

Public Document Pack

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15 May 2020

Dear Member,

Performance and Finance Scrutiny Committee - Friday, 22 May 2020

Please find enclosed the following documents for consideration at the meeting of the Performance and Finance Scrutiny Committee on Friday, 22 May 2020 which were unavailable when the agenda was published.

Agenda No	Item
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8.	Total Performance Monitor - Qtr 4 End of Year 2019/20 (Pages 3 - 84)
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The financial year end is always a particularly busy period; with the added complications of working from home as a consequence of Covid-19 restrictions it has taken a little longer to conclude tasks and undertake the appropriate quality assurance processes.

Yours sincerely

Tony Kershaw
Director of Law and Assurance

To all members of the Performance and Finance Scrutiny Committee

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Performance and Finance Scrutiny Committee

22 May 2020

Quarter 4 (End of Year) Total Performance Monitor – Focus for Scrutiny

Report by Director of Law and Assurance
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Summary

The Total Performance Monitor (TPM) is the Council's monitoring and reporting mechanism for finance performance (revenue and capital), savings delivery, and business performance. It is regularly scrutinised by the Performance and Finance Scrutiny Committee.

The TPM attached as an Annex reflects the position as at the end of March 2020, Quarter 4 (end of year), and includes an up-date on the Covid-19 high level implications for the County Council (Appendix 8) at the request of the committee Chairman. The Council has received £36.4m to date from the Government to fund the Covid-19 emergency response, this is below the anticipated cost to the Council. The situation is being continually monitored.

Overall the forecast end of year revenue position, as at the end of March 2020, is a provisional projected overspend of £6.307m. This will need to be funded from the Budget Management Reserve. The overspend is due to rises in service demand and the non-achievement of savings which has tested the Council's financial resilience. There is a decrease in the reserves held by the Council of £14.4m from March 2019.

In relation to performance 49% of the measures are reporting as green, 27% as amber and 24% as red. There are improvement plans in place for key service areas including Children's Services and the Fire & Rescue Service which have specific target outcomes to improve performance.

At the request of the committee the TPM also includes the Risk Register to give a holistic understanding of the council's current performance reflecting the need to manage risk proactively.

The focus for scrutiny

The Committee is asked to scrutinise the TPM (as set out in the report attached at Annex B). Key areas for scrutiny include:

1. The impact of the Covid-19 emergency situation on the Council's financial resilience and performance.
2. The effectiveness of measures taken to reduce the impact of the Council's projected overspend and the non-delivery of identified savings;
3. Any areas of underperformance and how these are being addressed;
4. Any areas of concern in relation to the workforce indicators;
5. Any issues reported through the Risk Register;
6. Any issues raised by other Scrutiny Committees (through the Chairmen of

- these Committees); and
7. Identification of:
 - a) Any specific areas for action or response by the relevant Cabinet Member,
 - b) Any issues for further scrutiny by this Committee (or by one of the other scrutiny committees, as appropriate).

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

1. Details

- 1.1 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

Susanne Sanger, Senior Advisor (Democratic Services), 033 022 22550

Appendices

- Annex A Cabinet Decision Report – Final Outturn 2019/20 TPM
- Annex B Outturn 2019-20 TPM Report as at 31 March 2020
- Appendix 1 Revenue Budget Outturn 2019-20 – as at March 2020
- Appendix 2 2019/20 Capital Monitor as at the end of March 2020
- Appendix 3 Children First Resource Plan - Outturn Summary
- Appendix 4 Fire and Rescue Improvement Plan - Outturn Summary
- Appendix 5 Transformation Report – as at 31 March 2020
- Appendix 6 Workforce Key Performance Indicators – 2019/20 Q4
- Appendix 7 Corporate Risk Register – as at May 2020 (latest)
- Appendix 8 Urgent Update – Covid-19 Pandemic

Background Papers

None

Cabinet	
May 2020	Key Decision:
Total Performance Monitor for 2019-20 Outturn Position	Part I
Report by the Director of Finance and Support Services	Electoral Division(s): All
<p>Summary</p> <p>The attached report provides an overview of performance across West Sussex County Council for the year ending on 31st March 2020. It brings together information from a range of perspectives including financial, key performance indicators, workforce and risk management, all of which is reported on an outturn forecast basis.</p> <p>The provisional outturn position for 2019-20 is a £6.307m overspend, which will need to be funded from the Budget Management Reserve. This is in-line with the previous quarter's projection. Performance indicators measured in relation to the West Sussex Plan priorities, reflect that 76% are at Green (49%) or Amber (27%) levels and remaining 24% are Red. The financial circumstances facing the Council have been challenging in 2019-20 and with the Covid-19 outbreak and the transition period following the United Kingdom's departure from the European Union due to end on 31st December 2020, the future also seems uncertain.</p>	
<p>West Sussex Plan: Policy Impact and Context</p> <p>The performance against the Key Performance Indicators across all West Sussex Plan priorities is detailed in the report.</p>	
<p>Financial Impact</p> <p>The Council has required to draw on its reserves as the actual expenditure has exceeded the budgeted expenditure by £15.070m. The overspend has been funded by the revenue contingency budget, utilising capital receipts flexibilities, and use of reserves, including the draw down of £6.307m of the budget management reserve.</p>	

Recommendations

That Cabinet:-

- (1) **Notes the information contained in the Total Performance Monitor in particular the requirement to utilise reserves to meet the expenditure requirement and**
- (2) **Agrees the allocation of the contingency budget set out in paragraph 1.8 below.**

1. Background and Context

- 1.1 The Council has experienced a difficult financial year largely due to the overspending in the Children's portfolio which was identified at the beginning of the year and at June, the projected overspend was estimated to be £12.1m, where it more or less remained for the rest of the financial year. Much of this overspending is a direct result of the outcome of the Ofsted inspection of Children's Services published in May 2019. Some of the consequential impacts of the inadequate judgement have included higher numbers of children looked after (numbers which are unprecedented for West Sussex); a greater focus on social worker recruitment and retention including agency social work staff; the inability to deliver savings that had been identified prior to the Ofsted inspection.
- 1.2 In total the Council failed to deliver 30% of its planned savings (£6.7m) including savings in Children's Services set out in the 2019-20 budget report. In previous years we have been successful in delivering over 90% of the planned savings and it is important that we return to an improved delivery of savings in 2020-21.
- 1.3 As a result of challenges facing the Council during 2019-20 it has needed to draw on £14.4m of its reserves to fund expenditure, meaning that the financial resilience of the Council from the proceeding year-end. Plans for rebuilding the reserves were set out in the budget report for 2020-21 as part of the Medium Term Financial Strategy with a planned replenishment of £9m in the period to 2023-24.
- 1.4 The challenges facing the Council will continue into 2020-21 and with the Covid-19 outbreak and the transition period following the United Kingdom's departure from the European Union due to end on 31st December 2020.
- 1.5 The actual financial impact of Covid-19 will not become clear until government activates its roadmap to remove the lockdown measures and services return to a new steady state. We have estimated that the costs associated with Covid-19 are in the region of £85m, but these costs will change as government guidance becomes clearer. To date government has promised £36.4m of funding.

- 1.6 What is evident is we need reconsider our priorities to ensure we are focusing our resources on the services most important to our residents and businesses as we move forward into a recovery phase. These services include our core statutory services which we provide to our residents, as well as reviewing our capital programme to ensure it meets any revised priorities.
- 1.7 It is important that the costs of the provision of our services remains within the available funding and it is likely that we will need to consider stopping or changing some services, or planned capital projects, to ensure we remain resilient. We are currently working on this plan to provide options on how to reset the budget and capital programme for 2021-21 as well as plan for the 2021-22 budget, including the capital programme over the medium term.
- 1.8 As set out in paragraph 84 of the Total Performance Monitor, the budget for 2020-21 was set with at £3.4m contingency budget. In July's Total Performance Monitor, the Cabinet Member for Finance agreed to allocate £3.368m to fund the improvement plans for Children First and Fire Improvement Plans. The timing of the delivery plans meant that not all the funding was spent as planned, so that underspending of £1.233m has now been allocated to fund this year's overspend. The agreed improvement plans are fully resourced in 2020-21, therefore the transfer of this underspend will not impact on the agreed funding commitment. The Cabinet is asked to agree the use of the improvement plan underspending of £1.233m and the £0.032m remaining balance from the Contingency budget towards the corporate overspend.

2. Financial (revenue and capital) and Resource Implications

The financial impact is set out the Total Performance Monitor Report.

3. Legal Implications

The Accounts and Audit Regulations 2015 require the Director of Finance and Support Services to publish the unaudited Statement of Accounts no later than 31st May, however due to the Covid-19 pandemic; the government has extended the deadline to publish the unaudited Statement of Accounts to 31st August 2020.

4. Equality and Human Rights Assessment

There are no Equality and Human Rights issues.

5. Social Value and Sustainability Assessment

There are no social value or sustainability issues.

6. Crime and Disorder Reduction Assessment

There are not Crime and Disorder issues.

Katharine Eberhart

Director of Finance and Support Services

Contact Officer: Alistair Rush, Deputy Section 151 Officer

Appendices: Outturn 2019-20 Total Performance Monitor Report

TOTAL PERFORMANCE MONITOR– OUTTURN 2019-20

The County Council's financial performance (revenue and capital), savings delivery and business performance are monitored on a monthly basis through the Monthly Performance Update Report, with a more detailed Total Performance Monitor (TPM) report produced each quarter for consideration by the Performance and Finance Scrutiny Committee. This report is intended for the public, senior officers and all members including Scrutiny Committee Members and Cabinet.

Introduction

1. This report provides an overview of performance across West Sussex County Council for the year ending on 31st March 2020. It brings together information from a range of perspectives including financial, key performance indicators, workforce and risk management, all of which is reported on an outturn forecast basis.
2. The financial circumstances facing the Council have been challenging in 2019-20 and with the Covid-19 outbreak and the transition period following the United Kingdom's departure from the European Union due to end on 31st December 2020, the future also seems uncertain.
3. The provisional outturn position for 2019-20 is a £6.307m overspend, which will need to be funded from the Budget Management Reserve. This is in-line with the previous quarter's projection.
4. Rises in demand and non-achievement of savings have tested the County Council's financial resilience in 2019-20 requiring us to draw upon the Budget Management Reserve. **Appendix 1** shows that at 31st March 2020, the total earmarked reserves (excluding schools) is £167.214m. However, this total includes £20.5m one-off business rates pilot reserve that the Council is committed to spending in conjunction with the districts and boroughs and £20.5m Covid-19 Emergency Fund grant. Without these exceptional amounts, it is clear that the County Council's earmarked reserves have depleted to £126.2m. This is a decrease of £14.4m when compared to the reserves held at March 2019.
5. The potential financial impact of the current pandemic and the on-going financial challenges reflected within the Medium Term Financial Strategy mean the Council's financial resilience will need continued vigilance and strengthening in future years.
6. Performance indicators measured in relation to the West Sussex Plan priorities, reflect that 49% are at Green, 27% are at Amber and 24% are at Red levels. There are a number of measures where data is not available due to resources being diverted in response to Covid-19. There are improvement plans in place in a number of key service areas, including Children's Services and the Fire and Rescue Service, which target specific outcomes to drive up future performance in relation to local and national priorities and standards.

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7. Workforce monitoring reflects absence trends up to March 2020 and includes the initial impact of the Covid-19 outbreak; however there may be delays in closing down sickness records following an employee's return to work which will impact on the data reported. If this supposition proves to be accurate, the data will be retrospectively updated in the June 2020 report.
8. The risk register has been included within this Total Performance Monitor report to complete an holistic understanding of the Council's current performance, reflecting the need to manage risks in an adaptive manner throughout the year as circumstances change.
9. With the Covid-19 pandemic affecting all aspects of the Council's services; **Appendix 8** provides detailed information on the estimated financial impact to the County Council in 2020-21.

Financial Summary – 2019-20

10. This section sets out the financial outturn for 2019-20. The formal financial statements are still in preparation for the external audit; after which they will be submitted for approval by the Regulation, Audit and Accounts Committee. The outturn within this report is therefore provisional, although no material changes are anticipated.
11. The revenue spending for 2019-20 on portfolio budgets is £553.943m, an overspend of £16.308m. However, the overall overspend is mitigated by additional investment income and Business Rates Grants reducing the overspending total to £15.070m. To further reduce the overspending, further mitigations have been taken resulting in an **overall overspending position of £6.307m**. This overspend will be met from a draw-down from the Budget Management Reserve.
12. Table One outlines the (£1.479m) reduction in overspend between the December projection and March outturn. Table Two details the summary of budget variations within each portfolio for the year. Table Three sets out how the Authority has applied a range of opportunities, identified as part of the Mitigation Plan, for funding the outturn overspend.

Table One – Main variation changes between December 2019 and March 2020

Portfolio	Variation in projections from December 2019 to March 2020	Amount
Outturn projection reported as at 31st December 2019		£16.549m
Adults and Health	Minor variations	£0.006m
Children and Young People	Overall net increased relating to increase in Children Looked After numbers	£0.130m
Economy and Corporate Resources	Reduction in legal childcare spend and IT underspending	(£1.650m)
Education and Skills	Increase in Home to School transport costs	£0.291m
Environment	Net increase in spending following a historic contract payment claim and shortfall on income generation schemes, offset by a reduction in waste tonnages and reduction in utilities spend	£0.091m
Finance	Doubtful debt provision offset by favourable in year MRP underspend	£0.345m
Fire and Rescue and Communities	Additional spend on firefighter uniforms, initially been expected to be mitigated from underspend within the retained firefighter budget	£0.160m
Highways and Infrastructure	Minor variations	(£0.034m)
Leader	Staffing underspend	(£0.178m)
Non- Portfolio	Additional investment and other income	(£0.640m)
Total projected outturn before applying further funding opportunities		£15.070m

Table Two – Summary of 2019-20 Budget Variations

Portfolio	Budget	Outturn Spend	Outturn Variation	Variation
Adults and Health	£205.941m	£206.167m	£0.226m	0.1%
Children and Young People	£105.186m	£117.316m	£12.130m	11.5%
Economy and Corporate Resources	£46.389m	£48.040m	£1.651m	3.6%
Education and Skills	£27.809m	£28.549m	£0.740m	2.7%
Environment	£64.175m	£63.712m	(£0.463m)	(0.7%)
Finance	£13.700m	£13.864m	£0.164m	1.2%
Fire and Rescue and Communities	£35.491m	£35.551m	£0.060m	0.2%
Highways and Infrastructure	£37.513m	£39.249m	£1.736m	4.6%
Leader	£1.431m	£1.495m	£0.064m	4.5%
Portfolio Total	£537.635m	£553.943m	£16.308m	3.0%
Non- Portfolio Investment income (including banking and capital interest)			(£0.735m)	
Sources of Finance Additional S31 Business Rates Grant (2018-19 reconciliation)			(£0.503m)	
Total Overspend (prior to mitigations)			£15.070m	

Table Three – Opportunities used to mitigate the outturn overspending

		Amount
Total Overspend – (prior to mitigations)		£15.070m
Opportunities taken to mitigate overspend	Flexible use of capital receipts	(£4.052m)
	Use of available reserves and other one off income	(£3.446m)
	Contingency Budget remaining – to fund projected overspend ^(Notes 1)	(£1.265m)
	Total Further Opportunities – to fund overspend	(£8.763m)
Drawdown from Budget Management Reserve to fund adjusted in year overspend		£6.307m
<i>Note:</i>		
1 The £3.4m Contingency Budget for 2019-20 reduced due to decisions taken to transfer funding to the Children First Improvement and Fire Inspection Improvement Reserves.		

13. As reported in the December TPM, mitigation opportunities outside the portfolio budgets are detailed in Table Three (above). These opportunities include unused reserve balances no longer required for their original use, one off income and the withdrawal of funds used to support the High Needs budget in Education following a consultation with the Department for Education which have now confirmed future DSG deficits should not be covered by the Local Authority general funds, unless it receives permission from the Secretary of State to do so.
14. In addition, the flexible use of capital receipts to fund the revenue costs of transformation projects, as detailed in the Flexible Use of Capital Receipts Strategy report agreed by County Council on 18th October 2019 is also detailed in the table above. The value applied has reduced to £4.052m following robust and prudent scrutiny of eligible transactions which adhere to the strict accounting requirements of the policy, some changes to planned activities and delays in some work due to be undertaken in March due to the Covid-19 outbreak.
15. The balance of the Contingency budget has increased by £0.089m to £1.265m following the return of the net balance of un-committed 2019-20 Children First and Fire Improvement Plans. More details of the Children First and Fire Improvement Plans are reported in **Appendices 3 and 4**.
16. As reported in Table Three, the County Council needs to draw on its Budget Management Reserve to fund the £6.307m in year overspend. The Budget Management Reserve balance as at 31st March has fallen to £14.952m. The reduction of the Budget Management Reserve has reduced the Council's financial resilience going forward which, at this time of unprecedented uncertainty for Local Government, needs to remain as robust as possible. While we have had the one year Spending Round 2019, the impact of Covid-19 increases the continuing financial uncertainty due to the delays to the multi-year Spending Review, Fair Funding Review and Business Rate Reforms. The Government has now confirmed that both the Fair Funding Review and the Business Rates Reforms will be delayed further and will not be implemented in 2021-22 to allow local authorities to focus upon their response to the Covid-19 situation. The Council will need to safeguard against these funding risks, as well as the vulnerable domestic and global economic landscape caused by the impact of Covid-19 and Brexit implementation.

17. As detailed in **Appendix 2**, the total capital expenditure for 2019-20 was £91.5m, comprising £84.5m on core services and £7.0m on income generating schemes. This compares to the £109.0m budget, comprising £92.8m for core services and £16.2m for income generating schemes.

Financial Update by Portfolio

Adults and Health

Pressures	(£m)	Mitigations and Underspensing	(£m)	Year end budget variation (£m)
Demand growth not absorbed in line with budget assumptions	£1.300m	Drawdown from the Improved Better Care Fund	(£2.700m)	
Overspending on care costs (on all customer groups)	£1.400m	Charging of winter-related costs to the Winter Pressures Grant	(£1.700m)	
Non delivery of savings - delay in agreement of the Shaw contract variation	£0.700m	One-off government grant and staffing vacancies within the Blue Badge Scheme	(£0.087m)	
Non delivery of savings - residual saving outstanding on Lifelong Services	£1.000m			
Increase of fees and volumes of post mortems in the Mortuary Service	£0.187m			
Costs for complex inquests, including the Shoreham Air Show Inquest	£0.126m			
Adults' and Health Portfolio - Total	£4.713m		(£4.487m)	£0.226m

18. The Adults and Health portfolio has overspent by £0.226m, a small adverse movement of £0.006m when compared to the December projection. The portfolio overspend relates to increased costs for post-mortems and body storage facilities alongside additional costs resulting from complex inquests; including the Shoreham Air Show disaster.
19. Within social care, the outturn reports a balanced position. As reported in the Total Performance Monitor since June, this has come about as a result of the Improved Better Care Fund (iBCF) mitigating pressures across care budgets. That pressure had been estimated as a maximum of £4.8m in January, reducing to an eventual £4.4m, partly as a result of benefits, e.g. in connection with reducing residential admissions to care, delivered through the Adults budget recovery plan that was agreed in August. Use of the iBCF in that way is entirely consistent with the grant condition around meeting adult social care needs and averted consideration of more drastic actions. In the event the impact of a relatively mild winter led to underspending against the County Council's spending plan for the Winter Pressures Grant (£1.7m) and so created some additional scope for managing the position. The outcome was an actual drawdown of £2.7m from the iBCF and an increase to £5.4m in the amount that will carry forward into 2020-21, where it will be available to support investments aimed at making the service more financially sustainable.
20. The main sources of that variation were as follows:
- **Care costs for older people-customers with physical and sensory impairment (PSI) (£2.3m)**. This was a product of demand growth not being absorbed in line with budget assumptions compounded by rises in care costs at

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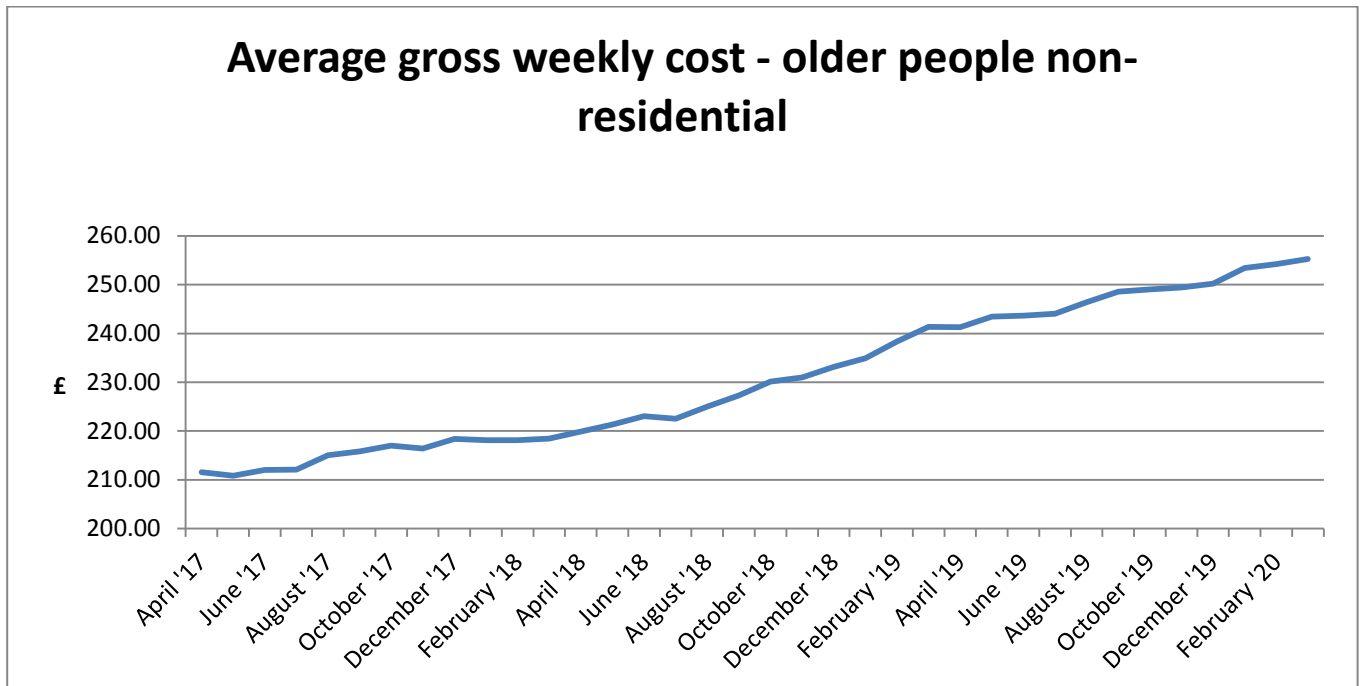
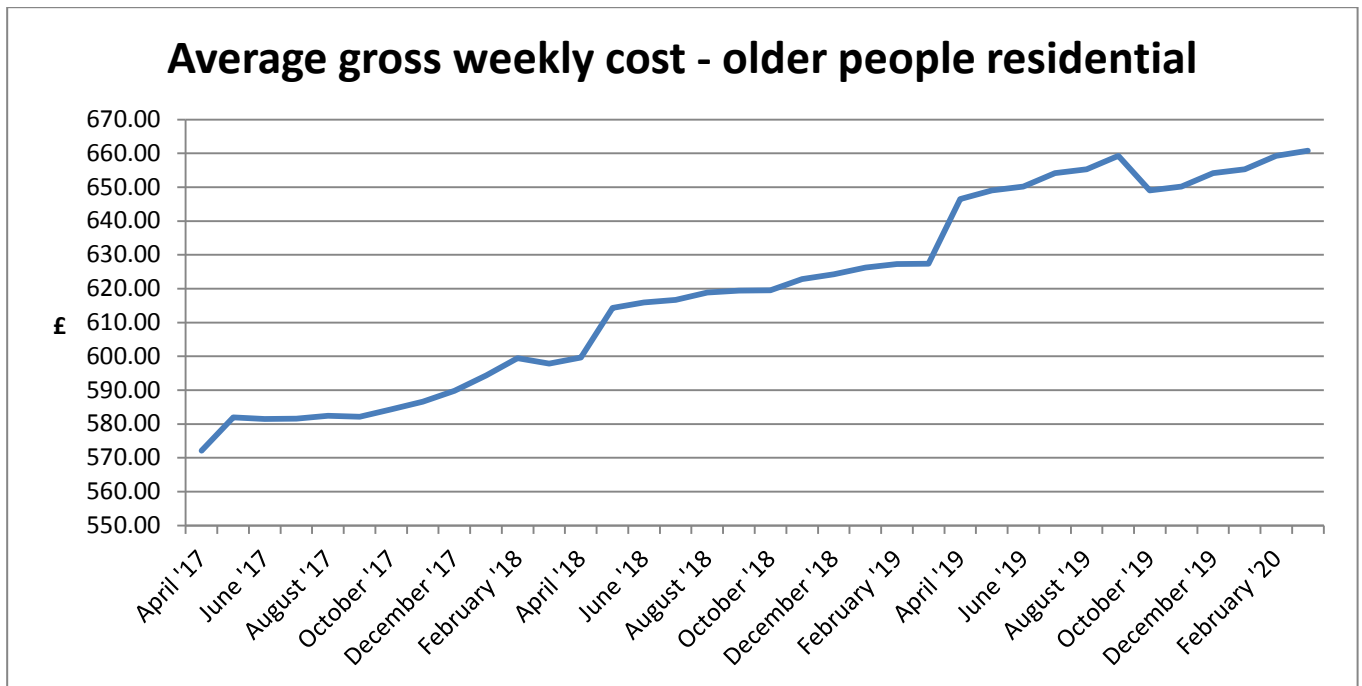
levels greater than inflation. This was particularly pronounced within the PSI group, where the number of customers rose by a net 76 or 7.3% compared to March 2019.

- **Shaw contract (£0.7m)**, where operational considerations delayed agreement of the planned contract variation.
- **Learning Disabilities (£1.2m)**, which was principally the result of only £1m being delivered of the £2m savings target expected from Lifelong Services (which included a residual £0.8m outstanding from its 2017-18 budget recovery plan).

21. Even though significant use was made of external funding to balance the budget, it is important to record that the number of older people receiving funded social care has continued to fall relative to population:

Year	Average monthly customers Residential	Population age 80+	Population proportion	Average monthly customers Non-residential	Population age 75+	Population Proportion
2012-13	2,369	54,100	4.38%	2,162	86,200	2.51%
2013-14	2,378	55,000	4.32%	2,185	87,300	2.50%
2014-15	2,385	55,372	4.31%	2,210	89,153	2.48%
2015-16	2,379	56,745	4.19%	2,280	91,304	2.50%
2016-17	2,391	58,119	4.11%	2,290	93,456	2.45%
2017-18	2,362	59,492	3.97%	2,267	95,607	2.37%
2018-19	2,327	60,866	3.82%	2,340	97,759	2.39%
2019-20	2,340	62,239	3.76%	2,394	99,910	2.40%

22. As well as highlighting a positive movement, the table underlines that customer volumes are not the key cost driver facing the service. More relevant are package costs, which continue to rise in real terms because of a combination of rising complexity of needs and market-related factors. For older people residential that increase has been 16% since April 2017 and 21% for non-residential as shown in the table below.



23. Exacerbating the situation further is that the number of customers who are placed in residential homes ended 2019-20 at 49%. Although lower than at the corresponding point of 2018-19, the business target was 47% and it remains disproportionate compared to nationally accepted good practice. That pattern is similar for customers with disabilities and, if the budget is to become more sustainable, progress on all of those fronts will be crucial.

24. These areas were the focus of the Adults budget recovery plan and a number of measures were put in place with potential for securing on-going benefits such that a recurring pressure would not be carried forward into the future. Whilst the return to date has been limited, for which the mild winter was a contributory factor, they continue to form a basis for action. In the short term, driving this forward will be made more difficult because of the extent to which Covid-19 is causing priorities to be focused in other directions. It will also affect some of the plans which were in place as

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part of the 2020-21 budget for managing demand growth within existing resources. Given the range of impacts that the current emergency situation could have on adult social care, it is inevitable that uncertainty will remain for some time yet. Until this clears, assessing the outlook for the Adults budget with clarity will be difficult, but there can be little doubt that continual close monitoring will be required.

25. The Public Health Grant (PHG) is spent mainly on contracts which are delivered through third parties. Expenditure is activity-related and in some areas, notably sexual health, volumes were lower than had been budgeted, partly due to some tail-off in demand as measures put in place nationally because of Covid-19 have begun to have an effect. This resulted in underspending of £0.3m, which was applied to help fund the cost of central overheads incurred by the County Council in connection with the service, thus there was no variation in the Public Health budget.

Children and Young People

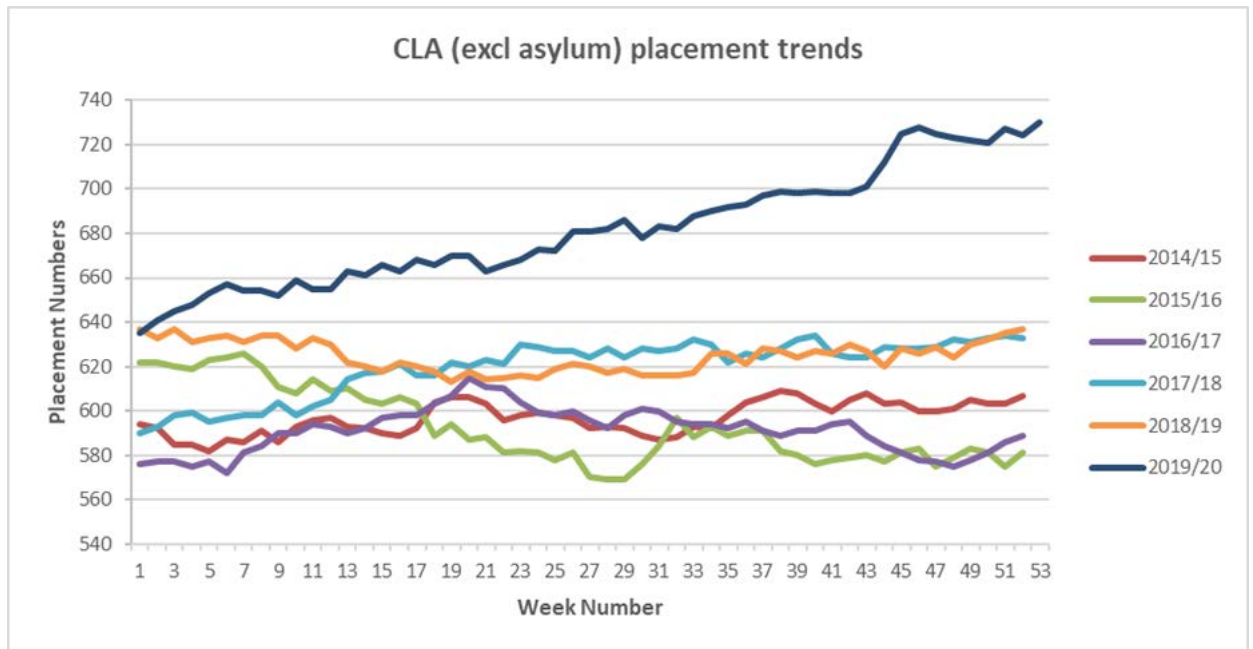
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Children First Improvement plan expenditure	£6.790m	Use of earmarked Social Care Support Grant to fund the Improvement Plan	(£5.243m)	
Placements pressure due to increased volumes of Children Looked After	£10.159m	Use of Children First Improvement Reserve	(£1.547m)	
Non delivery of savings	£4.160m	Underspending in Early Help temporarily mitigating savings non-delivery	(£1.850m)	
Social work staffing overspending	£0.400m	Increased grant for UASC placements	(£1.139m)	
Client expenditure overspending	£0.400m			
Children and Young People Portfolio - Total	£21.909m		(£9.779m)	£12.130m

26. The Children and Young People portfolio has overspent by £12.130m; an adverse movement of £0.130m when compared to the December projection. This is due to an increase in placement numbers for children looked after.
27. The table below details the portfolio overspending compared to the reported December position.

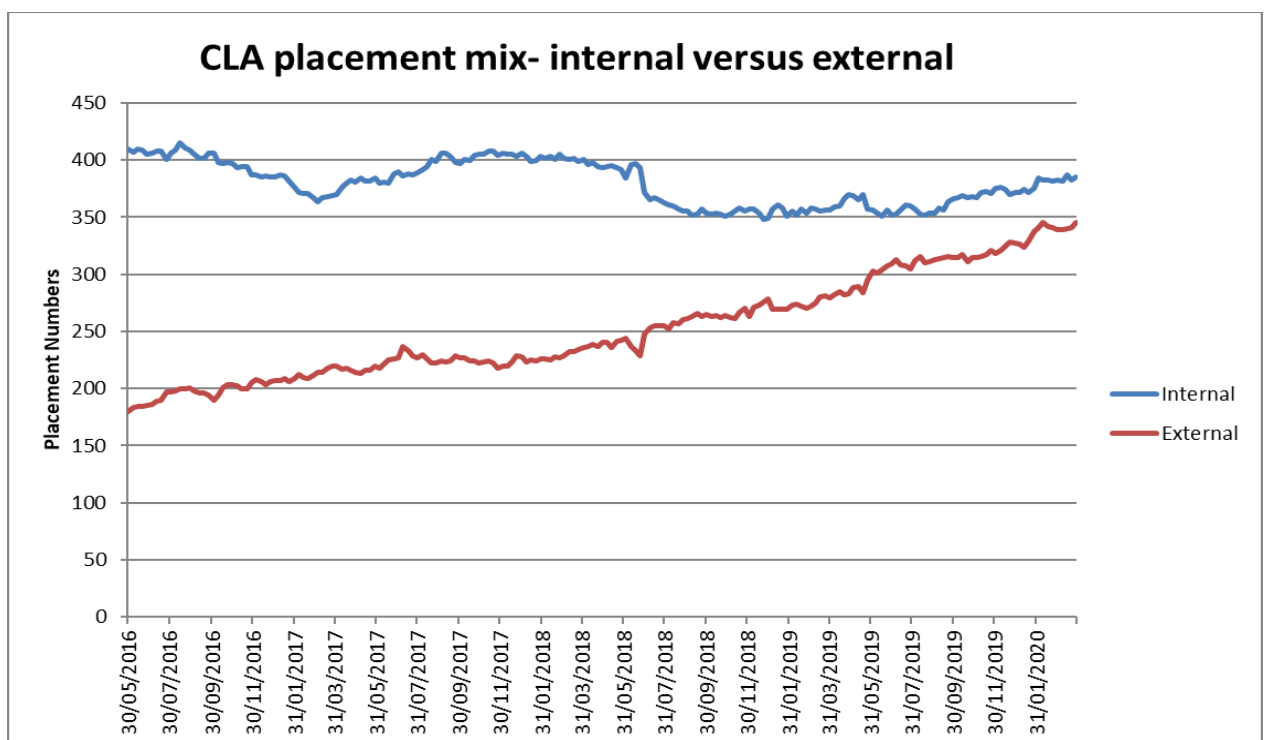
	Outturn 2020 £m	December 2019 £m
Overall overspend	12.1	12.0
Placement demand pressures - existing placements	9.0	8.4
Placement demand pressures - assumption for new placements	0	0.2
Social work staffing	0.4	0.3
Client expenditure	0.4	0.3
Savings non delivery (reported as 'undelivered')	2.3	2.8
	12.1	12.0

28. The likelihood of overspending in the Children's portfolio was identified at the beginning of the year and at June, the projected overspend was estimated to be £12.1m, where it more or less remained for the rest of the financial year. Much of this overspending is a direct result of the outcome of the Ofsted inspection of Children's

Services published in May 2019. Some of the consequential impacts of the inadequate judgement have included higher numbers of children looked after (numbers which are unprecedented for West Sussex); a greater focus on social worker recruitment and retention including agency social work staff and the inability to deliver savings that had been identified prior to the Ofsted inspection.



29. In respect of children looked after, the average number of placements (excluding asylum) in 2018-19 was 625. At the end of 2019-20, that number stood at 730 with an average across the year of 682. If 2020-21 were to follow exactly the same pattern as 2019-20 then numbers could be expected to be as high as 830 by March 2021. However, the volume of placements is just one of three factors which influence the financial impact of placements.



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30. The cost of changes in volume is also influenced by the purchasing mix and unit costs. In terms of purchasing mix, the average split in 2018-19 was for 58.5% of placements to be internally provided (at, generally speaking, a lower cost) against 41.5% external. For 2019-20 that picture had deteriorated to 53.9% internal and 46.1% external on average, and for the last week of the year, the position was 52.7% internal against 47.3% external. Unit cost changes have also impacted upon the overspend because the average unit cost for mainstream placements in March 2020 was 6.1% higher than in March 2019, and the average unit cost of disability placements was 5.4% higher in the same period of comparison.
31. For social work staffing, the year has seen significant improvements in the retention rate of staff. There is no doubt that this is in part due to the generous retention offer funded through the improvement fund at an additional cost of £2.2m. The "uncovered vacancy gap" is a measure of social work positions which are vacant through no-one being employed in them, or post holders being absent through sickness, maternity leave, suspension or other reasons. In February 2019, this stood at 18.5%, whereas at the end of March 2020 it was 4.3% and in November 2019 was at its lowest at 1%. Since April 2019, overall staffing levels have increased by 39.2fte or 12% - however the proportion of agency staff to employed staff has increased slightly from 16.7% in April 2019 to 17.0% in March 2020. This overall increase in fte and the increased proportion of agency workers are the key drivers of the £0.4m overspend. One of the other reasons that staff retention has increased is likely to be the improvement in the numbers of cases held by social work staff. In March 2019, the average caseload for qualified social workers was 18.5 whereas this had reduced to 16 by March 2020.
32. The delivery of planned savings was also adversely affected by the inspection outcome, not least because £2.4m of the savings related to placements. Against that £2.4m, £0.4m was delivered in 2019-20, with a further sum of £0.5m being delayed into 2020-21. The remaining £1.5m has been removed during budget preparation for 2020-21 in recognition that the plans which had been developed were no longer deliverable in the post-inspection environment. In addition, the £2.95m savings planned through a redesign of Early Help have not been completely achieved in a permanent way whilst the planned redesign is still in its final stages. However, £1.0m of the Early Help savings have been delivered permanently and temporary mitigation of all but £0.1m of the remaining £1.95m has been achieved. This £1.95m has since been reprofiled during budget preparation, with £1.0m expected to be delivered in 2020-21 and the remaining £0.95m to be delivered in 2021-22. The in-year mitigation has come partly through arrangements relating to the support for Early Years providers, holding posts vacant in preparation for the redesign and through underspending against the Intentionally Homeless budget.
33. In relation to Intentionally Homeless, at the beginning of the financial year there were 121 families being accommodated whereas by the end of March 2020 this had reduced to 64 leading to an underspend of £0.6m against this budget. This has come about through closer collaboration between the accommodation team and social workers to prevent families becoming intentionally homeless in the first place. Whether this reduction can be sustained in 2020-21 remains to be seen, especially in the context of Covid-19 and the potential impacts on families through increased incidences of domestic violence or the increase in the numbers of families claiming universal credit but still being unable to meet financial commitments relating to their accommodation. However, if the reduction can be sustained then there is the potential for permanent savings to be identified during budget setting for 2021-22.

34. The Children's budget is subject to significant risk in 2020-21. The largest unknown is around the trajectory of placements for children looked after and the resulting cost. Whilst the budget has been increased by over £12m to account for the growth seen in 2019-20 and projected growth in 2020-21, the adequacy of this amount will be influenced by actions which can be taken to reduce the growth in volumes, to positively impact the purchasing mix or to reduce unit costs. An Access to Resources panel has now been established, the role of which is to oversee spend on children's care and support - ensuring value for money is achieved whilst meeting the needs of children, including both children in the care of the local authority as well as those children on the edge of care. Whilst this may return some small financial efficiencies in the short term, it will also enable much greater intelligence about need and hence feed into the overarching placement sufficiency strategy and inform future commissioning plans to ensure best value for money from placement purchasing going forward. However, the current estimate of the level of risk against this budget remains as up to £5m. As described above, if the change in placement volumes follows exactly the same pattern as 2019-20 then numbers of placements (excluding asylum) could be as high as 830 by March 2021.
35. The retention of social work staff is also a cause for concern, primarily because the "tie-in" period for the majority of workers who signed up to the retention scheme expires in December 2020. There is a potential 'cliff edge' in terms of staff leaving in high numbers at this point. Consideration is currently being given to a longer-term strategy around recruitment and retention in order to prevent the need for another short-term retention offer to be made. In addition, a reorganisation of the directorate is planned which will determine staffing resource allocation by level of demand, as well as redesigning management levels to ensure the appropriate amount of supervision and management expertise is allocated to teams.
36. Significant work has been completed on the redesign of Early Help to deliver the £1m of savings planned in 2020-21. The savings have been identified to be achieved through staff reductions and the revision of the sites from which the targeted services will operate. As a result, consultations are required that are temporarily delayed as a result of the Covid-19 crisis. This places the delivery of the full amount of savings in 2020-21 at risk, although at this point it is likely to be a timing issue rather than a reduction in the amount of permanent savings which can be achieved.

Children First Improvement Plan

37. The delivery of the Children First Practice Improvement Plan was supported with £7.2m of funding from Children First Improvement Reserve (*Decision - FR10 19-12*) and the use of the Social Care Support Grant Reserve. Due to in year slippage, only, £6.8m has been spent, leaving £0.4m to be returned to the Contingency budget to be used to fund the overall Council overspend. It should be noted that the Improvement Plan for 2020-21 is fully resourced within the Children's revenue budget; therefore the transfer of this underspend will not impact on the agreed commitment to fund the Improvement Plan. The Children First Improvement Plan is detailed in **Appendix 3**. In terms of what has been achieved with the funding, it must be recognised that children's services are still at the beginning of their improvement journey. However, the following are direct quotes from the letter dated 6th January 2020 following the first Ofsted monitoring visit –

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- “Since the last inspection, the new and expanded children’s senior leadership team has had some success in progressing plans to improve the quality and effectiveness of services for children who are in need of help or protection. However, there is still much to do.”
- “The interim senior leadership team is beginning to establish a clear vision and to implement improvement plans, underpinned by significant financial investment in children’s services. While there continue to be changes at a senior management level, a successful recruitment and retention campaign is leading to a more stable and permanent workforce within social care teams. Low turnover of staff, along with new systems to reduce the number of case transfer points, is resulting in children experiencing fewer changes of social worker.”
- “The majority of social workers now have manageable caseloads. Recent improvements in the timeliness of decision-making and visits to children, and the overall quality of assessments, are evident.”
- “Leaders recognise that there is more to do to strengthen quality assurance processes in order to better understand performance and practice, to identify strengths and areas for improvement, and to take action to address practice shortfalls.”
- “From a low base, the introduction of clearer guidance and better oversight of practice is beginning to lead to some improvements to the quality of social work practice and the timeliness of decision-making.”

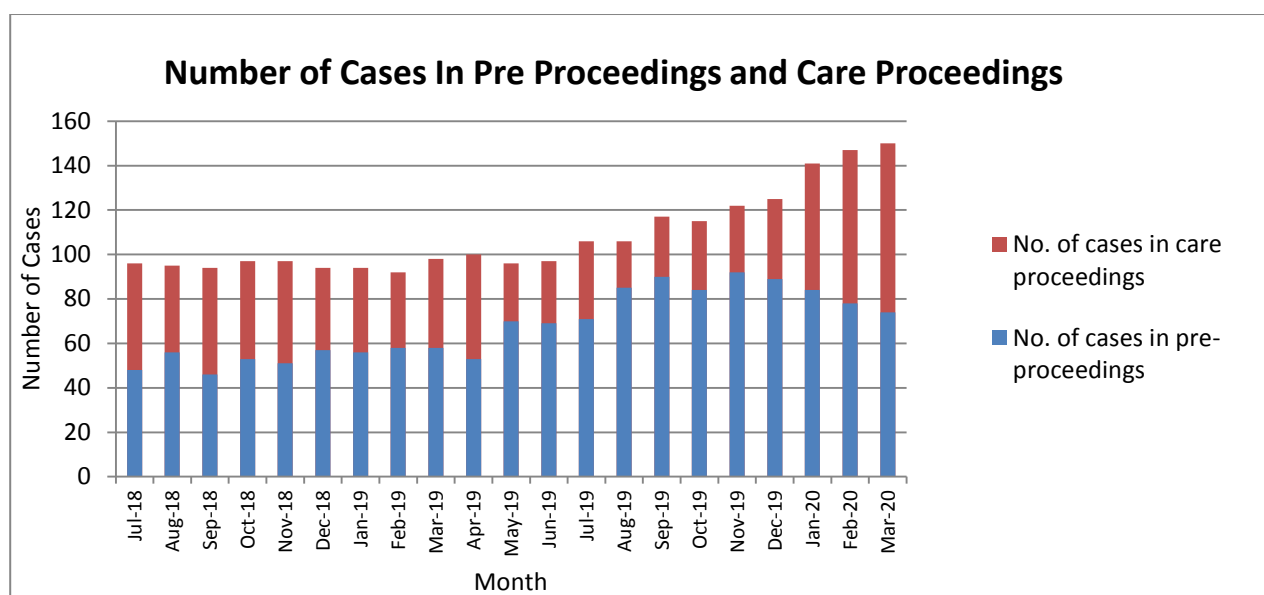
38. The budget for Children’s Services in 2020-21 remains a cause for concern, with the risk of overspending on the placement budgets prior to the Covid-19 pandemic estimated as up to £5m.

Economy and Corporate Resources

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Net increase in legal childcare cases offset by staffing vacancies	£0.377m	Underspending within Economic Development and vacancy management	(£0.268m)	
Overspending in Facilities Management	£0.450m	Facilities Management budget recovery plan	(£0.250m)	
Non-delivery of transformation savings	£1.500m	In-year IT contract savings largely arising as a consequence of the re-phasing of the Whole Council Design programme.	(£0.885m)	
Non-delivery of savings within HR	£1.042m	Agreed Public Health contribution for central overhead charges	(£0.335m)	
Non-delivery of savings within Legal Services	£0.250m	HR staffing underspending and other service mitigations	(£0.103m)	
		Other minor variations	(£0.127m)	
Economy and Corporate Resources Portfolio – Total	£3.619m		(£1.968m)	£1.651m

39. The Economy and Corporate Resources portfolio has overspent by £1.651m, a decrease of £1.650m when compared to the December projection.

40. The main pressure to the budget during 2019-20 has been the non-delivery of £2.792m of savings which have not been achieved for service specific reasons. Legal Services were unable to achieve their saving due to Surrey County Council withdrawing from the ORBIS public law project. As Surrey was a major partner, this announcement led to the whole project being suspended. Although there are still opportunities to work with the remaining partners more closely, the opportunity to achieve the £0.250m saving in year was no longer viable.
41. The Whole Council Design Programme set a £1.5m savings target in 2019-20. The savings were to be delivered through improved use of technology to streamline back officer processes, improving the customer journey by offering multiple ways to interact with the Council and efficiencies resulting from the replacement of the Council's Business Management Processes. These projects have not been delivered to the anticipated timelines; although as a result of these delays, savings within the IT contract for support costs and system licences have been achieved.
42. The Human Resources and Organisational Change service had also planned to make significant savings in year which, due to service changes and the additional support required by the organisation, did not come to fruition.
43. As reported in the Children's and Young People portfolio narrative, there has been an increase in the number of Children Looked After legal cases coming into the Authority. In September, we estimated the additional professional legal costs could be in the region of £1.0m. Although volumes have increased significantly, we have not seen the high value of spend that historic trends would have suggested. There are a number of reasons for this; partly it is due to the number of cases that are at the early stage of the legal process, where costs are low, but also the complexity of each case can vary widely. Evidence would suggest that whilst the number of cases has increased, the complexity of individual cases has not been at the level that we have historically seen. Work is ongoing to establish if this is a temporary change or a long term easing in the complexity of cases. Looking forward case numbers continue to rise and whilst the complexity may reduce the increased volume suggests that pressure on this budget is likely to continue into 2020-21. The graph below shows the upward increase in pre and care proceeding cases over the last 21 months with 150 open cases as at the end of March 2020 compared to 98 cases in March 2019; a 53% increase.



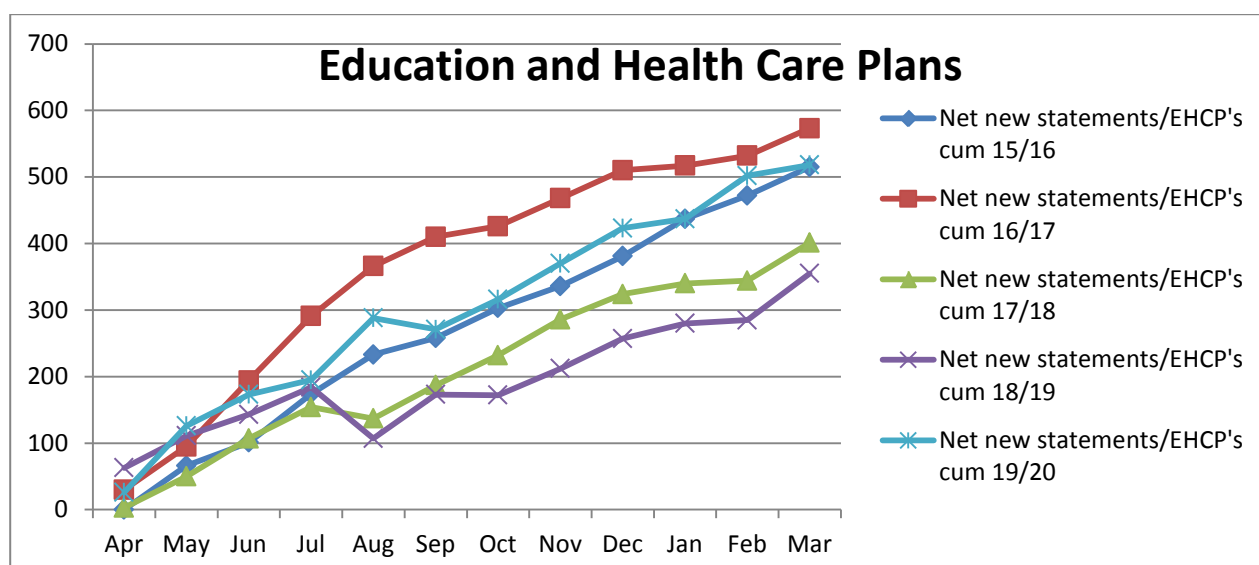
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44. In addition, Legal Services have had vacancies within their team during the year as they attempt to attract permanent staff into the team which has contributed to the lower than anticipated overspend.
45. Facilities Management have overspent by £0.2m, which is in line with their previous projection. The budget recovery plan implemented by the service during 2019-20 limited expenditure on reactive maintenance and cleaning across the corporate estate whilst continuing to meet the County Council’s safety and contractual obligations.

Education and Skills

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Net Home to School Transport costs; predominantly Special Educational Needs	£1.350m	Staffing underspends and additional grant allocation	(£0.555m)	
		Additional grant income	(£0.055m)	
Education and Skills Portfolio –Total	£1.350m		(£0.610m)	£0.740m

46. The Education and Skills portfolio has overspent by £0.740m, an adverse movement of £0.291m when compared to the December projection.
47. There has been continued pressure on the Home to School Transport budget. Despite additional funds of £2.4m being allocated to the 2019-20 budget, expenditure has continued to rise and the service has overspent by £1.350m in year. To help mitigate this overspending pressure, other service areas have reduced spending on non-essential items and holding staff vacancies where possible.
48. The Education and Health Care Plan (EHCP) assesses the needs of a child in the context of the Education budget, it is a major cost driver in relation to the Local Authority funded Home to School Transport budget and the Dedicated Schools Grant (DSG) funded High Needs block. The graph below demonstrates the number of EHCP Plans which have taken place in each financial year since March 2015. Back then, we had 3,423 children and young people with EHCPs, and since that time those numbers have risen significantly with the total standing at 5,785 as at 31st March 2020. This is an increase of 518 since the beginning of the year, which is higher than the annual increase seen over the last two financial years (401 in 2017-18 and 355 in 2018-19).



Dedicated Schools Grant

49. The Dedicated Schools Grant (DSG) allocation in 2019-20 totalled £598.2m and was made up of four separate funding blocks: Schools block (£459.3m), High Needs block (£80.6m), Central School Services block (£8.6m) and Early Years block (£49.7m). With the exception of the Early Years block which mostly sits within Children's Services, the remaining expenditure was incurred by Education.
50. The balance on the Dedicated Schools Grant reserves at the beginning of the 2019-20 financial year stood at £6.245m. Schools Forum agreed a £2.4m transfer from these reserves when setting the High Needs budget for 2019-20, and a £0.364m transfer of uncommitted School Banker Funds into the General DSG Reserve. The uncommitted School Banker Funding is the balance of unspent project funding previously allocated to groups of schools for specific projects; these projects are now complete leaving the unspent allocation to be returned to the DSG Reserve. In October, Schools Forum further agreed to distribute out £0.765m to early years providers and use £0.155m to fund the new SEND Strategy posts up until 31st March 2020. Due to delays with recruitment the £0.155m proved not to be required, and therefore the balance before allowing for in-year overspendings and underspendings was £4.047m.

	Early Years DSG Reserve £m	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
2019-20 Opening Balance	0.500	0.653	5.092	6.245
Transfer to High Needs	0	0	(2.400)	(2.400)
School Banker Fund balance	0	0	0.364	0.364
2018-19 Early Years Adjustment	0.265	0	0.338	0.603
Distribution to EY providers	(0.765)	0	0	(0.765)
2019-20 Current Balance	0	0.653	3.394	4.047

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51. Apart from £2.7m, which was held back to fund pupil growth in September, the rest of the Schools block was delegated to schools. As a result, it is the in-year pressures within the High Needs block that were of greatest concern to the County Council.

52. The final position on the DSG in 2019-20 was an overspend of £4.727m:

	Projected Variation £m
Early Years block	
➤ Centrally Retained - Share of increase in DSG funding for introduction of 30 hour free entitlement in September 2017	(£0.500)
➤ 2 Year Old Placements – Payments to early years providers.	£0.232
➤ 3 and 4 Year Old Placements – Payments to early years providers.	(£0.502)
Early Years underspending	(£0.770)
High Needs block	
➤ Independent and Non-maintained Schools – Increased number of placements and higher average annual costs in independent special schools (up from £44.1k to £45.1k).	£1.489
➤ Post-16 Placements – Cost of 3 more students placed with Specialist Independent Providers partially offset by an underspending within Further Education Colleges despite an increase in the number of students (up 25).	£0.249
➤ Exceptional Needs and Top Up Funding – Increased number of ENF allocations (from 202 in January 2019 to 310 in February 2020) at an average of £7.7k, and mainstream top-ups (IARs up from 1,321 in February 2019 to 1,491 in February 2020).	£2.232
➤ Specialist Support – Additional interventions (e.g. SALT and OT) and first year of Therapies in Schools (TIS) scheme being countywide. Significantly higher level of spend on NTAS and SENSE learning packages where children may otherwise have been out of school.	£1.822
➤ Other Support – Underspending within hard to place and commissioned college places, alternative provision and schools in financial difficulty.	(£0.369)
➤ Support for Schools: Staffing underspendings within Virtual School, Inclusion, Pupil Entitlement and School Effectiveness Service	(£0.230)
High Needs overspending	£5.193
School block	
➤ Growth Fund - Higher than expected pupil growth in September 2019	£0.600
➤ Rates – Actual rates costs higher than estimated in budget	£0.095
➤ De-delegated Services - Underspendings within Free School Meals Eligibility Checking Service, and Ethnic Minority and Traveller Advisory Service	(£0.065)
School block overspending	£0.630

Central block		
➤ Support for Schools:		
➤ Education Directorate - Staffing overspendings within Capital Planning Team and Data Team offset by staff underspendings in the Inclusion Team		(£0.006)
➤ Additional income from Fixed Penalty Notices (FPNs)		(£0.151)
➤ Area Inclusion and Improvement Boards		(£0.169)
	Central block underspending	(£0.326)
Total		£4.727

53. In addition to the in-year DSG overspending, when setting the 2019-20 High Needs budget, an additional £1.059m was included over and above the funding received through the DSG. However, following a consultation in October 2019, the Department for Education has now confirmed that in future, DSG deficits should not be covered from Local Authority general funds, unless the Local Authority applies for and receives permission from the Secretary of State to do so; but should be recovered from future DSG income over time. As a result of this change in regulations, the additional financial support provided in 2019-20 has been recouped. As a result, there is a deficit of £1.739m sitting in DSG reserves at the end of 2019-20:

	Early Years DSG Reserve £m	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
2019-20 Current Balance	0	0.653	3.394	4.047
Early Years underspending	0	0	0.770	0.770
High Needs overspending	0	0	(5.193)	(5.193)
Schools overspending	0	(0.630)	0	(0.630)
Central block underspending	0	0	0.326	0.326
Unwind 2019-20 LA contribution	0	0	(1.059)	(1.059)
2019-20 year-end balance	Nil	0.023	(1.762)	(1.739)

54. The main reasons for the High Needs spending pressures being experienced in West Sussex are:

- SEND reforms have raised the expectations of children, young people and their families and there is now an expectation that young people will stay in education until they reach 25.
- The needs of children with special educational needs and/ or disabilities are becoming more complex and this is driving increased financial pressures across the system. There is a shortage of local specialist educational provision to meet need, particularly in relation to Autism Spectrum Disorder, and this is resulting in increased specialist placements with independent providers. We are also seeing increased demand for top-up funding across all settings.

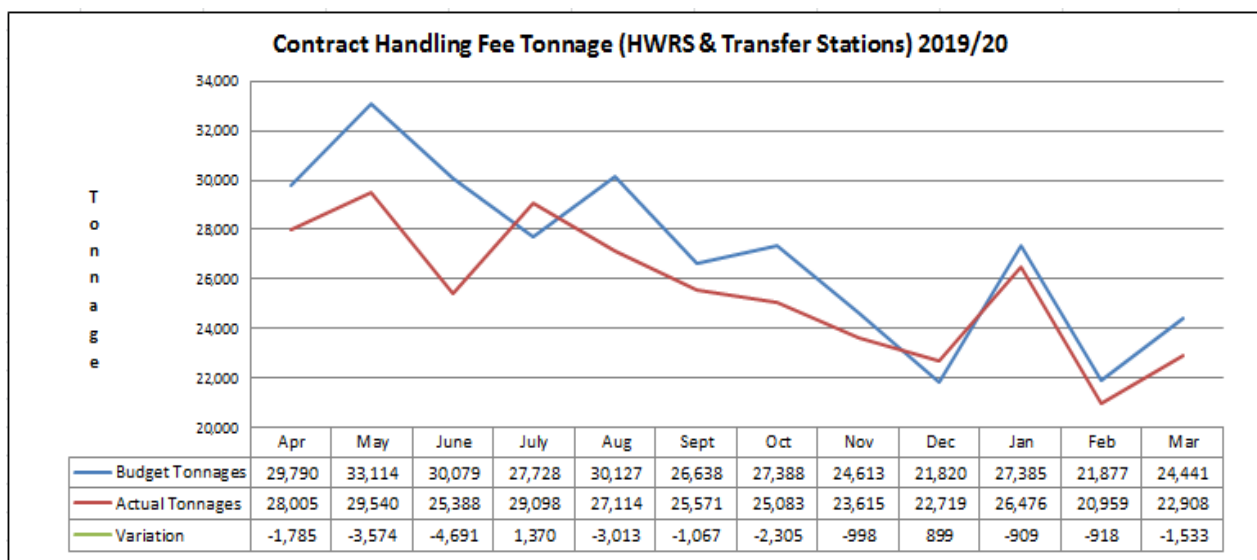
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- There is a lack of capacity within mainstream settings to provide a graduated response to additional needs. Many schools are facing financial pressures and therefore do not have the capacity to provide additional support to pupils. As a result, this is driving up the demand for more specialist education services as children with low level SEND who could potentially attend mainstream schools are being educated in more specialist provision. This is coupled with an increase in the number of pupils being excluded and the need to provide costly alternative provision.
- Parental requests for specific high cost placements and tribunal decisions to support parental preference are also further driving demands on the High Needs block.

Environment

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Loss of income relating to sale of Recyclate (predominately paper and card)	£0.279m	Net reduction in tonnages, offset by contractor claim, RDF bailer implementation and transportation issues	(£0.826m)	
Increase in insurance premium at the Mechanical and Biological Treatment Centre	£0.350m	Early implementation of restricting access to HWRS for residents only and other one off savings	(£0.130m)	
Income shortfall from Westhampnett solar and battery storage site	£0.332m	Additional planning income	(£0.749m)	
Income shortfall from Tangmere solar farm due to market rates	£0.079m	Utilities underspend offset by other minor variations	(£0.262m)	
Net income shortfall due to delays in pipeline solar/ battery energy projects	£0.242m			
Legal costs relating to high profile trading standards investigations (criminal cases)	£0.202m			
Other minor variations	£0.020m			
Environment Portfolio –Total	£1.504m		(£1.967m)	(£0.463m)

55. The Environment portfolio has underspent by £0.463m, an adverse movement of £0.091m when compared to the December projection. The Waste Service has faced some disruption this year following two separate fires at the Household Waste Recycling Site. These incidents have led to the closure of the site for periods of time, which in turn, has affected the processing of waste and the amount of waste received.
56. In addition, the recent impact of closing all of the Household Waste Recycling Sites in West Sussex from 23rd March 2020, adhering to the Government's Covid-19 restrictions, has also led to a reduction in tonnage within our waste system in March 2020. It is expected that this effect will continue into 2020-21; although there may be an increase in the waste collection volume 'black bag waste' as residents live and eat at home more during the lockdown. The graph below shows the tonnage received at Household Waste Recycling Sites and Transfer Stations in 2019-20 compared to the budgeted projection.



57. The overall income received for the sale of recyclables in 2019-20 was £1.820m, £0.280m less than originally budgeted. The sale of recyclate continues to be a volatile area with the hardened quality acceptance criteria by China and other importers in the Far East. In November, we saw a sharp decrease in our income expectation due to the market saturation of fibre material (paper and card). Up until this point, we have been receiving an income for this material; however in December, we saw our fibre material become a liability/cost and therefore we started to be charged for disposal of this material. The fibre material (paper and card) has continued to decrease further and as at March 2020, the cost of disposal was £20 per tonne, however the waste industry is reporting that the market has changed quickly and dramatically over the last few weeks due to the Covid-19 pandemic and it is now expected that our fibre material will increase in value due to the UK domestic market requiring the material for household products (toilet rolls and food packaging) which it cannot easily source. At this time, we are still unsure how other material markets will react to the world-wide shipping disruptions as well as the overall threat to the domestic and global economy.
58. An unexpected increase in the Mechanical and Biological Treatment plant insurance premium cost occurred in 2019-20. Our contractor sought market advice for renewal of its annual insurance and was notified by its broker that their previous provider - along with others, has left the market for waste facilities. Unfortunately, quotations from other insurance firms to provide the same level of cover have not been fruitful. Our contractor found and purchased a solution which involves a lower maximum liability and a higher excess. This cover has come at a substantial increase, resulting in a cost pressure of £0.350m.
59. The income expectation in relation to solar and battery storage projects has resulted in a shortfall in 2019-20. Part of this deficit is as a direct result of the shortage of staffing within the team during the year which has led to less projects being completed than initially envisaged.
60. 2019-20 is the first full financial year the Westhampnett Solar and Battery site has been operational. The site has two types of income; the solar farm and the battery storage. The solar income is more prevalent in the spring, summer and autumn months with the battery storage expected to generate most of its income in the winter period (when the electricity tariffs are at a premium). Overall, the amount of energy being produced is generally in line with the expected production.

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61. Westhampnett had been expected to generate £0.869m of income in 2019-20, with the large amount of the income generation in the winter period from the battery storage provision. This has been our first winter operating the battery storage and a number of issues have occurred which have seen the income expectation reduce from £0.869m to £0.537m.
62. There are two key elements to the income shortfall we have seen at Westhampnett:
- **Power Purchase Agreement (PPA)** – this is the income received for the sale of the energy to the grid. During the year, we have seen the PPA rate reduce as the year progressed– i.e. the income was 22% lower in February 2020 than April 2019. Estimated loss - £0.165m.
 - **Demand Side Response - Battery Storage (DSR)** – Based on reports from our contractor, the primary issue is that levels of income from battery storage are below forecast. The added value of flexibility delivered through battery storage schemes has not been reflected in prices in recent months, this being a function of lower than expected network demand. An initial review of this asset suggests that we have maximised the income opportunity available under the current parameters. Further work is required to review our overall strategy to ensure we utilise this asset to the maximum. Estimated loss - £0.167m.
63. The income generation at the Tangmere Solar Farm has also succumbed to the energy market rate fluctuation. Tangmere has generated 4.5% more energy than envisage, however due to the PPA rate reduction in recent month, it has fallen short of its income assumption by £0.079m. Similar to Westhampnett, a review of our strategy in light of recent market changes is required to ensure we receive the maximum benefit from our asset.
64. Trading Standards overspent by £0.2m in year due to additional costs following two successfully prosecuted, exceptional high profile court cases; Gatwick Parking and Pulborough Petrol Station.
65. £0.749m of additional planning income was received in year. This was mostly due to an agreement of exceptional Section 278 income.

Finance

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Non-delivery of reduction in P-card expenditure savings	£0.460m	Early saving from income generation properties	(£0.225m)	
Increase provision for doubtful debt	£1.214m	Use of unallocated feasibility and capitalisation of A29 design fees	(£0.346m)	
		Recovery of disputed backdated property rental income	(£0.100m)	
		Underspend generated from Minimum Revenue Provision charge for IT project starting in 2020-21	(£0.629m)	
		Minor variations	(£0.210m)	
Finance Portfolio –Total	£1.674m		(£1.510m)	£0.164m

66. The Finance and Resources portfolio has overspent by £0.164m, an adverse movement of £0.345m when compared to the December projection.
67. The overspending is largely due to the non-delivery of a reduction in P-card savings and an accounting requirement to charge the revenue budget the increase in the provision for doubtful debt required for 2019-20. This has been partly mitigated by the early savings generated from investment properties, the use of unallocated feasibility and capitalisation of the A29 design fees and the recovery of some historic disputed property rental income.
68. Following a review of the accounting treatment of the recent IT refresh, which has meant the expenditure has been capitalised, and in applying the County Council's Minimum Revenue Provision (MRP) policy, a one-off saving of £0.629m has occurred in year, as the laptop's purchased in 2019-20 will not attract a MRP charge in the revenue accounts until 2020-21. Further details regarding MRP are explained in the *Technical Accounting Transactions* section.

Fire and Rescue and Communities

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Resource required for the Fire Improvement Plan	£0.670m	Use of Fire Improvement Reserve	(£0.670m)	
Increase in expected fire pension charge over and above increased grant from Government	£0.200m	Increase in registration income and other communities budget savings	(£0.285m)	
Increase in firefighter uniforms cost	£0.158m	Other minor variations	(£0.095m)	
Shortfall in commercial activities income	£0.082m			
Fire and Rescue and Communities Portfolio – Total	£1.110m		(£1.050m)	£0.060m

69. The Fire and Rescue and Communities portfolio has overspent by £0.060m; this is an adverse movement of £0.160m when compared to the December projection, due to additional pressures within the service.
70. At the start of the 2019-20 financial year, the County Council had been expecting a £1.9m grant from the Home Officer in relation to the increase in the employer's contribution rates for fire pensions, however only £1.7m has been received, leaving the County Council to fund the £0.2m shortfall.
71. Additional pressure on the Fire and Rescue Service, in particular within the retained firefighter budget, as a result of the response to the bad weather experienced during January and February, has meant that savings expected to arise within the operational crewing budget have not materialised. Therefore, the planned management action to cover the additional costs which have arisen from the current firefighter uniforms contract has not been possible.
72. These pressures have largely been offset by savings within the Communities Service including increased income within the registration service.

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73. A carry forward request for £0.023m in relation to the unspent Communities Initiatives Fund has been actioned as part of the closure of the accounts. This funding has been earmarked to help communities with Covid-19 pressures in 2020-21.

Fire Improvement Plan

74. In addition to the appointment of a new Chief Fire Officer in September, the County Council agreed £1.4m of funding for the Fire Improvement Plan Reserve to deliver the improvements required following the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report (*Decision FR10 19-20*). Alongside this, £0.4m of funding was provided as part of the 2018-19 outturn to begin to address concerns. It has also been recognised within the 2020-21 budget, with an additional £1.7m base budget provision, that there is a need for ongoing funding within the service to ensure continuous improvement and embed the changes made in 2019-20.
75. HMICFRS revisited the service in January 2020, following the inspection in November 2018. In a [letter](#) to the Chief Fire Officer, the inspectors noted that the Fire and Rescue Service has made 'tangible improvements' in a number of areas and could see an 'accelerated pace with the improvement work over the past few months'. The inspectorate will continue to monitor progress through updates from the service and through data returns with the next inspection due in 2021.
76. As progress of the improvement plan continues, challenges have been encountered in terms of recruiting to the additional posts (along with the associated uniform and training provision); this has been partly due to capacity within the Council to recruit at the pace required and also inherent difficulties in recruiting within the service. As at the point of writing, all posts have now been successfully recruited to.
77. In 2019-20, the Fire Improvement plan spent £0.671m from the available £1.8m reserve allocation. Of the balance remaining, £0.282m has been held in the Fire Improvement Plan Reserve to fund activities which have slipped into 2020-21, with the remaining balance returned to the Contingency budget to help the in-year corporate overspend. The Fire Improvement Plan is detailed in **Appendix 4**.

Highways and Infrastructure

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Legal settlement costs in relation to the 2018-19 highways procurement	£4.000m	Legal settlement to be funded by the Budget Management Reserve	(£4.000m)	
Non-delivery of savings from Highways term maintenance contract (£1.106m from 2018-19 and £0.374m 2019-20)	£1.480m	Additional capitalisation of staff and works	(£0.330m)	
Highways maintenance – increased costs due to severe weather during January and February	£0.084m	Reduction in Street Lighting PFI electricity costs	(£0.174m)	
Pressure due to legal and procurement costs relating to the highways contract	£0.237m	National Concessionary Fares	(£0.097m)	
Increased net cost of transport provision budgets	£0.426m			
Minor variations	£0.110m			
Highways and Infrastructure Portfolio –Total	£6.337m		(£4.601m)	£1.736m

78. The Highways and Infrastructure portfolio has overspent by £1.736m, a decrease of £0.034m when compared to the December projection.
79. The major pressure on the highways budget has remained the delay to the award of the highways maintenance contract, which has meant it was not possible to deliver planned savings of £1.480m (£1.106m from 2018-19 and £0.374m in 2019-20). The impact of this is partially offset by the capitalisation of £0.330m of eligible expenditure as part of the corporate budget recovery plan.
80. Severe weather experienced during January and February led to additional pressure on the Highways maintenance budget due to the volume of emergency works undertaken.
81. The outturn position for the Street Lighting PFI is an underspending of £0.174m, which reflects the low level of winter electricity price increase secured through the corporate energy contract this year (3% on average). Backdated contract reconciliation credits received during March have also contributed to the underspending.
82. The English National Concessionary Travel Scheme outturn position is an underspending of £0.097m. The following items have offset the £0.120m expected overspend previously reported.
- £0.104m reduction to operator reimbursement due to the impact of Covid-19 (quarterly reconciliations have been temporarily suspended to provide stability to operators and avoid a larger reduction to reimbursement payments);
 - £0.102m reduction to operator reimbursement due to a pre Covid-19 general reduction in journey numbers based on the forecast received for our consultant in March (estimate was reduced from 9.3m to 9.2m journeys), and
 - £0.011m reduction to scheme operating costs at outturn.

Leader

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Net unplanned staffing expenditure, offset by staffing vacancies	£0.064m			
Leader Portfolio –Total	£0.064m		£0.000m	£0.064m

83. The Leader portfolio has overspent by £0.064m, a decrease of £0.178m when compared to the December projection. This overspend is due to unplanned staffing costs offset by in- year staffing vacancies.

Non- Portfolio and Sources of Finance

84. There is an outturn underspending within the Contingency budget of £1.265m. The movements during the year involved allocating funds to the Children First and Fire Improvement reserves to fund these services' detailed improvement plans. The following table details the transactions which have taken place.

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Contingency Budget Transactions	Children First Improvement Reserve	Fire Improvement Reserve	Contingency
Initial Contingency Budget			£3.400m
Allocation to Improvement Reserves – (Decision FR10 19-20)	£1.942m	£1.426m	(£3.368m)
Allocations returned to Contingency	(£0.395m)	(£0.838m)	£1.233m
Total as at 31st March 2020			£1.265m
<i>Requested draw down to fund corporate overspend</i>			<i>(£1.265m)</i>

85. Additional income of £0.503m was received within our Sources of Finance. This was due to the reconciliation of the national Business Rates Levy for 2018-19 allocating the Authority an additional £0.237m, alongside an increase in the 2019-20 Business Rates Grant of £0.266m.
86. The underspending of non-portfolio budgets totalled £9.498m. This was largely due to the mitigation opportunities identified in year. These opportunities include: the reprioritisation of local authority funds which, due to a shortfall in Dedicated Schools Grant income, had been designated at the beginning of the year to support the High Needs budget in Education; and the flexible use of capital receipts to fund the revenue costs of transformation projects, as detailed in the Flexible Use of Capital Receipts Strategy report agreed by County Council on 18th October 2019. Additional income from investments and bank interest of £0.735m was also received in year due to higher than forecast cash balances held as a result of the £100m of external borrowing undertaken in the first quarter of the financial year, offset by lower than budgeted interest rates.
87. It should also be noted that the remaining Contingency funding has been required in full to be allocated towards the portfolio overspending in 2019-20.

Carry Forward Requests

88. One carry forward request totalling £0.023m has been actioned as part of the closure of the accounts:

Portfolio	Carry Forward Request	Amount
Fire and Rescue and Communities	Community Initiatives Fund Balance – To help communities with Covid-19 pressures	£0.023m

89. In addition to this request, £20.528m of funding towards the Covid-19 response from the Government was received at the end of March. Only £0.003m of this grant was spent in 2019-20. The remaining balance of this grant has been transferred to reserves for use in 2020-21. The amount within the Covid-19 Emergency Fund as at 31st March stands at £20.525m.

Balances and Reserves

90. As at the end of March 2020, and assuming all recommendations with this report are approved, the County Council's reserves will be £261.5m as detailed in **Appendix 1**. Within the Council's total reserves as 31st March 2020, the total earmarked reserves (excluding schools) is £167.214m. This includes £20.5m one-off business rates pilot reserve that the Council is committed to spending in conjunction with the districts and boroughs and £20.5m Covid-19 Emergency Fund grant. Excluding these exceptional amounts, it is clear that the County Council's earmarked reserves have depleted to £126.2m. This is a decrease of £14.4m when compared to the earmarked reserves held at 31st March 2019.
91. The table below shows the change between the expected year end balance reported in the February 2019 and February 2020 budget reports and the 2019-20 Outturn. The main variations relate to an increase in the amount held in capital grants unapplied due to re-profiling of capital spend, and the inclusion of the unplanned Covid-19 Emergency Fund which was received at the end of March.

Summary of Reserves	Projected Balance at 31 March 2020 (as included in budget approved in February 2019)	Projected Balance at 31 March 2020 (as included in budget approved in February 2020)	Actual Balance at 31 March 2020	Variation between February 2019 and Outturn	Variation between February 2020 and Outturn
	£'m	£'m	£'m	£'m	£'m
Earmarked Reserves (non schools)	165.4	144.0	167.2	1.8	23.2
DSG	5.0	-1.5	-1.7	-6.7	-0.2
School Balances	14.6	15.2	16.2	1.6	1.0
Earmarked Reserves	185.0	157.7	181.7	-3.3	24.0
General Fund	20.3	20.3	20.3	0.0	0.0
Capital Grants Unapplied	0.0	32.1	55.5	55.5	23.4
Capital Receipts Reserve	0.0	0.0	4.0	4.0	4.0
Total Usable Reserves	205.3	210.1	261.5	56.2	51.4

92. The majority of the reserves are held within earmarked reserves to fund future commitments that the County Council has entered into. These relate to large programmes of work which include the Service Transformation Reserve and reserves for specific long-term contracts (e.g. Waste Management MRMC Reserve, Street Lighting PFO Reserve or Waste Management PFI Reserve). It also includes the Covid-19 Emergency Fund and Business Rates pilot, which is fully committed and spent in agreement with the district and boroughs.
93. Given the continuing uncertainty and volatility of public funding in the coming years and the impact of Covid-19 on the Council's finances, it is more important than ever that the County Council is holding adequate reserves for the future. We have experienced a challenging year in 2019-20, with a drawdown of £15.2m from the Budget Management Reserve required to fund key areas which included: transfer to the Transformation reserve, Highways procurement legal settlement and to balance the Council's remaining overspending position. The Council is currently in a solvent position, however, the full scale of the impact of Covid-19 on our finances is not yet known. The Council's latest estimate of the impact is £85m in 2020-21, of which we have received £20.5m from government towards these additional costs, with notification of further funding of £15.9m announced in April 2020. Based on these

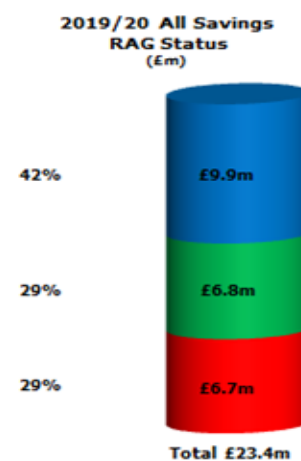
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figures, there will be a significant funding shortfall, but there remains an expectation that government will provide further funding to Council's to support during this time. There are limited opportunities available to us to cover any shortfall as the majority of our reserves are earmarked. There are no specific commitments against the Budget Management Reserve (balance as at 1st April 2020 is £27.0m including the redirected Capital Infrastructure Reserve, as agreed at Full Council in February 2020) and the Service Transformation Fund (£11.8m) is not fully committed, however, to deplete both of these reserves would leave the Council in a vulnerable financial position particularly given the future uncertainty of public funding.

94. The reserve balances held enables us to smooth out unexpected funding shortfalls thereby minimising any impact on services, enabling them to plan effectively to meet their allocated budgets.

Savings Programme

95. In 2019-20, £16.7m (71%) of the original £23.4m savings target set across the portfolio budgets was achieved as originally envisaged or has been delivered by other means or mitigated within the service. This has led to £6.7m (29%) of under delivered savings in year which have been reported as part of the portfolio overspending position.



Technical Accounting Transactions

96. There are a number of technical accounting transactions which have been actioned at the end of the financial year within the Finance Portfolio.
- Provision for doubtful debts – This is the estimated amount of bad debt that will arise from accounts receivables that have been issued but not yet collected. A provision is held within the accounts to offset these potential future liabilities. To be consistent with our established approach to bad debt, a £1.2m increase to the provision has been processed in 2019-20 to reflect the increasing age profile of the outstanding debts.
 - Minimum revenue provision (MRP) - This is the minimum amount which must be charged to an authority's revenue account for financing of capital expenditure, which will have initially been funded by borrowing. The revenue consequence of funding the IT equipment refresh from capital is set out in the Capital Programme section below. The Council's policy is to make the first MRP charge for assets the year after the purchase, therefore the MRP charge will commence in 2020-21. This has resulted in an underspending opportunity in 2019-20 of £0.629m which is reported within the Finance Portfolio.

Capital Programme

97. The 2019-24 capital programme; as approved at the February 2019 County Council, agreed a programme totalling £109.0m for 2019-20. The overall capital monitor, as set out in **Appendix 2**, shows the outturn spend for 2019-20 totalling £91.5m, with £84.5m on core services and £7.0m on income generating initiatives.
98. Since the end of December, when the capital programme reported a £13.8m underspend, the year end capital projection has decreased further by £4.3m resulting in a £18.2m underspend.
99. On the 18th October 2019, County Council approved a Flexible Use of Capital Receipts Strategy, which enables the Council to fund the revenue costs of transformation work from capital receipts. The total spending on projects eligible for charging against capital receipts was £4.0m, of which spending on corporate service redesign transformation activities amounted to £0.7m.
100. An area to note relates to the refresh of IT equipment. During 2019-20 there has been a programme to refresh the Council's IT equipment (primarily laptops for staff) which has been delivered as part of the Capita IT contract. The life of the refreshed IT equipment is estimated to be six years which will extend beyond the end of the current Capita contract, which is due to finish in 2022-23. At the end of the contract, ownership of this IT equipment will pass to the Council, and as such the assets will be held on the Council's balance sheet as an embedded finance lease, financed from within the existing approved borrowing limit. Recognising that the Council's capital governance arrangements do not accommodate this situation, both the Section 151 Officer and the Monitoring Officer have approved this approach. This is a technical adjustment to ensure that the cost of the equipment (£3.8m) which the Council has incurred is accounted for correctly, as the decision to purchase the IT equipment had already been taken within the IT contract.

Corporate Transformation

101. In 2019-20 the Council spent £2.2m on transformation activities related to our whole council design approach to service redesign. During 2019-20 we paused to review the corporate transformation programme to gain assurance about its effectiveness. As a result, we acted decisively to curtail activities that were unlikely to prove fruitful. We also redeployed resources onto other transformation work, including the Children First Improvement Plan and the Fire and Rescue Service Improvement Plan. The continuing transformation work includes the replacement of the current Enterprise Resource Planning (ERP) system. This supports the Council's HR and Finance processes and will enable the automation and improve the efficiency of existing business processes. The new ERP system will enable the Council's workforce to work more effectively and efficiently, not least by supporting staff to undertake more tasks via self-service.

Workforce

102. Further to the workforce Key Performance Indicators (KPI's) detailed in **Appendix 6** and the annotated commentary, there are a number of key areas to note.

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103. Since February/March, we have experienced the start of the Covid-19 pandemic. The full impact is likely to be evident when we report key performance indicators for the first quarter in 2020, but it is likely that some of the figures in this report are already being adversely affected by the pandemic. This is particularly relevant for the Fire and Rescue Service and for KPIs such as staff induction completion; short-term training cancellations; and sickness where it is possible there has been a delay in closing down sickness following an employee's return to work which will result in sickness being reported as higher than it might be. This will be investigated and if this supposition proves to be accurate it will be addressed in the next quarter's report.
104. As requested by the Performance and Finance Scrutiny Committee, a new KPI has been included for the 'percentage of managers who have undertaken formal appraisal training'. This KPI will now be reported each quarter.

Workforce Key Performance Indicators

105. **Resourcing and Talent** - The Council workforce size and its capacity has remained at virtually the same level as last quarter. Whilst turnover is up slightly it remains comfortably within the target range.
106. **Performance and Skill** - Staff induction completion rates have fallen to 64%. This is significantly below the target of 90% and is therefore a cause for concern. However, Covid-19 is a contributing factor to this reduction in completion rate which is particularly affected by the cancellation of all face-to-face training sessions which are a compulsory element of the staff induction process
107. As mentioned above, the Training and Development section now contains a KPI for tracking the percentage of managers who have undertaken formal appraisal training. This is currently 81% which is considerably higher than in December 2019 where the level was 67%. This increase is the result of actions such as contacting every manager to notify of the need to attend training. Whilst a bespoke approach has been adopted in Children Services to increase uptake of appraisal training, at 63%, the Service is considerably lower than the level achieved by other Service areas.
108. The overall WSCC percentage of 'did not attend' and 'short notice cancellations' for training courses has remained largely static, but there has been a significant rise to 23% for the percentage of short-term cancellations in the Fire and Rescue Service. This is another area where Covid-19 has impacted on the figures.
109. **Health, Safety and Wellbeing** - There has been a slight increase in the number of days lost due to sickness absence in Q4 with a rise of 560 days. This has moved the average sick days per FTE to 3.2 days (3.1 in Q3). Affecting this overall increase is a notable 25% rise in days lost to sickness in the Fire and Rescue Service and this is very likely to be a consequence of the impact Covid-19 has had on sickness reporting
110. The Children and Family Service has seen an increase of 7% and a 0.3 increase in average sick days per FTE. Whereas, Adults Services has seen a reduction with days lost to sickness reducing by 11% and the average days lost per FTE down by 0.5 days. This includes a significant reduction of 18% in long term sickness.
111. The top reason for short-term sickness for WSCC and all three of the priority service areas remains 'anxiety, stress, depression and mental health'. For long-term sickness,

the top reason for Adults and Children and Family Services remains as 'anxiety, stress, depression, and mental health' but the top reason for WSCC has changed this quarter and reverted to 'Musculoskeletal, Fractures, Injury, Surgery'.

112. The last report for Q3 provided a summary of the Employee Health and Wellbeing Survey. Since this time, the Public Health Research Unit (PHRU) has been planning staff discussion group sessions. Two sessions were held before Covid-19 hit and the remaining planned sessions will be re-arranged. The input and learning from the staff sessions will be used alongside the survey data to produce the first WSCC employee health and wellbeing strategy.

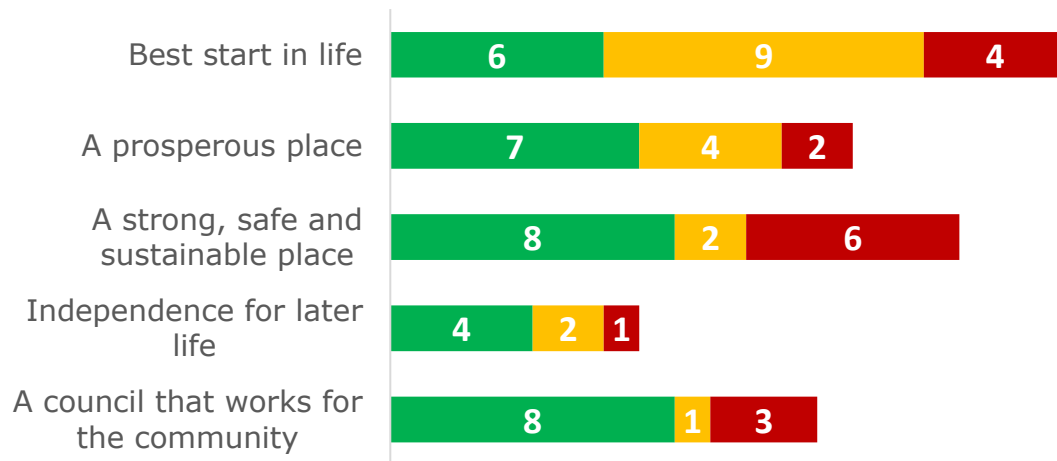
Corporate Risk Register

113. The Corporate Risk Register reported in **Appendix 7** is supported by risk registers for each Director and for the Capital Programme. The Risk Register is reviewed by the Executive Leadership Team (ELT) each month.

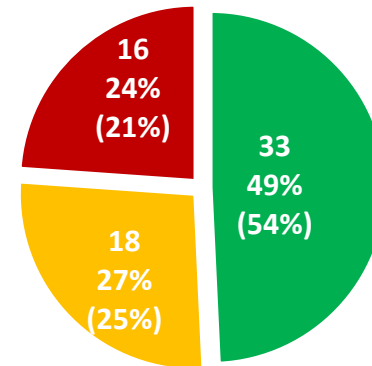
March TPM Performance Report

This report provides the latest position against the West Sussex Plan (2017-22) and includes commentary against measures that are not on track to meet their target. The 2019/20 targets have been reprofiled for the year to reflect updated benchmarking data. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail.

2019/20 year-end outturn of our 67 measures of success










March 2019 outturn in brackets



















Exception Report Indicators

Summary of measures reporting red or amber and not improving

Monthly/Quarterly Measures

Measures for success		Target	2019/20 Milestone	Jan-20	Feb-20	Mar-20	Year End Position
 8	West Sussex Children Looked After per 10,000	Top quartile of statistical neighbours by 2022 - ≤40.5	40.5	45.5 ↑	45.90 ↑	46.54 ↑	R
 10	Children Looked After with 3 or more placements during the year	Top Quartile of statistical neighbours by 2022 (currently 7.5% or less)	8.50%	9.94% ↑	10.1% ↑	11.1% ↑	R
 11	Review of Child Protection Conferences completed in timescales	≥99% by 2022	99%	95.1% ↓	99.1% ↑	98.3% ↓	A
 19	Reducing reoffending rates for 10 to 17 year olds who are already involved in the youth justice.	top half of statistical neighbours by 2022		30.9% (Dec) ↓		47.9% ↑	R
 38	Households living in temporary accommodation per 1,000 households	Top quartile of statistical neighbours by 2022 - ≤0.9	1.3	1.82 (Jun 2019) ↑		1.93 (Sep 2019) ↑	R
 39	Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	420	506.57 ↑	488.17 ↓	488.47 ↑	R
 59	Freedom of Information requests responded to within time	95% of FOIs within 20 working days by 2022	95%	92% →	83% ↓	Delayed COVID	A

Annual measures

Measures for success		Target	2019/20 Milestone	2017/18	2018/19	2019/20	Year End Position
 16a	Countywide take up of free early education and childcare: 3 and 4 year old	Top quartile of statistical neighbours by 2022 - 98.5%	97.0%	95% ↓	94% ↓	Due Jun 2020	A
 20a	Attainment gap of disadvantaged pupils is in line with their peers KS4	In line with national average of peers by 2022 KS4 0.57	0.57	0.75 ↑	0.79 ↑	0.76 ↓	R
 20b	The attainment gap of disadvantaged pupils is in line with their peers KS2	In line with national average of peers by 2022 KS2 19.6%	22.00%	23% ↓	23.4% ↑	25.3% ↑	R
 20c	Attainment gap of disadvantaged pupils is in line with their peers KS1	In line with national average of peers by 2022 KS1 19%	20.20%	22.2% ↑	20.2% ↓	24.1% ↑	R
 21	Business start-ups	Top quartile of statistical neighbours by 2022 - 11.33%	10.9%	10.8% ↓	10.46% ↓	Due Dec 2020	A
 22	Business Survival rates	Top quartile of statistical neighbours by 2022 - 47.24%	10.9%	47% ↓	46.08% ↓	Due Dec 2020	A
 30	Apprentices in West Sussex	≥7,390 by 2022	6,703	4,790 ↓	4,860 ↑	Due Nov 2020	R
 31	Adults with learning disabilities who are in paid employment	England average or better by 2022 - 6%	4.0%	3.2% ↑	2% ↓	2% provisional →	R
 7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	top quartile of statistical neighbours - 175.65	206.7	222.2 ↑	235.1 ↑	Due Mar 2021	R
 34	Air Quality Management Areas where air quality is improving	10 Air Quality Management Areas with improved air quality	10	8 →	8 →	Due Dec 2020	R
 36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Top quartile of statistical neighbours by 2022 - ≤54	87	102 (2017) ↓	104 (2018) ↑	Due Sept 2020	R
 46	Household waste sent to landfill	9% by 2022 (top quartile)	19%	39% ↓	30.18% ↓	21.75% (Q3) ↓	A
 53	Older people (aged 65+) who were still at home 91 days after discharge from hospital	Top quartile of statistical neighbours by 2022 - >85.7%	86%	87.8% ↑	73.2% ↓	75% (provisional) ↑	R
 56	Level of satisfaction of the services received by our residents	80% by 2022	75%	Biennial	46% ↓	Biennial	R
 57	Residents who agree that the council provides good value for money	80% by 2022	75%	Biennial	35% ↓	Biennial	R
 58	Residents who find it easy to access information, services and support they need	80% by 2022	75%	54% ↑	48% ↓	Biennial	R

**March 2020
Highlights and Challenges Report**

Change from year-end forecast to actual outturn

Forecast	Outturn
13	16
18	18
36	33

The changes were against the following measures.

Measure	Forecast	Outturn
2. West Sussex schools that are judged good or outstanding by Ofsted		
10. Children Looked After with 3 or more placements during the year		
11. Review of Child Protection Conferences completed in timescales		
19. Reoffending rates for children and young people (aged 10 to 17)		
46. Household waste sent to landfill		

Delays in data collection

There are some measures with the usual lags in receiving data and will not be available for this report. However, there are additional measures where data is not available because resources have been diverted e.g. to support COVID-19.

Measure	Reason
35 Calls to critical fires where the first fire engine met our emergency response standard	Following the complex change over process to the new Joint Control Centre with Surrey Fire and Rescue Service, and the need to ensure risk critical systems were given the highest priority, the performance data processing was given a lower priority leading to a delay in publishing the recorded data.
40 Safe and Well visits carried out for those at highest risk	
52 Delayed transfers of care from hospital that are attributed to social care	Monitoring of this data has been suspended by NHS
59 Freedom of Information requests responded to within time	Resources have been diverted to COVID-19
66 The County Council's response to recommendations from customer complaint resolutions	




Best Start in Life

Highlights


- **Families turned around** - delivered their target 3 months ahead of deadline and achieved 3,940 families turned around against national criteria. The quarterly publication of national results continues to show West Sussex as one of the foremost authorities in the local delivery of the government's ambitions for families.
- **10-11-year-old children with a healthy weight** – A slight improvement this year (70.4%) and much higher than the England average of 64.3% and South East average of 68.3%, and we remain in the top quartile.


- **Children subject to a Child Protection Plan for 2 years or more** – we completed the year exceeding the target at 0.97% against a milestone target of 2.4%.

Challenges

2. West Sussex schools that are judged good or outstanding by Ofsted	Target Top quartile of all LAs by 2022 – 92.6% Milestone target is 88.5%	March 2020 
Performance	Recovery actions	
Performance is at a recent all-time high, 3.9% higher the 2018/19 academic year and we are less than 1% from achieving our milestone target. The new School Effectiveness Strategy has enhanced the robustness of preparing school leadership to withstand external scrutiny. This includes strengthening those schools that are only just good. The increase in performance at KS2 will also strengthen the case for good.	Continued improvement from the School Effectiveness strategy should enable the authority to meet next year's targets. Further improvement to embed better processes should continue to see the measure improve. However, with the Covid-19 virus, schools unlikely to open in the foreseeable future, and Ofsted suspending inspections, this figure will not change before, probably, September.	
8. West Sussex Children Looked After per 10,000 children under 18	Target Top quartile of statistical neighbours by 2022 - ≤40.5	March 2020 
Performance	Recovery actions	
The upward trend has continued with increasing numbers of children subject to care proceedings. Last year's year-end results were 40.6 compared to 46.5 this year. However, we compare well compared to the South East average of 53 and the England average of 65.	We continue to support children to remain within their network when safe to do so and are acting when required to safeguard children. Partnership work is being commenced with Hampshire to improve our approach to permanence planning to facilitate children being placed with permanent carers more quickly, included where the care plan is adoption and special guardianship. This will reduce the time children spend in the care of the local authority. The first trial permanence panels have taken place focusing on ensuring that permanence is timely and where children can leave care by means of adoption or reunification, timescales are put in place.	
10. Children Looked After with 3 or more placements during the year	Target Top quartile of statistical neighbours by 2022 ≥ 7.5% 2019-20 milestone target 8.5%	March 2020 
Performance	Recovery actions	
It was anticipated that we would complete the year just below target. However, there was a subsequent decrease in placement stability in March with a substantial number of placement moves in relation to COVID 19, where there are health concerns relating to children not self-isolating or where carers have health concerns.	We continue to ensure that our foster carers are supported, and we are getting our matching process right. This can be challenging with a shortage of foster placements and a competitive independent market. Our own success on increased staying put arrangements has meant fewer foster placements available for other children.	

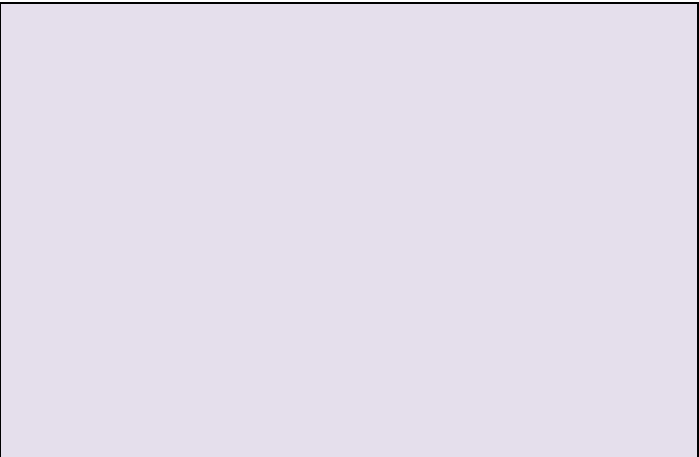
<p>(Based on 2018/19 figures: West Sussex was 10%, England average was 10% and statistical neighbour average was 12%).</p>	<p>Planned work on the implementation a formal stability/ disruption policy and on data collection regarding placement moves has been delayed due to the need to prioritise emergency work related to COVID 19, this work does still need to be undertaken.</p>
	<p>Where unplanned placement changes occur, meetings (focusing on disruption) will be held to establish future learning. Service Leads will establish a process for data collection on reasons why placements have been disrupted to identify learning/training needs to enable a service-wide awareness of any trends.</p>

<p>11. Review of Child Protection Conferences completed in timescales</p>	<p>Target ≥99% by 2022</p>	<p>March 2020 98.3% </p>
<p>Performance</p> <p>There has been a marginal decrease this month with 2 children’s review conferences were out of timescale. One due to challenges relating to a necessary interpreter’s attendance at the conference, the other due to staffing changes and insufficient information to progress. Both conferences are now complete.</p> <p>For 8 months of this year we met the target of 99% and anticipated being just off target by year-end. The overall average for 2019-20 is 98.87% against a target of 99%.</p>	<p>Recovery actions</p> <p>As the number of children on child protection plans in West Sussex had increased significantly over the previous 12 months, efforts are being made to ensure the right children are on plans, enabling them to receive the focused intervention that they require.</p> <p>The learning gained in respect of planning for children coming off child protection plans at first review has been shared in a workshop with child protection advisors and the learning in respect of children who have been on a plan for over 15 months will be shared across the service in April. This will further assist our capacity to ensure that the right children are on plans and are reviewed in accordance with statutory timescales.</p>	

<p>19. Reoffending rates for children and young people (age 10 to 17)</p>	<p>Target: Top half of statistical neighbours by 2022 2019-20 milestone target 33%</p>	<p>March 2020 47.9% </p>
<p>Reasons for performance</p> <p>The Youth Justice Service is meeting the corporate performance target for the rate of reoffending (3.3 offences per offender against a target of 3.5), but further work is required to reduce the overall percentage of reoffending with latest results at 47.9%.</p> <p>Q3 results (Oct – Dec 2017 figures) show reoffenders at 30.9% and a rate of reoffending at 2.94.</p> <p>Note - The current Ministry of Justice (MoJ) methodology for measuring reoffending is based on a 3-month cohort who are then tracked for a further 12-month period. This data is always two years out of date as the children are tracked for</p>	<p>Recovery actions</p> <p>A multi-agency diversion panel is being set up to effectively divert children from the justice system, whilst also identifying those most at risk of further offending so that collaborative multi-agency plans and interventions can be delivered to address the complex factors which contribute to a child’s offending behaviour.</p> <p>The service is involved in several strategic forums which are working to develop an effective response to child exploitation and providing education and training opportunities which provide a credible and viable alternative to offending.</p>	

one year and then it is necessary to wait a further year to ensure all offences have received an outcome. As this data is collected on a quarterly basis, this can lead to a fluctuation and inflation of the actual reoffending rates, as the same child or young person could reoffend in different quarters and as such be counted more than once.

Local data continues to show that much of the reoffending is carried out by a small group of young people who reoffend more often. Our current figures suggest that 8.5% of the 2018/19 cohort (14 young people) have committed 62% of all the further offending for this cohort to date.




A Prosperous Place

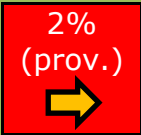
Highlights

- **Cycling - total length of cycle path, new installations** – we have exceeded the target and installed over 17km of new cycle paths across West Sussex.
- **Economically active - 16-64-year olds who are employed** – West Sussex continues to have high employment rates, higher than the national and regional average and the overall employment rate for the county has increased a little since the previous release (June '18-July '19). Compared with statistical neighbours West Sussex compares favourably and has the third highest employment rate out of the 15 upper tier authorities.

Challenges

30. Apprentices in West Sussex	Target 5% year on year increase to 2022 Milestone 2019-20 target – 6,703	2018-19 
Reasons for performance		Recovery actions
Following the significant drop in apprenticeship starts in the last academic year, both locally and nationally, 2018-19 saw growth. The number of new starts in West Sussex was 4,860 compared to 4,790 in the previous year.		We continue to support and promote apprenticeships through Apprenticeship Information Fairs, an annual apprentice graduation ceremony, and by significantly increasing the number of apprenticeships within the county council and schools and through its levy transfer funding programme.
The number of apprenticeship starts for the first 2 quarters of the 2019/20 academic year are 2,590. The full year will not be available until later in 2020.		The County Council has now connected its digital apprenticeship account with some 50 employers in West Sussex where we have committed to fund an apprenticeship. There are 32 apprenticeship programmes we are actively funding.
Since 2015/16, West Sussex have provided over 21,300 new apprenticeships starts for our		

<p>community, which is an average over 5,300 per academic year.</p>	<p>National Apprenticeship Week was held from 3rd to 9th February and the County Council actively supported this by organising two School Job Fairs which had a strong apprenticeship presence and every delegate (about 300 in total) was given a promotional apprenticeship goody bag. There was also an apprenticeship Job Fair in Crawley held that week and another in Horsham later in February.</p> <p>Unfortunately, the Apprenticeship Fair organised in Mid Sussex has had to be postponed due to the Covid-19 pandemic along with the annual apprenticeship graduation ceremony which was due to take place in June. The County Council is mindful of the impact the pandemic will have on apprenticeship starts in the future.</p>
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<p>31. Adults with learning disabilities who are in paid employment</p>	<p>Target: England average or better by 2022 – currently 6% 2019-20 milestone target 4%</p>	<p>March 2020</p> <div style="text-align: center;">  </div>
<p>Reasons for performance</p> <p>Current performance remains at 2% (provisional).</p> <p>WSCC have historically performed poorly with this annual statutory measure because only those customers who have had a review in the past twelve months are counted.</p> <p>We believe that the performance is significantly under reported as it does not capture all the supported employment work undertaken by the local providers to facilitate work opportunities for people with learning disabilities. If all people with a learning disability who are supported into employment, by our WSCC funded prevention service, were counted the figure would be closer to 4 - 5%.</p> <p>Supported employment is an 'early help' service and people can refer to the service directly without social care assessment and are not always 'known to the council' or included in measure.</p>	<p>Recovery actions</p> <p>For many people with a learning disability in receipt of formalised social care in West Sussex, employment has not been seen as a key part of their life, from childhood through to adulthood. Improving the expectation of paid work will require a significant culture change, in practice and roles of staff across all services, as well as increasing the number of employment opportunities.</p> <p>Strategic oversight and corporate support is required at every level as well as values-driven leadership and a culture linked to wider notions of progression.</p> <p>A new supported employment contract has increased focus on people in receipt of formalised support.</p> <p>DWP in West Sussex are signing up more organisations to become disability confident which will support increased employment opportunities for this group.</p> <p>The LD service is working with the Performance team to look how we can capture all the people supported by funded services, including prevention.</p>	

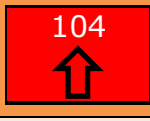
A strong, safe and sustainable place

Highlights


- **Operation Watershed fund allocated to community projects** – Last year we met our 2022 target to deliver to 70 projects. Since then there has been a further 8 successful Operation Watershed Applications, and over £94k awarded.
- **Crime rates in West Sussex** – The latest 12 month rolling average of recorded crime offences is 67.1 per 1000 population, well below the national average of 80.5.
- **Renewable energy generated by West Sussex County Council** – This year we have generated over 16,000 Mwh of renewal energy compared to 8,710 mwh last year and exceeding our annual target of 9,141 Mwh.


Challenges

7. Emergency Hospital Admissions for Intentional Self-Harm	Target Top quartile of statistical neighbours - 175.65 per 100,000 population 2019-20 milestone target 207	March 2020 
<p>Reasons for performance</p> <p>The latest results (2018/9) show an increase to 235.1 per 100,000. This is higher than the national average of 193.4 and regional average of 199.7.</p> <p>Self-harm is due to multiple and inter-related risk factors, there is no single or simple approach that impacts on this area. As the indicator only measures activity at the upper end of the pathway, i.e. Hospital admissions, it is difficult to assess the effect of preventative interventions which may have an effect downstream.</p>	<p>Recovery actions</p> <p>We are targeting people before they start to self-harm and promoting mental wellbeing across the population (with greater intensity to those groups at high risk of poor mental health or self-harm). This includes 'whole school approaches' to build positive cultures and ethos around mental and emotional wellbeing.</p> <p>Also producing a rapid health needs assessment to identify key local drivers and priority areas.</p> <p>Ensuring that West Sussex and Sussex and East Surrey STP suicide prevention activity is coordinated with other activity in this area.</p> <p>Continuing to commission (with our NHS partners) a comprehensive set of interventions across the pathway, from prevention, through to early intervention and then on to more specialist clinical services.</p>	

36. Killed or seriously injured in road traffic accidents per billion vehicle miles	Target: Top quartile of statistical neighbours by 2022 – currently ≤54 2019-20 milestone target 87	2018-19 
<p>Reasons for Performance</p> <p>A total of 24 people were killed on West Sussex Highways during 2019 compared to 20 in 2018. Despite the increase, this remains one of the lowest outturns on record and is substantially lower than the 2005-2009 base line average of 43.</p>	<p>Recovery actions</p> <p>It should be recognised that the benefits from road safety engineering schemes take time to translate into reductions in the casualty figures.</p> <p>The Road Safety Framework is being reviewed and updated during 2020 with a stronger emphasis on</p>	

<p>The number of KSIs for 2019 currently stands at 573, but this is likely to change as data is still being reconciled by the police.</p> <p>This is a large increase on previous years and is linked to Sussex Police's switch to a national collision-recording database in May 2019. As a result, West Sussex has experienced a large increase in the number of Serious Casualties who would formally have been recorded as Slight Casualties. The new database known as CRASH selects the casualty severity from recorded injuries, which is more accurate than the previous manual entries.</p> <p>The switch to the new database means the KSI data cannot be compared to previous annual data and has considerably widened the gap towards our Reduction Target which is derived from KSI data from the former collision recording database. The Department for Transport is supplying adjusted historical data to authorities to enable comparison and WSCC are considering whether to apply this to their March 2023 Reduction Target.</p>	<p>the introduction of a "Safe Systems" approach to managing the network and identifying road safety interventions.</p>
	<p>We have invested in training two members of staff on the RoSPA Road Safety Engineering course; a 10 days formal Collision Investigation/Road Safety Engineering training, recognised as the industry standard for road safety engineers.</p>
	<p>We have a successful BikeAbility Cycle Proficiency programme, training about 10,000 year 6 pupils.</p>
	<p>We are an active partner within the Sussex Safer Roads Partnership promoting a wide range of behavioural change programmes.</p>

<p>39. Average time between a child entering care and moving in with their adoptive family</p>	<p>Target 365 days by 2022 2019-20 milestone target 420 days</p>	<p>March 2020</p> <p style="text-align: center;">488.47 </p>
<p>Performance</p> <p>Performance is similar to last month. Without the top 5 outliers the average number of days would be 451.06, this would put West Sussex above the national threshold of 426. Overall West Sussex is below the England average of 532 for this measure.</p> <p>Timescales remain high due to Adoption Orders granted for children who have specific needs (age, complex needs, disability) and/or challenges within the adoptive family such as adopter separation.</p>	<p>Recovery actions</p> <p>Adoption South East agencies are already working together to share adopter resources and West Sussex is planning Permanency Panels to improve planning for children with adoption care plans.</p>	

<p>46. Household waste sent to landfill</p>	<p>Target: Top quartile of statistical neighbours by 2022 - currently 9% 2019-20 milestone target 19%</p>	<p>December 2019</p> <p style="text-align: center;">21.75% </p>
<p>Reasons for performance</p> <p>Year-end results are due late Summer 2020.</p> <p>Household waste to landfill dropped by 2.19% relative to the previous reported figure of 23.94%. This was largely a result of further increasing Refuse Diverted Fuel (RDF) diversion from landfill, as HWRS residual waste had almost</p>	<p>Recovery actions</p> <p>There are of course now significant uncertainties going forward and the impact that COVID-19 will have on all waste arisings, the economy and therefore end markets such as RDF and indeed, how long the effects might last. It is hard to therefore quantify the future impact of COVID-19, we are closely monitoring the situation and remain</p>	

<p>returned to the levels seen in 2018-19 for quarter 3.</p> <p>RDF offtake has, however, been at good levels during the first few weeks of 2020 and into February and March. As COVID-19 hit, operations were adjusted and in some cases loose RDF was produced in order to maintain the levels of landfill diversion.</p>	<p>aware that the impact will not be to be realised until 2020-21.</p>
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Independence for later life

Highlights

- **Quality of care at home and in care homes.** – Both measures were reporting amber at the end of 2018-19 but have exceeding their target this year. Care in care homes has improved from 77% to 81% and care at home has improved from 86% to 90% this year.

Challenges


None to report this quarter.

Council that works for the Community












Highlights

- **Formal member meetings webcast** – 2018-19 results reported amber with performance at 27.6%, however a decision was made by full Council that there should be a presumption in favour of webcasting all meetings of Planning Committee, Select Committees and formal meetings of the Cabinet in addition to the routine webcasting of all full Council meetings. As a result performance has reached 61.4%

Challenges

<p>59. Freedom of Information requests responded to within time</p>	<p>Target 95% by 2022 2019-20 milestone target 95%</p>	<p>February 2020 83% </p>
<p>Performance</p> <p>The latest available data is for February. Final year-end results will be delayed, but the average for the year so far suggests Amber.</p> <p>137 requests were due to be responded to in February, of which 114 were responded to on time. There is 1 FOI request on hold.</p>	<p>Recovery actions</p> <p>This is a disappointing result after some promising months. A reminder will be issued across the council that this is a corporate target and all officers are encouraged to deal with requests without delay.</p>	








Monthly/Quarterly Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Year End Position	Forecast (Year End Reported Status)	
Best start in life													
Outcome - All children and young people are ready for school and work													
 2	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >92.6%	88.5%	H	81.6%	86.9% ↑	87.6% ↑	87.2% ↓	87.6% ↑	87.6% →	A	G
 3	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.8%	89.0%	H	81%	86.1% ↑	86.3% ↑	86.3% →	86.5% ↑	86.6% ↑	A	A
 4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.1%	92.7%	H	92.7%	90.1% ↓	89.1% ↓	88.2% ↓	90.2% ↑	90.6% ↑	A	A
Outcome - Families and children have a healthy family, home and work life													
 5	Families turned around	Quarterly	≥3,940 by 2020	3,940	H	1,281		3,940 ↑				G	G
Outcome - Children and young people feel safe and secure													
 8	West Sussex Children Looked After per 10,000	Monthly	Top quartile of statistical neighbours by 2022 - ≤40.5	40.5	L	41.2	44.0 ↑	44.7 ↑	45.5 ↑	45.9 ↑	46.54 ↑	R	R
 9	West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.3%	2.4%	L	2.4%	2.3% →	2.2% ↓	2.7% ↑	1.1% ↓	0.97% ↓	G	G
 10	Children Looked After with 3 or more placements during the year	Monthly	Top Quartile of statistical neighbours by 2022 (currently 7.5% or less)	8.5%	L	10.7%	9.62% ↓	9.77% ↑	9.94% ↑	10.1% ↑	11.1% ↑	R	A
 11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	96.4% ↓	97.5% ↑	95.1% ↓	99.1% ↑	98.3% ↓	A	G
 12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Monthly	≥80% by 2022	80%	H	75%	Currently under review to identify a measure more appropriate to reflect that any form of child exploitation is considered abuse.					G 83%	G
 13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	88%	H	84%		95.1% ↓			95.8% ↑	G	G

Monthly/Quarterly Measures










Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Year End Position	Forecast (Year End) Reported Status	
Outcome - Children and young people are able to thrive													
 19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 31.4%	33.0%	L	37.3%		30.9% ↓			47.9% ↑	R	G
A prosperous place 													
Outcome - Infrastructure that supports a successful economy													
 23a	Access to superfast fibre broadband	Quarterly	Additional 8,000 premises have access to superfast fibre by 2022	8,000	H	1,203		COMPLETE AND TARGET EXCEEDED				G	G
Outcomes - A place that provides opportunity for all													
 28	Economically active 16-64 year olds who are employed	Quarterly	Remain in top quartile of statistical neighbours by 2022 - ≥ 79.4%	79.4%	H	80.2%		Due May 2020			81.2% (Q2) ↑	G	G
A strong, safe and sustainable place 													
Outcome - A safe place													
 35	Calls to critical fires where the first fire engine met our emergency response standard	Quarterly	90% by 2022	89%	H	87.3%		89.3% ↑			89.8% ↑	86.7% year average	A
 37	Operation Watershed fund allocated to community projects	Quarterly	103 projects supported by 2022	83 cumulative	H	50		76 →			81 ↑	G (5 projects ready but delayed COVID)	G

Monthly/Quarterly Measures




Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Year End Position	Forecast (Year End Reported Status)	
Outcome - Strong communities													
 38	Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.9	1.3	L	1.5		1.82 Jun 2019 ↑			1.93 Sep 19 ↑	R	R
 39	Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	420	L	466.69	485.19 ↓	496.01 ↑	506.57 ↑	488.17 ↓	488.47 ↑	R	R
 40	Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	11,800	H	4,000		12,388 ↑			Data due end of May	G	G
 41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 - 80.5	80.5	L	56.07		67.1 ↑			Due June 2020	G	G
 42	Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	Quarterly	800 reports per annum totalling 4,000 by 2022	800	H	641		855 ↑			Due June 2020	G	G
Outcome - Sustainable environment													
 43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh		13,450 cumulative ↑			16,236 mwh ↑	G	G
 44	Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	16,011	L	32,022		10,614 cumulative ↑			Due June 2020	G	G

Agenda Item 8
Annex B

Monthly/Quarterly Measures












Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Year End Position	Forecast (Year End) Reported Status	
Independence for later life													
Outcome - A good place to grow old													
 49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 86%	80%	H	79%	81% →	81% →	81% →	81% →	81% →	G	G
 50	Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 93%	88%	H	90%	89% ↑	89% →	91% ↑	90% ↓	90% →	G	G
Outcome - Older people have opportunities to thrive													
 52	Delayed transfers of care from hospital that are attributed to social care	Monthly	2.6 delayed days per 100,000 population per day (nationally set target) by 2018/19	2.6 delayed days per 100,000 population per day	L	5	3.89 ↑	2.66 ↓	2.6 ↓	Due Apr 2020	Due May 2020	G	G
A council that works for the community													
Outcome -Open and transparent													
 59	Freedom of Information requests responded to within time	Monthly	95% by 2022	95%	H	80%	89% ↓	92% ↑	92.3% ↑	83% ↓	Delayed COVID	A	A
 60	Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022 to 36.4%	31.2%	H	26%		55.3% ↓			61.4% ↑	G	G
 61	Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022 from Mar 2019 to 23,458	23,258	H	18,851		24,245 ↑			25,639 ↑	G	G
 62	Decision transparency	Quarterly	To increase to 75% the number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken	70%	H	64%		81% ↑			69% ↓	G (overall annual average =70%)	Annex B

Monthly/Quarterly Measures








Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Year End Position	Forecast (Year End Reported Status)
 63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022 from Mar 2019	6,710	H	3,986	8,379 ↑	7,848 ↓	7,851 ↑	8,101 ↑	8,845 ↑	G	G
Outcome - Listens and acts upon													
 64	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	50%	H	11%		41.3% ↓			59% ↑	G	G
 65	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%		100% →			100% →	G	G
 66	The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%		100% →			Delayed COVID	G	G
Outcome - Works in partnership													
 67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	9	H	3		7 →			7 →	G	G

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Annex B

Annual Measures

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Year End Position	Forecast (Year End) Reported Status
Best start in life											
Outcome - All children and young people are ready for school and work											
	1 Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >74%	72.3%	H	70.6%	70.6%	71.4% ↑	71.9% ↑	A	A
	6 Healthy weight 10-11 year olds	Annually (Dec)	Top quartile of all Local Authorities by 2022 - >66.8%	67.1%	H	70.3%	70.2% ↓	70.4% ↑	Due Dec 2020	G	G
Outcome - Access to education that meets the needs of our community											
	14 Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 64.9%	64.9%	H	56.2%	56.2%	61.5% ↑	62.9% ↑	A	A
	15 Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64.6%) by 2022	64.6%	H	55%	55%	61.8% ↑	62.7% ↑	A	A
	16a Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Jun)	Top quartile of statistical neighbours by 2022 - 98.5%	97.0%	H	96%	95% ↓	94% ↓	Due Jun 2020	A	A
	16b Countywide take up of free early education and childcare: 2 year old	Annually (Jun)	Top quartile of statistical neighbours by 2022 - 78%	78%	H	79%	75% ↓	77% ↑	Due Jun 2020	A	A
	17 Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 ->0.09	0.11	H	0.03	0.03 ↓	0.05 ↑	0.05 ↔	A	A
Outcome - Children and young people are able to thrive											
	18a Children Looked After (12 months+) achieving educational outcomes in line with their peers KS4	Annually (Apr)	In line with national average of peers KS4 -1.2	-1.2	H	-1.14	1.46 ↓	-0.91 ↑	-1.21 ↓	G	G
	18b Children Looked After (12 months+) achieving educational outcomes in line with their peers KS2	Annually (Apr)	In line with national average of peers KS2 35%	32.5%	H	n/a	13.6% ↓	31.3% ↑	30.4% ↓	A	R
	18c Children Looked After (12 months+) achieving educational outcomes in line with their peers KS1	Annually (Apr)	In line with national average of peers KS1 37%	19.0%	H	15.8%	33.3% ↑	suppressed ↓	30.4% ↑	G	G

Annual Measures









Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Year End Position	Forecast (Year End Reported Status)
 20a	Attainment of disadvantaged pupils is in line with their peers KS4	Annually	In line with national average of peers by 2022 KS4 0.57	0.57	L	0.75	0.75 ↑	0.79 ↑	0.76 ↓	R	R
 20b	Attainment of disadvantaged pupils is in line with their peers KS2	Annually	In line with national average of peers by 2022 KS2 19.6%	22.00%	L	23%	23% ↓	23.4% ↑	25.3% ↑	R	R
 20c	Attainment of disadvantaged pupils is in line with their peers KS1	Annually	In line with national average of peers by 2022 KS1 19%	20.2%	L	22.2%	22.2% ↑	20.2% ↓	24.1% ↑	R	R
A prosperous place 											
Outcome - A place where businesses thrive											
 21	Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 11.33%	10.9%	H	12.2%	10.8% ↓	10.46% ↓	Due Dec 2020	A	A
 22	Business survival and retention (5 year survival rate)	Annually (Dec)	Top quartile of statistical neighbours by 2022 - >47.24%	47%	H	43.3%	2012-17 47% ↑	2013-18 46.08% ↓	Due Dec 2020	A	A
Outcome - Infrastructure that supports a successful economy											
 23b	Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	95%	H	95%	95.6%	95.9% ↑	96.4% ↑	G	G
 24	Additional school places delivered	Annually (Mar)	Total school places 127,256 by 2022	131,498	H	109,017	126,143	127,323 ↑	128,422 ↑	G	G
 25	Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	17.93km	H	0km	5.57km	11.37km ↑	28.65km ↑	G	G
 26	Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Sep)	5% or less by 2022	5%	L	5%		2016-18 3% ↓	2017-19 4% ↑	G	G

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Annual Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Year End Position	Forecast (Year End) Reported Status	
Outcome - A place that provides opportunity for all											
27	Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≥£593.40	£593.40	H	£593.40	£554.10 (2017) ↓	£574.90 (2018) ↑	£602.20 (2019) ↑	G	G
Outcome - A skilled workforce for West Sussex											
29	16-17 year olds who are not in education, employment or training	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - <1.9%	2.6%	L			2.7%	2.4% (in year) ↓	G	G
30	Apprentices in West Sussex	Annually (Nov)	≥7,390 by 2022	6,703	H	5,790	4,790 ↓	4,860 ↑	Due Nov 2020	R	R
31	Adults with learning disabilities who are in paid employment	Annually (Oct)	England average or better by 2022 - 6%	4.0%	H	2.2%	3.2% ↑	2% ↓	2% (provisional) →	R	R
Outcome - A great place to live, work and visit											
32	Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2021 and 2022	75%	H	n/a	Biennial	70%	Biennial	A	A
33	Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £30,356	£30,356	H	£25,221	£26,304 ↑	£26,589 ↑	Due Dec 2020	A	A
A strong, safe and sustainable place											
Outcome - A healthy place											
7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	top quartile of statistical neighbours - 175.65	206.7	L	220	222.2 ↓	235.1 ↑	Due Mar 2021	R	R
34	Air Quality Management Areas where air quality is improving	Annually (Dec)	10 Air Quality Management Areas with improved air quality	10	H	9	8 →	8 →	Due Dec 2020	R	R
Outcome - A safe place											
36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Sep)	Top quartile of statistical neighbours by 2022 - ≤54	87	L	103	102 (2017) ↓	104 (2018) ↑	Due Sept 2020	R	R

Annual Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Year End Position	Forecast (Year End Reported Status)	
Outcome - Sustainable environment											
 45	Ultra-low emission vehicles registered for the first time	Annual	Top quartile of statistical neighbours by 2022 - > 1083 registered vehicles	514	H	327	391 (2017) ↑	496 (2018) ↑	Due Jun 2020	A	A
 46	Household waste sent to landfill	Annual	9% by 2022 (top quartile)	19%	L	49% sent to landfill	39% ↓	30.18% ↓	21.75% (Dec 2019) ↓	R	A
Outcome - A place of culture, heritage and beauty											
 47	Museums and theatres in West Sussex - visitors at attractions	Annually (Jul)	20% increase by 2022	2,035,219	H	1,850,199	3.7m (2018) ↑	Due Jul 2020	Due Jul 2021	G	G
 48	Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	Annually (Apr)	100% of plans reviewed every 5 years	100%	L	100%	100% →	100% →	100% →	G	G
Independence for later life 											
Outcome - Older people feel safe and secure											
 51	People who use services who say that those services have made them feel safe and secure	Annually (Jun)	95% by 2022	93%	H	82.9%	87.1% ↓	91.9% ↑	available summer 2020	A	A
Outcome - Older people have opportunities to thrive											
 53	Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >85.7%	86.0%	H	83.7%	87.8% ↑	73.2% ↓	75% (prov) ↑	R	R
Outcome - People are healthy and well											
 54	Emergency admissions for hip fractures in those aged 65+, per 100,000	Annually	maintain at 612 per 100,000 by 2022	612	L	578	569 ↓	560 ↓	Due Feb 2021	G	G
Outcome - Older people feel part of their community											
 55	Social isolation - adult social care users who have as much social contact as they would like	Annually (Jun)	50% by 2022	47%	H	45.8%	41.2% ↓	46% ↑	available summer 2020	A	A

Annual Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Year End Position	Forecast (Year End) Reported Status	
A council that works for the community											
Outcome - Customer focused											
 56	Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	75%	H	0%	Biennial	46%	Biennial	R	R
Outcome - Value for money											
 57	Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	75%	H	0%	Biennial	35%	Biennial	R	R
Outcome - Open and transparent											
 58	Residents who find it easy to access information, services and support they need	Annually (Sep)	80% by 2022	75%	H	53%	54% 	48% 	Now Biennial	R	R

Agenda Item 8
Annex B

- Appendix 1 – Revenue Budget Monitor and Useable Reserve as at March 2020
- Appendix 2 – Capital Programme as at March 2020
- Appendix 3 – Children First Improvement Plan update as at March 2020
- Appendix 4 – Fire Improvement Plan update as at March 2020
- Appendix 5 – Transformation Programme as at March 2020
- Appendix 6 – Workforce Key Performance Indicators – as at March 2020
- Appendix 7 – Corporate Risk Register – as at May 2020 (latest)
- Appendix 8 – Urgent Update - Covid-19 Pandemic

REVENUE BUDGET OUTTURN 2019-20

	Latest budget for year £000	Net spending £000	Outturn variation £000
Sources of Finance			
Precept	-459,941	-459,941	0
Council Tax Collection Fund	-2,279	-2,279	0
Business Rates	-87,407	-87,407	0
Business Rates Collection Fund	294	294	0
Business Rates Levy National Surplus	0	-266	-266
Section 31 Business Rates Grant	-18,901	-19,138	-237
Business Rates Pool	-2,197	-2,197	0
Social Care Support Grant	-5,643	-5,643	0
New Homes Bonus Grant	-3,934	-3,934	0
Brexit Preparations Grant	-175	-175	0
COVID-19 Emergency Fund	-20,528	-20,528	0
Financing Sub-Total	-600,711	-601,214	-503
Portfolio Budgets			
Adults and Health	205,941	206,167	226
Children and Young People	105,186	117,316	12,130
Economy and Corporate Resources	46,389	48,040	1,651
Education and Skills	27,809	28,549	740
Environment	64,175	63,712	-463
Finance	13,700	13,864	164
Fire & Rescue and Communities	35,491	35,551	60
Highways and Infrastructure	37,513	39,249	1,736
Leader	1,431	1,495	64
Portfolio Sub-Total	537,635	553,943	16,308
Non-Portfolio Budgets			
Capital Financing - Repayment (MRP)	10,957	10,957	0
Capital Financing - Interest	19,504	19,503	-1
Investment Income	-3,125	-3,859	-734
Business Rates Pool	1,970	1,970	0
Contingency	1,265	0	-1,265
Flexible Use of Capital Receipts	4,052	0	-4,052
TPM Mitigation Opportunities	3,446	0	-3,446
Revenue Contribution to Capital Outlay			
- Business Rates Pilot	201	201	0
- Other	96	96	0
Transfers to/(from) Earmarked Reserves			
- Business Rates Pilot	20,463	20,463	0
- Other	4,247	4,247	0
Non-Portfolio Sub-Total	63,076	53,578	-9,498
Net Overspend to be financed by Budget Management Reserve			6,307

Memo: Contingency	£000
Original Budget	3,400
June TPM decision: transfer to Children First Improvement Plan Reserve	-1,942
June TPM decision: transfer to Fire Inspection Improvements Reserve	-1,426
Unapplied balance of Children First Improvement Plan Reserve returned to Contingency	395
Unapplied balance of Fire Inspection Improvements Reserve returned to Contingency	838
Available Contingency	1,265

Agenda Item 8 Appendix 1

Balances and Reserves	Balance at 31 Mar 2019	Balance at 31 Mar 2020	Movement in Year	Significant In-Year Movements
	£000	£000	£000	
Earmarked Reserves:				
Capital Infrastructure	-12,028	-12,028	0	
Crawley Schools PFI Reserve	-599	-155	444	
Recycling & Waste PFI Reserve	-12,479	-10,741	1,738	£1.8m capital injection per May 2019 contract variation to be financed by reserves; generates savings over lifetime of contract
Street Lighting PFI Reserve	-23,522	-23,585	-63	
Waste Materials Resource Management Contract	-28,057	-26,700	1,357	£1.5m applied to Environment portfolio to fund lifecycle costs per approved budget book
Budget Management Reserve	-30,110	-14,952	15,158	£6.5m to Service Transformation for Whole Council Design; £4m applied to Highways contract settlement; £6.3m to meet overspend
Business Infrastructure Reserve	-706	-646	60	
Business Rates Pilot Fund	0	-20,463	-20,463	Holds gains arising from 75% local retention of business rates pilot (net of £0.6m applied to Digital Infrastructure)
COVID-19 Emergency Fund	0	-20,525	-20,525	£20.5m grant received March 2020
Deprivation of Liberty Safeguarding	-861	-202	659	Application of reserve to Adults & Health portfolio to undertake statutory assessments
Economic Growth Reserve	-1,297	-1,297	0	
Highways Commuted Sums	-3,057	-3,360	-303	
Highways On-Street Parking	-968	-1,650	-682	£0.6m transferred from Street Works Permit Scheme as contribution towards Parking Management Plan
Infrastructure Works Feasibility	-1,348	-997	351	
Insurance Reserve	-5,356	-5,845	-489	
Interest Smoothing Account	-1,078	-1,078	0	
Schools Sickness & Maternity Insurance Scheme	-2,085	-1,933	152	
Service Transformation Fund	-6,747	-11,810	-5,063	£6.5m contributed by Budget Management Reserve; £1.4m applied to Whole Council Design
Adult Social Care Transformation Fund	-510	-90	420	
Social Care Support Grant 2018/19	-1,517	-1,517	0	
Social Mobility and Homelessness Initiatives	-750	0	750	Draw down of funds in year
Special Support Centres	0	-1,845	-1,845	Funds diverted from Education portfolio per approved budget (DSG replaces); increase mainstream provision via capital investment
Statutory Duties Reserve	-2,437	-2,437	0	
Strategic Economic Plan (SEP) Reserve	-1,295	-1,061	234	
Street Works Permit Scheme	-874	-94	780	£0.2m applied towards 19/20 scheme costs; £0.6m transferred to On-Street Parking as contribution to Parking Management Plan
Other Earmarked Reserves	-2,935	-2,203	732	Includes £0.5m applied as balancing measure per approved 19/20 budget and further £0.4m towards 19/20 mitigation plan
Earmarked Reserves (Excluding Schools)	-140,616	-167,214	-26,598	
DSG Reserve	-6,245	1,739	7,984	Includes: £2.4m applied to High Needs, £1.1m withdrawal of LA High Needs contribution, net £4.7m outturn overspending
School Balances	-16,452	-16,241	211	
Total Earmarked Reserves	-163,313	-181,716	-18,403	
General Fund	-20,286	-20,286	0	
Capital Receipts Reserve	0	-3,959	-3,959	Capital receipts net of amounts applied to finance capital programme
Capital Grants Unapplied	-44,669	-55,587	-10,918	Net position of grants/contributions receivable for year and grants/contributions applied to capital programme
Total Usable Reserves	-228,268	-261,548	-33,280	

2019/20 CAPITAL MONITOR as at the end of March 2020

Portfolio	(1)	(2)	(3)	(4)	(5)
	19/20 Capital Programme (February County Council)	Slippage/ (Acceleration) from 2018/19	Total 19/20 Capital Programme	Full Year Actuals	Variance Over/(Under) Spend
	£000	£000	£000	£000	£000
Core Programme					
Adults and Health	1,492	775	2,267	1,675	(592)
Children and Young People	0	0	0	2,551	2,551
Education and Skills	31,324	1,103	32,427	31,955	(472)
Economy and Corporate Resources	8,952	(977)	7,975	6,939	(1,036)
Environment	1,176	566	1,742	454	(1,288)
Finance	6,994	787	7,781	4,263	(3,518)
Fire and Rescue and Communities	9,042	(258)	8,784	3,295	(5,489)
Highways and Infrastructure	33,830	2,520	36,350	33,318	(3,032)
Total Core Programme	92,810	4,516	97,326	84,450	(12,876)
Income Generating Initiatives					
Economy and Corporate Resources (Gigabit & 5 Bold Ideas)	3,370	3,917	7,287	5,671	(1,616)
Environment (Waste Infrastructure & YES)	2,700	2,077	4,777	1,019	(3,758)
Finance (Inc Propco)	10,115	(9,840)	275	287	12
Highways and Infrastructure (LED)	0	0	0	72	72
Total IGI	16,185	(3,846)	12,339	7,049	(5,290)
Total Capital Programme	108,995	670	109,665	91,499	(18,166)

Sources of Finance	£000
Government Grant	69,113
Revenue Contributions	297
Capital Receipts	7,901
Borrowing - Corporate	0
Borrowing - Service/Income Generating	7,357
External Contributions	6,831
Total	91,499

Capital Narrative – Annual Summary 2019-20

In February 2019, County Council approved a capital programme of £108.995m. In addition £0.670m of expenditure, originally profiled to spend in 2018-19, was expected to be delivered in 2019-20, bringing the revised capital programme to £109.665m. Since then, profiled spend has decreased overall by £18.166m to give a full year expenditure of £91.499m

The main annual movements are summarised below:

Adults and Health – (-£0.592m)

- Choices for the Future Programme – £0.742m.
Works progressed quicker than first anticipated resulting in acceleration of funding from 2020-21 into 2019-20.
- Westergate Extra Care Housing Scheme - (-£1.500m).
Works started on site, but completion of the legal agreement was delayed and the first grant payment of £0.750m to the registered provider who owns and operates the scheme was re-profiled into future years. Construction works have since been put on hold due to Covid-19, resulting in a key milestone payment of £0.750m being re-profiled into 2020-21.

Children and Young People – £2.551m

- Children and Young People Transformation Programme - £2.299m.
Eligible revenue expenditure on transformational activities has been capitalised under the flexible use of capital receipts direction.
- Cissbury Lodge – £0.252m.
A total budget of £0.300m was approved as design fees to redevelop and repurpose Cissbury Lodge. £0.252m was spent in 2019-20 financial year.

Education & Skills – (-£0.472m)

- Schools Capital Maintenance (-£1.269m).
A mixture of delays on site, procurement and technical delays, old commitments overstated and underspends on projects have resulted in re-profiling into future years.
- Devolved Formulae Capital Grant - £1.695m.
Schools were given £2.822m additional Government grant funding after the Capital Programme was approved. This in year increase reflects the higher allocation awarded and spent directly by schools in 2019-20.

- Basic Need Programme – (-£1.143m).
Several schemes within the basic need programme have changed the profiled spend resulting in a net reduction in budget of £1.143m.

Economy and Corporate Relations – (-£1.036m)

- Crawley Growth Programme – (-£5.213m).
An estimate for expenditure for pipeline projects within the Crawley Growth Programme was made as part of the Capital Programme approved at County Council in February 2019. These schemes did not progress as originally forecasted and therefore were re-profiled into future years.
- Digital Infrastructure (-£0.799m).
An estimate for expenditure for Digital Infrastructure pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme did not progress as originally forecasted and therefore was re-profiled into future years.
- IT Equipment – £3.769m.
During 2019-20 there has been a programme to refresh the council's IT equipment (primarily laptops for staff) which has been delivered as part of the Capita IT contract. The life of the refreshed IT equipment is estimated to be six years which will extend beyond the end of the current Capita contract, which is due to finish in 2022-23. At the end of the contract, ownership of this IT equipment will pass to the Council, and as such the assets will be held on the Council's balance sheet as an embedded finance lease, financed from within the existing approved borrowing limit. Recognising that the Council's capital governance arrangements do not accommodate this situation, both the Section 151 Officer and the Monitoring Officer have approved this approach. This is a technical adjustment to ensure that the cost of the equipment (£3.8m) which the Council has incurred is accounted for correctly, as the decision to purchase the IT equipment had already been taken within the IT contract.
- Economy and Corporate Relations Transformation Programme - £1.473m.
Eligible revenue expenditure on transformation activities was capitalised under the flexible use of capital receipts direction.

Environment – (-£1.288m)

- Waste Projects – (-£0.603m).
A service review into all waste schemes resulted in £0.603m of re-profiling into future years.

- Brookhurst Wood, Site HA – (-£0.500m).
An estimate for expenditure for Site HA pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme did not progress as originally forecasted and therefore was profiled into future years.

Finance (-£3.518m)

- Accessibility Audit – (-£0.500m).
An estimate for expenditure for the accessibility audit pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme did not progress as originally forecast and therefore was re-profiled into future years.
- Sompting Waste Management – (-£0.249m).
Budget was no longer required as full funding provided for Halewick Lane project through Your Energy Sussex. Corporate funding was returned to fund future schemes.
- Structural Maintenance - (-£1.259m).
Delays in procurement, seasonal delays, technical solutions, works underspent and reclassification of start dates resulted in re-profiling into future years.
- Targeted Minor Asset Improvement Plan – (-£0.415m).
Late identification of schemes and amendments to instructions led to delays. Those schemes that were delayed will be completed in early 2020-21.
- Burrscofte Demolition – (-£0.298m).
Demolition has been completed significantly under the estimate therefore the budget was returned corporately to fund future schemes.
- Staff Capitalisation- (-£0.377m).
Original estimate of staff fees was higher than required than first anticipated.

Fire and Rescue and Communities – (-£5.489m)

- Horsham Combined Blue Light Centre – (-£1.259m).
An estimate for expenditure for the Horsham Combine Blue Light Centre pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme did not progress as originally

forecasted due to the contract award for design services works commencing in October.

- **WSFRS Equipment & Fleet – (-£1.232m).**
An estimate for expenditure against the WSFRS Equipment and Fleet block allocation was part of the Capital Programme approved at County Council in February 2019. This programme of works did not require any additional funding from the pipeline and therefore was re-profiled into future years.
- **Community Hub Worthing – (-£2.503m).**
There was a delay in the tender being able to be issued due to further surveys and investigative work needing to be completed therefore funding was re-profiled into future years.
- **Library Self Service Terminals (-£0.500m).**
Installation was delayed due to Covid-19 therefore payment will be made early in the new financial year.

Highways and Infrastructure – (-£3.032m)

- **Annual Works Programme – £1.307m.**
Numerous schemes were added to the block works programme funded from additional grant received and s106 contributions.
- **A2300 – £1.059m.**
Additional funding was approved to enable land acquisition, ecological management and vegetation clearance works which were required to be completed before the start of scheme construction.
- **A259 – (-£6.033m).**
A Public Inquiry has required this scheme to re-profile estimated expenditure from 2019-20 into future years.
- **West of Horsham - £1.560m.**
This scheme accelerated £1.560m into 2019-20 from future years as construction works took place quicker than first estimated the Farthing Hill and Newbridge scheme locations.
- **A29 (-£0.740m).**
An estimate for expenditure for the A29 pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme did not progress as originally forecasted and therefore has been profiled into future years.

Income Generating Initiatives – (-£5.290)

Economy and Corporate Relations

- Horsham Enterprise Park – (-£0.589m).
An estimate for expenditure for the Horsham Enterprise Park project was part of the Capital Programme approved at County Council in February 2019. This scheme has not progressed as originally forecasted and therefore has been re-profiled into future years.
- Gigabit - (-£0.866m).
Delays caused by issues found during testing has led to the completion date of the project being extended to the end of April 2020, resulting in re-profiling into 2020-21.

Environment

- Your Energy Sussex (YES) - (-£3.758m).
An estimate for expenditure for pipeline projects within the YES Programme was made as part of the Capital Programme approved at County Council in February 2019. These schemes have not progressed as originally forecasted and therefore have been re-profiled into future years.

	Revised Full Amount Estimated (Dec 2019)	Revised spending plan for 2019/20 (Dec 2019)	Actual spend in 2019/20	Variation to revised spending plan 2019/20	Revised spending plan for 2020/21 (Dec 2019)	Revised spending plan for 2021/22 (Dec 2019)
	£000	£000	£000	£000	£000	£000
Temporary investment in targeted improvement						
Senior Improvement Leads	1,160	444	446	2	580	136
Programme Management and support	1,500	611	571	- 40	797	92
Practice Improvement/Behaviour Change Programme	3,600	484	571	87	3,016	100
Leadership Development Programme	500	-	-	-	500	-
Specific Project Consultancy	1,000	73	31	- 42	802	125
Communications Lead	55	41	-	- 41	14	-
Complaints Officer	75	22	22	-	36	17
Neglect Strategy work	64	64	78	14	-	-
Casework Audits	-	-	-	-	-	-
Improvement Leads	194	194	196	2	-	-
	8,148	1,933	1,915	- 18	5,745	470
Temporary additional capacity (service & corporate); retention offer						
Retention Payments	2,150	2,150	2,152	2	-	-
Additional Service Posts	611	422	479	57	189	-
HR Support	188	188	140	- 48	-	-
Commissioning Support	106	60	94	34	46	-
Additional Corporate Posts	248	182	161	- 21	66	-
Admin/Business Support for Social Work Teams	150	-	-	-	120	30
Leadership Team redesign	386	258	157	- 101	128	-
	3,839	3,260	3,183	- 77	549	30
Contingency	579	-	-	-	579	-
Temporary funding requirement	12,567	5,193	5,098	- 95	6,873	500
Permanent increase in base budget						
Cover for ASYE lower caseloads	1,000	1,040	1,220	180	1,000	1,000
Review of Social Work Remuneration/Retention						
Contingency	2,000	-	-	-	2,000	2,000
Admin/Business Support for Social Work Teams	700	41	30	- 11	700	700
Backfill for Social Work Apprentices	600	-	-	-	30	30
Workforce Retention Initiatives (staff parking; pool cars etc)	350	14	23	9	350	350
Additional Service Posts	337	193	215	22	309	309
Leadership Team redesign	151	204	204	-	204	204
Additional Corporate Posts	-	-	-	-	32	32
	5,138	1,492	1,692	200	4,625	4,625
Contingency	-	-	-	-	513	513
Permanent funding requirement	5,138	1,492	1,692	200	5,138	5,138
Yet to be estimated						
Permanent						
Further Organisational Changes						
Temporary						
Additional Staff Training						
IT Equipment						
IT Systems Improvements						
Working Environment Improvements						
Totals	17,705	6,685	6,790	105	12,011	5,638
Available funding		7,185	7,185		12,011	5,138
Additional funding required		- 500	- 395		-	500

From the original £7.185m of reserve funding for 2019/20, only £6.790m was required. The remaining £0.395m in the Children First Reserve has been returned to the Contingency Budget to assist the corporate overspending position.

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	Full Amount Estimated	Revised spending plan for 2019/20 (Dec 2019)	Actual spend 2019/20	Variation to revised spending plan 2019/20	Revised spending plan for 2020/21	Revised spending plan for 2021/22
	£000	£000	£000	£000	£000	£000
Temporary investment						
Organisational Development Manager (12 months)	0	0	0	0	0	0
HR Advisor (6 months)	0	0	0	0	0	0
Prevention Business Analyst (6 months)	23	12	0	(12)	23	0
Business Analyst for Fire Safety Transformation (6 months)	0	0	0	0	0	0
Prevention Data Analyst (12 months)	47	12	0	(12)	47	0
Data Cleansing & Analysis Officer (12 months)	0	0	0	0	0	0
Insight Officer to deliver AFA review (12 months)	47	12	0	(12)	47	0
External resource to clear risk based improvement programme - 680 inspections at £200 per inspection	0	0	0	0	0	0
Fire Safety Support Officer - To book planned audits and manage reports (12 months)	0	0	0	0	0	0
FRS Project support FC20 delivery and HMICFRS improvement plans - (until 31st March 2020)	0	0	0	0	0	0
Employers Network for Equality Inclusion - 15 workshops and report	30	30	12	(18)	30	0
Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes	100	0	0	0	100	0
	247	65	12	(53)	247	0
Contingency	0	0	0	0	0	0
Permanent increase in base budget						
Note that in 2020/21 the full year effect is shown as this is the budget which will be required		Part year effect		Full year effect	Full year effect	Full year effect
Prevention Manager	159	23	23	0	68	68
Area Manager Protection	216	48	48	(0)	84	84
Diversity and Inclusion Advisor for FRS	119	23	23	(0)	48	48
Workforce Engagement Lead	156	26	0	(26)	65	65
High Risk Safe and Well Visit Specialists x 3	226	34	31	(3)	96	96
Protection Officers	600	102	51	(51)	249	249
Prevention, Protection, Quality Assurance Trainers	533	79	23	(56)	227	227
Ops Assurance Performance & Audit	123	9	26	17	57	57
WSFRS Hub - Principle & Senior Management Support Officer	71	12	12	0	29	30
Resource Coordinator (Resource Office) - crewing office	188	26	26	(0)	81	81
FRS HMI Performance Manager	168	28	28	(0)	70	70
Wellbeing Advisor/Lead - initial two year fixed term contract	108	12	0	(12)	48	48
Reinstate Watch Manager B payments to Hay A's - 60 FTE	977	263	150	(113)	357	357
Purchase of Farynor IT system and Licences	228	75	106	31	106	47
Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan	118		0	0	59	59
IT equipment and vehicles for additional FTE	225	25	0	(25)	100	100
FRS training budget for protection competency training (for dedicated protection staff)	103	25	24	(1)	25	53
FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)	102	28	6	(22)	59	37
FRS branding and values embedding budget	83	23	7	(16)	43	30
Other	0	0	37	37	0	0
Permanent Expenditure - to be funded within HROC						
Organisational Development Manager	137	19	19	(0)	59	59
HR Advisor	105	19	19	(0)	43	43
	4,745	900	659	(241)	1,972	1,908
Total	4,992	965	671	(294)	2,219	1,908

Available Funding			
Fire Improvement Reserve		671	282
Base budget provided within 2020/21 Budget			
Ongoing funding - Resource Added Following HMICFRS Inspection			396
Ongoing funding - Fire Improvement Plan - Phase 1			1,200
One off funding - Fire Improvement Plan - Phase 1			100
Total Funding Available		671	1,978
Total to be funded by Fire and Rescue			139
Total to be funded by Human Resources and Organisational Change			102

Fire and Rescue Improvement Plan - Phase 2 Summary

				Revised spending plan for 2020/21	Revised spending plan for 2021/22
				£000	£000
People Support and Culture				150	
Risk and Training - ensuring we have firefighters with the skills necessary to maintain a resilient service in particular those qualified to drive appliances and to provide for continuing 'Hot Fire Training' on the cessation of the current agreement with Hampshire				200	
Protection and Intervention - uplift to current grades to ensure recruitment and retention issues are addressed				75	
Response - Investment in supporting the retained duty system and with the introduction of posts to manage the availability of firefighters and to further invest in firefighter availability across the service to support response performance.				475	1,100
Total				900	1,100
Available Funding					
Ongoing funding - Fire Improvement Plan - Phase 2				900	1,100
Total Funding Available				900	1,100

£0.282m of Fire Improvement Reserve funding remains to fund planned one-off project costs that have slipped into 2020-21 financial year. The remaining unallocated balance has been returned to the Contingency Budget to assist the corporate overspending position.

Funding requirement in 2021-22 to be reviewed and addressed in future budget setting plans.

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Transformation Report – as at 31st March 2020

Summary

1. The County Council earmarked £13.2m in a reserve for spending on transformation projects, the bulk of which relate to our whole council design approach to service led improvement.
2. The total 2019-20 expenditure on transformation activities related to our whole council design approach to service redesign was £2.2m. During 2019-20 we paused to review the corporate transformation programme to gain assurance about its effectiveness. As a result, we acted decisively to curtail activities that were unlikely to prove fruitful. We also redeployed resources onto other transformation work, including the Children First Improvement Plan and the Fire and Rescue Service Improvement Plan. The continuing transformation work includes the replacement of the current Enterprise Resource Planning (ERP) system. This supports the Council's HR and Finance processes and will enable the automation and improve the efficiency of existing business processes. The new ERP system will enable the Council's workforce to work more effectively and efficiently, not least by supporting staff to undertake more tasks via self-service.
3. On 18th October 2019, County Council approved a Flexible Use of Capital Receipts Strategy, which enables the Council to fund the revenue costs of Council transformation projects from capital receipts. The total spending on whole council design approach to transformation projects in 2019-20 that is eligible for charging against capital receipts was £0.7m.

Transformation Reserve as at 31st March 2020

4. The Reserve had a balance brought forward into 2019-20 of £13.2m. As at 31st March 2020, £1.4m has been spent in year from the Transformation Reserve to leave a balance of £11.8m.
5. The table below details the 2019-20 transformation reserve spend by Transformation Theme. A further £6.578m is allocated for spend in future years, leaving an unallocated balance of £5.232m. However, the current review of our service redesign projects could curtail or stop spending on some of the approved service redesign projects and the current Covid-19 outbreak could delay continuing transformation activities.

Transformation projects	Total reserve funded spend in 2019-20 £'000	Reserve summary £'000
Total funds available		(13,247)
Whole council design approach to service redesign programme		
Accelerated activity programme	39	
One Council (Smartcore)	505	
Other WCD projects	36	
		580
Previous programmes		
Legacy programme	263	
		263
Other transformation activity		
Children's Social Care Q&D Board projects	284	
Adults Services projects	100	
Other transformation projects	126	
Voluntary severance or redundancy	84	
		594
		1,437
Transformation Reserve closing balance 31st March 2020		(11,810)
Allocated Spend 2020-21	5,208	
Allocated Spend 2021-22	1,370	
		6,578
Unallocated Transformation Reserve		(5,232)

6. A further £0.7m spend on transformation projects has been funded by the flexible use of capital receipts in 2019-20.

Transformation projects	Spend funded by capital receipts in 2019-20 £'000	Total spend funded by capital receipts in 2019-20 £'000
Whole council design approach to service led improvement programme		
Community Programme	260	
Customer Programme	411	
Other WCD Projects	50	
		721
Previous programmes		
Legacy programme	28	
		28
Total transformation expenditure funded by capital receipts		749

Staffing

7. For 2019-20 the Transformation Portfolio Office (TPO) establishment was funded for 15.85 FTE at a total cost of £1.128m per year, including £0.261m funded by the Transformation reserve. A significant amount of TPO resource has been embedded for the majority of 2019-20 supporting the priority Children's and Fire and Rescue Service improvement projects. These secondments and vacancies arising has only required a drawdown of £0.016m from the Transformation Reserve.

Savings and Benefits

8. The County Council had a clear plan in March 2020 for refocusing and remobilising service led transformation. However given the Covid-19 lockdown, the future is now much more uncertain. The County Council will take forward service led improvement as part of its wider, post COVID reset planning.

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Workforce KPIs

2019 Q4
1st January 2020 to 31st March 2020

Indicator	West Sussex County Council					
	2019 Q4	2019 Q3	Change since last quarter	Intended Direction of Travel	Target 2019/2020	Commentary

Resourcing & Talent							
Employed workforce (Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners and partners)	Total Headcount (total number of people employed over reporting period)	5,306	5,293	↑ 13	N/A	N/A	Headcount and FTE levels have remained virtually identical to those in Q3. There has been a reduction in the employee paybill which largely occurs outside of the three priority service areas, all of which are broadly the same as the previous quarter.
	Active Headcount (number of people employed on 28th of last month of reporting period)	5,188	5,188	→ 0	N/A	N/A	
	Active FTE (on 28th of last month of reporting period)	4,562	4,568	↓ -6	N/A	N/A	
	Employee paybill (including on costs and casuals, excluding agency and schools)	£49,303,813	£50,633,030	↓ -£1,329,216	N/A	N/A	
Agency (Manpower)	Headcount (Manpower)	385	360	↑ 25	N/A	N/A	Overall agency headcount is slightly up from last quarter which has increased the percentage of Manpower workers within the workforce by 0.4% to 6.2%. Contract spend has increased by £71k.
	Contract spend	£3,815,941	£3,744,630	↑ £71,312	↓	Reduction of £0.5m since previous year	
	Manpower % total workforce	6.2%	5.8%	↑ 0.4%	N/A	N/A	
Recruitment	Total number of starters (over reporting period)	162	151	↑ 11	N/A	N/A	Net difference for starters & leavers is -9 compared with -3 in Q3 so little change. Adults had the highest net loss of staff with rolling turnover rising by 1.1% percentage points.
Retention	Total number of leavers (over reporting period)	168	148	↑ 20	N/A	N/A	
Staff turnover	Rolling turnover rate (average headcount over the previous 3 months, divided by the number of leavers over the last 3 months)	2.9%	2.6%	↑ 0.3%	→	Between 2-3.75% (rolling qtlly target)	Overall rolling turnover has increased slightly but remain within the target range of 2 to 3.75% (annual target of 8 to 15%).

Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2019 Q4	2019 Q3	2019 Q4	2019 Q3	2019 Q4	2019 Q3	2019 Q4	2019 Q3

1,108	1,120	1,453	1,455	639	632	2,106	2,086
1,073	1,096	1,410	1,417	627	625	2,078	2,050
917.1	934.4	1,239.8	1,247.2	569.5	566.5	1,835	1,820
£10,497,242	£10,455,761	£13,776,714	£13,991,128	£5,941,929	£6,094,415	£19,087,928	£20,091,726
144	149	168	152	9	5	64	54
£731,104	£908,045	£2,348,608	£2,273,847	£35,688	£20,539	£700,541.25	£542,199.29
11.0%	11.6%	9.6%	8.3%	1.4%	0.2%	2.5%	2.2%
23	28	45	35	17	11	77	77
37	25	59	50	14	7	58	66
3.2%	2.1%	3.7%	3.2%	2.2%	1.1%	2.4%	2.2%

Performance & Skill							
Training & development	Staff induction completion rates	64.0%	66.0%	↓ -2%	↑	90%	This section now contains a KPI to track the percentage of managers who have undertaken formal appraisal training. This is currently 81% which is considerably higher than in December 2019 where the level was 67%. This increase is the result of actions such as contacting every manager to notify of the need to attend training. Whilst a bespoke approach has been adopted in Children Services to increase uptake of appraisal training, at 67%, the Service is considerably lower than the level achieved by other Service areas.
	Percentage of managers who have undertaken formal appraisal training	81.0%	n/a	↓ n/a	n/a	90%	
	Percentage of 'did not attend' booked training sessions run through the L&D Gateway	12.0%	11.0%	↑ 1%	↓	5%	
	Percentage of short notice (1-10 day) cancellations for booked training sessions run through the L&D Gateway	11.0%	11.0%	→ 0%	↓	5%	
Employee Relations	Suspensions	0	5	↓ -5	N/A	N/A	There has been an increase in disciplinary cases but employee relations remain largely consistent with the previous quarter.
	Dismissals (exc redundancy ie ER)	0	2	↓ -2	N/A	N/A	
	Staff Appeals panel: upheld	0	0	→ 0	N/A	N/A	
	Staff Appeals panel: rejected	1	0	↑ 1	N/A	N/A	
	Employee grievances	6	4	↑ 2	N/A	N/A	
	Disciplinary cases	11	7	↑ 4	N/A	N/A	
	Formal capability (performance)	0	2	↓ -2	N/A	N/A	
	Formal capability (health)	0	0	→ 0	N/A	N/A	
Employment tribunals	0	0	→ 0	N/A	N/A		

50%	59%	67%	71%	N/A	N/A	61%	63%
90%	n/a	63%	n/a	71%	n/a	89%	n/a
11%	10%	14%	11%	3%	6%	12%	11%
13%	12%	10%	11%	23%	11%	12%	10%
0	0	0	5	0	0	0	0
0	1	0	1	0	0	0	0
0	0	0	0	0	0	0	0
0	0	1	0	0	0	0	0
0	0	6	4	0	0	0	0
2	3	3	4	0	0	6	0
0	0	0	2	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Indicator	West Sussex County Council							Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
	2019 Q4	2019 Q3	Change since last quarter	Intended Direction of Travel	Target 2019/2020	Commentary	2019 Q4	2019 Q3	2019 Q4	2019 Q3	2019 Q4	2019 Q3	2019 Q4	2019 Q3	
Health, Safety & Wellbeing															
Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	17,272	16,712	↑ 560	N/A	N/A	There has a slight increase in the number of days lost due to sickness absence in Q4 with a rise of 560 days. Affecting this overall increase is a notable 25% rise in days lost to sickness in the Fire & Rescue Service and this is very likely to be a consequence of the impact COVID-19 has had on sickness reporting.								
	Average sick days per FTE	3.2	3.1	↑ 0.1	↓	TBC	4,823	5,413	4,846	4,526	2,328	1,854	5,275	4,919	
Short term sickness absence (less than 21 calendar days)	Number of calendar days lost	5,345	5,157	↑ 188	↓	N/A	Childrens have also seen an increase of 7% in days lost of sickness whereas Adults has seen a reduction of 11%, including a significant reduction of 18% in long term sickness.								
	Top reason for short term absence	Respiratory, Cough, Cold, Flu	Respiratory, Cough, Cold, Flu	N/A	N/A	N/A	Respiratory, Cough, Cold, Flu	Respiratory, Cough, Cold, Flu	Respiratory, Cough, Cold, Flu	Respiratory, Cough, Cold, Flu	Unknown	Unknown	Respiratory, Cough, Cold, Flu	Respiratory, Cough, Cold, Flu	
Long term sickness absence (more than 21 calendar days) - see Note below	Number of calendar days lost	11,927	11,555	↑ 372	↓	N/A	The top reason for short-term absence remains 'anxiety, stress, depression, mental health' for WSCC and all three of the priority service areas. Whereas the top reason for long-term absence for WSCC has changed from 'anxiety...' to 'musculoskeletal...' but 'anxiety...' remains the top reason for Adults and Childrens services.								
	Top reason for long term absence	Musculoskeletal, Fractures, Injury, Surgery	Anxiety, Stress, Depression, Mental Health	N/A	N/A	N/A	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery	
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)	Violence at work	0	0	→ 0	↓	N/A	0	0	0	0	0	0	0	0	
	Accident	1	0	↑ 1	↓	N/A	0	0	0	0	1	0	0	0	
	Dangerous occurrence	0	0	→ 0	↓	N/A	0	0	0	0	0	0	0	0	
	Total RIDDORs reported to HSE	0	0	→ 0	↓	N/A	0	0	0	0	0	0	0	0	

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score				
CR68	Due to increasing burdens as a result of COVID-19 , there is a risk that we need to reprioritise our service provision to residents to accommodate dealing with the pandemic.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	3	15	Monitor business continuity and degradation plans.	CLT	ongoing	Reviews of business continuity plans to be conducted once recovery plan/framework produced.	5	5	25	Jul-20			
			2. Negative reputational impact.									Sustained involvement and influence in Local Resilience Forum (LRF) and Local Health Resilience (LHRP) Partnerships engagement.								Chief Executive	ongoing	Outcomes to inform Tactical Management Group (TMG) and Strategic Management Group (SMG) for action.
			3. Litigation.									Develop communications when required to manage expectations of staff and residents on WSCC response position.								Head of Communications	ongoing	Collaboration and agreement on services provision messages with directorates and ELT through current COVID-19 mechanisms (TMG and SMG).
												To continue to lobby government groups to influence funding decisions.								Chief Executive	Ongoing	
												Review Financial Implication of COVID 19								Director of Finance & Support Services	Ongoing	Reported regularly to ELT and Cabinet.
												Ensure management of specific COVID-19 risks to service areas.								Director of Environment and Public Protection	ongoing	TMG risk register has been produced and is being reviewed daily. Escalation of risks to SMG when necessary.
CR1	The impact of a no deal Brexit may result in service delivery issues in Council services.	Chief Executive	1. Uncertainty on staff available to deliver council services i.e. care workers.	Nov-17	4	4	16	Tolerate	4	4	16	Brexit implications across all current corporate risks is being carried out. The Resilience and Emergency Team is engaged in planning across the South east.	Chief Executive	ongoing	Gather data to inform impact of negotiations; liaise with network to share information; work with businesses to show ongoing commitment. Directorates to collate data to be used for analysis once Brexit is fully understood. Risk re-assessed 6 monthly or in event of significant Brexit statements.	4	4	16	Jul-20			
			2. Uncertainty on local businesses.									Brexit implications across all current corporate risks is being carried out. The Resilience and Emergency Team is engaged in planning across the South east.								Chief Executive		Gather data to inform impact of negotiations; liaise with network to share information; work with businesses to show ongoing commitment. Directorates to collate data to be used for analysis once Brexit is fully understood. Risk re-assessed 6 monthly or in event of significant Brexit statements.
			3. Impact of growth projections.																			
			4. Supply chain uncertainty in contracts.																			
			5. Potential demand on resilience teams.																			
CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Module on political management and systems for CLT and CMT to be developed and provided.	Director of Law & Assurance	Mar-20	In train	4	4	16	Jun-20			
			2. Service improvement effort impeded.									Data on areas of non-compliance used to inform Directors to enforce compliance with standards.								Director of Law & Assurance	Ongoing	AGS to March RAAC
			3. Resources misapplied - poor VFM.									Systems and processes to be simplified and guidance for specific procedures to be refreshed with output from Governance review (CR65).								Head of Democratic Services	Mar-20	Planned on output of Governance review
			4. Complaints and claims.									Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.								Head of Audit	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.
			5. Censure by external inspection.									Audit plan focussing reviews on key corporate support systems to identify key areas in need of improvement.								Head of Audit	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR11	Due to recent reports into service operations and senior leadership instability, there is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems recruiting and retaining staff in key skills areas.	Director of Human Resources & Org Change	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	3	12	Simplifying processes for recruiting and engaging with potential applicants for hard to fill posts.	Head of Res Org Dev & Talent	Jun-20	Partially completed. Recruiter licences for Linked-in and Reed purchased and being used to source candidates/reach out to candidates directly. "Engage" module to go live by Jun 20.	4	4	16	Aug-20
			2. Lack of corporate memory.									Provision of clear financial support for recruitment and retention policy and provisions procedures.	Head of Specialist HR Services	Jun-20	Social workers recruitment and retention package in place for 2019. 2020 offer currently under review. Corporate recruitment and retention package drafted and waiting for ELT sign off.				
			3. Inadequate pace/speed of delivery.									Application of policy and provisions for various hard to fill posts.	Head of HR Bus Ptr & Org Change	Ongoing					
			4. Low staff morale and performance.									Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.	Head of HR Bus Ptr & Org Change	Sep-20					
												Development of comprehensive employee value proposition.	Head of Res Org Dev & Talent	Sep-20					
												Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Head of Res Org Dev & Talent	Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising.				
CR22	The financial sustainability of council services is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis, and the recent Ofsted and HMIC FRS reports.	Director of Finance & Support Services	1. Insufficient government funding to deliver services.	Mar-17	4	4	16	Treat	4	3	12	Pursue additional savings options to help close the budget gap.	Director of Finance & Support Services	Ongoing		5	5	25	Jul-20
			2. Adverse effect on reserves/balanced budget.									Request additional funding from the relevant government departments to help deal with service improvement in Children's and Fire and Rescue.	Director of Finance & Support Services	Ongoing					
			3. Reputational impact through reduction of service quality									Monitor the use of additional funds made available to improve service delivery.	Director of Finance & Support Services	Ongoing					
			4. Increased liability of service delivery, transferred by external partners due to funding restrictions i.e. supporting homelessness.									To continue to lobby government groups to influence funding decisions.	Chief Executive	Ongoing					
			5. Additional unexpected service and cost pressures from savings decisions.									Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the TPM and MTFS as appropriate.	Director of Finance & Support Services	ongoing					
			6. Financial implications for both 2020/21 and the medium term arising from the national emergency circumstances associated with Covid-19.									Financial implications will be monitored and reported separately. Government has provided additional funding to support the local response.	Director of Finance & Support Services	ongoing					

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score				
CR39a	As a result of staff accessing unsafe links from external sources and unauthorised/insecure website browsing, the Council's systems will be subjected to a Cyber-Security attack leading to a loss of data or system failure,	Director of Finance & Support Services	1. The Council suffers significant financial loss or cost.	Mar-17	4	5	20	Treat	4	4	16	Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Head of IT	Ongoing	Role specific training delivered to children's services due to analysis of breach data received. Regular comms distributed to all staff. Included as annual refresher. Interim course to communicate essential/key information as soon as possible. Password review completed. Phishing emails sent out and responses evaluated. Follow up exercise completed April '19. New awareness campaign being developed.	4	5	20	Jul-20			
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.								Head of IT	Ongoing	Joint submission to NHS Digital in the 2019 assessment by the Data Protection Team; to cover ensure IGTK incorporates Information Security, along with Info Governance. PSN accreditation submitted.
			3. Resident's trust in the Council is undermined.									Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)								Head of IT	Ongoing	Password review completed. Phishing emails sent out and responses evaluated. Follow up exercise completed April '19. New awareness campaign being developed. IT Health check undertaken with observations to be addressed.
			4. Partners will not share data or information with the Council.									Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.								Head of IT	Ongoing	Full audit not carried out by IA 2019. Instead a full review took place in May 2019 of progress against actions from the 2018 audit. Ethical Hacker training being carried out. Review of advanced threat management solution.
			5. Punitive penalties are made on the Council.									Provide capacity & capability to align with National Cyber-Security centre recommendations.								Head of IT	Ongoing	Maintain watching brief for updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP).
												Test the effectiveness of DPIA for software systems deployed after 25 May 2018.								Head of IT	Ongoing	To be conducted annually
												Adopt ISO27001 (Information Security Management) aligned process & practices.								Head of IT	Ongoing	
CR39b	New data protection legislation now in force which imposes additional obligation on the council. 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.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Treat	3	3	9	Test the effectiveness of DPIA	Head of IT	Ongoing	To be conducted annually	4	3	12	Jun-20			
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.								Head of IT	Ongoing	Joint submission to NHS Digital in 2019 assessment by the Data Protection Team; to ensure IGTK incorporates Information Security, with Information Governance. PSN accreditation submitted.
			3. Resident's trust in the Council is undermined.									Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.								Director of Law & Assurance	Ongoing	Processes settled. Most impact assessments completed. DPIA to be conducted annually.
			4. Partners will not share data or information with the Council.									Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.								Head of IT	Ongoing	As part of GDPR reviews of existing arrangements.
			5. Punitive penalties are made on the Council.									Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.								Head of Data Protection	Ongoing	
												Adopt ISO27001 (Information Security Management) aligned process & practices.								Head of IT	Ongoing	
												Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.								Director of Law & Assurance	Ongoing	IT to identify applicable systems and provide support in resolving any risks of non-compliance.

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date	
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score		
CR50	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.	Director of Human Resources & Org Change	1. Increase risk of harm to employees, public and contractors.	Mar-17	4	5	20	Treat	4	3	12	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	Jun-20	Partially completed. Fire Warden training and H&S eLearning included in annual refresher training from 1 Feb 19. TNA produced with suite of courses required identified. Courses to be commissioned include bespoke modules for induction & asbestos awareness.	4	4	16	Aug	
			2. Increase number of claims and premiums.									Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.	Health and Safety Manager	ongoing						
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.	Health and Safety Manager	ongoing						Dashboards to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents.
			4. Increase in staff absence.									Carry out a Health at Work needs assessment.	Health and Safety Manager	Ongoing						Strategic Health & Wellbeing Strategy and Action Plan being developed. (led by Public Health)
												Regular engagement with other LA's on best practice and lessons learned.	Health and Safety Manager	Ongoing						
												Develop and introduce a more comprehensive risk profile approach and front line service based audits.	Health and Safety Manager	Ongoing						
CR58	If there were to be a failure of social care provisions there is a risk that both WSCC funded residents and self-funding residents are not being properly cared for; which may result in death or injury to individuals and significant reputational harm to the council.	Executive Director of Adults and Health	1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty.	Sep-18	5	5	25	Treat	3	3	9	Consideration of opportunities to provide services in house to enable contingency for provider failure.	Cx Lead	Sep-20	Cost identified for in house provision significant and not therefore progressed further at this stage. Exploring other options for emergency provision. Waiver completed to source emergency care through agency providers as part of COVID19 planning. Awaiting agreement of terms and conditions with providers prior to implementing.	5	4	20	Jul-20	
			2. CQC action against service provider which could lead to establishment closure at short notice									Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Contracts & Performance	ongoing	Information used to support emergency planning and inform quality processes.					
			3. Financial implication of cost of reprovision following closure of services.									Scoping and implementation of a multi agency failure prevention team.	Joint Strategic Director of Cx	ongoing	Agreement was made in October 2019 with the CCG Chief Nurse to proceed with the joint programme. Workshop took place Dec 19 with agreement on the need for a joint residential/ nursing contract, exploration of income generation opportunities and potential of increased offer to providers who agree to managed rates.					
			4. Reduced capacity in the market as a result of failure of provision.									Financial analysis of high risk provision - due diligence checks.	Head of Contracts & Performance	ongoing	Working with strategic contracts to identify key providers for more regular financial checks.					
			5. Delayed Transfer of Care (DTC)									Development and embedding of multi agency Quality, Safeguarding and Improvement Group, Strategic Provider Concerns meeting and mechanisms to focus on specific providers where concerns arise.	Head of Safeguarding and Quality	ongoing	QSIG established. Working towards embedding these mechanisms and confirming benefit in terms of preventative focus.					
			6. Non-compliance with Care Act.									In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	Head of Adult Operations	ongoing	Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.					
			7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.									Capacity Action plans for residential and non residential services to focus on long and short term actions to improve capacity to support potential contingencies.	Cx Lead	ongoing	Number of people awaiting care is captured within daily performance management information which provides an indication on capacity, whilst wider updates on the action plan are paused during COVID19 in light of other priorities.					

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CR59	Benefits from transformation are not realised within projected timescales because of a lack of robust and effective portfolio governance adversely impacting on in-year budget pressures.	Director of Finance & Support Services	1. Financial pressures through non-delivery of savings.	Nov-17	4	4	16	Treat	3	3	9	Review current programme to ensure robust project and programme plans are developed to implement changes and savings.	Director of Finance & Support Services	ongoing	Review completed in time for new financial year, however due to COVID-19 plans and established working methods may need changing.	5	5	25	Jul-20		
			2. Failure to improve customer services.									Develop effective benefits tracking process.			Director of Finance & Support Services					ongoing	Process completed and approved in time for new financial year, however due to COVID-19 this process may need changing.
			3. Inefficient and ineffective business processes.									Develop detailed programmes in collaboration with Directors to deliver required changes.			Director of Finance & Support Services					ongoing	Engagement conducted and programmes agreed in time for new financial year, however due to COVID-19 plans and governance arrangements may need changing.
			4. Failure to deliver required cultural changes.																		
CR60	There is a risk of failing to deliver the HMIC FRS improvement plan , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage.	Apr-19	5	4	20	Treat	5	2	10	Ensure robust project and programme governance in place and monitor delivery.	Chief Fire Officer	ongoing	During the revisit, the HMIC FRS Advisory Board praised the project and programme plans, and PMO governance. They also reported tangible improvements of preventative and protective measures. Further praise was received regarding the accelerated pace of mitigating the risk to public safety.	5	3	15	Aug-20		
			2. Corporate Governance Inspection.																		
			3. Legal implications of not delivering statutory services.																		
			4. Increased risk harm.																		
CR61	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.	Executive Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.	Jun-19	5	5	25	Treat	5	2	10	Implement Practice Improvement Plan (PIP).	Executive Director of Children, Young People and Learning	Ongoing	PIP currently being refreshed after 5 months progress of successful delivery.	5	5	25	Jun-20		
			2. Subject to investigation and further legal action taken against the Council.									Provide proactive improvement support to services to assure effective safeguarding practices.			Executive Director of Children, Young People and Learning					ongoing	Specialist provider commissioned to support social workers in Children Looked After Service and Family, Support and Protection Service (in place by April 2020).
			3. Immediate inspection and Government intervention.																		
CR65	The review of corporate leadership, governance and culture recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure.	Dec-19	5	4	20	Treat	3	2	6	Completion of improvement plan scoping phase.	Chief Executive	Mar-20	(See CR7)	5	4	20	Jun-20		
			2. External intervention.									Recruitment of senior DCS.			Chief Executive					Apr-20	Permanent role starts Apr 20.
			3. Poor value for money.									Develop plan to stabilise senior leadership team.			Chief Executive					Mar-20	Identifying actions to reduce risk of senior leadership churn.
												Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers.			Director of Law & Assurance					Jan-21	Scoping underway with LGA and external partners. Plan due by end-Feb 20.
												Implementation of governance changes as approved by Council (17.12.19)			Director of Law & Assurance					Apr-21	Those for immediate implementation are complete. Others scheduled to meet Councils decision.

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CR66	Due to a lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP) there is a risk that the Council will not carry out their statutory role under the Mental Health Act 1983 (amended 2007) due to being unable to meet the demand for mental health assessments.	Executive Director of Adults and Health	1. Increased risk of death or serious injury.	Jan-20	5	5	25	Treat	5	2	10	Full policy and process review.	Head of MH Improvement	Jul-20	Rapid Improvement Operational plan.	5	5	25	Jul-20			
			2. WSCC subjected to legal action on behalf of customer or through employment tribunal.									Develop role profile and recruit dedicated AMHP lead post.								Head of Adult Operations	Jun-20	Role profile for locum completed and recruitment underway. Job Evaluation process required prior to commencement of permanent recruitment.
			3. Wider impact on health and social care system through delays in carrying out assessments.									Review AMHP model to incorporate national best practice.								Head of MH Improvement	Oct-20	Paper to Cabinet end-Jan 20 with recommendations.
CR67	The project to set up a company (known as a Children's Trust) to provide children's services on behalf of WSCC significantly diverts council resources (capacity and capability) from core service delivery, to focussing on improving the quality of children's services.	Chief Executive	1. Progress of children's services improvement is slowed or limited by splitting of resources and energy.	Feb-20	5	5	25	Treat	5	2	10	Backfill workstream leads with interim resource.	Director HR & OC	Jun-20	To be discussed with HR&OC, initial approach has been agreed.	5	4	20	Aug-20			
			2. Delivery of Council services interrupted/impacted.																			
			3. Impact on Corporate improvement.																			
CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	4	20	Deliver Children First Improvement Plan.	Senior Improvement Lead	ongoing		5	5	25	Jun-20			
			2. Significant reputational damage.									Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.								Executive Director of Children, Young People and Learning	ongoing	Steering group established to report progress of the 9 workstreams into Improvement Board.
			3. Reduced confidence by residents in the Councils ability to run children's services.																			
			4. Legal implications through non-compliance or negligence.																			

Urgent Update – Covid-19 Pandemic

1. The Covid-19 pandemic is affecting all aspects of the Council's services to our residents. We do not know how long the current situation is going to last, however we have undertaken an initial cost estimate based on the premise that the current lockdown period will remain until the end of June 2020; with a return to 'normality' after this date. The initial estimate suggests that the cost of Covid-19 to the Council in 2020-21 could be in the region of £85m; with a likelihood of further financial implications into future years.
2. When calculating this estimate, we looked at five different categories and the expenditure or loss of income in each:
 - **Direct costs from Covid-19 activities** – Increased Adults Social Care costs including; accelerated hospital discharge, increased demand for residential care, supporting the domiciliary care markets, 20% and 10% payment in advance to domiciliary care providers and residential homes, staff working additional hours supporting the 8am-8pm service now being provided, cost of personal protective equipment, and additional cost of updating the IT infrastructure to enable the workforce to work from home.
 - **Cost associated from being in lockdown** – Pressure on services including Children's Social Care as the number of vulnerable children increases, a reduction of fees and charges and commercial income.
 - **Impact of the Council's planned activities** – Savings plans will be impacted in 2020-21 as efforts have been refocused on Covid-19 measures. Also, the capital programme delivery and cost avoidance projects will be impacted as the construction industry has paused during this time.
 - **Cost of recovery** – Looking at how we will emerge will bring additional costs including; increasing opening hours for libraries and household waste recycling sites, backlog of legal requirements on Child Protection Orders and reassessments on Adults Social Care services.
 - **Cost related to the local economy** – There will be a reduction in the business rates we had expected to receive in 2020-21; although we will have some protection from the government's 'safety net' formula, the fall could be quite substantial. We are also assuming a loss of Council Tax income due to more residents applying for Council Tax relief.
3. However long the national emergency lasts, it is likely to have a significant impact on the Council's finances and resources. To date, the Authority has received £20.5m of government funding from the initial £1.6bn Covid-19 Emergency allocation announced on the 19th March 2020. The Government subsequently announced a further £1.6bn on the 18th April, with West Sussex being allocated a further £15.9m. The combined funding remains below the initial estimated impact across 2020-21, therefore there remains a significant risk that any costs over and above the £36.4m funding provided to date will need to be met by the County Council. If this was the case, subsequent decisions may need to consider reducing or stopping some services in the future to enable these costs to be met.

Agenda Item 8

Appendix 8

4. Prior to the pandemic, we were outlining a budget shortfall in 2021-22 – 2023-24 of £45m. We are working on revised estimates, however at this time it is very difficult to create an accurate calculation given that so much is unknown and the national situation is changing every day. We will continue to review these areas and provide updates in future reports.