

Public Document Pack

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23 February 2022

Dear Member,

**Communities, Highways and Environment Scrutiny Committee -
Wednesday, 2 March 2022**

Please find enclosed the following documents for consideration at the meeting of the Communities, Highways and Environment Scrutiny Committee on Wednesday, 2 March 2022 which were unavailable when the agenda was published.

Agenda No	Item
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- | | |
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| 6. | Quarterly Performance and Resources Update (Quarter 3) (Pages 3 - 34) |
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The report was delayed to allow time for Cabinet to review and comment on the report contents.

Yours sincerely

Tony Kershaw
Director of Law and Assurance

To all members of the Communities, Highways and Environment Scrutiny Committee

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Communities, Highways and Environment Scrutiny Committee

2 March 2022

End of December 2021 (Quarter 3) Quarterly Performance and Resources Report – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

The Quarterly Performance and Resources Report (PRR) is the Council's reporting mechanism for corporate performance, finance, savings delivery and business performance. It reflects the new priorities, outcomes and measures included in Our Council Plan. It is available to each scrutiny committee on a quarterly basis. Each committee will consider how it wishes to monitor and scrutinise performance relevant to their area of business

The PRR information attached is specifically relevant to the portfolio responsibilities of the scrutiny committee within sections 4, 5 and 7, including a summary of the performance, finance, capital and risk position within the CHESC portfolio.

The current Risk Register (Appendix 5) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

Performance and Finance Scrutiny Committee will scrutinise the Q3 pan-council performance and resources position when it meets on 11 March 2022

Focus for scrutiny

The Committee is asked to consider the portfolio PRR (the Annex report attached). Areas for scrutiny include:

- 1) The effectiveness of measures taken to manage the financial position and expectations;
- 2) The particular performance indicators and measures identified as most critical to the focus of the Committee and whether the narrative provides assurance about the position presented and likely outcomes;
- 3) The impact of the Covid-19 emergency situation on financial resilience and performance within the portfolio;
- 4) Any areas of concern in relation to the management of corporate risk;
- 5) Whether the report indicates any issues needing further scrutiny relevant to the Committee's portfolio area and, if so, the timing of this and what further data or information may be required; and
- 6) Identification of any specific areas for action or response by the relevant Cabinet Member.

The Chairman will summarise the output of the debate for consideration by the Committee.

1. Background and context

- 1.1 The Performance and Resources Report (PRR) replaces the Quarterly Performance Report (QPM). The PRR is designed to be used by all Scrutiny Committees as the main source of the County Council's performance information.
- 1.2 Annexe A – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.
- 1.3 The background and context to this item for scrutiny are set out in the attached annexe and appendices. As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

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Appendices

Section 4: Community Support, Fire and Rescue Portfolio

Section 5: Environment and Climate Change Portfolio

Section 7: Highways and Transport Portfolio

Appendix 5: Corporate Risk Register

Annexe A – How to read the PRR report

Background Papers

None

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

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

Fire and Rescue Service

- The tri-service Joint Fire Control project with Surrey and East Sussex Fire and Rescue went live on the 17th November. The new arrangement provides a shared control centre based in Surrey where teams align mobilising services to enhance capability, efficiency and resilience for the Service. This new arrangement will assist with performance by focussing on movement of resources and call handling times which will improve our appliance attendance times for critical fires and special services.
- We are refocussing on close call activity after every fire to ensure that the immediate neighbourhood receives fire safety advice. This has resulted in a notable increase in Safe and Well Visit referrals and visits completed. Work is also underway to create partnerships with GP surgeries in locations where these fires occur to further increase local referrals of the most vulnerable.
- Accidental and deliberate fires remain very low, demonstrating the continued benefit of our fire prevention activity to ensure that the most vulnerable are kept safe from fire.
- We have adapted our protection ways of working to focus on desktop and remote fire safety audits to overcome the remaining challenges of access due to Covid. This is proving beneficial for the premises who receive the same advice and guidance but have less disruption to their business. We are also seeing a notable increase in the number of audits that we can deliver using this approach.

Communities

- Following wide ranging consultation, and in partnership with East Sussex County Council and Brighton and Hove City Council, West Sussex has published its Domestic Abuse Safe Accommodation Strategy setting it out its commitments to provide further support for our communities.
- The backlog of births needing to be registered continues to reduce with approximately 120 babies over six weeks (down from 180 end of Q2). We have re-opened further outstations with Shoreham, Midhurst, Bognor and Storrington all now open (by appointment as resource allows).
- Libraries have been acting as collection points for lateral flow device kits for residents, as part of a pan-Sussex operation to utilise library front doors as easy access points for residents. This last quarter has seen demand for kits grow significantly, with weekly numbers of kits handed out by library staff increasing over 350%. A total of almost 21,000 kits were distributed by our libraries this quarter; by December we were exhausting each delivery on a daily basis.

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- The Refugee Resettlement Team has continued to work towards accommodating families under the Afghan Relocation and Assistance Policy Scheme (ARAP) and Afghan Citizens Relocation Scheme (ACRS). During the quarter the Team has been successful in securing more suitable properties from both the private and social sectors, which far exceeds the original plan of 8-10 properties for the financial year 2021/22. Work has also commenced on supporting the Hong Kong British Nationals Overseas (HKBNO) that have started to arrive in West Sussex.
- The Community Hub works closely with Public Health and provides the Local Tracing Partnership service (LTP) for East and West Sussex, for residents that have tested positive for Covid-19. 26,580 cases were passed to the LTP team in the three months of October to December 2021.
- 1,204,692 people visited our corporate website where they gained information or transacted with the Council. Customer Experience, Capita OSD Team have been working with all services to make all documents and web content accessible and SOCITM Silktime UK Councils index now rates the West Sussex County Council website as 'Great' for accessibility.
- More than 200 packets of illegal cigarettes were recently seized from a shop in Worthing. The illicit haul was part of an operation led by West Sussex Trading Standards officers targeting rogue retailers. Trading Standards Officers visited three shops in Worthing supported by Sussex Police following a tip-off claiming they were selling illegal tobacco. A total of 205 packets of illegal cigarettes and 63 packets of tobacco were found at one of the shops. Work to protect the vulnerable also led to a [rogue trader receiving a three-year prison sentence](#).

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
			Jun-21	Sep-21	Dec-21				
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, Reported a quarter in arrears.	1,750	208	468	623	↗	The target of 1750 visits per year is based on a full department staffing model at which we continue to operate approximately 30% below. This is recognised as a sector wide issue. Reduced staffing levels and the pandemic have continued to impact the type of work that is possible, with inspecting officers carrying out remote and tabletop audits where premises remain inaccessible. Reviews are being undertaken to maximise desktop audits to ensure that the highest levels of risk continue to receive a comprehensive audit visit, which includes notifying the Responsible Person of any deficiencies and remedial actions required to make the building safe. Covid restrictions continue to be an influencing factor due to increases in the recent variant, particularly with premises occupied by vulnerable occupants. Responsible Persons have expressed anxiety in this area, which we recognise and acknowledge on a case-by-case basis. Officers have continued to support other Protection core functions including completing the Building Risk Review, which account for over 50% of departmental activity. This includes building regulation consultations, licensing applications and other forms of inspections and prosecutions.	Our approach will increase audit file review activity, whilst still targeting face to face inspections at premises of highest risk within our RBIP, ensuring we are still picking up key areas of non-compliance with the Fire Safety Order. We have a clear way forward focusing on risk and maximising the number of audits completed. We are increasing our desktop reviews completed by qualified Inspecting Officers and Low Risk Fire Safety Checks conducted by our station personnel, both of which will see performance in this area improve. We have also seen good engagement with licensed premises in Chichester, which is part of a joint fire safety project between our protection and response teams focusing on takeaways with sleeping risks above. This in turn will lead to more audits being completed.	R
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. Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	4,000	781	1,561	2,468	↗	SWV delivery in Q3 was 9% short of the quarter target but a 16% increase on the previous quarter. We attribute this to the remedial actions taken, including the further development of referral pathways. Staff based at fire stations have undertaken reactive post-incident activity as well as proactive referral generation activity. The pandemic continues to cause a reduction in referrals and requests for visits with vulnerable people less willing to have services in their homes. Neighbouring FRSs have seen similarly low numbers of visits. It is likely we will fall short of this year's target, however we anticipate a 13% increase on last year. In addition to the 2468 full visits completed we have visited 552 homes to repair, replace, or install smoke detection equipment, with advice being provided where relevant. In previous years these visits were reported as Safe and Well Visits, whereas our new Farynor system enables us to more accurately reflect the risk reduction activity that was undertaken. We have made a combined total of 3020 homes safer due to our visits.	We continue to work with our partners, particularly in health and social care, along with telecare providers to increase referrals of Safe and Well Visits through introduction from a trusted partner. We are also offering revisits to some members of the public due to the time since we last visited them. We have changed the way our stations are supporting and completing Safe and Well Visits through new guidance and we are reviewing risk reduction activity to ensure that every contact can result in a Safe and Well Visit where possible. In many cases the resident has declined a full Safe and Well Visit, this may in part be due to Covid which we hope will change as we move forward. We continue to use data to target our activity to areas in which our most vulnerable residents live and we are making the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This will lead to more prevention activity being delivered to those at risk or those affected by an incident.	A

Community Support, Fire and Rescue		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
			Jun-21	Sep-21	Dec-21				
42	Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly, Reported a quarter in arrears.	89.0%	93.1%	82.1%	86.7%	↗	Following six quarters of strong performance in meeting first fire engine attendance standards we had a significant drop in Q2 and an increase in Q3. This increase means that our last three months performance have been 3.33% below target. For the last 6 months we have been trialling the Dynamic Cover Tool (DCT) in Fire control. This tool allows the control operators to assess the impact of any standby moves on response times before implementing them. During this trial we have been reviewing the impact this has had on our response times and the impact it's had on our staff. While we have seen how valuable the DCT is, we recognise that improvements can be made that will maximise the performance of our existing resources.	We are working very closely with Joint Fire Control (JFC) and following a revision to the governance arrangements we now have engagement and additional scrutiny at both operational and strategic levels. This work and the inclusion of our colleagues from East Sussex FRS is already seeing improvement in areas of performance that contribute to responding quickly to incidents. One of the main changes is the development to the way we use the Dynamic Cover Tool (DCT) in JFC across the County. This is intended to improve our response times by focusing cover at a district or local level. Additionally, we are reviewing all elements that contribute to meeting our response standards. This has seen work done at our fire stations to ensure we are consistently doing everything we can to respond to all incidents as quickly as possible.	G
43	Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly, Reported a quarter in arrears.	80.0%	79.9%	77.1%	77.9%	↗	We have seen a small increase in retained availability and a corresponding increase in the overall countywide attendance time to critical special service incidents. At the start of Q2 the Dynamic Cover Tool (DCT) trial was implemented. This is designed to assist control room operators in ensuring that the resources that are currently available are always in the best place to maximise overall response times. The use of the DCT has been effective in maximising the use of available resource with respect to critical special service calls.	In addition to the actions relating to JFC, we are reviewing the management of our Service Delivery Centre (SDC) and have introduced a new permanent Crewing Support Officer. Our Crewing Optimisation Group (COG) within the SDC aims to maximise crewing levels across the service. Our Assistant Chief Fire Officer will be working strategically with the Head of Response and the SDC to continue to improve our crewing availability and continue to focus on those marginal gains.	A
4	Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a proactive intervention from the Trading Standards Service Reporting Frequency: Quarterly	100.0%	82.0%	82.0%	100.0%	↗	The appointment of the second Protecting The Vulnerable Officer, in conjunction with a low number of referrals received from the National Scams Team over the last quarter, has meant that we have been able to have a big impact on this measure over the last quarter and achieved 100% for the first time.	No further actions currently required.	G
33	Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	1.48m	2.93m	4.31m	↗	We are continuing to see higher than normal levels of demand for eBooks and virtual library services, evidence of some customers making greater use of online services which they found through lockdowns.	No further actions currently required.	G
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic Reporting Frequency: Quarterly, Accumulative	35,000	58,230	59,097	62,270	↗	59k residents supported to September 2021 as part of the Central Government Covid-19 Shielding Programme, which ended on the 15/9/2021. From October 2021 the Community Hub is supporting residents with Covid-19 related needs and households with wider essential needs such as food, energy and water bills via the Household Support Fund. Please note this measure does not include the volumes for the Local Tracing Partnership.	No further actions currently required.	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/ allocations to third parties	£11.666m	Assumed funding from Covid-19 grant	(£11.666m)	
Fire – Additional costs within the Electronic Services Group and other related pressures including the Dynamic Cover Tool	£0.350m	Communities – Increased demand for registrar's services	(£0.200m)	
Fire - Increased pressure from supply of enhanced tactical PPE firefighter uniforms	£0.100m	Communities - Staffing vacancies within Trading Standards and Communities teams	(£0.259m)	
Fire - Increase in overtime within the Fire Response Service	£0.150m	Communities - In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.065m)	
Communities – Additional cost following work undertaken on long inquests	£0.152m			
Communities – Increase in mortuary contract	£0.075m			
Community Support, Fire & Rescue Portfolio - Total	£12.493m		(£12.190m)	£0.303m

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 £0.303m overspend, a reduction of £0.159m when compared to September.
- Within the Fire and Rescue Service, there has been a £0.1m increase in overspend projected relating to an increase in overtime costs in response to emergencies and other one-off minor variations.
- Within Communities, the Registrars Service have experienced an increase in the number of ceremonies they have delivered following the easing of Covid-19 restrictions. This rise in volume has increased the expected income by a further £0.1m when compared to the September projection.
- Underspending on staffing and vacancy management has led to a further £0.094m reduction in the projection this month. In addition, savings from homeworking and changes in service delivery due to pandemic restrictions has also generated an estimated £0.065m following a reduction in staff mileage, home working and changes to working arrangements.

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	December 2021		Narrative	2022/23
Communities - Increased income from Registrars Services	150	150	G	Although achieving income assumption currently, post-pandemic sustainability of saving still to be determined.	G

Saving Activity	2021/22 Savings £000	December 2021		Narrative	2022/23
Development of adapted Library Service offer in conjunction with Parish Councils	70	70	G	Discussions with Parish Councils are continuing to deliver this saving on a long-term basis; however, in year mitigations have been found.	A
Increased income from copy certificates for Registrars' Services	150	150	G		G
Removal of Community Initiative Fund (CIF)	140	140	B		B
Review of Partnerships & Communities Team	70	70	B		B
Review of agency staff	8	8	B		B

Savings Key:

R Significant Risk	A At Risk	G On Track	B Delivered
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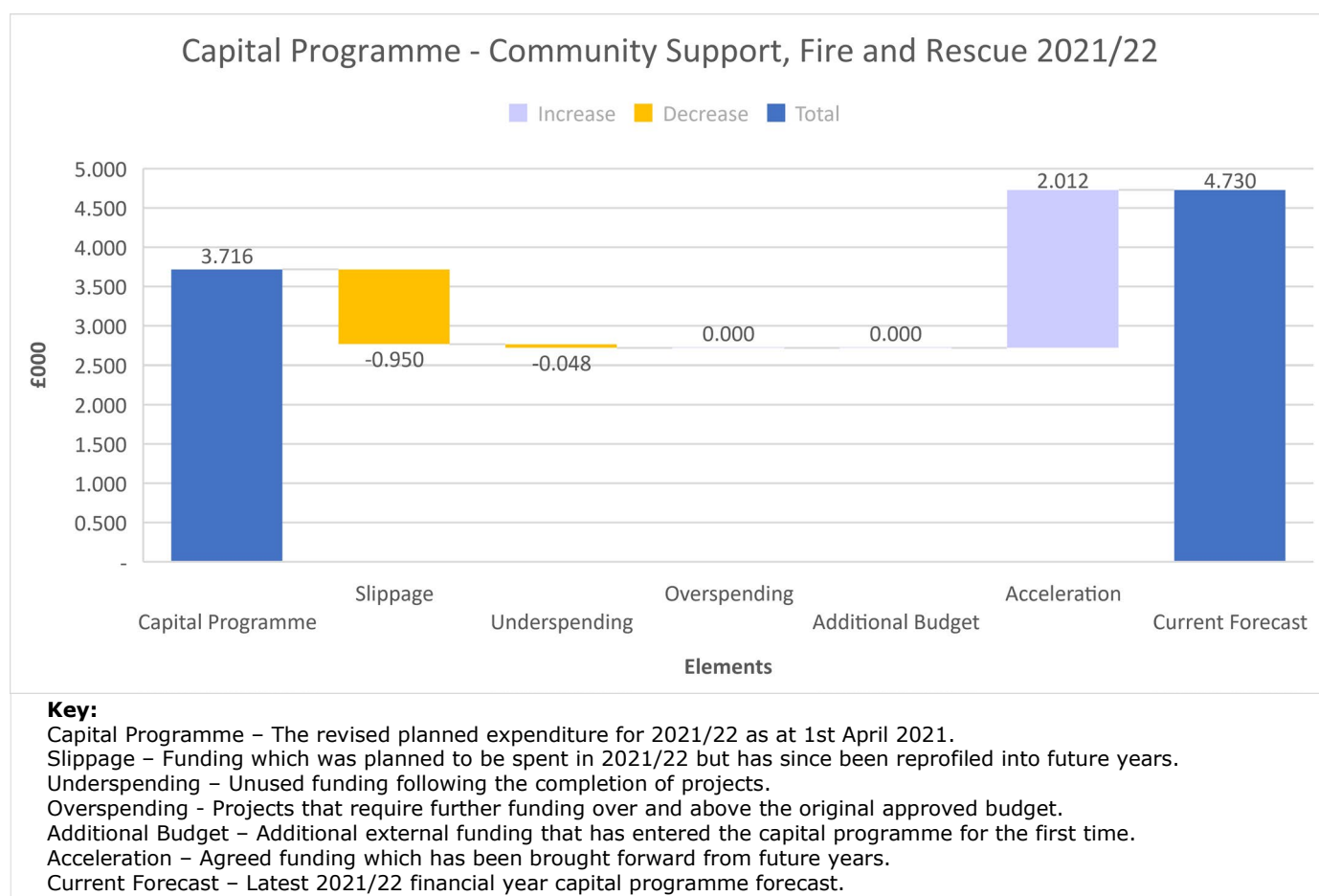
Capital Programme

Performance Summary - Capital

8. There are five schemes within the portfolio and all five schemes in delivery are rated green, indicating that the schemes are reporting to plan.

Finance Summary - Capital

9. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £3.645m for 2021/22. £0.071m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £3.716m.
10. Since this time, profiled spend has increased overall by £1.014m, to give a current year end projection for 2021/22 of £4.730m. Of this decrease -£0.950m relates to slippage, -£0.048m relates to underspending within current projects and £2.012m relates to projects where funding has been accelerated from future years.



11. Details of movements of the financial profiling within the capital programme between October and December are as follows:

- **Acceleration: £2.012m. Movement since Q2 report: £1.645m**
 - **Live Training Centre and Horsham Fire Station: £1.645m.**
Works on the new fire station are progressing at pace therefore funding has been accelerated to meet the new profiled expenditure in 2021/22.

Risk

12. 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	There is a risk of failing to deliver the HMICFRS improvement plan , leading to an adverse effect on service delivery; which may result in failing any subsequent inspection.	15	15

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

Environment and Climate Change Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - West Sussex County Council responded as a statutory consultee to the formal consultations on the extension to the Rampion Offshore Wind Farm and the Gatwick Northern Runway Project (NRP), both nationally significant infrastructure projects that are being taken forward under the statutory Development Consent Order process. Responding to the consultations within the tight externally-imposed timeframes involved extensive partnership working internally and externally, in particular with the nine other Gatwick authorities on the NRP.

Energy Services

- More households than ever have registered to take part in the latest round of our Solar Together Sussex scheme. The scheme is co-ordinated on behalf of all Sussex local authorities by the County Council's Energy Services Team. Residents can get high quality, competitively priced solar panels and battery storage systems to help reduce energy costs and carbon emissions. Of the 7,361 residents that received quotations during October 2021, more than 1,700 moved on to the full survey stage. This is a 63% increase in take up compared to 12 months ago and may reflect concerns about increases in energy costs.
- The West Sussex Fuel Poverty Fund supporting services to vulnerable people in the county this winter. Our Energy Services officers liaise with the Fuel Poverty Coordinator for West Sussex to identify areas that require intervention. These are then evaluated, and a proposal is forwarded to the Cabinet Member for the Environment and Climate Change to approve.

The Age UK Meal Delivery Service in West Sussex will receive an initial £4,800 to support vulnerable clients who find cooking a struggle. This will enable more of the charity's most vulnerable clients to have access to hot meals, daily contact and some financial relief. A further £4,500 will go to Family Support Work, a local charity that supports children and families through difficult times in their lives. The sum will match funds raised each year by the charity through a Winter Fuel Allowance donation campaign.

In previous years the Fuel Poverty Fund, which is generated through projects such as Solar Together Sussex run by the WSCC Energy Services team, has supported the provision of emergency fuel vouchers through Citizen's Advice and emergency Christmas pre-payment meter top ups.

- The increase in wholesale energy costs had a positive impact on the financial returns from the County Council's Solar farms in Q3 2021 compared to the same period in 2020.

The £380,000 revenue generated by Tangmere and Westhampnett solar farms during October and December 2021 was almost four times the previous year's figure due to the higher price paid for the clean energy. In turn, this additional

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revenue has allowed the County Council to offset the higher price it pays for the energy it uses in delivering services to residents.



In addition to this positive financial performance during the reporting period, the solar farms remain on track to deliver their projected long term clean energy targets according to recent reporting from the County Council’s Energy Services Team. Figures analysed for the 2020/21 financial year show that the 18,000 solar panels at Tangmere solar farm generated more than 5,235 MWh of clean electricity for the grid. This is 6% more than forecast.

Westhampnett solar farm, which is larger than Tangmere with 26,000 solar panels, produced more than 7,285 MWh. This in line with modelling carried out before the solar farm was built in 2018

Waste

- Consultation on the pilot Recycling Centre booking system. Between the 10th November and 21st December 2021, a public consultation was carried out in West Sussex and received 7,374 responses in which 62% strongly agreed/agreed that the booking system should be maintained at the six sites.
- Working jointly with our contractor Biffa, a market to recycle hard plastics has been identified which has led to an additional waste stream. Some Household Waste Recycling Sites now have a recycling area for hard plastics such as children’s toys, garden furniture and buckets.

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) Reporting Frequency: Quarterly, Accumulative. Showing Previous Data Annually 	30,521 CO2te	Jun-21	Sep-21	Dec-21		Carbon emissions for the quarter totalled 8,596 tonnes of CO2e*, -11% vs 20/21 and -18% vs the 19/20 baseline. Colder months have led to a return of heat demand as the primary emission source, heightening the impact of external temperature variations upon KPI performance. Warmer than average external temperatures have supported reduced demand vs previous years. Business travel emissions have increased 23% compared to 20/21, though remain much reduced compared to the pre-covid 19/20 baseline.	No further actions currently required.	G
		6,002 CO2te	9,957 CO2te	18,553 CO2te	↗			
23 Household waste recycled, reused or composted (CC) Reporting Frequency: Quarterly, Reported a quarter in arrears. 	54.0%	Mar-21	Jun-21	Sep-21		Performance for the 12 rolling months ending September 2021, has exceeded the target for 2021-2022, but the recycling rate usually falls back during quarters 3 and 4. In a normal year, this 6 month period sees quite a large downturn in waste arising. Dry recycling levels are still increasing from last year but this is mainly due to throughput at the Recycling Centres. Kerbside recycling has remained level. Green waste composting has increased throughout the Districts and Boroughs and at the sites. The CPI rose to 5.4% in the 12 months to December 2021, which is the highest inflation rate since March 1992. The increase in the cost of living may potentially affect waste levels going forward.	No further actions currently required.	G
		53.1%	53.8%	55.4%	↗			

[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/ allocations to third parties	£0.345m	Assumed funding from Covid-19 grant	(£0.345m)	
Projected unit price increase on energy tariffs, affecting corporate buildings	£0.450m	Increase in recycle income	(£1.800m)	
Net increase waste tonnages	£0.300m	Estimated additional Solar and Battery Farm income due to an increase in unit prices	(£0.850m)	
		In year underspending from homeworking/ underspend on corporate utility usage – (reduced usage within Corporate buildings)	(£0.300m)	
		Increase in planning income	(£0.100m)	
		Other minor variations	(£0.065m)	
Environment & Climate Change Portfolio - Total	£1.095m		(£3.460m)	(£2.365m)

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

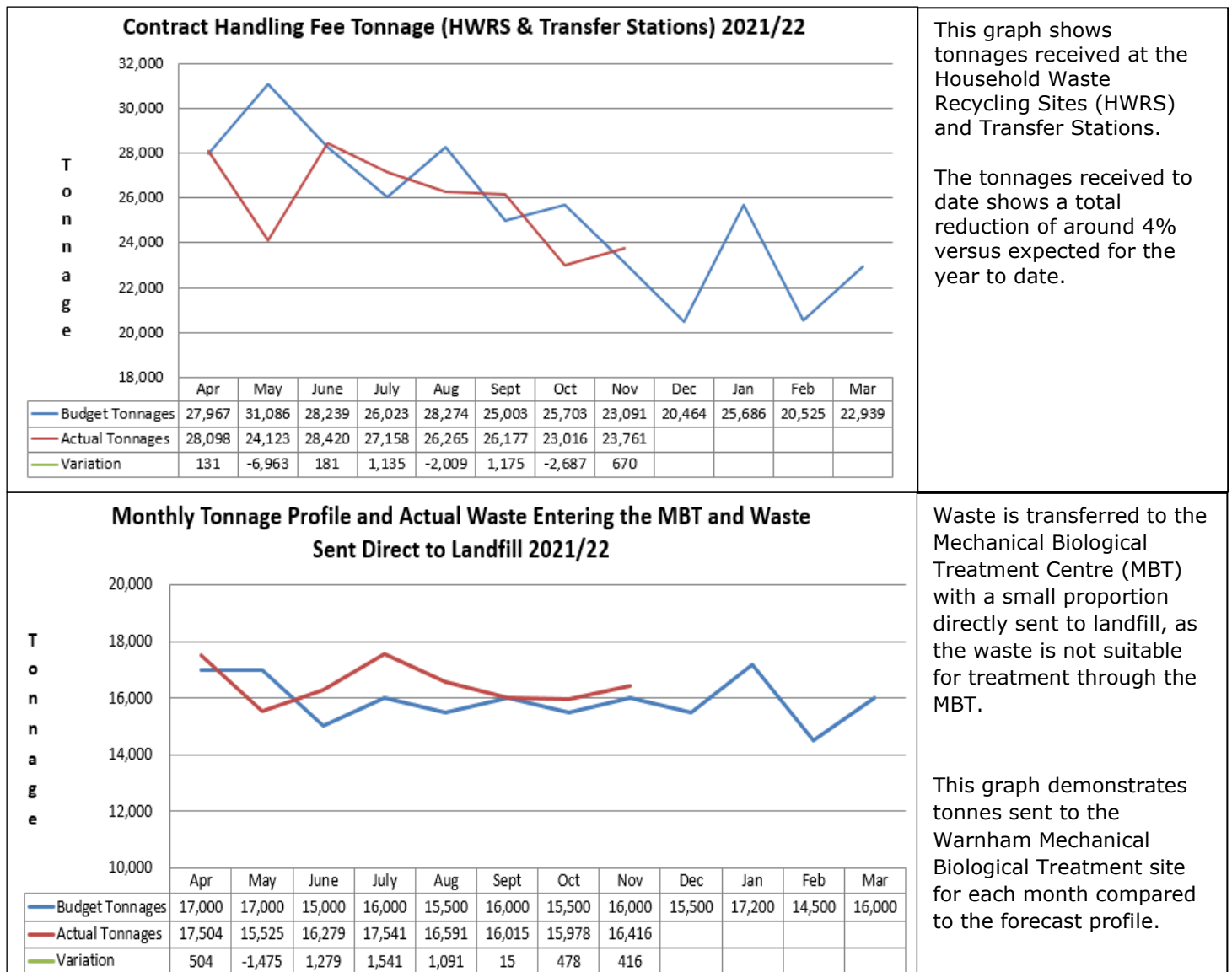
- The Environment and Climate Change Portfolio is projecting a £2.365m underspend, an increase in the underspending position of £0.565m when compared to September.
- Waste volumes at Household Waste Recycling Sites are around 4% below the budgeted tonnage levels so far this year, with waste collected at the kerbside being sorted at our Material Recycling Facility (MRF) increasing by around 6,000 tonnes. This change is thought to be due to the Covid-19 restrictions which have been in place this year, which includes the effects of continued working from home arrangements. However, waste disposal tonnage volumes as at November are around 5% above budget. The net effect of these elements has resulted in a £0.5m increase in expenditure; updating the waste tonnage projection from a £0.2m underspend reported in September, to a £0.3m overspend.
- Recycling income rates have continued to increase during the third quarter, although it should be noted that this market is volatile in nature and is impacted by global events and uncertainties. Due to the continued increase in the value of recyclable materials, a further £0.5m of income is now forecast, increasing the income expectation to £1.8m.
- The value of energy sales from our Solar and Battery Storage Farms has been increasing steadily since the latter part of 2020/21 and has seen sharp upward movement during the last quarter. At this stage of the year, we are forecasting additional income of £0.850m, an increase of £0.450m since the Q2 report. The

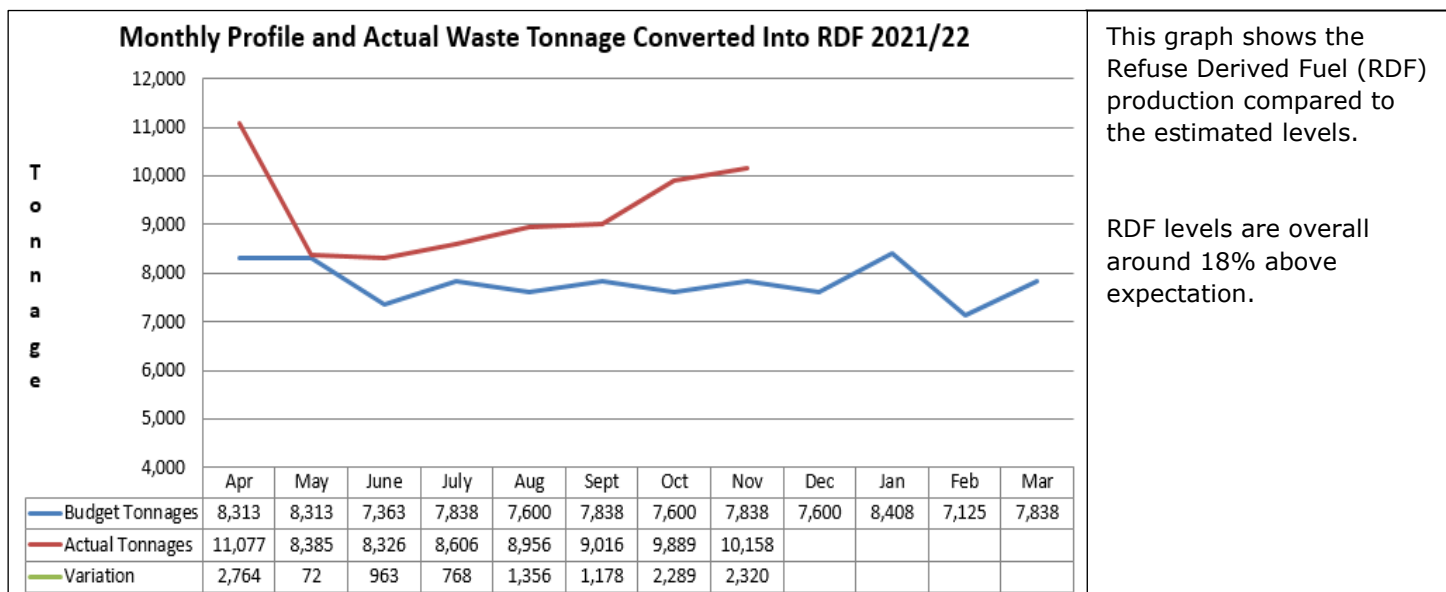
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unit rates for February and March 2022 are not yet known and generation for the rest of the year is an estimate, so this figure could still fluctuate. It is important to note that, corporately, any gain in income from the solar projects will be partially offset by the increased cost in corporate utilities arising from the higher unit rate.

- Income generation within Planning Services is now projected to exceed budgeted assumptions by £0.1m this financial year.

Cost Driver Information





Savings Delivery Update

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

Saving Activity	2021/22 Savings £000	December 2021	Narrative	2022/23
Review Countryside Fees and Charges	20	20		
Community support for the mobile Household Waste Recycling Sites (HWRS)	50	50		
Restructure of Waste Prevention budgets	128	128		
Restructure of Electricity Budget	190	190		
Development of battery storage site	100	100	The pandemic has led to some timing delays on the Halewick Lane project. This specific project is now expected to be completed in May 2022. Additional solar income during 2021/22 has enabled this saving to be delivered this year.	
Charge for monitoring travel plans	50	50	New charge unlikely to deliver additional income until 2022/23 due to timescales associated with developer agreements. Shortfall is currently mitigated through over-achievement of other planning income within the budget.	
Review of agency staff	2	2		

Savings Key:

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

Capital Programme

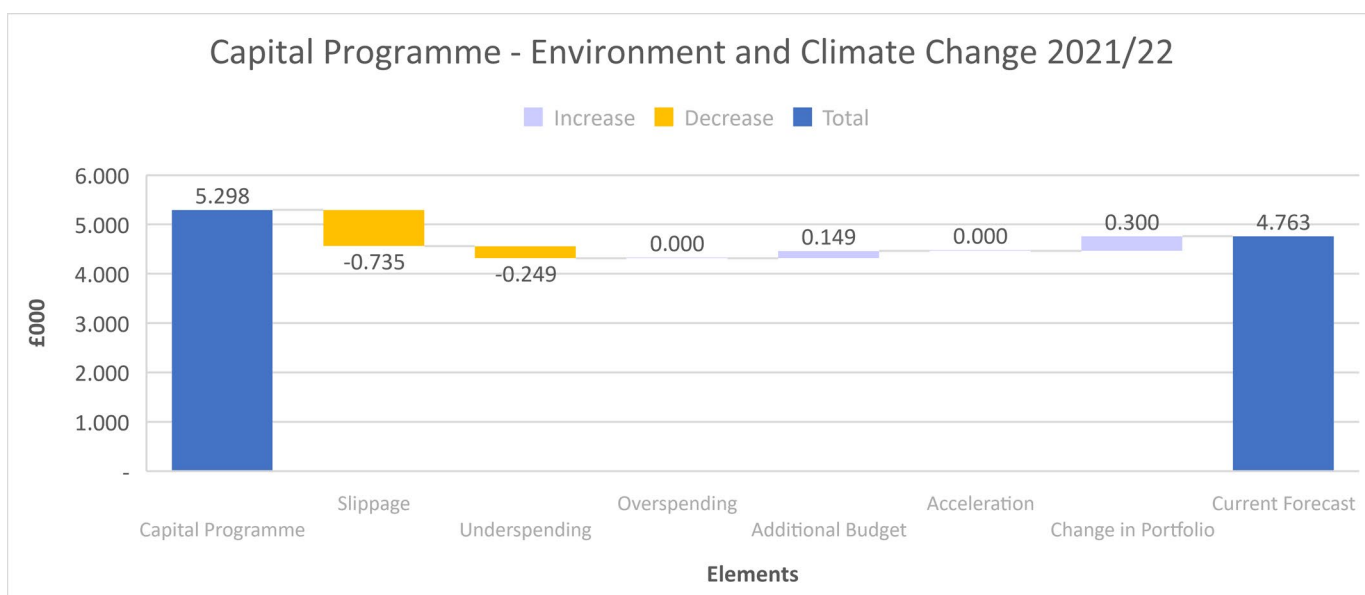
Performance Summary - Capital

9. There are 11 schemes within this portfolio; ten of the schemes in delivery are rated green, indicating that the project is reporting to plan, and one is rated amber indicating that there is an issue but that it could 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 31 st December	Reason	Latest RAG Status	Updated Position
Schools Solar PV Installation	AMBER	Rectification of quality issues caused by one installer has caused some disruption to the programme.	AMBER	Remedial works in hand and compensation being sought.

Finance Summary - Capital

10. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £4.613m for 2021/22. £0.685m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.298m.
11. Since this time, the profiled spend has decreased overall by £0.535m, to give a current year end projection for 2021/22 of £4.763m. Of this decrease -£0.735m relates to slippage, -£0.249m relates to underspending within current projects, £0.300m relates to a change in portfolio responsibility and £0.149m relates to additional funding; specifically, £0.1m additional government grant, £0.030m of school contributions and £0.019m from the Salix Recycling Fund.



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2021/22 financial year capital programme forecast.

12. Details of the movements of the financial profiling within the capital programme between October and December are as follows:

- **Additional Budget: £0.149m. Movement since Q2 report: £0.049m.**
 - **Carbon Reduction: £0.049m.** A project has been approved for a LED lighting upgrade project at Petworth Primary School. The school is contributing £0.030m towards the project, with the Salix Recycling Fund funding the remaining £0.019m. The project is expected to complete in 2021/22.
- **Underspending: -£0.249m. Movement since Q2 report: -£0.243m.**
 - **Fairbridge Waste Transfer Site – Japanese Knotweed: -£0.241m.** Works to clear the site were different to the originally envisaged scheme, which has led the budget being reduced. The funding has been returned to the Capital Improvements budget within the capital programme.
 - **Bird Protection (YES): -£0.002m.** This project has now completed with a small underspend that will be returned to the Your Energy Sussex budget within the capital programme to help fund future projects.

Risk

13. 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
CR73	If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g., 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes. This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.	NEW	12

14. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register Summary.

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Highways and Transport Portfolio - Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - The Works Delivery Programme is 61% complete with 320 (£39.8m) of 528 projects delivered. For the Carriageways and Footways element, 86% of the resurfacing is complete with remaining work due in March. Surface Dressing and Carriageway Micro Asphalt has been completed and patching is two-thirds through its programme. Footways Reconstruction is completed, Footway Small works are 80% completed and Footway Micro Asphalt is 50% complete with remaining works underway.
 - The A24 Robin Hood Roundabout major work improvement scheme is complete. Works involved significantly increasing capacity, signalling the junction and reducing congestion.
 - The public consultation on the review of the statutory West Sussex Transport Plan (WSTP) has now concluded and consultation responses have been reviewed which resulted in changes to the draft plan. The WSTP is the County Council's main policy on transport and sets out how the authority, working with its strategic partners, intends to address key challenges by improving, maintaining, and managing the transport network in the period to 2036.

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	Jun-21	Sep-21	Dec-21		<ul style="list-style-type: none"> New surface on Bridleway 2370 off Ford Lane, Ashurst New surface on Bridleway 2443 eastwards from the B2138 (Bury Gate) New surface on Bridleway 1670 off Arun Way, Horsham which runs south off the A281 (Pedlars Way) New surface on Bridleway 1796 east of Broadwater Lane, Horsham New surface on Byway 3605, Angmering (Cow Lane) A24 Robin Hood cycle facilities + staggered Toucan Winterbourne Road, Chichester (short link through residential development) 	The following are expected to be completed in Q4: A2300, Burgess Hill = 3.1km New surface and route improvements on bridleway / PROW network (Burgess Hill Green Circle) = 4.5km New surface and route improvements through various off-road links and PROW (Burgess Hill Townwide Connectivity) = 5.8km The expected total length of new cyclepaths in 2021/22 is 16.66km	G
		0.1km	1.9km	2.8km	↗			
18 Percentage length of A and B roads that require maintenance Reporting Frequency: Annually	14.5%	2019/20	2020/21	2021/22		There has been a slight increase (deterioration) in the KPI for this year for A+B roads but as the survey was carried out in early Spring of this year, this will not include any planned scheme deliveries for this year. The next survey will be in June 2023 with results reported October 2023.	The investment made and the programme of carriageway treatments undertaken this year should positively impact next years maintenance requirements. With the level of this years expenditure being maintained for 2022/23 it is anticipated that the condition of the A and B network will improve.	A
		13.6%	14.7%	15.6%	↘			
19 Highway defects repaired within required time scale Reporting Frequency: Quarterly, Reported 1 month in arrears.	96.0%	Mar-21	Jun-21	Sep-21		This year has seen unprecedented levels of defects being identified which has caused delays in repair times. A backlog of defect repairs was high in the autumn but these have now been resolved by using additional resources. It is anticipated that Q4 will continue to improve but may not meet the target of 96%.	In readiness for 2022/23 West Sussex are working with the contractor to ensure improvements are made, these include resource planning and introducing proactive treatments such as Jetpatching and the Pot Hole pro. These alongside the continuation of the capital funding should reduce defect identification during inspections allowing the performance targets to be achieved.	A
		66.6%	81.9%	60.5%	↘			
41 Killed and seriously injured casualties per billion vehicle miles Reporting Frequency: Annually	107	2018/19	2019/20	2020/21		Currently WSCC hold KSI data to 30 Nov 2021; the KSI rate has improved against recent years and a positive end of year out-turn is expected. This level of KSIs should lead to a reduction of the KSI per billion vehicle miles travelled, the final outcome is dependent on the reported traffic volume, if rates are similar to 2020, the improvement against 2020 will be smaller but if levels are nearer to pre-pandemic levels it could be possible for an end-of-year outturn close to the 2021 target. The finalised KSI per billion vehicle miles rate for 2021 data will be published by the DfT at the end of September 2022 after both the KSI and traffic volume data have been collected and validated. The KSI per billion vehicle miles rates are based on an end of year to December.	Two road safety schemes have been delivered in 2021/22 with a further two due for delivery before the end of the year. A further 4 schemes are currently designed for delivery in 2022/23. Ongoing Road Safety Projects include: • Major Road Network (MRN) Project - TRL have been commissioned to undertake safety assessment and provide a "STAR rating" demonstrating the potential level of harm road users may be subject to on those routes. This will guide potential road safety schemes in the coming years. • Cluster site analysis - we continue to monitor sites with clusters of collisions across West Sussex to help determine future priorities. • Route analysis - we continue to monitor routes with high collisions across West Sussex to help determine future priorities. • School Zig Zags project - In 2022 we intend to partake in a behavioural change project for school zig zags at specific sites (yet to be confirmed) across West Sussex.	A
		110	121	127	↘			

[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/ allocations to third parties	£1.414m	Assumed funding from Covid-19 grant	(£1.414m)	
Pressure within Highways Maintenance	£0.560m	Reduction in reimbursement payments to bus operators in line with service mileage reductions implemented during the pandemic	(£0.800m)	
Other minor variations	£0.040m	Additional income generation from street works charges and road safety/ local transport improvements	(£0.400m)	
		Delays in felling works for Ash Dieback Scheme	(£0.300m)	
		Street Lighting PFI - low winter electricity prices	(£0.040m)	
		In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.040m)	
Highways & Transport Portfolio - Total	£2.014m		(£2.994m)	(£0.980m)

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 £0.980m underspend, which is an increase in underspending of £0.790m when compared to September.
- Of the total projected underspending, £0.800m relates to the English National Concessionary Travel Scheme, where payments to operators continue to be adjusted for reduced service mileages. Previous estimated underspending of £0.450m assumed mileages would return to normal levels in the second half of the year, however, it is now expected that reductions will continue for the whole of 2021/22. Final mileages will not be known until reconciliations have been completed in early 2022/23; the additional £0.350m projected underspending reported represents a reasonable estimate of the impact based upon the information available at this point.
- The Street Lighting PFI budget is projected to underspend by £0.040m, representing a cost increase of £0.260m compared to the £0.300m projected underspending previously reported. This follows confirmation of the winter electricity prices secured through the LASER contract, which have increased by 23% compared to last year. The sharp increase takes 2021/22 average prices back up to broadly the levels projected before the pandemic, however, the future outlook remains uncertain with potential for ongoing upward pressure.

6. Income generation across the portfolio is now projected to exceed budgeted assumptions by £0.400m this year. This includes street works charges to utility and telecommunication providers (£0.300m) and income from road safety and local transport improvements (£0.100m).
7. An underspending of £0.300m is now projected on the Ash Dieback budget this year due to difficulties securing the necessary road space to complete the planned felling. In particular, the diversion route required following the closure of the A285 near Seaford College has prevented a significant amount of felling work being completed this financial year.

Savings Delivery Update

8. 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	December 2021		Narrative	2022/23
On street parking	300	300	A Covid19	Covid related pay and display income loss continued at a reduced level during the first half of the 2021/22 financial year.	G

Saving Activity	2021/22 Savings £000	December 2021		Narrative	2022/23
Review highway and transport fees and charges	200	200	G		B
Use of one-off funding to support highways and transport priorities	500	500	B	One year saving in 2021/22 only.	N/A
Reduced level of demand for concessionary bus travel scheme	400	400	B		B
Review the management of graffiti removal	50	50	B		B
On street parking	76	76	A	Uptake of parking permits in newly extended controlled parking zones is currently below the expected level, due to a combination of behavioural change and the impact of home working. To be monitored through Q4 as restrictions are lifted.	A
Redesign processes for the delivery of highways schemes	50	50	B		B
Review of agency staff	21	21	B		B

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Capital Programme

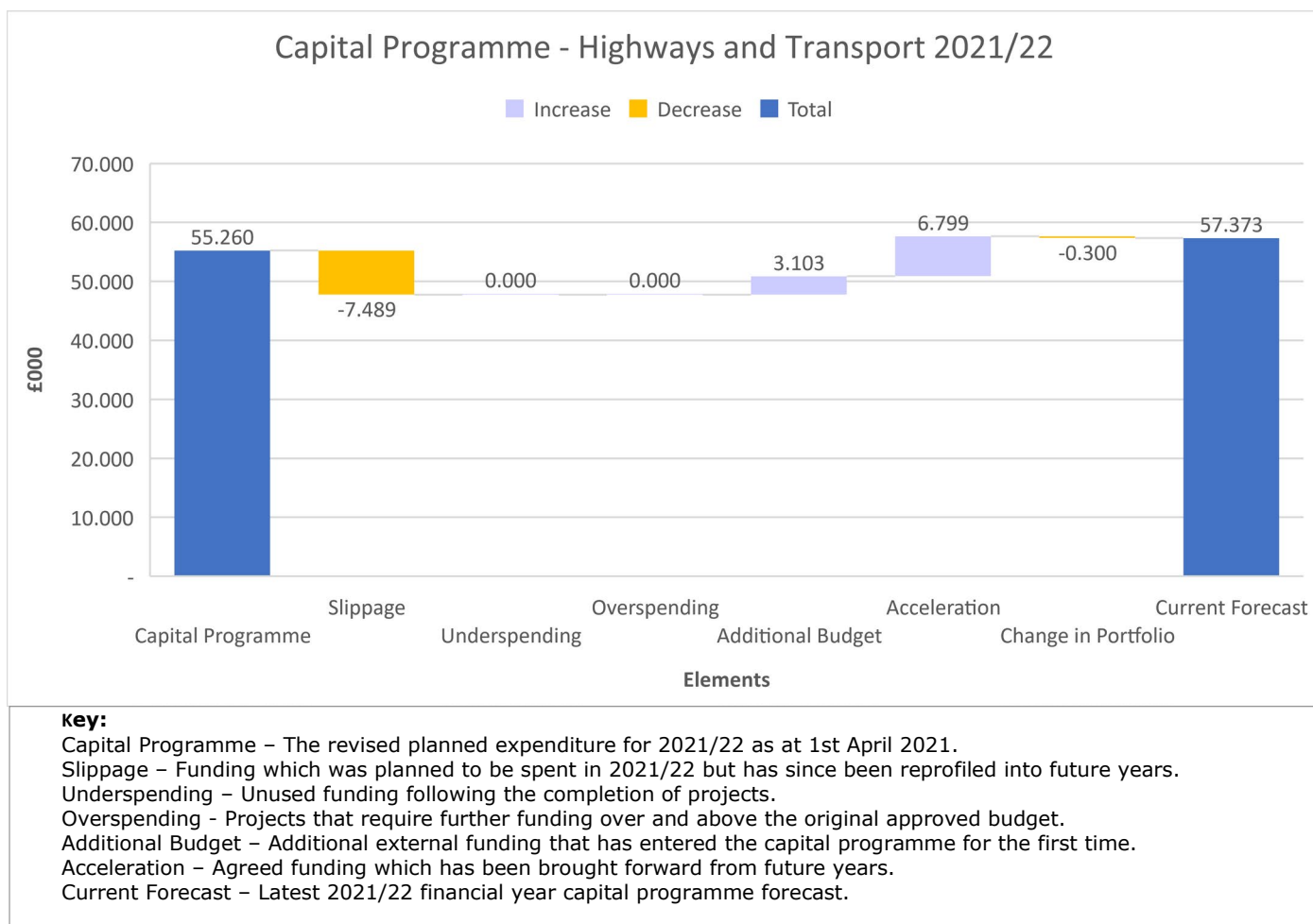
Performance Summary - Capital

9. There are 21 schemes within the portfolio. 18 of the schemes in delivery are rated green, indicating that the project is reporting to plan. Three are rated as amber, indicating that there is an issue 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 31 st December	Reason	Latest RAG Status	Updated Position
A29	AMBER	Potential increase in costs due to land dedication and access issues alongside a high Target Price return.	AMBER	Options are being considered.
A284	AMBER	High Target Price return received.	AMBER	Options are being considered.
LED Streetlight Conversion	AMBER	Contract renegotiation and Deed of Variation subject to formal approval.	AMBER	A draft Deed of Variation has been reviewed by all parties with the principal agreed. Awaiting final sign-off.

Finance Summary - Capital

10. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £54.659m for 2021/22. £0.601m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £55.260m.
11. Since this time, profiled spend has increased overall by £2.113m, to give a current year end projection for 2021/22 of £57.373m. Of this increase, -£7.489m relates to slippage, £6.799m relates to projects where funding has been accelerated from future years, -£0.300m relates to a change in portfolio responsibility and £3.103m relates to additional funding; specifically, additional government grant and other external funding.



12. Details of movements of the financial profiling within the capital programme between October and December are as follows:

- **Slippage: -£7.489m. Movement since Q2 report: -£2.950m.**
 - **Active Travel Fund: -£1.650m.** This programme of works has been reprofiled into future years after extensive engagement, consultation and scheme development work being undertaken. The tender process is now commencing; however, the scheme construction will be undertaken during 2022/23.
 - **Street Lighting LED: -£1.300m.** Deed of Variation continues to be delayed and whilst this is expected to be completed soon, the roll out of works are not likely to commence until April 2022 at the earliest, therefore £1.300m has been reprofiled into future years.

- **Acceleration: £6.799m. Movement since Q2 report: £4.500m**
 - **A2300: £1.500m.** Construction works have progressed quicker than anticipated and are now expected to complete in this financial year, therefore budget has been accelerated to reflect this. Risks still remain around Covid-19, weather and construction materials so an allocation £0.672m remains in 2022/23 to allow for potential delays.

- **Annual Works Programme: £3.000m.** Works in this block allocation have progressed quicker than anticipated, therefore funding has been accelerated to meet the new profiled expenditure.

Risk

13. 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 Summary.


Corporate Risk Register Summary - December 2021

CR58

Current Score
25

Target Score
9

Initial Score
25

Risk Change
Unchanged


Risk Description

The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by COVID19, including the mandatory requirement for care staff to have a vaccination; however this also extends to WSCC staff requiring access to these facilities (i.e. Social Workers, OT), and contractors. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.

Date Risk Raised

05/09/2018

Risk Owner

Executive Director of Adults and Health

Risk Strategy

Treat

Risk Control/Action

Target Date


Administration of central government funding to provide financial support to the sector.	ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	ongoing
Financial analysis of high risk provision - due diligence checks.	ongoing
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	ongoing
Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).	ongoing
Regular review of care homes business continuity arrangements to address government vaccination directive.	ongoing
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	ongoing

CR39a

Current Score
25

Target Score
16

Initial Score
20

Risk Change
Unchanged


Risk Description

Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operation of County Council. There is a risk of a successful cyber attack directly from external threats; or indirectly as a consequence of members or staff falling prey to social engineering or phishing attacks. The potential outcome may lead to significant service disruption and possible data loss.

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy


Treat

Risk Control/Action

Target Date

Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	ongoing
Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	ongoing
Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	ongoing
Provide capacity & capability to align with National Cyber-Security centre recommendations.	ongoing
Regular review, measurement and evaluation of corporate (technological/process) / organisational (behavioural) response to current and emerging cyber threats, where applicable to undertake pertinent actions to mitigate risks identified.	ongoing
Transition to a controlled framework for process and practice.	ongoing

CR72

Current Score	Target Score	Initial Score	Risk Change
16	8	20	Unchanged 

Risk Description


The government have stipulated that from 9 Sep 2021 children in care under 16 will not be allowed to be accommodated in unregulated placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs, which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.

Date Risk Raised
01/08/2021
Risk Owner
Executive Director of Children, Young People and Learning
Risk Strategy
Treat

Risk Control/Action	Target Date
Conduct an annual review and update of the placement sufficiency and commissioning strategy, in line with the market position statement.	ongoing
Develop and publish a market position statement to be sent out to care providers and other LA's to engage them in placements and requirements, in line with the needs of children.	01/03/2025
Escalate to Assistant Directors and Exec Director any situation where a child or young person is at risk of being without a registered provision when they require one.	ongoing

Agenda Item 6
Appendix 5

CR61

Current Score	Target Score	Initial Score	Risk Change
15	10	25	Unchanged 


Risk Description

A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.

Date Risk Raised
01/06/2019
Risk Owner
Executive Director of Children, Young People and Learning
Risk Strategy
Treat

Risk Control/Action	Target Date
Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.	ongoing
Provide proactive improvement support to services to assure effective safeguarding practices.	ongoing

CR68

Current Score	Target Score	Initial Score	Risk Change
15	10	25	Unchanged 


Risk Description

The government have relaxed COVID-19 restrictions, however there are still requirements for Local Authorities to support the management of the COVID-19 pandemic. If there is a resurgence in COVID-19 infections and local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.

Date Risk Raised
01/03/2020
Risk Owner
Chief Executive
Risk Strategy
Treat

Risk Control/Action	Target Date
Develop communications when required to manage expectations of staff and residents on WSCC response position.	ongoing
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).	ongoing
Review and update business continuity and service critical plans.	ongoing
Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.	ongoing
To continue to lobby government groups to influence funding decisions.	ongoing

CR69

Current Score	Target Score	Initial Score	Risk Change
15	10	25	Decreasing 

Risk Description

If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.

Date Risk Raised
01/03/2020
Risk Owner
Executive Director of Children, Young People and Learning
Risk Strategy
Treat

Risk Control/Action	Target Date
Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	ongoing
Deliver Children First Improvement Plan.	ongoing
Implement the Children First Service transformation model	ongoing

CR60

Current Score	Target Score	Initial Score	Risk Change
15	10	20	Unchanged ➡

Risk Description

There is a risk of failing to deliver the HMIC FRS improvement plan, leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.

Date Risk Raised	01/04/2019
Risk Owner	Chief Fire Officer
Risk Strategy	Treat

Risk Control/Action	Target Date
Ensure robust project and programme governance in place and monitor delivery.	ongoing

CR11

Current Score	Target Score	Initial Score	Risk Change
12	8	20	Unchanged ➡

Risk Description

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 recruiting and retaining staff in key skills areas.

Date Risk Raised	01/03/2017
Risk Owner	Director of Human Resources & Org Dev
Risk Strategy	Treat

Risk Control/Action	Target Date
Development of comprehensive employee value proposition.	01/06/2022
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	ongoing
Produce Directorate Workforce Plans to identify skills, capacity and capability requirements.	01/04/2022

CR73 - DRAFT

Current Score
12

Target Score
8

Initial Score
25

Risk Change
Unchanged
➡

Risk Description

If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g. 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes. This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.

Date Risk Raised

01/01/2022

Risk Owner

Chief Executive

Risk Strategy

Treat

Risk Control/Action

Target Date

Align pipeline of projects for existing and future funding opportunities	ongoing
Built into county-wide Business Planning and budgeting process	ongoing
Clear prioritisation of CC Strategy delivery within Our Council Plan	ongoing
Existing estate & infrastructure made climate change resilient & future developments designed to be as low carbon & climate change resilient	ongoing
Existing governance bodies (eg, but not limited to, ELT, CAB, Asset Hubs, Procurement Board) are held accountable for relevant areas of delivery by the Climate Change Board and WSCC democratic bodies	ongoing
Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery	ongoing
SMART programme of actions based on clear definitions and metrics	ongoing

CR22

Current Score
12

Target Score
12

Initial Score
16

Risk Change
Unchanged
➡

Risk Description

The financial sustainability of council services 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.

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy


Tolerate

Risk Control/Action

Target Date

Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate.	ongoing
Monitor the use of additional funds made available to improve service delivery.	ongoing
Pursue additional savings options to help close the budget gap.	ongoing

CR70

Current Score	Target Score	Initial Score	Risk Change
12	12	12	Unchanged 


Risk Description

There is an increasing demand placed on the senior officers due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with strategic/organisational issues, leading to poor decision making.

Date Risk Raised	01/08/2020
Risk Owner	Chief Executive
Risk Strategy	Tolerate

Risk Control/Action	Target Date
Continue to monitor service resource impact.	ongoing
Provision of support to services when required.	ongoing

CR39b

Current Score	Target Score	Initial Score	Risk Change
9	9	20	Unchanged 

Risk Description

Data protection responsibilities. 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 obligations are met.

Date Risk Raised	01/03/2017
Risk Owner	Director of Law & Assurance
Risk Strategy	Tolerate

Risk Control/Action	Target Date
Adopt ISO27001 (Information Security Management) aligned process & practices.	ongoing
Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	ongoing
Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	ongoing
Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	Timetabled
Test the effectiveness of DPIA	ongoing
Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.	ongoing

CR50

Current Score

9

Target Score

6

Initial Score

20

Risk Change
Unchanged



Risk Description

WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action

Target Date

Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence. ongoing

Develop and introduce a more comprehensive risk profile approach and front line service based audits. ongoing

Incorporate HS&W information into current performance dashboard. ongoing

Purchase, develop and introduce an interactive online H&S service led audit tool. ongoing

Regular engagement with other LA's on best practice and lessons learned. ongoing

CR7

Current Score

8

Target Score

4

Initial Score

16

Risk Change
Unchanged



Risk Description

There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes. Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.

Date Risk Raised

01/03/2017

Risk Owner

Director of Law & Assurance

Risk Strategy

Treat

Risk Control/Action

Target Date

Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement. ongoing

Data on areas of non-compliance used to inform Directors to enforce compliance with standards. ongoing

Guidance to CLT on governance. Schedule and deliver associated training 01/01/2022

Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice. ongoing

CR65

Current Score

6

Target Score

6

Initial Score

20

Risk Change
Unchanged



Risk Control/Action

Target Date

Risk Description

The review of corporate leadership, governance and culture 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.

Date Risk Raised

01/12/2019

Risk Owner

Chief Executive

Risk Strategy


Tolerate

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:




- a. **Summary Report** – This is an overall summary of the County Council’s performance for the latest quarter, including:
 - Performance highlights of the County Council’s priorities,
 - Overview of the revenue and capital financial outlook across the organisation,
 - Key corporate risks with a severity graded above the set tolerance level,
 - The latest workforce overview.
- b. **Sections by Portfolio (Sections 1-10)** – There is a separate section for each Portfolio:
 - Section 1 – Adults Services
 - Section 2 – Children’s and Young People
 - Section 3 – Learning and Skills
 - Section 4 – Community Support, Fire and Rescue
 - Section 5 – Environment and Climate Change
 - Section 6 – Finance and Property
 - Section 7 – Highways and Transport
 - Section 8 – Leader
 - Section 9 – Public Health and Wellbeing
 - Section 10 – Support Services and Economic Development

Each Portfolio covers the following aspects in detail which enables the Section to be viewed as a stand-alone report:

- Updates of the performance KPIs agreed in Our Council Plan and the action taking place, including Climate Change  performance measures.

The KPI measures compare the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

The arrows on the KPI measures represent the direction of travel compared to the previous quarter:

- A green upward arrow  shows that performance is improving,
 - A red downward arrow  shows performance is worsening, and,
 - An amber horizontal arrow  shows no change to performance.
- Overview of the revenue financial position, risks and issues and savings update.
 - Overview of the capital financial position and latest capital performance.
 - Details of the corporate risks which have a direct impact on the specific Portfolio.

c. **Supporting Appendices** – Other documents within the report include:

- 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 Summary
- Appendix 6 – Workforce

Scrutiny Committee Documents

The relevant appendices will be made available to Scrutiny Committees prior to being considered by Public Cabinet. The complete reporting pack, including the Cabinet Cover Report, will be considered by the Performance and Finance Scrutiny Committee.

A detailed matrix of the Performance and Resources Report's sections and appendices by Scrutiny Committee responsibility is shown below. The areas in dark green indicate the Scrutiny Committees areas of responsibility and the areas in light green denote areas of the report which should be included in the Committee papers for context and consideration where appropriate.

PRR Matrix – Documents for Scrutiny Committees

		CYPSSC	HASC	CHESC	FRSSC	PFSC
Summary Report						✓
Section 1	Adults Services Portfolio		✓			✓
Section 2	Children and Young People Portfolio	✓				✓
Section 3	Learning and Skills Portfolio	✓				✓
Section 4	Community Support, Fire and Rescue Portfolio			✓	✓	✓
Section 5	Environment and Climate Change Portfolio			✓		✓
Section 6	Finance and Property Portfolio					✓
Section 7	Highways and Transport Portfolio			✓		✓
Section 8	Leader 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 Summary	✓	✓	✓	✓	✓
Appendix 6	Workforce					✓

KEY:	
	Specific Committee Responsibility
	To Be Included In Committee Papers