

# Public Document Pack

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31 May 2023

Dear Member,

**Children and Young People's Services Scrutiny Committee - Wednesday,  
7 June 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, 7 June 2023 which was unavailable when the agenda was published.

<b>Agenda No</b>	<b>Item</b>
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- |           |                                                                                                    |
|-----------|----------------------------------------------------------------------------------------------------|
| <b>9.</b> | <b>Performance and Resources Report 2022-23 - Quarter 4 - January-December 2023</b> (Pages 3 - 56) |
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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**

**7 June 2023**

### **End of March 2023 (Quarter 4) 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, risk and workforce. It has been designed to reflect the priorities, outcomes and measures included in the Council Plan. The report is available to each scrutiny committee on a quarterly basis and 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 March 2023 and reports the Quarter 4 2022/23 position for the Children and Young People and Learning and Skills portfolios.

Of the 12 performance measures, 6 of measures are reporting as 'green', 1 as 'amber' and 5 as 'red'. The number of green measures has increased by 1 from the Q3 position.

The year-end outturn position for the scrutiny committee's area of responsibility is a £10.469m overspend in Children and Young People Portfolio and £3.463m overspend in the Learning and Skills Portfolio.

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

The Cabinet meeting on 20 June 2023 will approve the Quarter 4 Performance and Resources Report.

### **Focus for scrutiny**

The Committee is asked to consider the PRR (the Annex report attached). The committee's role is to monitor performance, finance and risk to identify any priorities for action by the Cabinet Member or senior officers or for including on the committee's work programme for more in-depth scrutiny. Questions should be kept within the remit of the committee at a strategic level. Key lines of enquiry for scrutiny include:

- Whether the report provides all the information necessary to enable effective and efficient scrutiny and addresses the concerns raised at previous meetings of the Committee; including the children we care for placement mix, and Dedicated Schools Grant deficit position.

- Assess the 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. Issues recognised previously by the committee as priorities to monitor include progress of Performance Measure 7 (stability of placements for children we care for), Performance Measure 8 (percentage of NEET care leavers) and Performance Measure 9 (Child Protection outcomes) as well as the progress on number of 16-17 year olds not in education, employment or training (Measure 30) to be more in line with the national average.
- Identify any areas of concern in relation to the Risk Register and assess plans in place to mitigate key corporate risks, particularly in relation to the committee's area of responsibility
- The effectiveness of measures taken to manage the Council's financial position and any non-delivery of identified savings
- Using all the information presented to the committee, identify any issues needing further in-depth scrutiny relevant to the committee's portfolio area of responsibility (where there are outcomes scrutiny may influence/add value)
- Identification of:
  - a) Any specific areas for action or response by the relevant Cabinet Member
  - b) Any issues for further scrutiny by one of the other scrutiny committees as appropriate

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) 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 County Council is focused on delivering the four priorities as set out in the Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change.
- 1.4 In the fourth quarter, the measures relevant to this committee reported:
  - 50% (6 measures) as 'Green'

- 8% (1 measures) as 'Amber'
- 42% (5 measures) as 'Red'

1.5 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**

Katherine De La Mora, Senior Advisor (Democratic Services), 033 022 22535

**Appendices**

Appendix A – Children and Young People Portfolio Summary

Appendix B – Children and Young People Performance Summary Slides –  
to March 2023

Appendix C – Learning and Skills Portfolio Summary

Appendix D - Corporate Risk Register Summary

Appendix E - How to Read the Performance and Resources Report

**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:
  - This summary outlines the focus to evidence the significant improvements made within the service in preparation for the Inspection of Local Authority Children's Services by Ofsted. The Inspection of Local Authority Children's Services (ILACS) took place between 13<sup>th</sup> and 24<sup>th</sup> March 2023 and the Ofsted report was published on 11<sup>th</sup> May 2023. Activity that took place during Q4 included the following actions as part of the Service Improvement Programme.
  - The Senior Leadership Team have maintained a strong focus on the key indicators and evidence base that is required to evidence the improvements required for the ILACS. 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. This was acknowledged by the inspectors during the visit.
  - The implementation of the Family Safeguarding Model (Phase 2) is well underway. The service has stabilised since the initial implementation phase and the performance continues to improve. The new service model is being embedded, which was acknowledged by inspectors during the ILACS, as dedicated adult service workers (mental health, substance misuse and domestic violence) being introduced into the teams.
  - The Senior Leadership Team have continued to provide a highly visible approach across the teams and have maintained regular improvement activity with regular workshop sessions with all team managers across the service. The quality assurance and performance management frameworks are fully embedded and were acknowledged by Ofsted as being effective and robust.
  - The Workforce Development workstream continues to significantly increase our numbers of permanently recruited staff which will drive down numbers of interim agency staff. The first tranche of recruitment activity in South Africa has been completed and staff are embedded within teams across the service. The service undertook a second tranche as planned in early February 2023 and recruited a further 19 qualified social workers. We expect these workers to arrive by early summer and together with the previous recruitment activity, is ensuring that we will have a stable and permanent workforce going forward.
  - The ILACS inspection report by Ofsted has now been published and a full report of the outcome was made to the full Council on 25<sup>th</sup> May 2023. The Ofsted report recognises that 'Services for children and families in West Sussex County Council have substantially improved' and that 'a relentless and incremental approach to improving practice has led to significant progress'. The Ofsted judgement confirms the progress made by the Council is substantial and reverses the inadequate judgement of the last ILACS inspection in February 2019. The report makes clear that West Sussex County Council has made 'substantial progress' and there is now, 'a strong, determined and cohesive leadership team' in place. The regulator also acknowledged the progress made across the Council, where the previous 'corporate and political weaknesses have

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Appendix A


been addressed'. The overall effectiveness of Children's Services is judged to be 'Requires improvement to be good' with the impact of leaders on the social work practice with children and families judged to be 'Good'.

### 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.

Children and Young People		2022/23 Target	Performance Over The Last 3 Periods			DoT
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%	Sep-22	Dec-22	Mar-23	↗
			A	R	R	
			24.0%	31.0%	26.0%	
<b>Performance Analysis:</b> Mar-23: Service Managers have continued to review re-referrals to understand themes and progress learning with teams. The latest result is the 12-month average for 2022/23.  <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%	Sep-22	Dec-22	Mar-23	↗
			A	A	A	
			69.2%	67.7%	68.0%	
<b>Performance Analysis:</b> Mar-23: There has been an increase in children stepping up into social care but a decrease in disengagement but remaining broadly the same for consent withdrawn. It is hoped that this will reduce as allocation times improve.  <b>Actions:</b> Managers continue to review all plans where consent is withdrawn to see if any learning can be drawn from them.						
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%	Sep-22	Dec-22	Mar-23	↘
			A	A	R	
			10.1%	10.6%	12.3%	
<b>Performance Analysis:</b> Mar-23: There has been an increase in this measure after a period of stability, although remains broadly in-line with national averages. We have had one external residential provider who have been closing down their homes nationwide which has led to a number of moves out of our control which otherwise would not have taken place.  <b>Actions:</b> We have continued positive progression terms of children in permanent foster placements and also now have more children in in-house foster placements than agency placements. Monthly monitoring of children in residential placements is taking place to ensure they are meeting need and supporting children appropriately.						
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%	Jun-22	Sep-22	Dec-22	↗
			G	G	G	
			64.0%	65.0%	66.0%	



Children and Young People		2022/23 Target	Performance Over The Last 3 Periods			DoT
<p><b>Performance Analysis:</b> Mar-23: We have seen a further improvement with 18 more young people now in education, employment or training. We have also recruited 2 care leavers to apprenticeship post who have started roles in the Voice and Participation service. We are still awaiting information on about 60 care leavers for the end of year figure. However, it is forecast that year-end results will remain in the region of 66%</p> <p><b>Actions:</b> We have a 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, including exploring an option to work with the Hummingbird Project for asylum seeking young people based in Brighton.</p>						
9	<p><b>Measure:</b> Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months</p> <p>Reporting Frequency: Quarterly</p>	83.0%	Sep-22	Dec-22	Mar-23	
			R	R	R	
			67.0%	53.0%	58.0%	
<p><b>Performance Analysis:</b> Mar-23: We continue to work on this outcome and have seen an improvement compared to Dec 2022. Children subject to child protection plans over 12 months are scrutinised by managers.</p> <p><b>Actions:</b> There is ongoing work to identify any trends which may be contributing to the increase in number of child protection plans, however the numbers remain within a normal range.</p>						

## Finance Summary

### Portfolio in Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 Pandemic Expenditure. High-cost external residential placements (£2.6m) and overseas social worker project (£0.7m).	£3.370m	Use of non-ringfenced Covid-19 grant.	(£3.370m)	
Placement costs for Children We Care For (mainstream).	£11.381m	In-house residential staffing underspend.	(£1.181m)	
Care at home and transport costs for Children with Disabilities, including increase in Direct Payments average cost.	£1.970m	Early Help staffing underspend.	(£1.342m)	
Delays in saving delivery – Local House Project.	£1.000m	Reduction in Intentionally Homeless families requiring accommodation support.	(£0.539m)	
One-off implementation costs and part-year adult staffing costs for Family Safeguarding - DFE funding not awarded.	£0.131m	Review of child psychology arrangements.	(£0.700m)	
Family Safeguarding – additional agency staffing.	£0.306m	Delays in appointing to new posts within the Fostering Service redesign.	(£0.500m)	
Family Safeguarding –Section 17 and Children We Care For Non-Placement Costs.	£0.263m	Business support vacancies.	(£0.266m)	
Fostering allowance inflationary pressure.	£0.300m	Other minor variations.	(£0.504m)	
King's Counsel legal costs.	£0.150m			
<b>Children and Young People Portfolio - Total</b>	<b>£18.871m</b>		<b>(£8.402m)</b>	<b>£10.469m</b>

## Key Financial Issues and Risks Arising

Narrative	Cost Driver	Baseline	Q1	Q2	Q3	Q4	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%	15.0%	↔	↔
							<p>At the end of March 2023, there were 28 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 taken into account with 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 £14m.</p>	

### Key:

<b>Arrow:</b>	Decreasing	↘	Increasing	↗	Static	↔
<b>Colour:</b>	Improving		Worsening		Static	

## Financial Narrative on the Portfolio's Position

3. The 2022/23 financial outturn position for the Children and Young People Portfolio is an overspend of £10.469m. This is a reduction of £2.131m when compared to the £12.6m overspend forecast in December. The main movements during this quarter relate to an increase of £0.6m for residential placements and the allocation of £2.630m of Non-Ringfenced Covid-19 Grant to fund the in-year high-cost external residential placements.
4. The Portfolio's financial pressure has been largely driven by the type and cost of placements for Children We Care For (CWCF). Despite the number of Children We Care For being consistently lower throughout the year than demand modelling predictions, the increase in the complexity (particularly in emotional wellbeing and mental health needs) of our children means that an overspend of £14m was the outcome against placement budgets before the use of the use of the Covid-19 grant.
5. As previously reported, there are three primary reasons for the level of overspend within the placements budget in 2022/23:
  - The mix of placement types continues to be significantly different from that assumed in the demand modelling,
  - The number of external residential placements at significantly higher than average cost, and
  - A number of unique high-cost care arrangements which have had to be put in place. These types of placements are volatile by the very nature of the issues being managed and it is not possible to predict them.

6. The updated table below shows the position against each of these areas.

Type of Placement (Excluding Asylum)	Based on Values As AT The End Of March 2023				CWCF Variation	2022/23 Overspend (£)
	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 *	82	£4,474	110	£5,558	28	£7,003,000
Independent Fostering	213	£963	204	£1,050	-9	(£657,000)
Independent Parent & Child Fostering	5	£1,450	9	£1,375	4	£60,000
In House Fostering	214	£386	217	£417	3	(£62,000)
In House Parent & Child Fostering	2	£731	3	£1,091	1	£100,000
Kinship	99	£209	72	£222	-27	(£182,000)
Placed for Adoption/Placed with Parents	61	£0	45	£0	-16	£0
External Residential Family Unit	3	£3,958	1	£3,279	-3	(£214,000)
Secure Unit	2	£7,211	3	£7,583	1	£329,000
Other Placement Types	80	N/A	72	N/A	-8	N/A
<b>SUBTOTAL</b>	<b>761</b>		<b>735</b>		<b>-26</b>	<b>£6,377,000</b>
External Residential - Additional Costs. 20 of the External Residential cases (included in the table above), have cost significantly more than the average placement rate. The extra cost of these placements over the average £5.6k per week is reported separately. The weekly cost of these 20 placements range from £9.3k to £16.8k.						£2,630,000
Unique Cost and Support Arrangements for specific CWCF. Costs range between £8.8k and £51.2k per week. High-cost placement arrangements generally do not last for extended periods of time. The average in year was 33 days, with the shortest period being one day and the longest being 138 days.						£5,004,000
<b>TOTAL</b>						<b>£14,011,000</b>
<b>Note:</b> * There are 110 CWCF External Residential placements as at the end of March. This cohort includes 19 children whose placements cost in excess of £9k per week (statistical outliers). The £7.0m 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 19 children (£2.6m), is shown separately to illustrate the financial impact of these specific cases.						

7. Care at home and transport costs for children with a disability – including Direct Payments, have overspent by £1.970m. This overspend is due to:

- The number and type of care at home packages which have been 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.

8. Some in-year underspends have provided mitigation relief to the Portfolio. As previously reported, a number of staffing positions within the Early Help Service remained vacant for the majority of the year which resulted in an underspend of £1.342m. However, recruitment to vacancies was much improved towards the end of the financial year, therefore this level of underspend is not expected to continue into 2023/24.

9. Staff recruitment issues have also been experienced within the County Council-run Children's Residential Service, leading to an underspend of £1.181m. Due to these difficulties, one of the remodelled homes, a three-bedded unit, has not yet become operational. The ongoing issues with staff recruitment is of

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concern, both for the service provision in 2023/24 and for the Residential Service Strategy in respect of any new homes which may be proposed in the future.

10. Despite the ongoing impact of the pandemic and the cost-of-living crisis, for much of the year the numbers of Intentionally Homeless Families requiring support remained relatively static. This has led to an underspend of £0.539m against this budget. It should be noted that there was an increase of nine families being supported between December 2022 and March 2023, but it is too early to determine whether this is an emerging trend.
11. It should be noted that the majority of savings planned for 2022/23 have been delivered during this challenging year. The key exception to this is the Local House Project, which was delayed and did not formally launch until January 2023. Given the delayed start, none of the £1m savings anticipated was delivered in 2022/23 but full savings are expected to be achieved in 2023/24.

### ***Children First Improvement Plan***

12. 2022/23 was the final year of the specific additional funding towards the Children's improvement journey. Temporary funding of £0.765m was provided alongside the ongoing permanent funding of £5.373m, and all of this funding was used to support the Improvement Plan and in preparation of the full Ofsted Inspection which took place in March 2023.

### ***Outlook For 2023/24***

13. The Portfolio budget remains subject to significant risk in 2023/24, with the biggest pressure continuing to be the number, type, and cost of placements for CWCF. The Children's Leadership Team have an ambitious plan to reduce the proportion of Children We Care For placed in external residential from 15% to 10% by the end of 2024/25, however progress has been limited to date. Both the Independent Review of Children's Social Care and the Competition and Markets Authority Review have reported that the children's placement market is "broken", and the National Statistics Fostering in England Report 2021/22 highlights that the number of approved mainstream fostering places has decreased by 5% since 2018. As recently as March 2023, a national residential care provider announced a change to their business model which leads to the closure of 27 children's residential homes, removing over 100 beds from the national market. More locally, a regional initiative to commission up to 20 new placements in West Sussex for Children We Care For with complex needs is currently on pause due to a lack of interest from prospective bidders. All of this highlights a market where the conditions are increasingly extremely challenging.
14. Although the placements budgets were permanently increased by £3.9m in 2023/24, with up to a further £10m available in General Contingency in recognition of the temporary pressures being experienced, initial forecasts based on the cohort of children and young people being supported at the beginning of March 2023 would indicate that an additional £16.5m would be required. However, while using such early data can give a reasonable indication of a "no change" scenario, it can also be misleading as it cannot take into account the impact of changes which are not yet known.

15. Looking ahead to savings planned for 2023/24, there is one saving which is currently at risk. The £0.8m Family Safeguarding saving is due to be delivered through demand reduction as a result of fully implementing the model. The £0.8m breaks down to £0.5m against placement budgets due to a reduction in the number of children under the age of 12 entering care, and £0.3m against staffing budgets as the projected reduction in demand will enable the release of temporary additional workers. As of March 2023, the Family Safeguarding model is being implemented but the service has been unable to recruit all of the specialist adult practitioners into the teams as planned. Recruitment continues and the service expects to complete the recruitment later in the year. The level of risk to the Family Safeguarding savings depends on how long this situation remains
16. The 2023/24 financial year is likely to be an extremely difficult year for Children’s Services to both maintain progress to date and continue on their improvement journey and deliver a balanced budget.

### In-year Revenue Grant Update

17. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year. These additional funds have/will be utilised in accordance with the grant determination.

<b>Additional In-Year Grants - Name and Details</b>	<b>(£)</b>
<b>Child Asylum Seekers Grant</b> – Grant funding value is based on the number of children receiving support.	£1,031,000
<b>Supporting Families Grant</b> - Previously known as the Troubled Families Programme, this funding is used to provide help to vulnerable families with multiple and complex problems to prevent them from escalating into crises.	£513,000

### Proposed Carry Forward Requests

18. A number of carry forward requests have been processed during the closure of the accounts, including the following item within the Children and Young People’s Portfolio:

<b>2022/23 Carry Forward Requests</b>	<b>Amount</b>
<b>CYP Emotional Wellbeing &amp; Mental Health Keyworker Programme</b> – Funding received in February 2023 to support children's emotional wellbeing and mental health over a two-year timeframe.	£255,000

19. The following carry forward balance from 2021/22 which is currently within reserves also remains available use in 2023/24.

2021/22 Carry Forward Available In 2023/24	Amount
<b>West Sussex Safeguarding Children’s Partnership Funding –</b> Funds are required to continue with the improvement plan which is currently underway.	£80,000

20. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

### Covid-19 Expenditure Update

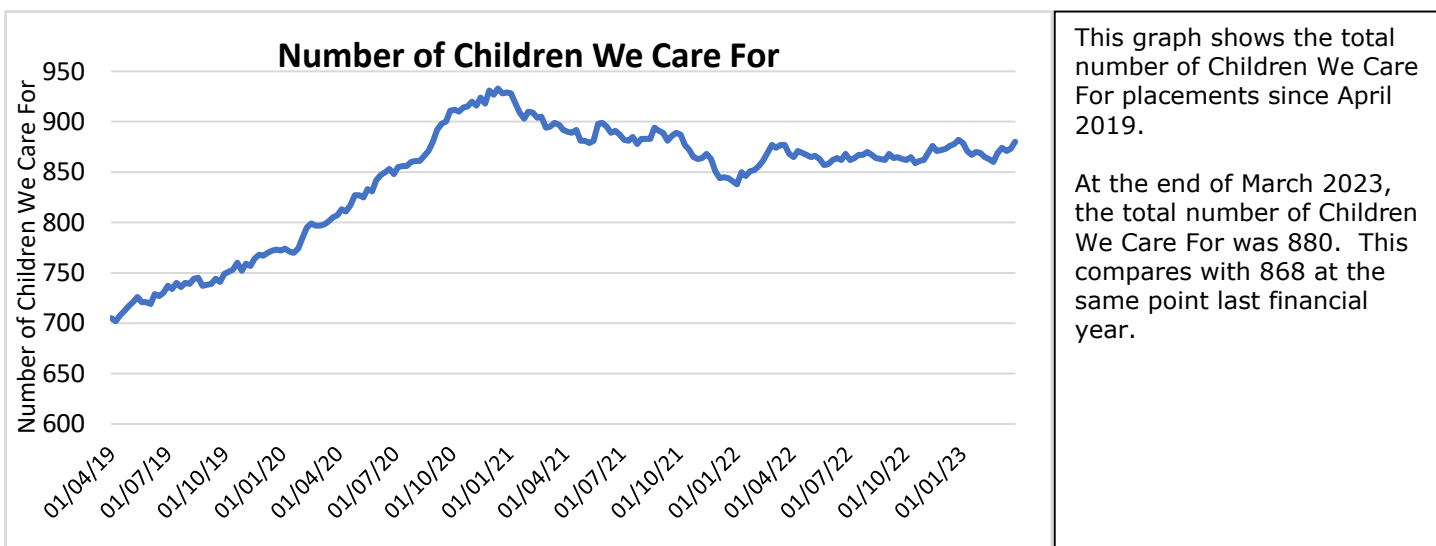
21. Within the Children’s and Young Peoples Portfolio, a project to recruit qualified social workers from overseas to assist the recruitment and retention challenges within social care has commenced. To date, 29 qualified and experienced social workers from South Africa have started their employment with the County Council.

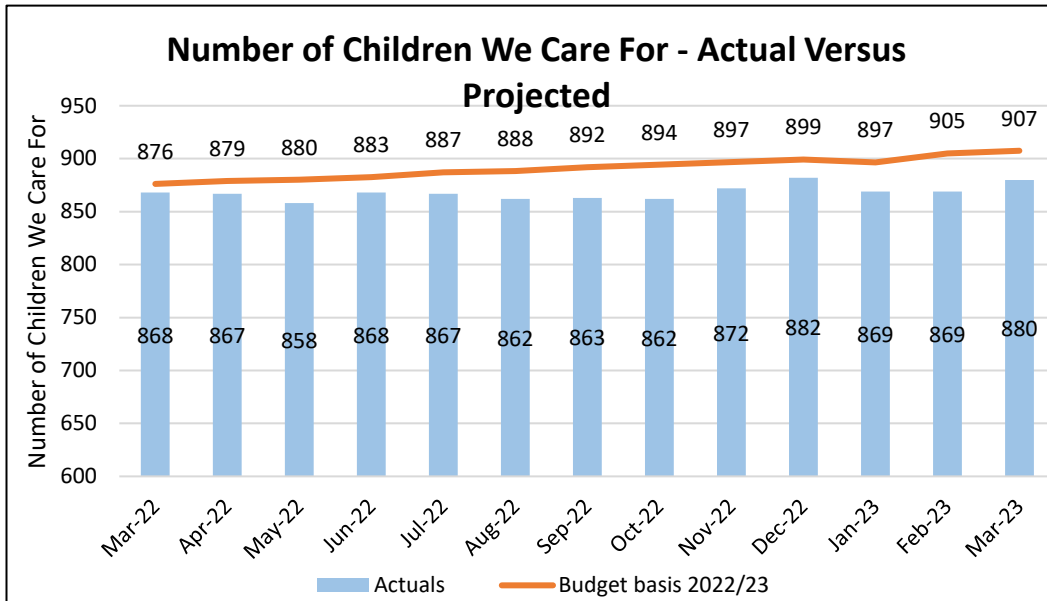
22. Following on from this success, the Children’s Leadership Team have undertaken a second round of social worker recruitment and have had 19 employment offers accepted. It is expected that these new recruits will be in a position to join the organisation during the summer of 2023.

23. The projected cost to recruit these two cohorts is estimated to be around £1.324m, with £0.740m utilised in 2022/23 and £0.584m earmarked to be drawn in 2023/24.

24. 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. Grant funding of £2.630m has been allocated to the high-cost external residential placements budget to acknowledge the pandemic’s impact.

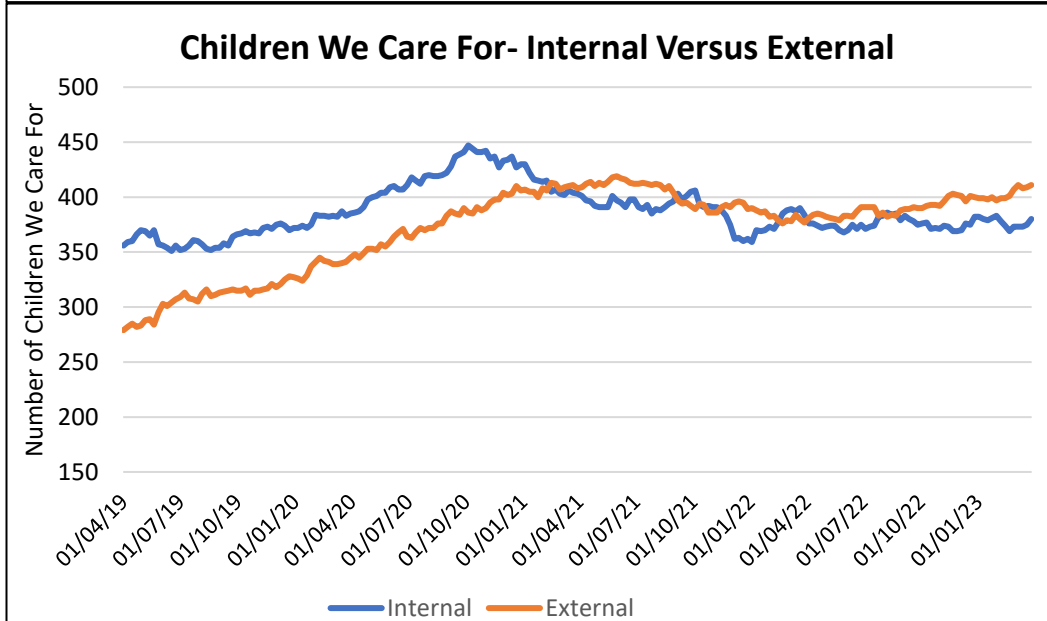
### Cost Driver Information



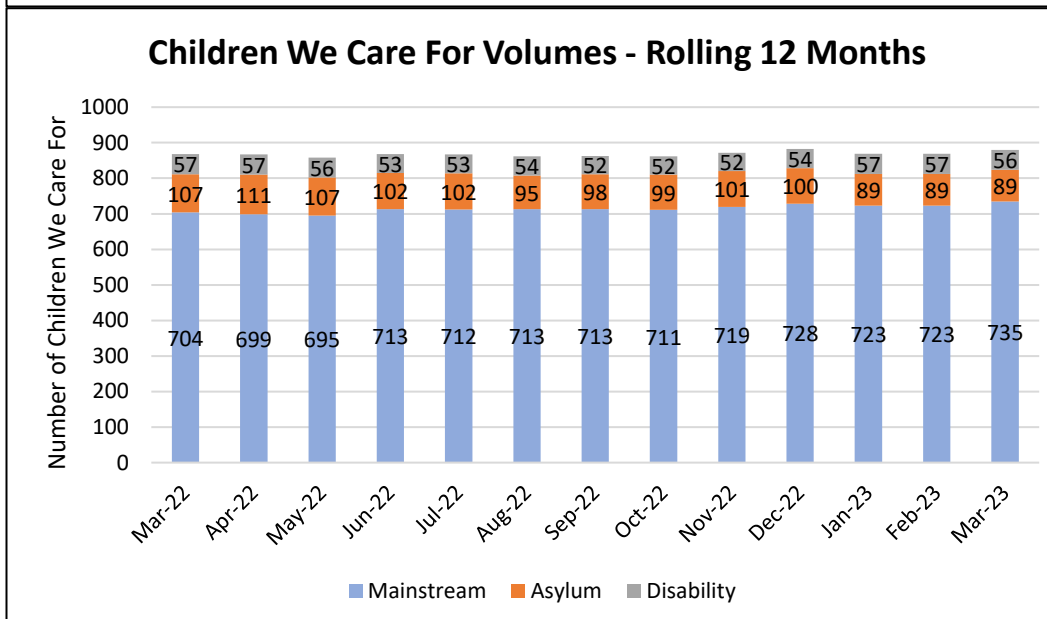


This graph shows the number of Children We Care For (excluding Asylum) placements compared to the budgeted expectation.

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



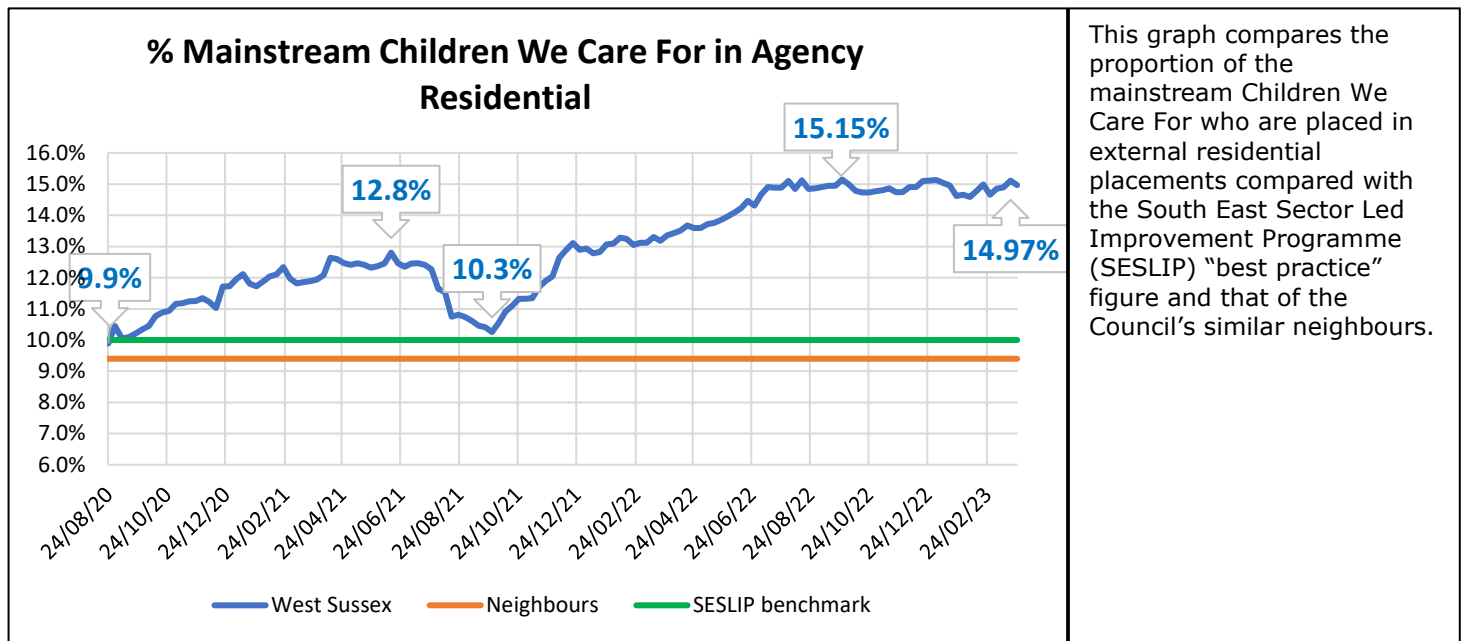
This graph shows the internal and external placement mix of Children We Care For since April 2019.



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 March 2023, the number of Unaccompanied Asylum-Seeking Children was 89.



### Savings Delivery Update

25. In addition to the £2.150m of 2022/23 planned savings, there were £1.050m of 2021/22 savings which had not been 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	March 2023		Narrative	2023/24 Outlook
		Delivered	Status		
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), a three bedded unit mean that the permanent delivery of this saving will be delayed into 2023/24. The saving is mitigated in 2022/23 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	B	Saving delivered.	B
Improved Commissioning for Children's Social Care Service: Under 16's Step Down to Fostering	700	700	B	Saving delivered.	B
Improved Commissioning for Children's Social Care Service: Over 16's Step Down from Residential	500	500	B	Saving delivered.	B



Saving Activity	Savings to be Delivered in 2022/23 £000	March 2023		Narrative	2023/24 Outlook
Improved Commissioning for Children's Social Care Service: Over 16's Recommissioning	100	100	B	Saving delivered.	B
Early Help Restructure	200	200	B	Saving delivered.	B

**Savings Key:**

<b>R</b> Significant Risk	<b>A</b> At Risk	<b>G</b> Delivered/ Mitigated In Year	<b>B</b> Delivered On An Ongoing Basis
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## Capital Programme

### Performance Summary - Capital

26. There are nine schemes within this portfolio. All five schemes in delivery are rated amber, indicating that there is an issue influencing the project, but that the issue can be dealt with by the project delivery team. For schemes are in retention. An update on the progress of the schemes are detailed in the table below:

Scheme	RAG Status at March 2023	Reason	Latest RAG Status	Updated Position
Extensions and adaptations to foster carer properties	AMBER	CYPL are expected to make an offer of grant funding to two WSCC foster carers who care for three children.	AMBER	A further application is in train, although a change request will likely be required.
High Trees Children's Home	AMBER	Time delay as the Planning Authority has requested an extension due to ecology and water neutrality issues. Dependency with Teasel Close regarding decant sequencing.	AMBER	New planning determination date is now 5 <sup>th</sup> May 2023 which impacted the planned tender date of April 2023.
Orchard House Children's Home	AMBER	Contact Centre – Contract awarded. Delivery Programme to be agreed with Contractor. Lodge/House - Pre-start meeting held. Planning for access road not yet granted.	AMBER	Ongoing issues with construction site to the rear (Court Meadow) which is impacting resources.
Teasel Close Children's Home	AMBER	Time delay as the Planning Authority has requested an extension due to ecology and water neutrality issues. Dependency with High Trees.	AMBER	New planning determination date is now 5 <sup>th</sup> May 2023 which impacted the planned tender date of April 2023.
West Green Family Time Hub	AMBER	Planning permission was granted in March 2023 and RIBA 4 design almost complete. There is a delay to the tender launch due planning permission outstanding for the linked projects at 40 Teasel Close and High Trees /18 Teasel Close.	AMBER	The new planning determination date for 18 Teasel Close / High Trees is expected in May 2023.

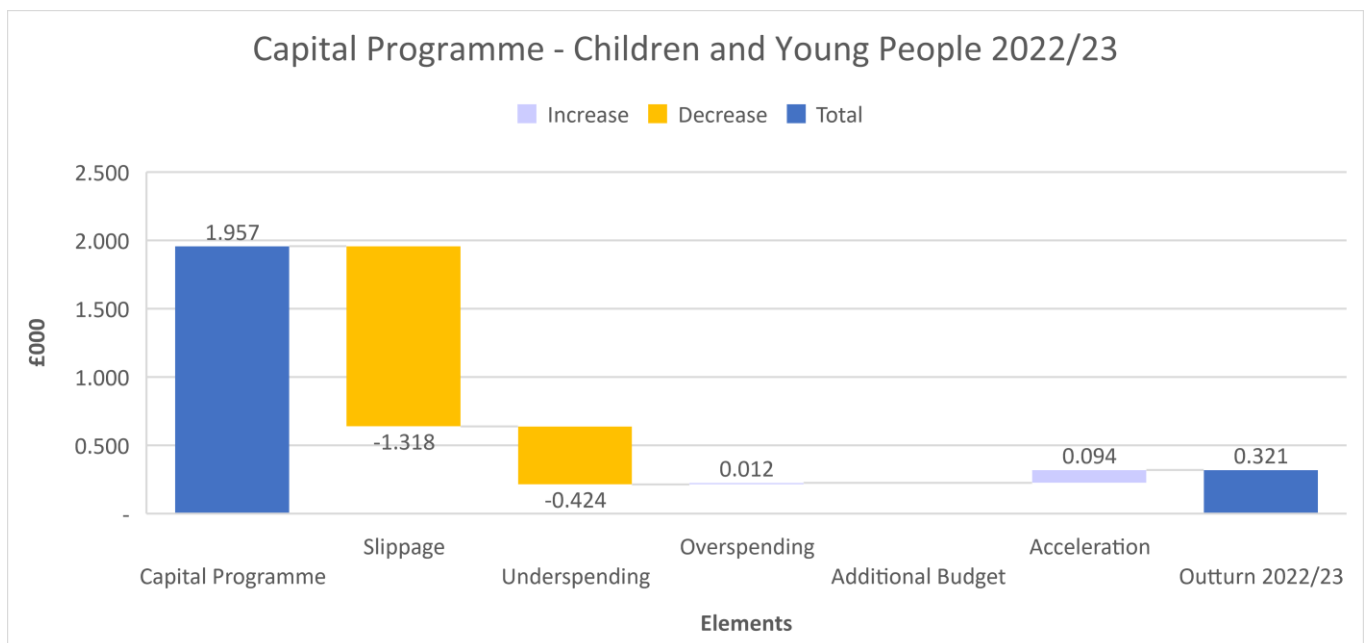
27. A number of capital schemes have completed during the 2022/23 financial year, these include:

Month Completed	Project	Location	Description
May 2022	Children's In-House Phase 1 – Brightstar (Cissbury Lodge)	Worthing	Improvement works - the creation of two wings - one for children with complex health needs and one for learning disabilities.
May 2022	Children's In-House Phase 1 – Blue Cove (May House)	Worthing	Internal and external reconfiguration and refurbishment to provide suitable accommodation for young people with complex needs.
May 2022	Children's In-House Phase 1 – Breakwater (Seaside)	Adur	Internal and external reconfiguration and refurbishment to provide suitable accommodation for children on the edge of care.

### Finance Summary - Capital

28. 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.

29. During the year, the Children and Young People's Portfolio spent £0.321m on its capital programme, a reduction of £0.428m when compared to the profiled spend reported in December 2022. Investment in the year focussed around the County Council's children's homes including Orchard House and Cissbury Lodge.



**Key:**

- 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.
- Outturn 2022/23 – Total capital programme expenditure as at 31<sup>st</sup> March 2023.

30. Details of the main movements since December are as follows:

- **Slippage: (-£1.318m). Movement since Q3 report: (-£0.449m).**
  - **Orchard House – (-£0.305m)** – Construction will now commence in 2023/24 therefore expenditure has been reprofiled.
  - **High Trees – (-£0.048m)** – This project is interconnected with other service projects and cannot start until they are completed therefore this project will commence in early 2023/24.
  - **Teasel Close – (-£0.031m)** - This project is interconnected with other service projects and cannot start until they are completed therefore this project will commence in early 2023/24.
  - **Extensions and adaptations to foster carer properties – (-£0.038m)** - Project is currently on hold due to high-cost estimates being received and will be revisited in the new financial year.
- **Underspending: (-£0.424m). Movement since Q3 report: £0.000m.**
- **Overspending: £0.012m. Movement since Q3 report: £0.012m.**
- **Acceleration: £0.094m. Movement since Q3 report: £0.009m.**

31. 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

32. 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.

33. Although there were no overall changes to the scores during the period 1<sup>st</sup> January – 31<sup>st</sup> March 2023, a number of updates have arisen since this time and are included within the Corporate Risk Register Summary in **Appendix 4** and summarised below. These updates will be presented to the Regulation, Audit and Accounts Committee at their next meeting on 17<sup>th</sup> July 2023.

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	10
CR69	Children's Services have now moved out of special measures as a result of the recent Ofsted inspection. However, ILACS have outlined areas that require further development. If the Council stall in their efforts to implement the planned improvements, there is a risk that the service will fail to progress all areas to a 'good' rating within a sustainable timeframe.	15	10

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Risk No.	Risk Description	Previous Quarter Score	Current Score
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	8

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.

# Children & Young People's Services Scrutiny Committee

**7 June 2023**

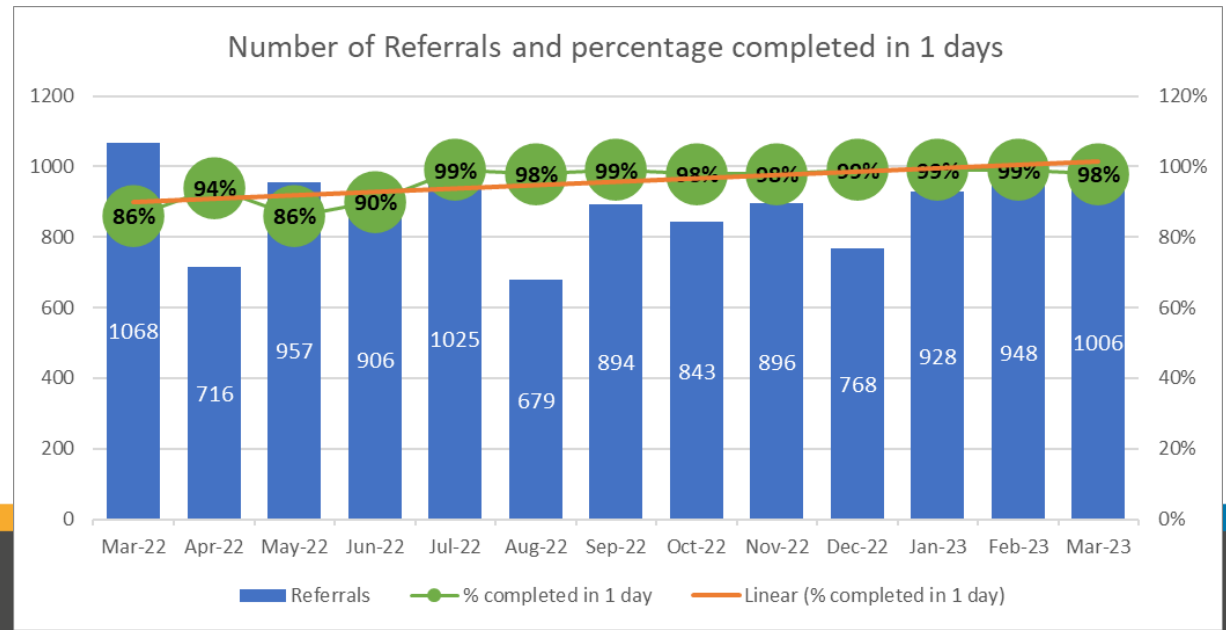
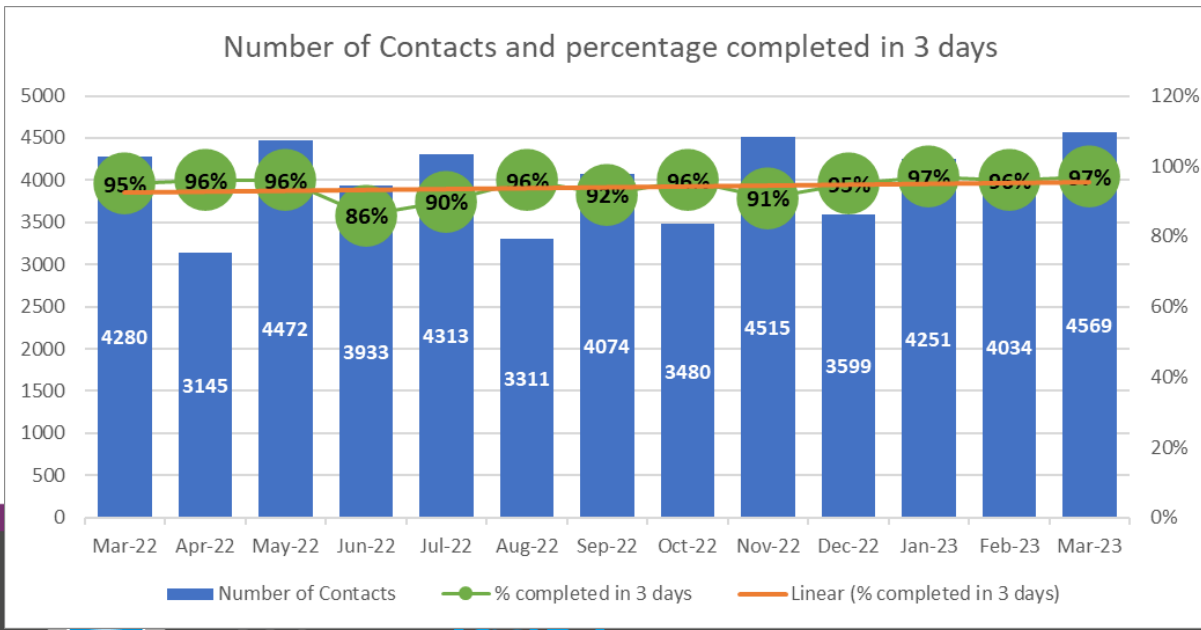
**Performance Summary  
Report (key slides)**

**to the end of  
March 2023**



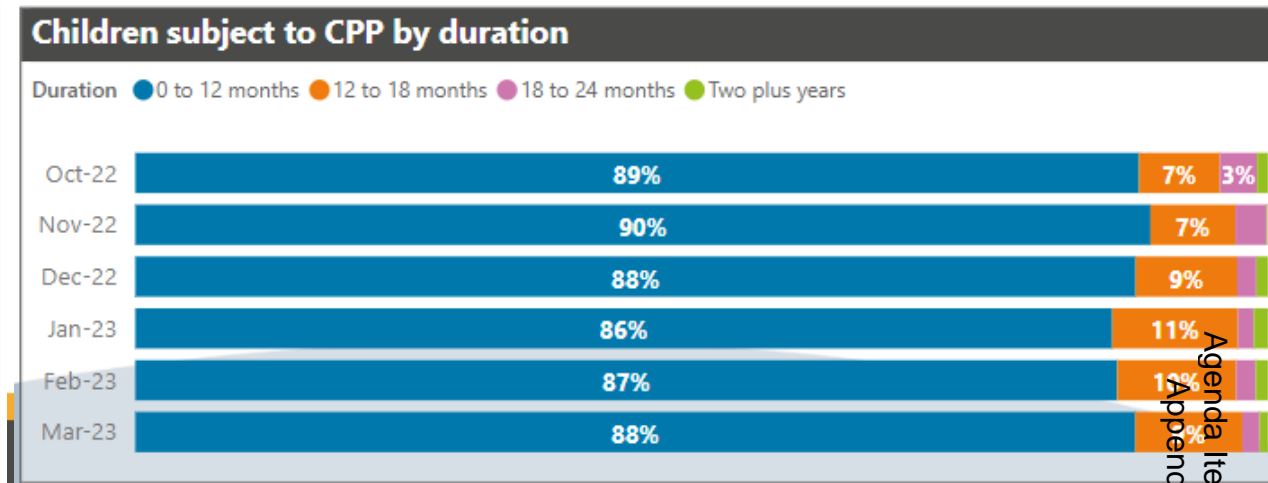
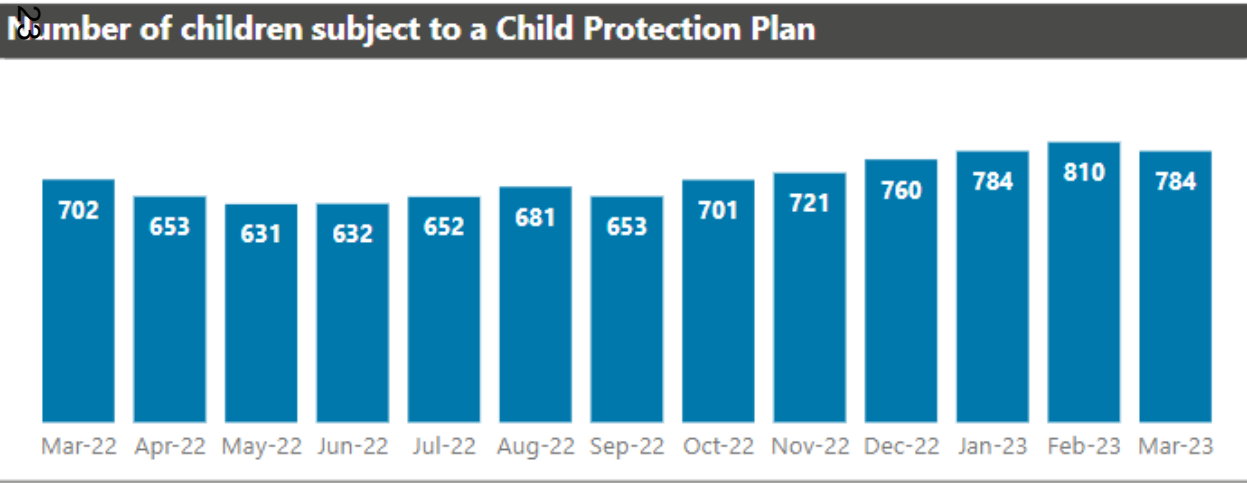
# Contacts and Referrals

- ❑ Increases across both Contacts and Referrals in March 2023. **Rate of Referrals 2021/22 National – 538, Statistical Neighbours – 413, West Sussex – 528 (Rolling 12 months Apr-22 to Mar-23- 604)**
- ❑ Conversion rate from Contact to Referral has decreased to **22%** (1006/4569)
- ❑ Timeliness of Contacts in 3 days has increased to **97%** (4426/4569) - *Rolling 12 months 94% (Apr-22 to Mar-23)*
- ❑ Referrals completed within 1 working day decreased to **98%**. (984/1006)-*Rolling 12 months 96% (Apr22 to Mar23)*
- ❑ **285** children were re-referred to Children’s Social Care (**28%**). **Statistical Neighbours 27% and National Re-Referrals 22% (21/22) – Rolling 12 months (Apr-22 to Mar-23) 26%**



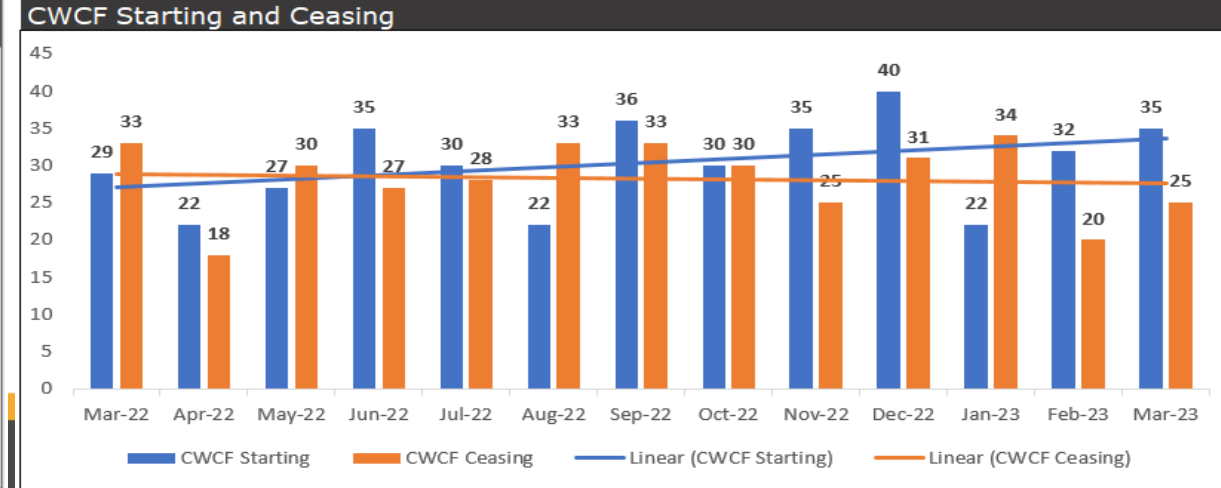
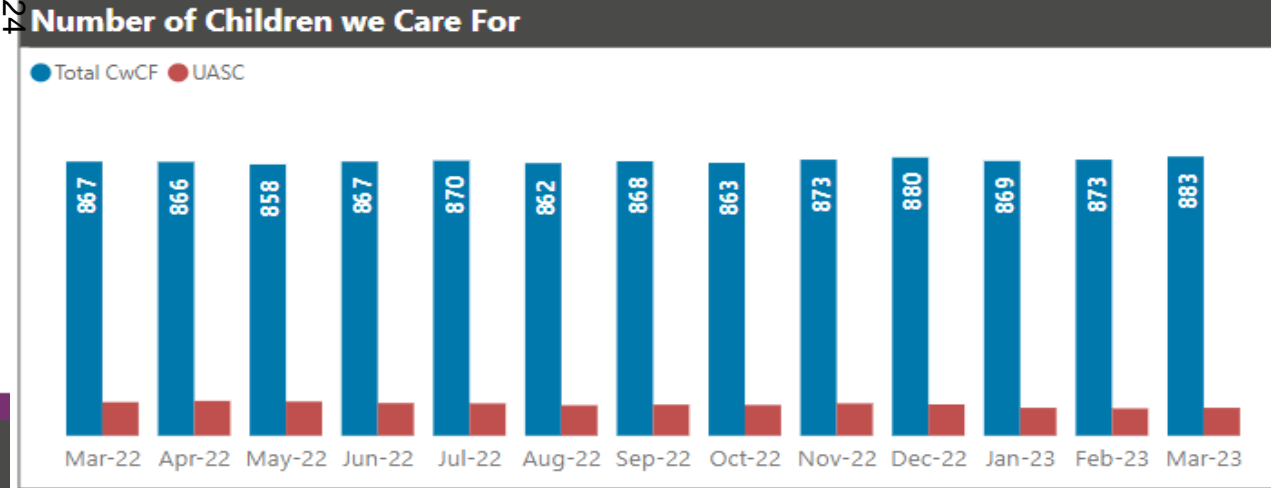
# Child Protection Performance

- Decrease in CP numbers in Mar 2023 to **784**; 1% (6 children) have been on a plan for more than 2 years.
- West Sussex Rate per 10,000 = **44.8** **Statistical Neighbours 35 and England 42 (21/22)**
- Initial Child Protection Conference (ICPC) timeliness **82%** (101/123) **SN 83% and England 80% (21/22)** – Rolling 12 months **79%** (Apr-22 to Mar-23)
- Review Child Protection Conference (RCPC) timeliness **100%** (91/91) **SN 91% and England 89%(21/22)** - Rolling 12 months **96%** (Apr-22 to Mar-23)
- Rolling 12 months 938 children started on CP Plan - of those 227 were for a second/subsequent time ever which is **24%**, and 19 were for a second/subsequent time within 12 months which is **2%**.



# Children we Care for

- ❑ Increase in the number of children we care for at **883** for end March 2023 - West Sussex rate = **50.5** Statistical Neighbours 50 and England 47 (21/22)
  - ❑ **97%** (621/639) of Children we Care for have a care plan in place and **96%** (214/224) have a Pathway Plan in place
- Pathway Plans – **Rolling 12 months 93%** (Apr-22 to Mar-23)
- ❑ **96%** (787/821) of Children we care for had all of their reviews completed in time during the last 12 months.
  - ❑ **90%** with an up to date Review Health Assessment – **Rolling 12 months 78%** (Apr-22 to Mar-23) **84%** Statistical Neighbours and England **89%** (21/22)
  - ❑ **77%** with up to date Dental Check – **Rolling 12 months 70%** (Apr-22 to Mar-23)
  - ❑ Initial Health Assessment (IHA) – increase in timeliness with **37%** completed in time in Feb-23 – **Rolling 12 months 31%** (Mar-22 to Feb-23)
  - ❑ Strengths and Difficulties Questionnaires (SDQs) - The figure for CwCf with up-to date SDQs at end Mar is 268/432 = **62%**





## Learning and Skills Portfolio - Summary

### Performance Summary

- 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 using the new schools MIS system to better collate and analyse school attendance and to establish a multi-disciplinary attendance team to support schools in tackling persistent absence.
  - The draft Education and Learning Strategy 2022-25 has now been shared among partners along with a planned programme of engagement in co-creating detailed workstreams and action plans to drive forward key initiatives. 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
  - We are actively preparing for an imminent Ofsted inspection of our Adult Community Learning and also for a Local Area SEND 7 Alternative Provision inspection later in the year.

### Our Council Performance Measures

- 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.

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT
21	<b>Measure:</b> The percentage of young people attaining Grade 4 and above for Maths and English GSCE by age of 16 years old  Reporting Frequency: Annually (October)	67.5%	2020/21	2021/22	2022/23	↓
			G	G	G	
			72.2%	75.2%	69.6%	
<b>Performance Analysis:</b> Mar-23: 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. The 2022 data shows that West Sussex has a much higher percentage of 4+ in English and Maths compared to England (64.4%) but a little lower than the South East (70.9%) and our statistical neighbours (70.31%). Latest National Rank						

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Appendix C

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT
= 60 and West Sussex is in Quartile B						
<p><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.</p>						
25	<p><b>Measure:</b> Percentage of schools with OFSTED rating 'good' or 'outstanding'</p> <p>Reporting Frequency: Quarterly</p>	90.0%	Sep-22	Dec-22	Mar-23	→
			A	G	G	
			88.4%	91.4%	91.4%	
<p><b>Performance Analysis:</b> Mar-23: The total for West Sussex schools that are judged good or outstanding, excluding those to be inspected as an academy in the current framework, is at 91.4% For March 2023, the percentage for each school phase is: Primary Schools = 88.0%; Secondary Schools = 94.4%; Special Schools = 100%.</p> <ul style="list-style-type: none"> <li>6 schools retained their rating of Good</li> <li>1 school which had been rated Good has now been rated as Requires Improvement</li> </ul> <p>For all inspected schools, as of February 2023:</p> <ul style="list-style-type: none"> <li>West Sussex percentage of Good/Outstanding in all schools, 91.61% is ranked 50 in the country and is in Quartile B. The positive gap to England is 3.15%.</li> <li>West Sussex percentage of Good/Outstanding in Primary schools, 90.31% is ranked 89 in the country and is in Quartile C. The positive gap to England is 0.46%.</li> <li>West Sussex percentage of Good/Outstanding in Secondary schools, 97.44% is ranked 15 in the country and is in Quartile A. The positive gap to England is 16.98%.</li> </ul> <p><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.</p>						
26	<p><b>Measure:</b> Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools</p> <p>Reporting Frequency: Quarterly</p>	89.0%	Sep-22	Dec-22	Dec-22	↗
			G	G	G	
			90.2%	93.6%	94.2%	
<p><b>Performance Analysis:</b> Mar-23: The total for West Sussex pupils in schools that are judged good or outstanding, excluding those to be inspected as an academy in the current framework, has increased slightly to 94.2%.</p> <p>For March 2023, the percentage for each school phase is as follows: Primary Schools = 90.6%; Secondary Schools = 98.6%; Special Schools = 100%.</p> <ul style="list-style-type: none"> <li>6 schools retained their rating of Good</li> <li>1 school which had been rated Good has now been rated as Requires Improvement</li> </ul> <p>For all inspected schools, as of February 2023:</p> <ul style="list-style-type: none"> <li>West Sussex percentage of Pupils in All Good/Outstanding schools, 93.85% is ranked 34 in the country and is in Quartile A. The positive gap to England is 6.69%.</li> <li>West Sussex percentage of Pupils in Primary Good/Outstanding schools, 90.51% is ranked 89 in the country and is in Quartile C. The negative gap to England is -0.14%.</li> <li>West Sussex percentage of Pupils in Secondary Good/Outstanding schools, 97.93% is ranked 14 in the country and is in Quartile A. The positive gap to England is 15.5%.</li> </ul> <p><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.</p>						

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT
27	<p><b>Measure:</b> Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2</p> <p>Reporting Frequency: Annually (October)</p>	68.0%	2018/19	2019/20	2022/23	↓
			G	A	R	
			61.8%	62.7%	55.0%	
<p><b>Performance Analysis:</b> Mar-23: For Key Stage 2 in 2022 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 4% 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.</p> <p><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.</p>						
28	<p><b>Measure:</b> Average attainment 8 score of students at Key Stage 4 including English and Maths</p> <p>Reporting Frequency: Annually (October)</p>	48.3	2020/21	2021/22	2022/23	↓
			G	G	G	
			50.3	51.6	49.1	
<p><b>Performance Analysis:</b> Mar-23: 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. Data for 2022 shows that West Sussex has a higher attainment 8 score compared to England (47.2) and our statistical neighbours (49.06) but a little lower than the South East (50.1). Latest National Rank = 57 and West Sussex is in Quartile B.</p> <p><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).</p>						
29	<p><b>Measure:</b> Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2</p> <p>Reporting Frequency: Annually (October)</p>	20.0%	2018/19	2019/20	2022/23	↓
			G	A	R	
			23.4% (Target in 2018/19: 24%)	25.3% (Target in 2019/20: 24%)	24.0%	
<p><b>Performance Analysis:</b> Mar-23: For Key Stage 2 in 2022 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, results show that the disadvantaged gap is only 1% worse than national (23%) but is 3% narrower than the South East (26%). 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.</p> <p><b>Actions:</b> 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.</p>						

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Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT
30	<p><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)</p> <p>Reporting Frequency: Monthly for December -February only.</p>	6.5%	Feb-22	Nov-22	Mar-23	↗
			G	R	G	
			6.0%	11.8%	6.0%	
<p><b>Performance Analysis:</b> Mar 23: West Sussex have exceeded their target. 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.</p> <p><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.</p>						

## Finance Summary

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

Pressures	(£m)	Mitigations and Underspending	(£m)	Year End Budget Variation (£m)
Covid-19 Pandemic Expenditure - College placements and delayed Educational Psychologist assessments.	£0.290m	Use of non-ringfenced Covid-19 grant.	(£0.290m)	
Mainstream Home to School Transport costs due to a number of factors including increased growth and inflationary pressures.	£1.445m	Net staffing underspending - vacancies within Educational Psychology Service, School Crossing Patrol and SEND and Inclusion Service.	(£0.288m)	
SEND Home to School Transport costs including increasing Alternative Provision transport costs and internal escort provision.	£1.305m	Other minor variations.	(£0.160m)	
Post-16 Home to School Transport.	£0.053m			
Adult Education Contract overspend following Aspire West Sussex entering administration.	£0.442m			
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 pressure.	£0.516m			
<b>Learning and Skills Portfolio - Total</b>	<b>£4.201m</b>		<b>(£0.738m)</b>	<b>£3.463m</b>

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

Pressures	(£m)	Mitigations and Underspending	(£m)	Year End Budget Variation (£m)
High Needs Block: Initial estimated budget deficit identified during 2022/23 budget setting	£6.000m	Early Years Block: Underspend on Early Year Providers and Centrally Retained services.	(£1.603m)	
High Needs Block: Independent and Non-maintained Sector Placements	£4.363m	School Block: Underspend on Growth Fund,	(£0.169m)	
High Needs Block: Cost of temporary accommodation	£1.074m	School Block: Underspend within Schools in Financial Difficulties and other General Duties services.	(£0.274m)	
High Needs Block: Post-16 Further Education Colleges	£0.794m	High Needs Block: Underspend on Alternative Provision and Support for Schools.	(£0.897m)	
High Needs Block: Post-16 Independent Specialist Providers	£1.381m	High Needs Block: Underspend on Schools Block Transfer.	(£0.794m)	
High Needs Block: Exceptional Needs Funding and Top-Ups	£1.262m	Central Block: Support for Schools underspending.	(£0.260m)	
High Needs Block: Specialist Support	£5.996m			
<b>Dedicated Schools Grant - Total</b>	<b>£20.870m</b>		<b>(£3.997m)</b>	<b>£16.873m</b>

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

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Q4	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%)	191 (9.0%)	209 (9.4%)	211 (9.3%)	↔	The number of complex cases continues to increase and current special school places have now reached full capacity leading to increased places in independent sector. Increasing the number of children being educated in the independent sector and away from their communities also increases the cost+P27s of transport.
	No. of pupils with EHCP transported to a special school	1,316 (62.8%)	1,328 (62.3%)	1,346 (63.3%)	1,391 (62.7%)	1,409 (62.1%)	↘	
	No. of pupils with EHCP transported to independent placements	549 (26.2%)	568 (26.7%)	571 (26.8%)	594 (26.8%)	623 (27.5%)	↗	
	No. of pupils with EHCP transported to other placements	18 (0.9%)	23 (1.1%)	17 (0.8%)	25 (1.1%)	25 (1.1%)	↔	
	Total no. of pupils with EHCP transported	2,095 (100%)	2,130 (100%)	2,125 (100%)	2,219 (100%)	2,268 (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	No. of pupils with EHCP transported in an external taxi/minibus	1,421 (67.8%)	1,429 (67.1%)	1,346 (63.3%)	1,411 (63.6%)	1,436 (63.3%)	↔	The decision to have an internal fleet is a long-term strategic one. It means that in areas with fewer suppliers or where prices are unsustainably high the Council can moderate the impact on our spending and overall costs. Whilst there are over 100 minibus routes, the insourcing last year
	No. of pupils with EHCP transported on County Council fleet	563 (26.9%)	584 (27.4%)	643 (30.3%)	654 (29.7%)	675 (29.8%)	↔	
	No. of pupils with EHCP transported by parents	111 (5.3%)	117 (5.5%)	136 (6.4%)	154 (6.7%)	157 (6.9%)	↔	

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Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Q4	Action	Trajectory
transport their own child to and from school instead.	Total no. of pupils with EHCP transported	2,095 (100%)	2,130 (100%)	2,125 (100%)	2,219 (100%)	2,268 (100%)	↔	focused on expensive accessible vehicle routes and/or where the biggest cost reductions could be made.
Total number of routes required to transport pupils with an Education, health and care Plan (EHCP). The number of externally contracted routes being undertaken has been on the increase over the last few of years.	No. of transport routes	698	717	688	725	756	↗	↗
Percentage of pupils with an Education, Health and Care Plan (EHCP) receiving transport requiring a solo taxi. The biggest area of increased spend over the last few years has been 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.	No. of single occupancy taxi routes	305	322	298	323	343	↗	During the first six months of the year the number of solo taxis fell by 7 due to the internal fleet expansion programme. However, since the beginning of the new academic year these numbers have increased by 45.

### Key:

<b>Arrow:</b>	Decreasing	↘	Increasing	↗	Static	↔
<b>Colour:</b>	Improving		Worsening		Static	

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

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Q4	Action	Trajectory
Placement mix of pupils with an Education, Health and Care Plan (EHCP)  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.	No of pupils with EHCP in mainstream school	1,988 (30.5%)	2,073 (31.0%)	1,963 (28.9%)	1,995 (29.2%)	2,129 (30.3%)	↗	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
	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%)	2,301 (32.7%)	↘	
	No of pupils with EHCP in independent placements	715 (11.0%)	737 (11.0%)	729 (10.7%)	768 (11.2%)	818 (11.6%)	↗	
	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%)	1,327 (18.9%)	↘	

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Q4	Action	Trajectory
	No of pupils with EHCP in other placement type	319 (4.9%)	398 (5.9%)	394 (5.8%)	434 (6.3%)	454 (6.5%)	↗	effective transition in early years and support annual 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%)	6,837 (100%)	7,029 (100%)	↔	

**Key:**

<b>Arrow:</b>	Decreasing	↘	Increasing	↗	Static	↔
<b>Colour:</b>	Improving		Worsening		Static	

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

- The 2022/23 financial outturn position for the Learning and Skills Portfolio is an overspend of £3.463m. This is an increase of £2.622m when compared to the £0.841m overspend forecast in December. The main movements during this quarter relate to an increase of £2.073m for Home to School Transport costs and £0.442m of overspend relating to Aspire West Sussex entering administration.
- The **Home to School Transport** service has overspent by £2.803m in 2022/23 due to a combination of growth in pupil numbers and increasing contract prices. The rise in pupil numbers is mostly due to the increasing number of pupils now in receipt of an Education, Health and Care Plan (EHCP). The total Special Educational Needs and Disabilities (SEND) pupil passenger numbers in 2022/23 have increased by 173 from 2,095 to 2,268.
- There are several underlying causes for the increasing price of contracts which have continued to add pressure during the year. General inflation (fuel, tyres etc) accounts for a proportion, but a much greater impact has been felt by the acute driver shortage across the taxi sector. With natural changes to routes associated with school transport and operators surrendering contracts, many routes have been put out to the market but were not receiving interest from taxi operators to accept the business. Of the transport routes which have had bids, the value of the bids have been at a significantly higher rate than previously paid.
- The **Mainstream Transport** provision overspent by £1.445m. This was made up of a combination of factors including increased growth in the number of routes provided, higher demand for season tickets and price increases over and above the inflation rate allocated in the budget. The higher inflation rates were largely made of payments to contractors for increased pay costs. An inflationary pressure of £0.630m was forecast on the coach contracts back in the summer. Since that time costs have increased by a further £0.151m due to

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the full academic year effect of changes made in the summer term and additional routes being re-tendered later in the year.

7. The **SEND Transport** provision has overspent by £1.305m this year. Soaring fuel costs have meant that a number of taxi companies have handed back some school routes this year and retendering exercises have resulted in cost increases in the region of 20%.
8. Since September 2022, more transport routes have been taken over by the County Council's internally managed fleet within the Highways and Transport Service. The lack of taxi drivers and therefore 'zero bidders' for some tendered taxi routes has driven this requirement over the last 18 months as well as the impact of the largest operator of wheelchair accessible services giving notice on 18 routes. The internal fleet now runs 99 routes, up from 81 in April 2022.
9. When forecasting the projected spend on external taxis and minibuses for SEND pupils in December, it could be seen that the average daily cost of providing this service had stayed fairly static since the beginning of the year at £62,000 a day. Since December, total SEND passenger numbers have increased by a further 60. Furthermore, since the beginning of the new academic year, the number of high cost' single occupancy taxi routes being provided to SEND pupils has increased. This has meant that the average daily cost of providing external taxis and minibuses has increased from the projected £64,000 a day to an average cost of £80,000 over the last four months of the year. This increase of £16,000 per day when multiplied by the 71 school days over this period of time equates to an increase in spend of £1.136m.
10. The **Adult Education Contract** has overspent by £0.442m following Aspire West Sussex recently entering into administration. Since the County Council is an unsecured creditor, it has been assumed that the £0.170m grant advance given to Aspire by the County Council last year will not be recouped. A further £0.217m of cost will also be incurred following the Department for Education's clawback of grant funding following the performance of the contract in 2021/22. In addition, Aspire had also been renting its central office (Marle Place) from the County Council, therefore a loss of £0.055m rental income has also been incurred.
11. As previously reported, there has been reduction of **Traded Income (Undelivered Savings)** 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 was taken 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.
12. The **Crawley Schools PFI** budget reported an overspending of £0.516m at year-end due to inflationary pressures, which includes £0.200m on the annual unitary charge payment and £0.300m in relation to utility costs. These pressures have been addressed as part of the 2023/24 budget setting process.
13. There has been a net underspending of £0.288m due to **staffing vacancies** within the Educational Psychology Service, School Crossing Patrol Service and SEND and Inclusion Service teams.



## Financial Narrative on the Dedicated Schools Grant Position

14. The Dedicated Schools Grant (DSG) allocation after academy recoupments and deductions in 2022/23 totalled £486.702m and was made up of four separate funding blocks: Schools Block (£317.229m), High Needs Block (£108.394m), Central School Services Block (£6.758m) and Early Years Block (£54.321m).
15. The balance on the Dedicated Schools Grant reserves at the beginning of the 2022/23 financial year stood at a deficit of £25.504m. After allowing a retrospective adjustment to the Early Years 2021/22 DSG allocation of £0.522m, the February 2023 balance in reserves stood at a deficit of £24.982m.

Dedicated Schools Grant Unusable Reserve	General DSG Reserve £m
<b>2022/23 Opening Balance</b>	<b>-25.504</b>
Retrospective 21/22 Early Years Adjustment	0.522
<b>February 2023 Balance</b>	<b>-24.982</b>

16. The final position on the DSG in 2022/23 was an overspend of £16.873m, a decrease in spending of £0.729m when compared to the December position.
17. The main variations across the four DSG funding blocks were as follows:

Dedicated Schools Grant - Outturn Detail	Variation £m
<b>Early Years Block</b>	
<ul style="list-style-type: none"> <li>Early Years Providers – Underspending on 3-&amp; 4-year-old placements offset by overspendings on Inclusion and 2-year-old placements</li> </ul>	-1.372
<ul style="list-style-type: none"> <li>Centrally Retained – Staffing underspends in Early Years teams</li> </ul>	-0.231
<b>Early Years Block Total</b>	<b>-1.603</b>
<b>High Needs Block</b>	
<ul style="list-style-type: none"> <li>Independent and Non-maintained Schools – The volume of placements has significantly increased again this year.</li> </ul>	+4.363
<ul style="list-style-type: none"> <li>Post-16 SEND College Placements – Number of placements incurring a cost has increased by 8 to 238 this year, with the average annual cost of placement remaining at £18k.</li> </ul>	+0.794

<ul style="list-style-type: none"> <li>• Post-16 Specialist Independent Providers – The number of placements has decreased by 6 to 66 this year, with the average annual cost of placement increasing by £7k to £77k.</li> </ul>	+1.381
<ul style="list-style-type: none"> <li>• Exceptional Needs and Top Up Funding – Increased number of ENF allocations and mainstream top-ups.</li> </ul>	+1.262
<ul style="list-style-type: none"> <li>• Specialist Support – Significantly higher level of spend due to increasing challenges in finding specialist placements.</li> </ul>	+5.996
<ul style="list-style-type: none"> <li>• Alternative Provision - Increased cost recovery from both Maintained and Academy Schools.</li> </ul>	-0.404
<ul style="list-style-type: none"> <li>• Support for Schools: <ul style="list-style-type: none"> <li>➢ Temporary classrooms at St Anthony’s, Manor Green College and Cornfield special schools</li> <li>➢ Schools in Financial Difficulty</li> <li>➢ School Improvement Boards</li> <li>➢ Teacher recruitment and retention, staff training and protected salaries</li> <li>➢ Staffing underspends within SEND and Inclusion Service</li> <li>➢ Staffing underspends within Virtual School</li> </ul> </li> </ul>	+1.074 -0.091 -0.033 -0.049 -0.031 -0.290
<ul style="list-style-type: none"> <li>• Schools Block Transfer: <ul style="list-style-type: none"> <li>➢ Staffing underspends within £1.2m budget due to delays with recruitment</li> </ul> </li> </ul>	-0.794
<ul style="list-style-type: none"> <li>• Drawdown from DSG Reserves: <ul style="list-style-type: none"> <li>➢ Drawdown approved by Schools Forum during budget setting process</li> </ul> </li> </ul>	+6.000
<b>High Needs Block Total</b>	<b>+19.179</b>
<b>Schools Block</b>	
<ul style="list-style-type: none"> <li>• Support for Schools <ul style="list-style-type: none"> <li>➢ Growth Fund – Unspent funds within £2.3m allocation</li> <li>➢ Rates – Actual rates bills higher than estimates</li> <li>➢ Schools in Financial Difficulty – Total commitments in current financial year of only £0.105m</li> </ul> </li> </ul>	-0.169 +0.007 -0.091
<ul style="list-style-type: none"> <li>• Other De-delegated Services - Underspending within Free School Meals Eligibility Checking Service (£23k) offset by overspending within Ethnic Minority and Traveller Service (£35k)</li> </ul>	+0.012
<ul style="list-style-type: none"> <li>• General Duties – Underspending on redundancies budget due to very few school restructures during the year (£238k) partly offset by overspending on schools’ property budget (£36k).</li> </ul>	-0.202
<b>Schools Block Total</b>	<b>-0.443</b>

<b>Central Block</b>	
<ul style="list-style-type: none"> <li>• Support for Schools: <ul style="list-style-type: none"> <li>➢ Admissions legal costs -0.054</li> <li>➢ Finance support -0.044</li> <li>➢ Staffing overspendings within Capital Planning, Admissions and Safeguarding teams +0.030</li> <li>➢ Pupil Entitlement Investigations underspending predominately due to Fixed Penalty Notice income -0.192</li> </ul> </li> </ul>	
<b>Central Block Total</b>	<b>-0.260</b>
<b>Total</b>	<b>+16.873</b>

18. As a result of the £16.873m overspending, there is now a deficit of £41.855m in DSG unusable reserve at the end of 2022/23.

Dedicated Schools Grant Unusable Reserve	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
<b>February 2023 Balance</b>	<b>0.000</b>	<b>-24.982</b>	<b>-24.982</b>
Schools Block Underspending	0.169	0.274	0.443
Central Block Underspending	n/a	0.260	0.260
Early Years Block Underspending	n/a	1.603	1.603
High Needs Block Overspending	0.794	-19.973	-19.179
<b>2022/23 Year End Balance</b>	<b>0.963</b>	<b>-42.818</b>	<b>-41.855</b>

19. The Growth Fund underspend of £0.169m within the Schools Block has been held in a separate DSG reserve account at the end of the financial year in order to help pay for:

- the phased removal of temporary accommodation as part of the Worthing school's reorganisation (if there is a change in DSG funding legislation), or
- the future start up and opening costs of the proposed new school in Burgess Hill (if the legislation does not change).

20. The underspending of £0.794m on the £1.2m transferred from the Schools Block to the High Needs Block this year has also been held in this separate DSG reserve account at the end of the year. These funds will be drawn down in 2023/24 to meet the continued staffing costs which will be incurred next financial year.

### In-year Revenue Grant Update

21. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.

22. These additional funds have/will be utilised in accordance with the grant determination.

<b>New In-Year Grant - Name and Details</b>	<b>(£)</b>
Extension of the Role of Virtual School Heads to Certain Previously Looked after Children Implementation Grant	£80,000
Early Years Training Grant -Professional Development Programme	£43,000
Early Years Expert and Mentor Programme Grant	£8,000
Early Careers Framework Mentor Training	£137,000
SEND Grant	£45,000
IT Connectivity	£255,000
National Tutoring Programme	£1,114,000
Recovery Premium- Additional in-year allocation	£2,173,000
Vaccination and Mass Testing Grants	£208,000
Covid-19 Workforce Fund	£61,000
NQT Education Recovery	£146,000
Teachers Pay Grant	£97,000
Teachers' Pension Grant	£517,000
Senior Mental Health Support in Schools	£66,000
Post-16 Support – Social Fund	£262,000
Alternative Provision Y11 Transition Fund	£32,000

### Proposed Carry Forward Requests

23. A number of carry forward requests have been processed during the closure of the accounts, including the following item within the Learning and Skills Portfolio:

<b>2022/23 Carry Forward Requests</b>	<b>Amount</b>
<b>Mental Health Support Team In Schools</b> - Underspending of NHS funding in 2022/23. Funds are earmarked to be used on initiatives in 2023/24.	£125,000
<b>Extension of the Role of Virtual School Heads to children with a social worker Implementation Grant</b> - This work runs across the academic year to end August 2023.	£88,600
<b>Extension of the Role of Virtual School Heads to Certain Previously Looked after Children Implementation Grant</b> - This work runs across the academic year to end August 2023.	£80,500

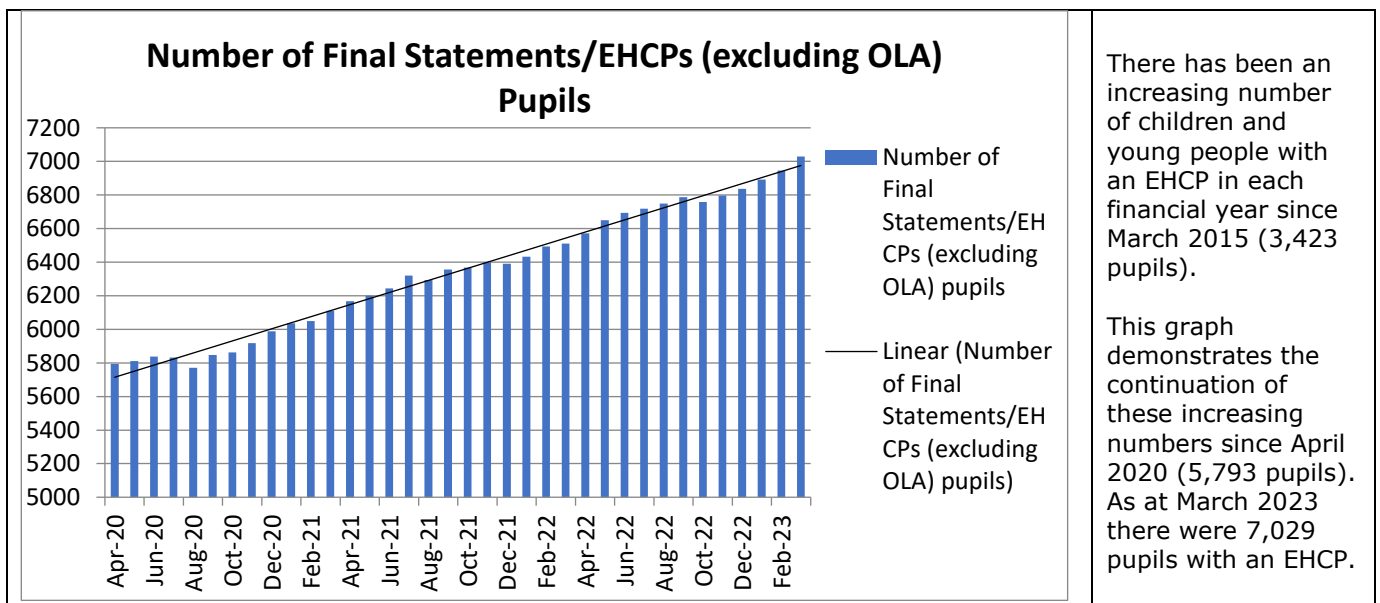
<p><b>Early Years Training Grant -Professional Development Programme</b> - The objective of this grant is to equip early years practitioners and teachers to provide high quality support and teaching on early language, early maths and Personal, Social and Emotional Development (PSED) to the children whose learning has been most impacted by Covid-19 including staff.</p>	<p>£23,000</p>
<p><b>Early Years Expert and Mentor Programme Grant</b> – The grant has been awarded to help build on strengthening teaching in early years and address the impact of the pandemic on the youngest children is to support early years practitioners through the early year’s experts and mentor’s programme.</p>	<p>£8,000</p>

24. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

### Covid-19 Expenditure Update

25. Within the Learning and Skills Portfolio, costs relating to the backlog of specific psychology assessments have been received, along with the final summer term invoices for a number of specific college placements impacted by the pandemic. This has led to £0.290m of expenditure being funded by the non-ringfenced Covid-19 grant.

### Cost Drivers Information



<h3 style="text-align: center;">Net Total of New EHCPs</h3> <p>Legend:  <span style="color: grey;">■</span> Net new statements/EHCP's cum 20/21  <span style="color: yellow;">■</span> Net new statements/EHCP's cum 21/22  <span style="color: blue;">■</span> Net new statements/EHCP's cum 22/23</p>	<p>The net growth in the number of pupils with an EHCP has continued to grow at a faster rate since the Covid pandemic in 2020, and the 519 increase over the last year is on a par with the level of annual growth in 2019/20 (518).</p>
<h3 style="text-align: center;">Average number of weeks to issue Final EHCPs</h3> <p>Legend:  <span style="color: blue;">■</span> Average number of weeks to issue Final EHCPs  <span style="color: orange;">—</span> Rolling year average</p>	<p>During January, only four EHCPs have been issued within the 20-week statutory deadline.</p> <p>As at the end of January 2023, the average number of weeks to issue final EHCPs has increased to 36.1 weeks.</p>
<h3 style="text-align: center;">Net Change in Independent and Non-Maintained Placements</h3> <p>Legend:  <span style="color: grey;">■</span> Net Chg Cum INMS placements 20/21  <span style="color: yellow;">■</span> Net Chg Cum INMS placements 21/22  <span style="color: blue;">■</span> Net Chg Cum INMS placements 22/23</p>	<p>Although total EHCP numbers have gone up by 8% so far this year, the number of pupils in Independent and Non-maintained Sector (INMS) settings has risen by 14.4%</p> <p>These placements are the most expensive (at an average cost of £50k per annum) and have increased by 296 from 522 to 818 over the last three years.</p>

## Savings Delivery Update

26. In addition to the £0.225m of 2022/23 planned savings, there remains £0.675m of savings from the 2021/22 financial year which had not been 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	March 2022		Narrative	2023/24 Outlook
Improve School Trading Offer	175	25	B	Saving delivered.	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.	A
Home to School Transport – Increased Internal Fleet	340	340	B	Saving delivered.	B
Home to School Transport – Greater Taxi Competition	160	160	B	Saving delivered.	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 delivered.	B

### Savings Key:

<b>R</b> Significant Risk	<b>A</b> At Risk	<b>G</b> Delivered/ Mitigated In Year	<b>B</b> Delivered On An Ongoing Basis
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## Capital Programme

### Performance Summary - Capital

27. There are 44 schemes within the portfolio. 15 of these schemes in delivery are rated green, indicating that the project is reporting to plan and a further 15 schemes are rated at amber, indicating that there is an issue, but that it can be dealt with by the project delivery team. Five schemes are rated red, indicating that there are significant issues requiring corrective action, two schemes have completed (blue) and seven schemes are within their final retention phase. An update on the progress of the schemes are detailed in the table below:

Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
The Angmering School - Installation of new lift to new three-storey block	GREEN	Work progressing well. Steelwork and inner brickwork installed.	GREEN	No issues from school, all being managed well onsite.

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Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
Bedelands Academy Zero-Carbon New 6FE Secondary	<b>AMBER</b>	Project progressing with completion still estimated in May/June 2025. Risk of overspend prior to Stage 3 cost report being issued.	<b>AMBER</b>	A series of mitigation measures will be undertaken during Stage 4.
Bedelands – Primary School Developer Built 2FE	<b>AMBER</b>	Undertaking a full Technical Adviser Service to review the developer’s designs for the new primary school scheduled for Sep-24.	<b>AMBER</b>	Lack of visibility from the Developer on their build programme for this school.
Cornfield SEND classrooms and hall expansion	<b>GREEN</b>	Updated Feasibility Study has recommenced, which includes options to expand by either or 2 or 3 classrooms as requested by the school.	<b>GREEN</b>	School is seeking additional land, and active investigations are underway to look at options to meet this need.
Community Schools Capital Maintenance	<b>GREEN</b>	No issues with the block managed programme. Projects are assessed using the established condition grading and subject to regular review meetings.	<b>GREEN</b>	Tranche 1 of 2023/24 programme has been released.
Devolved Formula Capital Grant (DFCG)	<b>GREEN</b>	Nothing to report.	<b>GREEN</b>	Not applicable.
Edward Bryant Academy - Construction of Special Support Centre	<b>AMBER</b>	Additional funds approved. There has been a delay of 6-8 weeks in the submission of the Planning Application and updated contractors programme awaited.	<b>AMBER</b>	Planning application planned to be submitted w/c 24th April 2023. Estimated completion date February 2024.
Felpham Community College Construction of new Special Support Centre	<b>AMBER</b>	The programme is at risk due to discharging of planning conditions. Stage 4 design has been issued to the contractors for their response.	<b>AMBER</b>	Delays in planning have resulted in an overall delay to the programme and efforts are being made to expedite as much as possible.
Fordwater (Chichester High) SEND (School Managed Project)	<b>AMBER</b>	WSSC to lease the Aspire building on the CHS site to enable a 14-19 complex needs provision for Fordwater, starting an on-going partnership with Chichester High School and TKAT and ensuring sufficient SEND places in Chichester.	<b>AMBER</b>	No further update.
Forest School Co-Ed Works and Science Labs	<b>AMBER</b>	Works have completed and final close out activities are underway.	<b>AMBER</b>	Defect work will be scheduled in during school summer holidays to enable access.
Hérons Dale SEND Additional classroom, WCs and staff space	<b>RED</b>	Time delays of 6-7 weeks to the completion of all required site surveys due to the school restricting access.	<b>RED</b>	Final site survey has been completed. Supply chain engaged and design work has commenced.
Holy Trinity School - Heating/Windows (latent defects)	<b>GREEN</b>	Date for programme of works to be agree with school	<b>GREEN</b>	No further update.
Maidenbower Infants Special Support Centre – conversion	<b>AMBER</b>	Change Request approved for change of location of SSC.	<b>AMBER</b>	Change of scope/location agreed and programme dates to be defined



<b>Scheme</b>	<b>RAG Status at Mar 2023</b>	<b>Reason</b>	<b>Latest RAG Status</b>	<b>Updated Position</b>
of Children & Family Centre (CFC)		Programme Amber until programme dates defined.		following project kick-off meeting.
Midhurst Rother College Increased hygiene provision	<b>GREEN</b>	Time delays due to reduced scope from additional changing rooms to increasing the number of showers to ensure facilities are in accordance with standards.	<b>GREEN</b>	Survey information collated. Draft options prepared and presented to WSCC.
Palatine School 4-class SEN expansion	<b>BLUE</b>	Practical Completion achieved.	<b>BLUE</b>	Final snagging works completed over the over Easter holidays.
Parklands Primary	<b>RED</b>	Ongoing, persistent defect-management. Awaiting comment on the proposed settlement agreement.	<b>RED</b>	Settlement not yet agreed.
QEII Silver Jubilee School Modular Building	<b>AMBER</b>	Works substantially completed (including infill of drainage trenches). Southern Water drainage works scheduled for May half term, subject to agreement by school and residents.	<b>AMBER</b>	Compensation package still to be agreed with residential occupier.
QEII Arun House Satellite site - SEN	<b>AMBER</b>	Key Decision effective from 17/03/23. Mobilisation works underway. Design work continues.	<b>AMBER</b>	Lease with Horsham District Council not yet finalised due to issues with repairing obligations previously agreed but not reflected.
S106 Burgess Hill Academy - bulge class	<b>GREEN</b>	Awaiting contractors cost and programme following site visits.	<b>GREEN</b>	Programme awaited.
S106 Bohunt School	<b>GREEN</b>	Purchase of site and reimbursement of 90% of purchase price from DfE and passporting of S106 contributions.	<b>GREEN</b>	Exchange of all funds has not yet completed.
S106 Downlands Modular Building	<b>RED</b>	Change in proposed contractor appointed under PCSA which affects the project completion date. Further risk to completion if planning not determined by the end of May 2023 as this is critical path.	<b>RED</b>	Planning Application validated 31st March, due for determination 26th May.
S106 Forest School All Weather Pitch	<b>RED</b>	Planning committee date being held up by revised water neutrality statement, will be likely be received end of April.	<b>RED</b>	Risk that parts of field may need to be excavated for drainage. Likely project will have to be retendered due to delays.
S106 infrastructure Programme	<b>GREEN</b>	Programme of works - Individual schemes over £0.5m will be reported on separately	<b>GREEN</b>	No issues highlighted.
S106 IT & FFE Programme	<b>GREEN</b>	Programme is on schedule and within budget.	<b>GREEN</b>	No issues highlighted.
S106 Linfield Primary classroom	<b>AMBER</b>	Outline costs indicate approved budget not sufficient.	<b>AMBER</b>	Options being reviewed to maximise savings.

Agenda Item 9  
Appendix C

Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
extension with associated facilities				
S106 River Beach Primary School Construction of new bulge class	<b>BLUE</b>	Practical Completion achieved.	<b>BLUE</b>	Operations and Maintenance Manual being updated for handover to WSCC.
S106 Slinfold Permanent 2-class extension (replacing life expired modulars)	<b>RED</b>	Delay of approx. 6 months incurred due to findings of ecological surveys. It has been identified that a Natural England license will be required prior to the commencement of the works.	<b>RED</b>	Surveys of newt populations will be required in April 2023, followed by application for the license to commence works.
S106 Steyning Grammar (School Managed Project)	<b>GREEN</b>	Remodelling. Leaving Church Street site to leased building The Towers (with modifications) and improvements to Shooting Field site entrance and updates to Inclusion Centre.	<b>GREEN</b>	No issues to report.
S106 St Philip Howard (School Managed Project)	<b>GREEN</b>	New teaching block incorporating eight classrooms, office space, toilets and a lift for disabled access.	<b>GREEN</b>	Academy Trust have not yet awarded the contract for the new building.
S106 Tanbridge House - Refurbishment of the All-Weather Pitch	<b>GREEN</b>	Issues with sub-base and availability of weldmesh fencing resulting in additional work to be undertaken.	<b>GREEN</b>	Contractor will be returning to site in Spring 2023 to cut in additional lines.
S106 Warden Park – Enlarged and redesignated SSC (School Managed Project)	<b>AMBER</b>	Review of project funding required.	<b>AMBER</b>	Key Decision for full funding in Forward Plan for April 2023.
Safeguarding Programme	<b>GREEN</b>	A programme of works across 19 school sites. Outcomes of programme delivered.	<b>GREEN</b>	Final account being reviewed.
Schools Access Initiative Programme	<b>GREEN</b>	No issues with the Programme of Minor adaptations at various schools to ensure access to curriculum	<b>GREEN</b>	Further funding agreed over five years.
St Margaret's Primary Special Support Centre	<b>AMBER</b>	Planning Application for the new access is still to be determined. This will impact construction works on site.	<b>AMBER</b>	Development Agreement now in place.
West Park Primary 4-place expansion of Special Support Centre	<b>AMBER</b>	Work has commenced on site. Contractor programme issued.	<b>AMBER</b>	Latest forecast completion date is mid-October 2023.
Whitehouse Farmland west of Chichester Primary School	<b>AMBER</b>	No proposals submitted to date for review of quality.	<b>AMBER</b>	No further update.
Woodlands Meed College Construction of new SEN College	<b>AMBER</b>	Handover of Section 1 will be delayed to the end of the summer. As a result, Section 2 handover forecast for end of Feb 2024	<b>AMBER</b>	Meeting arranged with the school to review access routes during phase two.

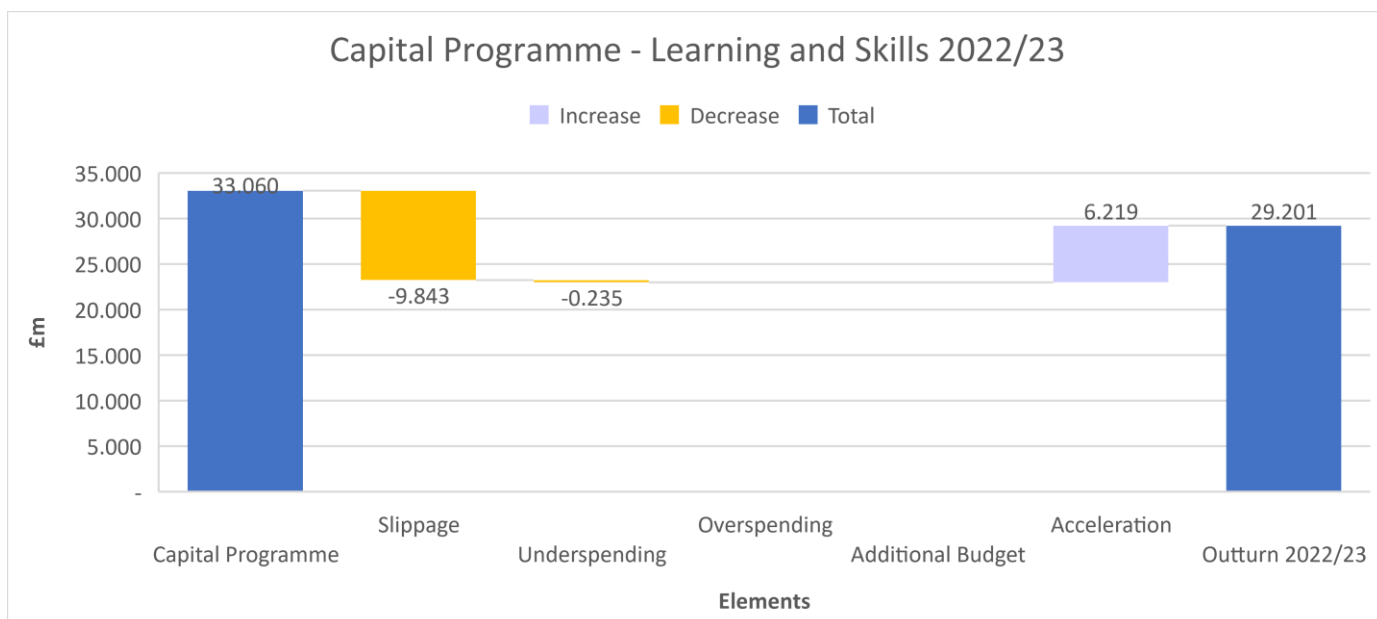
28. A number of capital schemes have completed during the 2022/23 financial year, these include:

Month Completed	Project	Location	Description
June 2022	Nyewood CoE School	Arun	New hall and alterations to car park / landscaping and reconfiguring of reception area.
September 2022	Forest School Co-Education works	Horsham	Adaptation works to enable girls to be admitted (female toilets/changing rooms & investment in PE, Technology and STEM facilities) includes strip out and refurb of two Science labs.
March 2023	Palatine SEN Primary School	Worthing	Provision of four-classroom block with associated facilities. Provision of temporary accommodation. Removal of an existing modular unit in poor condition
March 2023	River Beach Primary	Arun	Permanent build to accommodate a current bulge class & remodelling and extension of existing changing rooms funded from Section 106 developer contributions.

### Finance Summary - Capital

29. 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.

30. During the year, the Learning and Skills Portfolio spent £29.201m on its capital programme, a reduction of £6.514m when compared to the profiled spend in reported in December 2022. Investment in the year focussed around the Council's requirement to create pupil places in mainstream and special school environments with capital works at a number of sites including Woodlands Mead College, Palatine Special School and Queen Elizabeth II Silver Jubilee School. In addition, a large number of community school capital maintenance projects also took place during the year to ensure West Sussex schools are operational and safe.



**Key:**

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.  
 Outturn 2022/23 – Total capital programme expenditure as at 31<sup>st</sup> March 2023.

31. Details of the mains movements since December are as follows:

- **Slippage: (-£9.843m). Movement since Q3 report: (-£7.924m).**
  - **Woodlands Meed College - (-£4.080m)** – A revised phasing of this project by the contractor has led to the required reprofiling of the project into future years. In addition, the redesign of the lift have also been a factor.
  - **Bedelands Academy - (-£0.793m)** - Following appointment of the contractor, more accurate information has been received therefore funding has been reprofiled into future years.
  - **St Margaret’s SSC - (-£0.341m)** - An extension of time to the tender return period has adding delays to the tender evaluation process. Consequently, this has delayed the construction start date resulting in £0.324m being reprofiled into future years.
  - **West Park SSC - (-£0.347m)** - An extension of time to the tender return period has adding delays to the tender evaluation process. Consequently, this has delayed the construction start date resulting in £0.344m being reprofiled into future years.
  - **St Phillip Howard - (-£0.370m)** – This school managed project is currently on hold as the current cost estimates received are too high. The school are revisiting the scope of the project with the scheme not starting until the project can be fully funded. Funds have been profiled into future years.

- **Edward Bryant SSC – (-£0.266m)** – Construction will now start in the next financial year therefore funding has been reprofiled into 2023/24.
- **QE2 – (-£0.272m)** - Drainage work and UK Power network works have been rescheduled to start in the new financial year. Funding has been reprofiled into 2023/24.
- **Slinfold – (-£0.195m)** - A six-month delay to the overall programme has arisen due to ecological issues (newts). Construction will now start in 2023/24, therefore funding has been reprofiled into the 2023/24 financial year.
- **Downlands – (-£0.188m)** - The tender period has been extended which has led to delays in the works programme. Funding has been reprofiled into 2023/24.
- **Section 106 FFE & IT Block Allocation – (-£0.101m)** – There is a small amount of slippage due to the in-year expenditure being slightly less than profiled. Funding has been reprofiled into 2023/24.
- **Community Schools Capital Maintenance – (-£0.105m)** - There is a small amount of slippage due to the in-year expenditure being slightly less than profiled. Funding has been reprofiled into 2023/24.
- **Felpham Community College SSC – (-£0.106m)** - There is a small amount of slippage due to the in-year expenditure being slightly less than profiled. Funding has been reprofiled into 2023/24.
  
- **Underspending: (-£0.235m). Movement since Q3 report: (-£0.008m).**
- **Acceleration: £6.219m. Movement since Q3 report: £1.418m.**
  - **Devolved Formula Capital Grant - £0.562m** – This budget line is held by the schools direct. Schools have spent more than we anticipated and therefore the programme has been adjusted.
  - **Schools Access Initiative - £0.103m** - Approval has been given for £1.5m of budget over five years equating to £0.3m per annum. This programme funds small reactive adaptations and improvements to schools of all types in West Sussex to meet the needs of individual children. £0.103m has been utilised in 2022/23.
  - **Section 106 Infrastructure Programme - £0.097m** - Works have progressed quicker than estimated, therefore funding has been accelerated into 2022/23.
  - **Palatine - £0.183m** - Works have progressed quicker than expected, therefore funding has been accelerated into 2022/23.
  - **Holy Trinity Primary – £0.072m** - Small amount of acceleration into 2022/23 as costs profiled were slightly different to actuals.

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.

### Grants Update - Capital

33. Since the approval of the Capital Programme in February 2022, a number of grants have been awarded. These allocated are required to go through governance and will ultimately be added to the five-year Capital Programme. In recent months, the County Council has been notified of the following grants.

New Capital Grant Notification	Value (£)
<b>Schools Capital Maintenance</b> – The capital programme estimated a grant allocation of £8.350m, however the final grant allocation awarded has been confirmed at £8.797m; an increase of £0.447m. This grant is to support the improvement and maintenance of our school buildings.	£447,000

### Risk

34. 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.
35. 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.

## Q4 - Corporate Risk Register Summary

### CR11

Current Score  
**25**

Target Score  
**8**

Initial Score  
**20**

Risk Change  
**Unchanged**  
→

Risk Control/Action	Target Date
Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, and consider activates to address outcomes.	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.	01/06/2023
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/09/2023
Development of strategic workforce planning approach in collaboration with services, to identify cross organisational skills, capacity and capability risks and requirements (current and future) and work with services to establish action plan for high risk and priority areas and roles.	01/09/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Ongoing
Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken	01/06/2023

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

### CR39a

Current Score  
**25**

Target Score  
**16**

Initial Score  
**20**

Risk Change  
**Unchanged**  
→

Risk Control/Action	Target Date
Transition to a controlled framework for process and practice.	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
Provide capacity & capability to align with National Cyber-Security centre recommendations.	Ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Ongoing
Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Ongoing
Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	Ongoing
Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	Ongoing

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

# CR58

Current Score	Target Score	Initial Score	Risk Change
20	9	25	Decreased 

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

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

# CR22

Current Score	Target Score	Initial Score	Risk Change
20	12	16	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 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



## CR73a

Current Score	Target Score	Initial Score	Risk Change
<b>12</b>	<b>4</b>	<b>12</b>	<b>Unchanged</b> ➡

**Risk Description**

Climate Change Mitigation - If there is a failure to adequately prioritise, finance, resource and embed into BAU our efforts to decarbonise in alignment with the commitments made in the Council's Climate Change Strategy, there is a risk that there will be insufficient capacity and capability to fully deliver the necessary actions within the stated timeframes. This will lead to additional resource strain, higher demand on capital programmes and threaten organisational reputation.

**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
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

## CR73b

Current Score	Target Score	Initial Score	Risk Change
<b>12</b>	<b>6</b>	<b>12</b>	<b>Unchanged</b> ➡

**Risk Description**

Climate Change Adaptation -West Sussex faces the high risk of increasing impacts of climate change including extreme heat, severe storms, flooding and sea level rise, among others. Without proactive consideration of and preparation for these impacts, WSCC assets, service delivery and West Sussex residents are at increased risk of damage, disruption and injury. This will lead to protracted service disruptions, dangerous conditions and increased reliance on emergency services. In the longer term this could lead to displacement of residents and businesses in vulnerable, lower lying areas.

**Date Risk Raised**  
01/01/2022

**Risk Owner**  
Director for Place Services

**Risk Strategy**  
Treat

Risk Control/Action	Target Date
Clear prioritisation of CC Strategy delivery within Our Council Plan	Ongoing
Existing assets and service delivery 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

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

# CR61

Current Score	Target Score	Initial Score	Risk Change
<b>10</b>	<b>10</b>	<b>25</b>	<b>Decreased</b> ↓

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
<b>Tolerate</b>

Risk Control/Action	Target Date
Implementation and monitoring of Continuous Practice Improvement Plan (CPIP).	Ongoing
Provide proactive improvement support to services to assure effective safeguarding practices.	Ongoing

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

# CR68

Current Score	Target Score	Initial Score	Risk Change
<b>10</b>	<b>10</b>	<b>25</b>	<b>Unchanged</b> →

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
<b>Tolerate</b>

Risk Control/Action	Target Date
Develop communications when required to manage expectations of staff and residents on WSCC response position.	Ongoing
Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).	Ongoing
Review and update business continuity and service critical plans.	Ongoing
Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.	Ongoing
To continue to lobby government groups to influence funding decisions.	Ongoing

# CR69

Current Score	Target Score	Initial Score	Risk Change
10	5	25	Decreased ↓

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

**Risk Description**

Children's Services have now been moved out of special measures as a result of the recent Ofsted inspection, however ILACS have outlined areas that require further development. If the council stall in their efforts to implement the planned improvements, there is a risk that the service will fail to progress all areas to a 'good' rating within a suitable timeframe.

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

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

# CR39b

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

Risk Control/Action	Target Date
Adopt ISO27001 (Information Security Management) aligned process & practices.	Ongoing
Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	Ongoing
Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	Complete
Maintain and refresh systems of control to ensure that access to sensitive data and information is controlled.	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.	Complete

**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

# 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

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 are not used fully and to best effect, and some which do not fit well together. This inhibits effective performance and delivery and frustrates those involved. Skills and knowledge of systems are patchy 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
Examples of non-compliance used to inform Directors to enforce compliance with standards.	Ongoing
Officer Board review to simplify and clarify.	01/07/2023
Regular monitoring and active corporate support to establish better practice.	Ongoing
Training focused on CMT and senior officers involved in decision governance.	Ongoing

# CR72

Current Score	Target Score	Initial Score	Risk Change
8	8	20	Decreased ↓

Risk Control/Action	Target Date
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

**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
Tolerate

# CR74

Current Score	Target Score	Initial Score	Risk Change
6	3	15	Decreased ↓

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

**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

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.


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## 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. Details include:
  - The last three periods include a RAG status to show how the measure is performing.
  - Black arrows on the KPI measures represent the direction of travel compared to the previous quarter.
- 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