupils with EHCP transported on County Council fleet	443 (24.2%)	462 (23.6%) Increase of 4.3%	↘		
			No of pupils with EHCP transported by parents	54 (2.9%)	101 (5.2%) Increase of 87%	↗		
			Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%) Increase of 7.1%	↔		
L&S3	Total number of routes required to transport pupils with an Education, Health and Care Plan (EHCP)	The number of externally contracted routes being undertaken has been on the increase over the last couple of years.	No. of transport routes	562	681 Increase of 21.2%	↗		↗
L&S4	Percentage of pupils with an Education, Health and Care Plan (EHCP) receiving transport requiring a solo taxi	The biggest area of increased spend over the last couple of years has been in relation to solo taxis. Pupils receive solo taxi transport from home to school because of age, SEND or other circumstances e.g.,	No of single occupancy taxi routes	221	308 (15.7%) Increase of 39.4%	↗	A review of taxi provision for SEND pupils was undertaken in 2019/20. This review appeared to help moderate the overall pressure at the time but since then numbers have continued to rise. The	↗

		behaviour. Analysis shows around 35% of the pupils travelling alone in a solo taxi is due to needs, whilst the remaining 65% are due to geography/only child at the school.					Special Educational Needs Assessment Team (SENAT) have also reviewed the solo taxi approval process, and these now all go through scrutiny panel with transport representative invited to the meeting.	
L&S5	Daily transport cost of pupils with an Education, Health and Care Plan (EHCP) receiving external transport	The daily cost of SEND external taxi and escort provision has been increasing annually by approximately 10% over the last couple of years. This is mostly due to increased demand (numbers of pupils with an EHCP requiring transport), but also due to additional inflation pressures such as minimum living wage.	Current daily cost of SEND external taxi provision across all provision	Average 2020/21 £52.1k	£56.0k <i>Increase of 7.5%</i>	↗		↗
			Current daily cost of SEND external escort provision across all provision	Average 2020/21 £10.6k	£11.3k <i>Increase of 6.6%</i>	↗		

### Significant Financial Issues and Risks Arising- *Dedicated Schools Grant*

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline (March 2021)	Q1	Action	Trajectory
L&S6	Placement mix of pupils with an Education, Health and Care Plan (EHCP)	Our High Needs expenditure is largely driven by the number of pupils with an Education and Health Care Plan (EHCP). The 2021/22 budget has been set based on a further 500 pupils this year. Although overall growth so far this year is in line with this, a greater proportion of these children are being placed in more costly placements within the independent sector.	No of pupils with EHCP in mainstream school	1,949 (31.9%)	1,997 (32.0%)	↗	↗
			No of pupils with EHCP in special school / SSC	2,166 (35.4%)	2,183 (35.0%)	↘	
			No of pupils with EHCP in independent placements	615 (10.0%)	647 (10.4%)	↗	
			No of pupils with EHCP in other placement type	1,381 (22.6%)	1,416 (22.6%)	↔	
			Total no of pupils with EHCP	6,111 (100%)	6,243 (100%)	↔	
L&S7	Placement mix of pupils with an Education, Health and Care Plan (EHCP)	The 2021/22 budget has been set based on a further 500 pupils with an EHCP this year. Although overall growth so far this year is in line with this, a greater proportion of these children are being placed in more costly	Increase in no of pupils with EHCP in mainstream school	1,949	48 (2.5%)	↗	
			Increase in no of pupils with EHCP in special school / SSC	2,166	17 (0.8%)	↗	

		placements within the independent sector.	Increase in no of pupils with EHCP in independent placements	615	32 (5.2%)	↗	additional places will be made available from September 2021. However, in the medium term, it is expected that the number of independent sector placements will continue to rise at a faster rate.	↗
			Increase in no of pupils with EHCP in other placement type	1,381	35 (2.5%)	↗		
			Total no of pupils with EHCP	6,111	132 (2.2%)	↗		

## Financial Narrative on the Portfolio's Position

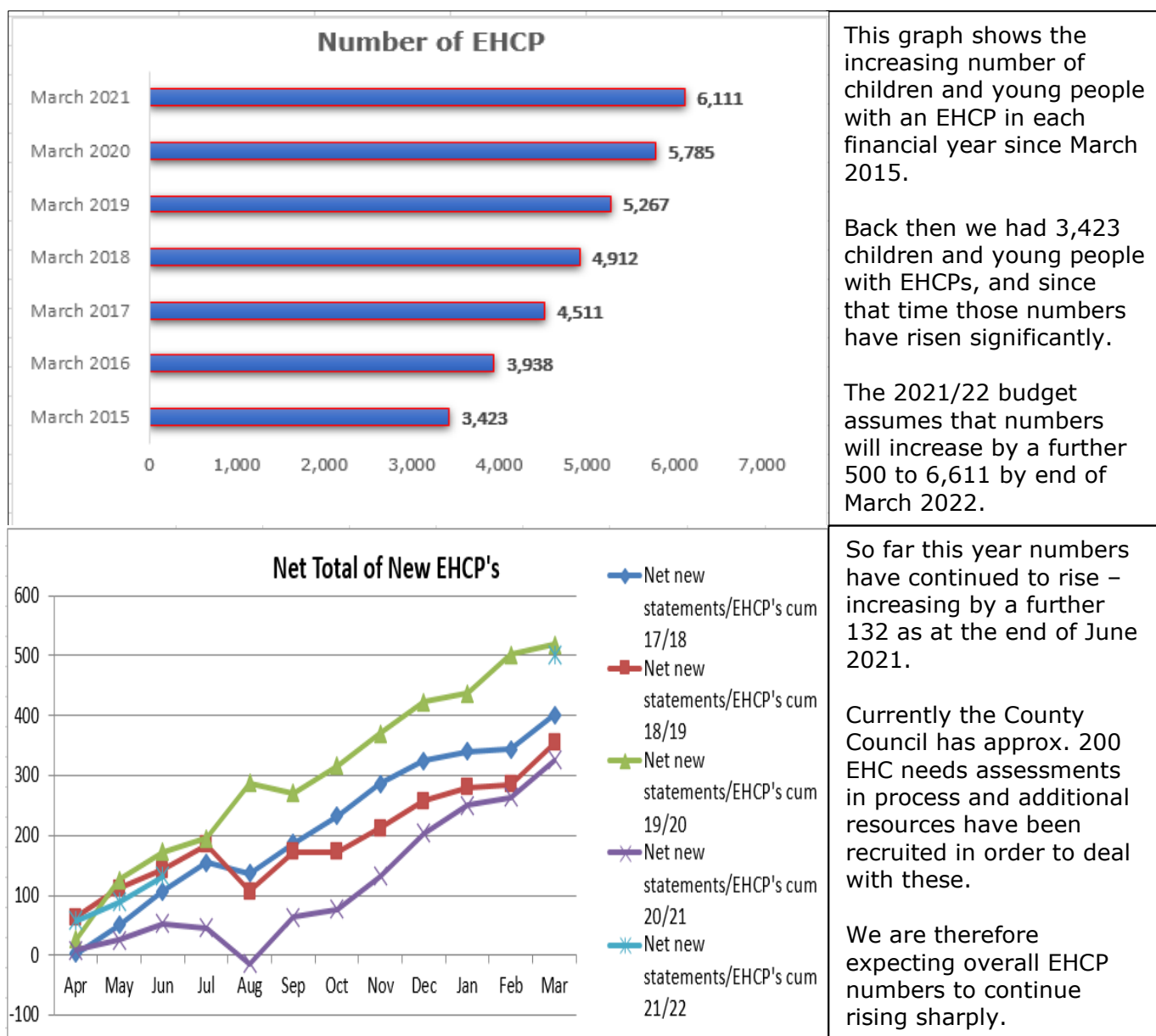
1. The Learning and Skills Portfolio is projecting a £1.921m overspend.

- Home to School Transport - The service overspending is due to growing complexities, demand and costs which have continued to increase. An additional £0.8m has been added to the base budget for 2021/22, together with a saving of £0.5m to be achieved through increasing the internal fleet and greater taxi competition. The former internal fleet saving (£0.3m) is on track and will be mostly delivered when the new academic year starts but the latter saving (£0.2m) is currently reported at significant risk whilst work is undertaken to understand if there is any evidence of the taxi competition saving being achieved.
- School trading income has been significantly affected by the Covid-19 pandemic over the last 12 months, and therefore, the 2021/22 £0.150m saving is at significant risk and is not expected to be achieved.
- An inflationary pressure on the Crawley Schools PFI budget has emerged due to the recent increase in the rate of inflation following the easing of Covid-19 restrictions. The contract is indexed in line with the Retail Price Index each April; the marked increase to 2.9% this April has led to an overspending of £0.060m against the budget.
- Staffing vacancies within the School Effectiveness, Inclusion Service and School Crossing Patrol and other underspending opportunities have assisted to reduce the overall overspending position by £0.577m.
- Pressure continues on the Dedicated Schools Grant with a projected overspending of £1.373m currently predicted in 2021/22. This is after allowing for a £7m transfer from DSG reserves which was agreed by Schools Forum when the 2021/22 budget was set. The DSG deficit is therefore set to increase from £10.388m to £18.761m this year.

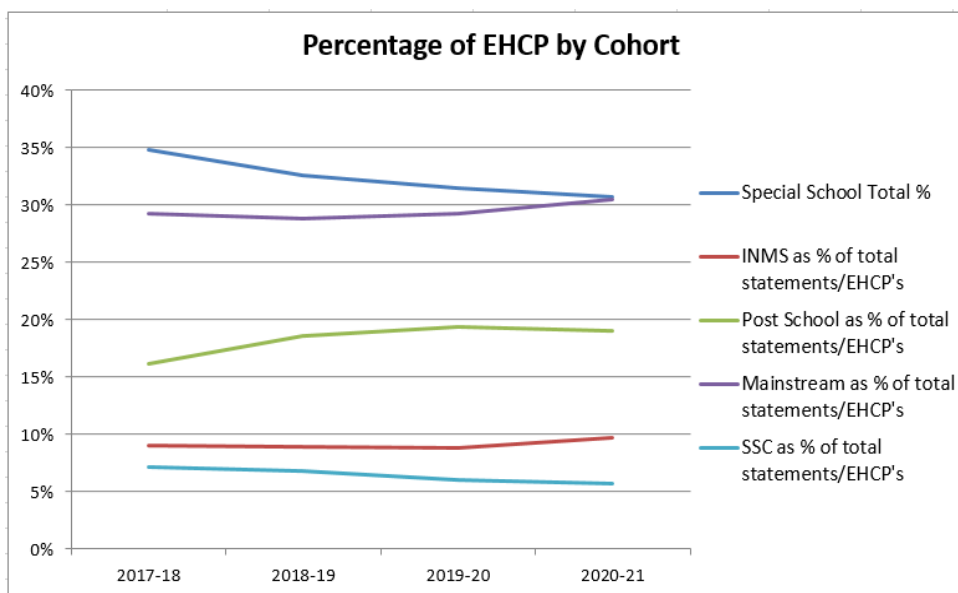


## Cost Driver Information

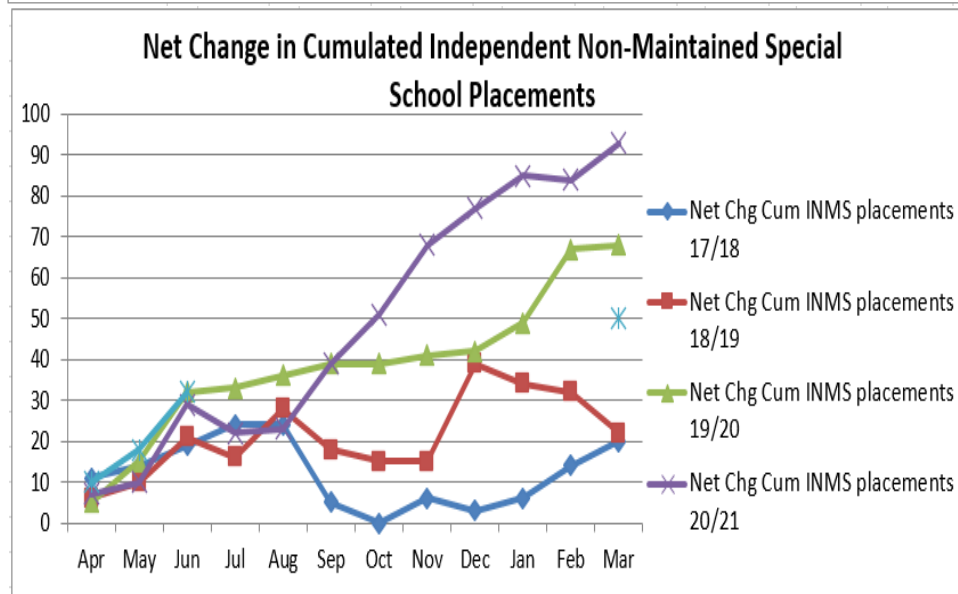
2. The Education and Health Care Plan assesses the needs of a child in the context of the Education budget, it is a major cost driver in relation to the Local Authority funded Home to School Transport budget and the DSG funded High Needs block.
3. One of the main reasons for the increasing level of EHCPs 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 local authorities, has been supporting a new cohort of young people aged 19-25 for which they have received no additional funding. Fortunately, the educational needs of the majority of these additional pupils are met from within the funding that the colleges receive directly from government.







Although numbers have only increased by 2.16% so far 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 (5.20%)



As can be seen from this graph, there appears to be no fixed pattern in the monthly change in INMS placement numbers, and therefore this makes it extremely difficult to forecast what level of spend is likely to be incurred in any given financial year.

The 2021/22 budget assumes that independent placement numbers will increase by a further 50 this financial year.

## Savings Delivery Update

4. The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Activity	2020/21 Savings £000	June 2021		Narrative
Improve School Trading Offer	25	25	R	School trading income has been affected by the Covid-19 pandemic and therefore income has not been generated to meet the new budget target.
	100	100	G	School trading income has been affected by the Covid-19 pandemic although early indications are that income levels may increase this year.

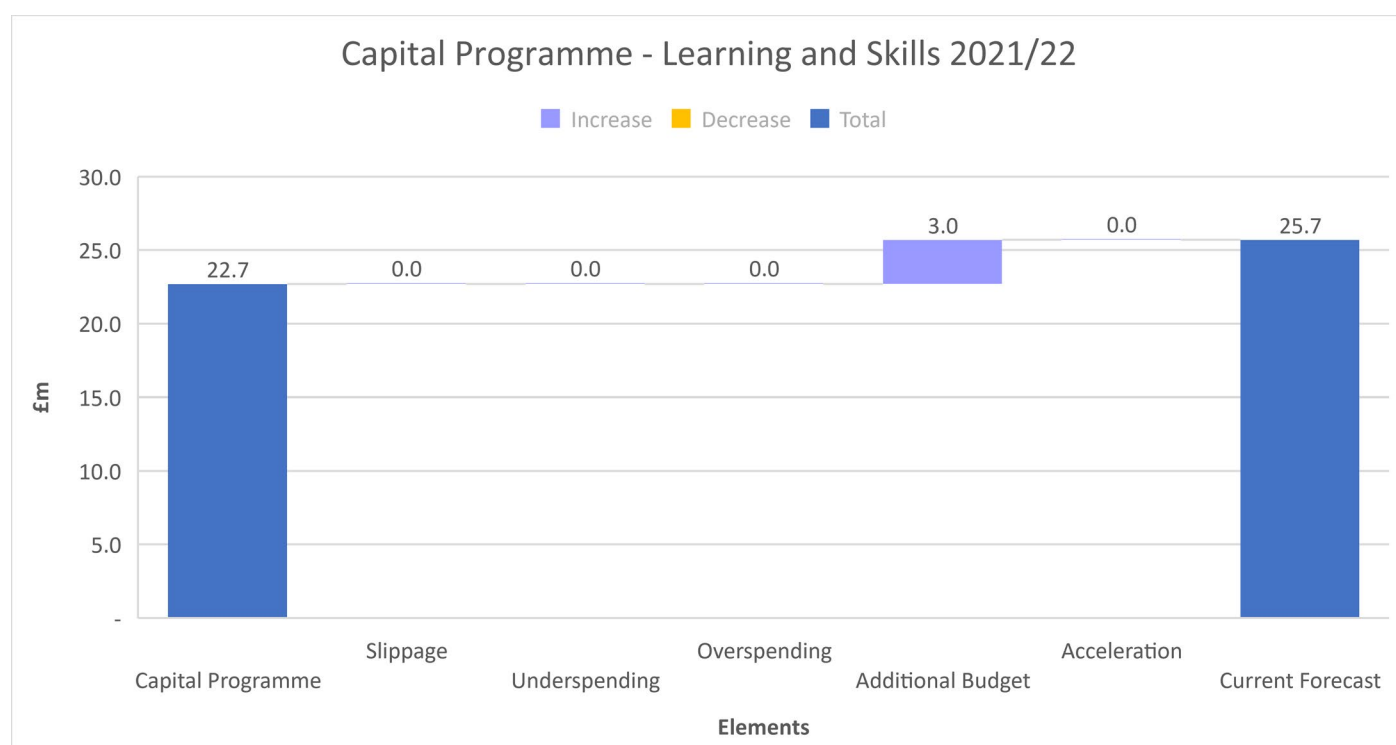
Activity	2021/22 Savings £000	June 2021		Narrative
Home to school transport – increased internal fleet	300	300	G	Phase 1 savings of £0.120m have been delivered because of action taken in 2020-21. The phase 2 savings of £0.180m are due to be delivered when the new academic year starts.
Home to school transport – greater taxi competition	200	200	R	A proportion of this saving is expected to come through due to some keener pricing but overall confidence on the full £0.2m is low.
Improve school trading offer (year 2 savings)	150	150	R	School trading income has been affected by the Covid-19 pandemic and therefore income has not been generated to meet the new budget target.
Charge Inclusion and Disadvantaged Pupils Programme to School Effectiveness	127	127	B	
Review of Agency Staffing	4	4	B	

**Savings Key:**

R Significant Risk
 A At Risk
 G On Track
 B Delivered

## Capital Programme

5. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £19.5m for 2021/22. £3.2m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £22.7m. Since this time, profiled spend has increased overall by £3.0m, to give a current full year actual spend for 2020/21 of £25.7m.



6. The largest projects included in the capital programme expenditure plan are:

- Schools Basic Need Programme.
- Schools Capital Maintenance.
- Woodlands Mead Project.
- Special Educational Needs and Disability Programme.

7. There are 30 projects within the portfolio; 10 of the schemes in delivery are rated green, indicating that the project is reporting to plan. 11 are rated at amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. Seven are rated as red, indicating that there are significant issues with the projects, requiring corrective action. In addition, two projects have now been completed. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th June	Reason	RAG Status at 10th August	Updated Position
Edward Bryant Special Support Centre	AMBER	Delay and potential cost due to Academy Trust request for significant increase in scope. Service working with Trust to understand and resolve issues.	AMBER	Increase in scope agreed due to need to accommodate 4–11-year-old age group across two teaching spaces. Programme to be confirmed.
Felpham Community College - Special Support Centre	RED	Design stage delays following changes proposed by the school to mitigate the impacted of the tree in proximity to the building.	AMBER	Design agreed. Programme to be confirmed.
Forest School Co-Education	AMBER	Planning approval for paving works required. Delivery programme with no flexibility for delay.	GREEN	Planning approved, works onsite and currently on programme.
Ifield Community College PFI - Special Support Centre	RED	Cost and delivery programme subject to confirmation from PFI contractor.	RED	Confirmation remains required.
Maidenbower Infants - Special Support Centre	AMBER	Delays following uncertainty regarding future requirements for Children and Family Centre. Programme remains to be agreed.	AMBER	Programme remains to be agreed.
Nyewood CoE School	AMBER	Project complete but costs exceed budget following gas main diversion and drainage works.	AMBER	Final budget being prepared, Change Request to be produced, if required.
Oak Grove College	AMBER	Delivery progressing prior to planning consent due to time constraints on programme.	GREEN	Planning approved. Works onsite. Programme very tight.
Palatine SEN Primary School	AMBER	Delay due to re-design of surface water drainage scheme and impact on trees and landscaping proposals.	AMBER	Planning submitted later than programme, completion expected before September for Summer Term 2022 occupation.

Scheme	RAG Status at 30th June	Reason	RAG Status at 10th August	Updated Position
Parklands Primary	RED	Further defects discovered following acoustic testing. Scope and impact to be assessed.	RED	Ongoing defect management.
QEII Silver Jubilee School	RED	Successful tender subsequently withdrawn. Works to be re-tendered.	AMBER	Re-tender resulting in additional budget, approved by Change Request.
S106 Infrastructure Budget Programme	AMBER	Estimated programme costs exceed available S106 funding. Programme to be prioritised to deliver within budget.	AMBER	Prioritisation being managed within the programme.
S106 Lindfield Primary - Design Stage	RED	Significant change in scope approved - new project report required.	GREEN	New scope and programme agreed.
S106 Slinfold Modulars - Design Stage	RED	Feasibility cost estimate exceeds available S106 funds. Options to be considered.	AMBER	Business Case to include options including allocation of further S106 funding.
S106 St Andrews CE High School Co-Ed Design Stage	WHITE	Project to be delivered directly by the Diocese with WSCC funding contribution. Completion report to be produced.	COMPLETE	Project complete.
Southwater Infants and Juniors	WHITE	Practical completion achieved. End of Project Report due.	COMPLETE	Project complete.
St Margaret's Special Support Centre	AMBER	Delay due to relocation of the associated outside play space, not in the original design.	GREEN	Overall programme remains on track for September 2023.
Thorney Island Hall Enlargement	AMBER	Increased costs due to a number of variations to contract. Construction remains within budget.	GREEN	Variations agreed.
West Park School Special Support Centre	AMBER	Delay due to discovery of inaccuracies in historical site drawings.	GREEN	Overall programme remains on track for September 2023.
Woodgate Primary School (Pease Pottage)	AMBER	Longer than usual lead-in times means some items of FF&E may arrive late. Temporary use of existing equipment proposed.	GREEN	Occupation from September.
Woodlands Meed College	RED	Concerns regarding quality leading to delay and potential cost to revisit design.	RED	Development agreement subject to end-user approval. Programme at risk subject to approval.

8. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

**Risk**

9. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

<b>Risk No.</b>	<b>Risk Description</b>	<b>Previous Quarter Score</b>	<b>Current Score</b>

## Community Support, Fire and Rescue Portfolio - Summary

### Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- The first quarter period in the Library Service has been dominated by ongoing work to recover the whole service operation, within the constraints of the changing restrictions. In addition, the £2.8m refurbished Worthing Library opened to customers on 22nd June, with antenatal and registration services successfully going live before the end of June.
- The Registration Service have successfully closed and archived all Marriage Registers across the County in response to new legislative requirements.
- The Fire and Rescue People Action Plan continues to deliver improvements by focussing activity on our workforce through projects such as improved appraisals, mental health first aiders, equalities champions, talent management and a leadership and behaviour framework.
- We have approved a new national Code of Ethics for the Fire and Rescue Service which will sit alongside our Values and ensure that we continue to deliver exemplary service to our residents. This supports a wider set of new national Fire Standards for the fire sector.
- We have completed the risk assessment stage in developing the Community Risk Management Plan which aims to reduce community risk and vulnerability across West Sussex. We are now reviewing the results to determine how this will inform our future service delivery model.
- There is continued progress with the [fire and rescue improvement plan](#) since the last inspection from the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Notably the focus on operational response has delivered continued improvement in critical fire first appliance response times for the 6th consecutive quarter.

### Our Council Performance Measures

Community Support, Fire and Rescue		2021/22 Target	Performance Over The Last 3 Periods		DoT	Performance Analysis	Actions	Year End Forecast
3	Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme.  Measured cumulatively in each financial year, from 1st April  Reporting Frequency: Quarterly	1,750			Jun-21	The Risk Based Inspection Programme (RBIP) is the work we plan to deliver every year so that we are effectively enforcing the Fire Safety Order. The RBIP is a combination of the activities on known sleeping risks, specific risk premises, thematic risks and IRMP work. At the core of the RBIP is a regular inspection program for known sleeping risks. To achieve this target an average of 1,750 visits per year is required. The pandemic continues to have an impact on the type of work that is either required or possible. While inspecting officers have continued to carry out remote and tabletop audits many premises remained inaccessible. We have sent out communications and sent letters to some premises outlining what actions they should be considering as they remain open to the public.	Whilst officers have not been able to complete the audits due to the restrictions of the pandemic we have used this capacity to assist in other ways to support our local economies in their recovery. We have responded to 100% of all licencing consultations where premises are seeking changes to their licencing conditions so they can be Covid safe. We have also worked as part of the multi-major incident response to Covid to ensure new risks -such as increased oxygen use in Hospitals or quarantine hotels are safe from fire. We have also used inspecting officers to undertake essential data quality tasks in this quarter to ensure the move to the new fire safety database has the best possible starting point. As the roadmap to recovery continues, we are supporting local business and booking more on-site audits ensuring the safety of our staff and the service users.	R
			New Measure - No Data	New Measure - No Data	208			

# Community Support, Fire and Rescue – Performance and Resources Report – June 2021 - Q1

## Section 4

4	Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a pro-active intervention from the Trading Standards Service	100.0%	Dec-20	Mar-21	Jun-21	Performance remains steady and below expected levels pre Covid-19	The fixed term Protecting The Vulnerable Officer post is currently out for recruitment. Once filled the Service will be in the position to begin to make inroads into the face to face visits that have not been possible during the pandemic period when restrictions were in place that frustrated this type of activity.  The Service has developed new ways of making contact with households remotely but this is an area of work that requires face to face contact to build trust and a relationship in order to deliver the most effective prevention activities.	R
			81.0%	82.0%	82.0% →			
10	Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April.	4,000	Dec-20	Mar-21	Jun-21	The quarterly target is based on the annual target of 4,000 visits therefore 1,000 visits per quarter. Meeting this target is dependent on referrals to the homes of vulnerable people which continues to be affected by the pandemic and people's reluctance to allow services into their homes. Despite these challenges officers are working with partners to increase referrals and visits and activity is beginning to increase. Although the pandemic has slowed progress for these visits in the last year our overall performance over a 4 year period is well above our anticipated outcomes.	Work continues with our partners to create opportunities to increase the numbers of safe and well visits carried out. We have also adapted our service to provide a virtual 'visit' whereby crucial advice and guidance is given over the phone and followed up in person when it is safe to do so. Last year despite the pandemic West Sussex Fire & Rescue completed 3,460 visits (at all risk levels) with an additional 822 telephone assessments.	A
			2,639	2,998	780 ↗			
33	Use of virtual/digital library services by residents	5.45m		Mar-21	Jun-21	Virtual/digital library services includes our eLibrary for downloading books, audiobooks, magazines and newspapers, web and social media content to promote reading, learning and wider cultural activities and online library events delivered via YouTube and Zoom. Customers continue to make increased use of these services as a result of pandemic restrictions which impact our building-based offer.	Not applicable	G
			New Measure - No Data	5.45m	1.48m ↗			
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic	35,000		Jun-20	Jun-21	The target has been achieved for this measure, with a substantial volume of Clinically Extremely Vulnerable residents contacted at the early part of this year. We anticipate we will achieve this target at the end of the year	Not applicable	G
			No Data Available	34,000	58,230 ↗			
42	Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard	89.0%	Dec-20	Mar-21	Jun-21	Performance continues to be strong in meeting first fire engine in attendance standards. West Sussex Fire and Rescue Service has achieved its emergency response standard for critical fires (serious threat to life) in the last 6 quarters by maintaining a strong focus on sustained improvements in our retained fire engine availability and our associated projects.	Continue to work with all fire stations to maintain and improve our emergency response standards.	G
			92.4%	89.1%	93.1% ↗			
43	Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard	80.0%	Dec-20	Mar-21	Jun-21	Performance for special service incidents is just 3.1% below our target. A significant number of these incident types involve Road Traffic Collisions and assisting other emergency services which, due to location of these incidents (roads, rural, no postcode) can result in longer attendance times.	Last year we met our emergency response standard for critical special services following extensive work with our teams and our partners to improve availability and response standards to these types of incidents. We will continue to maximise the availability of our retained crews through an innovative county crewing scheme as well as an important project at our control centre that gives a pre-alert to the nominated fire station whilst further details of the call are being gathered. Work is now progressing with our next Community Risk Management Plan to further enhance retained availability and maximise operational fire cover where our data identifies risk.	G
			77.8%	81.5%	76.9% ↘			

[Website link to Our Council Performance Measures here.](#)



## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£5.626m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£5.626m)	
Increased pressure from supply of enhanced tactical PPE firefighter uniforms	£0.125m	Staffing vacancies within Trading Standards	(£0.055m)	
Increase in overtime within the Fire Response Service	£0.075m			
<b>Community Support, Fire &amp; Rescue Portfolio - Total</b>	<b>£5.826m</b>		<b>(£5.681m)</b>	<b>£0.145m</b>

### Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

### Financial Narrative on the Portfolio's Position

- The Community Support, Fire and Rescue Portfolio is currently projecting a £0.145m overspend. The first quarter of the year has seen higher than expected levels of demand on the Fire Service which has led to an increase in overtime costs within the Fire Response Team. It is unlikely that this spike in cost will be able to be managed within existing resources, but the service will continue to work to actively manage overtime throughout the remainder of the year in order to contain the pressure at £0.075m.
- In addition, within the firefighter's uniform budget, there is a pressure emerging from the supply of the enhanced tactical PPE uniforms. It is currently projected to overspend by £0.125m. These pressures have been partly mitigated by staffing vacancies of £0.055m within Trading Standards.

### Savings Delivery Update

- The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	June 2021		Narrative
Increased income from Registrars Services	150	150	A Covid19	It is hoped that the easing of Covid-19 restrictions announced in July will result in the majority of this saving being achieved on an on-going basis.



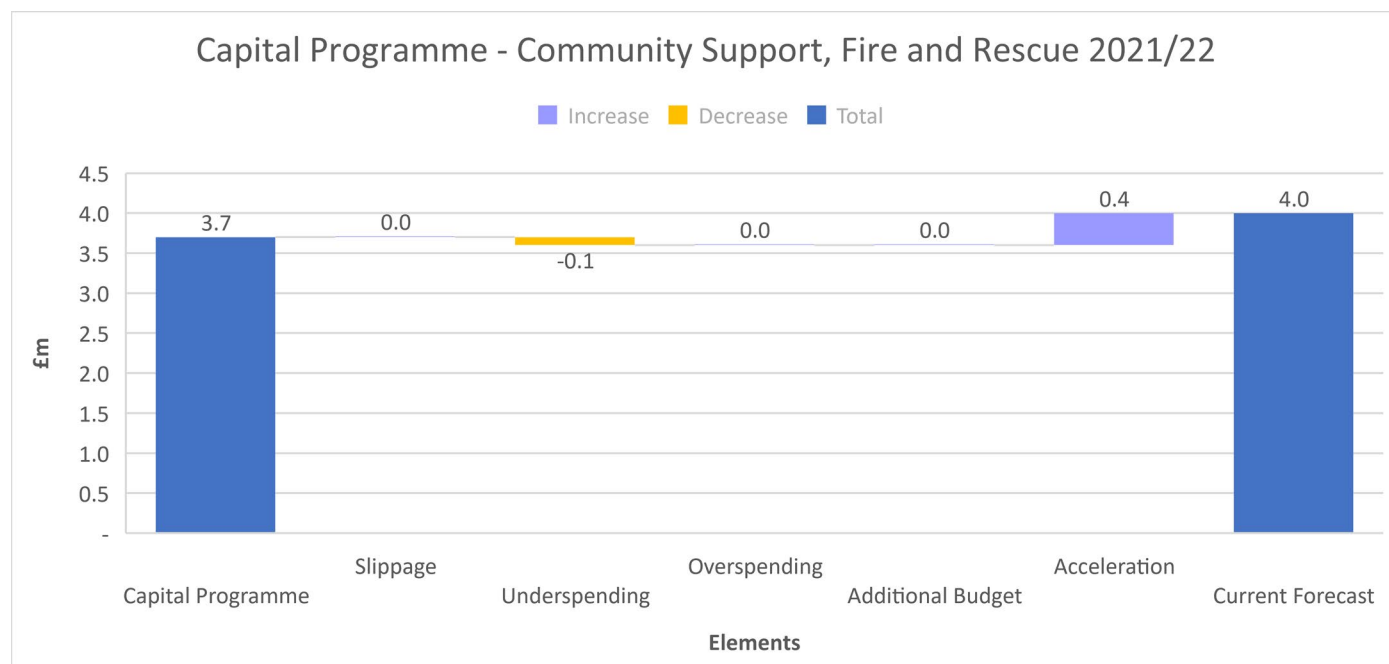
Savings Activity	2021/22 Savings £000	June 2021		Narrative
Development of adapted Library Service offer in conjunction with Parish Councils	70	70	A	Discussions with Parish Councils are continuing and the required changes to deliver the saving will be better understood later in the year.
Removal of Community Initiative Fund (CIF)	140	140	B	
Increased income from copy certificates for Registrars' Services	150	150	A Covid19	Income levels within the Registrar's Service are still uncertain as Covid-19 restrictions are lifted. The full impact on the service budget continues to be monitored and kept under review during the year.
Review of Partnerships & Communities Team	70	70	B	
Review of agency staff	8	8	B	

**Savings Key:**

R Significant Risk
 A At Risk
 G On Track
 B Delivered

## Capital Programme

6. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £3.6m for 2021/22. £0.1m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £3.7m. Since this time, profiled spend has increased overall by £0.3m, to give a current full year actual spend for 2020/21 of £4.0m.



7. The largest projects included in the capital programme expenditure plan are:

- Live Training Centre and Horsham Fire Station.
- Fire Fleet.

8. There are five projects within the portfolio; four of the schemes in delivery are rated green, indicating that the project is reporting to plan. One project is rated red, indicating that there are significant issues with the project, requiring corrective action. An update on the progress of the scheme not rated green is detailed in the table below:

Scheme	RAG Status at 30th June	Reason	RAG Status at 10th August	Updated Position
Horsham Fire Station and Training Centre	RED	Design stage estimate showing significant budget shortfall. Decision required on how to progress.	RED	Options to be brought forward for decision.

9. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

## Risk

10. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR60	Failing to deliver the HMIC FRS Improvement Plan	15	15

11. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

## Environment and Climate Change Portfolio - Summary

### Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- In the first quarter of 2021/22, the County Council has reduced its carbon emissions by 12% compared to 2019/20 levels.
- The Household Waste Recycling Site trial booking scheme went live in April and has achieved the key objective of preventing congestion at sites and has proved popular with users, local businesses and staff. The Communities, Highways and Environment Scrutiny Committee will consider future options in October.
- A trial in partnership with Arun District Council of a 1-2-3 waste collection system covering 1,100 households was launched in May. Early indications suggest high performance with good participation and support from the majority of residents in the trial area.
- A 59kW solar PV system at the West Sussex Records Office is now complete and generating zero carbon electricity.
- The Westhampnett Solar Battery storage project has been published as a case study in support of the Local Government Association's Pass the Planet campaign ahead of Conference of the Parties (COP26). The project was also highly commended in the Special Award for Contribution to Net Zero category at the Decentralised Energy Awards 2020/21.
- West Sussex were among the first 10 local authorities to be awarded a Carbon Literate Organisation Bronze Award. The Carbon Literacy Project is a unique training scheme to help organisations and employees to understand their carbon impacts and to help make informed choices to address climate change and reduce carbon emissions.

### Our Council Performance Measures

Environment and Climate Change		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
22	Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC)	30,521 CO2te	2019/20	2020/21	Jun-21		Despite notably cooler temperatures during April and May elevating heat demand, the overall carbon emissions stemming from our estates performed well, achieving our targeted reduction against the 2019/20 baseline. A key component of the reduction achieved stems from a fall in energy demand within our Corporate Estate, enabled in part by the working from home measures currently in place.	Not applicable	G
	Reporting Frequency: Quarterly, Accumulative. Showing Previous Data Annually		33,912 CO2te	30,206 CO2te	6,002 CO2te	↓			
23	Household waste recycled, reused or composted (CC)	54.0%	Jun-20	Sep-20	Mar-21		Q1 results expected by Nov 2021. There is no Q3 result.  Unaudited end of year figures show the end of year rate recovered to 53.1% (no change on 19/20 rate) after a mid-year dip which was partially due to stockpiling of recyclable wood by the off-taker. This performance, while slightly below target, is still very strong given the pandemic resulted in elevated household waste volumes. The variation reminds us that we are always subject to volatility of markets for recyclable materials.	Not applicable	A
	Reporting Frequency: Quarterly		52.7%	51.0%	53.1%	↑			

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£0.138m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£0.138m)	
		Reduction in waste tonnages at Household Waste Recycling sites	(£0.500m)	
		Increase in recycle income	(£0.350m)	
		Projected underspend on corporate utility usage	(£0.300m)	
<b>Environment &amp; Climate Change Portfolio - Total</b>	<b>£0.138m</b>		<b>(£1.288m)</b>	<b>(£1.150m)</b>

### Significant Financial Issues and Risks Arising

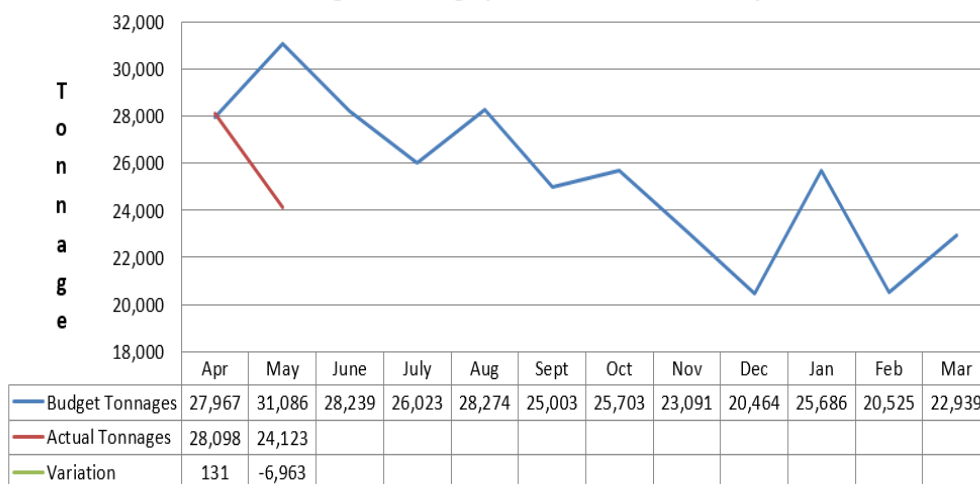
- There are no significant issues to raise within this section.

### Financial Narrative on the Portfolio's Position

- The Environment and Climate Change Portfolio is currently projecting a £1.150m underspend.
  - Waste volumes at Household Waste Recycling Sites have been around 12% below the budgeted tonnage levels in April and May. Historically, these months see high volumes of waste entering the system, in part, due to a combination of Easter and Bank Holidays. The adverse weather conditions, alongside the easing of social distancing restrictions are likely to have impacted waste producing activities. Currently, a £0.5m underspending on waste is projected.
  - In 2020/21, recycling income rates fluctuated throughout the year due to global lockdowns and general market uncertainty; however, values of commodities did start to stabilise and recover at the end of the year. The start of 2021/22 has seen a further recovery in values and whilst this is encouraging, we remain cautious due to the volatile nature of this market, coupled with the continuing global uncertainties due to the Covid-19 pandemic. Currently a £0.350m increase in recycle income is projected.
  - As most County Council buildings continue to operate with a reduced occupancy, an estimated £0.3m underspend on utilities has been reported.

## Cost Driver Information

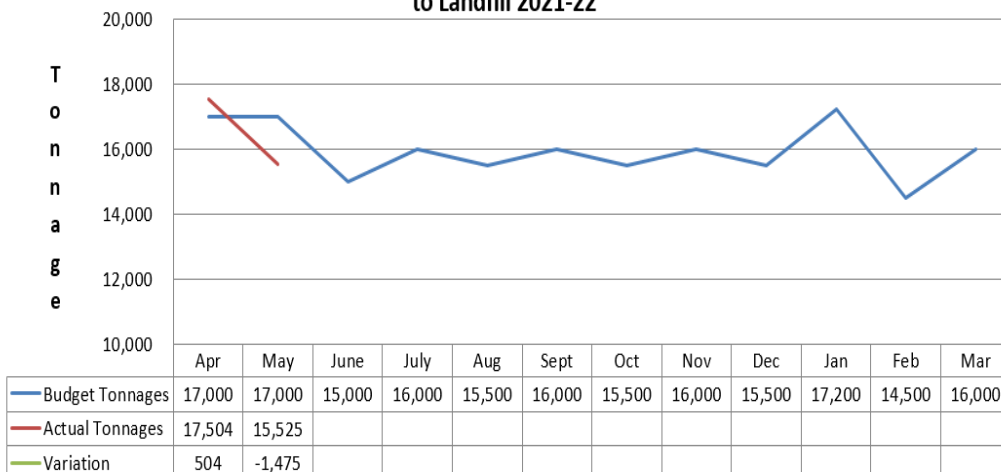
**Contract Handling Fee Tonnage (HWRS & Transfer Stations) 2021-22**



This graph shows tonnages received at the Household Waste Recycling Sites (HWRS) and Transfer Stations.

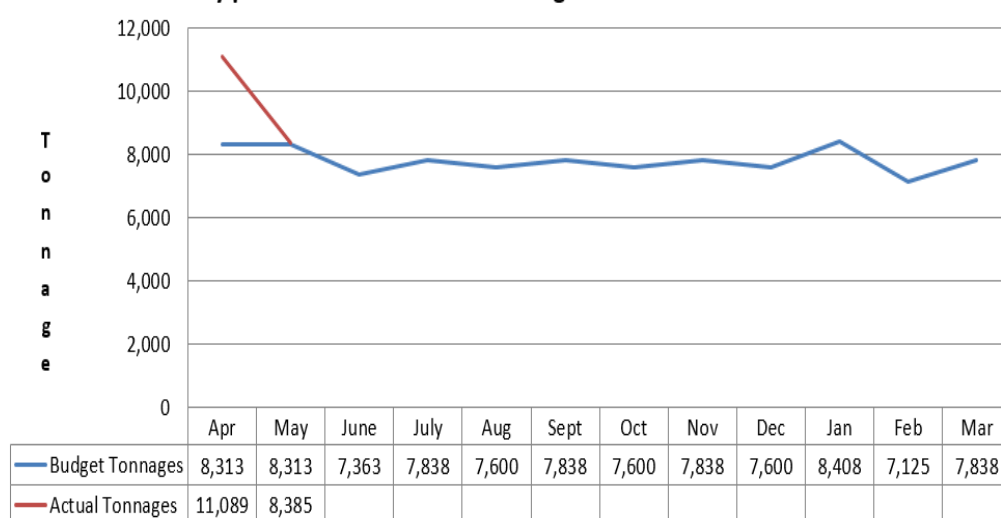
The tonnage received in April was in line with budget, but May was 6,963 less than estimated, a total reduction of 12% versus expected for the year to date

**Monthly Tonnage Profile and Actual Waste Entering the MBT and Waste Sent Direct to Landfill 2021-22**



This graph demonstrates tonnes sent to the Warnham Mechanical Biological Treatment site for each month compared to the forecast profile

**Monthly profile and actual waste tonnage converted into RDF 2021-22**



This graph shows the Refuse Derived Fuel (RDF) production for April and May compared to the estimated levels.

RDF levels were 33% above expected levels in April, and 1% above expected levels in May.

## Savings Delivery Update

4. The portfolio has a number of 2021/22 savings included within the budget. Details of these savings are included in the table below:

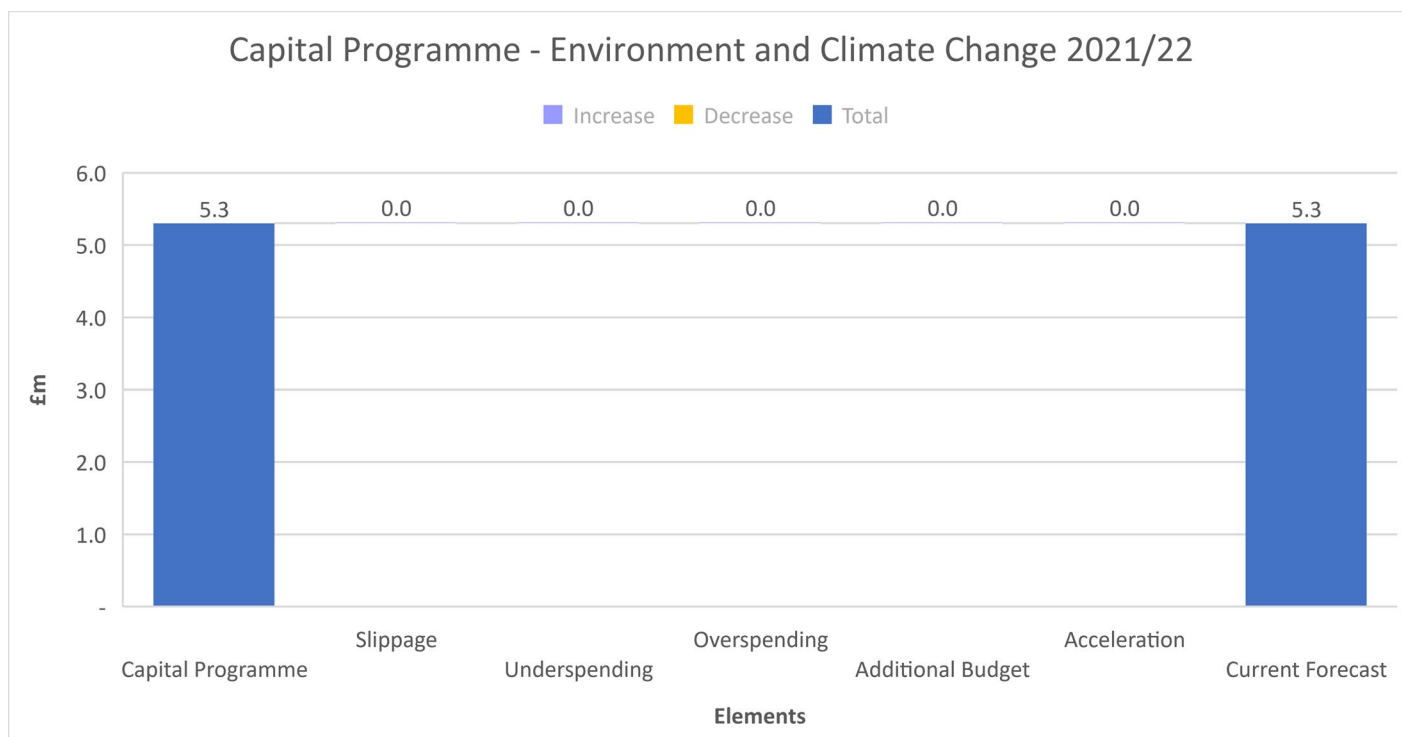
Activity	2021/22 Savings £000	June 2021		Narrative
Review Countryside Fees and Charges	20	20	G	
Community support for the mobile Household Waste Recycling Sites (HWRS)	50	50	G	
Restructure of Waste Prevention budgets	128	128	G	
Restructure of Electricity Budget	190	190	G	
Development of battery storage site	100	100	A	The development of Halewick Lane is unlikely to yield the expected income this financial year, however other smaller projects are expected to mitigate this delay in income.
Charge for monitoring travel plans	50	50	G	
Review of agency staff	2	2	B	

### Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

## Capital Programme

5. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £4.6m for 2021/22. £0.7m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.3m. Since this time, profiled spend has remained the same giving a current full year actual spend for 2021/22 of £5.3m.



6. The largest projects included in the capital programme expenditure plan are:

- Halewick Lane – Your Energy Sussex.
- Schools Solar PV Programme – Your Energy Sussex.

7. There here are eight projects within this portfolio; four of the schemes in delivery are rated green, indicating that the project is reporting to plan. Three projects are rated amber, indicating that there is an issue having an effect on the projects but that it could be dealt with by the project manager or project delivery team, and one is rated as red, indicating that there are significant issues with the project, requiring corrective action. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th June	Reason	RAG Status at 10th August	Updated Position
Crawley Homes Solar PV Bird Protection	AMBER	Final property delayed due to access issues (tenant refused access)	AMBER	Assistance to be sought from Crawley Homes
Halewick Lane 2 <sup>nd</sup> Life Battery Storage	AMBER	Cabling contract to be awarded in July. Main contract has been shortlisted to three providers who will be submitting full tenders.	GREEN	Contract awarded via Key Decision - 3rd August 2021
Schools Solar PV Installation	AMBER	Quality issues with one installer leading to delay, additional cost and reduction of benefits.	AMBER	Options for further delivery of schools solar to be considered
Waste – Fairbridge Site Japanese Knotweed	RED	Delay due to uncertainty regarding commercial model and availability of procurement advice. Tender due to be re-released in July. Single tender waiver to be sought to mitigate any further delays.	AMBER	Contract awarded, mobilisation early August with aim to complete full programme of initial treatment during seasonal weather

8. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

## Risk

9. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

Risk No.	Risk Description	Previous Quarter Score	Current Score



## Finance and Property Portfolio - Summary

### Performance Summary

1. The Portfolio has the following performance highlight to report this quarter:

- A new property development initiative has been agreed between the County Council and Morgan Sindall Group Plc, to develop surplus County Council land into new homes and commercial premises. The joint venture will maximise the financial and wider returns from surplus land. This is in addition to the regeneration of the Broadbridge Heath highways depot site and the development of Horsham Enterprise Park in partnership with MUSE which was announced in March 2021.

### Our Council Performance Measures

Finance and Property		2021/22 Target	Performance Over The Last 3 Periods		DoT	Performance Analysis	Actions	Year End Forecast
16	New tenders over the value of £500,000 include 'social value' criteria as part of the evaluation, in line with the Council's social value framework  Reporting Frequency: Quarterly	40.0%		Mar-21	Jun-21	This is a new measure for 2021. There were eight new tenders over the value of £500,000 that required a Key Decision in the first quarter of 2021/22. All eight of our New Tenders included Social Value consideration and requirements included in the resulting Contracts, demonstrating a positive focus on securing beneficial Social Value outcomes locally. Of the eight New Tenders, two have been removed from the calculation as they were a 'G-Cloud' purchase route which doesn't include evaluation weightings % within its approach. Whilst not a 10% measure, Social Value is included in the Contract KPIs so a positive outcome will be achieved. 3 of 6 New Tenders included evaluation weighting @ 10% which is fully in line with our SV Framework – hence our score of 50%.	Not applicable	G
			New Measure - No Data	20.0%	50.0% →			
49	Square metres of operational property (e.g. offices, libraries, fire stations etc) that are in use  Reporting Frequency: Quarterly	170,000 m <sup>2</sup>		Mar-21	Jun-21	This is a new measure for 2021. It will more accurately measure the County Councils ambition to rationalise the estate by reducing the use of premises by front line operational services, this can be achieved by moving to smarter ways of working or using property more effectively. It also measures when a property becomes an income generator rather than a cost. The major cost of property to the council primarily sits with the operational estate rather than the non-operational estate which is property generally let out for income generation or held for long term development potential. Schools are excluded because by their nature the Council has a duty to facilitate an increase the size and capacity of our schools to meet school place planning requirements. This measure excludes vacant property, property leased out to others or tenanted property (other than staff housing).	Not applicable	G
			New Measure - No Data	179,000 m <sup>2</sup>	179,000 m <sup>2</sup> →			
50	The aggregated unit cost of our services compared to our statistical neighbours  Reporting Frequency: Annually	Ranking towards middle quartile			2019/20	Our net expenditure £ per head of population in 2019-20 was £1,293. This was the second most expensive within our CIPFA statistical neighbour group. Data for 2020/21 is not expected to be available until December.	Not applicable	A
			New Measure - No Data	New Measure - No Data	2nd highest ranking out of 15 →			

52	For key decisions on contracts over £500,000 include an appraised option for partnership working to assess opportunities for efficiency  Reporting Frequency: Quarterly	20%			Jun-21	This is the first time that Partnership working has been used as a KPI. We are greatly encouraged that this consideration is already embedded into our working practices. Many of the contracts that required a Key Decision during this first quarter of 2021/22 will have started the procurement process many months ago and the consistent pursuit for more efficient ways of working with our suppliers in the wider community is clearly evident in this result.  In this first quarter of 2021/22, there were 11 New Contracts (including Contract Extensions) that were over the value of £500,000 and required a Key Decision. Six of these 11 included an appraised option consideration of Partnership & Collaboration hence an outcome of 55%.	Not applicable	G
			New Measure - No Data	New Measure - No Data	55.0% ↑			

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£0.624m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£0.624m)	
Implementation costs of the delayed replacement of the Atrium property IT system	£0.100m			
<b>Finance and Property Portfolio - Total</b>	<b>£0.724m</b>		<b>(£0.624m)</b>	<b>£0.100m</b>

### Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

### Financial Narrative on the Portfolio's Position

- The Finance and Property Portfolio is currently projecting a £0.100m overspend.
  - The replacement of the Atrium IT system was originally expected to have been completed in 2020/21, however the project was delayed and a pressure of £0.1m is now reported in the 2021/22 budget.

## Savings Delivery Update

4. The portfolio has a number of 2021/22 savings included within the budget and two saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Activity	2020/21 Savings £000	June 2021		Narrative
Amazon business accounts	200	200	A	Procurement staff were prioritised to work on the Covid-19 emergency response which affected the resource requirements to deliver this saving. Work is now underway to achieve this saving in 2021/22.
Charging for Frameworks	100	100	A	Procurement staff were prioritised to work on the Covid-19 emergency response which affected the resource requirements to deliver this saving. Work is now underway to achieve this saving in 2021/22.

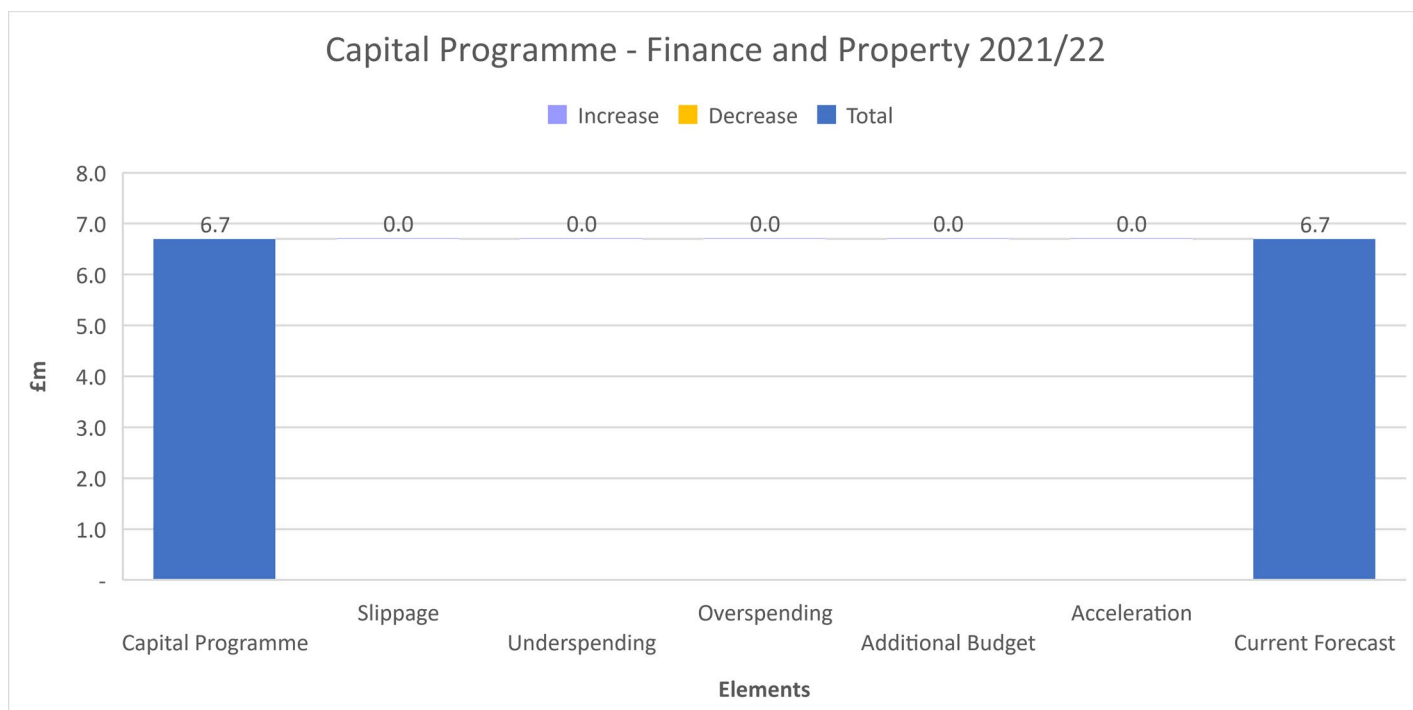
Activity	2021/22 Savings £000	June 2021		Narrative
Asset & Estates holding of staffing changes	96	96	G	
Reduction in business rates payable on corporate estate	100	100	G	
Facilities Management - associated services	40	40	G	
Review of agency staff	7	7	G	

### Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

## Capital Programme

5. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £8.8m for 2021/22. £2.1m of expenditure, originally profiled to spend in 2020/21, was accelerated into 2021/22, revising the capital programme to £6.7m. Since this time, profiled spend has remained the same giving a current full year actual spend for 2021/22 of £6.7m.



6. The largest projects included in the capital programme expenditure plan are:

- Structural Maintenance Programme.
- Broadbridge Heath Park.
- Horsham Enterprise Park.

7. There are eight projects within the portfolio; six of the schemes in delivery are rated green, indicating that the project is reporting to plan. Two are rated amber, indicating that there is an issue having an effect on the projects but that it could be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th June	Reason	RAG Status at 10th August	Updated Position
Carbon Reduction	<b>AMBER</b>	Amber due to defects with Parkside Combined Heat and Power unit. Settlement with main contractor remains subject to agreement	<b>AMBER</b>	Settlement with main contractor remains subject to agreement
OPE/Growth Crawley Buildings Demolition	<b>AMBER</b>	Completion delayed to July due to ongoing access requirement from Coroner's Court. Case now complete.	<b>AMBER</b>	Demolition complete. Stairwell refurbishment works to be undertaken on remaining building, expected to complete early September

8. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

## Risk

9. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR22	Financial sustainability of council services	12	12

10. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

## Highways and Transport Portfolio - Summary

### Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
  - 11 minor works schemes were delivered in the first quarter.
  - The £17m investment in roads and footways has commenced across West Sussex to deliver over 320 schemes. The county-wide footway improvements programme has also commenced with a value of £1.5m.
  - A number of community highway projects with an environmental focus have been launched, including a pilot Community Road Verge scheme (12 trial areas), a 'cut and collect' project with the South Downs National Park Authority, and partnership projects with the District and Borough Councils and Highways England to establish wildlife corridors on the highway network.

### Our Council Performance Measures

Highways and Transport		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
17	Length of new cycle paths across the County (CC) Reporting Frequency: Quarterly, Accumulative	7.5km per year	Dec-20	Mar-21	Jun-21		All schemes on this annual measure are due to be completed during Q3 and Q4.	Not applicable	A
			5.0km	5.1km	0.0km →				
18	Percentage length of A and B roads that require maintenance Reporting Frequency: Annually	14.5%	2018/19	2019/20	2020/21		The 2021/22 Highway, Transport and Planning Delivery Programme includes investment of: £3.5m focused on the resurfacing of Principal Roads (A/B Roads) and £2.6m for Principal Roads (A/B Road) Surface Dressing this financial year. For 2021/22 there is further investment for resurfacing through Corporate Capital Programme: £5m for resurfacing Principal (A Roads). Overall, 12.5% of the roads in West Sussex are categorised as Principal (A-Class) roads. In general, these are the major distributor roads, between the main towns and urban centres (not including Motorways or Trunk Roads.) Each year we survey 100% of the A and B roads in one direction only using Scanner Survey vehicles. This is so that over 2 years we have both lanes surveyed and results are published over a 2 year survey period.	Not applicable	G
			12.2%	13.6%	14.7% ↘				
19	Highway defects repaired within required time scale Reporting Frequency: Quarterly	96.0%	Dec-20	Mar-21	Jun-21		The performance of our contractor in relation to speed of completing defects is still below that expected. This is primarily due to the contractor having had problems delivering the service over the last 6 months due to resource issues and this leading to a backlog of defects that required fixing. In addition we are seeing significantly higher levels of defect reporting than in previous years exacerbating the problem.	We have an improvement plan in place with Balfour Beatty and are looking to see the KPI meeting targets by the end of Q2.	G
			69.0%	66.6%	81.9% ↗				

			2018/19	2019/20	2020/21		
41	Killed and seriously injured casualties per billion vehicle miles	107				The 2020 KSI data outturn saw a 19% drop when compared to the 2019 Adjusted KSI total. However, despite the reduced collisions, provisional data indicates the 'KSI rate per billion miles travelled' will see an increase due to the reduced traffic levels which were related to the Covid travel restrictions. Our provisional data for 2020 has a 131 'KSI rate per billion miles travelled' compared to 121 in 2019. The impact of the Covid pandemic on travel and collisions has continued into the first quarter of 2021. The provisional KSI casualty data for the first 3 months of 2021 appears positive compared to the first quarters of the previous 5-years. KSI casualty groups, by travel mode, appear positive for the first 3 months. However, despite an increase in traffic volumes since the pandemic began, there is likely to have been an increase in the 'KSI rate per billion miles travelled'.	Our on-going road safety engineering schemes, education, training and publicity include: - partnership with The Sussex Safer Roads Partnership, which promotes a wide range of behavioural change programmes. - Road Safety Facebook page, which allows us to engage with the community on road safety issues, run educational campaigns and generate discussion and dialogue between road users. - 13 locations were treated last year as part of an annual local safety programme that looks to make road improvements to areas that have historically higher number of road traffic accidents and includes signing improvements, resurfacing with high skid resistant materials, to altering junction layouts.
	Reporting Frequency: Annually		110	121	131 (Provisional) ↓		

A

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£1.036m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£1.036m)	
Pressure within Highways Maintenance	£0.300m	Reduction in reimbursement payments to bus operators in line with service mileage reductions implemented during the pandemic	(£0.450m)	
		Street Lighting PFI - low winter electricity prices	(£0.300m)	
<b>Highways &amp; Transport Portfolio - Total</b>	<b>£1.336m</b>		<b>(£1.786m)</b>	<b>(£0.450m)</b>

### Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

### Financial Narrative on the Portfolio's Position

- The Highways and Transport Portfolio is currently projecting a £0.450m underspend.
  - The Highways Maintenance budget is projected to overspend by £0.3m due to a number of pressures this year. These include structural maintenance works required to ensure statutory obligations are met and structures across the county remain safe, increased tree works required to address safety issues and the surveying of vehicle safety barriers and grass verges to inform future remedial and safety works.

- An underspending of £0.450m is projected for the English National Concessionary Travel Scheme, where payments to bus operators continue to be adjusted for reduced service mileages. Current estimates assume services return to normal levels in the second half of the year, however, the effect the easing of Covid-19 restrictions will have upon bus services will become clearer as the year progresses.
- An underspending of £0.3m is projected on the Street Lighting PFI budget, following the low electricity prices achieved through the corporate electricity contract last year. Prices are, however, beginning to recover towards previously expected levels, with summer 2021 prices representing a 12% increase on last year. A similar level of increase is expected to winter prices, which will be confirmed during the third quarter.

### Savings Delivery Update

4. The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Activity	2020/21 Savings £000	June 2021		Narrative
On street parking	300	300	A Covid19	Covid related income loss is continuing at a reduced level during early 2021/22 restrictions.

Activity	2021/22 Savings £000	June 2021		Narrative
Review highway and transport fees and charges	200	200	G	
Use of one-off funding to support highways and transport priorities	500	500	G	
Reduced level of demand for concessionary bus travel scheme	400	400	G	
Review the management of graffiti removal	50	50	G	
On street parking	76	76	A	Impact to be monitored following introduction on new CPZ Scheme
Redesign processes for the delivery of highways schemes	50	50	G	
Review of agency staff	21	21	G	

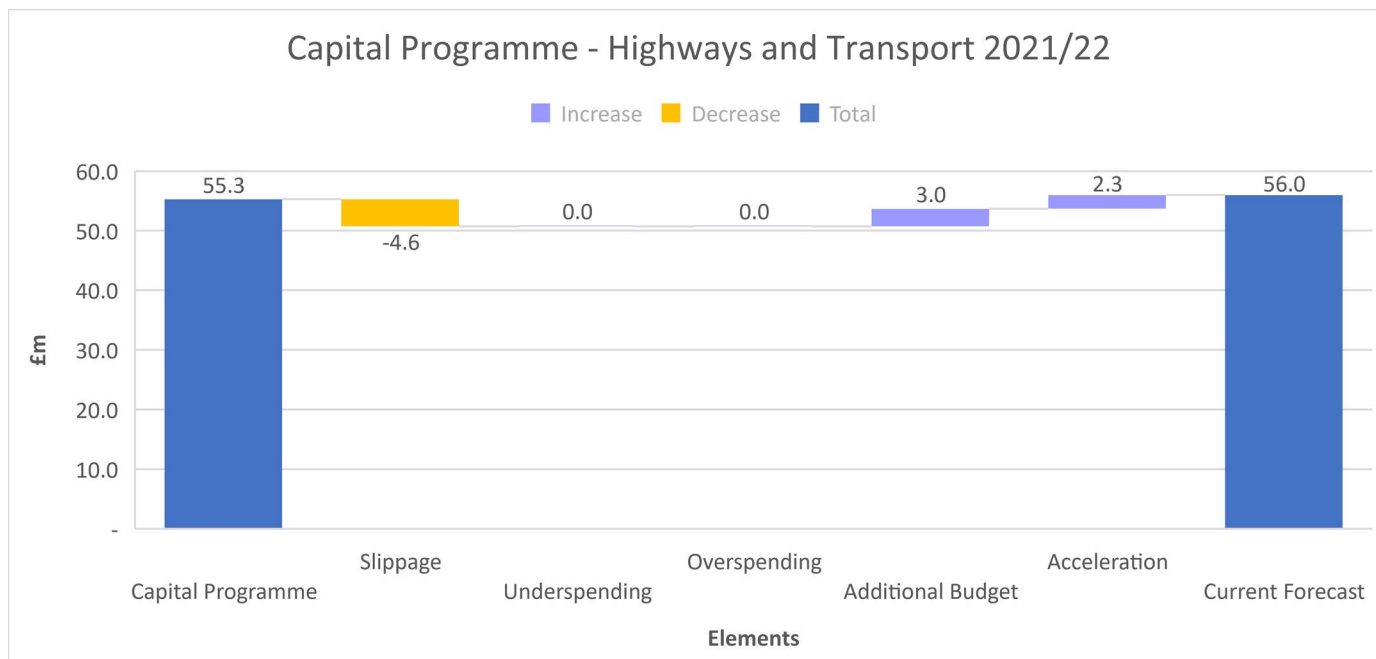
#### Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered



## Capital Programme

5. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £54.7m for 2021/22. £0.6m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £55.3m. Since this time, profiled spend has increased overall by £0.7m, to give a current full year actual spend for 2020/21 of £56.0m.



6. The largest projects included in the capital programme expenditure plan are:

- Annual Works Programme.
- A259 Corridor Capacity Enhancement.
- A2300 Corridor Capacity Enhancement.
- A284 Lyminster Bypass.
- A29 Realignment – Phase One.

7. There are 24 projects within the portfolio. 21 of the projects in delivery are rated green, indicating that the project is reporting to plan. Two are rated as amber, indicating that there is an issue having an effect on the projects but that it can be dealt with by the project manager or project delivery team. In addition, there is one project which has been removed from the Capital Programme. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th June	Reason	RAG Status at 10th August	Updated Position
A259 Corridor Improvements	<b>AMBER</b>	Delay and additional costs due to Covid-19. Additional funds sought via Change Request, Key Decision pending.	<b>AMBER</b>	Additional funding subject to approval via Performance and Resources Report.
LED Streetlight Conversion	<b>AMBER</b>	Contract renegotiation and Deed of Variation subject to formal approval.	<b>AMBER</b>	Variation anticipated to be agreed by October.
Midhurst Depot	<b>WHITE</b>	Now funded from revenue, to be removed from the programme.	<b>GREY</b>	Removed from Programme.

8. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

## Risk

9. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

Risk No.	Risk Description	Previous Quarter Score	Current Score

## Leader Portfolio (including Economy) - Summary

### Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
  - More than 800 enterprises have been supported to start, revive innovate or grow through key initiatives, including through the countywide Experience West Sussex tourism partnership supporting the sector to recover from the impact of the pandemic, and through the partnership with the University of Chichester to support businesses through the Hot House Programme.
  - The Track Creative Digital Hub in Bognor Regis, developed by the Council and operated on our behalf by Town Square Spaces welcomed new members, as it extended its opening in accordance with the Government roadmap for easing lockdown.
  - In the first quarter, a number of growth deal projects have progressed to delivery, including Crawley Eastern Gateway, Public Space and Connectivity Improvements projects, Crawley Manor Royal and Worthing Portland Road.
  - The Council is on track to reach its Gigabit capable connectivity target through a mix of initiatives including the successful Rural Gigabit Voucher Scheme. The West Sussex Scheme was recently selected by Virgin Media as its national pilot project using the Department for Culture, Media and Sport gigabit vouchers in Steyning, Bramber and Upper Beeding. West Sussex has secured Virgin Media's commercial investment for around 4,000 properties and are working to realise demand in the communities.

### Our Council Performance Measures

Leader	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
15	Enterprises supported to start, revive, innovate and grow Reporting Frequency: Quarterly, Accumulative	1,500		Mar-21	Jun-21	A key focus of the Council's Economy Reset Plan is to provide support to enterprises; encouraging successful start-ups and helping established businesses to revive, innovate and grow. Existing support programmes have been refocused to provide responsive and relevant backing to businesses at this critical time. Of the 6 projects supporting this KPI, 3 are in delivery, The Track, Experience West Sussex and Business Hothouse, all progressing on target. The Digital Support Programme, Research and Innovation in Sussex Excellence (RISE) and Low Carbon Across the South East (LoCASE) projects are in final stages of preparation, with delivery on track to start in Q2. Despite the challenges of the pandemic, a strong start to the projects has achieved successful Q1 results and is encouraging for the year end projection.	Not applicable	G
			New Measure - No Data	950	833			
20	Percentage of premises able to access gigabit-capable connectivity by 2025 (working towards government target of 85% by the end of 2025) Reporting Frequency: Annually	20.0%	2018/19	2019/20	2020/21	Working with DCMS (Department for Digital, Culture, Media & Sport) and working with suppliers within the county with plans for commercial build.	Not applicable	G
			4.5%	8.8%	21.2%			

24	Number of growth deals in place with district and boroughs  Reporting Frequency: Annually	6	2018/19	2019/20	2020/21	All six growth deals remain in place with our District and Borough Council partners. In the last quarter we have assessed all six deals against our economic recovery plans with our growth deal stakeholders	Not applicable	G
			6	6	6 →			

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Leader Portfolio - Total	£0.000m		(£0.000m)	£0.000m

### Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

### Financial Narrative on the Portfolio's Position

- The Leader Portfolio is currently projecting a balanced budget.

### Savings Delivery Update

- The portfolio has one 2021/22 saving included within the budget. Details of this savings is shown in the table below:

Activity	2021/22 Savings £000	June 2021		Narrative
Review of Economy project budgets	100	100	G	
Review of agency staff	1	1	G	

#### Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

## Capital Programme

5. There are currently no capital projects for the Leader Portfolio.

## Risk

6. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR68	Covid-19 – Services will fail to deliver existing work plans	25	15
CR70	Increasing demand placed on the senior officers leading to lack of capacity to deal with strategic/organisational issues	16	12
CR7	Non-compliance and lack of standardisation in some systems and processes	8	8
CR65	Corporate leadership, governance and culture	8	6

7. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

## Public Health and Wellbeing Portfolio - Summary

### Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
  - The Covid-19 Vaccination Programme led by the NHS (Sussex Health and Care Partnership), has been rolled out in line with the Government and Joint Committee on Vaccination and Immunisation (JCVI) requirements, with all adults now invited to receive their vaccination, and 16- and 17-year-olds for first doses. The County Council is supporting this programme, carrying out targeted work with partners to encourage all adults to have their vaccination, engaging with communities in innovative ways such as mobile vaccination units, flexible clinics, as well as utilising community and faith links.
  - The West Sussex [Covid-19 Local Outbreak Engagement Board's \(LOEB\) quarterly report](#) was presented to the West Sussex Health and Wellbeing Board subgroup on 24 June, highlighting the Board's progress. The LOEB has supported its partners during the period February to May on the Asymptomatic Testing Programme for West Sussex, Covid-19 Vaccination Programme, Local Tracing Partnership, early years, schools and university, preparations for the election, adult social care, and event management.
  - In November 2020, West Sussex launched the Local Tracing Partnership (LTP) operating on behalf of East Sussex and West Sussex. The programme supports the national NHS Test and Trace system contacting positive Covid-19 cases to obtain information on their contacts; the service operates from the WSCC Community Hub. Since the start of the programme the LTP has contacted 67.8% of the West Sussex cases passed to them from the national NHS Test and Trace service (*data as at week ending 08<sup>th</sup> August 2021*).
  - Led by the Council's Public Health and Learning and Development departments, and in partnership with Mental Health First Aid (MHFA) England, a programme of MHFA training has been launched to train West Sussex County Council employees and HR Business Partners to be a point of contact and reassurance for staff who may experience a mental health issue or emotional distress.

### Our Council Performance Measures

Public Health and Wellbeing		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
5a	Uptake of flu vaccine in over 65s or at risk	75.0%	2017/18	2018/19	2019/20		2020/21 results due in August 2022. In future this measure is likely to be for aged 50 and over population. This will be confirmed in August by the Chief Medical Officer for England and new targets may apply.	Awaiting confirmation from NHS partners of requirements. In West Sussex, historically, we largely achieve good flu vaccine uptake but not in these groups, which highlights health inequalities in these areas. Winter Planning: WSCC Public Health are supporting NHS partners in planning for the roll-out of the booster COVID-19 vaccine and flu vaccine, taking into account learning from the delivery of the COVID-19 vaccine, to increase uptake across the local population.	A
	Reporting Frequency: Annually		72.9%	73.4%	74.2%				

5b	Update of flu vaccine in 'at risk' groups Reporting Frequency: Annually	47.0%	2017/18	2018/19	2019/20	2020/21 results due in August 2022. In future this measure is likely to be for aged 50 and over population. This will be confirmed in August by the Chief Medical Officer for England and new targets may apply.	Awaiting confirmation from NHS partners of requirements. In West Sussex, historically, we largely achieve good flu vaccine uptake but not in these groups, which highlights health inequalities in these areas. Winter Planning: WSCC Public Health are supporting NHS partners in planning for the roll-out of the booster COVID-19 vaccine and flu vaccine, taking into account learning from the delivery of the COVID-19 vaccine, to increase uptake across the local population.	A
			48.5%	49.1%	45.8%			
6	Healthy weight of 10-11 year olds Reporting Frequency: Annually	69.8%	2018/19	2019/20	2020/21	Although performance has slightly fallen compared to last year, 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. All strategy development work around children's healthy weight had to be put on hold due to COVID 19. The government also halted the National Child Measurement Programme due to the pandemic. It would seem likely that the lockdown would increase the number of children who are overweight or obese given the restrictions placed on leaving the house.	Obesity is a complex issue and affects all ages, which emphasises the importance of the need for a family targeted approach, working across all age groups. WSCC Public Health are working in partnership with district and borough councils across West Sussex to maintain and develop services to support the populations' needs.	G
			70.2%	70.4%	69.8%			
31	Healthy life expectancy for men Reporting Frequency: Annually	66 Years	2016/17	2017/18	2018/19	Next updates due February 2022 for 2019/20 results.  There has been growing concern, nationally and locally, that healthy life expectancy may have stalled which will have implications for individuals, communities, health and social care demand in the longer term and the wider economy.	Healthy Life Expectancy is a composite measure based on mortality levels, 'quality of life' (time spent in different states of health), and self-assessment. There is no single action that will adjust this significantly, but some actions will have more impact than others, such as tobacco control/smoking cessation and maintaining a healthy weight. WSCC Public Health are working with partners at place and integrated care system level, to determine how we will improve healthy life expectancy throughout the local population. This work is strongly aligned with work being undertaken to reduce health inequalities, with regular discussions in place with partners to take this forward as part of the population health management workstream.	G
			65.8 Years	64.6 Years	66.0 Years			
32	Healthy life expectancy for women Reporting Frequency: Annually	64.8 Years	2016/17	2017/18	2018/19	Next updates due February 2022 for 2019/20 results.  There has been growing concern, nationally and locally, that healthy life expectancy for women may be declining. This has implications for individuals, communities, health and social care demand in the longer term and the wider economy.	Healthy Life Expectancy is a composite measure based on mortality levels, 'quality of life' (time spent in different states of health), and self-assessment. There is no single action that will adjust this significantly, but some actions will have more impact than others, such as tobacco control/smoking cessation and maintaining a healthy weight. WSCC Public Health are working with partners at place and integrated care system level, to determine how we will improve healthy life expectancy throughout the local population. This work is strongly aligned with work being undertaken to reduce health inequalities, with regular discussions in place with partners to take this forward as part of the population health management workstream.	G
			63.6 Years	64.3 Years	64.8 Years			
35	Number of people completing evidence-based falls prevention programmes Reporting Frequency: Quarterly, Accumulative	TBC				First set of results expected in September 2021.  This is a new measure and as a result no previous data or baseline is available. Data will be provided by Districts and Boroughs.  Once data is available targets for the next 4 years can be determined.	This is an important area, which has been impacted by COVID-19 over the last 18 months. It is likely that due to lockdowns and the need for the Clinically Extremely Vulnerable to shield, individual's mobility may have reduced, resulting in a change in need for this area. There is therefore a need to assess and review current falls prevention programmes, working with community and NHS partners to set a target for the next 6-12 months.	A
			New Measure - No Data	New Measure - No Data	New Measure - No Data			

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£24.634m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£24.634m)	
<b>Public Health and Wellbeing Portfolio - Total</b>	<b>£24.634m</b>		<b>(£24.634m)</b>	<b>£0.000m</b>

## Significant Financial Issues and Risks Arising

2. There are no significant issues to raise within this section.

## Financial Narrative on the Portfolio's Position

3. The Public Health and Wellbeing Portfolio is projecting a balanced budget.
  - The budget continues to be impacted heavily by the consequences of the Covid-19 pandemic. The probability is that this will result in some underspending in areas of the service where expenditure is based on activity levels. For similar reasons, timing may mean that it is not appropriate to plan to spend the £1.2m that was carried forward from last year, nor the £0.2m increase announced in March in this year's Public Health Grant. As ring-fenced funding, all of these factors create the likelihood that there will be a level of underspending that will transfer into 2022/23. The potential level of this will become clearer in future months.

## Savings Delivery Update

4. The portfolio has no savings for 2021/22.

## Capital Programme

5. There are currently no capital projects for the Public Health and Wellbeing Portfolio.

## Risk

6. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

Risk No.	Risk Description	Previous Quarter Score	Current Score



## Support Services and Economic Development Portfolio - Summary

### Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
  - As part of the continuing transformation and modernisation of our IT services, the migration of emails to the Cloud (Microsoft Intune) this quarter now enables staff to access their email, calendar and files on their phone securely. This update has also provided a significant increase in email capacity as well as offering a modern, flexible platform to deliver more 'mobile' based applications in the future.
  - The organisations bi-annual 'Pulse Survey' took place during April and May. The survey consists of a number of short questions designed to measure activity associated with leadership and culture. The survey generated a record-high response rate with 46% of employees (2,208 staff) taking part; an 8% increase in participation when compared to the previous October 2020 results. Overall, the survey reported 78% of positive responses, increasing the positive response rate by 6% when compared to the October 2020 results (72%). Details have been shared with all departments and work continues upon any areas of concern.

### Our Council Performance Measures

Please note - the performance measures relating Economy are reported under the Leader (including Economy) Portfolio in **Section 8**.

Support Services and Economic Development	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
45 All member training and development needs identified and training completed within 12 months of 2021 election (future year targets and measures to be set by the Member Development Group)  Reporting Frequency: Quarterly	100.0%				Jun-21	This is a new measure introduced April 2021. Initial member training and development has been through a core induction programme to end July 2021, for core skills and for specific appointed roles. Mandatory training completion rates are: Code of Conduct 87%; Safeguarding 64%; Equality Duty 67%; IT Security and Data Protection 49%; Corporate Parenting 71%.	Completion of Training Needs Analysis (TNA) with new councillors has begun to record training needs not met by the core programme with plans to offer TNAs to returning members from September 2021. A status report will go to the Member Development Group in October 2021. It will consider future targets and measures for this KPI.	G
		New Measure - No Data	New Measure - No Data	67.6%	↘			
46 New Code of Governance published, assisting the public, staff and elected members to navigate the Council's decision making process  Reporting Frequency: Quarterly	By 2021 elections					Analysis of impact will follow initial roll out of the Code expected Autumn 21. Measures of benefits for officers and members to be developed.	Good Governance project on streamlined decision making underway includes workstream on Code and linked guidance. Various elements of task being collated for first iteration of overall Code followed by evaluation of use and impact.	G
		Qualitative measure - no data	Qualitative measure - no data	Qualitative measure - no data	→			

## Support Services and Economic Development – Performance and Resources Report – June 2021 - Q1

### Section 10

47	Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously"	75.0%		Nov-20	May-21	Next results due November 2021. This question was introduced in Nov 2020. Getting the best from our people – Leaders will create a culture that values staff and will have the skills and knowledge required to lead and support teams and individuals through a coaching style of leadership to encourage accountability, innovation and creativity. Benefits to staff: They have a clear sense of purpose, and staff feel valued and treated with integrity and experience a higher sense of wellbeing. Benefits to residents: Those closest to the point of service delivery inform leadership thinking and decision making. Progress: An improvement in positive responses to this question has been seen across the organisation since the previous Pulse Survey – 73% to 82%.	Development of our new coaching pathway - Support for Managers & Leaders to undertake relevant professional qualifications (E.g. ILM - The Institute of Leadership & Management, Coaching Professional) via the apprenticeship programme. - Creation of the West Sussex VIBE (Values, Behaviours and Expectations) outlining how our success is achieved not just by "what we do" but also "how we do it" and appropriate management and leadership development to embed this. - Facilitated reflective conversations with teams around their experience in the workplace and lessons learned	G
			New Measure - No Data	73.0%	82.4%			
48	Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"	86.0%		Nov-20	May-21	Next results due November 2021. This question was introduced in Nov 2020. We have an inclusive and supportive culture, work in partnership and reward individual and team contribution. The views & concerns of staff, including those from underrepresented groups inform organisational learning & improved employment experience. Benefits to staff: Staff feel supported and listened to and their individual contribution is valued which results in a higher sense of wellbeing. Benefits to residents: Services are more diverse and representative of the residents they support, staff are supported to work efficiently and effectively in support of residents. Progress: An improvement in positive responses to this question has been seen across the organisation since the previous Pulse Survey – 86% to 91%.	- The appointment of a new Diversity & Inclusion lead within The Human Resources & Organisational Development function to support senior leads across The organisation ensure all staff feel valued. - Directorate and Organisational Engagement Sessions on focussed topics to ensure staff input into future ways of working. - on-going work with our staff Networks to ensure everyone has a voice and promote continuous improvement of The employee experience. - Dignity and Respect Kickstart project as part of The Human Resources People Framework exploring empowering solutions to support and improve employee voice. - Development of Dignity and Respect at work policy.	G
			New Measure - No Data	86.0%	90.6%			
51	Percentage of digital services available from WSCC to support self-service	60.0%		Mar-20	Jun-21	With further transactional services added to this measure, we anticipate we will continue to achieve this target at the end of the year.	Not applicable	G
			New Measure - No Data	62% pre-covid data	65.0%			

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£0.428m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£0.428m)	
Redundancy and pension strain costs relating to the closure of the Martlets Restaurant	£0.109m			
<b>Support Services and Economic Development Portfolio - Total</b>	<b>£0.537m</b>		<b>(£0.428m)</b>	<b>£0.109m</b>

## Significant Financial Issues and Risks Arising

2. There are no significant issues to raise within this section.

## Financial Narrative on the Portfolio's Position

3. The Support Services and Economic Development Portfolio is currently projecting a £0.109m overspend which relates to the expected one-off redundancy and pension strain costs following the closure of the Martlets Restaurant at County Hall Chichester.

## Savings Delivery Update

4. The Portfolio has a number of 2021/22 savings included within the budget. Details of these savings are included in the table below:

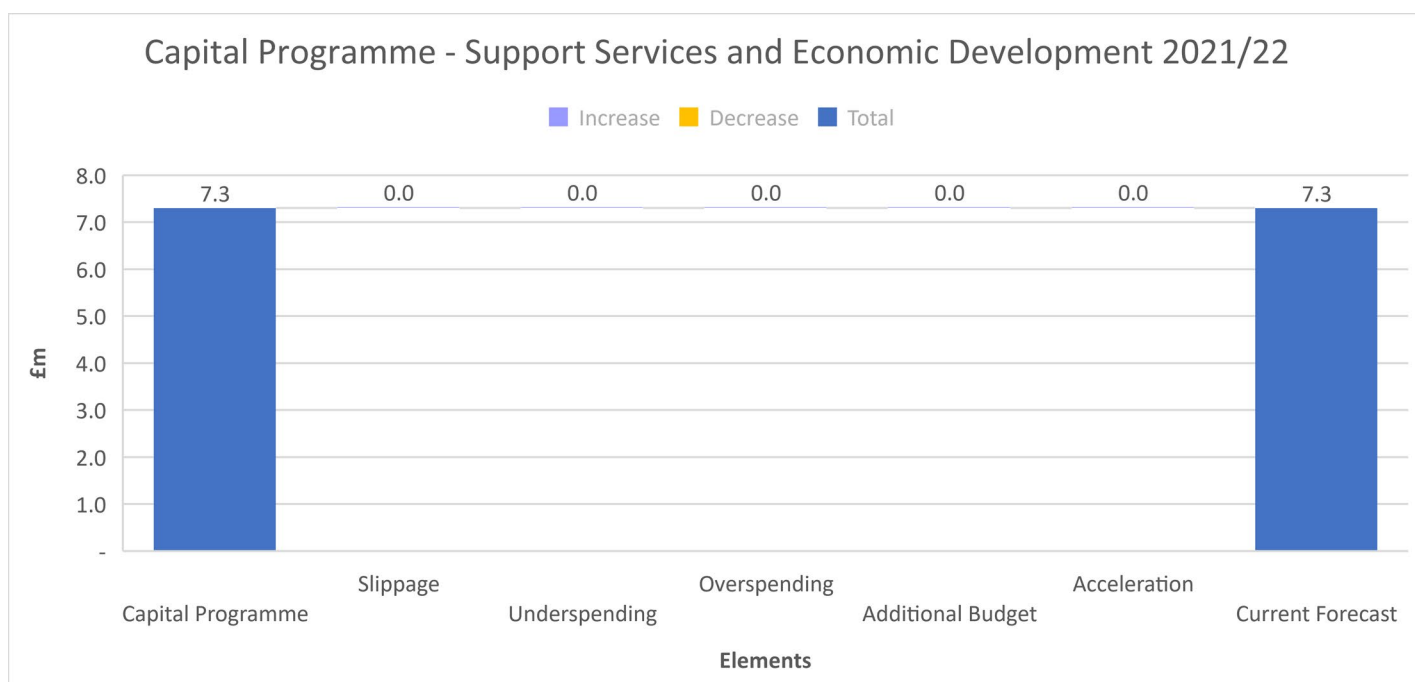
Activity	2021/22 Savings £000	June 2021		Narrative
IT service redesign	500	500	G	
Review of Democratic Support	108	108	G	
Reduction in professional fees to support One Public Estate (OPE) delivery	50	50	G	
Digital Infrastructure - 1 FTE Vacancy Freeze	45	45	G	
Reshaping communications offer	200	200	A	The Communications service redesign has been delayed. It is unlikely that they will be able to achieve this saving in full.
Reduction in corporate stationary requirements	100	100	G	
Licencing savings following re-procurement of ERP Solution	400	400	A	Due to uncertainties in the implementation date of the Oracle system, it is unlikely that this saving will be achieved as originally envisaged in 2021/22. To offset this, a one-off opportunity to reduce IT expenditure in year is expected to mitigate this pressure.
Closure of Martlets Public Café	0	0	G	
Reduction in legal costs required for child protection cases	200	200	A	Caseloads have seen a decline since January 2021; however, the service continues to monitor the use of external spend and locum solicitors to ensure the resulting demand reduction yields cost savings.
HR service redesign	300	300	G	
Public Health – use of uncommitted Public Health Grant/other changes within existing contracts	1,210	1,210	G	
Review of agency staff	118	18	B	
Review of mileage, allowances and apprenticeship levy		100	A	The review of mileage allowances will be aligned to the work the County is undertaking as part of the 'smarter ways of working' and will be better understood later in the year.

### Savings Key:

**R** Significant Risk   **A** At Risk   **G** On Track   **B** Delivered

## Capital Programme

5. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £7.4m for 2021/22. £0.1m of expenditure, originally profiled to spend in 2020/21, was accelerated into 2021/22, revising the capital programme to £7.3m. Since this time, profiled spend has remained the same giving a current full year actual spend for 2021/22 of £7.3m.



6. The largest projects included in the capital programme expenditure plan are:

- Crawley Growth Programme
- Burgess Hill Growth Programme
- Worthing Public Realm
- Gigabit.

7. There are 10 projects within the portfolio. Eight of the schemes in delivery are rated green, indicating that the project is reporting to plan. One is rated amber, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team. One is rated red, indicating that there are significant issues with the project, requiring corrective action. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30 June	Reason	RAG Status at 10th August	Updated Position
Burgess Hill Place and Connectivity Programme	AMBER	Delay to design of Burgess Hill and Wivelsfield Stations and Western Gateway due to resource issues - construction phase approval planned for July 21. Key Decision pending.	AMBER	Key Decision planned for September.
Demolition of vacant buildings – Chichester High School	RED	Delays leading to loss of external funding due to Covid 19. Revenue Covid Fund allocation proposed.	GREEN	Covid-19 funding approved, demolition to be progressed.

8. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

## Risk

9. The following table summarises the risks on the corporate risk register that would have a direct impact on the Portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR71	Mental and physical wellbeing (and emotional resilience) of staff	8	8
CR11	Recruiting and retaining staff	12	12
CR39a	Successful cyber attack	25	25
CR39b	Data protection responsibilities	9	9
CR50	Lack of Health and Safety awareness and accountability	9	9

10. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

## Revenue Budget Monitor to the end of June 2021

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Precept	-509,476	-509,476	-127,369	0
Business Rates Retention Scheme	-79,257	-86,581	-6,679	0
Collection Fund	6,667	20,171	5,072	0
Covid-19 Expenditure Pressures Grant	-15,618	-15,618	-15,618	0
Covid-19 Income Loss Compensation	0	0	600	0
Local Council Tax Support Grant	-6,628	-6,632	-6,632	0
Local Tax Income Guarantee - Business Rates	0	195	65	0
Local Tax Income Guarantee - Council Tax	0	0	570	0
New Homes Bonus Grant	-2,352	-2,358	-589	0
Social Care Support Grant	-18,169	-18,169	-7,876	0
<b>Total Financing</b>	<b>-624,833</b>	<b>-618,468</b>	<b>-158,456</b>	<b>0</b>
	Approved budget <sup>1</sup>	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
<b>Portfolio Budgets</b>				
Adults Services	209,543	209,063	30,684	0
Children and Young People	130,808	130,900	32,963	3,100
Learning and Skills	22,735	23,176	-7,059	1,921
Community Support, Fire and Rescue	40,724	40,758	6,518	145
Environment and Climate Change	60,813	60,925	10,870	-1,150
Finance and Property	15,841	16,138	2,491	100
Highways and Transport	36,577	36,377	7,150	-450
Leader	2,120	2,120	278	0
Public Health and Wellbeing	0	0	-3,283	0
Support Services and Economic Development	48,585	48,508	15,514	109
<b>Sub-total</b>	<b>567,746</b>	<b>567,965</b>	<b>96,126</b>	<b>3,775</b>
<b>Non-Portfolio Budgets</b>				
Capital Financing - Repayment (MRP)	11,086	11,086	0	0
Capital Financing - Interest	17,848	17,848	-541	0
Revenue Contribution to Capital - Business Rates Pilot	1,900	1,900	0	0
Revenue Contribution to Capital - Other	532	3,362	0	0
Investment Income	-2,970	-2,970	-319	0
Care Leavers Council Tax Support	25	25	0	0
General Contingency	6,400	6,400	0	0
Pay Contingency	2,200	2,200	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-1,900	-4,212	-4,212	0
Transfers to/(from) Reserves - Other	21,966	14,864	14,864	0
<b>Sub-total</b>	<b>57,087</b>	<b>50,503</b>	<b>9,792</b>	<b>0</b>
<b>Total Net Expenditure</b>	<b>624,833</b>	<b>618,468</b>	<b>105,918</b>	<b>3,775</b>
<b>Total Forecast Variation - overspending</b>				<b>3,775</b>

<sup>1</sup> Approved portfolio budgets have been restated to reflect the changes to the Cabinet structure adopted following the local elections in May 2021

<b>Memo: Contingency</b>	<b>£000</b>
Original Budget (General & Pay Consolidated)	8,600
<b>Available Contingency</b>	<b>8,600</b>

Balances and Reserves	Balance at 31 Mar 2021	Balance at 30 Jun 2021	Movement Year to Date	Comments on Movement Year to Date
	£000	£000	£000	
<b>Earmarked Reserves:</b>				
Adults & Health Pressures and Recovery	-4,700	-4,700	0	
Ash Dieback	-1,200	-1,200	0	
Budget Management	-54,417	-53,546	871	Net movement on collection funds and government grants
Business Rates Pilot Fund	-21,870	-17,658	4,212	£1.9m applied to capital programme (Gigabit, Fibre, Infrastructure); £2.3m residual 2019/20 NNDR Collection Fund deficit.
Children First Improvement Plan	-2,285	-785	1,500	£1.5m partial application of 20/21 underspending carried forward to provide temporary improvement funding.
Covid-19 Fund	-6,972	-26,333	-19,361	£15.6m Central Government Non Ringfenced Grant; £6.6m Council Tax Support Grant less net grant applied. Current forecasts assumes reserves will be £10m at year end.
Economic Growth	-2,059	-2,036	23	
Elections Reserve	-600	0	600	£0.6m scheduled release of reserve to finance costs in local election year.
Highways Commuted Sums	-4,069	-4,667	-598	£1.0m forecast sums receivable by Planning Services during year; assumed £0.4m applied to eligible Highways schemes.
Highways On-Street Parking	-1,921	-1,921	0	
Infrastructure Works Feasibility	-1,436	-2,959	-1,523	Contribution of £1.5m by Finance and Property portfolio per approved budget.
Insurance Reserve	-5,845	-5,845	0	
Interest Smoothing Account	-2,254	-2,254	0	
Recycling & Waste PFI	-10,547	-10,347	200	
Schools Sickness & Maternity Insurance Scheme	-1,771	-1,771	0	
Service Transformation Fund	-13,569	-13,569	0	
Social Care Support Grant 2018/19	-1,517	-499	1,018	£1.0m applied to Adults Services per approved budget.
Statutory Duties	-2,437	-2,437	0	
Street Lighting PFI	-23,362	-22,920	442	
Unapplied Revenue Grants	-1,045	-1,045	0	
Waste MRMC	-25,364	-23,464	1,900	£1.9m applied to Environment and Climate Change portfolio per approved budget for estimated in-year lifecycle expenditure.
Other Earmarked Reserves	-2,228	-2,328	-100	
<b>Earmarked Reserves (Excluding Schools)</b>	<b>-191,468</b>	<b>-202,284</b>	<b>-10,816</b>	
School Balances	-24,778	-24,613	165	
<b>Total Earmarked Reserves</b>	<b>-216,246</b>	<b>-226,897</b>	<b>-10,651</b>	
General Fund	-20,286	-20,286	0	
Capital Grants Unapplied	-55,031	-55,031	0	
Capital Receipts Reserve	-4,789	-4,789	0	
<b>Total Usable Reserves</b>	<b>-296,352</b>	<b>-307,003</b>	<b>-10,651</b>	

## Covid-19 – Summary

### Finance Summary

The cost of the Covid-19 pandemic to the County Council has been monitored separately from the Portfolio budgets agreed by County Council in February 2021. Unspent grants from 2020/21 are available to be utilised, in accordance with grant conditions, as required to fund the cost of the pandemic in 2021/22. It is expected that all the costs of the pandemic incurred in 2021/22 will be funded from government grants or from other income received from partners.

**Table 1** below details an early projected forecast of expenditure and income for 2021/22 by Portfolio. Currently, there is £10.8m of grant which is unallocated, however the ever-changing circumstances of the pandemic means that it is likely that all of the Covid-19 pandemic funding will be committed during 2021/22.

**Table 1 – Covid-19 Expenditure by Portfolio**

<b>Portfolio</b>	<b>Projected Expenditure</b>
Adults & Health	£13.582m
Children & Young People	£0.039m
Community Support, Fire & Rescue	£5.626m
Environment & Climate Change	£0.138m
Finance & Property	£0.624m
Highways & Transport	£1.036m
Leader	£0.000m
Learning & Skills	£1.399m
Public Health & Wellbeing	£24.634m
Support Services & Economic Development	£0.428m
Non-Portfolio	£4.850m
<b>Total Projected Expenditure – As at June 2021</b>	<b>£52.356m</b>

<b>Income Allocations (including grants carried forward from 2020/21)</b>	<b>Allocation</b>
Covid-19 Central Government Non Ringfenced Grant	(£22.641m)
Other Covid-19 specific grants including: Contained Outbreak Management Fund, Local Support Grant, Infection Control, Home to School Transport and others.	(£40.942m)
Grant allocations expected/ awaiting final determinations including Income Loss Compensation Scheme and Lateral Flow Test Grant.	(£0.600m)
Other Covid-19 income - estimated contribution from the Clinical Commissioning Group (CCG)	(£0.650m)
<b>Total Projected Income – As at June 2021</b>	<b>(£64.833m)</b>

Committed 2022/23 Capital Contribution	<b>£1.723m</b>
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<b>Total Remaining Unallocated Grant – As at June 2021</b>	<b>(£10.754m)</b>
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## Covid-19 Key Decisions During 2021/22

**Table 2** lists the Key Decisions which have been taken during the year that have impacted Covid-19 expenditure.

**Table 2: Key Decisions Which Have Impacted in Year Expenditure**

Key Decision	Description	Funding Source	Date	Key Decision Reference
Adult Social Care Infection Control and Testing Fund	Allocation of Infection prevention and control and rapid testing funding	Specific grant allocation	30 <sup>th</sup> April 2021	OKD75 (20/21)
Contain Outbreak Management Fund (COMF)	Proposal to utilise £6.018m of the total grant funding, of which £2.933m is to support activities by the West Sussex Districts and Boroughs, £0.665m is for homelessness prevention (Adults) and £2.419m is to support services for children and young people	Specific grant allocation	6 <sup>th</sup> May 2021	OKD78 (20/21)
Emergency Central Government Funding Allocation	Allocation of £0.542m to complete the demolition of the former Chichester High School Year 7 Building project following delays and loss of funding due to the pandemic.	County Council funding	08 <sup>th</sup> July 2021	FP02 (21/22)

## Covid-19 Grant Funding Allocations 2021/22

A listing of available Covid-19 grant funding is shown in **Table 3**. This details the grants brought forward from 2020/21, confirmed new grants and estimates of new funding expected to be received.

**Table 3 - Covid-19 Grant Funding Allocated to West Sussex County Council - as at 20th July 2021**

Description	Brought Forward 2020/21 £m	2021/22 £m	TOTAL 2021/22 £m	Spending Plan
<b>Unringfenced Grant:</b>				
Covid-19 Central Government Non Ringfenced Grant	7.0	15.6	22.6	To meet additional pressures arising from the pandemic and help continue to deliver frontline services .
Fire Contingency Fund	0.1		0.1	
<b>Total Unringfenced Grant</b>	<b>7.0</b>	<b>15.6</b>	<b>22.6</b>	
<b>Specific/ Dedicated Grants (WSSC)</b>				
Infection Control/ Rapid Testing	-	11.7	11.7	To support adult social care providers to reduce the rate of Covid-19 within and between care settings through infection prevention and control practices. It also enables additional rapid testing of staff and visitors.
Test and Trace	1.3		1.3	Led by WS Public Health, implementation of tailored outbreak control plans to reduce and manage the virus across the county.
Contain Outbreak Management Fund	19.3	4.0	23.3	To help reduce the spread of coronavirus and support local public health.
Additional Dedicated Home to School and College Transport	-	0.5	0.5	To provide sufficient transport capacity so children and young people can attend school and college safely and on time.
Winter Support Grant	-	0.8	0.8	To provide support to children and households who are experiencing, or at risk of experiencing, poverty, where they are impacted by the ongoing public health emergency, and where alternative sources of assistance may be unavailable.
Local Support Grant	-	1.9	1.9	To provide support to children and households who are experiencing, or at risk of experiencing, poverty, where they are impacted by the ongoing public health emergency, and where alternative sources of assistance may be unavailable.
Practical Support Framework	-	0.6	0.6	Support those in need with the cost of food, energy, water bills and other essentials.
Wellbeing for Education Grant	-	0.1	0.1	Additional funding for local authorities to support pupils' and students' wellbeing and psychosocial recovery as they return to full-time education.
Travel Demand Management Grant	0.1	-	0.1	Public transport support funding.
Bus Support Services Grant	-	0.1	0.1	To support bus operators to continue running services during lockdown (supported transport routes).
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.5	-	0.5	Phase 2 (Revenue - indicative allocation) installation of temporary cycle lane provision.
<b>Total Specific/ Dedicated Grant</b>	<b>21.2</b>	<b>19.7</b>	<b>40.9</b>	
<b>Overall Total Portfolio Grants</b>	<b>28.2</b>	<b>35.3</b>	<b>63.6</b>	
<b>Other Ringfenced Grants - Capital:</b>				
Capital Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	2.2	-	2.2	Phase 2 - Travel improvements.
<b>Total Other Ringfenced Grant Outside Portfolio's and Capital Grants</b>	<b>2.2</b>	<b>0.0</b>	<b>2.2</b>	
<b>Overall Total Grants</b>	<b>30.5</b>	<b>35.3</b>	<b>65.8</b>	
<b>Additional ringfenced grant allocations to be confirmed/ allocated</b>				
Lateral Flow Testing	-	0.1	0.1	Current expected value of reimbursement for cost to date.
Estimated Reimbursement of Lost Income Compensation Scheme	-	0.5	0.5	Final three months estimate (April - June) of partial reimbursement for loss of fees and charges following the closure of council services during the pandemic.
	<b>0.0</b>	<b>0.6</b>	<b>0.6</b>	

## Service Transformation

At the start of the year, the balance on the Transformation Reserve stood at £13.6m. Of this remaining funding, £9.6m has been earmarked to fund approved projects which are currently progressing. These projects include the SMARTCORE Programme, Insourcing and Procurement of IT Services Better Use of Technology within Children Services and other smaller projects.

### **SMARTCORE Programme. Total Budget - £7.5m. Remaining Balance for 2021/22 and future years - £5.0m.**

This programme is focused upon making business processes more efficient and economic which includes the replacement of the existing SAP system with Oracle Fusion.

The focus of the programme is on a set of design principles that seek to establish a single source of the truth for key data and information relating to Finance, HR, Payroll and Procurement and Contract Management Services, which will support strategic and operational decision making and planning, whilst also providing an opportunity to introduce productivity gains via business process improvements.

Initial progress has been slower than originally planned but is now progressing well. The project is currently in its design phase and with implementation planned to take effect in the autumn of 2022.

### **Insourcing and Procurement of IT Services. Total Budget - £2.750m. Remaining Balance for 2021/22 - £2.3m.**

Following a joint review by the County Council and Capita, a decision was taken to transfer IT services away from the current arrangements with Capita during 2021 as part of our move to a new operating model. The transfer of these services has been phased, with the full transition of services expecting to be completed in the autumn.

The first procurement in this piece of work has recently been completed with a new three-year contract awarded to XMA Ltd for the Information Technology Service Desk and End User Compute, which is due to start from 19<sup>th</sup> July 2021, with full-service delivery commencing in October 2021.

### **Better Use of Technology within Children Services. Total Budget - £1.8m.**

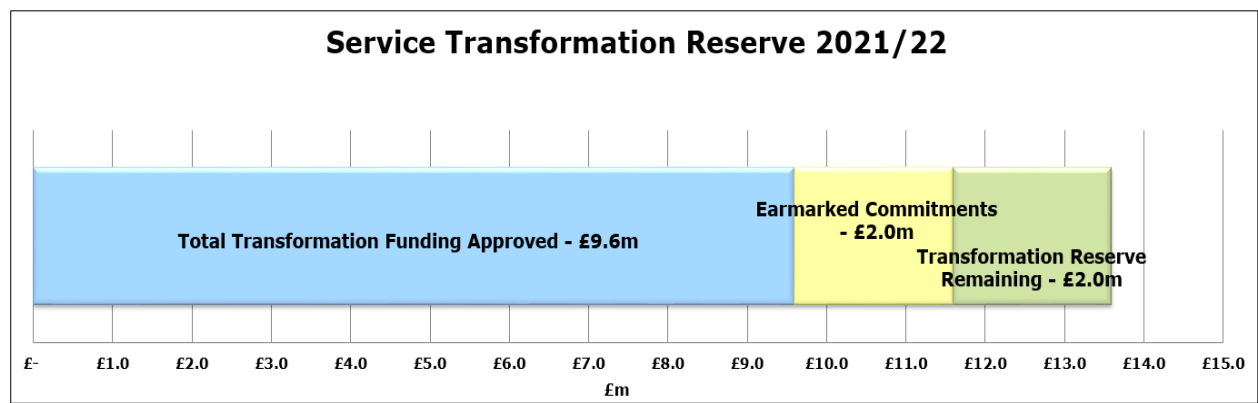
This project is just beginning and will support the transformation of the current recording systems in ensuring a coherent and connected view of an individual child through system consolidation and integration. The project will reduce the

number of systems requiring support and maintenance and will make efficiencies and improvement to ways of working which will benefit children, families and staff. The planned completion date is at the end of 2022/23.

### Future Projects – Earmarked Commitments

A number of new projects are currently being scrutinised through the Service Transformation Governance Process. Currently, £2.0m has been earmarked for these emerging plans. If all these funding requests are successful, the remaining unallocated funding within the Service Transformation Reserve will reduce to £2.0m.

**Graph 1 – Service Transformation Reserve Position**



**2021/22 CAPITAL MONITOR as at the end of June 2021**

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
	2021/22 In-Flight Capital Programme (February County Council)	2021/22 Pipeline Capital Programme (February County Council)	2021/22 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2020/21	Total 2021/22 Revised Capital Programme	Actuals to Date	In-Flight Forecast for Remaining Period	Pipeline Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults Services	2,039	0	<b>2,039</b>	3,095	5,134	1,890	3,244	0	<b>5,134</b>	0
Children and Young People	60	940	<b>1,000</b>	417	1,417	(134)	1,551	0	<b>1,417</b>	0
Learning and Skills	10,505	9,001	<b>19,506</b>	3,182	22,688	3,216	22,521	0	<b>25,737</b>	3,049
Community Support, Fire and Rescue	2,845	800	<b>3,645</b>	71	3,716	574	3,461	0	<b>4,035</b>	319
Environment and Climate Change	3,613	1,000	<b>4,613</b>	685	5,298	787	4,511	0	<b>5,298</b>	0
Finance and Property	2,683	6,154	<b>8,837</b>	(2,171)	6,666	1,236	5,430	0	<b>6,666</b>	0
Highways and Transport	30,957	23,702	<b>54,659</b>	601	55,260	8,788	46,236	1,000	<b>56,024</b>	764
Support Services and Economic Development	5,335	2,023	<b>7,358</b>	(101)	7,257	931	5,410	916	<b>7,257</b>	0
<b>Total Capital Programme</b>	<b>58,037</b>	<b>43,620</b>	<b>101,657</b>	<b>5,779</b>	<b>107,436</b>	<b>17,288</b>	<b>92,364</b>	<b>1,916</b>	<b>111,568</b>	<b>4,132</b>

## Corporate Risk Register - July 2021

Appendix 5

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR68	The government have placed restrictions and imposed requirements on Local Authotities to support in the management of the COVID-19 pandemic. If local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk <b>services will fail to deliver existing work plans</b> due to staff responding to the impact of the pandemic, or staff shortages due to sickness.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	2	10	Review and update business continuity and service critical plans.	CLT	ongoing	Business continuity plans periodically reviewed. To date there is sufficient resource to deal with challenges.	5	3	15	Aug-21
			2. Negative reputational impact.									Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).	Chief Executive	ongoing	Outcomes to inform Tactical Management Group (TMG), Strategic Management Group (SMG), and Local Health Resilience Partnership (LARP) for action/info.				
			3. Residents don't receive support required.									Develop communications when required to manage expectations of staff and residents on WSCC response position.	Head of Communications	ongoing	Collaboration and agreement on services provision messages with directorates and ELT through current COVID-19 mechanisms (TMG and SMG).				
			4. Insufficient budget/budget exceeded.									To continue to lobby government groups to influence funding decisions.	Chief Executive	Ongoing	Sufficient funding received to date to deal with the cost.				
			5. Increase risk to life.									IA to conduct review of lessons learned and communicate.	Director of Finance & Support Services	Sep-21					
			6. Information not shared appropriately.									Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.	CLT	ongoing	To be captured in business continuity plans.				
CR70	There is an <b>increasing demand placed on the senior officers</b> due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued <b>lack of capacity to deal with strategic/organisational issues</b> , leading to poor decision making.	Chief Executive	1. Outcomes for residents not delivered	Aug-20	4	3	12	Tolerate	4	3	12	Continue to monitor service resource impact.	ELT	ongoing	Concerns raised through ELT	4	3	12	Aug-21
			2. Residents don't receive support needed.									Provision of support to services when required.	SMG	ongoing	Support requests raised through TMG and escalated to SMG if required.				
			3. Failing to deliver statutory duties																
CR71	As part of the 'new normal' WSCC staff will be expected to continue to work from home (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the <b>mental and physical wellbeing (and emotional resilience) of staff</b> which will lead to an increase in absences and poor service delivery to residents.	Director of Human Resources & Org Dev	1. Increase in poor physical health of staff.	Aug-20	4	4	16	Tolerate	4	2	8	Mental health training and support (particularly for managers).	Health and Safety Manager	ongoing	Stress Management corporate guidance, mental health for managers e-learning series, adoption of mental health first aiders across the council and the employee assistance programme (EAP).	4	2	8	Aug-21
			2. Increase in poor mental health of staff.									DSE assessments carried out and regularly reviewed.	Health and Safety Manager	ongoing	Directorates responsible for completion of staff assessments. Comms to communicated the requirement to complete the DSE self-assessment and home working assessment.				
			3. Increase in staff absence.									Appropriate comms to ensure officers are equipped to support staff.	Health and Safety Manager	ongoing	HSW messages being published regularly via One Voice and newsroom articles.				
			4. Poor service delivery to residents.																
			5. Increase in number of claims and premiums.																

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					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR7	There are governance systems which inhibit effective performance and a culture of <b>non-compliance</b> and also a lack of standardisation in some <b>systems and processes</b> . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	AGS actions approved November 2020 - updated and sent to RAAC March 21. 21/22 AGS actions approved and underway.	4	2	8	Oct-21
			2. Service improvement effort impeded.									Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	Director of Law & Assurance	Ongoing	Audit plan settled and activity in progress				
			3. Resources misapplied - poor VFM.									Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	Director of Law & Assurance	Ongoing	Actions underway as per agreed audit plan				
			4. Complaints and claims.																
			5. Censure by external inspection.																
CR11	Due to recent reports into service operations and senior leadership instability, there is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems <b>recruiting and retaining staff</b> in key skills areas.	Director of Human Resources & Org Dev	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	2	8	Provision of clear financial support for recruitment and retention policy and provisions procedures.	Head of Specialist HR Services	Jul-21	Partially Completed. Social workers recruitment and retention package in place for 2020. 2021 offer currently under review. Corporate relocation package drafted and being prepared for ELT sign off. Sustainable Social Worker Pay Model being reviewed in light of Trade Union comments.	4	3	12	Aug-21
			2. Lack of corporate memory.									Application of policy and provisions for various hard to fill posts.	Head of HR Bus Ptr & Org Dev	Ongoing	Use of R&R package to recruit children's social workers. Relocation support for hard to fill roles awaiting sign off by ELT. Use of apprenticeships to build talent pipelines e.g. social worker, occupational therapist, management programmes.				
			3. Inadequate pace/speed of delivery.									Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.	Head of HR Bus Ptr & Org Dev	Jul-21	Reward & Retention package for Children's Social Workers produced. Development of Workforce Plan being carried out as part of Children First Improvement Plan.				
			4. Low staff morale and performance.									Development of comprehensive employee value proposition.	Head of Res Org Dev & Talent	Oct-21	Part of People Framework Action Plan, will be progressed once initial kick start projects are delivered.				
												Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Head of Res Org Dev & Talent	Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising, e.g. National Apprenticeships Week.				

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CR22	The <b>financial sustainability of council services</b> is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis, and the recent Ofsted and HMIC FRS reports.	Director of Finance & Support Services	1. Insufficient government funding to deliver services.	Mar-17	4	4	16	Tolerate	4	3	12	Pursue additional savings options to help close the budget gap.	Director of Finance & Support Services	Ongoing	Savings are being developed as part of the budget process for 2021/22. A balanced budget was approved by Full Council in Feb 21 although ongoing pressures for future years remain. Preparations are being made to begin the process to develop a balanced budget for 2022/23.	4	3	12	Jul-21
			2. Adverse effect on reserves/balanced budget.									Monitor the use of additional funds made available to improve service delivery.			Ongoing	Use Quarterly Performance Management report (QPM)			
			3. Reputational impact through reduction of service quality									Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the TMP and MTFS as appropriate.			ongoing	The QPM report now reflects the impact of Covid-19 and sets out how this impacts specific services and WSCC as a whole. This is underpinned by a bespoke recording approach within SAP, which clearly accounts for the costs incurred and funding received from Government, alongside the Delta return made to MHCLG on a monthly basis. The MTFS planning framework also reflects the potential impact of Covid-19, both from the potential funding and budget pressures perspectives.			
			4. Increased liability of service delivery, transferred by external partners due to funding restrictions i.e. supporting homelessness.																
			5. Additional unexpected service and cost pressures from savings decisions.																
			6. Financial implications for both 2022/23 and the medium term arising from the national emergency circumstances associated with Covid-19.																
CR39a	As a result of failing to maintain and ensure the correct use of our security systems and protocols, there is a risk of a successful <b>cyber attack</b> directly from external threats; or indirectly as a consequence of staff accessing unsafe links from external sources and unauthorised/insecure website browsing. This will lead to significant service disruption and possible data loss.	Director of Finance & Support Services	1. The Council suffers significant financial loss or cost.	Mar-17	4	5	20	Treat	4	4	16	Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Head of IT	Ongoing	Regular comms distributed to all staff. Continuing to drive employees to undertake mandatory annual Information Security and Data Protection education and certification. Adhoc actions taken (as appropriate) in response to level of cyber threat.	5	5	25	Jul-21
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.			Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.			
			3. Resident's trust in the Council is undermined.									Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)			Ongoing	2021 testing schedule defined and in delivery.			
			4. Partners will not share data or information with the Council.									Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.			Ongoing	Proactive stance implemented to ensure a watching brief for threats/updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP).			
			5. Punitive penalties are made on the Council.									Provide capacity & capability to align with National Cyber-Security centre recommendations.			Ongoing	Training needs assessment regularly undertaken, programme of education developed to ensure IS resources are appropriately skilled and corporate practices followed align to NCSC guidances.			
												Transition to a controlled framework for process and practice.			Ongoing	IT service redesign to be carried out due to early return of ITO.			



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CR39b	<b>Data protection responsibilities.</b> The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure <b>obligations</b> are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of Data Protection	Ongoing	Annual business process review via DPIA to confirm compliance or to reflect update/risk assessment if business process elements have shifted since last review.	3	3	9	Oct-21
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Head of IT	Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.				
			3. Resident's trust in the Council is undermined.									Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.	Director of Law & Assurance	Ongoing	Processes settled. Most impact assessments completed. DPIA to be conducted as required.				
			4. Partners will not share data or information with the Council.									Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	Head of IT	Ongoing	Mandatory training implemented to ensure employees are aware of obligations and support available. Data sharing agreements / contractual terms to cover provision of effectively managed DP obligations between WSCC/Suppliers/third parties.				
			5. Punitive penalties are made on the Council.									Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	Head of Data Protection	Ongoing	Head of IT and DP Team leader to liaise with DASS by end March 21 to settle actions				
												Adopt ISO27001 (Information Security Management) aligned process & practices.	Head of IT	Ongoing	Adoption of ISO27001 is being considered as part of a wider assurance framework being evaluated for implementation to support operation of the Council's internal IT function post the end of the existing IT outsource				
												Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	Director of Law & Assurance	Ongoing	Further DPIA review assessment (for pre May 2018 deployed systems) to coincide with review/novation/transformation (to Cloud) of specific IT systems resultant from the return of the Council's IT outsource contract.				
CR50	WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a <b>lack of H&amp;S awareness and accountability</b> by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.	Director of Human Resources & Org Dev	1. Increase risk of harm to employees, public and contractors.	Mar-17	4	5	20	Treat	3	2	6	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	ongoing	Site monitoring inspection templates and audit templates to be created in Firmstep.	3	3	9	Aug-21
			2. Increase number of claims and premiums.									Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.	Health and Safety Manager	ongoing	Work on the TNA has been paused. H&S e-learning modules bespoke to the council H&S arrangements are being developed with L&D development colleagues. Course content will be owned by the council instead of off the shelf course material.				
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.	Health and Safety Manager	ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents. Data from inspections and audits once the templates are developed in Firmstep will be linked to PowerBI dashboard.				
			4. Increase in staff absence.									Regular engagement with other LA's on best practice and lessons learned.	Health and Safety Manager	Ongoing					
												Develop and introduce a more comprehensive risk profile approach and front line service based audits.	Health and Safety Manager	Ongoing	HSW risk profiling template created and being launched in some Directorates. C-19 has prevented full launch across the council.				

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					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR58	If there were to be a <b>failure of social care provisions</b> there is a risk that both WSCC funded residents and self-funding residents are not being properly cared for; which may result in death or injury to individuals and significant reputational harm to the council.	Executive Director of Adults and Health	1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty.	Sep-18	5	5	25	Treat	3	3	9	Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Contracts & Performance	ongoing	Due to the implications of COVID19 and service resource constraints, the ability to conduct face to face quality assurance checks has reduced. There is now an increased focus on supporting/improving infection control and closer working with the CCG to ensure the right level of support to care homes is delivered.	5	5	25	Aug-21
			2. CQC action against service provider which could lead to establishment closure at short notice									Provision of regular support and communication to care homes to monitor financial sustainability during COVID-19 pandemic.			Regular communication (with a COVID19 focus) with care homes to identify risk areas early. Monitoring of deaths and Covid outbreaks in care homes. This action is reviewed and discussed weekly at WSCC IMT.				
			3. Financial implication of cost of reprovision following closure of services.									Financial analysis of high risk provision - due diligence checks.			Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability.				
			4. Reduced capacity in the market as a result of failure of provision.									In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.			Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.				
			5. Delay for those residents who are Medically Ready to Discharge (MRD).									Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.			Care services registered with CQC are currently required to complete NECs trackers as part of grant Covid-19 Department of Health and Social Care Grant Funding which supports an understanding of capacity as does the Shaw healthcare bed booking system. Combined Placement and Sourcing Teams have a Provider Capacity Tracker which is updated with available information and intelligence. Information is reviewed weekly to explore any delays and issues with capacity which are escalated to the weekly Capacity Oversight Group meeting.				
			6. Non-compliance with Care Act.									Administration of central government funding to provide financial support to the sector.			Total payments of £43.3million in 20/21 made to the care sector through Department of Health and Social Care (DHSC) Grants, payments to Council commissioned provision and uplifts to Council rates. For 21/22 an uplift to commissioned provision of 1.75% has been decided and implemented and the Council is in the process of facilitating payments to the sector from the DHSC Infection Control and Testing fund which supports spend up until 30th June 2021.				
			7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.																

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CR60	There is a risk of failing to deliver the <b>HMIC FRS improvement plan</b> , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage  2. Corporate Governance Inspection  3. Legal implications of not delivering statutory services  4. Increased risk harm	Apr-19	5	4	20	Treat	5	2	10	Ensure robust project and programme governance in place and monitor delivery.	Chief Fire Officer	ongoing	During the revisit, the HMIC FRS Advisory Board praised the project and programme plans, and PMO governance. They also reported tangible improvements of preventative and protective measures. Further praise was received regarding the accelerated pace of mitigating the risk to public safety. The IAP concluded the demonstration of the progress to date leads them to believe that the steps that WSFRS have taken to improve the service are significant. It will undoubtedly take time to fully embed the improvements, and the service has a clear plan in place to do so. It was therefore concluded to close the Independent Advisory Panel.	5	3	15	Aug-21
CR61	A 'serious incident' occurs resulting in the <b>death or serious injury of a child</b> where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Executive Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.  2. Subject to investigation and further legal action taken against the Council.  3. Immediate inspection and Government intervention.	Jun-19	5	5	25	Treat	5	2	10	Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.  Provide proactive improvement support to services to assure effective safeguarding practices.	Executive Director of Children, Young People and Learning  Executive Director of Children, Young People and Learning	Ongoing  ongoing	Improvement activity continues to be embedded within the social work teams. The management assessment programme is now being implemented with all Service Leads being assessed by the end of January. The full programme of assessments will be completed by mid-May 2021. Statutory performance continues to improve but there is still inconsistency across the service. The service continues to work with our improvement partners (HCC) to deliver ongoing improvement activity across children's social care. The service remains under close scrutiny from the independent Improvement Board and the statutory regulator, Ofsted.  All improvement activity is overseen and supported by the dedicated Practice Improvement team who report regularly to DLT and the Improvement Board. We continue to revise and improve practice guidance, policy and practice on an ongoing basis. Areas of further development have been identified from the latest Ofsted focused visit and they form a focus for the next phase of the improvement work.	5	3	15	Aug-21
CR65	The review of <b>corporate leadership, governance and culture</b> recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure  2. External intervention  3. Poor value for money	Dec-19	5	4	20	Tolerate	3	2	6	Develop plan to stabilise senior leadership team.  Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers.  Implementation of governance changes as approved by Council (17.12.19)	Chief Executive  Director of Law & Assurance  Director of Law & Assurance	ongoing  ongoing  ongoing	Stable team - some tasks ongoing to maintain and to address limited interim roles in place  Plan completed and approved. For implementation with LGA post election as part of induction programme  Completed those for immediate or approved implementation to meet Council's decision. Further review post election.	3	2	6	Nov-21

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR69	If the council fail to make the necessary improvements to progress from the previous ‘inadequate’ rating, there is a risk that <b>children’s services will fail to deliver an acceptable provision to the community.</b>	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	3	15	Deliver Children First Improvement Plan.	Senior Improvement Lead	ongoing	The Children First Improvement Plan has been developed to incorporate three key pillars to ensure an improved level of service: Pillar 1 - Everyone knows ‘what good looks like’; Pillar 2: Creating the right environment for good social work to flourish; Pillar 3 : Deliver an Improved Service Model. The programme is being implemented and is on target as outlined in the Transformation Programme summary.	5	4	20	Aug-21
			2. Significant reputational damage.									Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.			The phase 2 workstream improvement action plan, which is jointly developed by WSCC and HCC is being progressed. Regular steering group to track and monitor progress and report into the into Improvement Board.				
			3. Reduced confidence by residents in the Councils ability to run children's services.									Implement the Children First Service transformation model			Family Safeguarding model redesign to ensure practice improvements are sustainable and embedded to provide a good level of service is being progressed and is meeting its milestones for implementation.				
			4. Legal implications through non-compliance or negligence.																

## Workforce – Quarter One 2021/22

Resourcing & Talent		2021/22 Q1	2020/21 Q4
<b>Employed workforce</b> <i>(Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners &amp; partners)</i>	Total Employed Headcount <i>(total number of people employed over reporting period)</i>	5,496	5,433
	Employed Headcount <i>(at the end of the reporting period)</i>	5,372	5,322
	Employed FTE <i>(at the end of the reporting period)</i>	4,778	4,733
<b>Agency (Matrix)*</b>	Total Agency (Matrix) Headcount <i>(total number of agency workers over the reporting period)</i>	436	371
	Total contract spend	£4,823,929	£4,712,689
	Agency (Matrix) % of Employed workforce <i>(using Total Agency and Total Headcount over the reporting period)</i>	7.3%	6.4%
<b>Staff Turnover</b>	Rolling 12-month turnover rate	11.0%	10.8%
Performance & Skill			
<b>Training &amp; development</b>	Staff induction completion rates	86%	85%
	Percentage of managers who have undertaken formal performance training	90%	90%
Health, Safety & Wellbeing			
<b>Level of sickness absence</b> <i>(May retrospectively change due to late reporting of sickness)</i>	Total number of calendar days lost	18,293	17,113
	Average number of calendar days lost to sickness absence per FTE <i>(over the reporting period)</i>	3.3 days	3.1 days
<b>Short term sickness absence (less than 21 calendar days)</b>	Number of calendar days lost	4,057	4,477
	Top reason for short term absence	Musculoskeletal Fractures, Injury, Surgery	Coronavirus
<b>Long term sickness absence (more than 21 calendar days)</b>	Number of calendar days lost	14,236	12,636
	Top reason for long term absence	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health
<b>Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)</b>	Violence at work	0	1
	Accident	5	1
	Dangerous occurrence	0	0
	Total RIDDORs reported to HSE	5	2

\* The provider of agency workers changed between 2020-21 Q4 and 2021-22 Q1