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09 September 2020

Dear Member,

Cabinet - Tuesday, 15 September 2020

Please find enclosed the following documents for consideration at the meeting of the Cabinet on Tuesday, 15 September 2020 which were unavailable when the agenda was published.

Agenda No	Item
5.	**Q1 Total Performance Monitor (CAB08_20/21)** (Pages 3 - 94) The reason for lateness is that updates were required for the decision report.

Yours sincerely

Tony Kershaw
Director of Law and Assurance

To all members of the Cabinet

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Key decision: Yes
Unrestricted
Ref: CAB08 (20/21)

Cabinet

September 2020

Total Performance Monitor – June 2020

Report by the Director of Finance and Support Services

Electoral division(s): All

Summary

The attached Total Performance Report (TPM) provides an overview of performance across the County Council for the first quarter of 2020/21. It gives 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.

The financial forecasts include the costs from the Covid-19 pandemic offset by the additional grants announced by the Government. The forecasts included for Covid-19 reflect our submission in the monthly return to the Government. The impact of the pandemic on the council's finances for 2020/21 and future years is uncertain and projections will be updated as the demand on council services, council tax base and funding become known.

Currently we are projecting a potential overspend between £9m and £19m for this financial year for both the impact of Covid-19 and business as usual activities.

The performance indicators have been reviewed in light of the pandemic as well as setting out changes to performance indicators reflecting service specific issues.

Cabinet is asked comment on but otherwise **to note**

- the projected overspend position in 2020/21 and the proposed mitigation measures and potential impact on reserves set out on page 11
- the performance indicators, workforce indicators and corporate risk register

Recommendation

(1) Approve the proposed amendments to the performance indicators set out on pages 40 to 43 to reflect the suspension of a number of performance measures resulting from Covid-19 and new and amended targets for Children, Young People and Learning.

Proposal

1 Background and context

1.1 The attached Total Performance Report (TPM) provides an overview of performance across West Sussex County Council for the first quarter of 2020/21. 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 Detail

2.1 Since the budget was approved in February 2020, the council has needed to deal with the impact of the pandemic significantly changing the priorities of the council in the first quarter of the year and impacting on planned activities and the financial costs facing the council.

2.2 Currently the council is expected to incur £50m of costs beyond those anticipated in the February 2020 budget and the government to date has provided £41.4m of funding for the pandemic. Additional costs for track and trace, cycleways and footpaths and infection control have been or will be incurred funded through specific ring-fenced grants. A report to Full Council on the 18th of September 2020 will set out the process for allocating these grants and any future grants relating to the pandemic to the council's budgets.

2.3 The net outturn position for 2020/21 is likely to be between £9m and £19m largely resulting from dealing with Covid-19. These costs include additional costs, loss of income and the failure to deliver agreed savings programmes as staff have been diverted to deal with the response to the pandemic. The on-going impact on council's finances is not known and is dependent on the time it takes for the economy to recover, the impact on employment for residents and on the demand for council services particularly for demand-led services such as adults requiring care and children and families in need of support.

2.4 Some performance indicators set out in the West Sussex Plan 2017-2022 will not be met because of the pandemic. Many of these indicators relate to education and, due to the lock down imposed, the targets set will not be met. These indicators are shown on pages 40 to 43 of the report. It is proposed these indicators are kept separate from the indicators not impacted by Covid-19 to ensure clear tracking of progress.

2.5 In addition, two new performance measures and five amended performance measures are proposed for Children Young People and Learning. The measures reflect the new targets developed as part of the improvement plan.

2.6 The change to remote working is reflected in our workforce statistics set out on pages 83 to 84. There has been an adverse impact on sickness absence with increased sickness due to stress and anxiety. A new risk has been put onto the corporate risk register recognising concern about the mental and physical wellbeing of staff and actions being developed to address this.

2.7 In addition, the increased demand placed on staff dealing with the impact of Covid-19 and delivering government initiatives such as support for vulnerable residents, early discharge from hospital, new cycleways, track and trace and health and safety guidance to services, schools and the care market has

created a challenging environment for staff. An additional risk has been added to corporate risk register to reflect this.

3 Other options considered (and reasons for not proposing)

The Performance Indicators could have remained consistent with previous years and not reflected the impact of the pandemic or service changes, however, this option would not reflect the council's performance in the current environment.

4 Consultation, engagement and advice

4.1 The Total Performance Monitor is reviewed by the Executive Leadership Team (ELT) to ensure performance is understood and action is undertaken to drive improvements as required.

4.2 The Performance and Finance Scrutiny Committee reviews the TPM quarterly and makes recommendations to the relevant Cabinet Member and/or refers to other scrutiny committees as appropriate.

5 Finance

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

6 Risk implications and mitigations

6.1 The corporate risk register is included to show the key risks facing the council and the planned action to mitigate the risks where possible.

7 Policy alignment and compliance

7.1 Reporting on the council activities through the Total Performance Monitor to Cabinet is part of the governance of the council, ensuring and enabling scrutiny by members and the public.

Katharine Eberhart - Director of Finance and Support Services

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Appendices

Appendix A – Total Performance Monitor
Appendix 1 – Revenue Budget Monitor – June 2020
Appendix 2 – Covid-19 grants
Appendix 3 – MTFP Update
Appendix 4 – Children First Improvement Plan
Appendix 5 – Fire Improvement Plan
Appendix 6 – Savings June 2020
Appendix 7 – Capital Monitor Narrative
Appendix 8 – Workforce KPIs Q1 2020
Appendix 9 – Risk Register

Background papers

None

TOTAL PERFORMANCE MONITOR – JUNE 2020

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.

Overview – National Economic Picture

1. The latest figures from the Office for National Statistics has announced that the UK economy shrank by 19.1% in the three months to May 2020, the largest contraction on record following the lockdown period due to the Covid-19 pandemic. The Organisation for Economic Co-operation and Development (OECD) has warned that the UK is likely to be the hardest hit by Covid-19 amongst major economies, estimating a slump of 11.5% in 2020. It warns if there was a second peak in the pandemic, the UK economy could contract by as much as 14%.

2. In addition, the UK government has 'formally confirmed' that the transition period with the EU will come to an end on the 31st December with no further extension period to the current agreement.

3. In these unprecedented times, it is vital that local authorities remain financially resilient and vigilant to threats against their ambitions and their limited financial resources. With regards to the Covid-19 pandemic, the County Council has so far received £41.4m of non-ring-fenced grants allocations from the government towards the costs of the pandemic. This includes the County Council's share of the £500m allocation announced by the Secretary of State for Local Government on the 2nd July. In addition to this funding allocation, the Secretary of State also announced:

    - plans to reimburse councils for 75% of income loss where more than 5% of planned takings from fees and charges have not been collected; and

    - deferral in paying council tax and business rate deficits – councils will be able to pay this expenditure over three years instead of the usual one year.

4. A detailed list of the ring-fenced and non ring-fenced grant allocations and estimated values are listed in **Appendix 2**. A paper will be presented to Full

Council in September 2020 setting out the process to add these grants to the in-year 2020/21 budgets which were originally approved in February 2020.

5. As at 22nd July, we estimate the cost associated with the pandemic in 2020/21 to be in the region of £54.1m. Discussions with the Ministry of Housing, Communities and Local Government (MHCLG) will continue as we lobby for additional funding to cover the full cost of the pandemic in West Sussex.

Overview – Local Authority Funding

6. Following a deferral of the Fair Funding and Business Rate Retention reviews in 2019/20, local authorities were given a one-year funding settlement for 2020/21. Due to the pandemic, the planned Spending Review, Fair Funding Review and Business Rate Retention Reforms Plans have all been delayed. Collectively, these three inter-related initiatives would have been able to reform fundamentally the local government finance environment as they determine:

   - how much funding would be available to public services (including local government) as a whole;
   - the means by which that funding would be shared among individual local authorities, based on new arrangements for assessing their spending needs and their ability for raising resources (such as through council tax);
   - how local business rates would be distributed.

7. On the 21st July, the Chancellor of the Exchequer announced a Comprehensive Spending Review which will set UK government departments' resource budgets for the years 2021/22 to 2023/24 and capital budgets for the years 2021/22 to 2024/25. The review is due to be published in the autumn which will help to set parameters for the extent and nature of future local government funding. Until the outcome is known, this delay leaves a significant amount of uncertainty in the work being undertaken in planning future years' budgets.

Planning for the Future

8. The County Council's current Medium Term Financial Plan continues to be updated with the latest developments. **Appendix 3** gives the latest optimistic and pessimistic scenario plans for 2020/21 to 2023/24. With the information currently available it estimates the budget gap over these four years to be between £135m - £207m. These scenarios will continue to be revised as more detail is known.

9. The County Council is committed to deliver a new Corporate Reset Plan to refocus and prioritise activities which also underpins changes to how the County Council works with its partners. This new business plan will include the resources available to meet the outcomes to be delivered during the next three years.

10. There are four Priority Outcomes, as detailed in Table 1 below, with key contributing service areas. In the full plan, each priority outcome will be supported by a number of delivery outcomes, which will shape the Reset Plan's performance measures, indicators and targets used for regular performance reporting. The Climate Change Strategy for 2020 to 2030, which was adopted by Cabinet in July, will be a predominant theme within the Reset Plan alongside the balance of resources.

Table 1: Reset Plan Priority Outcomes and Service Areas

Priority Outcome	Service Area
Keeping vulnerable people safe	Children's services
	Fire and Rescue
	Adults and Health
	Public Health
	Community Safety
	Covid-19 specific services
Sustainable, prosperous economy	Climate Change
	Local economic recovery and resilience
	Road network and shared spaces
	Waste strategy
Helping people and communities fulfil their potential	Preventative work: Adults and Children
	A skilled local workforce
	Effective schools
	Communities, high streets and civic pride
	Rural transport
Making the best use of resources	Strong business planning (priority driven, performance, finance – revenue and capital)
	Workforce
	Property
	Improved governance
	Strong partnerships

11. The financial landscape for local authorities in the short and medium term is challenging. The Covid-19 pandemic coupled with potential economic turbulence over the medium term is adding stress to the already significant funding and resource pressures local authorities face after a decade of imposed austerity measures.

Financial Summary

12. The forecast outturn position for 2020/21 as at the end of June is currently reporting a **£16.529m overspend**. This total includes the estimated additional costs and loss of income due to the Covid-19 pandemic. £5.779m of this projected overspend relates to normal County Council service pressures and £10.750m is the estimated shortfall between the cost of the pandemic and the funding supplied from central government. Please note these figures exclude the use of the £6.832m contingency which is held separately.

13. A detailed explanation of the current financial position is reported in Table 2 below:

Table 2: Summary of Overall Financial Outturn Position

Portfolio	Projected Portfolio Variation (excl Covid-19)	Projected Covid-19 Spend & Income Loss by Portfolio	Outturn Variation
Adults and Health	£0.000m	£29.540m	£29.540m
Children and Young People	£5.000m	£5.740m	£10.740m
Economy and Corporate Resources	(£0.071m)	£2.773m	£2.702m
Education and Skills	£0.595m	£7.290m	£7.885m
Environment	£0.712m	£0.300m	£1.012m
Finance	£0.275m	£0.300m	£0.575m
Fire and Rescue and Communities	(£0.200m)	£3.460m	£3.260m
Highways and Infrastructure	(£0.400m)	£2.410m	£2.010m
Leader	(£0.131m)	£0.000m	(£0.131m)
Non Portfolio	(£0.001m)	£2.270m	£2.269m
Total Projected Expenditure	**£5.779m**	**£54.083m**	**£59.862m**

Income Allocations	Allocation	Outturn Variation
Covid-19 Non Ring-fenced Grant *(£41.410m non ring-fenced allocation and, £0.690m CCG grant funding)*	(£42.100m)	(£42.100m)
Estimated reimbursement of loss (75% of income loss where more than 5% of planned takings from fees and charges have not been collected)	(£1.233m)	(£1.233m)
Total Projected Income	**(£43.333m)**	**(£43.333m)**

	Projected Portfolio Variation (excl Covid-19)	Projected Net Covid-19 Cost	Outturn Variation
Total Overall Projected Overspend As At 30th June 2020	**£5.779m**	**£10.750m**	**£16.529m**
Contingency Budget Available			(£6.832m)
Total Net Projected Overspend if Contingency Budget is Applied			**£9.697m**

As reported in paragraph 3, plans have been announced by the government to reimburse council's for 75% of income loss where more than 5% of planned takings from fees and charges have not been collected, we are still awaiting specific details of this scheme, however we have estimated the value of reimbursement to be in the region of £1.2m and this is included in the projection above.

In addition, the government has also announced that councils can defer paying council tax and business rate deficits. Councils will now be able to repay deficits over the next three years instead of the usual one year. The estimated deficit for 2020/21 currently stands at £20m and this value of repayment is included within the Medium Term Financial Plan (MTFP) calculations for 2021/22 to 2023/24.

The above Table 2 reports the non-ring-fenced funding allocations from government. There are also a number of ring-fenced grants which are detailed in **Appendix 2**. These grants include infection control, test and trace, fire contingency and protect and increase travel services.

14. It is very difficult to know what the exact cost of the pandemic in 2020/21 will be, however we have calculated a range which is detailed in Table 3 below.

Table 3: Estimated Overspend Range for 2020/21

Scenario Details	**£m**
Optimistic Scenario:	
Covid-19 pressures (includes undeliverable savings)	£50.0m
Service pressures	£0.0m
Government Covid-19 funding	(£41.0m)
Revised budget gap - Optimistic	**£9.0m**
Pessimistic Scenario:	
Covid-19 pressures (includes undeliverable savings)	£54.0m
Service pressures	£6.0m
Government Covid-19 funding	(£41.0m)
Revised budget gap - Pessimistic	**£19.0m**
The pessimistic scenario above assumes: • £4.0m of additional Covid-19 demand pressures; and • £6.0m of non Covid-19 portfolio overspend	

Portfolio and Non-Portfolio Position – Excluding Covid-19

15. The projected portfolio and non-portfolio variation (excluding Covid-19) is currently reporting a £5.779m overspend. Table 4 below describes the main features of the non-Covid 19 overspend:

Table 4: Summary of Position (excluding Covid-19)

Portfolio and Non Portfolio	Issue	Impact
Children and Young People	Increase in Children Looked After (CLA) placements, increase in social care staffing offset by delays in recruitment for residential services personnel.	£5.000m
Education and Skills	Continued unprecedented demand for SEND Home to School transport for Education, Health and Care Plans (EHCP) children and inflation costs beyond budgeted levels offset by staffing vacancies. Increased utility costs at Crawley PFI schools.	£0.595m
Environment and Public Protection	Reduction in income expectation on solar and battery projects due to the market rates and schemes in pipeline offset by estimated utilities underspend in year and reduction in waste tonnages.	£0.712m
All other Portfolios	Other smaller variations (details reported within the Finance by Portfolio section below).	(£0.527m)
Non Portfolio	Minor variation	(£0.001m)
Total		**£5.779m**

- With reference to the savings programme, there are savings of £0.7m which are judged as 'at significant risk with no expectation of delivery' included in the overall overspending position detailed above.

- The £5.779m overspend projection excludes savings impacted by Covid-19. Savings which cannot be met in year due to the pandemic are included in the Covid-19 overspend total.

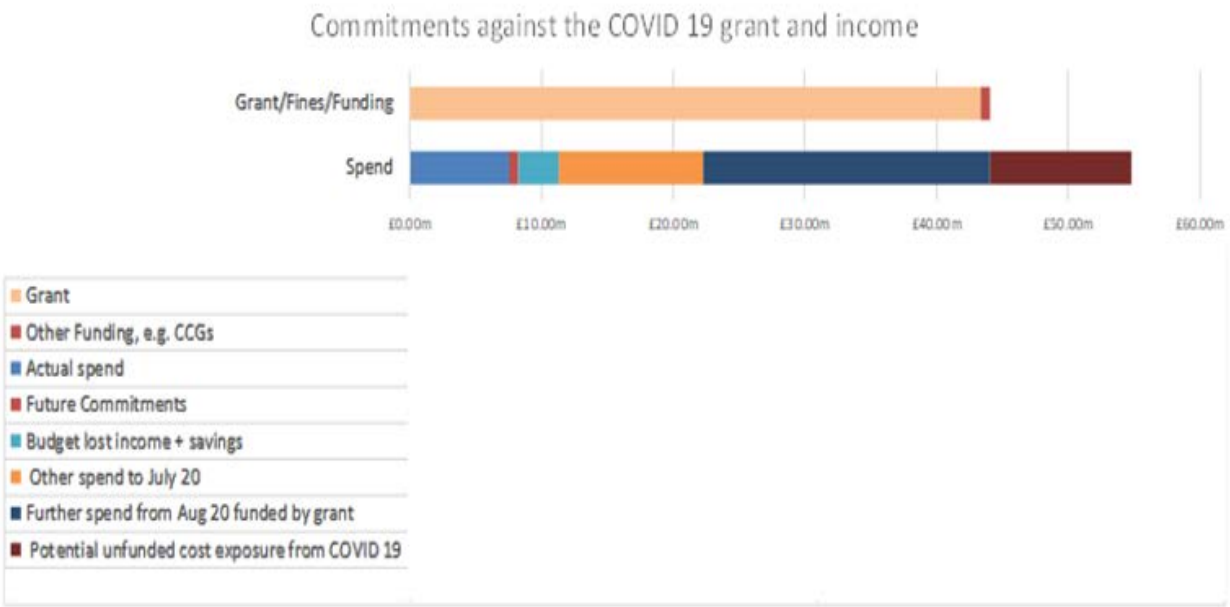
Impact of Covid-19

16. The cost of Covid-19 to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2020. A report on the expenditure incurred and attributed to government funding received will be submitted to Full Council later in the year. The latest estimated cost of the pandemic in 2020/21 to the County Council is £54.1m.

17. Costs are reported monthly to central government through a document known as a Delta Return. In line with the guidance issued by government, future costs are based on the assumption there is no second wave of the pandemic. The impact of the pandemic on the demand for council services should become clearer as we progress through the autumn and projections for outturn for 2020/21 and future years will be adjusted accordingly.

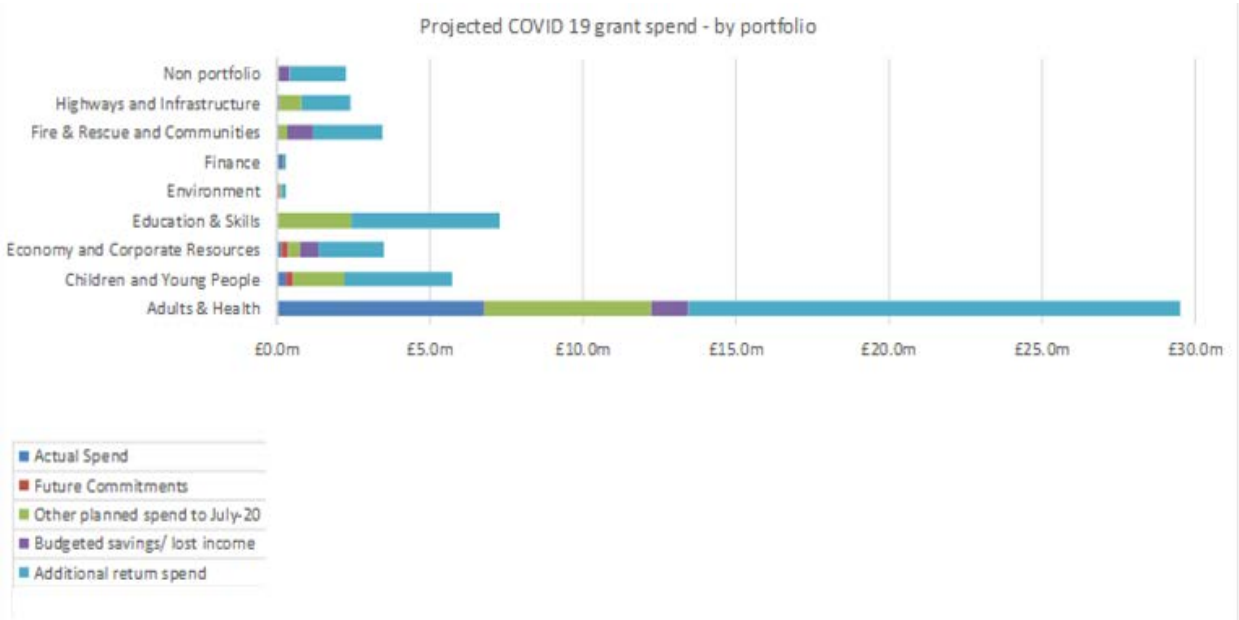
18. Graph 1 below demonstrates the estimated difference between government grant funding received (£41.4m plus other specific ring-fenced grants) compared to the estimated financial costs to the Council, which reflects a potential additional cost in 2020/21 of approximately £10.8m.

Graph 1: Commitments against Covid-19 Grant and Income



19. Graph 2 (below), shows the projected Covid-19 spend or loss of income by Portfolio.

Graph 2: Projected Covid-19 Grant Spend by Portfolio



20. A number of Key Decisions have taken place during the pandemic to enable grant allocations from government to be distributed, enabling infrastructure works for greater distancing in the community and to support critical care sector services. Table 5 lists the specific decisions taken.

Table 5: Key Decisions Which Impact in Year Expenditure

Key Decision	Description	Funding Source	Date	Key Decision Reference
Financial Support to Care Sector	Cross market uplifts in payments to care providers for 29th March – 20th June 2020	County Council funding	27th April	AH02 20/21
Waiver of charges - Licensing of tables and chairs on the highway	Waiver all fees relating to licences for table and chairs on the highway until the end of March 2021	County Council funding	08th June	HI03 20/21
Allocation of Infection Control Grant	Allocation of 75% of the £13.363m infection control fund	Specific grant allocation	12th June	OKD17 20/21
Allocation of Infection Control Grant	Allocation of the remaining 25% of infection control funding	Specific grant allocation	16th July	OKD23 20/21
Emergency Active Travel Fund (Tranche 1) - Temporary pop-up cycle scheme	Implementation of seven cycle schemes to enhance cycling and walking facilities	Specific grant allocation	21st July	HI05 20/21
Financial Support to Care Sector	A cross market uplift of 5% is given in payments to commissioned care providers for 1st July – 30th September 2020	County Council funding	03rd August	OKD24 20/21
Emergency Active Travel Fund (Tranche 2)	Install more permanent schemes identified in Local Cycling and Walking Infrastructure Plans	Specific grant allocation	TBC	TBC

21. Opportunities to mitigate the overspend will continue to be investigated. We will continue to lobby government for sufficient funding to cover the impact of Covid-19 through correspondence with leading politicians, engagement with our local Members of Parliament and participation in organisations such as the County Council Network and the Local Government Association which lobby for the requirements of local government.

22. Within the council, assumed underspending on travel, mileage claims, p-card spend, staff training, post and print and Members' expenses resulting from remote working have all been included within the current outturn projection. Other areas under review include the provision within Public Health where lower activity levels will have affected service provision during recent months; this includes sexual health services and health visitor visits. In addition, any savings arising from the development of the 2021/22 budget will be examined to see if it can be delivered early.

23. Any deficit remaining after these mitigation measures will be met through reserves which will impact on our financial resilience. The requirement to replenish these reserves will be built into our financial plans. Communication to date with government indicates an expectation that local authorities will use their reserves to meet in year pressure resulting from the Covid-19 pandemic.

Finance by Portfolio

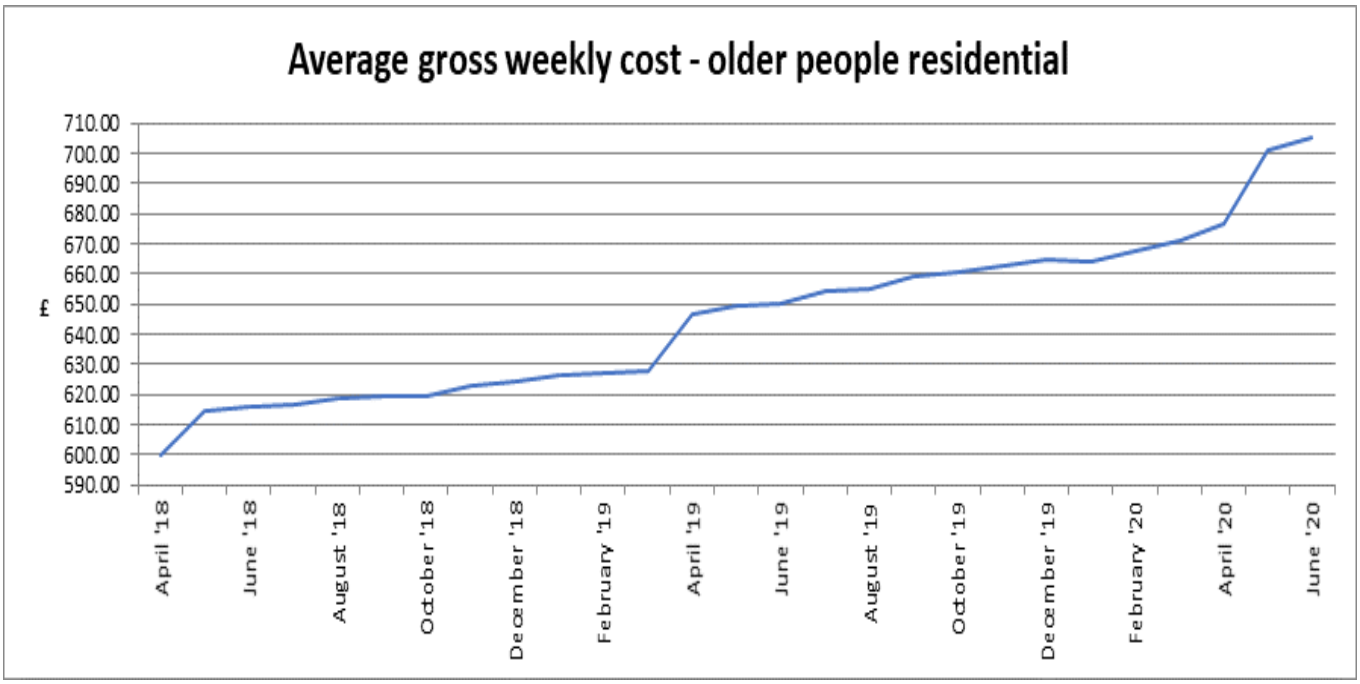
Adults and Health

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£29.540m			
Adults' and Health Portfolio - Total	**£29.540m**		**(£0.000m)**	**£29.540m**

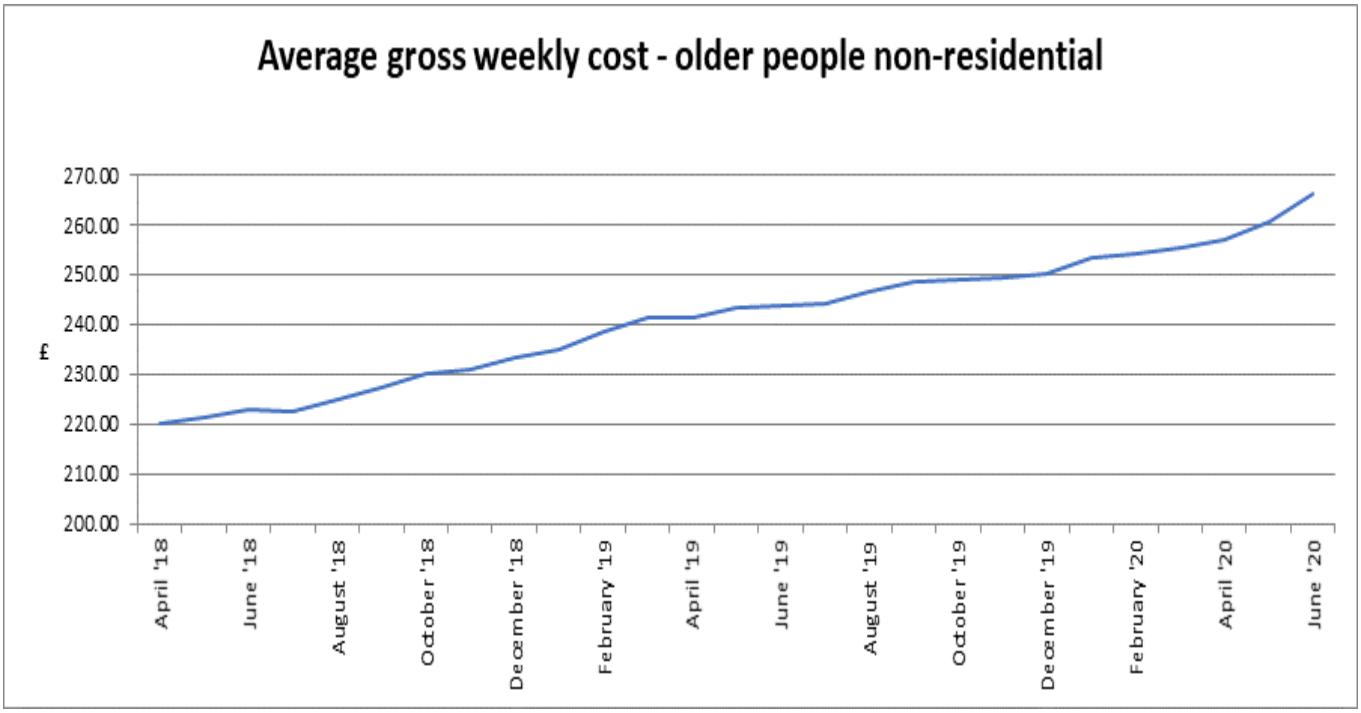
24. The **Adults and Health portfolio is currently projecting a £29.540m overspend** which all relates to the forecast cost of the Covid-19 pandemic. The pandemic is making it extremely difficult to forecast the outturn position. It is clear that the number of older people receiving funded social care has fallen significantly; in line with the impact that Covid-19 has had on that group of the population. Currently numbers are around 140 lower than would be expected, though this is partly due to the hospital discharge process which is in operation, resulting in some people becoming the responsibility of adult social care at a later time than otherwise would have happened. In addition, customer turnover due to the pandemic has left a significant number of unoccupied beds in the Shaw contract, which produces no immediate benefit for the budget because of the block nature of that arrangement.

25. In addition, unit costs are rising, especially for older people. The graphs below show the average gross weekly cost both of a residential and non-residential package:

Graph 3: Average Gross Weekly Cost – Older People Residential



Graph 4: Average Gross Weekly Cost – Older People Non- Residential



26. Compared to the end of March, the rate of increase is 5.1% for residential and 4.3% for non-residential. Those figures exclude the effect of the temporary financial support that the County Council has paid providers because of Covid-19. Part of the explanation for those increases is attributable to the annual fee uplifts that the County Council agreed to pay from April 2020. However, even if that impact is discounted, this still translates into underlying real terms growth of around 3.4% and 1.2% respectively.

27. Given the financial impact of the pandemic on care providers, price increases for new customers are not unexpected and, for the duration of the crisis, these will be met through the County Council's Covid-19 funding, therefore the risk is less about the short term pressure, but the need for exit strategies to be prepared to ensure that temporary increases in cost do not become a recurring pressure.

28. It is important to recognise that the current situation is also presenting a number of opportunities; for example, the arrangements that have been put in place with the West Sussex Clinical Commissioning Group have produced a number of successes, particularly in terms of the hospital discharge process and the creation of a joint placement team. If these can be sustained in the longer run, there will be potential to deliver improved value for money. Alongside that the proportion of customers with a non-residential package has increased from 51% to 54% since March. In view of the cost differential compared to a residential placement, this has the ability to generate further financial benefit, particularly if people with more complex needs are being supported to live in the community in cost effective ways; as well as providing a better outcome for residents, enabling them to stay independent for longer.

29. The interplay between demand and costs will continue to evolve over the coming months and inevitably it means that there are a range of positions over which the Adults outturn could fall. Equally relevant in that connection are the following:

    - **Duration of Covid-19 funding**. The cost of the exceptional actions that have been taken in adult social care during the crisis period have been met from the County Council's Covid-19 funding or from additional resources agreed by the West Sussex Clinical Commissioning Group. For purposes of this monitor, it is assumed that this position will continue and/or that any extension of time-limited elements of the support offer will be subject to it being affordable.

    - **Pent-up demand.** There are people who are not being supported as usual, e.g. because of the closure of day services and limitations on the availability of respite care. The longer that this lasts, the greater is the possibility of customer breakdowns that could result in the need for more costly interventions.

    - **Market-related factors**. At the end of June, there were approximately 750 vacancies across West Sussex in care homes for older people. Notwithstanding the support package that the County Council has made available, a prolonged continuation of that situation will increase the risk to the financial viability of those services with the knock-on effects this could create for the cost of care.

30. Although this commentary has focused on Covid-19, the outlook for the Adults budget includes other key considerations which will be central to the outturn position and these lend themselves to more direct control by the County Council.

    - **Savings.** The need to prioritise time because of the pandemic has led to a number of savings activities being paused. This also extends to some of the actions that had been planned to allow the cost of demand pressure to be managed within existing resources. Covid-19 funding has been allocated to mitigate the impact of this to date. Assuming all of those plans can be reactivated at the point when the crisis period ends, the risk to the budget should be minimised. There is an amount of £4.6m in full year effect terms attached to those actions, which is heavily dependent on progress in two areas - Lifelong Services (£1.9m) and older people's demand management (£2m). Whilst service colleagues report that plans are moving forwards, the scale of the changes that are necessary means that this is not without complication.

    - **Customer contributions towards care.** Due to social distancing, there is a backlog of about 150 customers where it has not been possible to complete a financial assessment. In addition there are circa 6,000 people whose contributions have not been uplifted in 2020/21, which means the amount that the County Council is collecting does not take into account the likes of the 3.9% increase in the state pension which applied from 1st April. This compounds the risk that the budget continues to face from legacy issues relating to the policy change that the County Council agreed in respect of the Minimum Income Guarantee. It is estimated that an amount of around £3m is bound up in these issues. All this income is recoverable and the in-sourcing of various services in August will give the County Council greater control and flexibility.

31. Despite the huge uncertainty facing the Adults budget, it is highly likely that the outcome will involve a mix of swings and roundabouts. Ultimately the actual balance of these will be dictated as much by how the County Council responds to its opportunities as it will by the challenges that lay ahead. When combined with the step downwards effect on spending from the current reduction in customer numbers, this means that a balanced budget is still a feasible prospect in 2020/21. In the event that this does not arise, uncommitted resources remain within the Improved Better Care Fund which could be used to manage any overspending. Although this would carry an opportunity cost, since that money would no longer be available to pump-prime transformational spending, it would avoid any detrimental effect on the County Council budget overall.

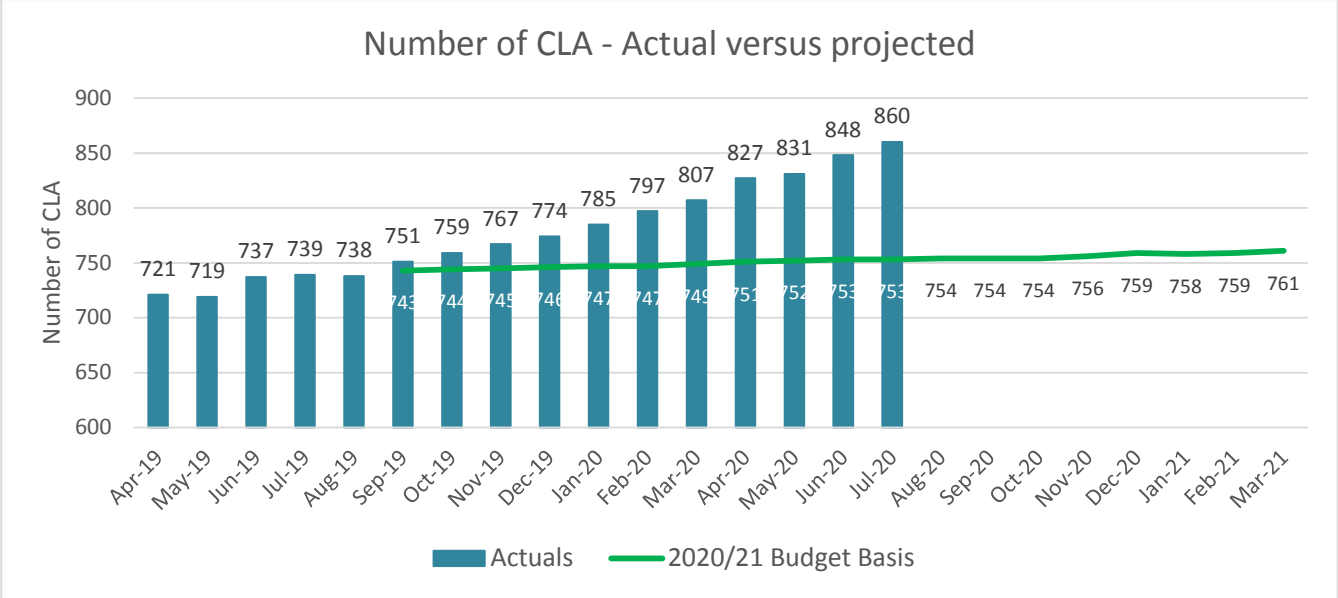
Children and Young People

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£5.740m	Delayed recruitment to planned posts within the residential service	(£1.500m)	
Placement demand pressures for Children Looked After - (range between £5.2m - £7.7m)	£6.200m	Increased grant income expectation for 18+ unaccompanied asylum seeking children	(£0.650m)	
Social care staffing	£1.300m	Underspending in Early Help Service	(£0.350m)	
Children and Young People Portfolio - Total	**£13.240m**		**(£2.500m)**	**£10.740m**

32. The **Children and Young People portfolio is currently projecting a £10.740m overspend.** £5.740m of this projection relates directly to the portfolio's forecast Covid-19 pandemic costs, largely in relation to anticipated costs for intentionally homeless and costs associated with increased staffing, with the remaining £5.0m estimated overspend relating to normal service delivery pressures; the details of which are described below.

33. **Placement demand -** Despite an increase in the budget of £12.4m in 2020/21 for children looked after placements, an overspend of £6.2m is currently projected. The demand projections which led to the £12.4m increase were based on the position at September 2019 and although a continued increase was forecast, the number of children and the value of placements have outstripped the estimate. The demand modelling forecasted the number of CLA at the end of March 2020 would reach 749 – however, at the end of March 2020 they stood at 807. Graph 5 (below) demonstrates the variation between the budget setting CLA numbers and the actual number of children becoming looked after.

Graph 5: Number of Children Looked After Compared to the Budget Basis



Note: An additional £3m of contingency budget was included in 2020/21 recognising the potential shortfall in funding as the number of children looked after continued to increase from predicted levels earlier in the budget process.

34. Adding to the increase in volumes, the deterioration of the internal to external purchasing mix continued throughout 2019/20 meaning that the average cost of a placement is higher than if the purchasing mix had been able to be maintained. This issue has been further exacerbated by the effect of Covid-19 on the ability of our in-house foster carers as more were unable to take children into placement due to their personal circumstances (shielding family members).

35. At this early stage of the year, it is likely that there will be a significant overspend in 2020/21 due to the continued pressure on placement demand for Children Looked After. The current risk against placements is forecast at £6.2m this month, with a risk range between £5.2m and £7.7m.

36. In relation to Children Looked After placements, the following information should be noted:

- The Access to Resource Panel has been established and held its first meeting on 17th April 2020. This is part of a longer-term strategy to ensure 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. It will take some time for the panel to embed and for practice to change, and hence although a positive step forward it is unlikely that the panel will have a significant impact on placement volumes or cost in the current financial year.
- In support of the above panel, the children's contracts and commissioning teams (previously managed through the Adults and

Health portfolio) have been brought under the direct line management of children's services and combined with the existing placement finding team. Through this new arrangement it is expected that practice improvements will enable better identification of unmet care needs, leading to the commissioning of more appropriate services.

- During the pandemic, referrals to Social Care have been significantly lower than otherwise would have been expected. A large proportion of referrals come from schools, so perhaps this decrease is not entirely unexpected. However, now schools have begun to return there is likely to be a significant increase in demand and we are already seeing this in the most recent referral figures. It also needs to be noted that despite Covid-19, the numbers of children looked after and the number of children that are subject of a child protection plan have continued to rise. As court proceedings have been delayed (due to Covid-19) there has been a reduction in the number of children reaching a permanent outcome such as adoption. . This leads to a slowing down of through-put, in that children are remaining in care or the subject of plans for longer, leading to increased cost. Also, we have also seen a rise in the number of children coming into care under voluntary arrangements with their parents.

- Given that the rate of increase in numbers of children looked after has been higher during the first part of this financial year than in the previous one, it is not unreasonable to anticipate that numbers will increase still faster once these cases work their way through this system. This combined with the expected peak in demand once lockdown is eased further and schools return as fully as possible, makes the outlook for the placements budget less than positive.

37. **Grant increase for 18+ unaccompanied asylum-seeking children -** On the 10th June 2020, government issued details of revised grant rates in relation to supporting former unaccompanied asylum-seeking children (UASC) who are now care leavers. Under previous arrangements, the Council fully funded the support to the first 25 qualifying young people and then received a weekly grant of between £150 and £200 to support number 26 and above. With the revised funding arrangements now in place, the Council will receive a flat rate of £240 per week for *every* qualifying young person receiving support. This has led to an increased income expectation of £0.650m for this financial year.

38. **Early Help -** The budget is currently projected to underspend by £0.350m in 2020/21. This is the projected position after the £1m saving has been applied in relation to the Early Help redesign, and is due to a reduction in business travel as staff are working remotely, reduced spend on families in need as buildings have been temporarily closed, staffing vacancies and additional one off income from the government's Troubled Families scheme.

39. **Social work staffing** - The current overspending projection of £1.3m is based on the current orders and future plans for agency staff, as well as welcoming 35 newly qualified social workers into their Assessed and Supported Year in Employment (ASYE) in September. The proportion of employed staff to agency staff remains mostly unchanged from the position in April 2019, where 83.3% of social worker positions were filled by employed staff and 16.7% by agency staff. For June 2020, those figures stand at 82.6% employed and 17.4% agency.

40. **Staffing in Residential Homes -** The overarching strategy for the use of the Council-run children's homes was the subject of an approved key decision in 2019/20. That strategy involves the re-modelling of some of the homes closed in 2018 and a new operating model for the Service going forward. The new operating model required investment to sustain the staffing levels required to run the new service, and that investment will in time be returned through cost avoidance by buying fewer placements in the external market. However, due to the Covid-19 pandemic and the need for the residential service to respond, there has been a delay in moving to the new operating model in the homes which remain open as well as some delays to the capital programme of works on the closed homes. All of this has led to significant underspending being projected on the new staffing structures within the residential service of £1.5m, which provides a useful partial mitigation against the placement budget pressures

41. **Savings outlook –** In relation to the £1m saving against the Early Help redesign, which is to be delivered this year, £0.5m is on track to be delivered due to the current level of vacant posts which will not be required under the new model. The remaining £0.5m is currently at risk because it is possible that the pandemic will introduce some delays into the staff consultation process for phase 1, meaning that some of the saving may be delayed until 2021/22.

42. The £0.1m saving arising from the use of vacant Council-owned properties to accommodate intentionally homeless families is also rated 'at risk'. Legal agreements in relation to the arrangement are yet to be signed, before work can commence to bring the properties up to habitable standards. There is potential that this work could be impacted by Covid-19.

43. An update on the Children's Improvement Plan is reported in **Appendix 4**.

Economy and Corporate Resources

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£2.773m	Underspend from the bi-election budget and reduction in members expenses (travel, training & refreshments)	(£0.100m)	
Facilities Management SLA income shortfall and a reduction in car park income	£0.150m	Staffing vacancies and other underspending within the Communications Team	(£0.100m)	
		Other minor variations	(£0.021m)	
Economy and Corporate Resources Portfolio – Total	**£2.923m**		**(£0.221m)**	**£2.702m**

44. The **Economy and Corporate Resources portfolio is currently projecting a £2.702m overspend.** £2.773m of this forecast spend relates directly to the estimated cost of the Covid-19 pandemic response within the portfolio. This amount includes £1.2m of undeliverable savings for the redesign of business processes, additional IT provision, costs incurred by facility management in building and cleaning maintenance.

45. In addition, a small service net underspend of £0.071m is forecast within the portfolio from staffing vacancies with the Communications Team and savings on members expenses (mileage, training and refreshments) during the lockdown period. These underspends are partly offset by a shortfall in income within Facilities Management from school's service level agreements (SLA) for grounds maintenance, caretaking, engineering and furniture/ supplies and public parking income.

Education and Skills

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£7.290m	Staffing vacancies within the School Effectiveness Service	(£0.200m)	
Home to School Transport costs; predominantly Special Educational Needs	£0.647m	Other minor variations	(£0.052m)	
Increasing utility costs within the Crawley Schools PFI contract	£0.200m			
Education and Skills Portfolio –Total	**£8.137m**		**(£0.252m)**	**£7.885m**

46. The **Education and Skills portfolio is currently projecting a £7.885m overspend.** £7.290m of the projection relates directly to the portfolio's forecast Covid-19 pandemic costs, with the remaining £0.595m estimated overspend relating to normal service delivery pressures which are detailed below.

47. The Home to School Transport service overspent by £1.350m in 2019/20 due to increased complexities, demand and costs experienced since the start of the 2017/18 academic year. An additional £1.0m has been added to this budget for 2020/21, but despite these additional funds it is still estimated that this budget will be overspent by £0.647m this year. This is based on a current assumption of projected growth in eligible pupils and inflation beyond budgeted levels for expected taxi and escort usage. There is also a projected increase in mainstream school coach costs due to the full year effect of changes implemented in 2019/20. Staffing underspends of £0.2m due to vacancies within the School Effectiveness Service and other minor variations have assisted to reduce the overall overspend projection.

48. In addition, a pressure of £0.2m has arisen on the Crawley PFI budget due to increasing utility costs. The County Council is responsible for meeting utility price uplifts for the three schools that are within the Crawley PFI contract and the unit rates have increased considerably in recent years. The impact was temporarily absorbed by the Crawley PFI Reserve in 2019/20; however, it is not possible to do this on an on-going basis.

Dedicated Schools Grant

49. The Dedicated Schools Grant (DSG) initial allocation in 2020/21 totals £638.3m and is made up of four separate funding blocks: Schools Block (£489.0m), High Needs Block (£91.3m), Central School Services Block (£7.5m) and Early Years Block (£50.5m). With the exception of the Early Years Block which mostly sits within Children's Services, the remaining expenditure is incurred by Education.

50. The balance on the Dedicated Schools Grant reserves at the beginning of the 2020/21 financial year stood at a deficit -£1.739m. The 2019/20 Early Years budget allocation has still to be amended for the data in the January 2020 census; this adjustment is expected in July 2020. A breakdown of the current balance is set out in Table 6 below:

Table 6: Dedicated Schools Grant Reserves Balance

	Early Years DSG Reserve £m	**Schools DSG Reserve £m**	**General DSG Reserve £m**	**Total DSG Reserves £m**
2019/20 Opening Balance	Nil	£0.023m	(£1.762m)	(£1.739m)
2019/20 Early Years Adjustment	?	0	?	?
2019/20 Current Balance	**Nil**	**£0.023m**	**(£1.762m)**	**(£1.739m)**

51. The DSG conditions of grant for 2020/21 require all Local Authorities with a deficit to submit a plan for managing it to their Schools Forum. The Education and Skills Funding Agency (ESFA) are intending to produce guidance, together with a template for such a plan, later in the year.

52. **Schools Block** – Apart from £2.9m which was held back to fund pupil growth this September the rest of the Schools Block was delegated to schools. Following the admissions round in March/April 2020, £2.8m has been allocated to 27 primary schools and 25 secondary schools (including 12 primary and 12 secondary academies) from this Growth Fund this year. A further £0.1m is also likely to be incurred in relation to top-up summer term funding and agreed costs for new Basic Need academies that are filling incrementally year on year. As a result, it is currently estimated that the Growth Fund will balance this year. This has been achieved by capping funding allocations in line with the decision made by Schools Forum following the schools 2019 autumn consultation.

53. A £0.077m overspending is being projected on the Schools Block for unbudgeted rates adjustments at a number of schools.

54. **High Needs Block** – It is the in-year pressures within the High Needs Block that are of greatest concern to the County Council. Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP).

55. This year, despite a £10.7m increase in our High Needs DSG allocation, the High Needs Block is still currently forecast to overspend by £7m this year. This is largely due to two factors:

    - Secretary of State for Education did not agree to the Local Authority's request to transfer £2.4m from the Schools Block to the High Needs Block,

    - The full year effect of the 502 new EHCP placements made last year; this was in excess of the 350 increase that was budgeted for when the original budget was set in September 2019.

56. Following a consultation in October 2019, the Department for Education has confirmed that DSG deficits should not be covered by 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. As a result, it is expected that this £7m projected overspend will be added to the £1.7m deficit already within the DSG reserves as at the end of 2019/20.

57. The main reasons for the High Needs spending pressures 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.

- 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)
Covid-19 pandemic forecast expenditure	£0.300m	Estimated reduction on corporate utilities usage and rates	(£0.300m)	
Income loss on the sale of energy due to a down-turn in energy market rate	£0.950m	Reduction in tonnage volumes during April and May	(£0.904m)	
Shortfall in delivery of additional income (part 2019/20 & 2020/21 savings) due to delays in project creation	£0.350m			
Increase in insurance cost at the Mechanical and Biological Treatment Centre	£0.502m			
Estimated shortfall on recycling income	£0.114m			
Environment Portfolio –Total	**£2.216m**		**(£1.204m)**	**£1.012m**

58. The **Environment portfolio is projecting a £1.012m overspend**. £0.3m of the projection relates directly to the portfolio's forecast Covid-19 pandemic costs, largely including costs associated with household waste recycling sites and loss of income for planning, with the remaining £0.712m estimated

overspend relating to general service delivery pressures which are detailed below.

59. As experienced last financial year, the market value of energy has dropped dramatically in the last 12 months. The current projection assumes that these low rates will continue at this level for the remainder of the financial year and will therefore translate into an income shortfall of around £0.950m. A review into our solar and battery strategy is underway with options being considered on how to maximise income generation at Westhampnett and Tangmere. In addition, due to recruitment delays in in 2019/20, there is a shortfall in the income which can be generated from new projects in year with a further £0.350m reported as unachievable.

60. It is expected that the County Council's utilities expenditure will be lower in 2020/21 which will help mitigate some of the reduced income. With some County Council buildings being closed or having reduced occupancy and with the global reduction in energy prices, it is expected that there will be a saving on the utilities budget in year, currently estimated at a £0.3m reduction; however this will continue to be reviewed as the year progresses.

61. The waste service has been significantly impacted by the pandemic. All the West Sussex Household waste recycling sites were closed on the 23rd March and started to re-open (at a reduced service) from 11th May. The impact of the waste flow through our systems has changed dramatically with more kerbside waste collections and less household waste recycling site disposal. Currently, the volume of waste that will be received in year remains unknown; there may be a lag in tonnage volume due to residents not disposing waste which may cause a future 'spike' to emerge, or there may be a genuine reduction of tonnage in 2020/21; this will become clearer over the coming months. However, the tonnage saving from April and May of £0.904m is included in the overall projection.

62. The cost of insuring the Mechanical and Biological Treatment Centre has increased by £0.5m. This increase in the cost of the provision has led to urgent discussions to review the insurance coverage specifications and to look at other potential options.

63. In the last half of the 2019/20 financial year, the sale of paper fibre recyclate reduce dramatically due to hardened quality acceptance criteria by China which affected the global market. In April 2020, the value of paper/ card reduced further to minus -£25.00, however the value of this commodity seems to have strengthened in the UK market due to the Covid-19 pandemic's impact on imports; and in May, the value increased to a positive +£22.00. It is likely this upsurge in rate will be temporary, and will fall again once shipping and imports start to operate. Unfortunately other commodities have seen a decline since the start of the pandemic. Plastic bottles and aluminium and tin cans have all

reduced in value, likely due to the reduction in required raw materials for manufacturing in recent months. Due to the uncertainty and reviewing the first two months of income, an estimated income shortfall of £0.114m included within the projection.

Finance

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£0.300m			
Non-delivery of additional commercial investment property income saving	£0.275m			
Finance Portfolio –Total	**£0.575m**		**(£0.000m)**	**£0.575m**

64. The **Finance portfolio is projecting a £0.575m overspend**. £0.3m of this projection relates directly to the portfolio's forecast Covid-19 pandemic costs, largely for additional requirements for personal protective equipment, with the remaining £0.275m shortfall relating to the loss of income that had been expected to be generated through the acquisition of additional commercial investment property, which is currently paused. An income generation target of £0.5m was included in the 2020/21 budget, of which, £0.225m is delivered from existing commercial property and £0.275m was due to be delivered from further acquisitions.

Fire and Rescue and Communities

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£3.460m	Expected underspending within library and communities services due to the reduced services provided during the pandemic.	(£0.200m)	
Fire and Rescue and Communities Portfolio – Total	**£3.460m**		**(£0.200m)**	**£3.260m**

65. The **Fire and Rescue and Communities portfolio is projecting a £3.260m overspend.** £3.460m of the projection relates directly to the portfolio's forecast Covid-19 pandemic costs, including costs associated with the community response and loss of income for registrars, libraries, records office and fire service, with £0.2m of forecast underspending relating to the savings generated from providing reduced services within libraries and community and partnership services during the lockdown period.

66. An update on the Fire Improvement Plan is reported in **Appendix 5**.

Highways and Infrastructure

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£2.410m	Projected National Concessionary Fares underspend	(£0.200m)	
		Reduction in Street Lighting PFI electricity costs	(£0.200m)	
Highways and Infrastructure Portfolio –Total	**£2.410m**		**(£0.400m)**	**£2.010m**

67. The **Highways and Infrastructure portfolio is projecting a £2.010m overspend.** £2.410m of the projection relates directly to the portfolio's forecast Covid-19 pandemic costs and £0.4m of underspending generated from regular portfolio activities.

68. The English National Concessionary Travel Scheme is projecting a £0.2m underspend due to the continuation of the gradual reduction to estimated journey numbers – this was identified prior to the Covid-19 lockdown implementation. The last update from our consultant before the lockdown indicated an estimated 0.1m reduction to 9.1m journeys in 2020/21.

69. The summer electricity rates for the Street Lighting PFI have been confirmed, leading to a projected underspend of £0.2m. Prices have fallen by an average of 6.5% across the electricity supply for the service, reflecting the current market conditions.

70. Elsewhere within the portfolio, there is an emerging pressure due to a requirement to carry out urgent tree felling works relating to Ash Dieback, which is a fungal disease likely to infect all ash trees in West Sussex. Sample inspections are currently being undertaken at sites where trees are significantly affected to assess whether urgent felling is needed in advance of the establishment of a full felling and replanting programme. An update on the outcome of the inspection will be provided later in the summer.

Leader

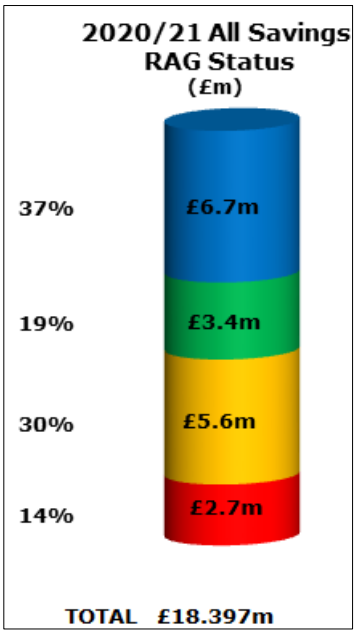
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
		In year saving from sharing a Chief Executive with East Sussex	(£0.131m)	
Leader Portfolio –Total	**£0.000m**		**(£0.131m)**	**(£0.131m)**

71. The **Leader portfolio is projecting a £0.131m underspend** in year due to the saving from sharing a Chief Executive with East Sussex alongside an expected in year reduction in mileage expenses.

Outlook for the Savings Programme

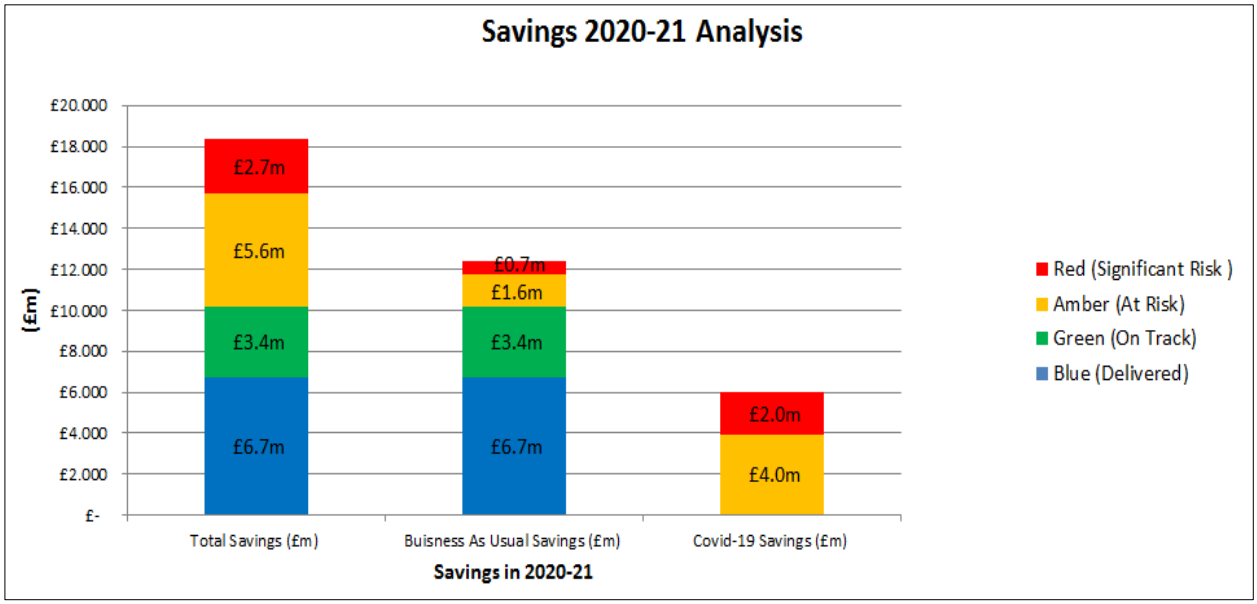
72. The 2020/21 savings target across portfolio budgets is £18.4m. Of this amount, £10.1m (56%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; £5.6m (30%) is judged as amber where further work is required to ensure the saving can be achieved and £2.7m (14%) is judged as red with no expectation of delivery.

Graph 6: Savings Overview



73. The Covid-19 pandemic has affected a number of our in-year savings plans; therefore to identify these savings separately from the business as usual challenges, we have created graph 7 to track the progress. Any saving values judged to be as 'at significant risk' due to the pandemic are reported as 'red' but the impact of the loss is reported in the central government Covid-19 Delta Return. Any saving values which are judged to be 'at significant risk' due to business as usual circumstances are also marked as 'red', however, the expected loss of saving is included in the council's business as usual overspend projection.

Graph 7: Analysis of savings as at 30th June 2020



74. Graph 7 shows that only £0.7m of savings are currently considered to be 'at significant risk' due to business as usual issues and are included in the council's overspend projection, with a further £1.6m currently reported as 'at risk'.

75. Within the central government Covid-19 Delta Return, £2.0m of the 'at significant risk' savings are included in the projection, with £4.0m of 'at risk' savings also under review. A list of the 2020/21 savings and their current RAG status is reported in **Appendix 6**.

76. In addition, there were a number of savings from 2019/20 that were not delivered permanently from the previous year, which are continuing to be monitored. The detail of these savings totalling £2.3m, are included in **Appendix 6**. Of this amount, £0.3m (13%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; £1.1m (48%) is judged as amber where further work is required to ensure the saving can be achieved and £0.9m (39%) is judged as red with no expectation of delivery. The red savings are reflected in the forecast outturn.

Capital Programme

77. The capital programme; as approved by County Council in February 2020, agreed a programme totalling £103.4m for 2020/21. £2.5m of this expenditure, originally profiled to spend in 2020/21, was forward funded and spent in 2019/20, revising the capital programme to £100.9m. Since this time, profiled spend has increased overall by £0.5m, to give a current full year estimate spending forecast for 2020/21 of £101.4m, with £91.6m on core

services and £9.8m on income generating initiatives. The significant movements over the quarter include the following.

£11.4m reductions:

- £1.0m for withdrawal of Hobbs Field as the wider One Public Estate project is not continuing;
- £1.1m delays to rural connectivity and converged fibre;
- £1.5m for re-profiling managing Covid-19 site restrictions costs;
- £4.7m delay to A259 Corridor Capacity Enhancement;
- £1.8m re-profiling of West of Horsham scheme; plus
- £1.3m other scheme reductions

£11.9m additions:

- £1.7m for approved works at Cissbury Lodge;
- £7.3m for additional grant funded Highways annual works programme;
- £1.6m enabling works at Horsham Enterprise Park; plus
- £1.3m other scheme additions.

78. A copy of the capital budget monitor and narrative is detailed in **Appendix 7**.

79. Within the Capital programme, the County Council agreed to use £5.3m capital receipts in 2020/21 to fund specific transformation projects. In addition, expenditure on further activities to which the Council could apply flexible use of capital receipts was included in the report agreed by County Council, including customer experience, smartcore, community hubs, support in foster care capacity, waste recycling, transformation support and support for young people not in education, employment or training.

Table 7: Flexible Use of Capital Receipts Listing Agreed at February County Council

Project Description	Qualifying Expenditure	Estimated Project Cost as at February 2020
Continuous Improvement Expenditure	Investment in transformation across the whole council, • customer services • digital improvements in services	£0.7m
Customer Experience	Investment in specific projects across the Council to improve customer-facing work processes.	£1.4m
Recycling Credits	Initiatives with the district and boroughs to incentivise recycling and reduce demand pressure on the Council's Waste Service.	£2.0m
Fire Improvement	Investment required to effectively respond to the recommendations of the HMICFRS report published in June 2019 particularly in areas surrounding Fire Safety, prevention and protection.	£1.2m
Total		**£5.3m**

80. Work has begun to review the qualifying criteria on these projects due to the impact of the pandemic on our transformational areas. There are a number of projects which have been affected, including the value of capital receipts that can be charged to Customer Experience and Transformation teams due to change in work during the pandemic and delays in the recycling credits waste project, also due to the pandemic.

81. Overall, there is no concern regarding the overall qualifying expenditure, however the revised assessment will need to be documented and approved by County Council in the autumn.

Transformation Programme

82. At the start of the year, the balance on the transformation reserve stood at £11.8m. As part of the 2020/21 budget agreed by County Council in February 2020, £4.9m was transferred to the revenue account to support previously approved projects. This was mainly to cover two areas work; maximising the benefits of implementing digital capabilities within our services (£2.2m) and the implementation costs of moving to the new enterprise resource platform (SAP replacement) (£1.5m).

83. We are progressing well on the implementation of our new enterprise resource platform and predict we will incur £1.5m of costs during the financial year. The implementation date is expected to be in early autumn 2021, although this date will be kept under review as we deal with the impact of Covid-19. The total budget for the project is £2.7m of which £0.1m has been spent to date.

84. As a result of the current pandemic, our move to working remotely and improving our use of technology has developed. As a result the costs associated with improving the digital capabilities is unlikely to exceed £0.5m. The remaining budget will be returned to the service transformation fund. There are £2.4m of savings associated with these projects in year, however, due to delays from the pandemic it is anticipated that only £1.2m will be delivered in 2020/21. Work has now recommenced to progress these projects.

85. As we draw to the end of our main outsourcing arrangement at the end of September 2022, there will be a number of projects undertaken to ensure that we find the correct solution for future services; whether this is accepting services back in-house or continuing with an outsourcing arrangement. Work has commenced on this substantial project to explore options to determine the best outcome for service delivery for our residents. Specifically, the future of the provision for IT services is particularly complex as the provision of these services have not been considered since the outsourcing in 2010. The costs associated with the options appraisal and anticipated costs of associated with implementing the new solutions will be met by the service transformation fund.

86. Officers are currently working on the profile of this spend, and the potential financial requirement will become clearer as work progresses over the summer and an update will be provided in the September TPM report.

Workforce

87. Further to the workforce Key Performance Indicators (KPI's) detailed in **Appendix 8** and the annotated commentary, there are a number of key areas to note.

88. The Covid-19 lockdown started just before this reporting quarter and this has affected several KPIs. The job market stagnated, resulting in a significantly lower number of starters and leavers experienced in previous quarters. The resultant reduction in rolling turnover is below the target range but this is not considered a concern given the current extenuating circumstances.

89. There has also been an adverse effect on the level of sickness absence and a higher percentage of sickness absence being attributed to mental health. Details are provided in the Health, Safety and Wellbeing section below.

90. The impact of Covid-19, the lockdown period and the impact of recovery measures are being monitored.

91. **Resourcing and Talent -** As mentioned above, the number of starters and leavers is significantly lower than previous quarters, and whilst this has affected the rolling turnover, the net balance means that Headcount and FTE levels have remained virtually identical to those in Q4 2019.

92. Agency headcount is down from last quarter which has decreased the percentage of Manpower workers within the workforce by 1.1% to 5.1%. Contract spend has increased by £0.290m. The drop in Manpower headcount and increase in contract spend can mostly be attributed to Covid-19 with less people needing to be contracted in several areas but longer hours worked by those that are working; and resourcing for the Children's improvement programme.

93. **Performance and Skill –** The Covid-19 lockdown has affected the figures for the percentage of 'did not attend' and 'short term cancellations'. The service delivery model has been changed with face-to face events largely cancelled following lockdown. Some of these events were subsequently held online. This change in delivery has resulted in less attendee cancellations and lower levels of non-attendance which is why the percentages for cancellation and non-attendance have fallen significantly.

94. **Health, Safety and Wellbeing –** There has been a significant reduction in the level of short-term sickness. It is too early at this stage to determine whether the shift in the workforce largely working from home due to Covid-19 restrictions has contributed to this reduction, however this will be investigated.

95. There has been a change in the levels of sickness days lost attributed to 'Anxiety, Stress, Depressions & Mental Health' with this sickness type making up a higher percentage of days lost in Q1 2020/21 than the average for the 2019/20 financial year and also the same quarter in that year.

96. The impact of Covid-19 on employee well-being and absence due to sickness, particularly mental health, is being monitored.

97. The top reason for short term sickness in Adults Services is shown as 'Unknown' - this is due to a significant number of records stating 'Unknown' in April and this is sufficiently high to affect the average across the quarter. Otherwise the top reason would be Anxiety, Stress, Depressions and Mental Health'.

Corporate Risk Register

98. **Appendix 9** provides a copy of the latest Corporate Risk Register alongside a quarterly review of the key risks and relevant changes to the risk profile/ exposure of the County Council.

99. Two new risks have been added to the Corporate Risk Register:

    - CR70 – Senior officer demand due to Covid-19; and
    - CR71 – Mental and physical health of staff due to working at home

100. Table 8 summarises the risks on the Corporate Risk Register with the current severity graded above the tolerance threshold:

Table 8: Corporate Risks with Severity above the Tolerance Threshold

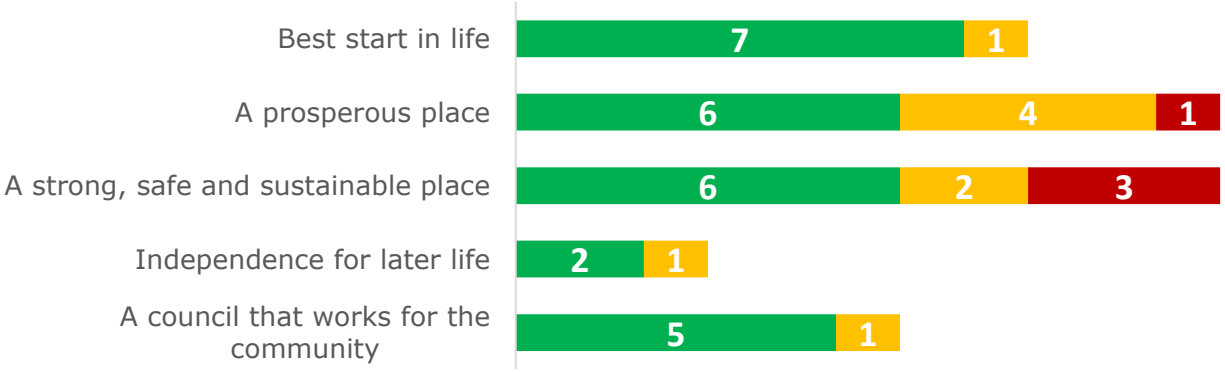
Risk No.	Risk Description	Score - Previous Quarter	Score
CR61	Death/serious injury of a child (Council failing in their duty)	25	25
CR66	Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)	25	25
CR68	Covid-19 and risk to the delivery of WSCC's services	25	25
CR69	Children's services will fail to deliver an acceptable provision to the community	25	25
CR39a	Cyber-security	20	25
CR58	Failure of social care provisions	20	25
CR22	Financial sustainability	16	25
CR59	Benefits from transformation are not realised	20	20
CR1	No deal Brexit	16	16
CR11	Recruit and retain staff	16	16
CR50	Insufficient health & safety governance	16	16

101. Operational Covid-19 risks are considered and managed with the services, either through the production of new risks or applying ramifications to an existing risk and its assessment. In addition, corporate Covid-19 risks are captured and controlled by the Council's Covid-19 response team.

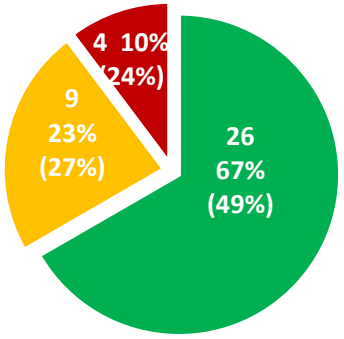
June 2020 TPM
Performance Report

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.

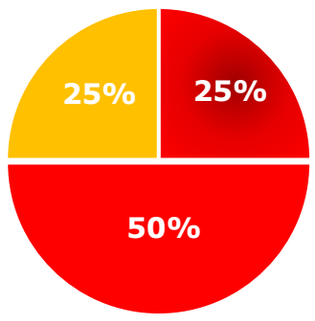
2020/21 year-end forecast of our 39 measures of success



March 2020 outturn in brackets



Exception Report - external measures



- Currently Red and forecast Red
- Currently Red, forecast Amber or Green
- Amber but getting worse

Monthly/Quarterly Measures

	Measures for success	2022 Target	2020/21 Milestone	Mar-20	Apr-20	May-20	Jun-20	Year End Forecast
10	Children Looked After with 3 or more placements during the year	Top Quartile of statistical neighbours by 2022 (currently 10% or less)	10.50%	11.1% ⇧	10.8% ⇩	10.3% ⇩	11.1% ⇧	A
39	Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	395	488.47 ⇧	495.17 ⇧	495.5 ⇧	497.35 ⇧	R
59	Freedom of Information requests responded to within time	95% of FOIs within 20 working days by 2022	95%	90.75% annual average	71% ⇩	85% ⇧	82% ⇩	A

Annual measures

	Measures for success	2022 Target	2020/21 Milestone	2017/18	2018/19	2019/20	2020/21	Year End Position
29	16-17 year olds who are not in education, employment or training - measure now includes ' unknowns'.	Top quartile of Local Authorities nationally by 2022 - <3.8%	7.3%				11.1%	A

June 2020
Performance Highlights and Challenges Report

Changes to the West Sussex Plan June Performance Report

Changes to the reporting of measures due to the impact of covid-19 pandemic on council priorities and activity.

There are 67 measures of success contained in the West Sussex Plan. Each of these have been categorised to be:

1. Unchanged – the measure is still relevant and can be reported
2. Amend – the measure is still relevant; however, the target has been reset to reflect current circumstances or the definition has been updated to maintain its relevance
3. Suspended – either the data is no longer being collected or published or the measure is not being prioritised due to the pandemic response

New measures are being considered and included where it is useful to track priority service activity through to the end of 2020-21.

Summary of changes by Directorate

Adults & Health

Five out of 11 indicators remain active.

The following six indicators have been suspended:

	Measure	Reason
38	Households living in temporary accommodation per 1,000 households	Government action on homeless during covid has changed the priority
49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	CQC have paused their routine inspections due to covid
50	Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	
52	Delayed transfers of care from hospital that are attributed to social care	NHS suspended the collection of DTOC data during covid
53	Older people (aged 65+) who were still at home 91 days after discharge from hospital	The CRS contract is operating far more effectively than the strict definition of this indicator and improved measure will be included in reset
67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Not a priority during covid as partnership focus is on joined up response

Adults and Health as part of their work on their development plan feeding into the reset plan and developing additional indicators that will highlight the impact of the work, most notably on the prevention agenda.

Chief Executive Office

One out of three indicators remain active.

The following two indicators have been suspended:

	Measure	Reason
32	Residents who feel happy with West Sussex as a place to live, work or visit	The West Sussex biennial survey is not due to be undertaken until 2021. The communications team have undertaken extensive residents survey exploring the impact of covid however that does not provide the data to update these specific measures.
57	Residents who agree that the council provides good value for money	

Children, Young People and Learning

Two out of 20 indicators remain active.

Two new measures have been introduced:

	Measure	Reason
160	The percentage of Children Looked After that are placed outside LA boundary and more than 20 miles from where they used to live.	Children First priority to ensure the number of children is maintained below the stat-neighbour average level
161	The percentage of Care Leavers that the LA is in touch with.	Children First priority to ensure we maintain contact with our Care Leavers

Five measures have been amended as follows:

	Measure	Reason
5	Families turned around	The target has been revised to reflect current planned activity in Early Help
8	West Sussex Children Looked After per 10,000	The target has been amended to be average of statistical neighbours.
12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Target now reflects current practice that 100% of children identified have a plan in place to manage risk and vulnerability.

39	Average time between a child entering care and moving in with their adoptive family	Milestone target changed to 426 days; ultimate 2022 target remains unchanged
10	Stability of Children Looked After (3 or more placements during the year)	Target amended from top quartile of statistical neighbours to 10%

The following 13 indicators have been suspended:

	Measure	Reason
2	West Sussex schools that are judged good or outstanding by Ofsted	Ofsted inspection of schools not happening during covid
3	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	
4	Attendance of West Sussex Children Looked After at their school	Impacted by school opening during covid
6	Healthy weight 10-11-year-old`s	National programme halted due to covid
1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Progress and attainment data publication will be impacted by DfE arrangements to deal with cancellation of tests and exams
13	West Sussex children placed in residential homes rated good or outstanding	
14	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	
15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	
16	Countywide take up of free early education and childcare	
17	Key Stage 4 Progress 8 score	
18	Children Looked After (12 months+) achieving educational outcomes in line with their peers	
20	Attainment of disadvantaged pupils is in line with their peers	
19	Reoffending rates for children and young people (aged 10 to 17)	Ministry of Justice cancelled data publication due to covid

Law and Assurance

Three out of five indicators remain active.

Two measures have been suspended:

	Measure	Reason
64	Residents' issues considered by County Local Committees	CLC meetings are not taking place during covid

65	Level of community grants that support The West Sussex Plan priorities	Prerequisite that any grants are now only made against West Sussex Plan priorities so no longer a meaningful measure.

Place Services

19 out of 25 indicators remain active.

Six measures have been suspended:

	Measure	Reason
30	Apprentices in West Sussex	Tracking data impacted by covid. Skills strategy as part of Economy Plan will considering new and relevant measures as part of reset plan.
34	Air Quality Management Areas where air quality is improving	Superseded with other service priorities during covid.
44	Carbon reduction achieved by WSCC in tonnes emitted	Target achieved. Climate Change and Environment Strategy activity will identify replacement for reset plan.
47	Museums and theatres in West Sussex - visitors at attractions	Data unavailable due to covid
56	Level of satisfaction of the services received by our residents	The communications team have undertaken extensive residents survey exploring the impact of covid however that does not provide the data to update these specific measures.
58	Residents who find it easy to access information, services and support they need	

West Sussex Fire and Rescue Service

Two out of three indicators remain active.

One measure has been suspended:

	Measure	Reason
45	Ultra-low emission vehicles registered for the first time	Impact of covid on new vehicle registration and lack of available data

WSFRS are developing are Performance and Assurance Framework that will identify key indicators that will be added to a subsequent TPM performance report.

Performance Report

The June 2020 Performance report that follows provides contains the latest data, exceptions and service narrative for the 39 active, amended or new indicators identified above.

Highlights

(11) - Review of Child Protection Conferences completed in timescales. All reviews were held within timescales this month and exceeded our target by achieving 100%.

(51) - The proportion of people who use services who say those services have made them feel safe and secure. Provisional results of 93% show we have improved performance this year and are close to meeting our target of 95% by 2022.

(55) - Adult social care users who have as much social contact as they would like. Provisional results of 48% show we have improved compared to last year and have met our milestone target.

(60) - Formal member meetings webcast. Due to the covid-19 pandemic, there is a requirement for all formal member meetings to be webcast in order to qualify as valid meetings. This means we achieved 100% of meetings webcast, greatly exceeding our target.

(62) – The number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken. There was a 6% improvement this quarter to 74%, and as a result we are now exceeding our milestone target of 72.5%.

Challenges
Best start in life

10. Children Looked After with 3 or more placements during the year	Target 10% by 2022 2020-21 milestone target 10.5%	Jun 2020 11.1% ⇧
Performance	**Recovery actions**	
Some children in this cohort are children who have moved from emergency placements, to foster placements then recently to adoptive placement within a year. Whilst performance has increased, since the inception of the new permanence panel process at the end of March 2020 over 45 children have had their foster placement agreed as permanent.	Work is still being undertaken by commissioning and via the Access to Resources panel to ensure children are in the right placements and with the right support to meet their needs and reduce disruption.	

A prosperous place
(22) Business Survival and retention

Response from Cabinet member to address business survival rates, as requested at PFSC on 22nd May.

The ONS dataset around business births, deaths and survival rates is the Business Demography dataset, it is released annually, down to local authority geography. The latest data is for 2018, and the next release of data that will cover 2019 is expected to be released in November 2020.

The latest data as reported on the West Sussex Performance Dashboard suggests that the five-year survival rates in 2018 – for those businesses that started up in 2013 was 46.1%, higher than the average for the South East and nationally. The highest rate was seen in Adur at 51.7% and lowest in Crawley at 40.2%. However, it is evident that the five-year survival rates for those companies starting in 2013 are lower than the previous couple of years i.e. the 5-year survival rates for those companies starting up in 2012 and in 2011. This was a trend seen in the regional and nationally. In all cases were higher however, than the rates for businesses started in 2009 and 2010, and West Sussex continues to see higher rates than the regional and national averages.

Five-year Business Survival rates					
	2009-2014	**2010-2015**	**2011-2016**	**2012-2017**	**2013-2018**
West Sussex	46.1	43.4	46.6	47.0	46.1
England	41.8	41.4	44.0	43.1	42.5
South East	43.8	43.5	46.0	44.8	44.6

It is anticipated that survival rates will likely reduce as COVID-19 takes its toll during 2020, and potentially beyond. These trends will not become apparent until the 2020 data is released which will be towards the end of 2021. In the meantime, other data that is available to us through subscription and which can help to understand business start-up and closures is from FAME, that gives information on companies and unincorporated businesses throughout the UK. Certainly, the trends suggest that in from 23rd March 2020- 31st May 2020 there was a 17% fall in the number of new business incorporations compared with the same period in 2019 in West Sussex, and in March 2020 there were 226 more dissolved companies in the county than March 2019. The trends suggest that survival rates of those companies started in 2015 are likely to be lower than previous years, and in time, FAME may be able to help consider that in a bit more detail, though it does take time for the information to filter through to the data base.

There current Economic Growth Plan 2018-2023 and the draft Economy Reset Plan include activities to support business births (starts) and business survival and growth including:

- The development of the Horsham Enterprise Park, to include an enterprise hub and space for businesses to grow
- The Track Creative Digital Hub, to support creative digital businesses in Bognor Regis and coastal West Sussex through the provision of new flexible workspace as well as targeted business support;
- The Growth Deals with the Districts and Boroughs contributing to ensuring employment space and town centres meet the needs of businesses
- The £11m ERDF funded Hot House programme led by the University of Chichester and with the County Council a key partner, is supporting pre start-ups and start-ups, and established businesses in the Coast to Capital LEP area;

- The LEADER Programme 2015-2020 covering the county has awarded £2,955,186 to 83 projects supporting rural businesses and the rural economy;
- Experience West Sussex, the countywide tourism partnership hosted by the County Council, is leading a range of activities to support tourism and hospitality businesses through the challenges of COVID-19 for the sector.

29. 16-17-year olds who are not in education, employment or training now includes 'unknowns'	Target Top quartile of all Local Authorities by 2022 2020-21 milestone target–6.2%	March 2020 11.1%
Reasons for performance	**Recovery actions**	
At the end of April 2020, we are seeing a decrease on last year's NEET figures but an increase in the Not Knowns. Each September, the cohort is set to "not known" and the process of changing status to employment, education or training (EET), NEET or still unknown starts. Therefore, the picture in each authority, depending on how far the process is along, will have wildly different percentages during September, October and November. For this reason, the average of December, January and February is used in the DfE publicly available data.	Whilst we have identified more young people who are NEET, we are able to ensure we can offer support in a far more targeted way to help young people struggling to fulfil their career potential. Around 500 young people who are NEET are currently being supported by our team of careers advisers and many are gradually re-engaging with education and training, building up their confidence and skills by starting on short term employability courses before moving on to full time education, training or employment. There remains a number of young people with complex issues for whom we are working with our partners to ensure the right support is made available for them so that they can also progress. We are working to improve our tracking process, putting in place a year-long programme of tracking, and making better use of social media and technology to reach young people.	

A strong, safe and sustainable place

39. Average time between a child entering care and moving in with their adoptive family	Target 365 days by 2022 2020-21 milestone target 426 days	Jun 2020 497.35 ⇧
Performance	**Recovery actions**	
This measure's timeframe has slightly increased since May 2020. However, easing of Covid-19 restrictions means that more children will be able to move to their adoptive families going forward.	CLA managers and Adoption providers are prioritising permanency planning for children and are working closely with Regional Adoption Agency, Adoption South East (ASE) to make matches for West Sussex children with ASE approved adopters. Adopter resource is good, with the deficit in resource being for siblings. ASE has committed to parallel interagency planning for these children.	

Monthly/Quarterly Measures

	Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Forecast (Year End)
	Best start in life											
5	Families turned around	Quarterly	≥3,940 by 2020	4,600	H	1,281		3,940			Data Lag	G
8	West Sussex Children Looked After per 10,000	Monthly	Average of statistical neighbours by 2022 - ≤52	52	L	41.2	45.9 ⇧	46.54 ⇧	47.91 * ⇧	48.14 * ⇧	48.54 * ⇧	G
9	West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.35%	≤2.3	L	2.4%	1.1% ⇩	0.97% ⇩	1.10% ⇧	1.0% ⇩	0.77% ⇩	G
10	Stability of Children Looked After (3 or more placements during the year)	Monthly	≤ 10% by 2022	10.5%	L	10.7%	10.1% ⇧	11.1% ⇧	10.8% ⇩	10.3% ⇩	11.1% ⇧	A
11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	99.1% ⇧	98.3% ⇩	100% ⇧	98.3% ⇩	100% ⇧	G
12	Child Sexual Exploitation - children identified have a plan in place to manage risk and vulnerability.	Quarterly	100%	100%	H	75%					100% ⇧	G
160	CLA placed outside LA boundary and more than 20 miles from where they used to live	Quarterly	15% or less by 2022	15%	L	13.5%		13.5%			15.3% ⇧	G
161	Percentage of Care Leavers that the LA is in touch with	Quarterly	Average of statistical neighbours by 2022 - ≤ 89%	89.0%	H	90.30%		90.30%			Due Sept 2020	G
	A prosperous place											
28	Economically active 16-64 year olds who are employed	Quarterly	Top quartile of statistical neighbours by 2022 - ≥ 80.45%	80.45%	H	80.2%		80.7% ⇧			Due Oct 2020	G
	A strong, safe and sustainable place											
35	Calls to critical fires where the first fire engine met our emergency response standard	Quarterly	90% by 2022	89%	H	87.3%		86.7% (full yr av.)			91.5% ⇧	A

Monthly/Quarterly Measures

	Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Forecast (Year End)
37	Operation Watershed fund allocated to community projects	Quarterly	103 projects supported by 2022	93	H	50		81			85	G
39	Effective CLA Permanency Planning (Average time between a child entering care and moving in with their adoptive family)	Monthly	≤365 days by 2022	426	L	466.69	488.17	488.47	495.17	495.5	497.35	R
40	Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	15,800	H	4,000		13,833			14,448	G
41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	Below the regional average by 2022 - 80.5	81.8	L	56.07		71.7			71.8	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			294	G
43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh		16,236 mwh			6,695 mwh	G
	A council that works for the community											
59	Freedom of Information requests responded to within time	Monthly	95% by 2022	95%	H	80%	83%	90.75% annual average	71%	85%	82%	A
60	Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022 to 36.4%	33.8%	H	26%		61.4%			100%	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	23,358	H	18,851		25,639			29,942	G
62	Decision transparency	Quarterly	75% of key decisions published in the Forward Plan at least 2 months prior to decision being taken	72.5%	H	64%		69%			74%	G

Monthly/Quarterly Measures

Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Forecast (Year End)
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	7,381	H	3,986	8,101 ⇧	8,845 ⇧	9,401 ⇧	10,233 ⇧	10,412 ⇧	G
66	The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%		Due Oct 2020			Due Oct 2020	G

* The amended target has resulted in adjusted RAG results. April and May are different to previously reported.

Annual Measures

	Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	2020/21	Forecast (Year End)
	A prosperous place										
21	Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 11.33%	11.2%	H	12.2%	10.8% ↓	10.46% ↓	Due Dec 2020	Due Dec 2021	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	Due Dec 2021	A
23b	Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	95%	H	95%	95.6%	95.9% ↑	96.4% ↑	Due Oct 2020	G
24	Additional school places delivered	Annually (Oct)	Total school places 127,256 by 2022	129,680	H	109,017	126,143	127,323 ↑	128,422 ↑	Due Oct 2020	G
25	Cycling - total length of cycle path - new installations	Annually (Mar)	60% increase by 2022 on the amount of new installation	25.53km	H	0km	5.57km	11.37km ↑	28.65km ↑	28.65km →	G
26	Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Nov)	5% or less by 2022	5%	L	5%		2016-18 3% ↓	2017-19 4% ↑	Due Nov 2020	G
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) ↑	Due Nov 2020	G
29	16-17 year olds who are not in education, employment or training - measure now includes ' unknowns'.	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - <3.8%	7.3%	L			2.7%	2.4% ↓	11.1% (in year)	A
31	Adults with learning disabilities who are in paid employment	Annually (Jul)	England average or better by 2022 - 6%	4.9%	H	2.2%	3.2% ↑	2% ↓	2.1% →	Due Jul 2021	R
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	Due Dec 2021	A

Annual Measures

	Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	2020/21	Forecast (Year End)
A strong, safe and sustainable place											
7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	Top quartile of statistical neighbours - 183.16	191.2	L	220	222.2 ⇩	235.1 ⇧	Due Mar 2021	Due Mar 2022	R
36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Sep)	Top quartile of statistical neighbours by 2022 - ≤54	68	L	103	102 (2017) ⇩	104 (2018) ⇧	Due Sept 2020	Due Sept 2021	R
46	Household waste sent to landfill	Annually (Aug)	9% by 2022 (top quartile)	10%	L	49% sent to landfill	39% ⇩	30.18% ⇩	18.09% ⇩	Due Aug 2021	A
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% ⇨	Due Apr 2021	G
Independence for later life											
51	People who use services who say that those services have made them feel safe and secure	Annually (Jun)	95% by 2022	94%	H	82.9%	87.1% ⇩	91.9% ⇧	93% (prov). ⇧	Due Jul 2021	A
54	Emergency admissions for hip fractures in those aged 65+, per 100,000	Annually (Feb)	Maintain at 612 per 100,000 by 2022	612	L	578	569 ⇩	560 ⇩	Due Feb 2021	Due Feb 2022	G
55	Social isolation - adult social care users who have as much social contact as they would like	Annually (Jun)	50% by 2022	48%	H	45.8%	41.2% ⇩	46% ⇧	48% prov. ⇧	Due Jun 2021	G

Monthly/quarterly measures suspended for the remaining 2020/21

	Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Note
Best start in life												
2	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently	91.0%	H	81.6%	87.6%	87.6%	C	C	C	Ofsted inspection of schools not happening during Covid
3	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently	90.0%	H	81%	86.5%	86.6%	C	C	C	
4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.1%	95.5%	H	92.7%	90.2%	90.6%	C	C	C	
13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	89%	H	84%		95.8%			C	Progress and attainment data publication will be impacted by dfe arrangements to deal with cancellation of tests and exams. Results will not be comparable to previous years results.
19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 35%	30.0%	L	37.3%		47.9%			C	Ministry of Justice cancelled data publication due to Covid
A prosperous place												
23a	Access to superfast fibre broadband	Quarterly	Additional 8,000 premises have access to superfast fibre by	complete	H	1,203	8,199					Project Complete and exceeded target
A strong, safe and sustainable place												
38	Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.56	1.1	L	1.5		1.9 Dec 19			C	Government action on homeless during covid has changed the priority
44	Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022 to 16,011 or less	complete	L	32,022		15,100				Target achieved. Climate Change and Environment Strategy activity will identify replacement for reset plan.
Independence for later life												
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 - 85.3%	83%	H	79%	81%	81%			C	CQC have paused their routine inspections due to Covid

Monthly/quarterly measures suspended for the remaining 2020/21

	Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Note
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 - 91.3%	91%	H	90%	90% ⇩	90% ⇨			C	CQC have paused their routine inspections due to Covid
52	Delayed transfers of care from hospital that are attributed to social care	Monthly	2 delayed days per 100,000 population	2.3	L	5	2.95 ⇧	C	C	C	C	NHS suspended the collection of DTOC data during Covid and will remain suspended until March 2021
	A council that works for the community											
64	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	55%	H	11%		59% ⇧			C	CLC meetings are not taking place during Covid
65	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%		100% ⇨			C	Prerequisite that any grants are now only made against West Sussex Plan priorities so no longer a meaningful measure.
67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	12	H	3		7 ⇨			C	Not a priority during Covid as partnership focus is on joined up response

Annual measures suspended for the remaining 2020/21

	Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	2020/21	Note
	Best start in life										
1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >74.1%	72.5%	H	70.6%	70.6%	71.4% ⇧	71.9% ⇧	C	Progress and attainment data publication will be impacted by dfe arrangements to deal with cancellation of tests and exams. Results will not be comparable to previous years results.
6	Healthy weight 10-11 year olds	Annually (Dec)	Top quartile of all Local Authorities by 2022 - >67%	67.0%	H	70.3%	70.2% ⬇	70.4% ⇧	Data lag	C	National programme halted due to Covid
14	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 65%	65.0%	H	56.2%	56.2%	61.5% ⇧	62.9% ⇧	C	Progress and attainment data publication will be impacted by dfe arrangements to deal with cancellation of tests and exams. Results will not be comparable to previous years results.
15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64.7%) by 2022	64.0%	H	55%	55%	61.8% ⇧	62.7% ⇧		
16a	Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Jul)	Top quartile of statistical neighbours by 2022 - 98.75%	98.0%	H	96%	95% ⬇	94% ⬇	95% ⇧		
16b	Countywide take up of free early education and childcare: 2 year old	Annually (Jun)	Top quartile of statistical neighbours by 2022 - 76.25%	76.25%	H	79%	75% ⬇	77% ⇧	79% ⇧		
17	Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 ->0.09	0.09	H	0.03	0.03 ⬇	0.05 ⇧	0.05 ⇨		
18a	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS4	Annually (Mar)	In line with national average of peers KS4 -1.23	-1.23	H	-1.14	1.46 ⬇	-0.91 ⇧	-1.21 ⬇	C	Progress and attainment data publication will be impacted by dfe arrangements to deal with cancellation of tests and exams. Results will not be comparable to previous years results.
18b	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS2	Annually (Mar)	In line with national average of peers KS2 37%	34.0%	H	n/a	13.6% ⬇	31.3% ⇧	30.4% ⬇		
18c	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS1	Annually (Mar)	In line with national average of peers KS1 37%	33.5%	H	15.8%	33.3% ⇧	suppressed ⬇	30.4% ⇧		
20a	Attainment of disadvantaged pupils is in line with their peers KS4	Annually (Dec)	In line with national average of peers by 2022 KS4 0.58	0.58	L	0.75	0.75 ⇧	0.79 ⇧	0.76 ⬇		
20b	Attainment of disadvantaged pupils is in line with their peers KS2	Annually (Dec)	In line with national average of peers by 2022 KS2 19.8%	22%	L	23%	23% ⬇	23.4% ⇧	25.3% ⇧		
20c	Attainment of disadvantaged pupils is in line with their peers KS1	Annually (Dec)	In line with national average of peers by 2022 KS1 19%	20.2%	L	22.2%	22.2% ⇧	20.2% ⬇	24.1% ⇧		

	Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	2020/21	Note
A prosperous place											
30	Apprentices in West Sussex	Annually (Nov)	≥7,390 by 2022	7,038	H	5,790	4,790 ⇩	4,860 ⇧	Data lag	C	Tracking data impacted by covid. Skills strategy as part of Economy Plan will consider new and relevant measures as part of reset plan.
32	Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2021 and 2022	80%	H	n/a	Biennial	70%	Biennial	C	The West Sussex biennial survey will now not be undertaken until 2021.
A strong, safe and sustainable place											
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 ⇨	Data lag	C	Superseded with other service priorities during Covid.
45	Ultra-low emission vehicles registered for the first time	Annually (Oct)	Top quartile of statistical neighbours by 2022 - > 1083 registered vehicles	799	H	327	391 (2017) ⇧	496 (2018) ⇧	Data lag	C	Lack of available data and due to the impact of Covid on new vehicle registration
47	Museums and theatres in West Sussex - visitors at attractions	Annually (Aug)	20% increase by 2022	2,127,729	H	1,850,199		3.7m (2018) ⇧	Data lag	C	Data is unavailable due to Covid
Independence for later life											
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%	86.50%	H	85.7%	87.8% ⇧	73.2% ⇩	68.2% ⇩	C	The current reablement contract is operating far more effectively than the strict definition of this indicator and a new improved measure will be included in reset plan
A council that works for the community											
56	Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	46%	Biennial	C	The West Sussex biennial survey will now not be undertaken until 2021.
57	Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	35%	Biennial	C	The West Sussex biennial survey will now not be undertaken until 2021.
58	Residents who find it easy to access information, services and support they need	Annually (Oct)	80% by 2022	80%	H	53%	Biennial	48% ⇩	Biennial	C	The West Sussex biennial survey will now not be undertaken until 2021.

Appendix 1 – Revenue Budget Monitor and Useable Reserve – as at June 2020
Appendix 2 – Covid Grant Funding Allocated to West Sussex – as at July 2020
Appendix 3 – Medium Term Financial Planning and Assumptions – as at July 2020
Appendix 4 – Children First Improvement Plan Update – as at June 2020
Appendix 5 – Fire Improvement Plan Update – as at June 2020
Appendix 6 – Savings Monitor – as at June 2020
Appendix 7 – Capital Programme Budget Monitor – as at June 2020
Appendix 8 – Workforce Key Performance Indicators – as at June 2020
Appendix 9 – Corporate Risk Register – as at July 2020

Revenue Budget Monitor to the end of June 2020

Sources of Finance	Approved budget £000	Latest budget for year	Net income to date £000	Projected outturn variation £000
Precept	-485,691	-485,691	-121,423	0
Council Tax Collection Fund	-2,000	-2,598	-2,598	0
Business Rates	-81,933	-80,469	-21,033	0
Business Rates Collection Fund	0	-2,221	-2,221	0
Section 31 Business Rates Grant	-3,177	-6,617	-6,617	0
Business Rates Pool	0	-25	0	0
Social Care Support Grant	-17,343	-17,343	-4,336	0
Covid-19 Emergency Fund	0	-15,902	-15,902	0
New Homes Bonus Grant	-3,713	-3,713	-928	-1
Total Financing	**-593,857**	**-614,579**	**-175,058**	**-1**

Analysis of Expenditure	Approved budget £000	Latest budget for year	Net spending to date £000	Projected outturn variation £000
Portfolio Budgets				
Adults and Health	209,423	209,424	45,401	29,540
Children and Young People	129,571	129,655	31,288	10,740
Economy and Corporate Resources	52,805	52,805	20,538	2,702
Education and Skills	20,815	21,458	4,149	7,885
Environment	60,378	60,378	8,696	1,012
Finance	13,892	13,917	3,565	575
Fire & Rescue and Communities	35,732	35,732	7,869	3,260
Highways and Infrastructure	35,401	35,401	6,263	2,010
Leader	1,452	1,452	235	-131
Sub-total	559,469	560,222	128,004	57,593
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	10,616	10,616	0	0
Capital Financing - Interest	18,103	18,103	4,868	0
Revenue Contribution to Capital - Business Rates Pilot	500	500	0	0
Revenue Contribution to Capital - Other	2,377	2,377	0	1,070
Investment Income	-2,970	-2,970	-595	1,200
Business Rates Pool	0	0	1,000	0
Care Leavers Council Tax Support	25	0	0	0
Contingency	6,832	6,832	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-500	1,787	1,787	0
Transfers to/(from) Reserves - Other	-595	7,488	17,112	0
Sub-total	34,388	44,733	24,172	2,270
Total Net Expenditure	**593,857**	**604,955**	**152,176**	**59,863**
Total Forecast Variation - overspending				**59,862**

Contingency	£000
Original Budget	6,832
Available Contingency	**6,832**

Balances and Reserves	Balance at 31 Mar 2020	Balance at 30 June 2020	Projected Balance at 31 Mar 2021	Projected Annual Movement	Comments on Significant Annual Movements
	£000	£000	£000	£000	
Earmarked Reserves:					
Budget Management Reserve	-14,952	-35,066	-35,066	-20,114	Includes £2.6m early savings, £3m reserves replenishment, £12m Capital Infrastructure, £2.5m final NNDR/CTax
Business Infrastructure Reserve	-646	-646	-256	390	
Business Rates Pilot Fund	-20,463	-22,250	-19,420	1,043	Forecast spend £3.3m (fibre ducting/rural connectivity) net of additional £2.3m estimated 19/20 collection fund surplus
Capital Infrastructure	-12,028	0	0	12,028	Balance transferred to Budget Management Reserve
Covid-19 Emergency Fund	-20,525	-36,426	0	20,525	1st tranche £20.5m; 2nd tranche £15.9m; all forecast to be applied to costs / foregone income in-year
Economic Growth Reserve	-1,297	-1,297	-1,047	250	
Elections Reserve	-400	-600	-600	-200	
Highways Commuted Sums	-3,360	-3,982	-4,482	-1,122	£1.5m forecast sums receivable by Planning Services during year; assumed £0.4m applied to eligible Highways schemes
Highways On-Street Parking	-1,650	-1,650	-1,650	0	
Infrastructure Works Feasibility	-997	-2,512	-300	697	Forecast spend of £2.2m net of portfolio contribution of £1.5m
Insurance Reserve	-5,845	-5,845	-5,845	0	
Interest Smoothing Account	-1,078	-1,078	-1,078	0	
Recycling & Waste PFI Reserve	-10,741	-10,541	-10,541	200	
Schools Sickness & Maternity Insurance Scheme	-1,933	-1,933	-1,933	0	
Service Transformation Fund	-11,810	-6,868	-6,868	4,942	£4.9m applied to Economy and Corporate Resources portfolio for estimated in-year transformation programme costs
Social Care Support Grant 2018/19	-1,517	-1,517	-1,017	500	£0.5m forecast to be applied to Adults and Health portfolio in-year
Special Support Centres	-1,845	0	0	1,845	Balance applied to capital programme for SEND Development Programme scheme
Statutory Duties Reserve	-2,437	-2,437	-2,437	0	
Strategic Economic Plan Reserve	-1,061	-1,024	-306	755	Estimated expenditure of £0.4m on Economic Growth projects and £0.4m on Propco Joint Venture set-up
Street Lighting PFI Reserve	-23,585	-23,349	-23,466	119	
Waste MRMC Reserve	-26,700	-25,350	-25,350	1,350	£1.4m applied to Environment portfolio for estimated in-year lifecycle expenditure
Other Earmarked Reserves	-2,344	-2,385	-1,465	879	Includes planned application of balances on Fire Inspection Improvements (£0.3m) and Deprivation of Liberty Safeguarding (£0.2m)
Earmarked Reserves (Excluding Schools)	**-167,214**	**-186,756**	**-143,127**	**24,087**	
Dedicated Schools Grant (DSG) Reserve	1,739	1,739	8,856	7,117	Projected overspending on DSG as per June 2020 budget monitor of £7.1m
School Balances	-16,241	-15,598	-15,598	643	£0.6m release of year-end debtors to delegated school budgets
Total Earmarked Reserves	**-181,716**	**-200,615**	**-149,869**	**31,847**	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-55,587	-55,587	-38,372	17,215	Forecast net position of grants/contributions receivable for year and grants/contributions applied to capital programme
Capital Receipts Reserve	-3,959	-3,959	0	3,959	Anticipate full utilisation towards transformational expenditure under flexible use of capital receipts strategy
Total Usable Reserves	**-261,548**	**-280,447**	**-208,527**	**53,021**	

Covid-19 Grant Funding allocated to West Sussex County Council - as at 21 July

Description	Amount £	Spending Plan
Unringfenced Grant:		
Covid-19: emergency funding for local government (first tranche £20.5m, second tranche £15.9m)	36.4	To meet additional pressures arising from the pandemic and help continue to deliver frontline services and to avoid cashflow issues.
Further £500m to support local authorities	5.0	
Total Unringfenced Grant	**41.4**	
Ringfenced Grant:		
Infection Control Fund	13.4	75% payments to CQC registered care homes and 25% to be allocated across care homes, domiciliary care providers, other care accommodation settings, e.g. shared lives, supported living.
Additional funding for local authorities to support new test and trace service	3.2	Led by WS Public Health, implementation of tailored outbreak control plans to reduce and manage the virus across the county.
Funding to protect and increase travel services (indicative allocation subject to bid submission)	3.9	Temporary cycle lane provisions and bus support provision to improve access to services during and after lockdown.
Total Ringfenced Grant	**20.4**	
Overall Total Grant	**61.8**	
Additional ringfenced grant allocations to be confirmed / allocated		
Fire Covid-19 contingency fund	tbc	Additional Fire spend can be claimed when supporting communities if all other funding sources have been utilised. Notice of intention submitted in June but not expected to have any allowable costs for September claim.
	tbc	
Additional unringfenced grant allocations to be confirmed / allocated		
Estimated reimbursement of lost income (to be confirmed)	*1.2*	To reimburse sales fees and charges from closure of Council services - following application of absorbed loss threshold.
Funding to assist those struggling to afford food and other essentials	*0.7*	Staffing support, and provision of food to those struggling to afford food (post July), and advice and information for future support.
	2.0	

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Medium Term Financial Planning – July 2020

1. Covid-19 is having a significant impact across the County's economy, which inevitably extends to the County Council's financial position. The table below sets out the current optimistic and pessimistic budget gap estimates which form part of the County Council's Medium Term Financial Planning assumptions. These estimates remain under constant review to take account of the latest developments and government announcements. As set out in the main body of the report, the projected non-Covid pressures will be met by the revenue contingency budget.

Table 1: Budget Gap – July 2020

Budget Gap – July 2020	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	Total (£m)
Budget Gap - February County Council 2020	**0**	**15**	**17**	**13**	**45**
Optimistic Scenario:					
Covid-19 pressures (includes undeliverable savings)	50	14			64
Service pressures		12	8	9	29
Council tax and business rate funding	0	18	3	3	24
Government funding	-41	-17	13	0	-45
Revised budget gap – optimistic	**9**	**42**	**41**	**25**	**117**
Pessimistic Scenario:					
Covid-19 pressures (includes undeliverable savings)	54	27			81
Service pressures	6	16	8	9	39
Council tax and business rate funding	0	41	4	4	49
Government funding	-41	0	13		-28
Revised budget gap - pessimistic	**19**	**99**	**42**	**26**	**186**

2. The financial plan is developed using a number of assumptions to deal with the uncertainty. The key assumptions in the creation of the scenarios are detailed in Table 2 below.

Table 2: Scenario Assumptions – July 2020

Scenario Assumptions	Optimistic	Pessimistic
Impact of costs of Covid-19 affect 2021/22	£14m	£27m
Additional costs of Track and Trace over grant allocation	None	£1m
Reduction in Council Tax base	2.5%	5%
Reduction in Business Rate income	None	£10m
Council Tax cap is 2%, no Adult Social Care Precept	Same	Same
Additional service demand pressures	£12m	£16m
Social Care Grant funding	Maintained	Stopped
Price inflation and pay inflation	Price 1.3% Pay 2.75%	Price 1.3% Pay 2.75%

3. The uncertainty in government funding is set out the main TPM report. As we progress through the autumn, we will receive clarity on our funding from government for 2021/22 and any change from the current 2% council tax cap. As the review of fair funding and business rates is delayed, uncertainty in government funding for 2022/23 and 2023/24 will remain until next year. We are also still waiting for the government's green paper; outlining a long term solution to fund social care.

4. It is uncertain how the Covid-19 pandemic will progress, and for our modelling purposes, we are assuming there are no further lockdown measures and the employment levels in our residents and business rate income will return to levels expected in 2020/21 over the financial planning period. The economic recovery and any further increase in demand for council services is not known and the ranges currently being projected are set out in the table above.

5. We continue to track the potential impact on our council tax base through regular updates from our districts and boroughs as well reviewing monthly

information detailing applications for Job Seekers Allowances and Universal Credit for the County. We are also following updates on businesses provided by our districts and boroughs, Gatwick Diamond, Coast 2 Capital and other forums.

6. It is not clear how the pandemic will impact our demand led social care services. Potentially the crisis will escalate plans to enable more residents to be cared for at home rather than residential care, improving outcomes for clients and reduced costs. However, the on-going costs of care, either residential or home care are uncertain and may continue to rise as providers adjust service delivery to ensure guidance to health and safety guidelines.

7. The impact on demand for children's services is not known. The number of referrals has reduced when schools closed and potentially demand could increase when school's open.

8. Also the impact unemployment on individuals and families as the furloughed scheme comes to and end and businesses adapt their operating model to survive in the current economic climate will become more apparent as the autumn progresses.

9. We will continue to lobby government for sufficient funding to cover the pressures arising from the pandemic, including future year's pressures, including the potential use of capital flexibilities for Covid-19 costs. Further updates will be provided in the autumn to Cabinet as we receive more information from government.

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Children First Improvement Plan – June 2020 Update

1. The 2020/21 budget provided £12m of funding; £5.1m base funding and £6.9m temporary funding, to continue to deliver on the Improvement Plan approved by Members in July 2019 and to specifically address the areas of concern resulting from the Ofsted inspection and subsequent Commissioner's report.

2. In April 2020 our new permanent Executive Director for Children's Services, Lucy Butler, joined the Council and is now in the process of establishing her permanent senior leadership team. A successful recruitment process has recently taken place for permanent appointments to Assistant Director posts for Corporate Parenting and Quality Assurance – two of the key areas of focus for the improvement work.

3. The most important task now before us is to create the conditions for a service that we can genuinely call 'Good'. This is demonstrated by three 'pillars':

   - **Pillar 1** - **'What good looks like'**: it is essential for us to set standards of expectation that everyone in the service understands and can measure themselves against.

   - **Pillar 2** - **Creating the right Environment**: this includes developing 'the social work offer' – comprising competitive remuneration, the best working environment, a balanced workload, the right equipment, professional techniques and support for staff – in other words making West Sussex a place that naturally attracts the best social work talent.

   - **Pillar 3 - Improved Service Model**: this is how we frame our entire service offer, recognising the need to manage demand and reduce escalation through a preventive approach, always with children and families at the heart of everything we do. This will be a model that recognises the needs of local areas, and in which we will invite our partners to take their full share.

4. One of the underpinning issues to address is strengthening the workforce within the new model. The issues that have been continuously monitored, including the vacancy gap, the contribution of agency workers, and staff caseloads, remain in a broadly satisfactory state. Having achieved this stability, the service redesign for the new model needs to be developed around a set of core principles. One of these is making West Sussex a rewarding place to work in terms of remuneration, high professional standards and organisational efficiency (as set out in Pillar 2 above). The

current retention payment scheme will expire later in the year; permanent and sustainable new arrangements now need to be developed in line with these principles.

5. Notwithstanding the pandemic, a range of improvement activities has continued, including the following:

- A new Children Looked After and Care Leavers Strategy has been produced in consultation with key stakeholders, including the Corporate Parenting Panel, and is due for formal adoption this month. This is very welcome, since it makes a clear promise that those cared for by the authority will have the same expectations as any other child would have, of being involved in decisions about their care, of support to be happy and healthy, of receiving advice, and full access to education and training in readiness for the adult world. Alongside this we are strengthening our practical service offer to support care leavers.

- Our Improvement Board and Partnership have continued to meet virtually as planned, giving continued oversight of the improvement process. The Partner in Practice work with Hampshire has progressed and is yielding sound results in terms of tightening standards through the auditing of casework.

- A programme of continued staff-training and development has now been organised on a virtual basis.

6. In relation to the development of the Children's Trust, the Department for Education has confirmed that there will be a three-month delay in the timetable, hence work will recommence in August to work on Memorandum of Understanding which will be considered at Cabinet in October 2020.

7. Overall, the improvement fund is currently projected to be fully spent by the end of the financial year. With the appointment of the permanent Executive Director for Children's Services, the allocation of funding to specific lines within the plan has been reviewed and revised. The main area of change relates to reducing the consultancy spend on 'Targeted Improvement Funding For Practice Improvement/ Behaviour Change Programme' and instead using this investment to employ experienced agency staff into social worker teams to work within the practice setting to improve practice and change behaviour within key areas. It is important to note that the funding is still being used for its intended purpose; however the delivery of this activity is being enacted with experienced agency staff working in practice rather than consultancy staff.

8. In addition, a request for further funding for IT system changes and improvements to enable a single view of the child will be included as part of the budget process for 2021/22.

Children First Resource Plan - June 2020

	Revised Full Amount Estimated	Actual spend in 2019/20	Planned spending plan for 2020/21	Projected spend for 2021/22	Variation to revised spending plan 2020/21	Spending Plan for 2021/22
	£000	£000	£000	£000	£000	£000
Temporary investment in targeted improvement						
Senior Improvement Leads	669	446	580	223	- 357	-
Programme Management and support	1,129	571	537	558	21	-
Practice Improvement/Behaviour Change Programme	1,251	571	3,016	680	- 2,336	-
Leadership Development Programme	500	-	500	500	-	-
Specific Project Consultancy	31	31	802	-	- 802	-
Communications Lead	-	-		-	-	-
Complaints Officer	22	22		-	-	-
Neglect Strategy work	112	78	-	34	34	-
Casework Audits	-	-		-	-	-
Improvement Leads	397	196	-	201	201	-
Additional Corporate Posts	95	-	50	95	45	-
Estimate for IT Systems improvements	-	-	-	-	-	-
Transition to Childrens Trust	429	-	-	429	429	-
	4,635	**1,915**	**5,485**	**2,720**	**- 2,765**	**-**
Temporary additional capacity (service & corporate); retention offer						
Retention Payments	2,152	2,152	-	-	-	-
Additional Service Posts	3,392	479	130	2,913	2,783	-
HR Support	140	140	-	-	-	-
Commissioning Support	136	94	46	42	- 4	-
Additional Corporate Posts	264	161	13	103	90	-
Admin/Business Support for Social Work Teams	120	-	120	120	-	-
Leadership Team redesign	314	157	128	157	29	-
Mosaic Improvement	132	-	53	132	79	-
	6,650	**3,183**	**490**	**3,467**	**2,977**	**-**
Contingency	**686**	**-**	**898**	**686**	- 212	**-**
Temporary funding requirement	***11,972***	***5,098***	***6,873***	***6,873***	**-**	**-**
Permanent increase in base budget						
Cover for ASYE lower caseloads	1,000	1,220	1,000	1,000	-	1,000
Review of Social Work Remuneration/Retention	2,000		2,000	2,000	-	2,000
Admin/Business Support for Social Work Teams	700	30	700	700	-	700
Backfill for Social Work Apprentices	600		30	30	-	30
Workforce Retention Initiatives (staff parking; pool	350	23	350	350	-	350
Additional Service Posts	337	215	309	309	-	309
Leadership Team redesign	151	204	204	204	-	204
Additional Corporate Posts			32	32	-	32
	5,138	**1,692**	**4,625**	**4,625**	**-**	**4,625**
Contingency	**-**	**-**	**513**	**513**	-	**513**
Permanent funding requirement	***5,138***	***1,692***	***5,138***	***5,138***	**-**	***5,138***
Totals	**17,110**	**6,790**	**12,011**	**12,011**	**-**	**5,138**
Available funding			**12,011**	**12,011**	**-**	**5,138**

In 2019/20, £6.790m of funding was allocated and spent on the Children's Improvement Programme; £0.595m less than orignally allcoated. The unspent £0.595m was returned to the 2019/20 contingency budget.

In 2020/21, County Council agreed £12.011m of funding for the Improvement Plan. £5.138m is permanent funding which is within the base budget allocation for the portfolio and £6.873m of temporary funding for this financial year.

Fire Improvement Plan – June 2020 Update

1. The 2020/21 budget provided £1.8m of funding; £0.6m base funding and £1.2m funded from flexible capital receipts, to continue to deliver on the Improvement Plan approved by Members in July 2019 and to specifically address the areas of concern raised by HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) when they re-visited West Sussex Fire and Rescue Service (WSFRS) on 19th February 2020.

2. The Inspectorate also commented after their visit that the Service had made tangible improvements to mitigate the risk to public safety. They noted an accelerated pace and that staff reported that they felt supported.

3. There was a strong message from an NFCC delegation in a letter to the Minister that the timelines of the original improvement plan presented to Members in July 2019 were too ambitious and therefore some activity was re-phased and moved to subsequent years, requiring the associated budget to move with it. Therefore, £0.282m was set aside in a reserve to meet the additional costs in 2020/21 as a result of the re-phasing of the original timeline.

4. The Improvement Plan at this early stage of the financial year suggests further funding of £0.371m will be required in year; although it is acknowledged that this value is likely to change as plans are finalised. Options are being considered for how this potential funding requirement will be met.

5. As stated above, the Service continues to address the four main causes of concern raised by the Inspectorate and the progress and resources applied within the plan are summarised below:

Preventing Fire and Other Risks

"HMICFRS found that prevention activity does not always align with a risk identified in the Integrated Risk Management Plan (IRMP). Home fire safety checks are not being carried out in a timely manner and there is a backlog of 552 high risk cases"

6. The service needed to achieve two main things to address this area. They needed to ensure safe and well checks were targeted to those most at risk, and then to achieve them in a timely manner.

7. As a result eight posts have been added to Prevention and significantly increased capacity within the team. The backlog of safe and well visits was

eliminated back in March last year, although we do anticipate having some new pent up demand as a result of Covid-19, as staff were not able to visit homes during the lockdown period. However, all Fire and Rescue Service's will be in a similar position and the service is exploring options for meeting this within their current resource allocation as part of its recovery planning. We expect the additional capacity created in the team to enable us to deal with any anticipated pent up demand.

Protecting the Public Through Fire Regulation

"The inspectorate noted that the service does not have a robust methodology for the risk-based inspection programme that identifies its highest risk premises. The database used to manage premises information is unreliable affecting the accuracy of the information. The service is unable to carry out the number of audits of high-risk premises that it commits to as part of its programme and Outdated IT systems were causing considerable challenges in terms of maintaining appropriate data sets and working efficiently and were hampering activity in both Prevention and Protection."

8. A core problem for the service was having insufficient capacity within protection teams to be able to carry out the number of audits that were required. The department restructured in November 2019, and additional capacity was introduced in the team (seven additional inspecting officer positions, two managers and two trainers). All of these positions are now filled and the backlog of fire safety audits was cleared in November 2019.

9. The Farynor IT system has been introduced and a test system is now live with a full roll out over the summer. Farynor will allow the service to deliver prevention and protection activities in the most efficient way using more up to date technology, allowing for increased accuracy in reporting as well as enabling a focus on areas of highest risk. There is a risk of a slight delay because of CAPITA availability due to Covid-19, however the project team is planning around this to minimise impact.

Promoting the Right Values and Culture

"West Sussex FRS staff sometimes act in ways that go against its core values. This is leading to bullying in the workplace."

10. We have appointed an Equalities, Diversity and Inclusion officer to enable a cross service approach to increased awareness and inclusion. This includes increased positive action and community engagement activities to attract a workforce that is more reflective of the communities we serve. We have recently recruited a Wellbeing officer to further complement this activity with a focus on staff wellbeing including mental health first aid. New Personal Protective Equipment has been rolled out across the service and work has been done on building the service identity.

Ensuring Fairness and Promoting Diversity

"West Sussex FRS does not engage with or and seek feedback from staff to understand their needs. We found this to especially be the case with some under-represented groups. When staff raise issues and concerns the service does not respond quickly enough."

11. A new Fire and Rescue Service structure went live on 1st April 2020 to address the Improvement challenges and provide a clear overview of the teams to all staff. We have grown our activity relating to our workforce plan into a 'People Programme' which is a Service priority. The restructured service created a position for a strategic lead to increase capacity here and ensure that cultural change and people aspects are not just considered but are the cornerstone of our business processes.

Fire and Rescue Improvement Plan - Phase 1 Summary (June 2020)

	Revised Full Amount Estimated	Actual Spend 2019/20	Planned Spending for 2020/21	Projected Spend for 2020/21	Variation to Spending Plan 2020/21	Planned Spending for 2021/22
	£000	£000	£000	£000	£000	£000
Expenditure						
Equipment	100	0	100	100	0	0
HR	239	39	96	96	0	104
Improvement	1,626	116	807	807	0	703
People	193	35	110	110	0	48
Prevention	604	76	254	254	0	274
Protection	1,113	146	489	489	0	478
Response	803	227	288	288	0	288
Risk	268	26	116	116	0	126
Training	192	6	93	93	0	93
Total	**5,138**	**671**	**2,353**	**2,353**	**0**	**2,114**
Funding						
Base Budget				500		1,596
Fire Improvement Reserve				282		
Flexible Capital Receipts				1,200		
Total Funding Available				**1,982**		**1,596**
Potential Additional Funding Required				**371**		**518**

2020/21 Savings - As at June 2020

Portfolio	Activity	2020/21 £000	Jun-20 £000	Jun-20	Narrative
Adults & Health	Reduce Local Assistance Network (LAN)	100	100	B	
Adults & Health	Review options for in house provided services	180	180	B	
Adults & Health	Housing Related Support	2,328	2,328	B	
Adults & Health	Staffing Review	175	175	B	
Adults & Health	Lifelong Services	1,900	1,900	A Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.
Adults & Health	Reprocurement of the Integrated Sexual Health Service (ISHS) contract	250	250	B	
Adults & Health	General 1% reduction in staffing budgets	300	300	G	
Adults & Health	Direct payments/review of assessments/support to self-funders	1,150	1,150	A Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.
Adults & Health	Actuarial review of pension contributions	181	181	B	
Children & Young People	Early intervention reducing demand for high cost services	400	400	G	
Children & Young People	Lease of vacant properties to reduce intentionally homeless costs	100	100	A Covid19	Legal agreements between WSCC & YMCA have now been signed and a timetable of work to bring the properties up to habitable standard is being developed. This work may be delayed by Covid-19, however it is too early in the year to have certainty around this. A further update will be brought in July.
Children & Young People	Early Help	1,000	500	A Covid19	Phase 1 plans are well developed, however timescale for staff consultation may be delayed due to Covid-19. A further update will be brought in July.
Children & Young People			500	G	A number of positions are currently vacant which has enabled 50% of this saving to be reported as on track at this time.
Children & Young People	Actuarial review of pensions contributions	369	369	B	
Economy & Corporate Resources	Centralisation of Learning & Development	50	50	B	
Economy & Corporate Resources	Lease cars to staff (salary sacrifice)	100	100	A	Implementation plans were put on hold due to the Covid-19 pandemic. Currently, there is no signed contract with the proposed supplier. Further discussions regarding the nature of this proposal are taking place, however this saving is expected to be mitigated in year by other means - i.e. reduction in training costs.
Economy & Corporate Resources	Redesign of business processes	2,400	1,200	A	Staff working on transformation projects have been re-deployed to work on the County Council's emergency Covid-19 response.
Economy & Corporate Resources			1,200	R Covid19	
Economy & Corporate Resources	Print and post contracts	100	100	G	
Economy & Corporate Resources	Actuarial review of pensions contributions	125	125	B	
Education & Skills	Reduce post-16 support service	100	100	B	Vacant posts being held within Post-16 Support Service. Posts will be removed following restructure of team at end of ESIF funding in December 2020.
Education & Skills	Improve School Trading Offer	125	125	R Covid19	On hold due to Covid-19 pandemic. It has not been possible to trade with schools during the summer term.
Education & Skills	SEND Transport Review	200	200	B	Full year effect of a review of solo taxis carried out at the beginning of the academic year (Sept 2019).
Education & Skills	Actuarial review of pensions contributions	19	19	B	
Environment	Reduce recycling credits	2,100	2,100	B	
Environment	Further savings on Viridor contract through negotiation	200	200	R	Recent discussions with Viridor have not been fruitful in finding additional savings.
Environment	Expansion of solar installation programme	100	100	R	Delays in recruitment have impacted on the delivery of this saving.
Environment	Reduce waste going to landfill through further variations to Mechanical Biological Treatment facility	75	75	G	
Environment	Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	200	200	G	
Environment	Waste Disposal - Non Resident Restriction/Charge	250	250	G	
Environment	Solar Farms/Battery Storage	100	100	R	Delays in recruitment have impacted on the delivery of this saving.
Environment	Planning fee income	150	150	A Covid19	Activity likely to be impacted by Covid 19 restrictions.
Environment	Actuarial review of pensions contributions	42	42	B	
Finance	Income Generation - Investment Opportunities	500	275	R	Acquisition of further commercial investment property is currently paused.
Finance			225	G	
Finance	Amazon business accounts	200	200	A	
Finance	Charging for Frameworks	100	100	A	
Finance	Apprentiship Levy	100	100	B	
Finance	Actuarial review of pensions contributions	55	55	B	

2020/21 Savings - As at June 2020

Portfolio	Activity	2020/21 £000	Jun-20 £000	Jun-20	Narrative
Fire and Rescue and Communities	Reduced library opening hours	70	**70**	**B**	
Fire and Rescue and Communities	Cessation of mobile library service	90	**90**	**B**	
Fire and Rescue and Communities	Revised library logistic service	15	**15**	**B**	
Fire and Rescue and Communities	Partnership & Communications Team	45	**45**	**B**	
Fire and Rescue and Communities	Reduction in Community Safety funded activity	50	**50**	**G**	
Fire and Rescue and Communities	Revised arrangements to deliver Command and Mobilisation services	1,000	**1,000**	**G**	
Fire and Rescue and Communities	Procurement of contract for Fire Uniform	100	**100**	**G**	
Fire and Rescue and Communities	Insourcing of fleet maintenance	100	**100**	**G**	
Fire and Rescue and Communities	Repurposing of key buildings	150	**150**	**A Covid19**	Project delays due to Covid-19 pandemic.
Fire and Rescue and Communities	Increased income from Registrars Services	150	**150**	**R Covid19**	Service delivery has been impacted by Covid-19 pandemic.
Fire and Rescue and Communities	Actuarial review of pensions contributions	95	**95**	**B**	
Highways and Infrastructure	Cost Recovery (Street Works Permit Scheme)	20	**20**	**G**	
Highways and Infrastructure	Staffing changes	100	**100**	**G**	Highways, Transport & Planning Redesign: redundancy costs are no longer expected.
Highways and Infrastructure	On street parking	300	**300**	**R Covid19**	Activity likely to be impacted by Covid-19 restrictions.
Highways and Infrastructure	Actuarial review of pensions contributions	30	**30**	**B**	
Leader	Actuarial review of pensions contributions	8	**8**	**B**	
Corporate (Non Service)	Interest Income	250	**250**	**R Covid19**	Saving at significant risk due to pandemic.
TOTAL		**18,397**	**18,397**		

Uncompleted Savings from 2019/20 - As at June 2020

Portfolio	Activity	Unachieved savings from 2019-20 rolled forward into 2020-21 budget.			Comments
		Saving Total brought forward from 2019-20	Jun-20	Jun-20	
Adults & Health	Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people (Published Cabinet Member decision)	150	150	A	Full implementation of the policy changes remains subject to agreement between the County Council and Capita.
Adults & Health	Revenue savings from capital investment re - Westergate	100	100	R Covid19	Construction delays due to Covid-19 will lead to the saving being realised at a later date.
Adults & Health	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	500	R Covid19	Plans have been developed, the implementation of which have been delayed by Covid-19.
Adults & Health	Staffing Review - across Children, Adults, Families, Health and Education (People Services)	125	125	B	
Children & Young People	Provision of care leavers accommodation **(Published Cabinet Member decision)**	290	290	A	This saving is now unlikely to be made in the way originally described. Clarification is currently being sought about alternative methods of securing the saving.
Children & Young People	16+ Placement Reprocurement Savings ~~Implement Children Looked After commissioning strategy~~	190	190	A	This relates to the reprocurement of placements for children in care aged 16+. Clarification is currently being sought about the procurement timeline to ensure full savings delivery in 2020/21.
Economy & Corporate Resources	Increased utilisation of the Apprenticeship levy	175	145	R	We are unable to pursue this potential income source as we are not an accredited Apprenticeship Levy training provider. £30k mitigation found on a permanent basis.
			30	B	
Education & Skills	Developing additional SSCs **(Published Cabinet Member decision)**	131	131	A	The two nursery SSCs opened in September 2019 as planned. Although commissioning arrangements have been put in place for the SSC at Greenway Primary School, the school is currently being re-brokered to a new multi-academy trust following the RSC's direction that the Castle Trust must cease trading. As a result, the Council has taken the decision to cease the current SSC provision. The SSC at Midhurst Primary School has also been delayed and is not yet fully operational.
Highways & Infrastructure	Review of non-statutory elements of the English National Concessionary Transport scheme	50	50	G	
Highways & Infrastructure	Staffing changes	134	134	G	
Highways & Infrastructure	Highway operations service level review	374	374	A Covid19	Saving previously expected to be made in 2020-21, however, likely to be impacted by Covid-19. For example social distancing requirements are leading more work gangs being required to complete emergency works.
Highways & Infrastructure	Income generation - examine scope to increase income from fees and charges, including sponsorship	100	100	R	It was not possible to deliver this saving in 2019-20 and is considered unlikely that the target will be met in 2020-21. Options for mitigation will be explored.
TOTAL		**2,319**	**2,319**		

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Capital Narrative – Quarter One (April to June) 2020

In February 2020, County Council approved a capital programme of £103.392m. £2.515m of expenditure, originally profiled to spend in 2020/21, was forward funded and spent in 2019/20, bringing the revised capital programme to £100.877m. Since then, profiled spend has increased overall by £0.494m to give a current full year estimated expenditure of £101.371m.

The significant movements over the quarter include the following.

£11.4m reductions:

- £1.0m for withdrawal of Hobbs Field as the wider OPE project is not continuing;
- £1.1m delays to rural connectivity and converged fibre;
- £1.5m for reprofiling managing COVID-19 site restrictions costs;
- £4.7m delay to A259 Corridor Capacity Enhancement;
- £1.8m reprofiling of West of Horsham scheme; plus
- £1.3m other scheme reductions

£11.9m additions:

- £1.7m for approved works at Cissbury Lodge;
- £7.3m for additional grant funded Highways annual works programme;
- £1.6m enabling works at Horsham Enterprise Park; plus
- £1.3m other scheme additions.

Quarter One movements are detailed below:

Adults and Health – (-£1.000m)

Adult Services - Hobbs Field – (-£1.000m) – Project initially put forward ahead of wider Adults' Residential Services review to explore One Public Estate opportunities. As the OPE project is not being pursued, the project will be considered along with the wider residential requirements.

Children and Young People – £1.678m

Cissbury Lodge – £1.678m – A further £2.853m has been approved for the construction work and associated costs to refurbish, remodel and reopen Cissbury Lodge children's home. The total budget is expected to spend in this

financial year; therefore an additional £1.678m has been added to the existing estimate.

Economy and Corporate Resources – (-£1.138m)

Rural Connectivity – (-£0.339m) and Converged Fibre – (-£0.799m) – A conservative forecast of expenditure has been provided for these pipeline projects due to current circumstances; more detailed profiling will come forward once a full business case is submitted.

Education and Skills – £1.187m

Woodlands Meed - £0.558m – Approval has been given to add £19.500m to the scheme budget for the replacement of the Woodlands Meed College building on its existing site with its existing capacity of 100 pupils. This brings the total budget for the scheme to £20.000m. An additional £0.558m has been added to the £1.000m in year forecast with the remainder of the budget profiled into future years.

Thorney Island - £0.279m – Approval has been given for £0.857m to be allocated from the Schools Basic Need Capital Programme to deliver an expansion to the school hall and improved circulation. The scheme is expected to spend in full this financial year and therefore an additional £0.279m has been added to the original estimate.

Sompting Village Primary - £0.350m – Approval has been given to deliver temporary additional capacity to Sompting Village Primary School to accommodate a bulge class.

Finance and Resources - (-£1.500m)

Capital Improvements Programme – (£1.500m) – Additional costs anticipated due to management of Covid-19 site restrictions and remobilisation. At present, no further demands on the budget for 2020/21 have been notified, so a portion of the estimated spend has been reprofiled into future years.

Fire and Rescue and Communities – (-£0.696m)

Fire Equipment – (£0.034m) – Programme of works has been slightly delayed due to Covid19 therefore the funding has been reprofiled into future years.

Worthing Community Hub – (-£0.662m) – Project budget has been reduced based on the recent tender report, this funding will be returned to Community Hubs pipeline budget to fund future schemes within this programme.

Highways and Infrastructure – £0.247m

Highways and Transport Delivery Programme – (-£0.023m) – Frith Road project has completed under budget and therefore £0.023m of section 106 has been cancelled from the programme and returned to fund future road schemes.

Downslink – (-£0.162m) – £0.162m of grant funding has been cancelled from the programme due to works being procured with an alternative supplier at a reduced cost.

On Street Parking - £0.100m – A business case was approved to fund the upgrade of 115 machines across West Sussex with £0.100m to be spent in 2020-21.

Annual Works Programme – £7.269m – Additional grant money has been received for the AWP and the works scheduled have been increased.

A259 Corridor Capacity Enhancement, East Arun – (-£4.649m) - Scheme has been delayed due to public inquiry, there are also risks and uncertainty being reported by utility companies around commencement of utility diversions currently planned from January 2021 regarding the programming of works.

A284 Lyminster Bypass (£-0.514m) - Scheme has seen delays in proceeding with CPO publication which brings the potential impact of a public inquiry.

West of Horsham (-£1.772m) – Reprofiling has been required in the third phase of the programme, the A24 Robin Hood junction works, is subject to decision report approval, and construction works are now not anticipated to commence until early in 2021.

Income Generation Initiatives - Economy and Corporate Relations - £0.080m

Bognor Regis Hub – £0.080m – Project is close to completion. However additional costs have been realised in the last few months due to Covid19, so £0.080m has been added to the budget to take the project to completion.

Income Generation Initiatives - Finance and Resources - £1.636m

Horsham Enterprise Park – £1.636m – Approval has been given to allocate a further £4.157m for site enabling works and infrastructure upgrades, professional services, internal project and contract management, and statutory approvals, £2.336m is expected to be spent in 2020/21 with the remainder in future years.

2020/21 CAPITAL MONITOR as at the end of June 2020

Portfolio	(1) 20/21 In-Flight Capital Programme (February County Council) £000	(2) 20/21 Pipeline Capital Programme (February County Council) £000	(3) 20/21 Total Capital Programme (February County Council) £000	(4) Slippage/ (Acceleration) from 2019/20 £000	(5) Total 20/21 Revised Capital Programme £000	(6) Forecast: Actuals to Date £000	(7) Forecast: In-Flight Forecast for Remaining Period £000	(8) Forecast: Pipeline Forecast for Remaining Period £000	(9) Forecast: **Full Year Forecast** £000	(10) Variance: Over/(Under) Spend £000
Core Programme										
Adults and Health	1,250	1,960	**3,210**	368	3,578	560	2,018	0	**2,578**	(1,000)
Children and Young People	100	1,400	**1,500**	(102)	1,398	60	3,016	0	**3,076**	1,678
Economy and Corporate Resources	570	12,502	**13,072**	622	13,694	718	6,262	5,576	**12,556**	(1,138)
Education and Skills	12,288	7,845	**20,133**	2	20,135	1,401	19,576	345	**21,322**	1,187
Environment	234	0	**234**	33	267	(11)	278	0	**267**	0
Finance	4,316	6,200	**10,516**	(3,996)	6,520	125	4,264	631	**5,020**	(1,500)
Fire and Rescue and Communities	4,061	1,250	**5,311**	144	5,455	1,292	2,217	1,250	**4,759**	(696)
Highways and Infrastructure	33,763	8,300	**42,063**	(293)	41,770	7,121	34,896	0	**42,017**	247
Total Core Programme	**56,582**	**39,457**	**96,039**	**(3,222)**	**92,817**	**11,266**	**72,527**	**7,802**	**91,595**	(1,222)
Income Generating Initiatives										
Economy and Corporate Resouces (Gigabit)	200	0	**200**	161	361	171	270	0	**441**	80
Environment (YES)	5,453	0	**5,453**	545	5,998	(51)	6,049	0	**5,998**	0
Finance (inc Propco)	0	700	**700**	1	701	61	2,276	0	**2,337**	1,636
Highways and Infrastructure (LED)	1,000	0	**1,000**	0	1,000	31	969	0	**1,000**	0
Total IGI	**6,653**	**700**	**7,353**	**707**	**8,060**	**212**	**9,564**	**0**	**9,776**	1,716
Total Capital Programme	**63,235**	**40,157**	**103,392**	**(2,515)**	**100,877**	**11,478**	**82,091**	**7,802**	**101,371**	**494**

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Workforce KPIs

2020 Q1
1st April 2020 to 30th June 2020

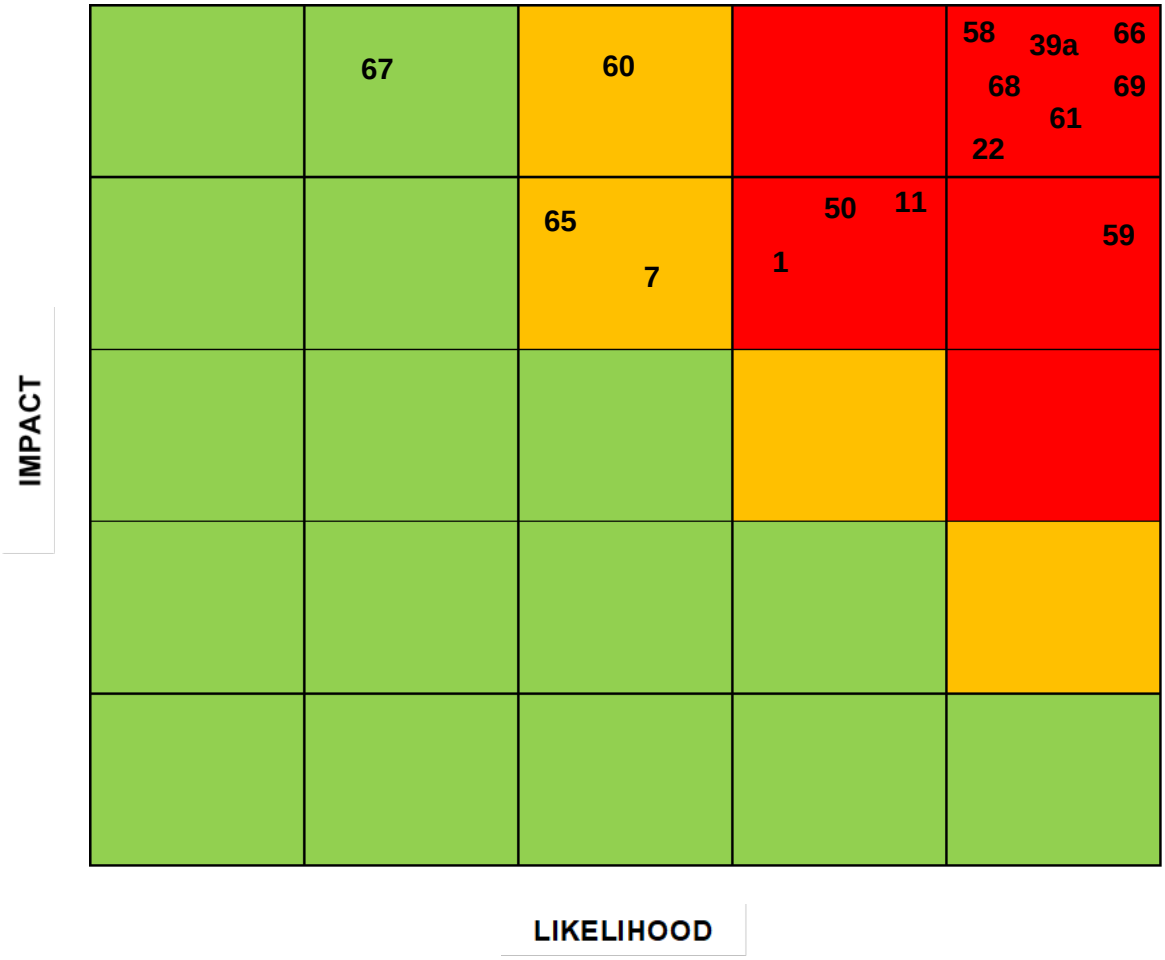
	Indicator	West Sussex County Council							Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
		2020 Q1	2019 Q4	Change since last quarter		Intended Direction of Travel	Target 2019/2020	Commentary	2020 Q1	2019 Q4	2020 Q1	2019 Q4	2020 Q1	2019 Q4	2020 Q1	2019 Q4
Resourcing & 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)	**5,257**	5,293	↓	-36	N/A	N/A	Headcount and FTE levels have remained virtually identical to those in Q4 of the previous FY. There has been a slight increase in the employee paybill.	**1,083**	1,120	**1,456**	**1,455**	**647**	**639**	**2,071**	2,106
	Active Headcount (number of people employed on 28th of last month of reporting period)	**5,179**	5,188	↓	-9	N/A	N/A		**1,059**	1,073	**1,427**	1,410	**642**	627	**2,051**	2,078
	Active FTE (on 28th of last month of reporting period)	**4,589**	4,562	↑	27	N/A	N/A		**905.5**	917.1	**1,258.6**	1,239.8	**597.3**	569.5	**1,828**	1,835
	Employee paybill (including on costs and casuals, exluding agency and schools)	**£49,361,718**	£49,303,813	↑	£57,904	N/A	N/A		**£10,390,140**	£10,497,242	**£13,870,716**	£13,776,714	**£6,156,065**	£5,941,929	**£18,944,797**	£19,087,928
Agency (Manpower)	Headcount (Manpower)	**309**	385	↓	-76	N/A	N/A	Overall agency headcount is down from last quarter which has decreased the percentage of Manpower workers within the workforce by 1.1% to 5.1%. Contract spend has increased by £290k. The drop in Manpower headcount and increase in contract spend can mostly be attributed to: COVID-19 with less people needing to be contracted in several areas but longer hours worked by those that are working; and resourcing for the Children's improvement programme.	**93**	144	**157**	168	**6**	9	**62**	64
	Contract spend	**£4,109,120**	£3,815,941	↑	£293,179	↓	Reduction of £0.5m since previous year		**£842,858**	£731,104	**£2,616,991**	£2,348,608	**£39,479**	£35,688	**£609,791.69**	£700,541.25
	Manpower % total workforce	**5.1%**	6.2%	↓	-1.1%	N/A	N/A		**7.5%**	11.0%	**9.2%**	9.6%	**0.9%**	1.4%	**2.5%**	2.5%
Recruitment	Total number of starters (over reporting period)	**89**	162	↓	-73	N/A	N/A	There has been a significant reduction in the number of starters and leavers this quarter and this is almost certainly a direct impact of COVID-19. With such a significant reduction, the rolling turnover has fallen to 1.5% which is below the quarterly target.	**16**	23	**18**	45	**17**	17	**38**	77
Retention	Total number of leavers (over reporting period)	**86**	168	↓	-82	N/A	N/A		**20**	37	**32**	59	**4**	14	**30**	58
Staff turnover	Rolling turnover rate (average headcount over the previous 3 months, divided by the number of leavers over the last 3 months)	**1.5%**	2.9%	↓	-1.4%	→	Between 2-3.75% (rolling qtly target)		**1.7%**	3.2%	**2.1%**	3.7%	**0.6%**	2.2%	**1.3%**	2.4%
Performance & Skill																
Training & development	Staff induction completion rates	**67.0%**	64.0%	↑	3%	↑	90%	Formal appraisal training for managers was paused when COVID-19 lockdown started and therefore no figure has been provided this quarter. The COVID-19 lockdown started just before this reporting quarter and this has affected the figures for the percentage of 'did not attend' and 'short term cancellations'. Face-to face events were cancelled following lockdown. Some of these events were subsequently held online and some of these were reduced in length. This change in delivery resulted in less attendee cancellations and lower levels of non-attendance.	**60%**	50%	**67%**	67%	**80%**	N/A	**60%**	61%
	Percentage of managers who have undertaken formal appraisal training	**n/a**	81.0%	↑	n/a	n/a	90%		**n/a**	90%	**n/a**	63%	**n/a**	71%	**n/a**	89%
	Percentage of 'did not attend' booked training sessions run through the L&D Gateway	**4.0%**	12.0%	↓	-8%	↓	5%		**9%**	11%	**4%**	14%	**0%**	3%	**4%**	12%
	Percentage of short notice (1-10 day) cancellations for booked training sessions run through the L&D Gateway	**8.0%**	11.0%	↓	-3%	↓	5%		**14%**	13%	**10%**	10%	**0%**	23%	**8%**	12%
Employee Relations	Suspensions	**0**	0	→	0	N/A	N/A	There has been a decrease in disciplinary cases and to a less extent, employee grievances. A slight increase in the number of formal Capability and Employment Tribunals. It is difficult to determine the impact of COVID-19, if any, at this stage.	**0**	0	**0**	0	**0**	0	**0**	0
	Dismissals (exc redundancy ie ER)	**0**	0	→	0	N/A	N/A		**0**	0	**0**	0	**0**	0	**0**	0
	Staff Appeals panel: upheld	**0**	0	→	0	N/A	N/A		**0**	0	**0**	0	**0**	0	**0**	0
	Staff Appeals panel: rejected	**0**	1	↓	-1	N/A	N/A		**0**	0	**0**	1	**0**	0	**0**	0
	Employee grievances	**4**	6	↓	-2	N/A	N/A		**0**	0	**4**	6	**0**	0	**0**	0
	Disciplinary cases	**4**	11	↓	-7	N/A	N/A		**2**	2	**1**	3	**1**	0	**0**	6
	Formal capability (performance)	**1**	0	↑	1	N/A	N/A		**0**	0	**1**	0	**0**	0	**0**	0
	Formal capability (health)	**1**	0	↑	1	N/A	N/A		**0**	0	**1**	0	**0**	0	**0**	[illegible]
	Employment tribunals	**1**	0	↑	1	N/A	N/A		**0**	0	**1**	0	**0**	0	**0**	[illegible]

	Indicator	West Sussex County Council						Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
		2020 Q1	2019 Q4	Change since last quarter	Intended Direction of Travel	Target 2019/2020	Commentary	2020 Q1	2019 Q4	2020 Q1	2019 Q4	2020 Q1	2019 Q4	2020 Q1	2019 Q4
Health, Safety & Wellbeing															
Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	**14,474**	17,272	↓ -2,798	N/A	N/A	COVID-19 lockdown started just before this Q1 2020/21. There has been a significant reduction in the level of short term sickness. It is too early at this stage to determine whether the shift in the workforce largely working from home due to COVID-19 restrictions has contributed to this reduction. It is possible and will be investigated.	**4,950**	4,823	**4,110**	4,846	**1,264**	2,328	**4,150**	5,275
	Average sick days per FTE	**2.8**	3.2	↓ -0.5	↓	TBC		**4.72**	4.5	**2.9**	3.4	**1.7**	3.21	**2.0**	2.5
Short term sickness absence (less than 21 calendar days)	Number of calendar days lost	**2,668**	5,345	↓ -2,677	↓	N/A	There has been a change in the levels of sickness days lost attributed to 'Anxiety, Stress, Depressions & Mental Health' with this sickness type making up a higher percentage of days lost in Q1 2020/21 than the average for the 2019/2020 financial year and also the same quarter in that year. The top reason for short term sickness in Adults Services is shown as 'Unknown' - this is due to a significant number of records stating 'Unknown' in April and this is sufficiently high to affect the average across the quarter. Otherwise the top reason would be Anxiety, Stress, Depression & Mental Health'.	**1,052**	1,568	**729**	1,464	**235**	432	**652**	1,881
	Top reason for short term absence	**Anxiety, Stress, Depression, Mental Health**	Respiratory, Cough, Cold, Flu	N/A	N/A	N/A		**Unknown**	Respiratory, Cough, Cold, Flu	**Anxiety, Stress, Depression, Mental Health**	Respiratory, Cough, Cold, Flu	**Other / Chose Not to Disclose**	Unknown	**Anxiety, Stress, Depression, Mental Health**	Respiratory, Cough, Cold, Flu
Long term sickness absence (more than 21 calendar days) - see Note below	Number of calendar days lost	**11,806**	11,927	↓ -121	↓	N/A		**3,898**	3,255	**3,381**	3,382	**1,029**	1,896	**3,498**	3,394
	Top reason for long term absence	**Anxiety, Stress, Depression, Mental Health**	Musculoskeletal, Fractures, Injury, Surgery	N/A	N/A	N/A	The impact of COVID-19 on employee well-being & absence due to sickness, particularly Mental Health is being monitored.	**Anxiety, Stress, Depression, Mental Health**	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
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	There has been 1 notifiable accident this quarter. This occurred in FRS where a Firefighter injured their back during a training scenario and was off work for more than 7 days.	**0**	0	**0**	0	**0**	0	**0**	0
	Accident	**1**	1	→ 0	↓	N/A		**0**	0	**0**	0	**1**	1	**0**	0
	Dangerous occurrence	**0**	0	→ 0	↓	N/A		**0**	0	**0**	0	**0**	0	**0**	0
	Total RIDDORs reported to HSE	**1**	0	↑ 1	↓	N/A		**0**	0	**0**	0	**1**	0	**0**	0

Quarterly Review of the Corporate Risk Register - June 2020

1. The aim of this report is to highlight the key risks and relevant changes to the risk profile/exposure of WSCC.

2. The heat map below shows the corporate risks and their current severity/RAG rating (low/medium/high).



3. During the preceding quarter there have been the following changes to the corporate risk register.

- Corporate risk #7 - Non-compliance and lack of standardisation in some systems and processes
  - Severity decreased from 16 to 12
  - Due to effects of ongoing mitigating actions

- Corporate risk #22 - Financial sustainability of council services
  - Severity increased from 20 to 25
  - Due to Covid-19 ramifications

- Corporate risk #39a - Cyber-Security

- Severity increased from 20 to 25
- Increased external website access by staff

- Corporate risk #39b - Data protection responsibilities
  - Severity decreased from 12 to 9
  - Due to effects of ongoing mitigating actions
  - Risk now tolerated

- Corporate risk #58 - Failure of social care provisions
  - Severity increased from 20 to 25
  - Due to Covid-19 ramifications

- Corporate risk #65 - Corporate leadership, governance and culture
  - Severity decreased from 20 to 12
  - To reflect completed mitigating actions

- Corporate risk #67 – Children's Trust diverting council resources
  - Severity decreased from 20 to 10
  - To reflect completed mitigating actions
  - Risk now tolerated

4. The following table summarises risks on the corporate risk register with the current severity graded above the tolerance threshold:

Risk No	Risk	Score - Prev Qtr	Score
CR61	Death/serious injury of a child (Council failing in their duty)	25	25
CR66	Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)	25	25
CR68	Covid-19 and risk to the delivery of WSCC's services	25	25
CR69	Children's services will fail to deliver an acceptable provision to the community	25	25
CR39a	Cyber-security	20	25
CR58	Failure of social care provisions	20	25
CR22	Financial sustainability	16	25
CR59	Benefits from transformation are not realised	20	20
CR1	No deal Brexit	16	16
CR11	Recruit and retain staff	16	16
CR50	Insufficient health & safety governance	16	16

5. Operational Covid-19 risks are considered and managed within the services, either through the production of new risks or applying the ramifications to an existing risk and its assessment. In addition, corporate Covid-19 risks are captured and controlled by the councils Covid-19 response team. The Corporate Risk Manager presents a summary of risks by themes and workstreams to the Executive Leadership Team monthly for consideration.

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial			Risk Strategy	Target			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR68	The government have eased Covid-19 lockdown restrictions and are allowing all businesses to open, resulting in increased footfall in the county. If there were to be **further waves of the Covid-19** pandemic there is a risk that services will be insufficiently agile/flexible to respond to government and PHE guidelines/directives.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	3	15	Review and update business continuity and degradation plans.	CLT	Ongoing	Business continuity plans to be reviewed. conducted once recovery plan/framework produced.	5	4	20	Nov-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. Residents don't receive support required.									Develop communications when required to manage expectations of staff and residents on WSCC response position.	Head of Communications	Ongoing	Collaboration and agreement on services provision messages with directorates and ELT through current Covid-19 mechanisms (TMG and SMG).				
			4. Insufficient budget/budget exceeded.									To continue to lobby government groups to influence funding decisions.	Chief Executive	Ongoing					
			5. Increase risk to life.									IA to conduct review of lessons learned from 1st wave and communicate.	Director of Finance & Support Services	Sep-20					
			6. Information not shared appropriately.									Review Financial Implication of Covid-19.	Director of Finance & Support Services	Ongoing	Reported regularly to ELT and Cabinet. **BAU. Closed Aug 20.**				
												Ensure management of specific Covid-19 risks to service areas.	ELT	Ongoing	TMG risk register has been produced and is being reviewed daily. Escalation of risks to SMG when necessary. **BAU. Closed Aug 20.**				
CR70	There is an i**ncreasing demand placed on the senior officers** due to the ongoing threat of Covid-19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with directorate and organisational issues, leading to poor decision making.	Chief Executive	1. Outcomes for residents not delivered	Aug-20	4	3	12	Tolerate	4	3	12	Continue to monitor service resource impact.	ELT	Ongoing		4	3	12	Nov-20
			2. Residents don't receive support needed.									Provision of support to services when required.	SMG	Ongoing	Support requests raised through TMG and escalated to SMG if required.				
			3. Failing to deliver statutory duties.																
CR71	As part of the 'new normal' **WSCC staff will be expected to continue to work from home** (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the mental and physical wellbeing (and emotional resilience) of staff which will lead to an increase in absences and poor service delivery to residents.	Director of Human Resources & Org Change	1. Increase in poor physical health of staff.	Aug-20	4	4	16	Treat	4	2	8	Mental health training and support (particularly for managers).			Stress Management Corporate Guidance and Employee Assistance Program.	4	4	16	Nov-20
			2. Increase in poor mental health of staff.									Policy/protocol for requesting IT and office furniture.							
			3. Increase in staff absence.									Policy for staff returning to work.							
			4. Poor service delivery to residents.									DSE assessments carried out and regularly reviewed.							
			5. Increase in number of claims and premiums.									Appropriate comms to ensure officers are equipped to support staff.			HSW messages being published regularly via One Voice.				

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial			Risk Strategy	Target			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
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	Regular meetings to review current national and organisational status.	ELT	Ongoing	Health Protection Team and Education Team to liaise weekly. Information communicated to SMG.	4	4	16	Nov-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	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.				
			3. Impact of growth projections.																
			4. Supply chain uncertainty in contracts.																
			5. Potential demand on resilience.																
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	Sep-20	In train.	4	3	12	Sep-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	Further draft AGS to July RAAC (endorsed in Mar)				
			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	Jul-20	Report to Governance Committee 6 July.				
			4. Complaints and claims.									Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	Director of Law & Assurance	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.	Director of Law & Assurance	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.				
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	Sep-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 Sept 20. Recruitment campaign pages launched for Children's Social Care, Adults Social Care, Occupational Therapy, Educational Psychologists.	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	Partially Completed. Social workers recruitment and retention package in place for 2019. 2020 offer currently under review. Corporate relocation package drafted and waiting for ELT sign off. Sustainable Social Worker Pay Model signed off by ELT Aug 2020.				
			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	Use of R&R package to recruit children's social workers. Relocation support for hard to fill roles awaiting sign off by ELT. Use of apprenticeships to build talent pipelines e.g. social worker, occupational therapist, management programmes.				
			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	Jan-21	Part of People Framework Action Plan.				
												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.				

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					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
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	Aug-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 TMP 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					
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.	5	5	25	Aug-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	Head of IT	Ongoing	To be conducted annually.				
												Adopt ISO27001 (Information Security Management) aligned process & practices.	Head of IT	Ongoing					

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					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR39b	**Data protection responsibilities.** The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure **obligations** are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA.	Head of IT	Ongoing	To be conducted annually.	3	3	9	Sep-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.				
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		4	4	16	Aug-20
			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	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.				
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.	Health and Safety Manager	Ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents.				
			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					

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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 Covid-19 planning. Awaiting agreement of terms and conditions with providers prior to implementing.	5	5	25	Sep-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 (DTOC).									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 Covid-19 in light of other priorities.				
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.	4	5	20	Nov-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.																

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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	Nov-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	Sep-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	Jul-20	(See CR7).	4	3	12	Sep-20
			2. External intervention.									Develop plan to stabilise senior leadership team.	Chief Executive	Sep-20	Identifying actions to reduce risk of senior leadership churn.				
			3. Poor value for money.									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. Member Development Plan approved by Governance Committee June 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.				
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	Sep-20
			2. WSCC subjected to legal action on behalf of customer or through employment tribunal.									Business Case to be produced for dedicated Hub and Spoke AMHP service.	Head of Adult Operations	Jul-20	Interim post recruited.				
			3. Wider impact on health and social care system through delays in carrying out assessments.																
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	Tolerate	5	2	10					5	2	10	Sep-20
			2. Delivery of Council services interrupted/impacted.																
			3. Impact on Corporate improvement.																

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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	The Children First Improvement Plan has been developed to incorporate three key pillars to ensure an improved level of service: Pillar 1 - Everyone knows 'what good looks like'; Pillar 2: Making it easier; Pillar 3 : Working together.	5	5	25	Sep-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. Hants CC continue to provide support to implement the 3 pillars as a partner in practice.				
			3. Reduced confidence by residents in the Councils ability to run children's services.																
			4. Legal implications through non-compliance or negligence.																

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