

# Public Document Pack

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22 February 2023

Dear Member,

**Children and Young People's Services Scrutiny Committee - Wednesday,  
1 March 2023**

Please find enclosed the following document(s) for consideration at the meeting of the Children and Young People's Services Scrutiny Committee on Wednesday, 1 March 2023 which was unavailable when the agenda was published.

<b>Agenda No</b>	<b>Item</b>
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| <b>7.</b> | <b>Performance and Resources Report 2022-23 - Quarter 3 -<br/>October-December 2022 (Pages 3 - 48)</b> |
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Yours sincerely

Tony Kershaw  
Director of Law and Assurance

**To all members of the Children and Young People's Services Scrutiny  
Committee**

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## **Report to Children and Young People's Services Scrutiny Committee**

**1 March 2023**

### **End of December 2023 (Quarter 3) Quarterly Performance and Resources Report – Focus for Scrutiny**

#### **Report by Director of Law and Assurance**

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### **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 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 report reflects the position at the end of December 2022. The PRR includes information which is specifically relevant to the portfolio responsibilities of this scrutiny committee and includes the summary of the performance, finance, capital and risk position of the Children and Young People Portfolio (Appendix A) and Learning and Skills Portfolio (Appendix B). The current Risk Register (Appendix C) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

The Committee have highlighted the following as areas it wishes to monitor when considering past quarterly PRR reports:

- The progress of Performance Measure 7 (Stability of placements for children we care for) to see how it further improves.
- Performance Measure 8 (Percentage of NEET care leavers) and Performance Measure 9 (Positive outcomes on Child Protection in 12 months) to see how additional resources for the care leavers service and the introduction of the Family Safeguarding Model impact on these measures.
- The Children We Care For Placement mix
- The Dedicated Schools Grant deficit position
- The progress of Performance Measure 30 (Number of 16-17 year olds Not in Education, Employment or Training) to be more in line with the national average.

When considering the Q2 PRR, the Performance and Finance Scrutiny Committee, noted the risks to the Children and Young People's portfolio budget and requested that CYPSSC monitor the financial position and the mitigating actions required.

In line with the Committee's previous requests to receive regular performance updates to monitor the improvement journey, the Children and Young People's Services Performance Summary Slides for the end of December 2022 are attached at Appendix D.

### **Focus for scrutiny**

The Committee is asked to consider the portfolio PRR (Appendices A - C) and the Performance Summary Slides (Appendix D).

Key lines of enquiry:

- 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) Any areas of concern in relation to the management of corporate risk;
- 4) 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
- 5) 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.

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## **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 Appendix E – 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 appendices (listed below). 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

### **Contact Officer**

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**Appendices**

Appendix A: Children and Young People Portfolio Summary

Appendix B: Learning and Skills Portfolio Summary

Appendix C: Corporate Risk Register Summary

Appendix D: Performance Summary Slides – December 2022

Appendix E: How to read the PRR

**Background Papers:** None

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## **Children and Young People Portfolio – Summary**





### **Performance Summary**

1. The Portfolio has a number of performance highlights to report this quarter:
  - The senior leadership team have maintained a strong focus on the key indicators and evidence base that is required for the imminent Inspection of Local Authority Children's Services (ILACS) in early 2023. Management activity has been focused on maintaining the trajectory of improvement in key practice areas and specifically on the timeliness of visiting, the quality of recording, ensuring all cases are allocated and that all staff have regular supervision.
  - The service continues with the implementation of the Family Safeguarding model (Phase 2). The service has stabilised since the initial implementation phase and performance continues to improve. The new service model is being embedded and the service is now implementing Phase 2 of the model which will introduce dedicated adult service workers (mental health, substance misuse and domestic violence) into the teams.
  - The Corporate Director and the senior leadership team have continued to provide a hands-on and visible approach to the improvement activity with regular workshop sessions with all team managers across the service. These Ofsted readiness sessions take place every month from November 2022 up to and during the ILACS. The quality assurance and performance management frameworks ensure that senior managers are able to understand where there are issues in performance and to implement improvement activity immediately.
  - The workforce development workstream has maintained activity to significantly increase our numbers of permanently recruited staff and drive down numbers of interim agency staff. The first tranche of recruitment activity in South Africa has been completed and a second tranche is planned for early February 2023. The first tranche of activity resulted in the service successfully recruiting 35 qualified and experienced social workers and they are being inducted into the service from January 2023.


### **Our Council Performance Measures**

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over 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.

Agenda Item 7  
Appendix A

Children and Young People		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
1	<b>Measure:</b> Percentage of re-referrals to Children's Social Care within 12 months of the previous referral  Reporting Frequency: Quarterly	22.0%	Jun-22	Sep-22	Dec-22		A
	25.0%		24.0%	31.0%			
	<b>Performance Analysis:</b> Dec-22: There has been an increase in re-referrals in December. It is noted that the overall number of referrals was lower than in November but re-referrals numbers are very similar, increasing the percentage.  <b>Actions:</b> Service Managers continue to review re-referrals to understand themes and progress learning with teams.						
2	<b>Measure:</b> Percentage of Early Help Plans closed with outcomes met  Reporting Frequency: Quarterly	74.0%	Jun-22	Sep-22	Dec-22		A
	69.3%		69.2%	67.7%			
	<b>Performance Analysis:</b> Dec-22: This month sees a drop in this outcome with high numbers requiring social care intervention and a high number of consent withdrawn. Children escalated for a social care intervention are accepted in 95% of cases which indicates that that this is the correct decision for the child. Consent withdraw is likely to be linked with the higher waiting times children and families have experienced in accessing an allocated worker.  <b>Actions:</b> The service has struggled with demand and recruitment but this is improving and it is expected that wait times will continue to reduce.						
7	<b>Measure:</b> Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index  Reporting Frequency: Quarterly	10.0%	Jun-22	Sep-22	Dec-22		A
	10.5%		10.1%	10.6%			
	<b>Performance Analysis:</b> Dec-22: Whilst the percentage has increased minimally in December, the number of children with 2+ moves has been stable and we are seeing that we are performing ahead of our statistical and local neighbours in areas such as placement stability and use of unregistered placements as well as children placed at distance.  Work has been ongoing since January in respect of scrutinising at Entry to Care Panel that children are in the right placements with the right support in place. The number of children in West Sussex under 16 in the same placement for 2+ years remains above local and national averages and we have sustained good performance in terms of children being in agreed permanent placement at over 230 with 10 children approved in the last 4 weeks.  <b>Actions:</b> A restructure of commissioning services has been completed to ensure we are able to target placement finding activity in the most efficient way to get good outcomes for our children and this went live 01.01.2023.						
8	<b>Measure:</b> Support for care leavers to achieve their aspirations – Percentage of care-leavers aged 17-21 who are in Employment, Education or Training  Reporting Frequency: Quarterly in arrears	64.0%	Mar-22	Jun-22	Sep-22		A
	63.0%		64.0%	65.0%			
	<b>Performance Analysis:</b> Sep-22: We have seen a slight percentage increase through 18 more young people now in education, employment or training compared to June. Positively we have also recruited two care leavers to apprenticeship posts in the participation service who are due to start as soon as checks have been received.  <b>Actions:</b> There is now a dedicated Personal Advisor (PA) who is leading on tracking and supporting other PA's around young people who are Not in Employment, Education or Training (NEET) and have a number of developments for improving these, including running the Bridging the Gap programme, meeting someone from Care Leavers Covenant and working in partnership with Crimsham Farm who offer education and training opportunities and we are also setting up a working group to look at supporting our specific cohort of asylum-seeking young people with access to education and employment in light of some geographic discrepancies.						



Children and Young People		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast	
9	<b>Measure:</b> Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months	83.0%	Jun-22	Sep-22	Dec-22		R	
	Reporting Frequency: Quarterly		57.0%	67.0%	53.0%			
	<b>Performance Analysis:</b> Dec-22: There continues to be an increase in the number of children becoming subject to child protection plans. This is having an impact on the overall percentage of children who step down.							
	<b>Actions:</b> There is ongoing work to identify any trends which may be contributing to the increase in number of child protection plans but the numbers remain within a normal range.							

## Finance Summary

### Portfolio in Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure (Overseas Social Workers)	£1.000m	Covid-19 Grant – Assumed funding	(£1.000m)	
Placement costs for Children We Care For (mainstream)	£13.350m	In-house residential staffing underspend	(£1.300m)	
Homecare and transport costs for Children with Disabilities, including increase in Direct Payments average cost.	£1.860m	Early Help staffing underspend	(£1.360m)	
Delays in saving delivery – Local House Project	£1.000m	Savings to be delivered through planned improved placement commissioning	(£0.330m)	
One-off implementation costs and part-year adult staffing costs for Family Safeguarding - DFE funding not awarded.	£0.280m	Reduction in Intentionally Homeless families requiring accommodation support	(£0.580m)	
Family Safeguarding –Section 17 and Children We Care For Non-Placement Costs	£0.500m	Review of child psychology arrangements	(£0.700m)	
Family Safeguarding – additional agency staffing	£0.365m	Delays in appointing to new posts within the Fostering Service redesign.	(£0.500m)	
Fostering allowance inflationary pressure	£0.300m	Business support vacancies	(£0.200m)	
King's Counsel legal costs	£0.150m	Other variations	(£0.235m)	
<b>Children and Young People Portfolio - Total</b>	<b>£18.805m</b>		<b>(£6.205m)</b>	<b>£12.600m</b>

## Key Financial Issues and Risks Arising

Narrative	Cost Driver	Baseline	Q1	Q2	Q3	Action	Trajectory
<p>Despite the overall number of Children We Care For being lower than forecast during budget setting, there are more children than budgeted for in more costly external residential placements than budgeted for.</p> <p>This is leading to a pressure on the placement budgets. Baseline shows the % upon which the budget was set.</p>	% mainstream children in external residential placements	10.8%	14.3%	15.1%	15.1%	<p>At the end of December 2022, there were 29 more children placed in external residential than the number on which the budget was set. This alone adds a pressure of c£7m to the placement budgets, however when also taking into account the expenditure on external placements costing more than £9k per week, and the number of unique care and support arrangements which have had to be arranged, then the full scale of the budget pressure is projected to be c£13.4m.</p>	

### Key:

<b>Arrow:</b>	Decreasing ↘	Increasing ↗	Static ↔
<b>Colour:</b>	Improving (Green)	Worsening (Red)	Static (Yellow)

## Financial Narrative on the Portfolio's Position

- At the end of December 2022, the Children and Young People Portfolio has a projected an overspend of £12.6m, an increase of £3.7m since September 2022. This increase arises primarily from an increase in the forecast for Children We Care For placement costs, a downturn in the expected in-year savings and increases in the cost for Direct Payments.
- Mainstream Placement Costs.** The mainstream placement forecast has increased by £2.1m since September with the projected overspend now reported at £13.4m. This excludes in-year improved commissioning actions which are expected to deliver £0.3m of mitigation towards this position.
- The increase is largely due to the following factors:
  - An increase in demand for external residential placements.** During the third quarter, a higher number of children started to be cared for compared to the number of children ceasing to be cared for. Alongside this, there were a higher number of external fostering placement breakdowns, resulting in an increase in externally commissioned residential care. During the same period however, there was an increase of nine children placed within internal fostering which has partly mitigated this demand. The net effect on the projection is an increase of £0.770m.
  - An increase in the number of high-cost external residential placements.** There have been a further six external residential placements with a weekly cost of over £9k per week during the quarter. The financial impact of these high-cost placements is an increase in costs of £0.240m.

- **An increase in the number of unique care and support arrangements in unregistered settings.** There have been an additional nine young people subject to these arrangements since September. This cohort specifically relates to children and young people where there were critical incidents resulting from complex health and wellbeing needs. These placements were made because the service had no other alternative but to provide a 'bespoke' package of care to fulfil its statutory duty. These children are assessed as being highly vulnerable, complex and high risk, and these packages are being provided in the absence of any other specialist placements being available. All such cases are subject to close monitoring and scrutiny, and many prove to be short term arrangements to manage a period of crisis. However, the high costs have a disproportionate financial effect. The impact of the changes since September is an increase of £1.140m on the forecast.

6. The updated table below shows the position against each of those issues.

Type of Placement (Excluding Asylum)	Based on Values As AT The End Of December 2022				CWCF Variation	Projected Overspend (£) (Based on Budgeted Cost and CWCF Number)
	Budgeted Number of Children We Care For (CWCF)	Budgeted Average Weekly Cost (£)	Current Number of Children We Care For (CWCF)	Current Average Weekly Cost (£)		
External Residential *	81	£4,474	110	£5,532	29	£7,235,000
Independent Fostering	211	£963	200	£1,007	-11	(£691,000)
Independent Parent & Child Fostering	5	£1,450	7	£1,369	2	£59,000
In House Fostering	212	£386	213	£410	1	(£73,000)
In House Parent & Child Fostering	2	£731	2	£1,091	-	£85,000
Kinship	98	£209	83	£220	-15	(£155,000)
Placed for Adoption/Placed with Parents	60	£0	45	£0	-15	£0
External Residential Family Unit	3	£3,958	1	£3,255	-2	(£170,000)
Secure Unit	2	£7,211	1	£9,032	1	£314,000
Other Placement Types	80	N/A	66	N/A	-14	N/A
<b>SUBTOTAL</b>	<b>754</b>		<b>728</b>		<b>-26</b>	<b>£6,604,000</b>
External Residential - Additional Costs. 18 of the External Residential cases (included in the table above), cost significantly more than the average placement rate. The extra cost of these placements over the average £5.5k per week is reported separately. The weekly cost of these 18 placements range from £9.3k to £17k.						£2,496,000
Unique Cost and Support Arrangements for specific CWCF. Costs range between £9.5k and £33.6k per week.						£4,250,000
<b>TOTAL</b>						<b>£13,350,000</b>
<b>Note:</b> * There are 110 CWCF External Residential placements as at the end of December. This cohort includes 18 children whose placements cost in excess of £9k per week (statistical outliers). The £6.6m overspend reported as External Residential only includes up to £5.5k of these costs to demonstrate a comparable average unit cost against the budget set. The cost over the £5.5k for these 18 children (£2.5m), is shown separately to illustrate the financial impact of these specific cases.						

7. The mix of placement types continues to be significantly different from that assumed when the budget was set. Currently 15% of the children we care for (excluding disability and asylum) are placed in external residential care, compared to 10% for our statistical neighbours. A detailed recovery and action plan is in place to address areas within care planning and management practice, which will assist in reducing the proportion of children in external residential placements to a level more in line with our neighbours.

8. The weekly Entry to Care panel acts as the gateway for standard requests for children becoming looked after. The panel is not able to respond to emergency or very short notice requests and it is those that usually lead to reactive and potentially inappropriate entry to residential placements or unregistered arrangements. Most emergency entrants to care arise within the Family Safeguarding Service and there has been assertive work over the past quarter to improve the planning and intervention for those young people. The highest cost arises when children are placed in an emergency in unregistered care arrangements, with a common pathway out of those arrangements being into high-cost residential care.
9. The number of unique high-cost care arrangements which have had to be put in place are volatile because they are driven by crisis events, and by their very nature, are complex and require a bespoke solution. The view of the service is that this demand has a direct correlation with the trauma that children and young people experienced and continue to be harmed from, both during and following the Covid-19 pandemic. It is not possible to predict whether or not any further arrangements of this type will be made within this financial year, however there is greater confidence about the management and oversight of this to ensure that any such arrangements are time-limited and appropriate exit plans are established at an early stage.
10. To address the number of external residential placements at significantly higher than average cost, the Children's Commissioning Service is designing and building a suite of new commissioning tools, which include a Market Position Statement to further strengthen and develop the Placement Sufficiency Strategy. It is anticipated that this will increase the utilisation of local private markets and be delivered in a more cost-effective manner in the next financial year.
11. **Children With Disability Home Care and Transport Costs, Including Direct Payments.** The projection for these budgets has increased since September, resulting in a projected overspend of £1.9m. The primary reasons for this increase relate to:
  - The number and type of care at home packages which are required to prevent family breakdown or when it has been agreed that the child does need to become looked after but there are no suitable placements available, and
  - The rising cost of Direct Payments. There is an agreed per hour limit for standard Direct Payments, which has not been reviewed for recently. Increasingly, parents are unable to source Personal Assistants (PA's) at this standard cost. This can result in the child's needs increasing, leading to an enhanced Direct Payment rate needing to be made, at a higher cost. The child's needs can become so great that a PA cannot be sourced at all, leading to a bespoke care at home package being required. There is a likelihood for this level of overspend to increase further still if it is necessary to arrange further care at home packages before year end.
  - There is a specific action plan in place to establish and maintain greater oversight and analysis of what is a large and very complex budget. While the finance action plan is still in the implementation stage, it should be noted that there is a significant risk regarding the outturn position of the children's disability budget overall, but detailed monitoring is in place.

12. **Local House Project – Non-Delivery of £1.0m Saving.** In September 2022, it was reported that the project had delays and that the first young person was due to move into the project in November. Unfortunately, further delays have been experienced, particularly in relation to the recruitment of key staff who are required to ensure the project's success. A cohort of 12 young people have been identified as being suitable for the project, with profiling of further young people being undertaken. Subject to no further delays and dependent on the local housing providers in the County identifying suitable accommodation, the service is confident that the majority of the £1m saving will be delivered in 2023/24.
13. **Family Safeguarding Implementation and Adult Workers.** The initial projections for the one-off implementation and in-year costs of the adult-facing workers have been revised to reflect the likely staffing start dates. This has resulted in a reduction of £0.180m in the projection.
14. **Family Safeguarding Additional Agency Staff.** In order to stabilise the teams, ensure all statutory cases are allocated to a suitably qualified and experienced social worker and in preparation for the full Ofsted inspection anticipated before the end of the financial year, it has been necessary to increase the agency staff support for Family Safeguarding. This has resulted in the projected overspend increasing by £0.180m to £0.370m since September.
15. **Family Safeguarding Section 17/ Children We Care For non-placement costs.** While the primary reason for the overspend against these budgets remains the cost of care at home packages, the use of home support packages within the Family Safeguarding Service has significantly reduced over this quarter. Currently there are no such packages in place and any that may arise in the future will be time limited and directly overseen by the relevant Head of Service. As a result, the overspend has reduced since September 2022 and now stands at £0.5m.
16. **Fostering Allowances Inflationary Pressure –** As previously reported, the annual inflation increase applying to in-house foster care allowances, special guardianship allowances and adoption allowances is linked to the staff pay awards for the NJC staff group. The pay award for that staff group has now been agreed and consequently, the allowances have been uplifted by 6.4% backdated to 1<sup>st</sup> April 2022. Within the 2022/23 budget, there is an allocation of 3.75% built-in, meaning that the increase to 6.4% has resulted in a £0.3m inflationary pressure. This shortfall has been addressed in the 2023/24 budget.

## **Mitigations**

17. **In-house Residential Staffing.** The projected underspend in relation to in-house residential staffing has not significantly changed since September and now stands at £1.3m. This forecast takes into account projected new starters - however if any of those new starters choose not to begin or there are delays in their onboarding then the forecast will change. Recruitment is still actively taking place and an employee referral scheme for this service is now in place. The continued difficulty in recruiting staff means that Blue Cove children's home with three beds remains non-operational which is a contributing factor to the overspend on mainstream placement.

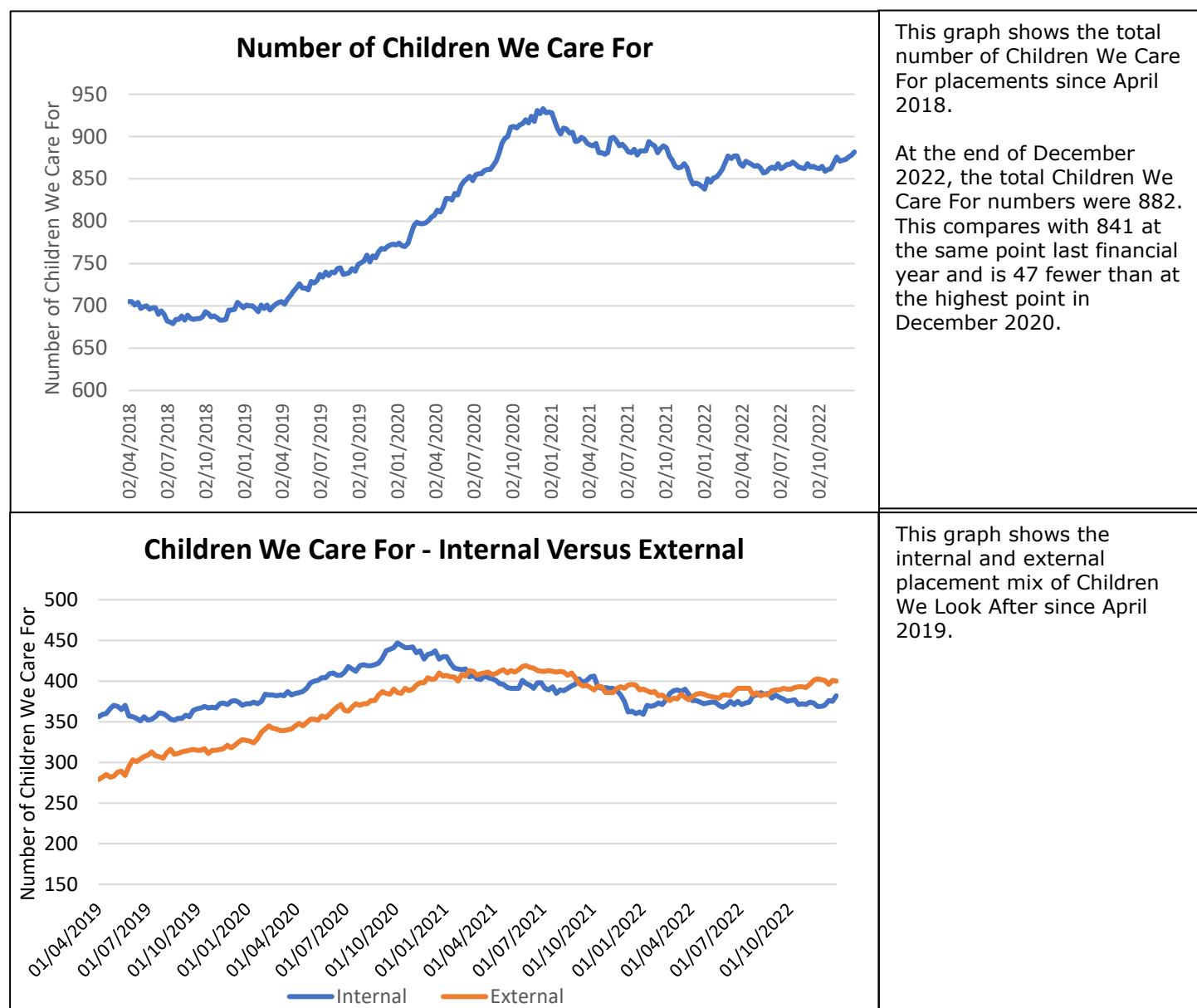
18. **Improved Commissioning** £1.170m of in-year mitigations are currently profiled to be delivered before 31<sup>st</sup> March 2023. These savings relate to the commissioning projects of 16+ step down from residential, Local House Project, and under-16 step down to fostering. For each of the strands, young people have been identified and dates for step downs or placement moves have been estimated, leading to the forecast of £1.170m cost reductions being achieved before year end.
19. **Early Help Staffing.** The underspend against Early Help staffing has increased slightly since September and now stands at £1.360m. Recruitment is still actively taking place and an employee referral scheme for this service is now in place. Recent rounds of recruitment have proved to be more successful and there is optimism that the service will be almost fully staffed going into the new financial year.
20. **Intentionally Homeless.** There has been little change to the projection for Intentionally Homeless since September, with the projected underspend now £0.580m. There has been a small decrease in the number of families being supported since September, but the future level of families requiring support still remains very uncertain.
21. **Conclusion.** The finance situation for the Children's portfolio remains volatile but there are appropriate actions in place to manage this and ensure all possible mitigations are in place. Whilst there is clarity about the reasons for the projected overspend (particularly against the placement budgets), being able to effect sufficient change to recover some or all of the current position in year remains a considerable challenge and the actions taken to date have not been able to reduce the level of demand and increased cost. There remains a risk that the financial position may deteriorate further still before year end, but senior managers continue to implement actions to try and mitigate against this.
22. The main ambition of the Children's Leadership Team is to reduce the proportion of children and young people in external residential placements to a level more in keeping with neighbouring authorities, but this will take time to impact and is dependent on the sufficiency of other placement arrangements such as fostering.

## **Covid-19 Expenditure Update**

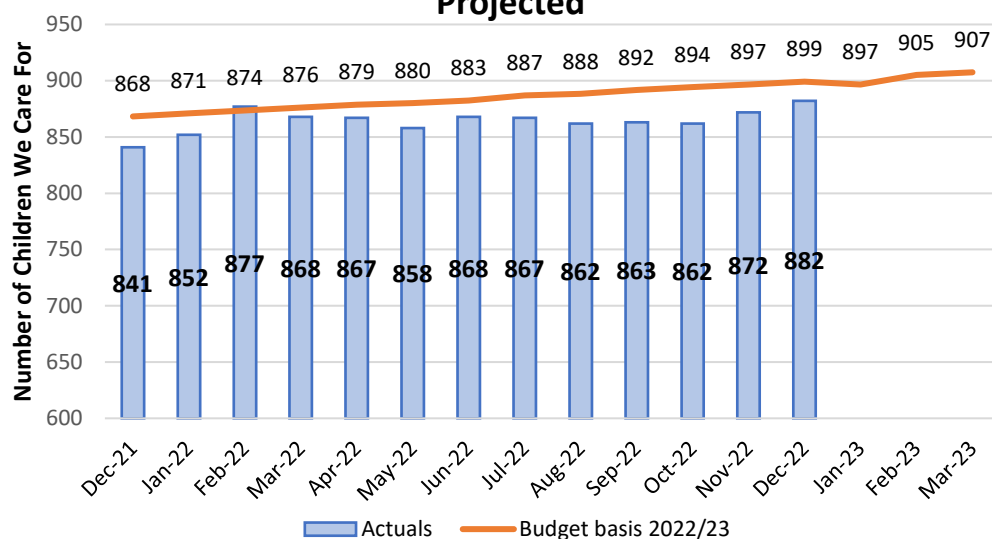
23. Within the Children's and Young Peoples Portfolio, a project to recruit qualified social workers from overseas to assist the recruitment and retention challenges within social care has commenced. Thirty-five qualified and experienced social workers from South Africa have accepted offers of employment and resettlement.
24. Looking forward and reviewing likely future staffing vacancy levels, it is clear that a significant vacancy gap is likely to remain in 2023/24. Therefore, the Children's Leadership Team are planning to repeat this exercise and attempt to recruit further overseas workers in January 2023 with an expectation of the second tranche of workers starting in the summer of 2023.
25. The projected cost to recruit these two cohorts of Social Workers is estimated to be around £1.3m. It is proposed that the carry forward Covid-19 grant is utilised to fund these one-off project costs following the impact of the pandemic on the social work profession. The current budget position assumes £1.0m will be spent in 2022/23, with the remaining funds being drawn in 2023/24.

26. Further eligible Covid-19 expenditure has been identified within the Children and Young People's Portfolio relating to the increased cost of care provision due to the growing complexity of children's mental health and wellbeing. Further allocation of the remaining Covid-19 grant will be taken as part of the year end process.

## Cost Drivers Information



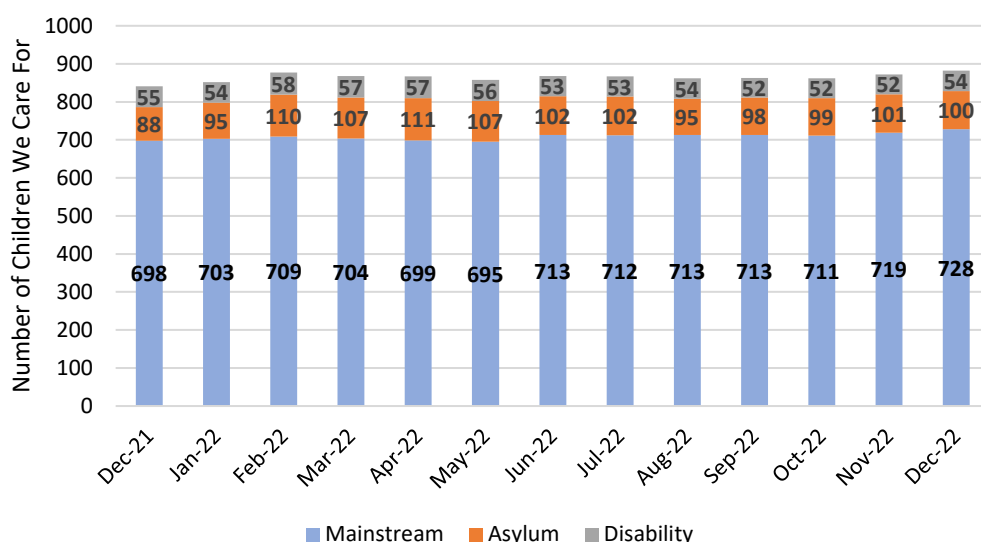
### Number of Children We Care For - Actual Versus Projected



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 overspend reported.

### Children We Care For Volumes - Rolling 12 Months

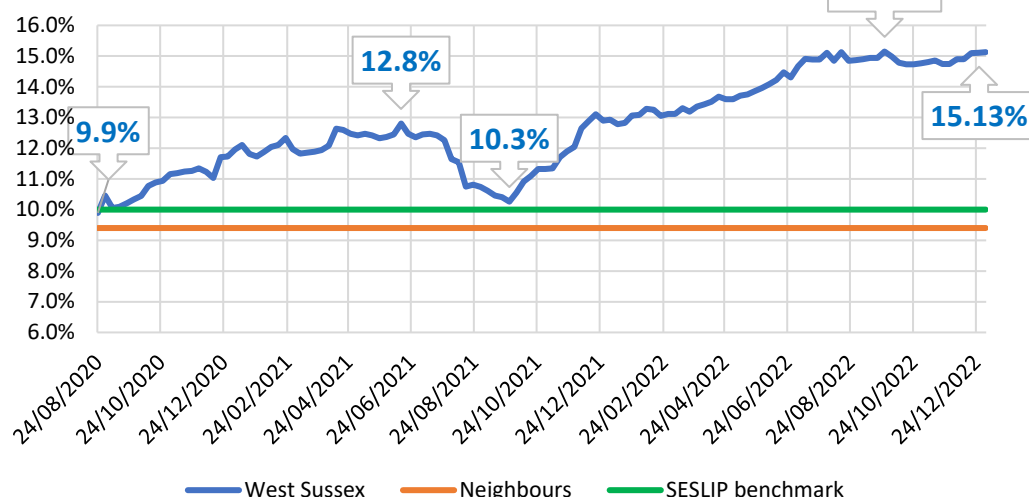


This graph shows the total number of Children We Care For placements by:

- mainstream placements
- asylum seeking children and,
- children with learning disabilities.

The Council's revised allocation of Unaccompanied Asylum-Seeking Children (UASC) under the National Transfer Scheme is 177. As at the end of December, the number of UASC was 100.

### % Mainstream Children We Care For in Agency Residential



This graph compares the proportion of the mainstream Children We Care For who are placed in external residential placements compared with the South East Sector Led Improvement Programme (SESLIP) "best practice" figure and that of the Council's similar neighbours.



## Savings Delivery Update

27. In addition to the £2.150m of 2022/23 planned savings, there remains £1.050m of savings from the 2021/22 financial year which were not delivered on an on-going basis. To ensure that these savings are monitored and delivered, all of these savings are detailed in the table below:

Saving Activity	Savings to be Delivered in 2022/23 £000	December 2022		Narrative	2023/24
National House Project	1,000	1,000	R	The House Project has been affected by delays in being able to recruit to key posts within the project. Based on the revised plan, the first young person is now expected to move into their tenancy during Q1 2023/24. Given this, it is realistic to expect that the majority of the £1m savings will be delivered in 2023/24.	G
In-house Residential Programme: Reduced independent placement costs	300	300	G	Delays in re-opening Blue Cove (formerly May House) mean that the permanent delivery of this saving will be delayed and may even fall into 2023/24. The saving is mitigated in year however, through underspending within the residential staffing budget given the current problems being experienced in recruiting sufficient staff to be able to safely re-open.	G
Improved Commissioning for Children's Social Care Service: Improved Joint Commissioning	400	400	G	Discussions in relation to the implementation of a pan-Sussex Resource Allocation System for children's continuing health care are continuing with partners in Health. In the meantime, a thorough review of cases which are jointly funded with Health has been undertaken during the first two quarters of 2022/23, the outcome of which is a decrease in expenditure on these cases for Children's Social Care. So long as the position for the first two quarters is maintained for the remainder of the year, this saving can now be rated as being on track.	B
Improved Commissioning for Children's Social Care Service: Under 16's Step Down to Fostering	700	700	G	The rating against this saving has been upgraded to green. Six children have already stepped down to a less costly placement with a further five expected to follow before the end of the financial year.	B
Improved Commissioning for Children's Social Care Service: Over 16's Step Down from Residential	500	500	G	Ten young people have now stepped down, with a further nine profiled to follow before the year end. If everything remains as profiled then this saving is on track to deliver £1.4m in total, providing mitigation against other savings targets which are either underperforming or have been delayed.	B
Improved Commissioning for Children's Social Care Service: Over 16's Recommissioning	100	100	B	Saving delivered by recommissioning of contracts for accommodation and support for young people aged 16+.	B
Early Help Restructure	200	200	B	Saving delivered.	B

### Savings Key:

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

## Capital Programme

### Performance Summary - Capital

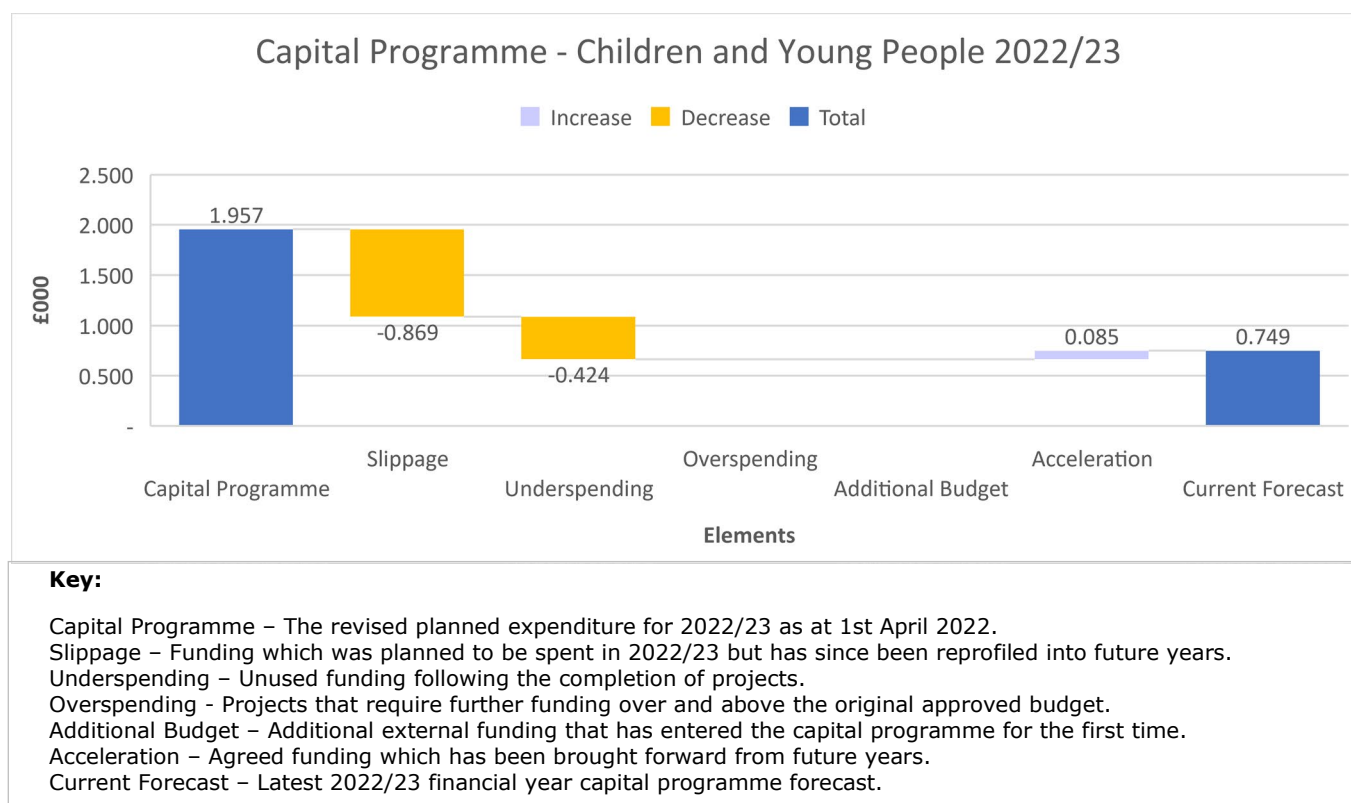
28. There are five schemes within this portfolio and all five scheme in delivery are rated amber, indicating that there is an issue influencing the project, but that it can be dealt with by the project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at Dec 2022	Reason	Latest RAG Status	Updated Position
Children's Emergency Accommodation Laundry Cottages	<b>AMBER</b>	Time delay as site visit discovered evidence of bats	<b>AMBER</b>	A nocturnal survey is to be undertaken in May 2023
Children's In-House Phase 2 – High Trees	<b>AMBER</b>	Time delay as the Planning Authority has requested an extension due to ecology and water neutrality issues	<b>AMBER</b>	Planning extension to Jan 2023 expected to be extended to Feb 2023
Children's In-House Phase 2 – Orchard House	<b>AMBER</b>	Time delay. Planning consent remains outstanding for access road.	<b>AMBER</b>	A tender relaunch is scheduled for Jan 2023
Children's In-House Phase 2 – 18 Teasel Close	<b>AMBER</b>	Time delay as the Planning Authority has requested an extension due to ecology and water neutrality issues	<b>AMBER</b>	Pre-Tender estimates indicate additional funding required
West Green Family Time Hub	<b>AMBER</b>	Time delay due to Planning Application submissions	<b>AMBER</b>	Planning Application to be submitted in Jan 2023, the impact of delay to be accessed

### Finance Summary - Capital

29. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £5.230m for 2022/23. Budget of £3.273m originally profiled to spend in 2022/23, was accelerated into 2021/22, revising this year's capital programme to £1.957m.

30. Since this time, the profiled spend has decreased overall by £0.749m to give a current year end projection for 2022/23 of £1.618m. Of this decrease, -£0.869m relates to slippage, -£0.424m relates to underspending on schemes where funding will be returned to enable future projects and £0.085m relates to a project where funding has been accelerated from future years.



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

- **Slippage: -£0.869m. Movement since Q2 report: -£0.869m.**
  - **Supervised Contract and Early Help – (£0.350m)** – Funding for these projects was included in the pipeline plan, however the business cases for these scheme are taking longer than first anticipated, therefore funding has been reprofiled into future years.
  - **Cissbury Lodge Children’s Home – (£0.519m)** – There have been delays in receiving tenders and obtaining a performance bond from the selected contractor. This has delayed the contract award and consequently the construction estimated start date. Funding has been reprofiled into 2023/24.

32. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

## Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
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.	15	15
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>	15	15
CR72	The government have stipulated that from 9 <sup>th</sup> September 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 <b>children and young people will not be cared for in settings that best meet their needs</b> , which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.	12	12

34. Further details on all risks can be found in **Appendix 4** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

## **Learning and Skills Portfolio - Summary**




### **Performance Summary**




1. The Portfolio has a number of performance highlights to report this quarter:
  - Ofsted inspections of schools continue to provide positive outcomes leading to over 93% of West Sussex children attending Good or Outstanding schools. Work is being done to embed the newly implemented schools MIS system to better collate and analyse school attendance and the attendance of those children on part-time timetables. An attendance strategy is being developed with support from a DfE Attendance Adviser to establish a multi-disciplinary attendance team to support schools in tackling persistent absence by the end of this academic year.
  - The Education and Learning Strategy 2022-25 has been through scrutiny in January and now being shared with partners and will remain an online document, recognising that national policy in education is uncertain and likely to be fleshed out further over the lifetime of the Strategy. Detailed workstreams and action plans are being developed to drive forward key initiatives. KPIs are also being aligned to County Plans. Our focus on tackling disadvantage and supporting the achievement of our most vulnerable children including those with SEND, in care or subject to exploitation or involved in crime is a key priority. This involves improving provision with our schools, targeting additional support, and ensuring sufficient specialist support for those children with SEND either in our mainstream schools or those specialist settings meeting the needs of our more complex students.
  - An action plan and High Needs Recovery plan is in place to recover ground and increase the proportion of assessments for Education, Health and Care Plans (EHCPs) being completed within the 20 week deadline and the Council is involved with the government's Delivering Better Value (DBV) programme to reduce pressure on the High Needs Block and has also commissioned some work from IMPOWER, an organisation supporting local authorities nationally, to help develop strategies to decrease escalation for formal assessments where there are other alternative support mechanisms for children and schools rather than an EHCP.

### **Our Council Performance Measures**


2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over 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.

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Appendix B

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
	<b>Measure:</b> The percentage of young people attaining Grade 4 and above for Maths and English GCSE by age of 16 years old  Reporting Frequency: Annually (October)	67.5%	2020/21	2021/22	2022/23		G
			72.2%	75.2%	69.4%		
21	<b>Performance Analysis:</b> Dec-22: Due to the impact of the Covid-19 pandemic, most exams and assessments did not take place in the 2019/20, or 2020/21 academic years. The government also announced that it would not publish school or college level results data on Compare school and college performance (also commonly referred to as school and college performance tables) in autumn 2020 or autumn 2021, and that this data would not be used to hold schools and colleges to account.  The DfE have also made clear that results data from 2020/21 will not be used in school and college level performance measures in future years. For 2022 results these are provisional data and further updates will be available during the Autumn/Spring Term 2022/23. The 2022 data shows that West Sussex has a much higher percentage of 4+ in English and Maths compared to England (64.3%) but a little lower than the South East (70.7%) and our statistical neighbours (70.1%). Latest National Rank = 60 and West Sussex is in Quartile B.  <b>Actions:</b> The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement.						
	<b>Measure:</b> Percentage of schools with OFSTED rating 'good' or 'outstanding'  Reporting Frequency: Quarterly	90.0%	Jun-22	Sep-22	Dec-22		G
			89.1%	88.4%	91.4%		
25	<b>Performance Analysis:</b> Dec-22: The total for West Sussex schools that are judged good or outstanding is at an all-time high of 91.4%.  For December 2022, the percentage for each school phase is: Primary Schools = 89.9%; Secondary Schools = 97.4%; Special Schools = 100%  <b>Actions:</b> The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement.						
	<b>Measure:</b> Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools  Reporting Frequency: Quarterly	89.0%	Jun-22	Sep-22	Dec-22		G
			90.1%	90.2%	93.6%		
26	<b>Performance Analysis:</b> Dec-22: The total for West Sussex pupils in schools that are judged good or outstanding has increased to and all time high of 93.6%.  For December 2022, the percentage for each school phase is as follows: Primary Schools = 89.7%; Secondary Schools = 98.7%; Special Schools = 100%  <b>Actions:</b> The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement.						

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
	<b>Measure:</b> Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2  Reporting Frequency: Annually (October)	68.0%	2018/19	2019/20	2022/23		R
	61.8%		62.7%	55.0%			
27	<b>Performance Analysis:</b> Dec-22: For Key Stage 2 in 2022 provisional SATS results have been released nationally and the picture is lower than in 2019, mainly due to the Covid-19 pandemic having an adverse effect on students, especially in Writing. West Sussex is lower than national and south east in most subjects, especially writing (and, therefore, Reading, Writing and Maths (RWM) Combined). West Sussex is in line with national outcomes for reading but 6% below national for writing. All areas have got a lower percentage, England and the South East was 59%, in RWM at expected standards compared to before the pandemic and this is particularly the case across the board in writing results. We have a marked trend of underachievement in writing. It is entirely teacher assessed. West Sussex manage the moderation of the writing. This will need to be evaluated as a process. It affects all groups of pupils, and it must be a priority to understand the reasons lying behind this underachievement and to address the root causes.  <b>Actions:</b> The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement. Additional school led improvement projects are used to support schools in difficulty, where teaching and leadership requires additional support to improve, and where outcomes for pupils are too low.						
	<b>Measure:</b> Average attainment 8 score of students at Key Stage 4 including English and Maths  Reporting Frequency: Annually (October)	48.3	2020/21	2021/22	2022/23		G
	50.3		51.6	49.0			
28	<b>Performance Analysis:</b> Dec-22: Due to the impact of the Covid-19 pandemic, most exams and assessments did not take place in the 2019/20, or 2020/21 academic years. The government also announced that it would not publish school or college level results data on Compare school and college performance (also commonly referred to as school and college performance tables) in autumn 2020 or autumn 2021, and that this data would not be used to hold schools and colleges to account. The DfE have also made clear that results data from 2020/21 will not be used in school and college level performance measures in future years. For 2022 results these are provisional data and further updates will be available during the Autumn/Spring Term 2022/23. Data for 2022 shows that West Sussex has a higher attainment 8 score compared to England (47.1) and our statistical neighbours (48.9) but a little lower than the South East (50.0). Latest National Rank = 57 and West Sussex is in Quartile B.  <b>Actions:</b> To improve performance, all secondary schools in the county have taken specific actions to address any areas of concern such as develop action plans, share practice with other schools, become examiners. The council brokers individual support for maintained and some academy schools that are vulnerable in some way through Area Inclusion Improvement Board (AIIB).						
	<b>Measure:</b> Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2  Reporting Frequency: Annually (October)	20.0%	2018/19	2019/20	2022/23		R
	23.4% (Target in 2018/19: 24%)		25.3% (Target in 2019/20: 24%)	22.8%			
29	<b>Performance Analysis:</b> Dec-22: For Key Stage 2 in 2022, provisional SATS results have been released nationally and the picture is lower than in 2019, mainly due to the Covid-19 pandemic having an adverse effect on students, especially in Writing. However, provisional results show that the disadvantaged gap is only 0.4% worse than national (22.4%) but is 3.9% narrower than the South East (26.7%). We have a marked trend of underachievement in writing. It is entirely teacher assessed. West Sussex manage the moderation of the writing. This will need to be evaluated as a process. It affects all groups of pupils, and it must be a priority to understand the reasons lying behind this underachievement and to address the root causes.  <b>Actions:</b> Actions: Closing the gap that exists between disadvantaged students and their non disadvantaged peers remains a key priority nationally and for the local authority. As part of the Covid-19 recovery plan, the government have provided a national tutoring programme to provide additional support for children who may have fallen behind along with access to computers for those disadvantaged pupils who had more restricted access to technology at home. The local authority is not engaged in this directly as the relationship has been established directly between central government and schools. West Sussex County Council has provided a broad programme of professional development and support to schools which has included training courses, networks and a school to school led programme of training and support, targeted at those schools with a high differential between outcomes for disadvantaged and their non disadvantaged peers. This has involved an external partner.						



Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
30	<b>Measure:</b> 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: Monthly for December - February only.	6.5%	Jan-22	Feb-22	Nov-22		G
	5.5%		6.0%	11.8%			
	<b>Performance Analysis:</b> Dec 22: Under the Education and Skills Act 2008 (ESA 2008) local authorities have a duty to track 16- and 17-years old's Education, Employment or Training (EET) status. The 3-month LA assessed figures are only publicly comparable with other regions and Local Authorities in the 3-month assessed period of December-February in each cycle, as each LA has gone through the process at different stages for September through to November and through the tracking process during the winter. The DfE does not monitor 'not knowns' between June/July and September and, therefore, Local Authorities are advised not to benchmark their performance against others during this period. The first "benchmarking" period, which will be higher than other months, where figures will be released for the end of December 2022 in late January 2023. The combined figure for NEET and Not Knowns in for November 2022 was 11.8%, 2.0% better than the corresponding period last year.  <b>Actions:</b> 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.						

## Finance Summary

### Portfolio In Year Pressures and Mitigations (Local Authority)



Pressures	(£m)	Mitigations and Underspending	(£m)	Year End Budget Variation (£m)
Covid-19 pandemic forecast expenditure - College placements and delayed Educational Psychologist assessments	£0.304m	Covid-19 Grant – Assumed funding	(£0.304m)	
Mainstream Home to School Transport costs-inflationary pressures on coach and public transport contracts.	£0.630m	Net staffing underspending - vacancies Educational Psychology Service, School Crossing Patrol and SEND and Inclusion Service.	(£0.392m)	
SEND Home to School Transport – including increasing Alternative Provision transport costs and internal escort provision	£0.100m	Minor variations	(£0.147m)	
Undelivered saving relating to traded services, following the DfE announcement that LA's will no longer be able to provide the role of Appropriate Body for Early Career Teachers and shortfall in Leadership and Governance income.	£0.150m			
Crawley Schools PFI – Inflation	£0.500m			
<b>Learning and Skills Portfolio - Total</b>	<b>£1.684m</b>		<b>(£0.843m)</b>	<b>£0.841m</b>



## Dedicated Schools Grant - Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year End Budget Variation (£m)
Initial estimated budget deficit identified during 2022/23 budget setting	£6.000m	Staffing underspends within Education and Skills	(£1.316m)	
Independent and Non-maintained Sector Placements	£4.176m	Growth Fund balance	(£0.152m)	
Cost of temporary accommodation	£0.862m	Other minor underspends	(£0.425m)	
Post-16 Further Education Colleges	£1.502m			
Post-16 Independent Specialist Providers	£0.899m			
Exceptional Needs Funding and Top-Ups	£1.142m			
Specialist Support	£4.912m			
<b>Dedicated Schools Grant - Total</b>	<b>£19.493m</b>		<b>(£1.893m)</b>	<b>£17.600m</b>

## Significant Financial Issues and Risks Arising (Local Authority)

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Action	Trajectory
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	212 (10.1%)	211 (9.9%)	208 (9.8%)	228 (10.3%)		
	No. of pupils with EHCP transported to a special school	1,316 (62.8%)	1,328 (62.3%)	1,346 (63.3%)	1,386 (62.8%)		
	No. of pupils with EHCP transported to independent placements	549 (26.2%)	568 (26.7%)	571 (26.8%)	592 (26.9%)		
	No. of pupils with EHCP transported to other placements	18 (0.9%)	23 (1.1%)	N/A	N/A		
	Total no. of pupils with EHCP transported	2,095 (100%)	2,130 (100%)	2,125 (100%)	2,206 (100%)		
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, 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	1,421 (67.8%)	1,429 (67.1%)	1,346 (63.3%)	1,404 (63.7%)		
	No. of pupils with EHCP transported on County Council fleet	563 (26.9%)	584 (27.4%)	643 (30.3%)	654 (29.6%)		
	No. of pupils with EHCP transported by parents	111 (5.3%)	117 (5.5%)	136 (6.4%)	148 (6.7%)		
	Total no. of pupils with EHCP transported	2,095 (100%)	2,130 (100%)	2,125 (100%)	2,206 (100%)		

## Agenda Item 7

### Appendix B

Narrative	Cost Driver	Baseline (March 2022)	Q1		Q2		Q3		Action	Trajectory
<p>Total number of routes required to transport pupils with an Education, health and care Plan (EHCP).</p> <p>The number of externally contracted routes being undertaken has been on the increase over the last few of years.</p>	No. of transport routes	698	717	↗	688	↘	718	↗		↗
<p>Percentage of pupils with an Education, Health and Care Plan (EHCP) receiving transport requiring a solo taxi.</p> <p>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., 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.</p>	No. of single occupancy taxi routes	305	322	↗	298	↘	318	↗	<p>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 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.</p>	↗

#### Key:

<b>Arrow:</b>	Decreasing ↘	Increasing ↗	Static ↔
<b>Colour:</b>	Improving <span style="background-color: #90EE90; border: 1px solid black; display: inline-block; width: 20px; height: 10px;"></span>	Worsening <span style="background-color: #FF0000; border: 1px solid black; display: inline-block; width: 20px; height: 10px;"></span>	Static <span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 20px; height: 10px;"></span>

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

Narrative	Cost Driver	Baseline (March 2022)	Q1		Q2		Q3		Action	Trajectory
<p>Placement mix of pupils with an Education, Health and Care Plan (EHCP)</p> <p>Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP). The 22/23 budget has been set on the basis of a further 450 pupils this year. Overall growth so far this year is significantly above this, although the proportion of these children being placed in more costly placements within the independent sector has remained the same.</p>	No of pupils with EHCP in mainstream school	1,988 (30.5%)	2,073 (31.0%)	↗	1,963 (28.9%)	↘	1,995 (29.2%)	↗	<p>West Sussex has significantly less learners with EHCPs in their mainstream secondary schools than the national picture. A small specialist outreach team has been created as a two-year pilot to support the inclusion of these learners in their local mainstream school. Schools Forum has also approved a £1.2m transfer from the DSG Schools block this year in order to pay for more temporary posts to increase capacity to support mainstream schools, support effective transition in early years and support annual</p>	↗
	No of pupils with EHCP in special school / SSC	2,273 (34.9%)	2,294 (34.3%)	↘	2,286 (33.7%)	↘	2,292 (33.6%)	↘		
	No of pupils with EHCP in independent placements	715 (11.0%)	737 (11.0%)	↔	729 (10.7%)	↘	768 (11.2%)	↗		
	No of pupils with EHCP in post school placements	1,215 (18.7%)	1,192 (17.8%)	↘	1,415 (20.8%)	↗	1,348 (19.7%)	↘		

Narrative	Cost Driver	Baseline (March 2022)	Q1		Q2		Q3		Action	Trajectory
	No of pupils with EHCP in other placement type	319 (4.9%)	398 (5.9%)	↗	394 (5.8%)	↔	434 (6.3%)	↗	reviews in post-16. The increasing level of placements in the independent sector is largely due to lack of capacity in WSCC's settings. In the medium term, it is expected that the number of independent sector placements will continue to rise at a faster rate.	
	Total no of pupils with EHCP	6,510 (100%)	6,694 (100%)	↗	6,787 (100%)	↗	6,787 (100%)	↗		

**Key:**

<b>Arrow:</b>	Decreasing ↘	Increasing ↗	Static ↔
<b>Colour:</b>	Improving <span style="background-color: #92d050;"> </span>	Worsening <span style="background-color: #ff0000;"> </span>	Static <span style="background-color: #ffcc00;"> </span>

## Financial Narrative on the Local Authority Portfolio's Position

- As at December, the Learning and Skills Portfolio is projecting a £0.841m overspend, a decrease of £0.430m when compared to September. The main variations within the portfolio are described below.
- Mainstream Home to School Transport.** This budget continues to project an overspend of £0.6m due to inflationary wage pressure as a result of:
  - increases in the minimum wage,
  - fuel costs,
  - insurance costs and maintenance costs for vehicles,
  - inflation rises for season tickets and coach contracts.
- SEND Home to School Transport.** This area has come under pressure as fuel costs have soared. A number of taxi companies have handed back a number of school routes this year and some retendering exercises have seen cost increases in the region of 20%. As a result, the Transport Bureau have increased the fuel support payments to suppliers and also the mileage reimbursement rates paid to parents from 25 pence per mile to 30 pence from September 2022.
- There is also an increasing demand for Alternative Provision transport due to increasing numbers of pupils requiring transport following the closure of the Worthing site at Northbrook College.
- Since the beginning of the new academic year, more transport routes have been taken over by the internally managed fleet managed by Highways and Transport, and this has meant that the projected overspend within Education has fallen by £0.2m over the last quarter (whilst highways has seen a similar increase in their projection).
- Shortfall of Traded Income (Undelivered Savings).** Reduced traded income following the Department for Education's announcement that Local Authorities will no longer be able to provide the role of Appropriate Body for Early Career Teachers from September 2023. In view of this, the decision has

been taken for the County Council not to offer the Appropriate Body role for new two-year registrations from September 2022 (unless the Early Career Teacher will complete before September 2023). The 2023/24 budget includes £0.1m to cover this income loss going forward.

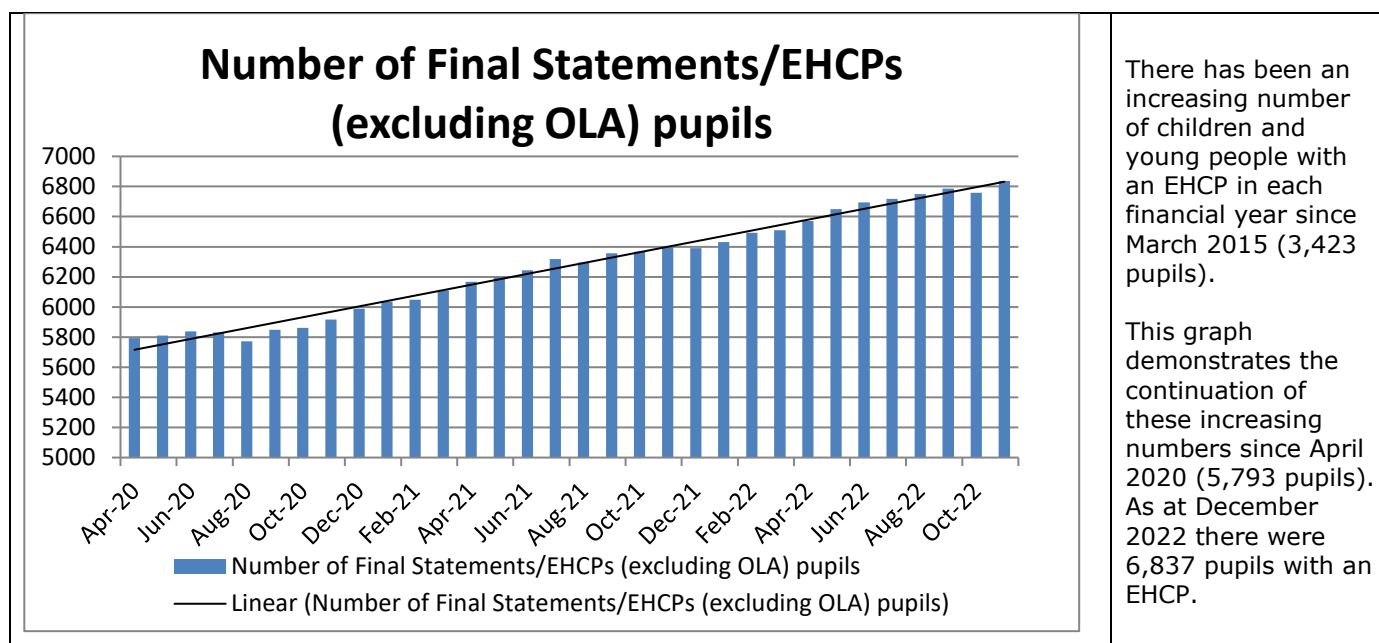
9. In addition, school trading income has not grown significantly following the Covid-19 pandemic, leading to a shortfall against income targets. Overall, the £0.150m planned savings from 2021/22 are no longer expected to be delivered.
10. **Crawley Schools PFI Inflation.** The budget is projected to overspend by £0.5m in 2022/23 due to inflationary pressure on the unitary charge payment and utility costs. Utility costs are reconciled in arrears under contract mechanisms, meaning a firm figure is unlikely to be known until later in the year and a risk of higher costs remains given the current market volatility.
11. **Staffing Vacancies.** £0.392m of staffing underspending within the Educational Psychology Service, School Crossing Patrol Service and SEND and Inclusion Service teams are forecast this year as services continue to experience recruitment difficulties.

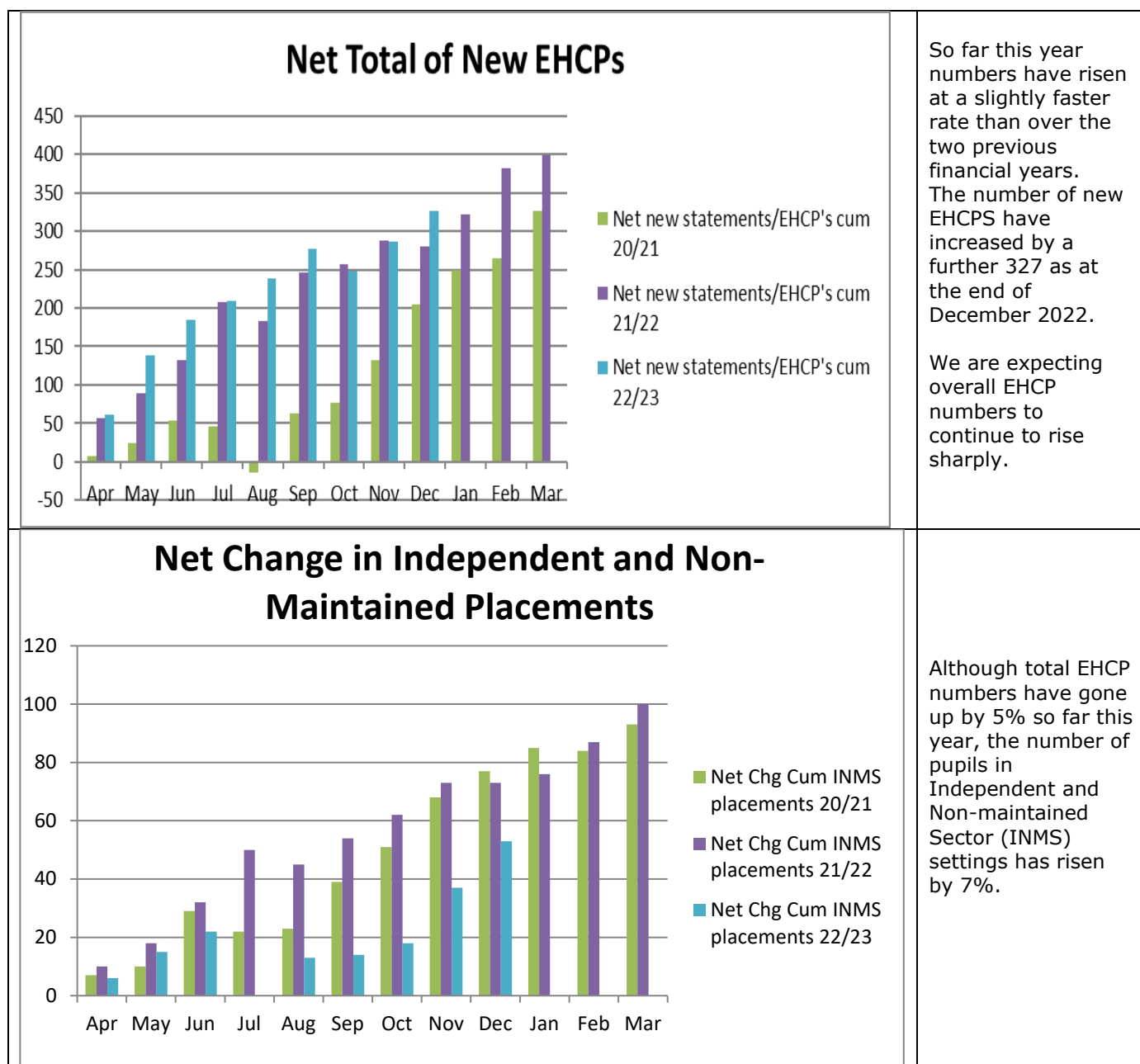
### **Financial Narrative on the Dedicated Schools Grant Position**

12. The Dedicated Schools Grant (DSG) budget position, as at the end of December, is projecting an overspending of £17.600m against County Council's DSG allocation from government in 2022/23. This overspending will be transferred to DSG reserve at the end of the year, thereby increasing the DSG deficit to £43.2m. The main variations are described below.
13. **Independent and Non-maintained Sector.** The current projected outturn overspend of £4.176m is based on a continuation of the existing 793 placements at the end of December plus further growth of 15 over the remaining months of the year.
14. **Cost of Temporary Accommodation.** - Temporary classrooms have now been installed at St Anthony's, Manor Green College and Cornfield special schools in order to help reduce the number of pupils being placed in the independent sector. Since these classrooms are being hired, the £0.862m cost incurred cannot be charged to the capital programme.
15. **Post-16 Further Education Colleges.** This budget overspent by £1.2m in 2021/22 due to the number of additional placements incurring a cost increasing by 53 during the year (compared to a budgeted increase of 17 placements). The £1.502m projected overspend in 2022/23 is based on a continuation of the number of pupils in the 2021/22 academic year.
16. **Post-16 Independent Specialist Providers.** This budget overspent by £0.7m in 2021/22 due to the number of additional placements incurring a cost increasing by 18 during the year (compared to a budgeted increase of three placements). The £0.899m projected overspend in 2022/23 is based on a continuation of the number of pupils in the 2021/22 academic year.

17. **Exceptional Needs Funding and Top Ups.** Increased budget shares in special school academies to reflect the increased number of planned places and additional pupils in mainstream schools receiving top-up funding through an Individually Assigned Resource (IAR). This has led to a £1.142m overspend being forecast.
18. **Specialist Support.** Expenditure for specialist support has grown significantly over the last couple of years, with this budget overspending by £1.4m in 2021/22. This pressure has increased during the current year due to increasing challenges in finding specialist placements, leading to a £4.912m overspend current forecast.
19. **Staffing Vacancies.** A £1.317m underspend from staffing vacancies is forecast, which primarily relate to the Early Years' Service which was restructured at the beginning of the year. In addition, there have been challenges in recruiting staff to support the change programmes.
20. **Growth Fund Commitments.** £2.415m has been allocated to 14 primary schools and 24 secondary schools (including five primary and 13 secondary academies) from the Growth Fund. A further allocation of £0.033m has also been made to one secondary school to top up its summer term funding. The remaining balance of £0.152m is unlikely to be spent this year.

## Cost Drivers Information





## Covid-19 Expenditure Update

21. As the pandemic continues, there remains a need to provide quality services and assistance to residents. Within the Learning and Skills portfolio, some final invoices relating to the backlog of specific psychology assessments have been received, along with the final summer term for a number of specific college placements which were impacted by the pandemic. This has led to £0.304m of the non-ringfenced Covid-19 grant being earmarked for 2022/23.

## Savings Delivery Update

22. In addition to the £0.225m of 2022/23 planned savings, there remains £0.675m of savings from the 2021/22 financial year which were not delivered on an on-going basis. To ensure that these savings are monitored and delivered, all of these savings are detailed in the table below:

Saving Activity	Savings to be Delivered in 2022/23 £000	December 2022		Narrative	2023/24
Improve School Trading Offer	175	25	B	Saving achieved. Inclusion team have delivered their target.	B
		150	R	Any improved trading income has been offset by a shortfall of income within Leadership and Governance and reduced traded income following DfE announcement that LAs will no longer be able to provide the role of Appropriate Body for Early Career Teachers.	G
Home to School Transport – Increased Internal Fleet	340	340	B	Saving achieved. Phase 1 savings of £0.120m were delivered because of action taken in 2020/21. During 2021/22, 27 accessible minibus routes were insourced which has saved a further £0.220m in a full year.	B
Home to School Transport – Greater Taxi Competition	160	160	B	Saving achieved. This saving has been delivered through keener pricing from taxi firms at the beginning of the academic year in 2021/22.	B
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	Saving achieved. Centrally retained element of the Early Years DSG block was increased from 4.5% to 5% when the 2022/23 budget was set.	B

### Savings Key:

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

## Capital Programme

### Performance Summary - Capital

23. There are 47 schemes within the portfolio. Nine of the schemes in delivery are rated green, indicating that the project is reporting to plan and Nine schemes are rated at amber, indicating that there is an issue, but that it can be dealt with by the project delivery team. A further 12 schemes are rated red, indicating that there are significant issues requiring corrective action and 17 schemes that are within their final retention phase. An update on the progress of the schemes not rated green are detailed in the table below:

Agenda Item 7  
Appendix B

<b>Scheme</b>	<b>RAG Status at Dec 2022</b>	<b>Reason</b>	<b>Latest RAG Status</b>	<b>Updated Position</b>
Burgess Hill Academy	<b>AMBER</b>	Cost pressure	<b>AMBER</b>	Options being considered
Cornfield SEND	<b>RED</b>	Time delay - specification outstanding	<b>RED</b>	
Edward Bryant Special Support Centre	<b>RED</b>	Cost and time pressures	<b>RED</b>	Contractors forecast due
Felpham Community College SSC	<b>RED</b>	Time delay	<b>RED</b>	Planning have advised that demolition cannot commence until pre-commencement conditions have been discharged
Hérons Dale SEND	<b>AMBER</b>	Time delay due to site survey requirements still ongoing	<b>AMBER</b>	Delays in obtaining topographical data required to carry out surveys
Maidenbower Infants SSC	<b>RED</b>	Time delay due school's requested change	<b>RED</b>	Options under review
Midhurst Rother College	<b>RED</b>	Time delay	<b>RED</b>	MDC being remobilised
Palatine School	<b>AMBER</b>	Time delay from adverse weather end Jan 2023. Handover not possible	<b>AMBER</b>	Contractors revised completion date is March 2023
Parklands Primary	<b>RED</b>	Ongoing, persistent defect-management continuing. Awaiting comment on the proposed settlement agreement	<b>RED</b>	
QEII Silver Jubilee School	<b>AMBER</b>	Time and cost pressures	<b>AMBER</b>	Handover Phase 2 now expected Jan 2023
Safeguarding Programme	<b>AMBER</b>	Final account indicates overspend	<b>AMBER</b>	
S106 Burgess Hill Academy	<b>AMBER</b>	Time delay	<b>AMBER</b>	
S106 Forest School AWP	<b>RED</b>	Time delay due to planning and water neutrality	<b>RED</b>	
S106 Downlands	<b>AMBER</b>	Time delay – only received one tender	<b>AMBER</b>	Three week delay due to tender extension
S106 infrastructure Programme	<b>RED</b>	Overall cost of programme exceeds budget	<b>RED</b>	
S106 Linfield Primary	<b>AMBER</b>	Cost pressure	<b>AMBER</b>	Options being reviewed

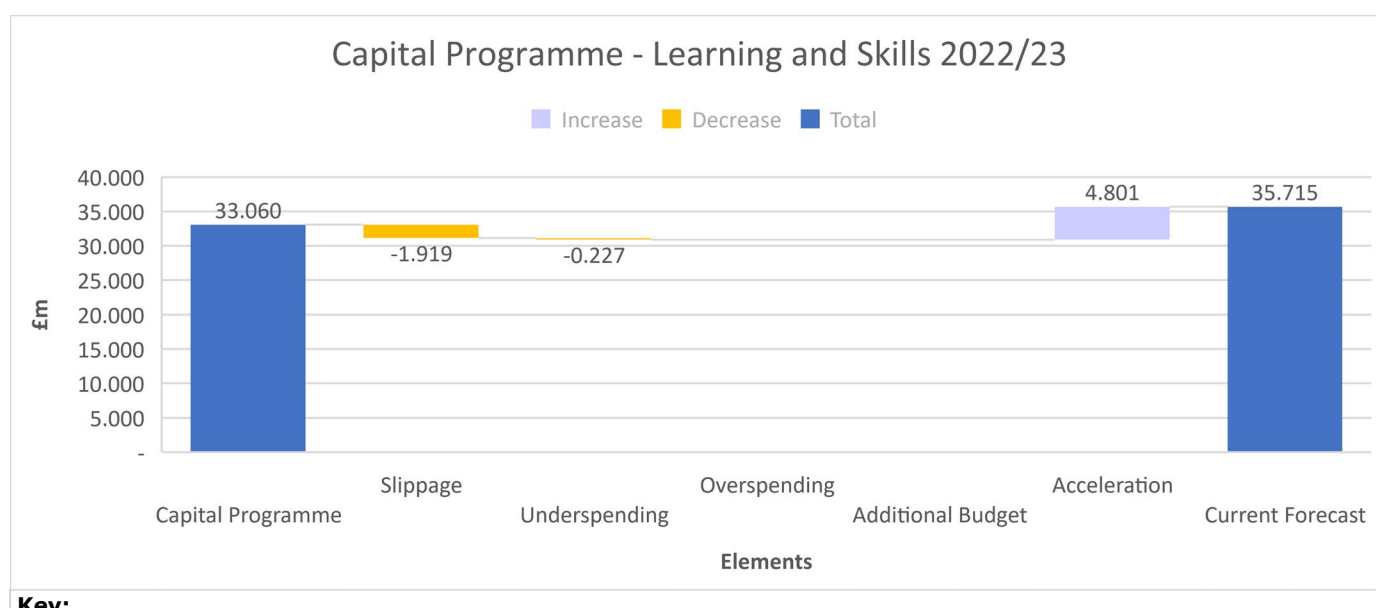


Scheme	RAG Status at Dec 2022	Reason	Latest RAG Status	Updated Position
S106 Slinfold	RED	Time delay	RED	Newt survey scheduled for May 2023
St Margaret's SSC	RED	Time delay	RED	Aug 2023 handover unlikely
West Park SSC	AMBER	Time delay	AMBER	
Whitehouse Farmland west of Chichester Primary School	RED	Milestone delay	RED	Awaiting instruction
Woodlands Meed	RED	Time delay	RED	Contractor revised completion date

## Finance Summary - Capital

24. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £30.774m for 2022/23. Budget of £2.286m originally profiled to spend in 2021/22, was slipped into 2022/23, revising the capital programme to £33.060m.

25. Since this time, the profiled spend has increased overall by £2.655m, to give a current year end projection for 2022/23 of £35.715m. Of this increase, -£1.919m relates to slippage, £4.801m relates to projects where funding has been accelerated from future years and -£0.227m relates to underspending.



Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.  
Slippage – Funding which was planned to be spent in 2022/23 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 2022/23 financial year capital programme forecast.

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

- **Slippage: (-£1.919m). Movement since Q2 report: (-£1.919m).**
  - **Cornfield: (-£0.358m).** This scheme is currently at feasibility stage; design is now expected to be early in the new financial year therefore funding has been reprofiled into 2023/24.
  - **Héronsedale: £0.316m.** This scheme is currently at feasibility stage, design is now expected to be early in the new financial year therefore funding has been reprofiled into 2023/24.
  - **Felpham Special Support Centre: (-£0.235m).** Funding has been reprofiled into 2023/24 due to delays in planning approval that has affected the timescale of the project.
  - **The Forest School All Weather Pitch – (-£1.010m).** Funding has been reprofiled into 2023/24 due to planning delays and issues relating to water neutrality which has impacted the tender process and construction start date.

27. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

## Risk

28. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective portfolio sections. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.
29. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

## Corporate Risk Register Summary - December 2022

**CR11**

Current  
Score  
**25**

Target  
Score  
**8**

Initial  
Score  
**20**

Risk Change  
**Unchanged**  
➡

### Risk Description

As a result of skill shortages across various sectors, and less attractive employment offers in comparison to other organisations and locations (amplified by the current cost of living situation), there is a risk that we will not be able to recruit and retain sufficient numbers of qualified/experienced staff to manage and deliver quality services.

### Date Risk Raised

**01/03/2017**

### Risk Owner

**Director of Human  
Resources & Org Dev**

### Risk Strategy

**Treat**

### Risk Control/Action

### Target Date

Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas.	ongoing
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	ongoing
Develop alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.	01/02/2023
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/03/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	ongoing
Produce Directorate Workforce Plans, in collaboration with services, to identify skills, capacity and capability requirements (current and future). Including succession planning for key roles, and defining training and career pathways to support recruitment and retention.	ongoing
Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken	01/03/2023

**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. 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

**Director of Adults and  
Health**

### Risk Strategy

**Treat**

### Risk Control/Action

### Target Date


Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	ongoing
Regular review of care homes business continuity arrangements to address government vaccination directive.	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
Produce and receive approval for final version of the Market Sustainability Plan.	01/02/2023
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	ongoing
Financial analysis of high risk provision - due diligence checks.	ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	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

## CR22

Current  
Score  
**20**

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 economic conditions (mainly inflation and interest rates) impacting on service delivery, and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 pandemic and the now cost of living crisis which is making economic conditions uncertain, and impacting on the cost of council services and demand for services.

### Date Risk Raised

**01/03/2017**

### Risk Owner

**Director of Finance & Support Services**

### Risk Strategy

**Treat**

### Risk Control/Action

### Target Date

Continue to lobby for fairer funding for Local Government through annual settlements, the Fair Funding Review, Levelling Up Agenda and Business Rates reset.	ongoing
Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate. Jan 23 - removed on change of risk ownership	ongoing
Financial Planning sessions with EMT and JLT taking place to ensure officers and Members understand and own the financial challenge.	ongoing
Monitor the use of additional funds made available to improve service delivery.	ongoing
Monthly monitoring of the financial position in 2022/23 and 2023/24 and reported to ELT and Cabinet Member for Finance to ensure pressures are visible and mitigating action put in place. This includes reporting on the delivery of savings in year.	ongoing
Publication of annual MTFS (Revenue and Capital) across a five year planning period aligned to the Council Plan. The budget gap for 2024/25 remains challenging - currently estimated at £40 to £50m over the medium term that will require a long term approach to financial planning and a different approach to identifying cost reductions and income generation (aligned to the Council Plan and priorities limited resources).	ongoing
Pursue additional savings options to help close the budget gap. Jan 23 - removed on change of risk ownership	ongoing

# CR61

Current  
Score  
**15**

Target  
Score  
**10**

Initial  
Score  
**25**

Risk Change  
**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  
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

# CR69

Current  
Score  
**15**

Target  
Score  
**10**

Initial  
Score  
**25**

Risk Change  
**Unchanged**  
➡

## 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  
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

Service to ensure focus on Ofsted's framework and guidance for Inspecting Local Authority Services for children (ILACS)

01/03/2023

## CR74

Current  
Score  
**15**

Target  
Score  
**10**

Initial  
Score  
**15**

Risk Change  
**Unchanged**  
➡

### Risk Description

The overdue re-procurement of care and support at home services has been further postponed, meaning the contractual arrangements are non-compliant, inefficient to manage, difficult to enforce and present a risk of challenge and CQC criticism. The delay is to enable more time for the market to stabilise, to complete service reviews and to allow imminent legislative changes to take effect.

### Date Risk Raised

**01/04/2022**

### Risk Owner

**Director of Adults and Health**

### Risk Strategy

**Treat**

### Risk Control/Action

### Target Date

Focus resource onto managing provider relationships to improve contract management.	ongoing
Regular communication and engagement with providers on programme development/progress, and strategic direction/consequences of changes.	ongoing
Service commitment to undertake re-procurement if and when required	ongoing
Subject to appropriate approvals, opening up the Contingency Contract wider for providers to work with the Council in the interim	ongoing

## CR72

Current  
Score  
**12**

Target  
Score  
**8**

Initial  
Score  
**20**

Risk Change  
**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 unregistered 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

**Director of Children, Young People and Learning**

### Risk Strategy

**Treat**

### Risk Control/Action

### Target Date

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.	01/03/2023
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

# CR73

Current  
Score  
**12**

Target  
Score  
**8**

Initial  
Score  
**12**

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

Director for Place Services

## 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
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

# CR68

Current  
Score  
**10**

Target  
Score  
**10**

Initial  
Score  
**25**

Risk Change  
**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

Tolerate

## 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



## CR39b

Current  
Score  
**9**

Target  
Score  
**9**

Initial  
Score  
**20**

Risk Change  
**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 that access to sensitive data and information is controlled.	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.	ongoing
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
Regular engagement with services to ensure H&S responsibilities continue to be fully understood and embedded in BAU activities.	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

**01/12/2019**

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 CMT on governance. Schedule and deliver associated training	ongoing
Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	ongoing

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# Children & Young People's Services Scrutiny Committee

**1 March 2023**

**Performance Summary  
Report (key slides)**

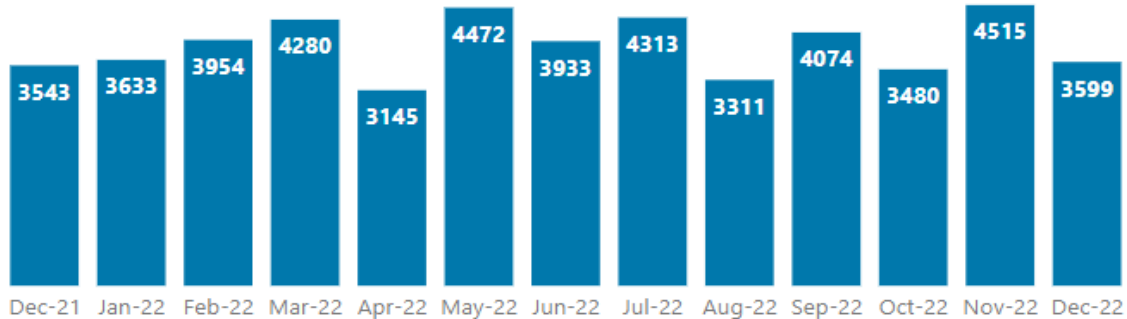
**to the end of  
December 2022**



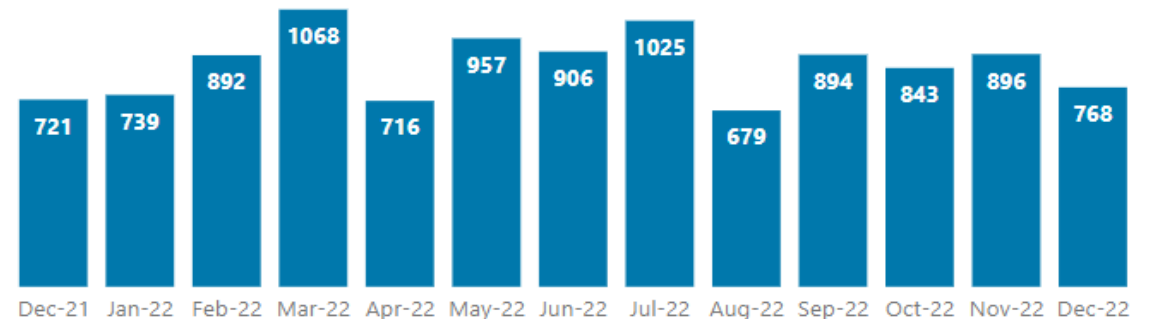
# Contacts and Referrals

- ❑ Decreases across both Contacts and Referrals in December 2022 **Rate of Referrals 2021/22 National – 538, Statistical Neighbours – 413, West Sussex – 528** (Rolling 12 months Jan-22 to Dec-22- **594**)
- ❑ Conversion rate from Contact to Referral has increased to **21%** (768/3599)
- ❑ Timeliness of Contacts in 3 days has increased to **95%** (3407/3599) - Rolling 12 months **94%** (Jan-22 to Dec-22)
- ❑ Referrals completed within 1 working day increased to **99%** (760/768) - Rolling 12 months **93%** (Jan22 to Dec-22)
- ❑ **235** children were re-referred to Children's Social Care (**31%**) **Statistical Neighbours 27% and National Re-Referrals 22% (2021/22) – Rolling 12 months (Jan-22 to Dec-22) 25%**

Number of Contacts

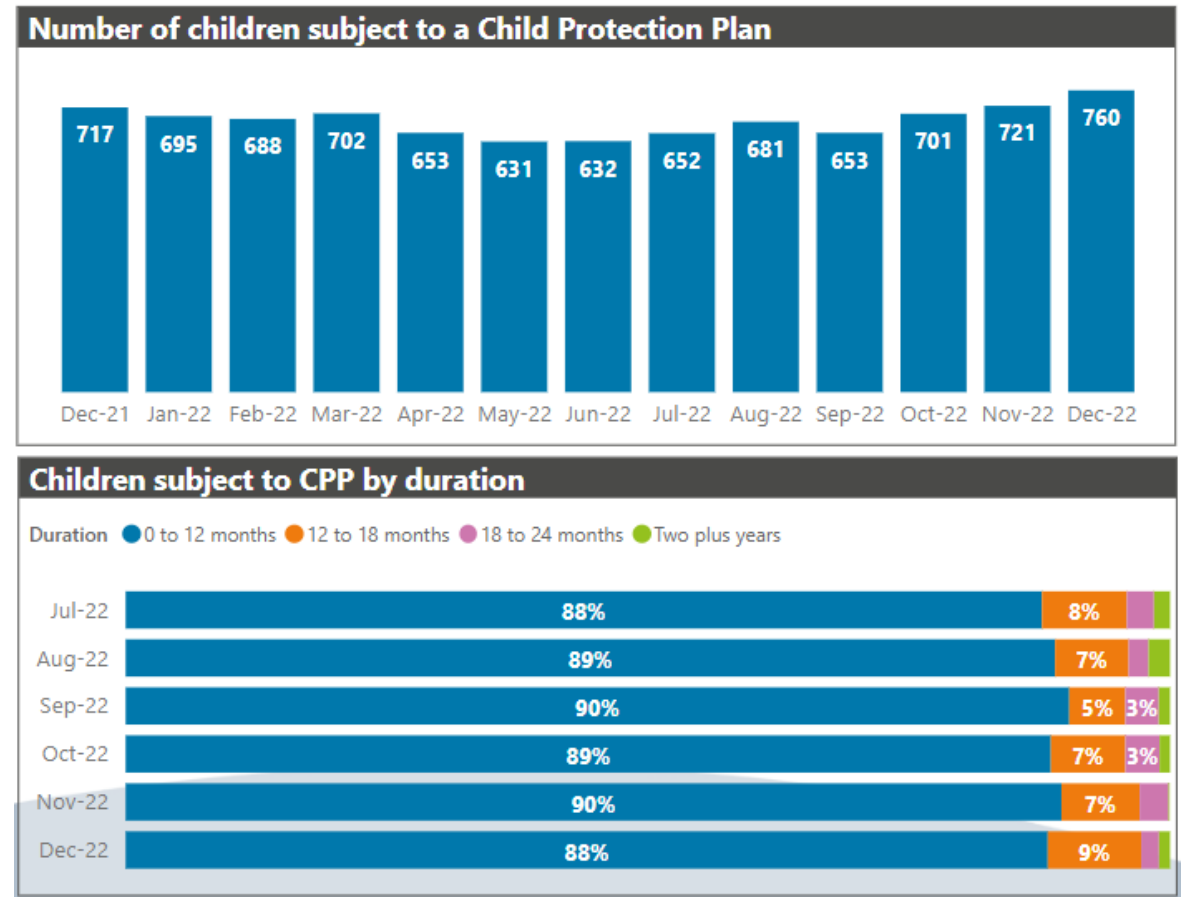


Number of Referrals



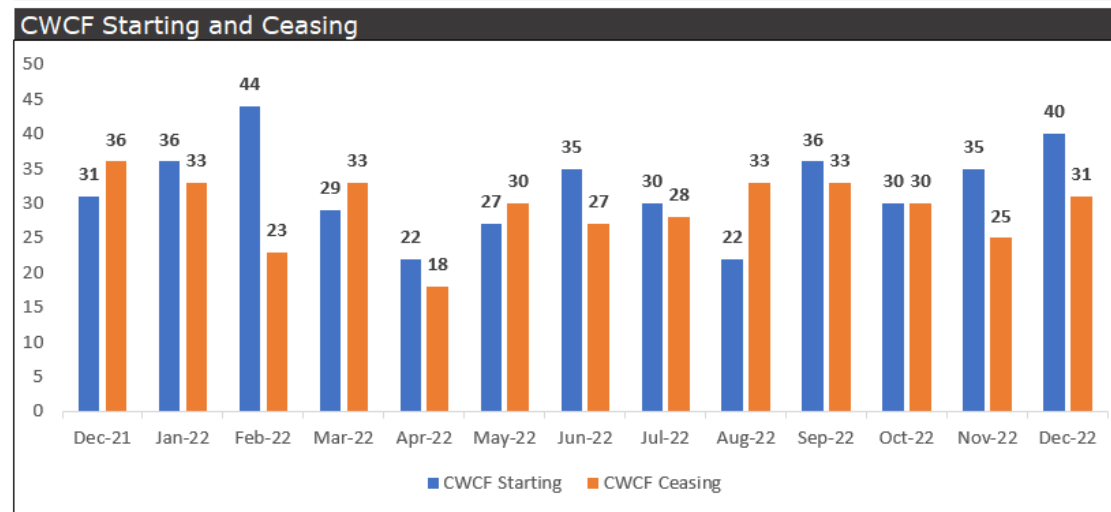
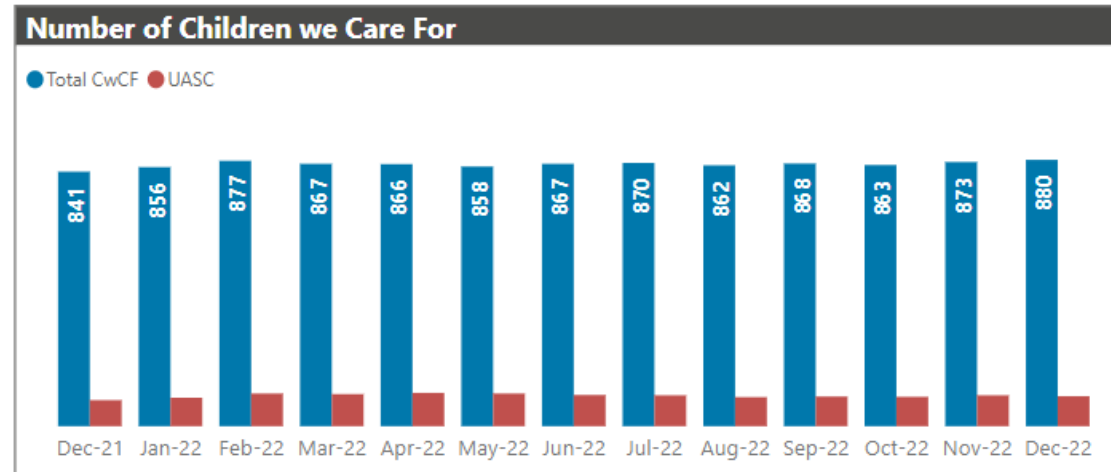
# Child Protection Performance

- ❑ Increase in CP numbers in Dec 2022 to **760**  
1% (8 children) have been on a plan for more than 2 years
- ❑ West Sussex Rate per 10,000 = **43.5**  
**Statistical Neighbours 35 and England 42 (2021/22)**
- ❑ ICPC timeliness **75%** (67/89) **SN 83% and England 80% (2021/22)** – Rolling 12 months **76%** (Jan-22 to Dec-22)
- ❑ RCPC timeliness **93%** (64/69) **SN 91% and England 89%(2021/22)** - Rolling 12 months **96%** (Jan-22 to Dec-22)
- ❑ 897 children started on CPP of those 218 were for a second/subsequent time ever which is **24%**, and 24 were for a second/subsequent time within 12 months which is **3%**



# Children we Care for

- ❑ Increase in the number of Children we Care for at **880** for end December 2022
- ❑ West Sussex rate = **50.3** **Statistical Neighbours 50 and England 67 (2020/21)**
- ❑ **97%** (602/623) of Children we Care for have a Care plan in place and **81%** (201/247) have a Pathway plan in place
- ❑ Pathway Plans – Rolling 12 months **85%** (Jan-22 to Dec-22)
- ❑ **95%** (778/819) of Children we Care for had all of their reviews completed in time during the last 12 months.
- ❑ SDQs - The figure for CwCf with up-to- date SDQs at end Dec is 221/426 = **52%**
- ❑ IHA – increase in timeliness with **47%** completed in time in November
- ❑ IHA – *Rolling 12 months* **32%** (Dec-21 to Nov-22)
- ❑ RHA – *Rolling 12 months* **74%** (Jan-22 to Dec-22)







## 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 – Service Transformation
- Appendix 3 – Capital Monitor
- Appendix 4 – Corporate Risk Register Summary
- Appendix 5 – Workforce

## Scrutiny Committee Documents

The relevant elements of the Performance and Resources Report will be made available to Scrutiny Committees prior to being considered by Public Cabinet.

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	Service Transformation					✓
Appendix 3	Capital Monitor					✓
Appendix 4	Corporate Risk Register Summary	✓	✓	✓	✓	✓
Appendix 5	Workforce					✓

<b>KEY:</b>
Specific Committee Responsibility
To Be Included In Committee Papers