

Public Document Pack

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11 March 2020

Performance and Finance Scrutiny Committee

A meeting of the committee will be held at **10.30 am** on **Thursday, 19 March 2020** at **County Hall, Chichester PO19 1RQ**.

Tony Kershaw
Director of Law and Assurance

The meeting will be available to view live via the Internet at this address:

<http://www.westsussex.public-i.tv/core/portal/home>

Agenda

Part I

- 10.30 am 1. **Declarations of Interest**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
- 10.35 am 2. **Part I minutes of the last meeting** (Pages 7 - 16)
- The Committee is asked to agree the Part I minutes of the meeting held on 22 January 2020 (cream paper).
- 10.35 am 3. **Part II Matters**
- Members are asked to indicate at this stage if they wish the meeting to consider bringing into Part I any items on the Part II agenda.
- 10.35 am 4. **Urgent Matters**
- Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance

issues affecting matters within its terms of reference which have emerged since the publication of the agenda.

10.40 am 5. **Forward Plan of Key Decisions** (Pages 17 - 62)

Copy of the Forward Plan dated 9 March 2020. An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

10.40 am 6. **Possible Items for Future Scrutiny**

Members to raise any items which they believe to be of relevance to the business of the Scrutiny Committee and suitable for scrutiny, e.g. raised with them by constituents, arising from central government initiatives, etc.

If any member puts forward such an item the Committee's role at this meeting is to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

10.45 am 7. **Responses to Recommendations**

(a) **Response to recommendations to the Children and Young People's Services Scrutiny Committee** (Pages 63 - 64)

The Committee is asked to note the responses from the Chairman of the Children and Young People's Services Scrutiny Committee to recommendations dated 25 March and 24 May 2019.

The Committee is asked to note the responses.

(b) **Responses to recommendations made at the 22 January meeting** (Pages 65 - 70)

The Committee is asked to note the responses to recommendations made at the 22 January 2020 meeting.

The Committee is asked to note the responses.

10.55 am 8. **Call-in: New Monks Farm - Worthy Patch land surplus declaration and development agreement FIN 18 (19/20)** (Pages 71 - 80)

The Director of Law and Assurance has agreed to call-in the proposed decision by the Cabinet Member for Finance concerning the New Monks Farm - Worthy Patch land surplus declaration and development agreement FIN 18 (19/20) decision, published on the Executive Decision Database on 2

March 2020 and in the Member's Bulletin on 4 March 2020.

The decision report asked the Cabinet Member for Finance to agree:

1. That the current Withy Patch Gypsy and Traveller Site be declared surplus to service operational requirements on the basis that the County Council enters into a development agreement with The Community Stadium Limited (TCSL) for TCSL to construct a new Gypsy and Traveller site, to an agreed specification, within the New Monks Farm development; and that
2. Authority is delegated to the Director Property and Assets in consultation with the Director Law and Assurance to complete the development agreement and the land transfer transaction.

Decision report by Director Property and Assets attached as Annex and Appendix A site plan.

The call-in was initiated by Mr Michael Jones supported by Ms Karen Sudan, Mr Brian Quinn, and Mr Chris Oxlade. The decision has not previously been previewed by the Performance and Finance Scrutiny Committee.

Mr Jones has been invited to outline the reasons for the call-in request to the Committee.

Mr Hunt, Cabinet Member for Finance, has been invited to address the Committee and answer questions.

11.25 am 9. **Service Led Improvement** (Pages 81 - 104)

Report by the Director of Finance and Support Services providing an update on the Council's redesign activities, achievements of the Step Up Programme and the Whole Council Design Programme, and outlines key programmes to be delivered under the next phase of Service Led Improvement.

The Committee is asked to scrutinise and comment on the report, with a particular focus on ensuring:

- 1) The savings, costs achieved to date, and what has been achieved in terms of transformation and improving efficiency/effectiveness across the Council have been identified;
- 2) The refreshed programme focusses on the priorities of the County Council going forwards;
- 3) There are clear and achievable costs and savings identified within the programme budget along with an indicative timeline for achieving the savings; and

- 4) Risks to achieving the improvements have been identified and are being managed.

12.25 pm 10. **Capital Programme Quarter 3 Performance Monitor Report** (Pages 105 - 124)

A report by the Executive Director Place Services setting out the Quarter 3 Capital Programme performance position as at the end of December 2019.

The Committee is asked to review, comment on and make any relevant recommendations for action to the Cabinet Member for Finance.

LUNCH

12.55pm break for 30minutes - meeting to reconvene at 1.25pm.

1.25 pm 11. **Total Performance Monitor as at end of December 2019** (Pages 125 - 196)

A report by the Director of Finance and Support Services setting out the Quarter 3 finance, performance, capital and workforce position as at the end of December 2019.

The Committee is asked to examine the data and supporting commentary for the Quarter 3 December 2019 Total Performance Monitor report and make any relevant recommendations for action to the relevant Cabinet Member or Scrutiny Committee.

2.55 pm 12. **Business Planning Group Report** (Pages 197 - 206)

Report to update the committee following the latest Business Planning Group meeting held on 2 March 2020 and set out the key issues discussed.

The Committee is asked to:

- 1) support the updates to the work programme as recommended by the Business Planning Group and reflected in the updated work programme at Appendix A to ensure that the highest priority issues are being scrutinised:
- 2) note the Task and Finish Group Rolling Programme attached as Appendix B; and
- 3) support the proposed Task and Finish Group on the 'Award of Contract: Business Management Solution' decision, seek volunteers to sit on the Group, and to agree the draft Terms of Reference for the TFG as

proposed in Appendix C.

3.15 pm 13. **Date of Next Meeting**

The next meeting of the Committee will be held on 15 May 2020 at 10.30am at County Hall, Chichester. Probable agenda items include:

- Appointment of the Chairman and Vice Chairman of the Committee
- Annual appointment to the Business Planning Group
- Total Performance Monitor Quarter 4 End of Year Report
- Capital Programme Quarter 4 End of Year Performance Monitor Report
- Capita Annual Performance Report
- TFG Terms of Reference – Recommissioning of support services contract
- Asset Strategy and Policy
- Workforce/People Strategy
- Annual Scrutiny Newsletter for 2019/20

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 4 May 2020.

Part II

3.15 pm 14. **Exclusion of Press and Public**

The Committee is asked to consider in respect of the following item whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Part I of Schedule 12A of the Local Government Act 1972, as indicated below, and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

Exempt: Paragraph 3 related to the business affairs of the Council.

3.20 pm 15. **Part II Minutes of the last meeting** (Pages 207 - 208)

The Committee is asked to agree the Part II minutes of the last meeting on 22 January 2019 as a correct record.

3.25 pm 16. **Part II Responses to Recommendations** (Pages 209 - 210)

The Committee is asked to note the Part II responses to recommendations made at the 22 January 2020.

Members are asked to note the responses.

To all members of the Performance and Finance Scrutiny Committee

Webcasting

Please note: this meeting may be filmed for live or subsequent broadcast via the County Council's website on the internet - at the start of the meeting the Chairman will confirm if all or part of the meeting is to be filmed. The images and sound recording may be used for training purposes by the Council.

Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

Performance and Finance Scrutiny Committee

22 January 2020 – At a meeting of the Performance and Finance Scrutiny Committee held at 10.30 am at County Hall, Chichester.

Present:	Mrs Dennis (Chairman)	
Mr Catchpole	Mr Montyn	Mr Waight
Mr Barrett-Miles	Mr Smytherman, left at	Dr Walsh, left at 3pm
Mr Jones, left at 3pm	3.50	
Mrs Kitchen	Mrs Sparkes	
	Mr Turner	

Apologies were received from Mr Barling, Mr Boram and Mr Edwards

Also in attendance: Mr Hunt, Mr Lanzer, Mr Marshall, Mr Crow, Mr Elkins, Mrs Jupp, Mr Jupp, Mrs Russell and Mrs Urquhart

Part I

43. Declarations of Interest

43.1 In accordance with the code of conduct the following personal interests were declared in respect of item 7, Revenue Budget 2020/21, Capital Strategy 2020/21 to 2024/25 and Treasury Management Strategy Statement 2020/21: -

- Dr Walsh as Leader of Arun District Council
- Mr Barrett-Miles as Member for Burgess Hill North
- Mr Waight as a member of Worthing Borough Council
- Mrs Sparkes as a member of Worthing Borough Council
- Mr Smytherman as a member of Worthing Borough Council, as the Council's governor representative of the Alternative Provision College, as part of Dementia Friendly Worthing and as a governor of St Mary's Roman Catholic Primary School Worthing
- Mr Jones as a member of Crawley Borough Council

43.2 The following other interests were declared: -

- Mr Waight in respect of item 12, Update on Procurement of Joint Venture Partner in Property Development, as a member of Worthing Borough Council
- Mr Catchpole in respect of item 15, Horsham Enterprise Park, as the Member for Holbrook (Horsham)
- Mrs Kitchen in respect of item 15, Horsham Enterprise Park, as a member of Horsham District Council

44. Minutes of the last meeting of the Committee

44.1 Resolved – that the Minutes of the meeting held on 5 December 2019 be approved as a correct record and that they be signed by the Chairman.

45. Part II Matters

45.1 Members were asked to indicate if they wished the meeting to consider bringing into Part I any items on the Part II agenda – there were no such indications.

46. Responses to Recommendations

46.1 The Committee considered responses to recommendations it made at its 5 December meeting and learned that: -

- The reference to licences for tables and chairs on the highway had been taken out of the decision on the review of fees and charges whilst consideration was given to issues raised by the Committee – a revised decision would be in the Forward Plan of Key Decisions in March and is scheduled to be scrutinised at ECSSC in March 2020
- The policy on weed management would continue next year

46.2 Resolved – That the Committee notes the responses.

47. Forward Plan of Key Decisions

47.1 The Committee considered the Forward Plan of Key Decisions (copy appended to the signed minutes) and learned that: -

- The Committee would be invited to join the 4 March meeting of the Children & Young People's Services Scrutiny Committee for the discussion on the Adoption of the West Sussex Children First Strategic Approach
- The decisions on Transport for the South East: response to consultation on draft Transport Strategy and Electrical Vehicle Charging Procurement and Contract Award had been scrutinised by the Environment, Communities and Fire Scrutiny Committee
- The decision on West Sussex Full Fibre Programme could possibly be scrutinised jointly by a Task & Finish Group involving the district and borough councils

47.2 Resolved – that the Committee notes the Forward Plan of Key Decisions.

48. Revenue Budget 2020/21, Capital Strategy 2020/21 to 2024/25 and Treasury Management Strategy Statement 2020/21

48.1 The Committee considered a report by the Director of Finance and Support Services (copy appended to the signed minutes) which was introduced by the Cabinet Member for Finance who told the Committee: -

- The Council was facing a possible net overspend on the 2019/20 budget of between £7m and £8m to fund the Fire & Rescue Service and Children & Young People's improvement plans, this would be met from

reserves – the 2020/21 budget would be balanced without using reserves

- The Medium-Term Financial Strategy showed that reserves would be increased by £9m over the next four years and that the contingency budget for 2020/2021 would increase to £6.8m by adding an extra £3.4m
- Long-term planning was difficult as Government funding was only allocated for one year
- The Fair Funding Review this year would include authorities keeping 75% of business rates, although this was expected to be financially neutral
- The Cabinet has lobbied local MPs who promised their support in addressing the Council's under funding (including schools) since 2010, Cabinet will provide MPs with strong evidence to support the under-funding.
- The Council propose to increase council tax by 3.99%, which would include 2% for adult social care and equates to £55 extra per year for a Band D property

48.2 Summary of responses to Members questions and comments: -

- Budget estimates were based on current interest rates, if rates went down, this would be factored in
- A Member raised concerns over future funding of maintained nurse schools – **ACTION: Katharine Eberhart** to report back on this
- A number of schools had been identified as possible locations for special support centres, but nothing had been finalised yet as discussions were on-going with schools
- It was not known at this stage whether three extra special educational needs & disabilities advisors would be sufficient
- Mid Sussex District Council was taking part in a one year pilot scheme to reduce food waste going to landfill by collecting it separately from households - £2m was set aside to encourage district/borough councils to collect food waste separately which would be a legal requirement in the next few years
- The Council needed to replenish its reserves to remain resilient
- There was now a Joint (County Council and NHS) Strategic Director of Commissioning who would help joint working especially regarding the NHS Long-term Plan
- The 'Proud to Care' website had information about working in the care industry and listed vacancies – this could help recruitment if numbers dropped after Brexit
- Bed blocking had been eased in West Sussex by social care teams working in hospitals and the 'Home First' and 'Discharge to Assess' initiatives
- The refreshed Dementia Strategy included ways to prevent people with dementia being admitted to hospital unnecessarily
- Work was ongoing with providers to address the shortage of mental health professionals
- The Children First improvement programme will receive funding in 2020/21 of £12m - £5.1m on a permanent basis and £6.9m temporarily – **ACTION: Chris Salt** to provide details of the funding for 2019/20

- Rationalisation of the buildings that the Early Help Service operates from will be done safely and appropriately
- £1.8m was allocated to the Children & Young People portfolio to cover the consequences of housing children in temporary accommodation when children's homes were closed
- Ways were being looked at to reduce the cost of home to school transport and the Special Educational Needs & Inclusion Strategy might help, but it would be difficult as children needed to be accompanied to school
- Corporate risk would be discussed at the scrutiny committees' business planning groups in future to identify issues for committees to scrutinise
- A paper for the Committee's March meeting will show the lessons learnt so far in the Whole Council Design process and details of its new governance arrangements going forward
- A strategy and action plan were being produced for the Council to be carbon neutral by 2030
- A Member Day was planned for April that would showcase green initiatives
- The need for people to prove they were West Sussex residents in order to use waste disposal sites was not expected to increase fly-tipping as this was mainly carried out by organised criminal gangs
- Large potholes were repaired quickly due to safety concerns, even if this had to be a temporary measure
- The reporting system for potholes was being revised so that duplication of reporting was avoided and repairs could be carried out quicker
- A Government surface treatment study was looking at innovative ways to fill potholes
- A Government Select Committee was looking at a five-year plan for funding for long-term problems including potholes – the Council would make every effort to get the maximum funding possible
- Money for white line replacement had to come from the revenue budget as repair and maintenance projects could not be capitalised
- If contractors were given the discretion to make pothole repairs in addition to those authorised in an area there was a risk that the overall costs to the Council could be larger than expected leading to a budget overspend
- Undergrowth was cleared where it affected visibility, but might be left in other areas to encourage wildlife
- Greater control over Amazon business accounts was aimed at improving purchasing power, not dealing with rogue spending
- The reversal of staff charged to capital was as a result of a holistic review of resources charged to capital to ensure the Council was compliant with accounting rules
- Directors and executive directors were being asked to sign-off their budgets to get complete buy-in across the Corporate Leadership Team to financial management
- Capital projects could be delayed for many reasons, but it was important that business cases and planning permissions came forward in a timely manner
- The cost of employing multi-disciplined consultants compared to employing a large department of staff with the appropriate skills was something that could be explored
- Even if all projects in the Capital Programme became valid, the Council could not afford to do them all, so the Cabinet had begun prioritising

those that fit best with the West Sussex Plan, especially around highways and climate change

- Up to £20m is in the budget for Woodlands Meed, this is split over four years to 2024 for budgeting purposes
- The timescale for completion of the Woodlands Meed project in the Capital Programme previously (by 2021) was over optimistic as there were significant problems with planning permission and site access, but the Council would aim to resolve this as quickly as possible
- Money from the sale of Courtmeadow had already been spent and monies received from the sale of the Beechfield Secure Unit would be spent in Children's Services so neither was a source of money for Woodlands Meed
- Exploratory work was taking place on potential sites for community hubs
- There was no capital funding for One Public Estate (OPE) – the Council had secured, with its OPE partners, Government money to undertake the feasibility of rationalising the overall public estate where sites were shared to release money to invest in other facilities for the public sector. It was then up to the councils and other public sector partners to then decide if they wanted to go ahead with projects. The sites are complex and it takes time to go through governance in each organisation to see if the projects are viable for each party - **ACTION: Lee Harris** to provide a written briefing to Littlehampton Members on a possible community hub involving blue light services and libraries in Littlehampton
- Procedures were causing delays to the A29 realignment project
- Available funds in the budget would not be enough to reduce the backlog in the Annual Works Programme
- Income generating ideas would only be pursued if they had robust business cases and would be subject to scrutiny in the usual way
- Borrowing would peak in 2025 then reduce considerably
- £200m was available for new road schemes
- Over the next year there would be a review of the West Sussex Plan and priorities which would then be reflected in the Capital Programme
- There was a centralised learning & development budget for general training and services had their own budgets for specialised training
- Training needs were identified through appraisals which were monitored and checked at year end

48.3 Resolved – that the Committee: -

- i. Supports the budget process that had been used to develop the 2020/21 budget and recommends that this process of early and improved Member engagement is repeated in future years
- ii. Strongly supports the continuing lobbying of Government to undertake a funding review and provide fair funding to the County Council
- iii. Recommends that the West Sussex Plan and priorities are reviewed by Cabinet and that the proposed plan is brought to PFSC for scrutiny as soon as possible
- iv. Recognises the lack of transparency and complex nature over the future of Business Rates and supported the requirement to seek clarity over this

- v. Requests that the Cabinet Member for Environment considers introducing methane targets and supports the promotion of the food waste reduction programme following the results of the pilot project currently being undertaken
- vi. Requests that the Chief Executive provides a briefing on the requirements of the budget accountability for Executive Directors and Directors
- vii. Recommends that the corporate risk register is reviewed by the scrutiny committees' Business Planning Group meetings in order to identify future priorities for scrutiny
- viii. Supports the need to develop a long-term plan for Adult Services and supports progressing plans around independent living
- ix. Notes that the Children First Strategic Approach is still to be scrutinised and that Performance and Finance Scrutiny Committee members would be invited to the Children & Young People's Services Scrutiny Committee meeting on 4 March to contribute to the debate
- x. Requests that officers provide further information on the split between permanent and temporary funding for 2018/19, 2019/20 and 2020/21 included within the Children First improvement programme
- xi. Recognises the pressures on home to school transport and support a review and scrutiny in this area whilst ensuring the needs of children are maintained
- xii. Recognises that it will be receiving a report in March 2020 on the Whole Council Design Programme Review and future focus and requested that the report includes information on how much has been spent to date and the savings made as well as future spend and savings targets
- xiii. Expresses concerns over the One Public Estate programme and the progress being made
- xiv. Recommends that the Cabinet Member for Highways and Infrastructure carry out a review on the systems and processes around the repair of potholes including the quality of repairs, timeliness and inclusion of all repairs required in an area into one job
- xv. Requests that when the Environment & Communities Scrutiny Committee scrutinises highways maintenance standards at a future meeting that potholes, white lines, signage and cats' eyes are included within the review. Also requests that the committee examine the outcomes achieved of the £30m investment in highways undertaken approximately five years ago
- xvi. Requests that the Business Planning Group consider the effectiveness of using consultants to deliver the capital programme
- xvii. Recommends that the Cabinet Member for Finance reviews the resources needed to meet the Capital Programme
- xviii. Requests that the transparency and messaging around specific projects within the capital programme are improved
- xix. Requests further information on the progress of community hubs and One Public Estate Projects be shared with the committee
- xx. Requests that the Environment & Communities Scrutiny Committee reviews the funding of the backlog of highways works in the capital programme and review whether the capital budget is sufficient to meet need

- xxi. In relation to the knowledge and training of capital programme project managers the committee request that appraisal monitoring figures are included within the future quarterly workforce reports to the Performance & Finance Scrutiny Committee

49. Procurement for the Provision of Agency Workers Recruitment Services

49.1 The Committee considered a report by the Director of Law and Assurance and the Director of Finance and Support Services (copy appended to the signed minutes).

49.2 Summary of responses to Members' questions and comments: -

- The Committee expressed concerns over the viability and attractiveness of the contract to suppliers
- The possibility of children's services being run by a trust would mean that an option for the trust to purchase staff from the framework would be built into the contract terms
- A lot of agency spend at the moment is linked to improvement programmes, especially in Children's Services, this should reduce as more permanent staff are employed
- Vendor neutral companies want to help authorities bring down their agency spend and are willing to leave their technology behind to be used by authorities when contracts end
- A contract with a vendor neutral company would include access to both temporary and specialist interim staff which would broaden choice and reduce costs for the Council compared to using separate specialist providers with higher rates

49.3 Resolved – that the Committee asks the Cabinet Member for Economy & Corporate Resources to include options in the tender for knowledge and IT transfer and for no transfer, giving contractors the option to tender on both or one of the options.

50. Possible Items for Future Scrutiny

50.1 Two items were proposed for consideration by the committee's Business Planning Group: -

- The Chartered Institute of Public Finance and Accountancy's report into its financial review of the Council
- CAPITA

51. Date of Next Meeting

51.1 The next meeting of the committee will take place on 19 March at 10.30.

52. Update on Procurement of Joint Venture Partner in Property Development

52.1 The Committee considered a report by the Director of Property (copy appended to the signed minutes) which was introduced by Andrew Edwards, Director of Property who told the Committee that the Council's Joint Venture partner would be structured in the same way as those used by other authorities. Initial sites had been identified and would be tested for viability. The Council was ready to go out to tender.

52.2 Summary of responses to Members' questions and comments: -

- The Council was looking at low risk sites that were all in local development plans and was working with district and borough councils to test their viability
- It was anticipated that costs would be around £460k (including preparatory site work) at the end of set-up, which is within the budget of £700k
- There would be more than one site being developed at a time
- The joint venture would be a stand-alone commercial company that would get the best possible returns for the Council on its assets – the Council would not set any standards for houses built
- Consultants Gardner & Theobald could help by ensuring economies by getting standard building designs for all sites
- The Council will put land into a venture - when the project starts the Council will receive the current market value of the land
- Executives at Hertfordshire felt the model had been successful
- To decide whether sites are sold through the joint venture or by conditional sale, the limited liability partnership would refer details to the limited liability company, which would pass these to the Council for a decision by PropCo on how to proceed, if at all
- The Committee would like to look at this again once the proposed partner was known

52.3 Resolved – that the Committee: -

- i. Stresses the importance of consulting the local council and planners at the early stages of feasibility works
- ii. Expresses concern over the time it will take for the Council to receive any monetary gains
- iii. Requests that a further report is brought to the Committee when more certainty over the joint venture arrangements have been designed and that the decision report, when it comes for formal scrutiny, contains a clear outline of the governance arrangements to be put in place
- iv. Requests that the Chairman of the Committee contacts other scrutiny chairmen in other appropriate local authorities to seek their views on the success of joint venture arrangements

53. Horsham Enterprise Park

53.1 The Committee discussed a report by the Executive Director Place Services and Director of Property and Assets and made recommendations to the Cabinet Member for Finance on the way forward.

The meeting ended at 4.34 pm

Chairman

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Forward Plan of Key Decisions

The County Council must give at least 28 days' notice of all key decisions to be taken by members or officers. The Plan describes these proposals and the month in which the decisions are to be taken over a four-month period. Decisions are categorised according to the [West Sussex Plan](#) priorities of:

- **Best Start in Life** (those concerning children, young people and schools)
- **A Prosperous Place** (the local economy, infrastructure, highways and transport)
- **A Safe, Strong and Sustainable Place** (Fire & Rescue, Environmental and Community services)
- **Independence in Later Life** (services for older people or work with health partners)
- **A Council that Works for the Community** (finances, assets and internal Council services)

The most important decisions will be taken by the Cabinet sitting in public. The [schedule of monthly Cabinet meetings](#) is available on the website. The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the County Council's website and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing. [Published decisions](#) are also available via the website.

A key decision is one which:

- Involves expenditure or savings of £500,000 or more (except treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

Decision	A summary of the proposal.
Decision By	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
West Sussex Plan priority	Which of the five priorities in the West Sussex Plan the proposal affects.
Date added	The date the proposed decision was added to the Forward Plan.
Month	The decision will be taken on any working day in the month stated. If a Cabinet decision, it will be taken at the Cabinet meeting scheduled in that month.
Consultation/ Representations	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of Scrutiny Committee meetings.
Background Documents	The documents containing more information about the proposal and how to obtain them (via links on the website version of the Forward Plan). Hard copies are available on request from the decision contact.
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

Finance, assets, performance and risk management

Each month the Cabinet Member for Finance reviews the Council's budget position and may take adjustment decisions. A similar monthly review of Council property and assets is carried out and may lead to decisions about them. These are noted in the Forward Plan as 'rolling decisions'.

Each month the Cabinet will consider the Council's performance against its planned outcomes and in connection with a register of corporate risk. Areas of particular significance may be considered at the scheduled Cabinet meetings.

Significant proposals for the management of the Council's budget and spending plans will be dealt with at a scheduled Cabinet meeting and shown in the Plan as strategic budget options.

For questions contact Helena Cox on 033 022 22533, email helena.cox@westsussex.gov.uk.

Published: 9 March 2020


Forward Plan Summary

Summary of all forthcoming executive decisions in West Sussex Plan priority order

Page No	Decision Maker	Subject Matter	Date
 Best Start in Life			
5	Director of Property and Assets	Award of Contract for the replacement of Modular Units at Southwater Infant and Junior Schools, Horsham - Phase 1	March 2020
6	Cabinet Member for Education and Skills	Admission Arrangements for Community and Voluntary Controlled Schools in West Sussex and the Coordinated Scheme of Admissions	March 2020
7	Director of Property and Assets	Award of Contract for the replacement All Weather Pitch at The Weald School, Billingshurst	March 2020
7	Acting Executive Director Children, Young People and Learning	Remodelling of Cissbury Lodge Children's Home, Worthing	March 2020
8	Cabinet	Scope of services for a proposed Children's Trust	April 2020
9	Cabinet	Small Schools Proposals	April 2020
11	Director of Property and Assets	Award of Contract for the replacement of Modular Units at Southwater Infant and Junior Schools, Horsham - Phase 2	April 2020
11	Director of Education and Skills	Contract Extension for the Provision of Adult Education Services provided by Aspire Sussex Ltd	April 2020
12	Cabinet Member for Education and Skills	Expansion of Queen Elizabeth II Silver Jubilee School, Horsham	April 2020
13	Acting Executive Director Children, Young People and Learning	Remodelling of May House and Seaside Children's Homes	April 2020
14	Cabinet Member for Children and Young People	Children Looked After and Care Leavers' Strategy 2020-2024	April 2020
15	Cabinet Member for Education and Skills	Provision of new school hall at Thorney Island Primary School	April 2020
16	Acting Executive Director Children, Young People and Learning	Award of contract for remodelling works at Cissbury Lodge Children's Home, Worthing	May 2020
17	Cabinet	Woodlands Mead College Site, Burgess Hill - Allocation of Funding for Project Delivery	May 2020
18	Acting Executive Director Children, Young People and Learning	Award of contract for remodelling works at May House and Seaside Children's Homes	June 2020
18	Cabinet	Adoption of the West Sussex Children First Strategic Approach	July 2020
 A Prosperous Place			

19	Director of Highways, Transport and Planning	Adur and Worthing Agency Agreement for Parking Services	March 2020
20	Cabinet Member for Economy and Corporate Resources	Crawley Growth Programme: Approval of amendments to project funding allocations	March 2020
21	Cabinet Member for Highways and Infrastructure	Highways and Transport Delivery Programmes 2020/21	March 2020
22	Executive Director Place Services	Converged Fibre Connectivity	March 2020
23	Executive Director Place Services	Worthing Public Realm Works - Adur and Worthing Growth Programme	March 2020
24	Executive Director Place Services	Partial demolition: County Buildings Crawley	March 2020
25	Cabinet Member for Highways and Infrastructure	Licensing of Tables and Chairs on the Highway	March 2020
26	Director of Highways, Transport and Planning	Award of contracts for Highway Maintenance Specialist Services	April 2020
27	Director of Highways, Transport and Planning	Award of contracts for Highway Maintenance Services, Lots 4, 5 & 6	May 2020
28	Cabinet Member for Highways and Infrastructure	Review of the Integrated Parking Strategy	May 2020
28	Cabinet Member for Highways and Infrastructure	Chichester On-Street Parking Management Plan	May 2020
29	Director of Highways, Transport and Planning	A29 Realignment Scheme - submission of planning application	May 2020
 A Strong, Safe and Sustainable Place			
30	Chief Fire Officer	Award of contract for 33 wheelchair accessible minibuses	March 2020
31	Executive Director Place Services	Worthing Community Hub Award of Contract	March 2020
32	Cabinet Member for Environment	Electric Vehicle Charging Procurement	March 2020
32	Executive Director Adults and Health	Extension of Day Services Contracts (Adults with Learning Disabilities)	March 2020
33	Executive Director Adults and Health	Procurement Housing Related Support Services	March 2020
35	Cabinet Member for Adults and Health	Supported Living Services Procurement	March 2020
36	Cabinet Member for Environment	West Sussex Minerals and Waste Development Scheme 2020-2023	April 2020
 Independence in Later Life			
37	Cabinet Member for Adults and Health	Review of fees and charges for commissioned services	March 2020
37	Cabinet Member for Adults and Health	Commissioning of Extra Care Contracts	March 2020
38	Executive Director Adults and Health	Discharge to Assess with Reablement Care Services	March 2020

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39	Cabinet	Adults' Services Improvement - Next Steps	April 2020
 A Council that works for the Community			
40	Cabinet Member for Economy and Corporate Resources	Procurement of a Construction Framework	March 2020
41	Director of Finance and Support Services	Procurement of Print Management Service Contract	March 2020
42	Director of Finance and Support Services	Approval: Professional Services Framework	March 2020
43	Executive Director Place Services	Award of Contract for Self Service Library Kiosks	March 2020
43	Cabinet Member for Adults and Health	Procurement of Mortuary Services	March 2020
44	Leader, Cabinet Member for Finance	Total Performance Monitor (Rolling Entry)	Between April 2019 and March 2020
45	Cabinet Member for Finance	Property Review (Rolling Entry)	Between April 2019 and March 2020
45	Director of Finance and Support Services	Award of Contract: Business Management Solution	April 2020

Best Start in Life

Director of Property and Assets

Award of Contract for the replacement of Modular Units at Southwater Infant and Junior Schools, Horsham - Phase 1	
<p>In order to accommodate the demand for pupil places in the Southwater area of Horsham it is necessary to replace the modular teaching accommodation at Southwater Infant and Junior Schools. In January 2020 the Cabinet Member for Education and Skills approved the allocation of additional monies from Section 106 funds to enable this replacement work to take place(decision reference ES07(19/20)). As part of this decision he also delegated authority to the Director of Property and Assets to award the contract for carrying out these works.</p> <p>The feasibility work and detailed design for the replacement of the four modular units have now been completed and planning permission granted. The work will be divided into two elements and tendered as two separate contracts:-</p> <p>Phase 1 - The Supply and Installation of Modular Units Phase 2 - Enabling Works</p> <p>A competitive tendering exercise for Phase 1, will now commence. On completion the Director of Property and Assets will be asked to approve the award of the contract to the preferred provider to supply and install the Modular Units.</p>	
Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	12 February 2020
Month	March 2020
Consultation/ Representations	<p>School Parents and Residents Parish and District Councils</p> <p>Representations concerning this proposed decision can be made to the Director of Property and Assets via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Cabinet Member Decision ES07(19/20)
Author	Carol Bruce Tel: 033 022 23055
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Admission Arrangements for Community and Voluntary Controlled Schools in West Sussex and the Coordinated Scheme of Admissions

The County Council has a statutory duty to set the school admission arrangements for community and voluntary controlled schools in West Sussex and to publish a national scheme of coordination for all schools. The scheme of coordination allows parents to complete one application form to the authority in which they reside, this is to ensure that each child receives one offer of a school place. It is proposed that the coordinated scheme for the normal admission round remains the same for 2021

With regard to admission arrangements the proposal is to make changes to the oversubscription criteria in two areas, to include a higher priority for children of staff who have been in post for more than two years in the school to which they are applying; and to include children who are subject of a Special Guardianship Order (SGO) to be considered as the same as Children Looked After in order of priority.

There are also proposals for consultation to move the catchment area for the Kilnwood Vale Development in North Horsham from the catchment area of Waterfield Primary School and Ifield Community College to a new Kilnwood Vale catchment for primary aged children and Millais and Forest catchment area for secondary age children.

The Cabinet Member will be asked to endorse the proposed admission arrangements for community and voluntary controlled schools in West Sussex for the academic year commencing September 2021 and approve the coordinated scheme of admissions.

Decision by	Mr Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	2 December 2019
Month	March 2020
Consultation/ Representations	<p>In accordance with admission regulations, consultation is taking place between December 2019 and end of January 2020 for a period in excess of the minimum 6 week requirement. The key stakeholders consulted include the Resources, School Organisation, Capital and Admissions (Resources and SOCA) sub-group of the Schools Forum, parents, school staff and governors, Diocesan Authorities and neighbouring local authorities. A consultation document is available on the West Sussex website and promoted through the local press.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the Author or officer contact, by the beginning of the month in which the decision is due to be taken</p>
Background Documents (via website)	None
Author	Ellie Evans Tel: 033022023582
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets**Award of Contract for the replacement All Weather Pitch at The Weald School, Billingshurst**

The County Council has a statutory duty to provide sufficient primary and secondary school places for all children who need a place. As part of the secondary school curriculum, Physical Education is a core subject and suitable provision is required to ensure a wide range of sport can be offered to ensure children are given the Best Start in Life.

The Weald School in Billingshurst accommodates 1700 pupils aged 11-18 and has a mix of indoor PE provision (sports hall, activity hall) and external provision (grass pitches, multi-use games area and All-Weather Pitch (AWP)).

The existing sand dressed AWP has reached the end of its life and requires replacement. The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from Section 106 contributions to undertake a project to replace the AWP and delegate authority to the Director of Property and Assets to award the contract for the works.

Following receipt of this authority from the Cabinet Member the Director of Property and Assets will be asked to approve the award of contract to the preferred contractor to undertake the replacement of the AWP.

Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	10 January 2020
Month	March 2020
Consultation/ Representations	School Representations concerning this proposed decision can be made to the Director of Property and Assets via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Philippa Hind Tel: 033 022 23041
Contact	Wendy Saunders - Tel: 033 022 22553

Acting Executive Director Children, Young People and Learning**Remodelling of Cissbury Lodge Children's Home, Worthing**

The children's in-house residential service is made up of six homes, of which three, including Cissbury Lodge, are currently closed and awaiting refurbishment whilst feasibility studies and design work are undertaken.

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A strategy for the residential service was approved by the Cabinet Member for Children and Young People in October 2019 (decision reference [CYP03\(19/20\)](#)). It seeks to ensure that outcomes for vulnerable children are maximised and that long-term care costs are minimised. It is essential that the assets that enable support to children are redeveloped in order to support the delivery of this strategy as a part of the wider 'children first' improvement plan being driven forward by the Council.

Cissbury Lodge's contribution to the delivery of this strategy will come through the remodelling of the home to ensure the most efficient use of the existing footprint of the homes whilst maximising the potential service offering of the site. £300,000 of capital funding has already been approved to develop a design which will deliver the following services;

- An enhanced short breaks service incorporating 4 beds for children with profound and multiple learning disabilities (PMLD), to help support parents in maintaining these children within their homes,
- A residential service incorporating 6 beds for children with learning disabilities, to make better use of Council resources in allowing children to be placed closer to home and preventing costly out of county placements, and
- An outreach function supporting children and families to create stable home environments and prevent admission into full-time placements

The Executive Director Children, Young People and Learning will be asked to approve the allocation of £2.852m from the capital programme required to fund the delivery of works at Cissbury Lodge, and the commencement of a procurement process to appoint a contractor to undertake the remodelling.

Decision by	AnnMarie Dodds - Acting Executive Director Children, Young People and Learning
West Sussex Plan priority	Best Start in Life
Date added	12 February 2020
Month	March 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director Children, Young People and Learning, via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision CYP03(19/20)
Author	Jackie Wood Tel: 033 022 26587
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet

Scope of services for a proposed Children's Trust

In order to meet the requirements of the Direction made by the Secretary of State, Department for Education (DfE) on 17th December 2019, the County Council will take steps for a range of its Children's Services to be delivered through an alternative delivery model (referred to as a Children's Trust). The detailed proposals for the establishment and operation of the Trust and its relationship to the County Council will be described in a Memorandum of Understanding between the Council and the DfE.

It is expected that this document will be concluded during April 2020, with a view to planning for the operation of the Trust to take effect in the Spring of 2021.

The Cabinet will take a decision on the proposed scope of services to be included in the proposed Trust and the programme of work for the establishment of the Trust and other critical aspects of the project which need to be included in the Memorandum of Understanding.

Decision by	Mr Marshall, Mr Jupp, Mrs Urquhart, Mrs Russell, Mr Elkins, Mrs Jupp, Mr Lanzer, Mr Hunt, Mr Crow - Cabinet
West Sussex Plan priority	Best Start in Life
Date added	25 February 2020
Month	April 2020
Consultation/ Representations	Children and Young People's Services Scrutiny Committee – 7 April 2020 Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Garath Symonds Tel: 033 022 22511
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet

Small Schools Proposals

In September 2019 the Cabinet Member for Education and Skills took a [decision](#) (decision reference ES02(19/20)) to approve the commencement of a consultation in relation to proposals for change at the following schools:-

- Clapham and Patching CE Primary School, Clapham, Worthing
- Compton and Up Marden CE School, Compton, Chichester
- Rumboldswyke CE Infants' School, Chichester
- Stedham Primary School, Stedham, Midhurst
- Warninglid Primary School, Warninglid, Haywards Heath

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The consultation ended on 25th November 2019. Following assessment of the outcome of the consultation the Cabinet took a [decision](#) to consult on the following specific proposals (decision reference CAB10(19/20)):-

- a) Closure of Clapham and Patching C of E Primary School by September 2020 whilst continuing to discuss academisation proposals which the County Council will encourage and support.
- b) Closure of Rumboldswyke C of E Infant School effective September 2020.
- c) Relocation of Warninglid Primary School and the federation of the school by September 2021 (subject to developers progress).
- d) Closure of Stedham Primary School by September 2020, whilst continuing to encourage and assist the school in its discussion on federation, which if agreed by the end of the consultation period (16 March 2020), will result in the consultation ceasing.

The consultation commenced on 3rd February 2020 and closes on 16th March 2020. As significant progress with proposals to form a federation with another school had been demonstrated, on 7 February 2020 the proposed closure of Stedham Primary School was removed from the consultation process.

Following assessment of the outcome of the consultation the Cabinet will be asked to determine the next steps and whether the proposals should be implemented.

Decision by	Mr Crow, Mr Hunt, Mrs Jupp, Mr Lanzer, Mr Jupp, Mr Marshall, Mrs Russell, Mrs Urquhart, Mr Elkins - Cabinet
West Sussex Plan priority	Best Start in Life
Date added	5 February 2020
Month	April 2020
Consultation/ Representations	Schools Governing Bodies Diocese of Chichester Education Parents and carers Children and Young People's Services Scrutiny Committee – 7 April 2020 Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Small Schools Task and Finish Group Meeting Notes Cabinet Member Decision (ES02 (19/20)) Initial Consultation Details Cabinet Decision (Cab10 (19/20))
Author	Graham Olway Tel: 033 022 23029
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

Award of Contract for the replacement of Modular Units at Southwater Infant and Junior Schools, Horsham - Phase 2

In order to accommodate the demand for pupil places in the Southwater area of Horsham it is necessary to replace the modular teaching accommodation at Southwater Infant and Junior Schools. In January 2020 the Cabinet Member for Education and Skills approved the allocation of additional monies from Section 106 funds to enable this replacement work to take place (decision reference [ES07\(19/20\)](#)). As part of this decision he also delegated authority to the Director of Property and Assets to award the contract for carrying out these works.

The feasibility work and detailed design for the replacement of the four modular units have now been completed and planning permission granted. The work will be divided into two elements and tendered as two separate contracts:-

Phase 1 - The Supply and Installation of Modular Units Package
Phase 2 - Enabling Works

The tendering process for Phase 1 is due to start shortly; a competitive tendering exercise for Phase 2 will also now commence. On completion the Director of Property and Assets will be asked to approve the award of the contract to the preferred provider to deliver the Enabling Works.

Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	12 February 2020
Month	April 2020
Consultation/ Representations	School Parents and local residents Parish and District Councils Representations concerning this proposed decision can be made to the Director of Property and Assets via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	Cabinet Member Decision ES07(19/20)
Author	Carol Bruce Tel: 033 022 23055
Contact	Wendy Saunders Tel: 033 022 22553

Director of Education and Skills

Contract Extension for the Provision of Adult Education Services provided by Aspire Sussex Ltd

The provision of Adult Education Services is delivered through a contract with Aspire Sussex Ltd. The contract was let on a 3 year term, commencing 1 August 2017, with the option for a 2 year extension. The services provided through the contract include the

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delivery of a wide range of community learning and adult skills courses, including courses for those with learning difficulties.

The initial contract term ends in August 2020; the Director of Education and Skills will be asked to approve the extension of the contract for a further two years to 31 August 2022. Taking up the extension will allow the County Council to explore future delivery models.

Decision by	Paul Wagstaff - Director of Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	5 February 2020
Month	April 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Director of Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Jessica Coleman Tel: 033 022 28560
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Expansion of Queen Elizabeth II Silver Jubilee School, Horsham

The Special Educational Needs and Disability (SEND) Strategy 2019-2024 aims to provide high quality local education provision for children and young people with SEND and optimise value for money from the High Needs Block of the Dedicated Schools Grant. As part of the development of the SEND Strategy, the County Council has identified an increased demand for extra provision in Special Schools across West Sussex to meet increasing needs. There is a requirement to both increase places at certain special schools and to ensure existing school accommodation meets the needs of the pupils on roll.

Following a review of current numbers on roll and the existing accommodation at Queen Elizabeth II Silver Jubilee School in Horsham the need for additional accommodation has been identified, to ensure suitable provision for the needs of the pupils currently on roll. The school caters for a wide-range of Special Educational Needs and Disability for pupils aged between 2 and 19, including children with severe learning difficulties, complex social and communication difficulties, profound and multiple learning difficulties and complex needs.

A proposed project to deliver an increase in space would enable the school to offer suitable accommodation and support spaces for 105 pupils.

The feasibility work for the project to accommodate the pupils is now underway. Following detailed design and associated cost estimates the Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable the project to proceed.	
Decision by	Mr Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	19 February 2020
Month	April 2020
Consultation/ Representations	Schools Parents and local residents Parish and District Councils Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Acting Executive Director Children, Young People and Learning

Remodelling of May House and Seaside Children's Homes

The children's in-house residential service is made up of six homes, of which three, including May House and Seaside, are currently closed and awaiting refurbishment whilst feasibility studies and design work are undertaken.

A strategy for the residential service was approved by the Cabinet Member for Children and Young People in October 2019 (decision reference [CYP03\(19/20\)](#)). It seeks to ensure that outcomes for vulnerable children are maximised and that long-term care costs are minimised. It is essential that the assets that enable support to children are redeveloped in order to support the delivery of this strategy as a part of the wider 'children first' improvement plan being driven forward by the Council.

To support the delivery of this strategy, the May House and Seaside sites will be remodelled to ensure the most efficient use of the existing space whilst maximising the potential service offering of each site. £225,000 of capital funding has already been approved to develop designs which will deliver the following services;

- For May House, to provide emergency placements of up to 28 days to facilitate appropriate assessments, particularly for those young people with complex needs who require support to divert them away from secure care, and

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- For Seaside, to provide placements for children on the 'edge of care' who are at risk of entering the care system, to work with these children and young people to help them into a supported placement or prepare them for independent living

The Executive Director Children, Young People and Learning will be asked to approve the allocation of £2.503m from the capital programme required to fund the delivery of works at May House and Seaside, and the commencement of a procurement process to appoint a contractor to undertake the remodelling at both sites.

Decision by	AnnMarie Dodds - Acting Executive Director Children, Young People and Learning
West Sussex Plan priority	Best Start in Life
Date added	19 February 2020
Month	April 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director Children, Young People and Learning, via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	Children's Residential Strategy (CYP03(19/20))
Author	Jackie Wood Tel: 033 022 26587
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Children and Young People

Children Looked After and Care Leavers' Strategy 2020-2024	
<p>The current Children Looked After and Care Leaver's Strategy (2018-21) is being updated following the Ofsted inspection of 2019 and the appointment of a Commissioner to work with West Sussex County Council</p> <p>The update is necessary to ensure a strategic approach and evidence our commitment to ensuring that children who are looked after by the authority are happy, healthy, and safe and have the opportunity to achieve their full potential.</p> <p>The proposed new strategy is the product of consultation with the Children in Care Council, Corporate Parenting Panel and partners. It will have an annually updated action plan to enable the service to measure delivery against the objectives outlined in the strategy and ensure resources are targeted so as to improve the quality of life for children and young people in the care of the local authority.</p> <p>The Cabinet Member for Children and Young People is asked to support the adoption of the Children Looked After and Care Leavers' Strategy 2020-24.</p>	
Decision by	Mrs Russell - Cabinet Member for Children and Young People

West Sussex Plan priority	Best Start in Life
Date added	2 March 2020
Month	April 2020
Consultation/ Representations	<p>Corporate Parenting Panel - 12 March 2020 Children in Care Council Health Education Local Safeguarding Partnership Staff and Young People living in County Council Children's Homes</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Cabinet Member Decision CYP04 (17/18)
Author	Jackie Wood Tel: 033 022 26587
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Provision of new school hall at Thorney Island Primary School	
<p>The County Council has a statutory duty to provide sufficient school places for all children who need a place. Over recent years there has been an increase in pupil numbers at Thorney Island Primary School and an enlarged school hall is now required to provide sufficient and suitable accommodation for the additional children.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from the Basic Need Capital Programme to enable the project to proceed.</p>	
Decision by	Mr Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	21 August 2019
Month	April 2020
Consultation/ Representations	<p>School Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken</p>

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Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders - Tel: 033 022 22553

Acting Executive Director Children, Young People and Learning

Award of contract for remodelling works at Cissbury Lodge Children's Home, Worthing	
<p>The children's in-house residential service is made up of six homes, of which three, including Cissbury Lodge, are currently closed and awaiting refurbishment whilst feasibility studies and design work are undertaken.</p> <p>A strategy for the residential service was approved by the Cabinet Member for Children and Young People in October 2019 (decision reference CYP03(19/20)). It seeks to ensure that outcomes for vulnerable children are maximised and that long-term care costs are minimised. It is essential that the assets that enable support to children are redeveloped in order to support the delivery of this strategy as a part of the wider 'children first' improvement plan being driven forward by the Council.</p> <p>Cissbury Lodge's contribution to the delivery of this strategy will come through the remodelling of the home to ensure the most efficient use of the existing footprint of the homes whilst maximising the potential service offering of the site.</p> <p>As part of a separate decision process approval will be sought from the Executive Director Children, Young People and Learning for the commencement of a procurement to undertake these remodelling works. Once the procurement process has been completed the Executive Director will be asked to agree the award of contract to the preferred contractor for the delivery of works at Cissbury Lodge.</p>	
Decision by	AnnMarie Dodds - Acting Executive Director Children, Young People and Learning
West Sussex Plan priority	Best Start in Life
Date added	19 February 2020
Month	May 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director Children, Young People and Learning via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Jackie Wood Tel: 033 022 26587

Contact	Wendy Saunders Tel: 033 022 22553
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Cabinet

Woodlands Meed College Site, Burgess Hill - Allocation of Funding for Project Delivery	
<p>Woodlands Meed is a Special School and College for 2-19 year olds located in Burgess Hill. The existing accommodation at the College site has a number of condition issues meaning the College is unable to offer the full curriculum and unable to accommodate the full range of Special Educational Needs.</p> <p>In order to address this, in February 2019 the Cabinet Member for Education and Skills took a decision (ES18 (18/19)) to approve the allocation of £0.5m from the Capital Programme to enable a costed design to be produced for rebuilding and expanding Woodlands Meed College on its current site. This has involved the appointment of a full design team through the County Council's Multi-Disciplinary Consultant to undertake the design work required to develop the feasibility design into a formal proposal enabling costs to be sought for all elements of the proposal.</p> <p>A further survey of the existing building's condition and suitability to meet the needs of the College's students has now been undertaken. Following assessment of the outcome of this survey and exploration of access options Cabinet will be asked to agree the allocation of funds from the Capital Programme to enable the new investment at Woodlands Meed to proceed.</p>	
Decision by	Mr Marshall, Mr Jupp, Mrs Urquhart, Mrs Russell, Mr Elkins, Mr Lanzer, Mrs Jupp, Mr Hunt, Mr Crow - Cabinet
West Sussex Plan priority	Best Start in Life
Date added	1 July 2019
Month	May 2020
Consultation/ Representations	<p>School Cabinet Member for Finance and Resources Children and Young People's Services Scrutiny Committee – 4 December 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Cabinet Member Decision ES18(18/19)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders - 033 022 22553

Acting Executive Director Children, Young People and Learning

Award of contract for remodelling works at May House and Seaside Children's Homes

The children's in-house residential service is made up of six homes, of which three, including May House and Seaside, are currently closed and awaiting refurbishment whilst feasibility studies and design work are undertaken.

A strategy for the residential service was approved by the Cabinet Member for Children and Young People in October 2019 (decision reference [CYP03\(19/20\)](#)). It seeks to ensure that outcomes for vulnerable children are maximised and that long-term care costs are minimised. It is essential that the assets that enable support to children are redeveloped in order to support the delivery of this strategy as a part of the wider 'children first' improvement plan being driven forward by the Council.

To support the delivery of this strategy, the May House and Seaside sites will be remodelled to ensure the most efficient use of the existing space whilst maximising the potential service offering of each site.

As part of a separate decision process approval will be sought from the Executive Director Children, Young People and Learning for the commencement of a procurement to undertake these remodelling works. Once the procurement process has been completed the Executive Director will be asked to agree the award of a contract to the preferred contractor for the delivery of works at May House and Seaside Children's Homes.

Decision by	AnnMarie Dodds - Acting Executive Director Children, Young People and Learning
West Sussex Plan priority	Best Start in Life
Date added	19 February 2020
Month	June 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director Children, Young People and Learning via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Jackie Wood Tel: 033 022 26587
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet

Adoption of the West Sussex Children First Strategic Approach

In collaboration with partners across West Sussex the County Council is developing a West Sussex Children First Strategic Approach. This will set out the direction and

commitment for how partners in West Sussex will deliver a shared vision for children and young people placing children at the heart of all we do.

It will be a single over-arching strategic approach based on the West Sussex Plan, the Health and well-Being Strategy and Children's Services Practice Improvement Plan for Social Care as well as other key strategies where outcomes for children, young people and their families will be improved. It will set out how West Sussex will be a great place for children and young people, where all, including those who are vulnerable or disadvantaged, have the best possible start in life and are supported by the whole community to succeed.

Cabinet will be asked to approve the adoption of the West Sussex Children First Strategic Approach.

Decision by	Mr Marshall, Mr Jupp, Mrs Russell, Mr Elkins, Mrs Urquhart, Mrs Jupp, Mr Lanzer, Mr Hunt, Mr Crow - Cabinet
West Sussex Plan priority	Best Start in Life
Date added	27 August 2019
Month	July 2020
Consultation/ Representations	Internal (County Council) and external partners including Health and Well-being Board; Local Safeguarding Partnership; Community Safety; Schools (primary and secondary) Health; Police; Children and Young People; District and Borough Councils. Children and Young People's Services Scrutiny Committee – 4 June 2020 Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Ann Marie Dodds Tel: 033 022 29331
Contact	Wendy Saunders - Tel: 033 022 22553

A Prosperous Place

Director of Highways, Transport and Planning

Adur and Worthing Agency Agreement for Parking Services

In 2015, the County Council entered into a five-year Agency Agreement with Adur and Worthing local authorities for the procurement, management and operation of Civil Parking Enforcement and the operational management of the Worthing Controlled Parking Zone.

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The Agreement, which expires on 31 March 2020, has been reviewed and the County Council wishes to extend the Agreement subject to some variations that reflect current working practices.

The Director for Highways, Transport and Planning will be asked to approve the extension of the Agency Agreement for a period of four years.

Decision by	Matt Davey - Director of Highways, Transport and Planning
West Sussex Plan priority	A Prosperous Place
Date added	20 December 2019
Month	March 2020
Consultation/ Representations	Adur and Worthing local authorities Director of Law and Assurance Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Miles Davy Tel: 033 022 26688
Contact	Judith Shore 033 022 26052

Cabinet Member for Economy and Corporate Resources

Crawley Growth Programme: Approval of amendments to project funding allocations

In August 2017 the Leader approved the Crawley Growth Programme [LDR04 17.18](#) and following approval of the business case by the West Sussex Local Enterprise Partnership, delegated authority to the Executive Director Economy, Infrastructure and Environment* to progress the projects. In December 2017 [OKD03\(17-18\)](#) the Executive Director Economy, Infrastructure and Environment* agreed Crawley Growth Programme project funding allocations and delivery governance.

A number of projects have been developed, designed and delivered under the guidance of the Crawley Growth Board. This includes a successful bid to the Coast to capital LEP for an additional £820k of funding and the extension of the programme.

The Cabinet Member is asked to approve the addition of £820k to the overall Crawley growth program, which will be used to extend the Manor Royal Bus Lane project.

* post is now *Executive Director of Place Services*

Decision by	Mr Lanzer - Cabinet Member for Economy and Corporate Resources
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West Sussex Plan priority	A Council that Works for the Community.
Date added	2 December 2019
Month	March 2020
Consultation/ Representations	Crawley Growth Board which includes Crawley Borough Council and West Sussex County Council. Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Marie Ovenden Tel: 033 022 23854
Contact	Suzannah Hill Tel. 033 022 22551

Cabinet Member for Highways and Infrastructure

Highways and Transport Delivery Programmes 2020/21	
<p>The Highway and Transport Delivery Programmes identify capital highways infrastructure maintenance and transport improvement schemes for delivery during 2020/21 and beyond. Capital funding for the Delivery Programmes is predominantly received from the Government for roads maintenance (the Local Highway Maintenance Block), and transport improvements (the Integrated Transport Block) supported by additional funding from developer agreements and contributions.</p> <p>The indicative forward programmes for Highway Infrastructure Maintenance, Local Transport Improvements (LTIP) and Community Highway Schemes (CHS), have informed the 2020/21 Highways and Transport Delivery Programmes. These provide transparency of the maintenance and improvements investment needs, and the funding priorities prepared and selected for review and approval in this decision.</p> <p>The Cabinet Member will be asked to approve –</p> <ol style="list-style-type: none"> 1. The Local Highway Maintenance Block funded Delivery Programmes to allow implementation of schemes for delivery from 1 April 2020. 2. The Integrated Transport Block funded Delivery Programmes to commencement and implementation of schemes from 1 April 2020. 3. That the Highway and Transport Delivery Programme for 2020/21 is circulated to County Local Committees and other appropriate stakeholders and published on the West Sussex highways webpages for information. 4. That the Director of Highways, Transport and Planning has delegated authority to adjust the 2020/21 Highway and Transport Delivery Programme to take account of budgetary pressures and any changes in priority arising as a result of network availability, emergencies, or other operational circumstances, in consultation with the Cabinet Member. 	
Decision by	Mr Elkins - Cabinet Member for Highways and Infrastructure

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West Sussex Plan priority	A Prosperous Place
Date added	17 December 2019
Month	March 2020
Consultation/ Representations	<p>The County Local Committees will be informed and asked to note schemes in their specific areas (anticipated during the February/March 2020 round of meetings).</p> <p>Internal consultation in development of the Delivery Programmes – those responsible for assets and programme leads within the Highways, Transport and Planning service.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Rowan Sheppard Tel: 033 022 23627
Contact	Judith Shore 033 022 26052

Executive Director Place Services

Converged Fibre Connectivity
<p>The County Council recognises the strategic importance of next generation connectivity that can facilitate the delivery of future public services and improve the local economy. Ultrafast (gigabit) broadband is the next generation of connectivity, capable of delivering speeds of 1Gb (1000Mb) or more using pure optical fibre. In partnership with all district and boroughs (through the West Sussex Full Fibre Programme Board), the County Council is working to make this infrastructure more readily available.</p> <p>As an initial governance step, at its meeting on 18 February 2020 the West Sussex County Council Cabinet endorsed the Leader's approval of proposals for the allocation of the West Sussex business rate pool. The District and Borough Chief Executives and Leaders have agreed allocations for funding from the business rates pool for digital infrastructure projects and initiatives in flight and set to begin imminently.</p> <p>The Cabinet decision delegated to the Executive Director of Place Services the authority to implement the programme, including any project level key decisions, in consultation with West Sussex Councils' Chief Executives Group and the Cabinet Member for Economy and Corporate Resources</p> <p>A project-level key decision is now required to deliver a Converged Fibre Connectivity bid in partnership with Coast to Capital Local Enterprise Partnership. The Executive Director will be asked to award a contract using the Scape Framework via a partnership with Mid Sussex District Council. The contract for network build will commence from April 2020 and will deliver open access duct and/or fibre to connect Crawley (including Manor Royal), Horsham and Haywards Heath to the Burgess Hill Fibre Exchange (BHFx).</p>

Decision by	Lee Harris - Executive Director Place Services
West Sussex Plan priority	A Prosperous Place
Date added	5 February 2020
Month	March 2020
Consultation/ Representations	West Sussex Full Fibre Programme Board; Bob Lanzer, Cabinet Member for Economy and Corporate Resources Representation can be made by via the officer contact.
Background Documents (via website)	None
Author	Sarah Bazen Tel: 033022 22374
Contact	Suzannah Hill Tel: 033 022 22551

Executive Director Place Services

Worthing Public Realm Works - Adur and Worthing Growth Programme
<p>The approved Adur and Worthing Growth Programme identified public realm improvements in Worthing town centre to support the development of the regeneration sites and the town's future economy. A £12m programme of 8 public realm schemes between the station and the seafront was identified. West Sussex County Council (WSCC) committed £5m of growth funding to deliver the first phases of the programme. Worthing Borough Council (WBC) are committing to fund the remainder of the schemes through CIL, s106 contributions and direct developer contributions.</p> <p>Portland Road was identified as the first phase with South Street following on later. Following the working up of the preliminary designs for Portland Road the detailed costs to deliver the scheme rose from the initial options appraisal estimate of £1m to £2.7m. This was based on extensive public consultation and work with the Worthing Town Centre Improvements Project Board. Portland Road is still deliverable within the WSCC committed growth funding, but the increased cost of Portland Road had an implication on the phasing of the public realm package and what the WSCC capital can deliver within this.</p> <p>Following a public realm board meeting on 6th June it was decided that the initial South Street preliminary design work should be paused, with the exception of the completion of a bus operational study, and pushed back to later in the phasing plan when CIL money will become available. The remaining preliminary design funds were instead diverted to complete the detailed design work for Portland Road to get it ready for contract tender and procurement and delivery.</p> <p>The remaining capital allocated to the public realm programme will allow WSCC to bring forward the Railway Approach scheme in the public realm package phasing plan and deliver it (estimated at £1.3m to deliver) instead of South Street (estimated at £4m to deliver).</p> <p>Railway Approach is a pivotal scheme in the public realm package outside of Worthing Station. It will improve the accessibility of the station and links through to the town</p>

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centre enhancing the resident and visitor experience of Worthing and help to provide a greater sense of place on arrival.

WBC committed to forward fund part of the design costs for Railway Approach so that design work could start immediately.

The Executive Director Place Services will be asked to give authority to proceed with the procurement for delivery of the Portland Road public realm scheme and to proceed with the design of the Railway Approach public realm scheme.

Decision by	Lee Harris - Executive Director Place Services
West Sussex Plan priority	A Prosperous Place
Date added	13 May 2019
Month	March 2020
Consultation/ Representations	Cabinet Member for Economy and Corporate Resources. Local Business Design Workshop Sep 2018, Stakeholder workshop Oct 2018, Public Exhibitions and consultation January - February 2019 Representation concerning the proposed decision can be made to the Executive Director Place Services via the author or service contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Nick Burrell Tel: 033 022 23881
Contact	Suzannah Hill Tel: 033 022 22551

Executive Director Place Services

Partial demolition: County Buildings Crawley

In August 2017 the Leader approved the Crawley Growth Programme [LDR04 17.18](#) and following approval of the business case by the West Sussex Local Enterprise Partnership, delegated authority to the Executive Director Economy, Infrastructure and Environment (title now the Executive Director of Place Services) to progress the projects. Redevelopment of the County Buildings site in Crawley, currently within West Sussex County Council ownership, is central to achieving committed outcomes in both the Crawley Growth Programme and the One Public Estate Programme. Initial viability work has identified the opportunity to deliver up to 195 homes and 4,780sqm of commercial space on the site offering an annual yield of over £1m and a significant capital receipt.

Decision FR07 (19/20) approved a full demolition of the site, however further work has identified benefit in moving towards a partial demolition of the site, this will allow services, including the Coroners court to remain on site.

The Executive Director will be asked to endorse a partial demolition leaving Centenary house in situ and commence procurement for the demolition phase of the project.

A further key decision to award the contract will be published in due course.

Decision by	Lee Harris - Executive Director Place Services
West Sussex Plan priority	A Prosperous Place
Date added	12 February 2020
Month	March 2020
Consultation/ Representations	Crawley One public estate group; Crawley growth Board; Cabinet Member for Economy and Corporate Resources; Cabinet Member for finance. Representation can be made via the officer contact prior to the beginning of the month in which the decision is due.
Background Documents (via website)	None
Author	Marie Ovenden Tel: 033 022 23854
Contact	Suzannah Hill Tel. 033022 22551

Cabinet Member for Highways and Infrastructure

Licensing of Tables and Chairs on the Highway	
<p>It is a legal requirement for businesses to have a licence for tables and chairs positioned on the highway (this includes pavements) and the County Council must be able to assess each location for its suitability. The increasing number of tables and chairs on the highway has led to a significant rise in complaints.</p> <p>The licence fee, which includes the cost of undertaking site assessments, legal work in preparing the licences, advertising and the on-going management of the scheme must ensure full cost recovery.</p> <p>Further to the commitment to review the charging mechanism, there will be a full consultation with traders, stakeholders, the public and Members about the benefits of a scheme which takes into account the size of the area occupied by the tables and chairs.</p> <p>The Cabinet Member will be asked to consider the outcome of the consultation and agree a fee structure for the positioning of tables and chairs on the highway.</p>	
Decision by	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place

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Date added	29 January 2020
Month	March 2020
Consultation/ Representations	Stakeholder consultation commencing 27 January 2020. Environment and Communities Committee 5 March 2020. Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Michele Hulme Tel: 033 022 23880
Contact	Judith Shore Tel. 033 022 26052

Director of Highways, Transport and Planning

Award of contracts for Highway Maintenance Specialist Services	
<p>West Sussex County Council is a designated Highways Authority under the Highways Act 1980 and has a duty to maintain highways maintainable at public expense.</p> <p>In January 2019, the Cabinet Member for Highways and Infrastructure approved the commencement of a procurement process for a new Highways Maintenance Term Contract or set of contracts and delegated authority to the Director of Highways and Transport to finalise the terms of and award the Highway Maintenance Term Contract, or set of contracts at the conclusion of the procurement process.</p> <p>Following the conclusion of the formal procurement process, the Director of Highways, Transport and Planning will be asked to award contracts for the single supplier contracts for the following services:</p> <ul style="list-style-type: none"> A. Structures Inspections – Professional Divers B. Bespoke Fencing (Timber and Metal) for conservation C. Stone masonry for conservation D. Mechanical and Engineering maintenance for Pumps and Pump Stations E. Mechanical and Engineering maintenance for Bridge Systems 	
Decision by	Matt Davey - Director of Highways, Transport and Planning
West Sussex Plan priority	A Prosperous Place
Date added	9 March 2020
Month	April 2020
Consultation/ Representations	Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the

	officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Neil Hewitt Tel: 033 022 26937
Contact	Judith Shore Tel: 033 022 26052

Director of Highways, Transport and Planning

Award of contracts for Highway Maintenance Services, Lots 4, 5 & 6	
<p>West Sussex County Council is a designated Highways Authority under the Highways Act 1980 and has a duty to maintain highways maintainable at public expense.</p> <p>In January 2019, the Cabinet Member for Highways and Infrastructure approved the commencement of a procurement process for a new Highways Maintenance Term Contract or set of contracts and delegated authority to the Director of Highways and Transport to finalise the terms of and award the Highway Maintenance Term Contract, or set of contracts at the conclusion of the procurement process.</p> <p>In November 2019, the Director of Highways, Transport and Planning awarded contracts for Lots 1, 2 and 3 (core services, drainage cleansing, hedge and grass maintenance)</p> <p>A formal procurement process is underway for the delivery of highways improvements under Lots 4, 5 and 6 (carriageways, footways and infrastructure works) to be undertaken during the 2020-21 financial year.</p> <p>On completion, the Director of Highways, Transport and Planning will be asked to approve the award of the contract to the preferred contractors to deliver highways improvements during the 2020-21 financial year</p>	
Decision by	Matt Davey - Director of Highways, Transport and Planning
West Sussex Plan priority	A Prosperous Place
Date added	9 March 2020
Month	May 2020
Consultation/ Representations	<p>Director of Law and Assurance Director of Finance and Support Services</p> <p>Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Gary Rustell Tel: 033 022 26397

Contact	Judith 033 022 26052
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Cabinet Member for Highways and Infrastructure

Review of the Integrated Parking Strategy	
<p>The County Council's Integrated Parking Strategy (IPS) was previously reviewed in 2014 and, in the context of recent changes in national, regional and local conditions, requires a further review.</p> <p>The revised IPS will cover the period to 2024 and will seek to ensure that the County Council's parking policies remain appropriate and effective at meeting the needs of local communities, its traffic management responsibilities and the wider policies and agenda.</p> <p>The IPS will sit within and contribute towards the County Council's wider transport, economic, community, environment, and health strategies.</p> <p>The Cabinet Member for Highways and Infrastructure will be asked to approve the revised Integrated Parking Strategy.</p>	
Decision by	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	19 February 2020
Month	May 2020
Consultation/ Representations	<p>All County Councillors, District/Borough Councils, Sussex Police, Transport Operators and other stakeholders</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Miles Davy Tel: 033 022 26688
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Chichester On-Street Parking Management Plan	
<p>The decision to formally advertise the proposals for a Chichester (city wide) Parking Management Plan was delegated to the Director for Highways, Transport and Planning by the Cabinet Member for Highways and Infrastructure.</p> <p>The proposals are subject to a statutory advertisement and public consultation undertaken during February and March 2020.</p>	

<p>The Cabinet Member for Highways and Infrastructure will be asked to consider the results of the statutory advertisement, including any representations from the South Chichester County Local Committee, and decide whether, and how, any proposals should be implemented.</p>	
Decision by	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	9 March 2020
Month	May 2020
Consultation/ Representations	<p>Chichester District Council South Chichester County Local Committee Sussex Police All Parish Councils in the District Chichester BID Transport operators Residents in roads affected Other Stakeholders</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Miles Davy Tel: 033 022 26688
Contact	Judith Shore Tel: 033 022 26052

Director of Highways, Transport and Planning

A29 Realignment Scheme - submission of planning application

The A29 Realignment Scheme will deliver a new 4.34 km road to the east of Eastergate, Westergate and Woodgate villages. The scheme will be delivered in at least two phases. The full scheme (phases 1 and 2) has an estimated cost of £54.24m and will provide part of the highway infrastructure needed to support the planned strategic development of the area by providing access to land for residential and commercial development. The scheme will also alleviate traffic congestion along the existing A29, notably at the Woodgate level crossing which causes delays on to a key access route into Bognor Regis.

The Transport Business Case submitted to the Coast to Capital Local Enterprise Partnership (LEP) was approved by their Investment Board on 17 October 2019.

Subsequently, £9.90 million of Local Growth Funding was awarded for the delivery of Phase 1 (between A29 Fontwell Ave and B2233 Barnham Road) subject to entering into a funding agreement. The LEP has also agreed that further funds totalling £2.40 million will be earmarked for the delivery of Phase 2 should additional Government funding become available to the LEP.

In March 2019, the Cabinet Member for Highways and Infrastructure [approved](#) the route, business case, consultation and delegated the finalisation of the funding agreement, the procurement process and award of a design and build contractor for Phase 1 of the scheme to the Director of Highways and Transport.

In December 2019, the Director of Highways, Transport and Planning [entered](#) into a funding agreement with the LEP for Phase 1 of the scheme and awarded the design and build contract for phase 1 of the scheme to Jackson Civil Engineering Group Ltd

The Director of Highways, Transport and Planning will be asked to submit a planning application for Phase 1 of the scheme.

Decision by	Matt Davey - Director of Highways, Transport and Planning
West Sussex Plan priority	A Prosperous Place
Date added	19 February 2020
Month	May 2020
Consultation/ Representations	<p>Consultation took place between 26 February – 26 April 2019 and further consultation will be undertaken as part of the planning application process.</p> <p>Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Elaine Martin Tel: 033 022 24105
Contact	Judith Shore Tel: 033 022 26052

A Strong, Safe and Sustainable Place

Chief Fire Officer

Award of contract for 33 wheelchair accessible minibuses

As part of Decision [OKD25 19/20](#), a procurement process is currently underway to replace 33 wheelchair accessible minibuses as part of the Council's Fleet Asset Management Plan.

These vehicles will support the provision of home to school transport and some adult services routes operated by the Council.

Following the completion of the procurement process, the Chief Fire Officer seeks to award the Contract for the purchase of these vehicles to the bidder submitting the most economically advantageous tender .

Decision by	Sabrina Cohen-Hatton - Chief Fire Officer
West Sussex Plan priority	A Strong Safe and Sustainable Place
Date added	24 January 2020
Month	March 2020
Consultation/ Representations	Representations concerning this decision can be made to the Chief Fire Officer, Via the Officer Contact.
Background Documents (via website)	None
Author	Paul Mace Tel: 033 022 25443
Contact	Erica Keegan Tel: 0330 022 26050

Executive Director Place Services

Worthing Community Hub Award of Contract	
<p>This decision is subject to the approval of the decision by the Cabinet member for Safer, Stronger Communities on the Worthing Community Hub to approve the allocation of funds and commencement of a procurement process to allow the building works required to create a Community Hub in Worthing, based on the agreed detailed designs in the building currently known as Worthing Library and to delegate authority to the Executive Director of Place Services.</p> <p>The Executive Director Place Services will be asked to award the contract to the successful bidder in accordance with the Council's Standing Orders on Procurement and Contracts.</p>	
Decision by	Lee Harris - Executive Director Place Services
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	9 April 2019
Month	March 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director of Place Services, via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents	None

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(via website)	
Author	Lesley Sim Tel: 0330 022 24786
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Environment

Electric Vehicle Charging Procurement	
<p>At a meeting of the Cabinet on 3 December 2019, the County Council adopted an Electric Vehicle Strategy. This strategy sets out the County Council's vision for electric vehicles across the county, and the interventions required to deliver this vision. One of the actions is to enable a comprehensive and cohesive public charging solution on public land by appointing a market-based partner to provide the charging point network.</p> <p>The Cabinet Member for Environment will be asked to approve the decision to commence the procurement process and to delegate authority to the Director of Environment and Public Protection, in consultation with the Director of Highways to award the service concession contract following the procurement exercise.</p>	
Decision by	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	17 December 2019
Month	March 2020
Consultation/ Representations	<p>District and Borough Councils Internal stakeholders including legal, finance, procurement and highways</p> <p>Representations concerning this proposed decision can be made to the Executive Director Place Services, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Ruth O'Brien Tel: 033 022 26455
Contact	Judith Shore 033 022 26052

Executive Director Adults and Health

Extension of Day Services Contracts (Adults with Learning Disabilities)
Learning disability day services are delivered through contracts with 9 independent organisations.

These services, along with the Council's in-house day services, meet customers social care needs, as defined under the Care Act 2014, by promoting independent living and wellbeing by providing a range of functions:

- Support to those that struggle to access their community independently and for those with complex physical needs - personal and/or practical care at the day centre;
- Training and skills development to support independence;
- Work based training and support to enable people to move into supported or open employment;
- Coordination of social and recreational activities;
- Provision of a meeting place to build relationships beyond those with carers and staff, thus reducing social isolation and loneliness;
- Supported stimulating activities for people with profound multiple disabilities; and
- Carers respite.

Taking up the extension will allow the County Council and its health partners to explore future delivery models and associated cost structures which, in line with the Lifelong Disability and Autism Market Position Statement objectives, will lead to new models of support which focus on progression, increased independence and community based relationships resulting in a reduction of building base day services.

The contracts with the independent providers were let on a 5 year term, commencing 1st April 2015, with the option for a 2 year extension ([Decision Ref: HA11 12/13](#)). The Executive Director Adults and Health is asked to extend the contracts with the independent providers for a further two years to 31 March 2022.

Decision by	Kim Curry - Executive Director Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	12 February 2020
Month	March 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director for Adults and Health via the officer contact.
Background Documents (via website)	None
Author	Karen Young Tel: 0330 022 23794
Contact	Erica Keegan Tel: 0330 022 26050

Executive Director Adults and Health

Procurement Housing Related Support Services

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The current housing related support contractual arrangements from the 1st October 2019 were approved by the Executive Director of Adults and Health ([Decision Ref: OKD13 19/20](#)).

The services were recommissioned based on a revised financial envelope and were prioritised as green, amber and red, based on a strategic fit to the Council's priorities.

Amber services, listed within report [OKD13/1920](#), have been remodelled and recommissioned. This commissioning is based on the outcome of a partnership task and finish working group, which included representatives from the County Council and the District and Borough councils. In September 2019, the District and Borough partners committed to co-fund the services from 1st October 2020.

The extension of contracts for Amber Priority services were agreed until 31st March 2020. Following this the Director of Law and Assurance has agreed a Single Tender Waiver for 3 'Amber' Housing Related Support services with contracts to commence 1st April 2020 for a period of 6 months only. These short term single tenders will enable the council to run a full competitive tender, in partnership with District and Borough colleagues, as agreed by the Executive Director of Adults and Health ([Decision Ref: OKD13 19/20](#)) starting in March 2020, with new contracts starting on 1st October 2020. For this there will be a West Sussex County Council financial envelope of £350k per annum. This equates to £50k per District and Borough area. This funding will be matched by the relevant District or Borough Council.

The Executive Director Adults and Health will be asked to approve the commencement of a Procurement for Housing Related Support Services in West Sussex. The tender will be divided into 6 lots:

- Adur/Worthing – Indicative Contract Value = £200,000 per annum
- Chichester - Indicative Contract Value = £100,000 per annum
- Crawley - Indicative Contract Value = £100,000 per annum
- Horsham - Indicative Contract Value = £100,000 per annum
- Mid Sussex – Indicative Contract Value = £100,000 per annum
- Arun – Indicative Contract Value = £100,000 per annum

In Adur/Worthing, Chichester, Crawley and Horsham, the services will be based on a floating support model and will be tenure neutral. In Mid Sussex and Arun, the service will be mainly accommodation based and bidders must be able to provide at least 10 units of accommodation.

Decision by	Kim Curry - Executive Director Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	25 February 2020
Month	March 2020
Consultation/ Representations	Consultation: <ul style="list-style-type: none"> ● Partnership task and finish group including district and borough council representatives ● Health and Adult Social Care Scrutiny Committee – 12 June 2019

	Representations concerning this proposed decision can be made to the Executive Director Adults and Health, via the officer contact.
Background Documents (via website)	None
Author	Sarah L Leppard Tel: 0330 022 23774
Contact	Erica Keegan Tel:0330 022 26050

Cabinet Member for Adults and Health

Supported Living Services Procurement	
<p>Supported Living services are care, support and accommodation services purchased by the Council on behalf of people who have been assessed as having eligible social care needs. These services support people to live more independently through the provision of personal care and outreach support.</p> <p>The council currently commissions the majority of these services from a framework agreement which first commenced in April 2012 (Supported Living & Personal Support for Adults with Learning Disability Framework). In 2016 a new framework was let (Supported Living and Family Support Services for adults with learning disabilities and disabled children and young people in West Sussex Framework). This framework ends in March 2021.</p> <p>The commissioning of supported living is being reviewed with proposals being developed for new arrangements to be established across the county which will enable the achievement of our strategic aim to support more people to live in settled accommodation, with their family or in their own tenancy, for longer. The council will develop new arrangements considering: the challenges faced in the market - particularly around recruitment and retention of staff; the provision for increasingly complex individuals; the need to strengthen community networks and maximise customer independence; and develop services which meet the expectations of customers and their families.</p> <p>Following the review and wide-ranging stakeholder engagement, the Cabinet Member for Adults and Health will be asked to approve the commencement of a procurement process to source the future supported living services and delegate authority for Contract Award to the Executive Director Adults and Health.</p>	
Decision by	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	16 October 2019
Month	March 2020
Consultation/ Representations	Key Stakeholder engagement will inform this procurement including an online survey and market event.

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	Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Alison Nuttall Tel: 033 022 25936
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Environment

West Sussex Minerals and Waste Development Scheme 2020-2023	
<p>The County Council is required to prepare a Minerals and Waste Development Scheme which sets out how the County Council will prepare the minerals and waste local plans and other policy documents over a rolling three-year period.</p> <p>The current Scheme covers the period 2019-2022 and needs to be updated; the decision report will consider the revised Scheme for the period 2020-2023.</p> <p>The Cabinet Member for Environment will be asked to approve the West Sussex Minerals and Waste Development Scheme 2020-2023.</p>	
Decision by	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	19 February 2020
Month	April 2020
Consultation/ Representations	<p>Informal consultation with the South Downs National Park Authority</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Rupy Sandhu Tel: 033 022 26454
Contact	Judith Shore Tel: 033 022 26052

Independence in Later Life

Cabinet Member for Adults and Health

Review of fees and charges for commissioned services	
<p>The Cabinet Member will be asked to consider the fees and rates paid for commissioned services related to the Adult Social Care and Health portfolio for 2020-21. This will cover all services commissioned for older people and adults with either a learning disability, physical disability or mental health condition. The review will consider usual maximum rates for care homes and care homes with nursing; individually agreed rates paid to care homes and care homes with nursing; shared lives; and rates and fees paid for community-based services.</p>	
Decision by	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence In Later Life
Date added	24 January 2020
Month	March 2020
Consultation/ Representations	Representations concerning this decision can be made to the Cabinet Member for Adults and Health, via the Officer Contact.
Background Documents (via website)	None
Author	Debbie Young Tel: 033 022 24134
Contact	Erica Keegan Tel: 0330 022 26050

Cabinet Member for Adults and Health

Commissioning of Extra Care Contracts
<p>West Sussex County Council are working in partnership with District & Borough Councils, registered housing providers and registered care providers to develop and deliver extra care housing across West Sussex. The Council have commissioned care provision within 12 existing extra care services and are now looking to commence a procurement to source care provision for two new extra care housing schemes.</p> <p>Extra care housing provides specialist accommodation to adults primarily over the age of 55 years who require adapted properties and have eligible care and support needs as assessed in line with the Care Act 2014. The schemes provide individual adapted apartments, communal areas, a restaurant and an onsite care team. Extra care housing is enabling residents of West Sussex to remain independent within their communities and provides an alternative option to residential care.</p> <p>In 2017, Following a key decision by the Cabinet Member for Adults and Health, (Ref: ASCH916-17) the Council set up a new dynamic purchasing system (DPS) framework for extra care housing. The DPS allows the Council to approve and add new appropriately qualified care providers to the framework at any time. All providers on the DPS will meet core requirements. When new schemes are developed or there is a need for a change of</p>

Agenda Item 5

care provider in an existing scheme, the DPS will be used to source the care provision. Alongside the DPS, the 12 current schemes were awarded new care contracts for 3 years with the possibility of a further 2-year extension.

Since the commencement of the DPS two new extra care schemes have been in development with building work having now commenced on both. Monaveen in Westergate will open to its first residents in December 2020 and Lingfield Lodge in East Grinstead will be completed in March 2021.

The Cabinet Member for Adults and Health will be asked to agree the extension of the current contracts for existing services, extension of the DPS framework, and approval to commence a procurement process through the DPS to source the future care provision for the two new schemes.

Following procurement, the Cabinet Member for Adults and Health will be asked to delegate authority for contract award to the Executive Director Adults and Health.

Decision by	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	3 February 2020
Month	March 2020
Consultation/ Representations	Utilised Internal Officer Specialisms Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health via the officer contact.
Background Documents (via website)	
Author	Carrie Anderson Tel: 0330 022 22996
Contact	Erica Keegan Tel: 0330 022 26050

Executive Director Adults and Health

Discharge to Assess with Reablement Care Services

Discharge to Assess with Reablement services are designed for hospital patients who are medically fit for discharge, but unable to immediately return home; it is a model recognised by NHS England as facilitating earlier discharge and/or reducing the number and length of delays in discharge from hospital for older people.

The key objectives delivered through Discharge to Assess are:

- Reduction of delayed transfers of care (DTOC) between health and social care;
- reduced level of dependency for as many customers as possible;
- ensuring that no long-term decisions concerning customers' care needs are made in an acute setting

Contracts for the provision of Discharge to Assess with Reablement services were awarded in 2018, for an initial fixed term of 2-years with options to extend to a maximum of 5-years, through an EU Procurement exercise conducted following approval of Cabinet Decision [AH01 17-18](#).

The initial contract term comes to an end on 31st March 2020, an extension of 2-years has been requested by Adults Operations to support the Adults and Health Step-Up, Step-Down programme.

The Executive Director Adults and Health will be asked to agree the extension of the existing contracts for 2-years, commencing 1 April 2020.

Decision by	Kim Curry - Executive Director Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	5 February 2020
Month	March 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director Adults and Health via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Lee Jenner Tel: 0330 022 23754
Contact	Erica Keegan Tel: 0330 022 26050

Cabinet

Adults' Services Improvement - Next Steps

In 2018 in response to identified pressures and service challenges within adult social care a peer challenge led to a 100-day plan of action followed by a three-year programme of improvement structured around 100-day milestones starting in November 2018.

By the start of the improvement programme the service was in a better position and that progress has continued. During the summer of 2019 the service faced additional operational pressures and the improvement programme was refocused towards helping to address those.

In October 2019 in order to increase the scale and pace of delivery, the Council appointed a strategic partner to carry out a diagnostic assessment across both Adults' and Lifelong Services to identify ways to improve service outcomes for people whilst identifying opportunities for more cost-effective ways of working. The output from this work describes the challenges facing the services and the specific actions that would deliver long-term cost effective and sustainable improvement.

<p>The Cabinet will be asked to consider the outputs from this diagnostic assessment and agree the next stages for the ongoing improvement of the Adults' and Lifelong Services including the procurement of activity to drive their delivery.</p>	
Decision by	Mrs Jupp - Cabinet
West Sussex Plan priority	Independence in Later Life
Date added	5 December 2019
Month	April 2020
Consultation/ Representations	<p>Health and Adult Social Care Scrutiny Committee – 15 January 2020 (to consider the diagnostic assessment and scope of further work prior to commencement) or through short form task group direct to Cabinet Member prior to decision.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health via the officer contact, by the beginning of the month in which the decision is due to be taken.</p> <p>Cabinet on 14 January 2020</p> <p>Health and Adult Services Scrutiny Committee on 15 January 2020</p>
Background Documents (via website)	None
Author	Sarah Farragher Tel: 033 022 28403
Contact	Erica Keegan Tel: 033022 26050

A Council that works for the Community

Cabinet Member for Economy and Corporate Resources

<p>Procurement of a Construction Framework</p>
<p>The County Council carries out repair, maintenance and refurbishment work throughout the corporate estate, a construction framework arrangement is required to deliver work around and within the County Council buildings. This will include repairs and refurbishment as well as new build requirements where needed. It will enable the County Council to place works orders with a variety of qualified contractors to deliver works that fall outside of the current maintenance contract.</p> <p>The anticipated spend through the new Framework is approximately £48m over a maximum term of 4 years. The value of the Framework is greater than £4,733,252 ex VAT so, in order to comply with the requirements of EU/UK law (the Public Contract</p>

Regulations 2015) and the County Council's Standing Orders on Procurement and Contracts, an OJEU procurement must be run to establish a new Framework Agreement.

The Cabinet Member will be asked to agree to the commencement of a procurement process to begin in February 2020, contract to be awarded in June 2020 and commence on 1 July 2020 and to delegate to the Director of Property and Assets, the authority to award contract/contracts. Further forward plan entries and decision reports will be published as appropriate.

Decision by	Mr Lanzer - Cabinet Member for Economy and Corporate Resources
West Sussex Plan priority	A Council that works for the Community
Date added	24 January 2020
Month	March 2020
Consultation/ Representations	Internal and external stakeholders, the incumbent supplier and market suppliers. Representation concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Stephen Allan Tel: 033 022 25192
Contact	Suzannah Hill Tel. 033 022 22551

Director of Finance and Support Services

Procurement of Print Management Service Contract	
The County Council currently contracts with Xerox to provide print services at the County Councils 190 smaller sites around the county. The contract is due to end in October 2020. The Cabinet Member will be asked to endorse the commencement of procurement of a print management contract using a procurement framework; contract to commence 01 November 2020 and comprise hardware leasing, commissioning and operation of a Managed Print Service. The Cabinet Member will be asked to delegate authority to the Director Finance and Support Services to award the contract and a further key decision will be published as appropriate.	
Decision by	Katharine Eberhart - Director of Finance and Support Services
West Sussex Plan priority	A Council that Works for the Community
Date added	12 February 2020
Month	March 2020

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Consultation/ Representations	Cabinet Member for Fire & Rescue and Communities; Internal Stakeholders, County Council Sustainability Team. Contract suppliers. Service users Representation can be made via the officer contact in the month in which the decision is to be taken.
Background Documents (via website)	None
Author	Stewart Laird Tel: 033022 25310
Contact	Suzannah Hill Tel. 033 022 22551

Director of Finance and Support Services

Approval: Professional Services Framework	
<p>The County Council relies on bought in professional services in almost all service areas. Current procurement policy is supported using a "Framework Agreement", Nepro 3, which provides access to a delivery partner to deliver a specialist professional services solution. Approval is sought for access to the latest iteration of this professional services framework.</p> <p>The Council is required to enter into a Call Off contract setting the terms between the Council and the delivery partner however, there is no financial commitment from the Council when joining the Framework. Each individual Statement of Work or Programme that is subsequently contracted individually as a "call off" contract will be subject to the appropriate governance on a case by case basis. The cumulative value of these call off contracts will be over £500,000 therefore this key decision is required for approval to access the Framework.</p> <p>The Director of Finance and Support Services is asked to approve access to the North East Purchasing Organisation (NEPO) framework agreement for professional services – known as NEPRO. The Framework will run from 2020 for a maximum term of 7 years.</p>	
Decision by	Katharine Eberhart - Director of Finance and Support Services
West Sussex Plan priority	A Council that Works for the Community
Date added	25 February 2020
Month	March 2020
Consultation/ Representations	N/A Representation can be made via the officer contact by the beginning of the month in which the decision is to be taken.
Background Documents (via website)	None
Author	Neil Robb Tel: 033022 29426

Contact	Suzannah Hill Tel. 033022 22551
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Executive Director Place Services

Award of Contract for Self Service Library Kiosks	
<p>When visiting the West Sussex Library Service residents regularly use self-service kiosks to transact a range of library services.</p> <p>In order to provide modern, longer term services procurement (decision ref: OKD10 19/20) is currently underway for Self Service Library kiosk replacement in West Sussex libraries. An allocation of £1m is included in the 2019/20 – 2023/24 capital programme for the replacement of kiosks.</p> <p>Following the completion of the procurement process, the Executive Director Place Services will seek to award the Contract for the Self-Service Library Kiosks to the preferred bidder.</p>	
Decision by	Lee Harris - Executive Director Place Services
West Sussex Plan priority	A Council that Works for the Community
Date added	21 August 2019
Month	March 2020
Consultation/ Representations	Representations concerning the proposed decision can be made to the Executive Director Place Services by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Lesley Sim Tel: 0330 022 24786
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Procurement of Mortuary Services
<p>The Council currently has contracts with two NHS Trusts who run our Mortuary and Post-Mortem Services:</p> <ul style="list-style-type: none"> • WSHT - Western Sussex Hospital Trust (covers approx. 75% of requirement) • SASH - Surrey and Sussex Health Trust (covers approx. 25% of requirement) <p>Both contracts will expire on 22 January 2021 and there is no provision for further extensions.</p>

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The Council ran a procurement in 2018/19 with a vision of having a dedicated Mortuary – 100% of bodies going into one location and moving away from traditional post-mortems towards digital non-invasive methods. However, the Council only received one bid which was subsequently deemed unaffordable. The bid was later withdrawn and the procurement process abandoned.

The Cabinet Member for Adults and Health will be asked to agree the commencement of a procurement that will secure ongoing contracts for the Mortuary and Post-Mortem services from January 2021 and to delegate authority to the Director of Communities to award the contracts following the procurement exercise.

Decision by	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Council that Works for the Community
Date added	25 February 2020
Month	March 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact.
Background Documents (via website)	None
Author	Lesley Sim Tel: 0330 022 24786
Contact	Erica Keegan Tel: 033 022 26050

Leader, Cabinet Member for Finance

Total Performance Monitor (Rolling Entry)	
The Monitor details the Council's performance in relation to revenue and capital spending, savings, workforce projections, performance and risk by portfolio against the Cabinet's key priorities. The Leader and Cabinet Member for Finance and Resources will be recommended to approve the Total Performance Monitor and any items of financial and performance management within the Monitor.	
Decision by	Mr Marshall, Mr Hunt - Leader, Cabinet Member for Finance
West Sussex Plan priority	A Council that Works for the Community
Date added	1 April 2019
Month	Between April 2019 and March 2020

Consultation/ Representations	Representations concerning this proposal can be made to the Leader/and or the Cabinet Member for Finance via the officer contact.
Background Documents (via website)	None
Author	Fiona Morris Tel: 033 022 23811
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Finance

Property Review (Rolling Entry)	
The County Council's Future West Sussex Plan set out its ambition to minimise the burden of local taxation, delivering the best outcomes for residents with the money it spends, whilst living within its means. In 2018 the County Council agreed to adopt an Asset Management Policy and Strategy . An objective of the strategy is to acquire, manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities.	
Decision by	Mr Hunt - Cabinet Member for Finance
West Sussex Plan priority	A Council that works for the Community
Date added	1 December 2017
Month	Between April 2019 and March 2020
Consultation/ Representations	Representation can be made via the officer contact.
Background Documents (via website)	
Author	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Tel. 033022 22551

Director of Finance and Support Services

Award of Contract: Business Management Solution
In November 2019 the Cabinet Member for Economy and Corporate Resources endorsed decision ECR01 19-20 concerning commencement of a procurement process for a replacement business management solution and to delegation of authority to the Director Finance and Support Services to award the contract.

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The procurement process is due to conclude and the Director Finance and Support Services will be asked to endorse a decision to award the contract.	
Decision by	Katharine Eberhart - Director of Finance and Support Services
West Sussex Plan priority	A Council that Works for the Community
Date added	5 February 2020
Month	April 2020
Consultation/ Representations	Internal stakeholders including officers in Human Resources, Finance and Procurement Directors and Heads of Service. Local Authorities. Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Alistair Rush Tel: 033022
Contact	Suzannah Hill Tel. 033022 22551

David Barling

Chairman of the Children and Young People's
Services Scrutiny Committee

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26 February 2020

BY EMAIL

Joy Dennis

Chairman of the Performance and Finance Scrutiny Committee

Dear Joy,

Feedback to the Chairman of the Performance and Finance Scrutiny Committee regarding outstanding issues.

I write in response to correspondence from the previous Chairman of the Performance and Finance Scrutiny Committee, dated 25 March and 24 May 2019, to which I am now able to provide a full response. I apologise for the delay in responding to the Committee's enquiries, but the Business Planning Group has been focussing on the Children First Improvement Plan in its recent meetings. However, I am pleased to now provide you with an update on the following issues.

In regard to Manor Green School, members noted that a decision was taken on 29 October 2019 in which the Cabinet Member for Education and Skills approved the allocation of £1.018m from the Capital Programme to fund the expansion works, the completion of a procurement process for the delivery of works at the school, and delegated authority to award the contract for carrying out the works detailed in the report to the Director of Property and Assets.

Members received an update on the Whole Council Design Programme, and noted that service redesign is a key element of the Children First Programme, fundamental to providing social workers with the organisational conditions that will support improved practice with children. Any planned changes to the design of Children's Services must be cognisant of the Whole Council Design Programme and the interdependencies between these two projects will need to be managed carefully. For change of this scale to be successful it will be important to take a whole systems view in order to create the desired organisational synergies. The BPG will continue to monitor this work at each meeting.

Members also received an update on the poor scores relating to customer service provided by Capita to schools. Members raised concern over this, and noted that as the Capita contract spanned several areas, requested that the Performance and Finance Scrutiny Committee consider how they would like to scrutinize this in consultation with the Children and Young People's Services Scrutiny Committee.

In regard to Elective Home Education, members received a briefing on this. They noted that a government consultation report was awaited by the Council, and asked the Director of Education to write again to urge the Schools Minister to lobby for registration of families who were electively home educating. They also asked for further information on this topic, including the consultation report when available, to be presented to the next BPG meeting.

Members received an update on Alternative Provision and were satisfied with the positive steps that had been taken in this area. They requested a further update at the next BPG in March.

Members considered a detailed briefing on high cost residential placements, due to its importance this item was deferred to the next BPG in order for members to have adequate time to consider the briefing in more detail. The BPG considered this item on 21 February and have agreed that a substantive item be brought to the Committee in September 2020. This has subsequently been added to the Work Programme accordingly.

Your most recent email dated 20 December 2019, regarding education performance statistics, was considered at a meeting of the Business Planning Group on 21 February 2020. A response was issued to you on the same day indicating that this would be considered as part of a wider Education and Skills Annual Report TFG.

With best regards,

David Barling

Chairman, Children and Young Peoples Services Scrutiny Committee

Responses to Part I recommendations from 22 January 2020

Revenue Budget 2020/21, Capital Strategy 2020/21 to 2024/25 and Treasury Management Strategy Statement 2020/21	
Recommendations	Responses
i. Supports the budget process that had been used to develop the 2020/21 budget and recommends that this process of early and improved Member engagement is repeated in future years	Response from Jeremy Hunt: Yes, this is already in hand and the first Members budget day – looking at both the Revenue budget and the Capital Programme – is scheduled for 17 June 2020.
ii. Strongly supports the continuing lobbying of Government to undertake a funding review and provide fair funding to the County Council	Response from Paul Marshall: Cabinet and I will continue to engage with our MPs and Ministers to make the case for a sustainable, long term funding settlement for local government which recognises the growing demand pressures, particularly in adults and children’s services.
iii. Recommends that the West Sussex Plan and priorities are reviewed by Cabinet and that the proposed plan is brought to PFSC for scrutiny as soon as possible	Response from Paul Marshall: Cabinet is currently reviewing the West Sussex Plan and its priorities for 2021/2022 onwards. This review will be done alongside the Governance/Corporate improvement programme which will be expected to commence from April 2020 onwards. Political engagement on the emerging West Sussex Plan priorities will be taking place along with Executive Leadership Team, who will be responsible for delivering the reviewed plan. As this develops the Plan will be available for scrutiny.
iv. Recognises the lack of transparency and complex nature over the future of Business Rates and supported the requirement to seek clarity over this	Response from Katharine Eberhart: The Council will continue to press central government for transparency and simplicity in the proposed future Business Rates Retention system.
v. Requests that the Cabinet Member for Environment considers introducing methane targets and supports the promotion of the food waste reduction programme following the results of the pilot project currently being undertaken	Response from Deborah Urquhart: The Cabinet Member - <ul style="list-style-type: none"> • championed the introduction of the food waste reduction pilot project in Mid Sussex District Council and will evaluate the

	<p>results of the pilot and consider further support. She is currently engaged in discussions with other district and borough councils with a view to introducing food waste collections across the county. The government has indicated that it will legislate to introduce a core set of consistent recyclable materials (including food waste) to be collected from all households and businesses, supporting frequent and comprehensive rubbish and recycling collections.</p> <ul style="list-style-type: none"> • will consider options/methods to report a reduction of methane levels as a result of diversion from landfill.
<p>vi. Requests that the Chief Executive provides a briefing on the requirements of the budget accountability for Executive Directors and Directors</p>	<p>Response from Becky Shaw: Executive Directors and Directors will be held accountable for delivering their services within the budget agreed at Full Council in February. The expenditure measured against the budget will be monitored monthly at our Executive Leadership Team meeting. The ownership of the budgets will be reinforced by the completion of budget accountability statements for each Director and Executive Director. Financial outturn against budget will be discussed during 1.2.1s and be included in the appraisal process.</p>
<p>vii. Recommends that the corporate risk register is reviewed by the scrutiny committees' Business Planning Group meetings in order to identify future priorities for scrutiny</p>	<p>Response from David Barling: This will be added to the Children & Young People's Services Scrutiny Committee's Business Planning Group Agenda in February 2020.</p>
<p>viii. Supports the need to develop a long-term plan for Adult Services and supports progressing plans around independent living</p>	<p>To Amanda Jupp for information.</p>
<p>ix. Notes that the Children First Strategic Approach is still to be scrutinised and that Performance and Finance Scrutiny Committee members would be invited to the Children & Young People's Services Scrutiny Committee meeting on 4 March to contribute to the debate</p>	<p>To Nigel Jupp, Jacquie Russell, David Barling for information.</p> <p>Response from David Barling: This has been added to the June meeting of the Children & Young People's Services Scrutiny Committee, and members of the Performance and Finance Scrutiny Committee will be invited to attend.</p>

<p>x. Requests that officers provide further information on the split between permanent and temporary funding for 2018/19, 2019/20 and 2020/21 included within the Children First improvement programme</p>	<p>To Jacquie Russell for information.</p> <p>Response from Katharine Eberhart: The response between permanent and temporary funding is included in the resources for the Children’s Improvement Plan included in the December TPM being presented to the March meeting. 2018/19 is not within the timeframe of the Children’s First improvement programme.</p>
<p>xi. Recognises the pressures on home to school transport and supports a review and scrutiny in this area whilst ensuring the needs of children are maintained</p>	<p>Response from Nigel Jupp: The Business Planning Group of the Children and Young People’s Services Scrutiny Committee are receiving a briefing on home to school transport at their March meeting; following this the BPG will decide whether they feel the issue requires consideration and further scrutiny by the wider Committee. I have asked the Chairman and Vice Chairman of CYPSSC to update the PFSC Chairman after the BPG to advise whether this item has been identified for future scrutiny.</p>
<p>xii. Recognises that it will be receiving a report in March 2020 on the Whole Council Design Programme Review and future focus and requested that the report includes information on how much has been spent to date and the savings made as well as future spend and savings targets</p>	<p>Response from Bob Lanzer: A report providing an update to the Whole Council Design programme will be presented to the Committee at its March meeting. The report will include spend and savings information.</p>
<p>xiii. Expresses concerns over the One Public Estate programme and the progress being made</p>	<p>To Jeremy Hunt and Lee Harris for information.</p>
<p>xiv. Recommends that the Cabinet Member for Highways and Infrastructure carry out a review on the systems and processes around the repair of potholes including the quality of repairs, timeliness and inclusion of all repairs required in an area into one job</p>	<p>Response from Roger Elkins: The Cabinet Member is undertaking a review into the methodology and quality of pothole repairs and will report back to the Scrutiny Committee in due course.</p>
<p>xv. Requests that when the Environment & Communities Scrutiny Committee scrutinises highways maintenance standards at a future meeting that potholes, white lines, signage and cats’ eyes are included within the review. Also</p>	<p>Response from Andrew Barrett-Miles: The ECSC BPG will consider how best to take forward the issues at its March meeting.</p>

requests that the committee examine the outcomes achieved of the £30m investment in highways undertaken approximately five years ago	The outcomes achieved through the Better Roads Programme were considered by the Committee in July 2016. The report can be found here .
xvi. Requests that the Business Planning Group consider the effectiveness of using consultants to deliver the capital programme	No response required – added to PFSC work programme.
xvii. Recommends that the Cabinet Member for Finance reviews the resources needed to meet the Capital Programme	Response from Jeremy Hunt : Agreed, this is being reviewed by the Director of Assets and Property
xviii. Requests that the transparency and messaging around specific projects within the capital programme are improved	Response from Jeremy Hunt : Work is ongoing to improve the transparency and messaging in the Capital Programme.
xix. Requests further information on the progress of community hubs and One Public Estate Projects be shared with the committee	Response required from Bob Lanzer : An update on One Public Estate projects was shared with the Committee’s Business Planning Group on 4 March.
xx. Requests that the Environment & Communities Scrutiny Committee reviews the funding of the backlog of highways works in the capital programme and review whether the capital budget is sufficient to meet need	Response from Andrew Barrett-Miles : In consultation with the Service and Cabinet Member, it has been determined that the most effective way to undertake scrutiny would be through a scrutiny TFG. The timing remains to be confirmed, potentially in summer 2020.
xxi. In relation to the knowledge and training of capital programme project managers the committee request that appraisal monitoring figures are included within the future quarterly workforce reports to the Performance & Finance Scrutiny Committee	Response from Bob Lanzer : We will report on appraisals quarterly as part of the workforce information included in the TPM.
Procurement for the Provision of Agency Workers Recruitment Services	
Recommendation to the Cabinet Member for Economy & Corporate Resources	Response from the Cabinet Member for Economy & Corporate Resources
The Committee asks the Cabinet Member for Economy & Corporate Resources to include options in the tender for knowledge and IT transfer and for no transfer, giving contractors the option to tender on both or one of the options.	Response from Bob Lanzer : We carefully considered the concerns raised by the scrutiny committee around the potential appetite and risk surrounding the option for including knowledge and IT transfer in the

	<p>contract specification. These actions were considered as potential enablers for an in-house service option in the future. However, reflecting the concerns raised, it was decided that in order to develop a commercially sustainable internal model, it would be advisable to more thoroughly assess the viability of adopting this model and bringing the service in-house at the next opportunity of contract. This is a three-year contract with an optional one-year extension so there would be an opportunity to consider this different approach at the end of year three, which is only one year later than the original proposal which included an exit option with the winning contractor "leaving behind" their vendor management system.</p>
<p>Update on Procurement of Joint Venture Partner in Property Development</p>	
<p>Recommendation to</p>	<p>Response from</p>
<p>i. Stresses the importance of consulting the local council and planners at the early stages of feasibility works</p>	<p>Response from Jeremy Hunt: This will be the responsibility of the Joint Venture Company (the JV LLP)</p>
<p>ii. Expresses concern over the time it will take for the Council to receive any monetary gains</p>	<p>Response from Jeremy Hunt: The process of how the CC receives any monetary gains will be clearly set out in the final Partnership Agreement.</p>
<p>iii. Requests that a further report is brought to the Committee when more certainty over the joint venture arrangements have been designed and that the decision report, when it comes for formal scrutiny, contains a clear outline of the governance arrangements to be put in place</p>	<p>Response from Jeremy Hunt: Agreed.</p>
<p>iv. Requests that the Chairman of the Committee contacts other scrutiny chairmen in other appropriate local authorities to seek their views on the success of joint venture arrangements</p>	<p>Response from Joy Dennis: The matter is in hand and it has been arranged for me to speak to a Leader of another Council on 11 March.</p>

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Performance and Finance Scrutiny Committee

March 2020

New Monks Farm – Withy Patch land surplus to service need and development agreement – Focus for Scrutiny

Report by Director of Law and Assurance
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Summary

A proposed decision (FIN18 (19/20)) was published for the Cabinet Member for Finance on 2 March in relation to the New Monks Farm development. The Cabinet Member is being asked to agree that the current gypsy and traveller site be declared surplus to service operational requirements on the basis that the County Council enters into a development agreement with The Community Stadium Limited (TCSL) for TCSL to construct a new site, to an agreed specification, within the adjacent development. A request to call-in this decision for scrutiny has been accepted by the monitoring officer. The Committee is therefore asked to scrutinise the proposal set out in the report attached.

The focus for scrutiny

Key lines of enquiry for the Committee include (by reference to the call-in request):

1. What views have been expressed by the residents affected and how such concerns are being addressed;
2. How comments received from the public on the relocation of the site have been taken into account;
3. How the adjacent development will impact on the relocated gypsy and traveller site and what mitigation has been planned in response;
4. Assurance that the Council's equality duty has been fully considered.
5. Such other concerns relevant to the specific proposals in relation to the needs and legitimate expectations of those affected by them.

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

1. Details

1.1 A call-in request has been accepted for the decision in relation to New Monks Farm. The request was made by four members of the Council (Mr Michael Jones, Ms Karen Sudan, Mr Brian Quinn, Mr Chris Oxlade). The reasons for the call-in request were:

- a) The matter has not received public scrutiny.
- b) The report states that residents' views on the proposal vary but no details of the extent to which they vary has been provided, nor does the report state whether the concerns raised with the developers have been addressed in their entirety.

- c) The report states that the public have had the opportunity to comment on this aspect of the planning process but no information about the comments received in respect of the relocation of the Withy Patch gypsy and traveller site has been provided.
 - d) No information has been provided about the timescale of the proposed move to the new location and how that fits with the timescale of the wider construction of the 600 houses and a new retail store. The impact of the construction of this development on the residents of the gypsy and travellers site has not been made clear.
 - e) There is a lack of transparency about how the agreement with the developer has been reached.
 - f) A fuller explanation of equalities considerations is required.
- 1.2 The call-in request was accepted as there has been no previous scrutiny of the proposals and that the call-in provides legitimate grounds for consideration prior to the proposals being determined. The decision report is appended. Scrutiny should focus on the substance of the proposals contained in the attached report.
- 1.3 Members are asked to note that a Notice of Motion from Mr Jones on this development was moved at the County Council meeting in July 2019, with a [response](#) presented to December County Council meeting by the Cabinet Members for Finance and for Fire & Rescue and Communities. Two meetings between Mr Jones and the Cabinet Members took place to discuss the matter in connection with negotiations with the developer and plans for consultation with the site residents affected. The matter was then debated at the County Council meeting in December.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Annex Decision FIN18 (19/20) – New Monks Farm – Withy Patch land surplus to service need and development agreement

Appendix A Site plan

Background Papers

None

Cabinet Member for Finance	Ref No: FIN18 (19/20)
February 2020	Key Decision: Yes
New Monks Farm – Withy Patch land surplus to service need and development agreement	Part I
Report by Director Property and Assets	Electoral Divisions: Lancing
<p>Summary</p> <p>In October 2018 Adur District Council approved a planning application for 600 new houses and a retail store in Lancing on the site known as New Monks Farm, subject to completion of a Section 106 planning agreement.</p> <p>The planning permission granted for the delivery of this development includes the construction of a new roundabout access from the A27 which requires the relocation of the County Council owned Gypsy and Traveller site known as Withy Patch.</p> <p>The County Council has been in negotiation with the developers, The Community Stadium Ltd (TCSL) for the transfer of the current site at Withy Patch in return for the provision of a new site as part of the New Monks Farm development.</p> <p>This report seeks approval to declare the site known as Withy Patch Caravan Park, Old Shoreham Road, North Lancing surplus to operational requirements on the basis that the County Council enters into a development agreement with TCSL. TCSL is required to construct a new Gypsy and Traveller site to an agreed specification within the New Monks Farm development.</p> <p>The County Council is engaged with current site residents at Withy Patch and will continue to keep them updated on the progress of the new site and plans for new site facilities. Current site residents will be offered relocation to the new Gypsy and Traveller site on completion and support during transition and subsequent transfer arrangements.</p>	
<p>West Sussex Plan: Policy Impact and Context</p> <p>The County Council’s Future West Sussex Plan sets out its ambition to minimise the burden of local taxation, delivering the best outcomes for residents with the money it spends, whilst living within its means. An objective of the Asset Management Policy and Strategy strategy is to acquire, manage, maintain and dispose of property effectively, efficiently and sustainably.</p>	
<p>Financial Impact</p> <p>There is no immediate financial impact of the decision to declare the existing site surplus and effect the land exchange. There is no capital receipt and no cost of acquisition. The County Council will receive, at no financial cost, a new purpose-built Gypsy and Traveller site with an additional 4 pitches and improved facilities.</p> <p>The cost of relocating the current Gypsy and Traveller tenants to the new site on completion will be met by TCSL.</p>	

Recommendations: That the Cabinet Member agrees:-

1. That the current Withy Patch Gypsy and Traveller Site be declared surplus to service operational requirements on the basis that the County Council enters into a development agreement with The Community Stadium Limited (TCSL) for TCSL to construct a new Gypsy and Traveller site, to an agreed specification, within the New Monks Farm development; and
2. Authority is delegated to the Director Property and Assets in consultation with the Director Law and Assurance to complete the development agreement and the land transfer transaction.

PROPOSAL

1. Background and Context

- 1.1 This report concerns the Withy Patch Gypsy and Traveller site shown on the attached plan (Appendix A) and provides for it to be declared surplus to service and operational requirements in order to facilitate the disposal to The Community Stadium Limited.
- 1.2 The Gypsy and Traveller Site, at Withy Patch is owned and managed by the County Council. This Land has been used as a Gypsy and Traveller Site since the late 1980's.
- 1.3 The current Withy Patch site forms a key part of the New Monks Farm proposed new access arrangements, so it is an important piece of the overall viability of the developer's plans. The developer (TCSL) has included within their proposals a location for a new purpose-built Gypsy and Traveller site.
- 1.4 The County Council has engaged and is continuing to engage with residents directly regarding the plans and details of the new site and will be supporting their move to the new site. The location of the new site is shown on the plan set out in the Appendix.

2. Proposal Details

- 2.1 It is proposed to declare Withy Patch Gypsy and Traveller site surplus to operational requirements on the basis that a brand-new purpose-built site in the near vicinity of the existing site will be acquired and made available.
- 2.2 The proposal is to enter into a development agreement with The Community Stadium Limited which provides for TCSL to construct a new Gypsy and Traveller site within the New Monks Farm development to an agreed specification and for the re-provision of the Gypsy and Traveller site and facilities. The County Council will transfer the land comprising the existing Withy Patch Gypsy and Traveller site to TCSL and will acquire a new larger site from TCSL to WSCC. TCSL will fund the construction costs of the new site and bear any associated fees.
- 2.3 There will be a number of enhancements in comparison with the amenities provided at the current Withy Patch site;

- The individual plot sizes are larger and the number of plots increased from 12 to 16.
 - Each plot will have a new utility block of increased size including a shower, bath, toilet and a kitchen/dining area. Where feasible some individual requirements, including additional disabled provision, above that required by Building Regulations, will be included in the layout of the new site
 - Residents will be able to purchase gas, water and electricity directly from their preferred supplier, giving greater choice and independence. The site will eventually be on mains drainage
- 2.4 The residents' mobile homes will not be moved across to the new site until it has been constructed and completed to the County Council's satisfaction
- 2.6 TCSL will fund the relocation costs involved in moving the residents' homes, although the physical relocation arrangements will be organised and managed by the County Council.

Factors taken into account

3. Consultation

- 3.1 **Members** –The Local Member for Lancing has been consulted. The Cabinet Member for Fire and Rescue and Communities has also been consulted. This proposal was subject to a debate at Full Council meeting in December 2019.
- 3.2 **Public** – All residents, including the residents of Withy Patch Gypsy and Traveller Site have had opportunity to comment during the planning process.
- 3.3 **Residents** – Withy Patch residents have been engaged with on these proposals from the start of the planning process. This has included group meetings with the developers on at least two occasions and residents have been able to input into the initial design of the site. Following the planning approval the County Council's gypsy and traveller officer has spoken to all residents on an individual basis. Letters have also been sent to residents advising of the progress of the planning process. Residents' concerns and questions have been put to the Developers and their responses have been provided to residents by letter, together with detailed plans of the proposals.
- 3.4 **Internal** –The Head of Property, Procurement and Environment, Legal Services and the Service Finance Business Partner for Resources.

4. Financial (revenue and capital) and Resource Implications

Revenue consequences of proposal

- 4.1 The only regular costs to WSCC foreseen from occupation of the new site would be the cost of electrical supply to the communal area street lighting together with ongoing maintenance as is the case currently with Withy Patch and all other sites.

Capital consequences of proposal

4.2 There are no capital implications.

5. Legal Implications

5.1 The County Council will enter into a development agreement which provides for the construction of a new Gypsy and Traveller site and, on completion of the construction of the new site, the County Council will acquire the freehold estate of the new site and will take all steps needed to then transfer the Council's freehold interest of the current site at Withy Patch to TCSL.

6. Risk Assessment Implications and Mitigations

	Risk	Mitigating Action
1	The development agreement does not proceed and transaction does not complete.	Should the transaction not complete the current site will remain in the ownership of the County Council and the provision will be continued as is.
2	WSCC may not be able to deliver vacant possession to the developer of the current site.	On completion of the new site transfer the freehold estate of the old site but with a simultaneous lease back to WSCC of the old site for as long as required to ensure vacant possession can be given. The County Council will continue with individual dialogue with residents to understand their concerns and provide tailored response to those concerns.

7. Other Options Considered (and Reasons for not proposing)

7.1 No other options for the Withy Patch site have been considered by the County Council as this proposal arises only as part of the New Monks Farm development.

8. Equality and Human Rights Assessment

8.1 Romany Gypsies and Irish Travellers are recognised in law as a distinct ethnic group and are protected from discrimination under the Equalities Act 2013.

8.2 Care has been taken through the planning and community engagement activity for the proposal to offer residents relocation to a new purpose-built site on adjacent land to ensure that it will have no negative impact in regard to residents in respect of;

- being unlawfully discriminated against, harassed or victimised; or
- having reduced equal opportunities as compared to any other groups or communities; or
- having good relations with other residents and communities.

- 8.3 Local authorities are required ensure there is provision for facilities to meet the needs of gypsies and travellers. This proposal confirms the County Council's continued commitment to provide a Gypsy and Traveller Site in Adur & Worthing and accommodates an additional 4 extra pitches for those who are waiting to move to a site.
- 8.4 The residents of the current Withy Patch site have been engaged with by the development stakeholders, including the County Council, from the early stages of the process and have had opportunities to express their views on multiple occasions, in different forums and by different means.
- 8.5 Residents' views on the proposal vary and every effort has been made to keep them informed and engaged, providing reassurance and practical support. Their needs will continue to be considered in the detailed planning and specification of the new site and in the arrangements for vacation of the current site and relocation to the new site.

9. Social Value and Sustainability Assessment

- 9.1 The proposal will deliver a brand-new purpose-built Gypsy and Traveller site with modern facilities. Residents will be able to purchase gas, water and electricity directly from their preferred supplier, giving greater choice and independence.

10. Crime and Disorder Reduction Assessment

- 10.1 Not applicable

Andrew Edwards
Director Property and Assets

Emily King
Acting Director of Communities



Contact Officers:
Elaine Sanders, Head of Assets, 033 022 25605

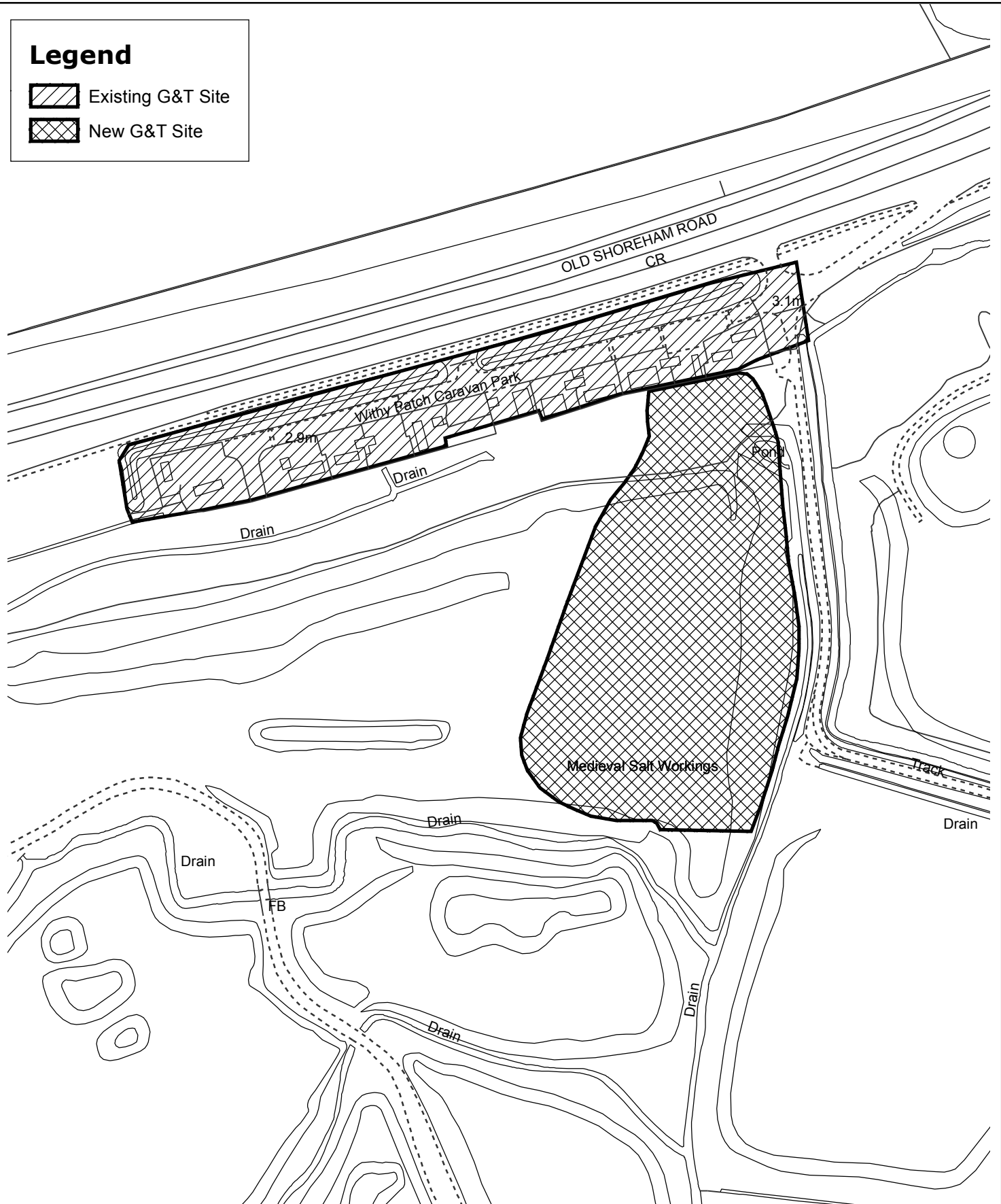
Appendices:
Appendix A – Plan of Withy Patch Gypsy and Traveller site – Current and proposed site.

Background papers - None

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Legend

-  Existing G&T Site
-  New G&T Site



Traveller Site Relocation, Withy Patch

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PLAN FOR IDENTIFICATION
ONLY

Not to Scale

Property & Assets
Directorate



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Performance and Finance Scrutiny Committee
March 2020
Service Led Improvement
Report by Director of Finance and Support Services

Summary

The report provides an update on the Council's redesign activities. It summarises achievements of the Step Up Programme and the Whole Council Design Programme, and outlines the key programmes to be delivered under the next phase of Service Led Improvement.

The focus for scrutiny

The committee is asked to review the report with a particular focus on ensuring that:-

- The savings, costs achieved to date, and what has been achieved in terms of transformation and improving efficiency/effectiveness across the Council have been identified;
- The refreshed programme focusses on the priorities of the County Council going forwards;
- There are clear and achievable costs and savings identified within the programme budget along with an indicative timeline for achieving the savings; and
- Risks to achieving the improvements have been identified and are being managed.

1. Background and Context

- 1.1 Since 2016, West Sussex County Council's approach to service improvement has evolved. The Step Up Programme (2016 – 2018) sought to drive out savings while improving performance.
- 1.2 The original scope of the programme was broad. A total of 41 projects were initiated under the programme banner under a number of linked work streams, ranging from improvements to social care to improvements in our IT infrastructure. All projects were directly linked to achievement of one of the five priorities contained in The West Sussex Plan.
- 1.3 A range of benefits and service improvements were delivered by the Step Up Programme, including installing wi-fi in hospitals, so that the County Council's embedded staff can access the network, facilitating people

returning home; new IT equipment and Office 365 has been rolled out across the County Council and a number of solar farms have been delivered.

- 1.4 Following the closure of the Step Up Programme in 2018, Whole Council Design (WCD) was formally launched.
- 1.5 The WCD programme focussed on improvements across three main programmes; Customer, Communities and One Council. Several workstreams progressed within these programmes including Right Service, Right Place, Our Work Anywhere, Community Hubs and Smart Core. There was also an active Accelerated Opportunities workstream.
- 1.6 As part of the **Right Service, Right Place** activities the Council has invested in technology to simplify the journey for internal and external customers. A number of processes have been redesigned and new e-forms introduced. Twenty-eight workflow routes, and associated forms, have been redesigned with a further 9 routes in development.
- 1.7 A specific example of improvement is the work on website transactional forms. The resident journey has been further enhanced and simplified through implementation of a number of new forms including Contact the Council, Highways Claims, Safeguarding, Registrars Certificate Request and Library Item Request forms – this approach has simplified the user journey, while providing a consistent corporate look and feel, where appropriate with the additional benefit of residents/users being able to create a user account to speed forms/workflow interactions with the County Council in the future.
- 1.8 The payment processes have been streamlined by the development and implementation of Certifying Officer Workflows, P Card and Embedded P Card Request Forms, Single Tender Waiver Workflows and Payment Requisition Workflows (some in development) which will replace various Excel and Word-based documents with intelligent guided forms directly available via the intranet. This simplifies processes, reducing time to complete, while also improving compliance auditability with all data stored centrally with the ability to draw out key management information/performance measures.
- 1.9 For Fire and Rescue Operations, we have developed and deployed a single authenticated mobile portal enabling Officers and Firefighters to undertake reporting and operational activities directly from any location where they can get mobile reception, this portal has replaced numerous outdated paper forms, removed all administrative calls to fire control, improved speediness of reporting (e.g. vehicle defects) and provided the service with a single set of key metrics that is being built into the FRS PowerBI MI dashboard.
- 1.10 As part of the **Communities Hub Programme**, Worthing Community Hub has been developed and now in delivery; contracts are to be let within a month and Worthing Community Hub is on track to open during October 2020.

- 1.11 The **Smart Core** project focussed on the replacement programme for the Council's Business Management Systems. The Council has now gone out to procurement for the replacement systems.
- 1.12 As part of the **Accelerated Opportunities**, the Big Exchange Staff App was launched as part of the Whole Council Design work, which enables direct, speedy communication with West Sussex County Council Staff.
- 1.13 **Our Work Anywhere** set the ambition to have a more mobile and agile workforce. The programme ensured that smart phones were deployed to staff where needed, tablets were issued to ease the administrative burden on staff and helped in establishing the replacement products as part of the refresh of laptops and desktops.
- 1.14 The WCD approach to service redesign was budgeted to deliver £1.5m savings in 2019-20 with further savings planned for future years. The 2019/20 savings were expected mainly to be achieved through three projects: Our Work Anywhere, Right Service, Right Place, and Efficiencies from implementing a new staff app.
- 1.15 Many of the planned savings were intended to be delivered through efficiencies within Children's Services and as a result of the Ofsted Report it was agreed that focussing on a savings agenda within Children's Services was not a priority at this point. A number of staff within the Transformation Portfolio Office were removed from progressing work on Our Work Anywhere and Right Service, Right Place and were redeployed on progressing improvement plans in Children's and the Fire and Rescue Service.
- 1.16 Following the challenge of delivering efficiencies and senior management changes, a review of Whole Council Design has been undertaken. This in-depth review has examined the programme for the workstreams to re-prioritise timelines, costs and benefits.

2 **Proposal**

- 2.1 Following a review of the Whole Council Design Programme, it has been decided to focus resources on key Council delivery priorities:
- Children's Service Improvement
 - Fire & Rescue Improvement
 - Customer Digital
 - Support Focus
 - Smart Core
- 2.2 West Sussex County Council will deploy its programme and project management resources on priority delivery projects for the County Council.

Two will be the major service improvement programmes underway: Children's and Fire & Rescue.

- 2.3 Three will be cross-cutting programmes; Smart Core, which is mobilised; Customer Digital - focusing on improving service delivery through digitisation, simplification of processes and streamlining customer journeys; Support Focus – improving the efficiency and effectiveness of support activity through rationalisation, modernisation and redesign of processes. These two programmes are being mobilised and will be centrally supported, but design will be service led; linking directly to service specific change programmes that are underway, to ensure a holistic approach.
- 2.4 Work is now underway to mobilise the Customer Digital and Support Focus programmes; with Executive Director Place Services (Customer Digital) and the Director for Finance and Support Services (Support Focus) appointed as Senior Responsible Owners, with the Executive Leadership Team (ELT) overseeing delivery.
- 2.5 The first stage of delivery is to work alongside key services to confirm priority areas of opportunity, to establish a robust and agile way of making rapid progress and to start delivering improvements in services. The approach will be on a service-by-service basis, rather than engaging with all services at the same time, to ensure effective delivery of service re-design. Appendix 1 attached summarises the programme specifications for the Customer Digital and Support Focus programmes which restarted on 25 February.
- 2.6 It is the intention that Customer Digital and Support Focus are focussed on the delivery of the £2.4 million savings allocated to service transformation in the 2020/2021 budget and further £2.6m in the 2021/22 budget.
- 2.7 Worthing Community Hub will continue to be delivered, and the Executive Director, Place Services and his team in Place Services are leading.

3 Resources

- 3.1 The resources invested in the Whole Council Design programme have been reported quarterly as part of the TPM and appears elsewhere on this Agenda. The WCD programme to date is funded through a revenue budget allocation of £867k with projects for service transformation being funded through the Service Transformation Reserve. For 2019/20 it is estimated that £2.5m will be spent on projects prior to the end of the year.

4 Issues for consideration by the Select Committee

- 4.1 Does the refreshed approach focus on the right areas?
- 4.2 Will the refreshed approach delivery value for money?

5 Consultation

- 5.1 ELT have considered and agreed this approach.
- 5.2 The Cabinet Member for Economy and Corporate Resources has considered and agreed this approach.

6 Risk Implications and Mitigations

Risk	Mitigating Action (in place or planned)
Service improvement is not delivered	Governance at the right level and programme and project management support in place. Services will lead on individual re-design, with expert central support.
Service improvement delivered, but savings are not	Assumptions and progress to be monitored and tested by Finance.
Competing priorities mean that service led transformation is not delivered	Senior Responsible Owners of programmes will ensure focus is on delivery, once programmes established, with ELT oversight.

7 Other Options Considered

- 7.1 Stopping service led improvement. This was rejected due both to the need to improve services to residents and deliver efficiency savings.

8 Equality Duty

- 8.1 Equality implications will be considered by individual programmes as they are delivered.

9 Social Value

- 9.1 Social Value considerations will be considered by individual programmes as they are delivered.

10 Crime and Disorder Implications

- 10.1 None

11 Human Rights Implications

- 11.1 None

Katharine Eberhart

Director of Finance and Support Services

Contact

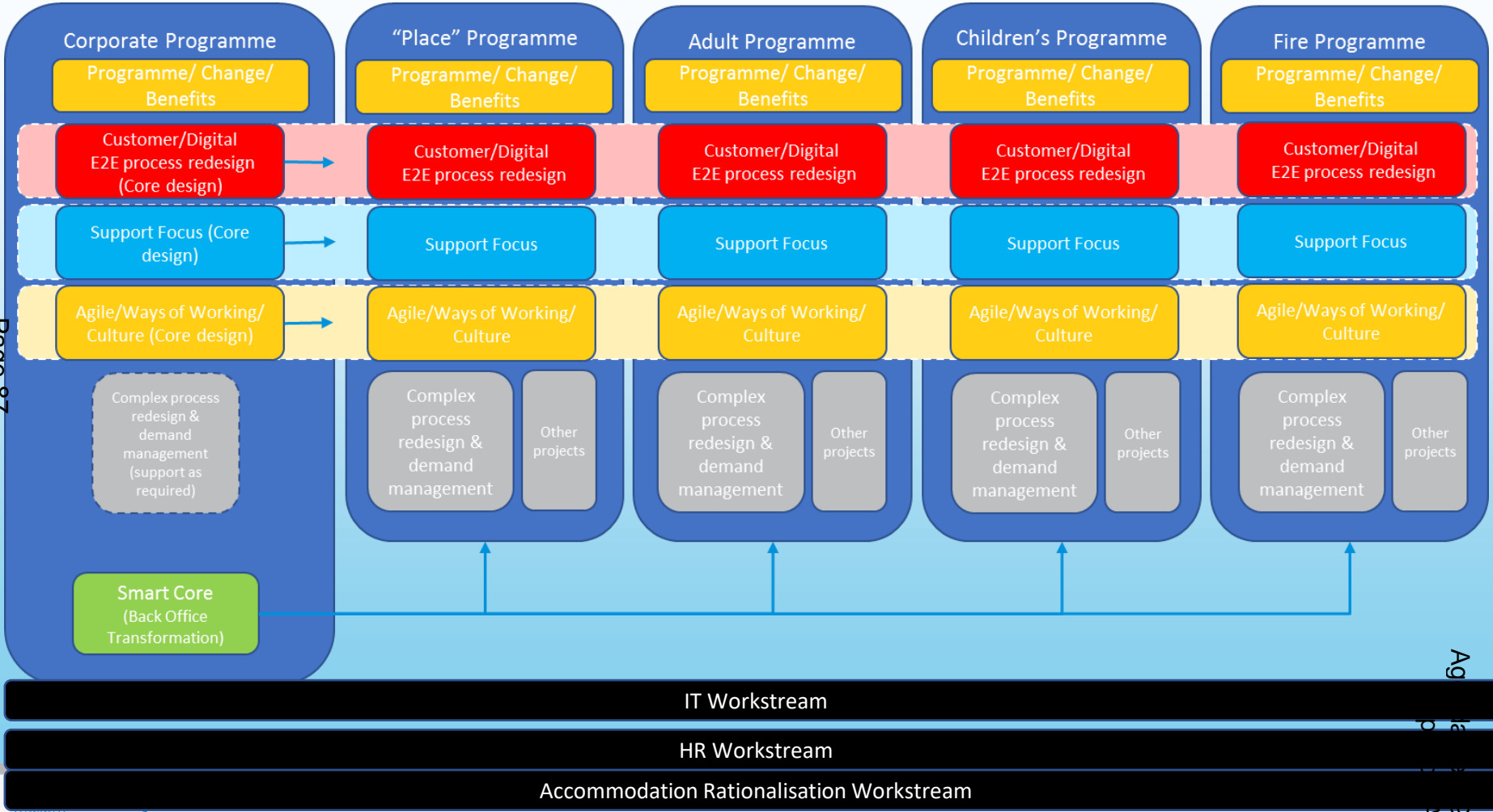
Andy Smith, Head of Policy 033 022 24518

Appendix A Programme detail and next steps: Customer Digital and Support Focus

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Programme Structure

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Programme briefs

1. Customer Digital
2. Support Focus

1.1 Customer Digital - summary

Purpose

Includes end to end digital redesign and automation of services to improve customer experience and to reduce cost

Scope to include

Potentially all services across whole organisation that can be digitally enabled

Significant opportunity for improvement

Focus on whole service areas to ensure financial impact
 Focus on areas with high digital opportunity and significant opportunity for financial impact
 Likely to be opportunity for 10-20% improvement across in scope processes and headcount

Proposal to:

Proceed with priority areas to regain momentum (Phase 1)

- Team 1 – Highways
- Team 2 – Communities
- Team 3 – Education (option)
- Enabling components (e.g. Pay 360)

Follow with high value areas Phase 2 (can be delivered in parallel with Phase 1 by creating teams 3&4)

- Team 3 – Adults
- Team 4 – Children's

	2019/20 - Q4			2020/21 Q1			2020/21			2021/22			
	Jan	Feb	Mar	Apr	May	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Approval to Proceed													
Mobilisation													
Establish project team													
Confirm "process discovery"													
Confirm financial scoping													
Detailed planning													
Confirm technology dependency map													
Develop benefit delivery strategy													
Develop team													
Confirm core approach and methodology													
Recruit/train resources													
Phase 1													
Team 1 - Highways													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
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Phase 2													
Team 3 - Adult													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit releases - Full end to end													
Team 4 - Children's													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit releases - Full end to end													
Enabling stream													
Pay 360 rollout													
Booking module roll out													
Rationalise phone numbers													
Rationalise websites													
Explore digital mailroom													
Forms													

1.2 Customer Digital - scope

Overall scope potentially includes all services across whole organisation that can be digitally enabled
 Priorities determined by financial impact of the work. This in turn will be determined by a combination of factors:

- Opportunity to redesign end to end process to unlock full benefit opportunity
- Viability of widespread deployment of enabling technology components, e.g. Pay360 is available and is being rolled out to support 58 out of 161 identified processes
- Volumes which will inform likely resource savings and channel shift opportunity
- Cost of service and extent to which digital/automation will unlock benefits

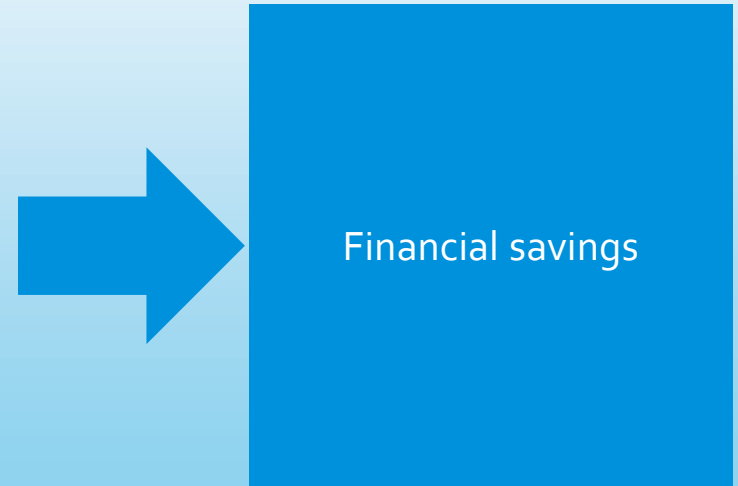
Preference is focus on whole service areas in order to access meaningful savings
 Initial analysis suggests significant opportunities (by reference to digital opportunities scoring) are in:
 Highways, Communities (Suggest Phase 1)
 Highest value opportunities will be in
 Children's, Adults (Suggest Phases 2 & 3)

Directorate	Score	Processes	£
Highways	184	45	£2,643,532
Communities	160	41	£3,149,075
Family Ops	81	14	£20,908,937
Education	69	13	£4,179,965
Adults	34	10	£16,853,346
Public Protection	28	9	£753,233
Operations	24	5	£1,561,433
Planning	79	13	£1,224,201
EWE	3	2	£149,305
			£51,423,027

Note:
 Headcount and £ taken from PWC activity analysis and is indicative of scale. Includes only activity highly likely to be affected by digital redesign. Excludes bulk of service resources that have been allocated to "service delivery" e.g. social workers that will benefit from digital redesign along with other activity e.g. management, strategy, commissioning, performance management.. Therefore activity base may be significantly understated

1.3 Customer Digital – expected outcomes

- The expected outcome will be:
 - Improved customer access
 - Increased shift towards digital channels and therefore reduced volumes
 - Improved customer service and experience at point of access and in service functions
 - Increased adoption of digital technology
 - Efficiency derived from improved processes and automation
 - Opportunity to eliminate non value added work
 - Opportunity to reallocate and redeploy work closer to the customer
 - Fewer access points into the council (phone numbers, e mails, websites)
 - Contribution to improved outcomes



1.4 Customer Digital – financial benefits

Potential financial impact:

- Cost pool £51 m
- Potential benefit pool £9m
 - Benefits more likely achievable from triage and service processing activity
 - Scale of potential benefits higher in triage and service processing
- Focus will be on areas of highest potential benefit delivery

	Children and Family Services	Education & Skills	Adult Services	Energy Waste Environment	Highways & Transportation	Economy Planning Place, Broadband and Gigacity	Communities	Operations (Fire)	Public Protection	AS IS
Triage	£2,984,611	£892,848	£2,047,069	£48,564	£793,507	£281,893	£1,427,616	£225,491	£159,367	£8,860,966
Service processing (transactional/admin)	£12,442,478	£2,129,112	£8,111,014	£81,092	£1,170,906	£707,021	£1,555,292	£1,197,835	£561,627	£27,956,376
Rule-based cases, accounts & assessments	£5,481,848	£1,158,004	£6,695,263	£19,650	£679,119	£235,288	£166,167	£138,107	£32,238	£14,605,686
										£51,423,027
	Children and Family Services	Education & Skills	Adult Services	Energy Waste Environment	Highways & Transportation	Economy Planning Place, Broadband and Gigacity	Communities	Operations (Fire)	Public Protection	SAVINGS
Triage	£808,240	£241,786	£554,351	£13,151	£214,884	£76,337	£386,602	£61,063	£43,157	£2,399,571
Service processing (transactional/admin)	£2,288,492	£391,598	£1,491,824	£14,915	£215,360	£130,039	£286,058	£220,313	£103,298	£5,141,896
Rule-based cases, accounts & assessments	£552,638	£133,633	£610,315	£1,971	£72,748	£22,000	£15,185	£18,705	£3,233	£1,430,428
										£8,971,895

Note1: Focus will be based on areas most likely to deliver tangible benefits. End to end view will be taken wherever possible and - technology being a potential constraint

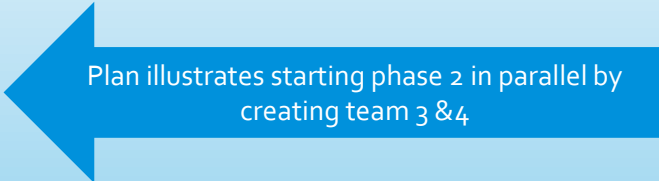
Note2: Potential benefits achievable in different work classifications will be enabled by shifts in digital usage but also genuine changes in customer journeys and ways of organising work. Scale of benefits delivered will depend on scale of adoption

Note3: Raw data based on PWC figures.

Note4: Phasing highly dependent on focus areas selected and benefit delivery schedule to be identified.

1.5 Customer Digital - approach

- Mobilisation
 - Form the team, agree the detailed approach
 - Detailed planning with service stakeholders
- Phase 1 – Priority service areas
 - Team 1 – Highways
 - Team 2 – Communities
 - Team 3 – Education (option)
- Phase 2 – Priority service areas
 - Team 3 – Adults
 - Team 4 – Children's
- Enabling Stream – Enabling digital changes – aligned with plan for developing services in Phases 1&2
 - Complete roll out of Pay 360
 - Launch roll out of Booking module
 - Rationalise phone numbers
 - Rationalise web sites
 - Explore digital mailroom
 - Forms

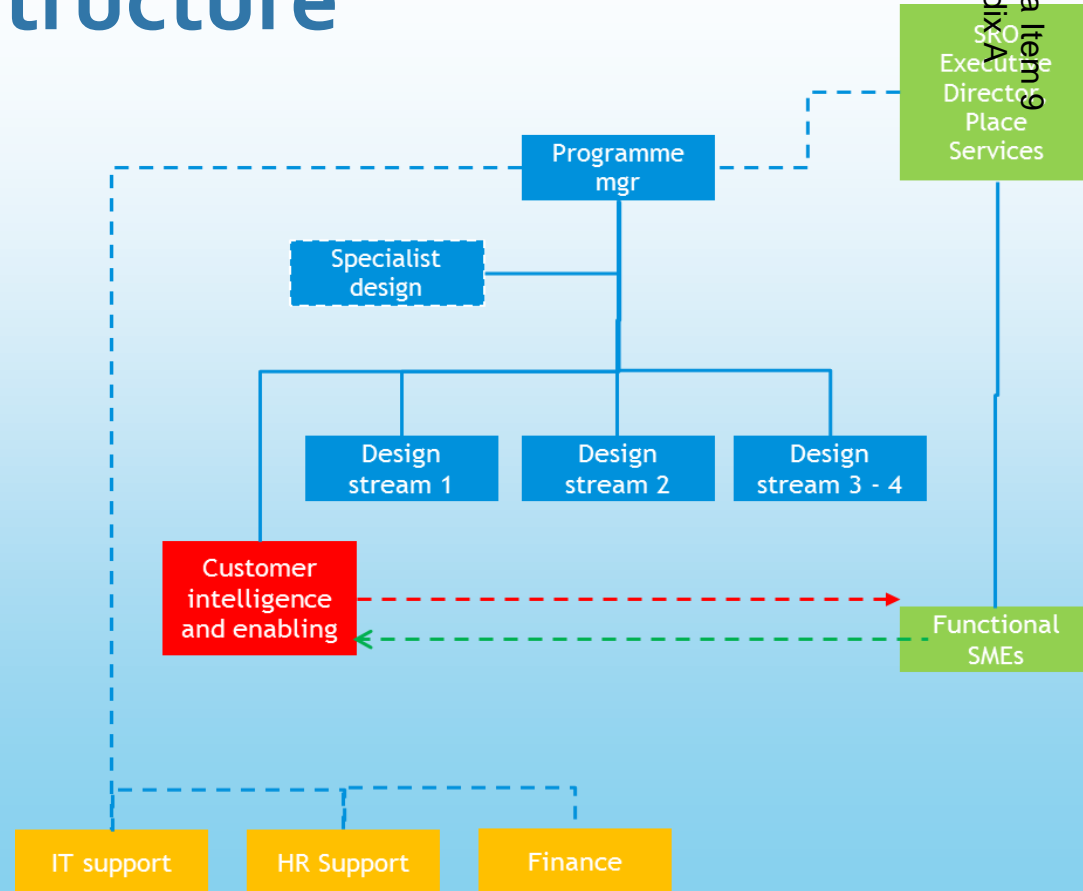


Plan illustrates starting phase 2 in parallel by creating team 3 & 4

1.6 Customer Digital – resourcing and team structure

Agenda Item 9
Appendix A
Executive Director
Place Services

- Programme manager/Service design lead
- Specialist design – Service design specialist and BA support (in early stages only) - Role to establish approach, develop internal delivery team and create momentum
- Design and delivery teams
 - Service design team lead (snr BA)¹
 - Business analysts 2
 - Change manager .5
 - Functional SMEs
 - Customer intelligence and enabling
 - Scalable depending on # design streams
- Customer intelligence team
 - Existing customer intelligence unit
 - Involved in each design team
 - Provide enabling capability and resources
- Support
 - IT support team (to be determined in mobilisation)
 - HR Support (to be determined in mobilisation)
 - Capita support (to be determined in mobilisation)



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1.7 Customer Digital – outline plan

	2019/20 - Q4			2020/21 Q1			2020/21			2021/22			
	Jan	Feb	Mar	Apr	May	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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Explore digital mailroom													
Forms													



Agenda Item 9
Appendix A

1.8 Customer Digital – mobilisation priorities

- Pull together the team and mobilise
- Agree SRO role and identify key functional SMEs
- Agree SME time commitment and accountabilities
- Make contact with key functions and agree approach to working with their service areas and access to key contacts
- Agree detailed approach and train design teams – based upon accelerated 4D's
- Design detailed approach to financial and headcount scope and evaluation of benefits
- Engage with IT to understand technology landscape available to enable redesigned processes
- Agree Capita involvement, rules of engagement and key points of contact
- Detailed planning

2.1 Support Focus - summary

Purpose

To review, re-engineer and reorganise administrative and business support activity across the organisation

Scope to include

Headcount 581 (WSCC 329, Capita 252)
 Cost £15.6m (WSCC £9.1m, Capita £6.5M ***)

Significant opportunity for improvement

Total (conservative) expected benefit £2.1m (14%).
 Upper limit of estimates is £3.6m (23%)

Opportunity to improve in four phases:

- Category 1 - opportunities to change service levels and quick process wins
- Category 2 - process improvements dependent on automation and on line access
- Category 3 - Based upon full implementation of complex service design incorporating business service activity
- Category 4 – Capita services

	2019/20 - Q4				2020/21 - Q1								2020/21			2021/22				2022/23						
	Feb	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Approval to proceed	█																									
Phase 0																										
Mobilisation		█	█																							
Engage internal team		█	█																							
Engage functional SMEs																										
Develop stakeholder network in services																										
Agree detailed approaches																										
Agree evaluation criteria																										
Develop detailed plan with services																										
Detailed opportunity assessment																										
Confirm roles in scope																										
Collate and assess time spent on in scope activity																										
Design opportunity assessment workshops																										
Place																										
Adults																										
Children's																										
IT review - enabling technology available functionality																										
Collate opportunities and implications																										
Deliverables																										
Develop benefit delivery plan																										
Develop detailed plan																										
Phase 1																										
Design and implement																										
Consult																										
Phase 2																										
Design and implement																										
Consult																										
Phase 3																										
Design and implement																										
Consultations																										
Phase 4 - Capita activity																										
Design																										
Confirm commercial arrangements																										
Create transition plan																										
Manage transition plan (insource/new contract)																										

2.2 Support Focus - scope

Scope

All business services and administration across WSCC and Capita
 Includes Capita support service functions
 Spread across all "host services"
 In scope costs and headcount **
 Headcount 581 (WSCC 329, Capita 252)
 Cost £15.6m (WSCC £9.1m, Capita £6.5M ***)

WSCC

ToBe Processes	AsIs Mapped FTEs	AsIs Mapped FTE Costs
Leadership, management & supervision	10.80	£ 305,780
Strategy & policy	0.52	£ 15,332
Corporate performance management	1.25	£ 36,951
Strategic/corporate programme delivery	4.90	£ 154,982
Commissioning, clienting & contract management	10.31	£ 294,915
Communications, marketing & engagement	1.61	£ 46,967
Triage	33.05	£ 993,536
Service processing (transactional/admin)	83.53	£ 2,274,605
Rule-based cases, accounts & assessments	44.82	£ 1,358,253
Internal service processing	13.90	£ 328,599
Internal specialist	6.30	£ 168,481
Service delivery	118.11	£ 3,109,292

** Based upon WSCC generated schedule of heads specifically identified from role descriptions (2019) . Cost of these roles derived from PWC data

Capita

ToBe Processes	AsIs Mapped FTEs	AsIs Mapped FTE Costs
Leadership, management & supervision	4.00	£ 103,504
Corporate performance management	5.00	£ 129,380.00
Commissioning, clienting & contract management	1.00	£ 25,876.00
Triage	0.25	£ 6,469.00
Service processing (transactional/admin)	142.90	£ 3,697,680.40
Rule-based cases, accounts & assessments	2.25	£ 58,221.00
Internal service processing	93.60	£ 2,421,993.60
Internal specialist	1.00	£ 25,876.00
Service delivery	2.00	£ 51,752.00

2.3 Support Focus – expected outcome

Outcome

- Revised service catalogue based on genuinely value added offerings
- Improved service provision to the wider business for services offered
- Elimination of non value adding activity
- Reduced duplication and workarounds
- On line access to services (saving time and effort in front line services and in support services)
- Streamlined processes
- Appropriate deployment of resources across a central support function and services. Includes potential insource of service from Capita at end of contract

2.3 Support Focus – financial benefits

Financial impact

Total expected benefit £2.1m (14%). Upper limit of estimates is £3.6m (23%)

14%

	AsIs Mapped FTEs	AsIs Mapped FTE Costs	ToBe FTEs	Savings	%	ToBe FTECosts	Savings	%
Business Support Admin	211.24	£ 5,443,033	194.7	16.6	8%	£ 5,022,205	£ 420,828	8%
Business Support Professional Support	117.86	£ 3,644,661	100.5	17.4	15%	£ 3,110,145	£ 534,516	15%
Business Support Capita	252.00	£ 6,520,752	206.2	45.8	18%	£ 5,336,358	£ 1,184,394	18%
TOTAL WSCC Business Support	329.10	£ 9,087,694	295.19	33.91	10%	£ 8,132,350	£ 955,344	11%
TOTAL WSCC and Capita Business Support	581.10	£ 15,608,446	501.41	79.69	14%	£ 13,468,708	£ 2,139,738	14%

Note1: Evidence suggests that estimates above are at bottom of achievable range.

Note2: Raw data based on PWC figures. These have been compared to current numbers which are higher. Therefore lower numbers included.

Note3: Phasing highly dependent on benefit delivery schedule to be identified.

2.4 Support Focus - approach

Phase 0 – Blueprint Design and Full Business case

Phase 0 discovery stage proceeds service by service :Place, Adults, Children’s

Phase 1 proceeds as soon as soon as first service is completed

Service discovery provides detailed analysis of services provided, processes covered and categorisation of opportunities

Category 1 - opportunities to change service levels and process/policy improvements not dependent on technology

Category 2 – opportunities for process improvements dependent on automation and on line access

Category 3 – opportunities dependent upon full implementation of complex service design incorporating business service activity

Category 4 – opportunities inside Capita contracted service

Determine detailed business case and benefit delivery timetable

Implementation plan

Phase 1 - Category 1 Opportunities

Early cost reduction (subject to delivery strategy)

Phase 2 - Category 2 opportunities

Mid term cost reduction (subject to delivery strategy)

Phase 3 - Category 3 opportunities

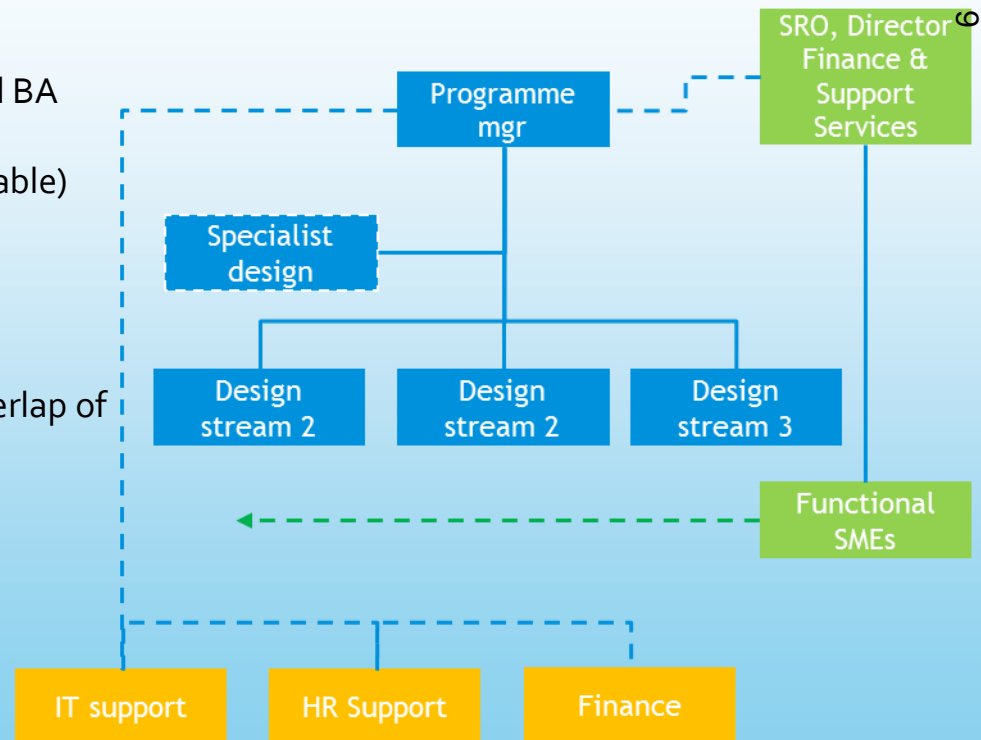
Full delivery of cost savings in final consultation round

Phase 4 – Category 4 opportunities

Delivery of savings to align with the end of the Capita contract

2.5 Support Focus – resourcing and team structure

- Phase 0
 - Specialist design – service design specialist and BA support
 - Develop internal delivery team (induct as available)
- Phase 1-4
 - Programme management/Service design lead
 - Design and change team
 - Service design team lead 1
 - Business analysts 2-4 (dependent on overlap of phases)
 - Change manager .5
 - Functional SMEs
 - IT support team (to be determined in Phase 0)
 - HR Support (to be determined in Phase 0)
 - Capita support (to be determined in Phase 0)



2.6 Support Focus – outline plan

	2019/20 - Q4					2020/21 - Q1						2020/21			2021/22				2022/23						
	Feb	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Approval to proceed	█																								
Phase 0																									
Mobilisation		█	█																						
Engage internal team		█	█																						
Engage functional SMEs			█																						
Develop stakeholder network in services			█																						
Agree detailed approaches			█																						
Agree evaluation criteria			█																						
Develop detailed plan with services			█																						
Detailed opportunity assessment			█	█	█	█	█	█	█	█	█	█	█												
Confirm roles in scope			█	█	█	█	█	█	█	█	█	█	█												
Collate and assess time spent on in scope activity			█	█	█	█	█	█	█	█	█	█	█												
Design opportunity assessment workshops			█	█	█	█	█	█	█	█	█	█	█												
Place			█	█	█	█	█	█	█	█	█	█	█												
Adults			█	█	█	█	█	█	█	█	█	█	█												
Children's			█	█	█	█	█	█	█	█	█	█	█												
IT review - enabling technology available functionality			█	█	█	█	█	█	█	█	█	█	█												
Collate opportunities and implications			█	█	█	█	█	█	█	█	█	█	█												
Deliverables																									
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Consultations																									
Phase 4 - Capita activity																									
Design																									
Confirm commercial arrangements																									
Create transition plan																									
Manage transition plan (insource/new contract)																									

Mobilise the team and prepare for detailed work

Detailed work with services

Phased design and implementation work with services

Phased design and implementation work with Capita

2.7 Support Focus – mobilisation priorities

- Pull together the team and mobilise
- Agree SRO role and identify key functional SMEs
- Agree SME time commitment and accountabilities
- Make contact with key functions and agree approach to working with their service areas and access to key contacts
- Develop detailed approach to confirmation of in scope roles and activity
 - Roles identified in outline case – what proportion of time covers in scope activity
 - Roles not in outline case – what proportion of time covers in scope activity
- Design detailed approach to analysis of activity and evaluation of opportunities
- Agree criteria for categorisation of opportunities in to delivery phases
- Agree Capita involvement, rules of engagement and key points of contact
- Engage with IT to understand technology landscape available to enable redesigned processes
- Detailed planning

Performance and Finance Scrutiny Committee
March 2020
Quarter 3 Capital Programme Performance
Report by Director of Law and Assurance

Summary

The attached report by the Director of Property and Assets provides a status position on the Capital Programme Performance, as at end of December 2019.

Focus for Scrutiny

The Committee is asked to review the content of the attached report and comment on any areas of concern. If appropriate the committee to make any relevant recommendations for action to the Cabinet Member in relation to the Capital Programme Quarter 3 Performance Monitor Report.

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

1. Details

- 1.1 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

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

Contact for Capital Programme monitor: Matt Hall, 033 022 22539

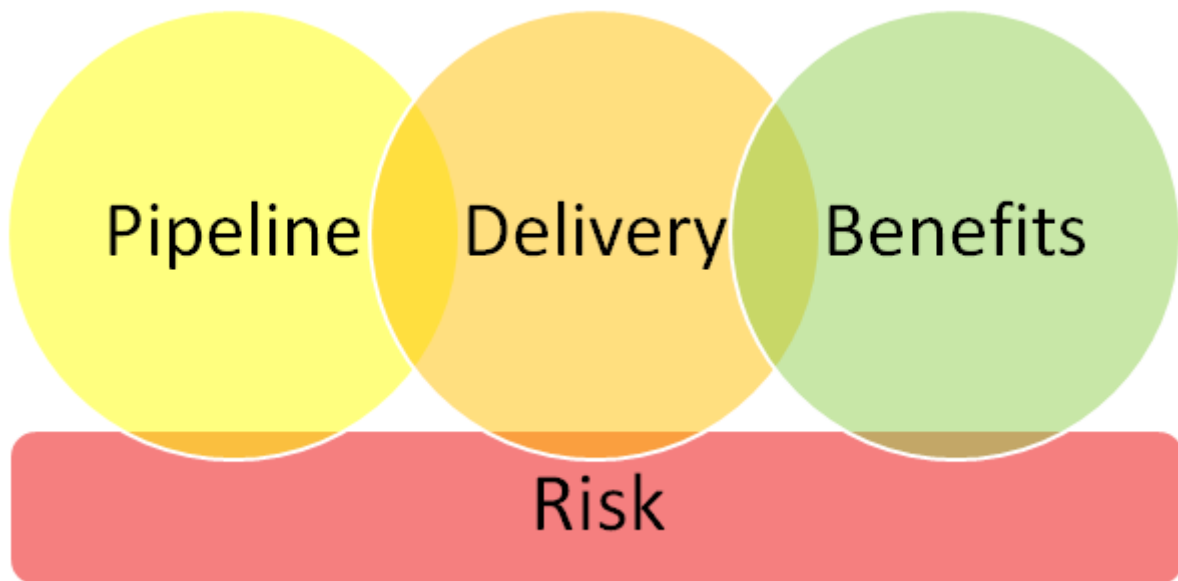
Annex Capital Programme 2019/20 – 2023/24 Quarter 3 Performance Report
Appendix A Quarter 3 Performance by Portfolio Report

Background papers

None

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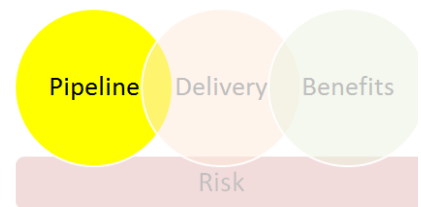
Capital Programme 2019/20 – 2023/24
Quarter 3 Performance Report



Performance and Finance Scrutiny Committee
19 March 2020

Updated 9 March 2020

1. Pipeline

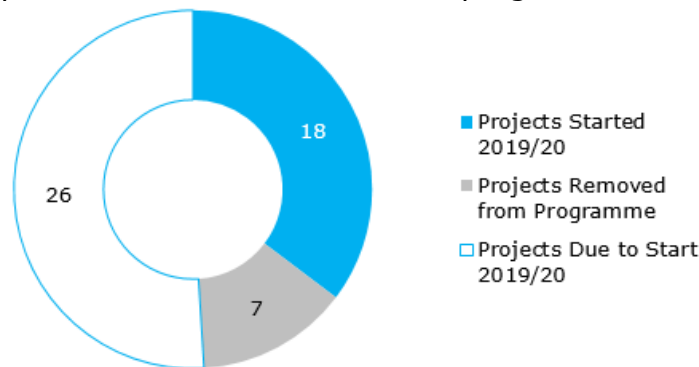


1.1 Projects that have had a Strategic Outline Case (SOC) approved and are included in the approved 5-year capital programme are considered to be in the pipeline. The preferred option/s will be developed into a Full Business Case (FBC) for a decision whether or not to proceed, taken in accordance with the approved capital programme governance.

1.2 For some programmes of work, further updated Strategic Outline Cases are required before individual projects start dates are identified. Projects that go on to be approved in accordance with capital governance, are then considered to be “in delivery” and produce highlight reports contributing to the delivery section of this report.

1.3 The Capital Programme Office (CPO) is currently monitoring the development of 60 programmes and projects in the 5-year pipeline.

1.4 Of those projects profiled to start in 2019/20, 18 have started, 26 remain to start and 7 have been or are proposed to be removed from the programme.



1.5 The projects that have entered delivery stage during 2019/20 are listed below:

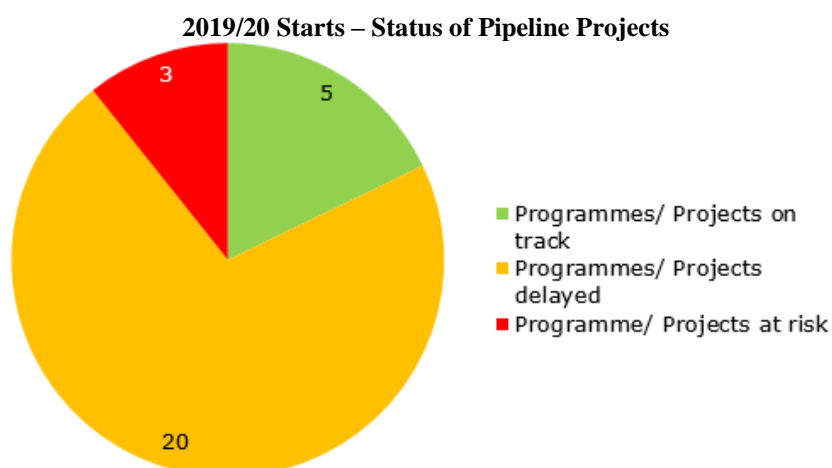
Project	Location	Description
Stonepillow DAAT Grant	Arun	Passporting of funding to local Drug and Alcohol dependency services
Ifield Community College	Crawley	Provision of additional equipment to accommodate “bulge” class within existing school space
Windmills Junior School	Mid Sussex	Conversion of former art room to general classroom to manage “bulge” class
Adult’s In-House Day Centres Design Stage	Various	Capital design stage for refurbishment of day centres to support Adult’s Social Care service strategy
LED Streetlighting Conversion Programme	Various	Replacement of existing street lighting with LED lamps
Worthing Community Hub	Worthing	Refurbishment of Worthing library to create a new community hub space, a range of services into the library building
Steyping School Safeguarding	Horsham	Provision of new security fencing at Steyping Grammar School – ahead of a wider programme of safeguarding works, subject to Cabinet Member Key Decision in October 2019
Crawley Growth Programme – Eastern Gateway Design Stage	Crawley	Capital design stage for public realm and access improvements in Crawley’s Eastern Gateway to improve connectivity of key sites, support development in the area and improve the environment in the town
OPE/ Growth Programme – Burrcroft Demolition	Adur	Demolition of former care home building as part of Pond Road OPE Programme development

OPE/ Growth Programme – Demolition of Crawley County Buildings	Crawley	Demolition of former Council offices building as part of Crawley OPE Programme development
Halewick Lane, Sompting, Battery Storage	Worthing	Utilisation of second-life car batteries to store off-peak electricity to resupply the grid during peak times
Church Walk, Burgess Hill Design Stage	Mid Sussex	Design stage for public realm and connectivity improvements as part of the Burgess Hill Place and Connectivity Programme
Victoria Park, Burgess Hill Design Stage	Mid Sussex	Design stage for public realm and connectivity improvements as part of the Burgess Hill Place and Connectivity Programme
A2300 Design Stage	Mid Sussex	Design Stage for Highways Major Project on the A2300
Thorney Island School Hall	Chichester	School hall facilities to support the uptake of Basic Need school places
Manor Green SEND Provision	Crawley	Additional places at Manor Green school
A29 Phase 1	Arun	Approval of full construction budget for realignment project on A29
Chichester High School for Boys Demolition of vacant buildings	Chichester	Demolition of vacant school buildings as part of enabling works for Southern Gateway programme

1.6 The 7 projects that have been removed from the pipeline in 2019/20 are listed below:

Project	Location	Reason
Care Leavers' Accommodation	TBC	No case made for investment
PropCo – Angel's Nursery	Arun	Decision taken to dispose of land
PropCo – Fitzalan Road, Littlehampton	Arun	Proposed approach to dispose of land
Experience West Sussex	TBC	No case made for investment
Greenway Primary School	Horsham	Transferral to new academy trust, project not required at current time
One Public Estate – Maltravers/ Fitzalan Road, Littlehampton	Arun	Feasibility works have determined that there are no viable options for an OPE project at this stage due to low land values and lack of external capital contributions. Options for the sites to be reconsidered as part of the Asset Strategy
One Public Estate – East Street, Littlehampton	Arun	

1.7 Of the remaining projects due to enter delivery stage in 2019/20, 5 remain on track for delivery according to plan. 20 projects have been delayed. 3 projects are considered to be "at risk".



1.8 A summary of the proposed projects where development is considered "at risk" is set out in the table below.

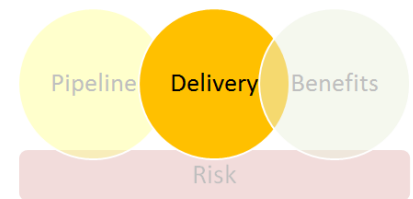
Agenda Item 10
Annex document

Profiled GO/NO GO Date	Project	Status	Reason	Updated Status at 9 March 2020
Oct 2019	Adults' In-House Social Care Day Centres – Part B – Laurels, Rowans, Glebelands	AMBER	Funds available for Part B works in proposed 2020/21 - 2024/25 programme. Programme plan revised following MDC review. Full business case expected in April 2020	AMBER
Nov 2019	NHS Capital Grants	AMBER	Lead officer left the organisation leading to a delay in progress. New service lead now in place, options appraisal being undertaken, options appraisal expected in March 2020	AMBER
Sept 2019	Extra Care – Lingfield Lodge	AMBER	Approved on 14 January 2020	GREEN
Oct 2019	The Weald All Weather Pitch	AMBER	Approved on 27 January 2020	GREEN
Aug 2019	Woodlands Meed	RED	Report on issues and requirements for solution now reviewed. Options being developed for appraisal/ decision on design in May	AMBER
July 2019	Brookhurst Wood – Site HA	RED	Strategic review of waste management leading to delaying in bringing forward a project	RED
Oct 2019	Behind the Meter - Small Commercial Battery Storage Pilot	AMBER	Delays arising from issues identified in technical surveys. Full Business Case expected in March 2020	GREEN
Oct 2019	Baystone Farm, Horsham, Solar Farm and Battery Storage	AMBER	Design progressing, issues with grid connection point and utilities to be resolved	GREEN
Oct 2019	Buchan Battery Storage, Crawley	AMBER	Project not economically viable and therefore proposed to be removed from the Pipeline	GREY
Mar 2020	Accessibility Audit	AMBER	Survey completed as planned, cost of identified capital works exceeds current budget, with additional revenue works. Options to be considered in March 2020	AMBER
Feb 2020	Centenary House, Worthing	AMBER	OPE programme reset following appointment of new programme manager – business case for design stage options expected May 2020	GREEN
Mar 2020	Pond Road, Shoreham	AMBER	OPE Programme reset following appointment of new programme manager – business case for design stage options expected in April 2020	AMBER
Mar 2020	Crawley County Buildings	AMBER	Feasibility for demolition approved, capital subject to approval in April 2020. Master-planning for whole site required before options can be developed	AMBER
Mar 2020	Combined Horsham Blue Light Centre	AMBER	Updated business case and stage 3 costs for Cabinet Member approval in May 2020. Full business case for construction expected in November 2020	GREEN
Feb 2020	The Brow, Burgess Hill	AMBER	Multiple demands on the site leading to issues regarding commercial affordability of the project. Options appraisal due in March 2020 with decision and timescales dependent on preferred option	AMBER
Mar 2020	Drayton Depot Blue Light Maintenance Facility	RED	Project paused pending further discussion with partners	RED
Oct 2019	Crawley Growth Programme - Manor Royal Junction Improvements and Bus Lane	AMBER	Change in project management approach leading to detailed capital design decision taken in September 2019, with Full Business Case expected March 2020	GREEN
Sept 2019	Crawley Growth Programme – Road Space Audit and Parking Management Plans	AMBER	Delay in bringing forward the business case, now expected in March 2020	GREEN

Jun 2019	Worthing Growth Programme – Portland Road	AMBER	Programme Board re-consideration of priorities. Business case expected in March 2020	GREEN
Jun 2019	Worthing Growth Programme – South Street	AMBER		GREEN
Jul 2019	Bognor Regis Enterprise Centre	AMBER	Preferred land option identified, design of propose site being identified – decision due in March 2020	GREEN
Nov 2019	Horsham Enterprise Park	AMBER	Capital enabling works approved 28 February 2020	GREEN
July 2019	Library Self-Service Terminals	AMBER	Project out to tender, decision to award contract due in April 2020	GREEN

2. 2019/20 Delivery

2.1 Each of the projects in delivery are subject to monthly highlight reports produced by a Project Manager. The highlight reports are scrutinised by a service-specific officer “Hub” and a summary and analysis is presented in this report.

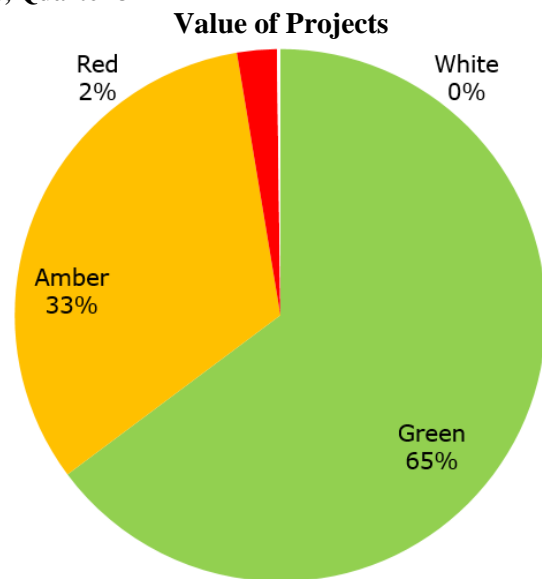
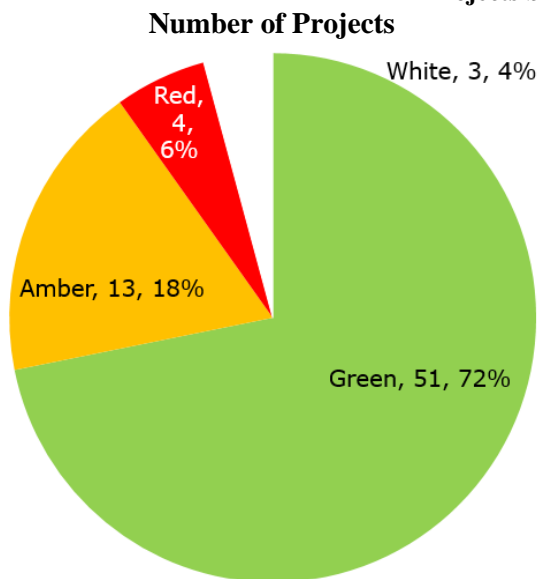


2.2 The highlight reports provide a colour-coded rating for each project as follows:

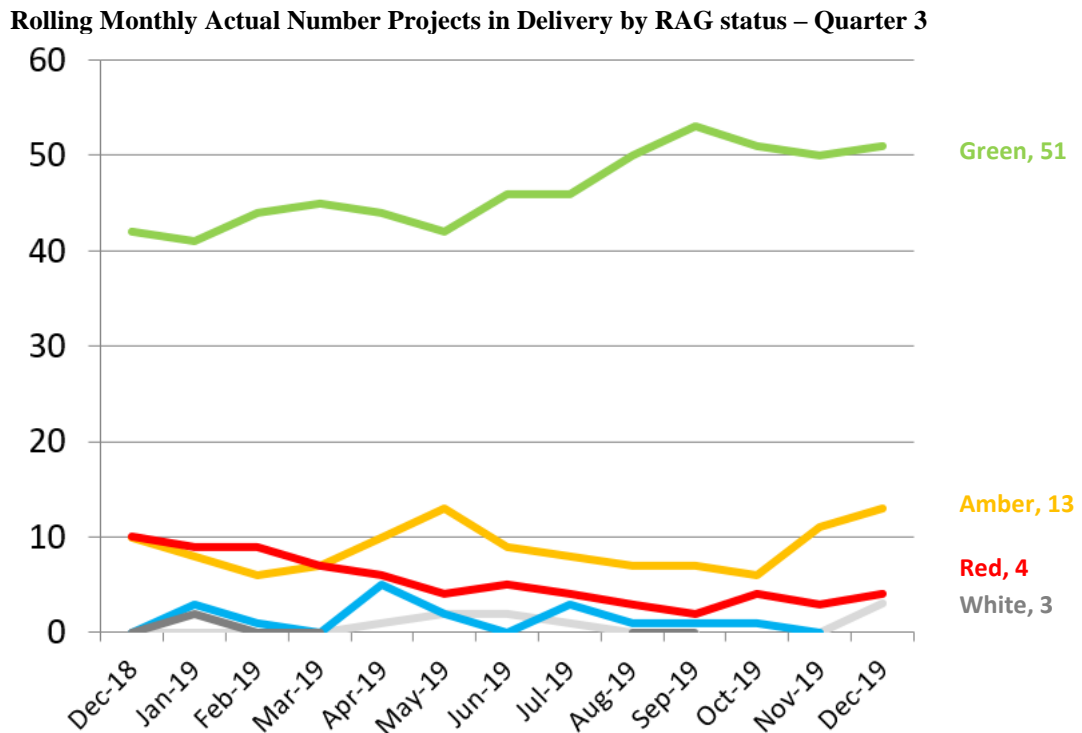
- **GREEN** - the project is reporting to plan
- **AMBER** - there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team
- **RED** - there are significant issues with the project, requiring corrective action
- **WHITE** - no highlight report was submitted
- **BLUE** - a project had reached practical completion
- **GREY** - a project has been withdrawn from the programme

2.3 At the end of Quarter 3, 51 projects in delivery were rated **GREEN**. 13 were rated at **AMBER**. 4 were rated as **RED**. 3 projects did not produce a highlight report and have been reported as **WHITE**.

Projects by RAG status, Quarter 3



2.4 The graph below sets out monthly RAG statuses over the previous year:



2.5 The table below sets out projects rated WHITE, where a highlight report was not received:

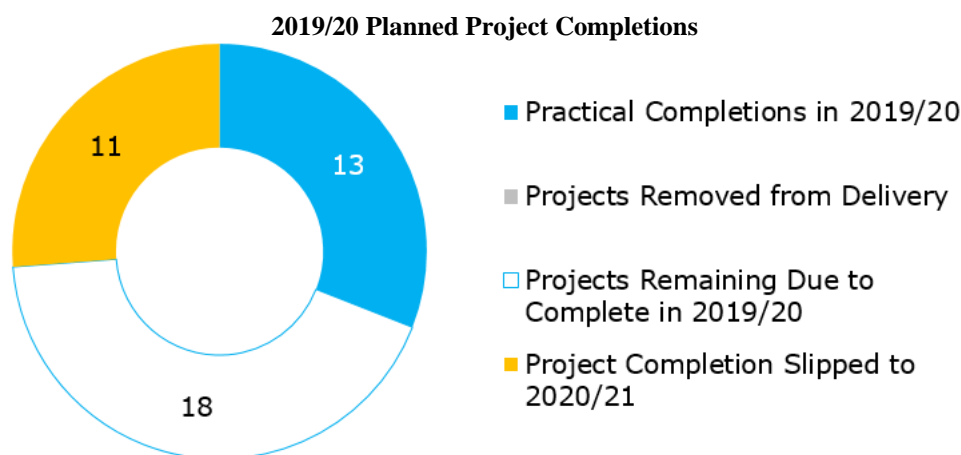
Project	Location	Description	Latest HR RAG Status
Children’s In-House Care – Seaside and May House Design Stage	Adur/Worthing	Design stage for improvement works approved in August. Requirement for Highlight Reports emphasised – Latest Highlight Report RAG status is Green	GREEN
Children’s In-House Care – Cissbury Lodge	Worthing	Improvements works approved in November. Requirement for Highlight Report emphasised – Latest Highlight Report RAG status is Green	GREEN
Demolition of Vacant Buildings – Chichester High School for Boys (Southern Gateway)	Chichester	Demolition works approved in December. Latest Highlight Report RAG status is Amber for Time, following expanded delivery programme to accommodate timing of ecology surveys and procurement requirements	AMBER

2.6 A summary of all projects is set out by portfolio in Appendix A. The table below sets out the projects rated **RED** at the end of Quarter 3, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 31 Dec	Reason	Impact	Updated position at 9 March	
				Updated RAG	Latest Update
Manor Green SEND Provision	1	Delay due to poor tender response and planning approval leading to reprofiled delivery for August 2020	High (time/cost)	RED	Temporary provision able to be mobilised to ensure places are delivered.
Parklands Primary	20	Meeting held with main contractor to address significant and persistent quality issues. Technical review of the	High (cost/quality)	RED	Programme plan being developed to resolve outstanding defects and close

School, Chichester		cladding and defects being undertaken. Additional budget required to complete required works			project. Change request pending to add funds for additional works.
Woodlands Meed Design Stage, Mid Sussex	7	Capital design stage delayed as a deliverable option remains to be selected.	High (cost/time/quality)	RED	Decision expected in May to select preferred option.
PropCo – Barnham Angel’s Nursery Design Stage	3	Capital design stage complete, decision to sell land taken. End of Project report required	Low (time)	GREEN	Project complete

2.7 42 projects were profiled to be completed during 2019/29:



2.8 At the end Quarter 3, 13 projects had been completed in 2019/20:

April		
Project	Location	Description
Healthy Pupils Capital Fund	Various	Programme of grant awards to schools for building works and equipment to support healthy living
Rake Primary School	Chichester	Provision of a modular classroom to address issues regarding the adequacy of the teaching space
Westhampnett Solar Farm	Chichester	Construction of a solar farm at Westhampnett
Churchill Court Acquisition	Crawley	Purchase of a commercial investment property in the Manor Royal Business District, Crawley
City Park Acquisition	Hove	Purchase of a commercial investment property in Hove
May		
Project	Location	Description
Alternative Provision School	Arun	Works at Flintstones Centre, Littlehampton to facilitate transfer from North Mundham site
Accommodation Optimisation	Chichester	Refurbishment of County Hall rooms to facilitate new ways of working programme objectives
July		
Project	Location	Description
Northgate Primary School	Crawley	Basic Need expansion to provide additional form of entry.
Better Connected Broadband	Various	Second phase of roll-out of superfast broadband making the technology commercially available to an additional 3,000 premises

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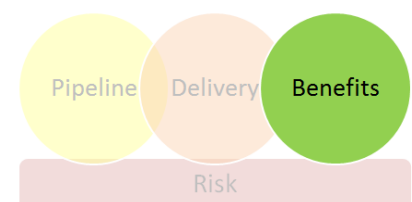
Fire Accommodation Pressures	Various	Block programme of internal improvements at Fire Stations
August		
Project	Location	Description
Manor Royal Outdoor Media	Crawley	Installation of advertising screens at locations across the Manor Royal Business District
September		
Project	Location	Description
DfT Road Fund	Various	Additional grant funding awarded by DfT for targeted asset management works to improve the condition of the highway
October		
Project	Location	Description
A285 Road Safety	Chichester	A programme of road safety improvements on the A285 between Halnaker and Petworth

2.9 Projects where the current estimated completion date has slipped to 2020/21 are listed in the table below:

Project	Original Practical Completion	Current Planned Completion	Issue
Westergate Extra Care	Mar 2020	Oct 2020	Delays to external partner delivery timetable
Bourne Community School	Oct 2019	May 2020	Issues with technical design and planning stage
Parklands Primary School	Sept 2017	TBC	Significant and persistent defects
Southwater Infants and Junior School	Sept 2019	April 2020	Issues with original specification
Woodlands Meed – Design Stage	Aug 2019	TBC	Review of delivery options underway
Faygate Site Improvements	Aug 2019	May 2020	Significant groundwater issues
Schools Solar PV Programme	March 2019	August 2020	Programme extended to include further schools. Delay at one school affecting programme completion
Solar and Battery Storage Programme – Design Stage	Mar 2020	May 2020	Grid application results requiring further design
West Sussex Gigabit	Jun 2019	April 2020	Contractor completion slipped
LED Streetlight Programme	October 2019	January 2021	Unavailability of equipment
Bognor Regis Creative Hub	March 2019	April 2020	Delays securing lease

3. Benefits

3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.



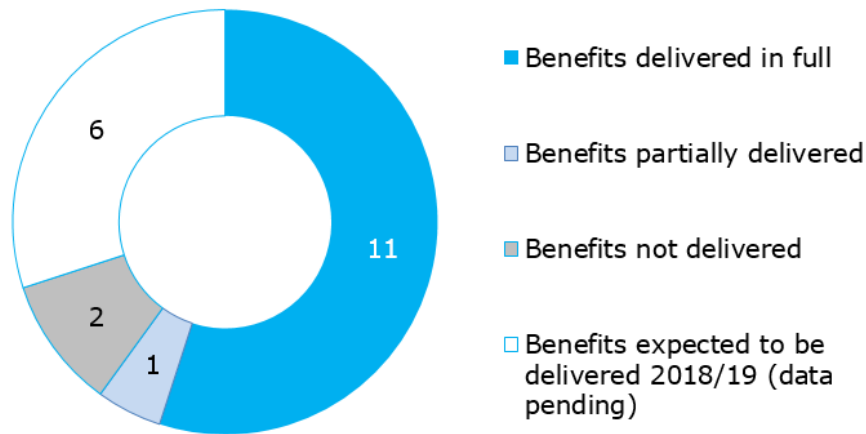
3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond project closure. Project benefits and measures are identified in each project's Full Business Case, along with review dates for monitoring their delivery and the benefit owners. The delivery of benefits is scrutinised by the service-specific officer "Hub" and progress is reported to the Capital and Assets Board.

3.3 The Benefits Tracker is currently monitoring 56 benefits to be delivered between December 2019 and March 2023. 11 benefits have been fully realized in 2019/20 and 1 partially realized. A summary of the benefits delivered in 2019/20 is set out in the table below:

April		
Project	Location	Benefit
On-Street Pay and Display Parking Machines	Worthing	Replacement of 68 parking machines
Rake Primary School	Chichester	Delivery of a new classroom to address concerns regarding suitability of teaching facilities
Schools Solar PV Installations	Various	Following the liquidation of the main contractor and appointment of alternative contractors, benefit to deliver 60% of spend with local contractors was not delivered (actual local spend 27%)
May		
Project	Location	Benefit
Churchill Court	Crawley	Purchase of building for revenue income generation
City Park, Hove	Brighton and Hove	Purchase of building for revenue income generation
October		
Project	Project	Project
Westhampnett Gas Works	Chichester	Reduction of over 30% in tCO ₂ e
November		
Project	Location	Benefit
Gigabit	Various	All West Sussex District and Borough Councils signed up to the Gigabit projects with sites included in the planned implementation
Even Better Pavements	Various	Increased net value of the asset
December		
Project	Location	Benefit
Angmering Secondary School	Arun	Basic Need provision of 30 additional school places
Ifield Community College	Crawley	Basic Need provision of 30 additional school places
Maidenbower Junior School	Crawley	Uptake of additional 16 places in the Special Support Centre, reducing out of county placements
Windmills Junior School	Mid Sussex	Basic Need provision of additional 30 school places on temporary basis to cover "bulge" year

3.4 6 benefits remain profiled to be realized during 2019/20.

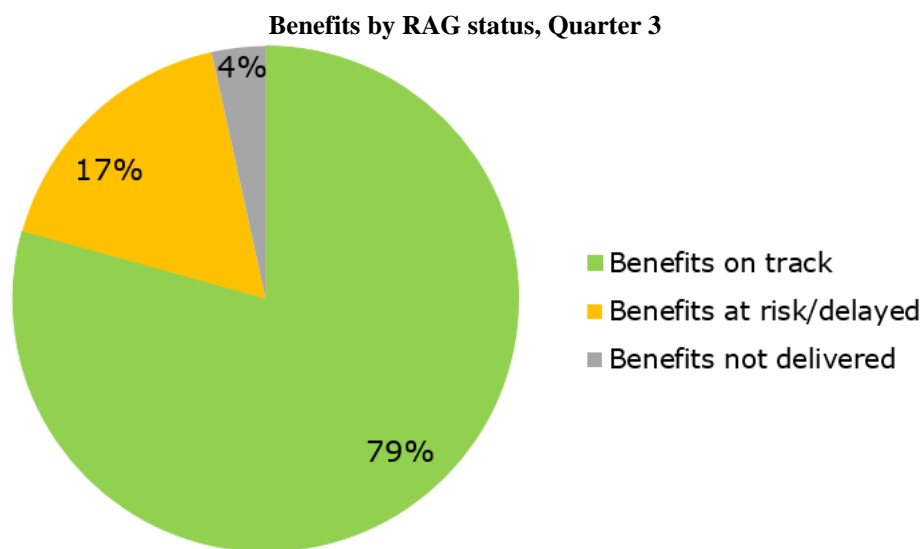
2019/20 Planned Benefits Realisation



3.5 A RAG rating is provided for each of the benefits:

- **BLUE** – benefits have been delivered
- **GREEN** - benefits remain on track to be delivered
- **AMBER** - benefits will still be delivered but may be delayed, reduced or there may be unexpected disbenefits
- **GREY** - benefits have been withdrawn from the tracker

3.6 Of the benefits remaining in the tracker at the end of Quarter 3, 46 were reported to be on track for planned delivery and 10 were reported as delayed or “at risk”.



3.7 A summary of the projects where the benefit is reported reduced or at risk is set out below:

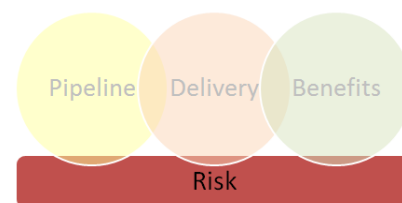
Project	Location	Status	Issue	Benefit Outcome Status
A285 Road Safety	Chichester	AT RISK	Change in reporting methodology by Sussex Police likely to influence performance against target	AMBER
Crawley Down Junior	Mid Sussex	DELAYED	Delivery of new places delayed due to delivery issues	GREEN
East Preston Infants School	Arun	AT RISK	Pupil admissions data showing 93% uptake of new places delivered, against target of 95%	AMBER
East Preston Junior School	Arun	AT RISK	Pupil admissions data showing 78% uptake of new places delivered, against target of 95%	AMBER
East Wittering Primary School	Chichester	AT RISK	Pupil admissions data showing 88% uptake of places delivered, against target of 95%	AMBER

Felpham College	Arun	AT RISK	Pupil admissions data showing 91% uptake of new places delivered, against target of 95%	Annex document AMBER
Northgate Primary School	Crawley	AT RISK	Pupil admissions data showing 85% uptake of new places delivered, against target of 95%	AMBER
St Wilfrid's Primary School	Arun	AT RISK	Pupil admissions data showing 87% uptake of new places delivered, against target of 95%	AMBER
Children Looked After Accommodation	Chichester	AT RISK	Specification of project unable to deliver stated level of service leading to reduced projected benefit – cost avoidance for 2019/20 predicted to be £140k against £187k target	AMBER
The Meads School, East Grinstead	Mid Sussex	AT RISK	Pupil admissions data showing 86% uptake of new places delivered, against target of 95%	AMBER

3.8 2 benefits have removed from the tracker. Following a reduction in the anticipated pupil number increase at St Mary's RC School in Bognor Regis, the project has been deferred.

4. Risk

4.1 The capital programme risk register sets out the key risks to the delivery of the programme and significant risks to individual projects. The capital programme risk register sets out programme risks being managed by the Capital and Assets Board and project risks, which are managed by the appropriate service.



4.2 The CPO is currently managing 7 programme risks and reporting 11 project risks managed by services.

5. Finance

5.1 In February 2019, County Council approved a capital programme of £108.995. In addition £0.670m of expenditure, originally profiled to spend in 2018/19, is now expected to be delivered in 2019/20, bringing the revised capital programme to £109.665m. Since then, profiled spend has decreased overall by £13.817m to give a current full year forecast of £95.848m.

5.2 Quarter 3 movements are detailed below:

Adults and Health – (-£0.562m)

Stonepillow – £0.188m – Approval has been given to re-develop the local charity Stonepillow Bognor Regis Resource Hub to improve services for customers who are rough sleeping or insecurely housed and have alcohol dependency. Funding is being passported to Stonepillow from Public Health England.

Westergate Extra Care Housing Scheme - (-£0.750m) - Works have started on site but completion of the legal agreement has been delayed and as a result the £0.750m first grant payment to the registered provider who owns and operates the scheme will now be made early in the new financial year.

Children and Young People – £0.200m

Cissbury Lodge – £0.200m – A total budget of £0.300m was approved as design fees to redevelop and repurpose Cissbury Lodge. £0.200m is expected to be spent in 2019/20 financial year.

Economy and Corporate Relations – (-£6.451m)

Crawley Growth Programme – (-£5.451m) – An estimate for expenditure for pipeline projects within the Crawley Growth Programme was made as part of the Capital Programme approved at County Council in February 2019. These schemes have not progressed as originally forecasted and therefore have been profiled into future years, a detailed and more accurate forecast will be given once a full business case is approved for the individual schemes and these are expected early in the new financial year.

Digital Infrastructure (-£1.000m) – An estimate for expenditure for Digital Infrastructure pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme has not progressed as originally forecasted and therefore has been profiled into future years, a detailed and more accurate forecast will be given once a full business case is approved for the individual schemes and this is expected early in the new financial year.

Education and Skills – £0.050m

Crawley Down Primary – £0.195m – Additional budget was approved through a change request form. The main changes relate to a new kitchen that was originally omitted in the original approval, extended footpath to meet safeguarding issues whilst additional groundworks is also required.

Steyning Grammar School (-£0.086m) – Project has completed under budget and therefore the basic need funding has been returned to the pipeline to fund future projects.

Pound Hill Primary (-£0.037m) – Project has completed under budget and therefore the basic need funding has been returned to the pipeline to fund future projects.

Safeguarding - £0.619m – Approval was given to undertake works of a pupil safeguarding nature at several school sites funded from the Capital Improvement line.

Manor Green Primary - £0.200m – Approval was given to deliver additional accommodation at Manor Green Primary School. £0.200m is estimated to be spent in 2019/20 with the remaining £0.818m in 2020/21.

Southwater Primary School – (-£0.841m) – This project was put on hold some time ago due to lack of available budget; it has now been redesigned and will go back through the governance in November for re-approval. The delay has resulted in slippage of estimated spend this financial year into later years.

Environment – (-£0.600m)

Brookhurst Wood, Site HA – (-£0.500m) – An estimate for expenditure for Site HA pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme has not progressed as originally forecasted and therefore has been profiled into future years, a detailed and more accurate forecast will be given once a full business case is approved for the project and this is expected early in the new financial year.

Carbon Reduction Programme (-£0.100m) – Schedule of works unable to be completed within financial year due to fitting in with timescales for schools. This work is now expected to take place early into the new financial year.

Finance (-£0.754m)

Accessibility Audit – (-£0.500m) – An estimate for expenditure for Accessibility Audit pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme has not progressed as originally forecasted and therefore has been profiled into future years, a detailed and more accurate forecast will be given once a full business case is approved for the project and this is expected in the next month with works expected to start early in the new financial year.

Targeted Minor Asset Improvement Plan – (-£0.100m) – £0.100m of the programme of works is currently uncommitted. Due to the lead in time for new project requests this will not be spent in this financial year and so has been profiled for 2020/21.

Accommodation Optimisation - County Hall – (-£0.005m) – Project completed under budget therefore corporate funding returned to fund future schemes.

Crawley County Buildings Demolition – £0.100m – Approval has been given to demolish the County Buildings site in Crawley which will later lead to redevelopment on the same site. £0.100m is due to be spent this financial year with the remainder £0.757m to be spent in 2020/21.

Sompting Waste Management – (-£0.249m) – Budget no longer required as full funding provided for Halewick Lane project through Your Energy Sussex therefore corporate funding returned to fund future schemes.

Fire and Rescue and Communities – (-£5,102m)

Horsham Combined Blue Light Centre – (-£1.000m) – An estimate for expenditure for the Horsham Combine Blue Light Centre pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme has not progressed as originally forecasted due to the contract award for design services works commencing in October. The revision of the expected period of works has led to slippage into 2020/21.

WSFRS Equipment & Fleet – (-£1.444m) – An estimate for expenditure against the WSFRS Equipment and Fleet block allocation was part of the Capital Programme approved at County Council in February 2019. This programme of works has not required any additional funding from the pipeline and therefore has been reprofiled into future years.

Community Hub Worthing – (-£2.658m) – There has been a delay in the tender being able to be issued due to further surveys and investigative work needing to be completed. This will result in a potential start date for the main works from April 2020.

Highways and Infrastructure – (-£1.613m)

A2300 – (-£0.800m) – Funding has been reprofiled into future years due to the Department for Transport advising of their decision to delay the approval of the full business case until after the general election.

Flood Management – (-£0.135m) – Identification of properties at risk of flooding within Surface Water Management Plan areas for Hassocks and Billingshurst has taken longer than expected due to consultancy delays and therefore has been reprofiled into 2020/21.

A29 (-£0.651m) – An estimate for expenditure for the A29 pipeline project was part of the Capital Programme approved at County Council in February 2019. This scheme has not progressed as originally forecasted and therefore has been profiled into future years, a full

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~~Business case~~
Business case is due to be approved imminently which will provide a more accurate forecast, £0.450m has remained profiled for 2019/20.

Annual Delivery Programme – (-£0.027m) – A few schemes in the Annual Delivery Programme have cancellations totalling £0.027m due to schemes being delivered under budget. These were funded from s106 and therefore will be put forward to fund future schemes.

Income Generating Initiatives

Economy and Corporate Relations – (-£0.605m)

Horsham Enterprise Park – (-£0.585m) – An estimate for expenditure for the Horsham Enterprise Park project was part of the Capital Programme approved at County Council in February 2019. This scheme has not progressed as originally forecasted and therefore has been profiled into future years, a full business case is expected within the next few months which will provide a more accurate forecast, £0.235m has remained profiled for 2019/20.

Gigabit – (-£0.020m) – Grant estimate was £0.020m lower than anticipated and so has been cancelled from the project.

Environment – (-£0.3433m)

Your Energy Sussex - (-£3.433m) - An estimate for expenditure for pipeline projects within the YES Programme was made as part of the Capital Programme approved at County Council in February 2019. These schemes have not progressed as originally forecasted and therefore have been profiled into future years, a detailed and more accurate forecast will be given once a full business case is approved for the individual schemes and these are expected early in the new financial year.

Highways and Infrastructure – (-£0.850m)

Street Lighting LED- (-£0.850m) – Initial start of contract change has been delayed due to required governance to approve scheme and change requirements to PFI contract

Capital Programme Performance Report Quarter 3 2019/20

Performance by Portfolio

1. Each of the capital programme projects in delivery is required to submit a highlight report on a monthly basis to consider progress towards delivering the outputs against time, cost and quality. Summaries of the highlight reports by portfolio are available as background papers. At the end of December 2019 there were 4 red highlight reports, 13 amber and 51 green.

2. The performance of project by individual Cabinet Member portfolio is set out below:

Adults and Health

3. 5 projects submitted highlight reports at the end of December. 4 schemes in delivery were rated green, indicating that the projects are reporting to plan. 1 was rated at amber, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team.

4. The table below sets out the reason projects were amber and red along with an update on the latest position:

Scheme	RAG at 31 December	Reason	RAG at 9 March	Updated Position
NHS Capital Grants - BC	AMBER	Project complete, End of Project Report due in December. Ongoing issues with payment of grant funding to be pursued	AMBER	Attempts to secure grant funding continuing

Education and Skills

5. 17 projects submitted highlight reports at the end of December. 10 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 4 were rated at amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. 3 were rated as red, indicating that there are significant issues with the projects, requiring corrective action.

6. The table below sets out the reason individual project/s were rated red and provides an update on the latest position:

Scheme	RAG at 31 December	Reason	RAG at 9 March	Updated Position
Bourne Community School	AMBER	Technical review being undertaken following concerns regarding quality of works	AMBER	Investigation ongoing
Crawley Down	AMBER	Additional scope (kitchen and groundworks) required to ensure compliance. Change request to add budget to be considered in January	GREEN	Change Request approved
Manor Green SEND Provision	RED	Delay due to poor tender response and late objections during planning process leading to reprofiled delivery for August 2020	RED	Programme delivery recoverable but dependent on no further issues with approvals

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Appendix A Primary	RED	Discussions being held with delivery contractor regarding significant persistent defects	RED	Programme to rectify remaining defects being planned
Safeguarding programme	AMBER	Assessment of schools, procurement and delivery unlikely to be completed within original programme timescales	AMBER	
Southwater Infants and Junior	AMBER	Original budget insufficient to address required scope.	AMBER	Additional budget approved. Drainage issues causing delay mitigated by split procurement to enable progress to continue
Woodlands Meed College Design Stage	RED	Capital design stage delayed as a deliverable option remains to be selected.	RED	Decision expected in May to select preferred option.

Environment

7. 6 projects submitted highlight reports at the end of December. 5 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 1 was rated amber, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team.

Scheme	RAG at 31 December	Reason	RAG at 9 March	Updated Position
Halewick Lane 2 nd Life Battery Storage Development	AMBER	Delay in obtaining freehold for adjacent land – not expected to impact on overall delivery programme	GREEN	Agreement reached to purchase freehold for adjacent land

Finance and Corporate Resources

8. 10 projects submitted highlight reports at the end of December. 8 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 1 was rated at amber, indicating that there is an issue having an effect on the project but that it can be dealt with by the project manager or project delivery team. 1 was rated as red, indicating that there are significant issues with the project, requiring corrective action. The table below sets out the reason individual project/s were rated amber and red and provides an update on the latest position:

Scheme	RAG at 31 December	Reason	RAG at 9 March	Updated Position
Carbon Reduction	AMBER	Forecast completion for Parkside Combined Heat and Power system slipped from August 2019 to February 2020	GREEN	Completion for Parkside CHP system reprofiled
PropCo-Angel's Nursery, Barnham	AMBER	Capital design stage complete, decision to sell land taken. End of Project report required	COMPLETE	Project completed

Highways and Infrastructure

9. 20 projects submitted highlight reports at the end of December. 16 of the projects in delivery were rated green, indicating that the project is reporting to plan. 4 were rated as amber, indicating that there is an issue having an effect on the projects but that it can be dealt with by the project manager or project delivery team. The table below sets out the reason individual projects were rated amber and provides an update on the latest position:

Scheme	RAG at 31 December	Reason	RAG at 9 March	Updated Position
A2300 Corridor Improvement – Design Stage	AMBER	Current delivery programme delayed due to late DfT grant award. Indication that DfT will extend funding window as a result to be confirmed	GREEN	DfT grant approved 18 February 2020
A284 Lyminster Bypass	AMBER	Additional budget required to deliver scope	GREEN	Funding approved by County Council 14 February 2020
A29 Realignment Phase 1	AMBER	Delay in securing LGF funding has affected project milestones. Overall programme delivery remains on track	GREEN	LGF funding agreement signed 30 January 2020
LED Streetlight Conversion	AMBER	Unavailability of equipment leading to delay in delivery, installation and benefits to be reprofiled at Stage 2 contract in October 2020	AMBER	

Economy

10. 6 projects submitted highlight reports at the end of December. 5 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 1 was rated amber, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team

Scheme	RAG at 31 December	Reason	RAG at 9 March	Updated Position
Worthing Public Realm Design Stage	AMBER	Programme Board agreement on budget for proposed works required before approach can be progressed	AMBER	

Safer, Stronger Communities

11. 3 projects submitted highlight reports at the end of December. 2 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 1 was rated amber, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team

Scheme	RAG at 31 December	Reason	RAG at 9 March	Updated Position
Worthing Community Hub	AMBER	Tender process delayed	GREEN	Project out to tender

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Performance and Finance Scrutiny Committee

March 2020

Quarter 3 Total Performance Monitor – Focus for Scrutiny

Report by Director of Law and Assurance
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Summary

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

The TPM attached at Annex reflects the position as at the end of December 2019, Quarter 3, and includes information on the County Council's workforce, including the results of the employee health and wellbeing survey as requested at the December meeting of the committee, and the Transformation Programme.

At the request of the committee the Quarter 3 TPM also includes the Risk Register to give a holistic understanding of the council's current performance reflecting the need to manage risk proactively.

Overall the forecast end of year revenue position, as at the end of December 2019, is a projected £6.806m overspend. This is an improvement on the position reported at the end of September. This forecast overspending requires the Authority to continue to act to reduce costs and make savings. If the overspend is not addressed the Budget Management Reserve will need to be used to balance the budget.

In relation to performance 25 of the 67 measures are reported on an exception basis due to the downward trajectory of the performance.

The focus for scrutiny

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

1. The measures proposed to reduce the impact of the Council's projected overspend and the non-delivery of identified savings;
2. Progress of the Transformation Programme to support delivery of the savings programme;
3. Any areas of underperformance and how these are being addressed;
4. Any issues reported through the Risk Register;
5. Any areas of concern in relation to the workforce indicators;
6. Any issues raised by other Scrutiny Committees (through the Chairmen of these Committees); and
7. Identification of:
 - a) Any specific areas for action or response by the relevant Cabinet Member,
 - b) Any issues for further scrutiny by this Committee (or by one of the other scrutiny committees, as appropriate).

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

1. Details

- 1.1 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Annex A – Total Performance Monitor as at 31 December 2019

Appendices

Appendix 1 – Revenue Budget Monitor and Useable Reserve – as at December 2019

Appendix 2 – Saving Schedule – as at December 2019

Appendix 3 – Children First Improvement Plan update – as at December 2019

Appendix 4 – Fire Improvement Plan update – as at December 2019

Appendix 5 – Capital Programme as at December 2019

Appendix 6 – Transformation Programme – as at December 2019

Appendix 7 – Corporate Risk Register – as at February 2020 (latest)

Appendix 8 – Workforce Key Performance Indicators – as at December 2019

Appendix 9 – Employee Health and Wellbeing Survey Report

Background Papers

None

TOTAL PERFORMANCE MONITOR– DECEMBER 2019

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 Select Committee. This report is intended for the public, senior officers and all members including Select Committee members and Cabinet.

Introduction

This report provides an overview of performance across West Sussex County Council as at 31st December 2019, bringing 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.

The financial circumstances facing the Council continue to be challenging, for both 2019-20 and beyond, however there has been an improvement in the forecast outturn position for 2019-20 since the previous quarterly report. Performance indicators measured in relation to the priorities of the West Sussex Plan, reflect that 79% are at Green (54%) or Amber (25%) levels however, out of a total of 67 indicators measured, 25 have been reported on an exception basis because of a downward trajectory which reflect the challenges faced by the Council across all services. There are improvement plans in place in a number of key service areas, including Children's Services and the Fire and Rescue Service, which target specific outcomes to drive up future performance in relation to local and national priorities and standards.

Workforce monitoring reflects absence trends up to December 2019 but does not currently reflect any impact of the Corona virus outbreak in recent weeks; therefore there may be some further impact upon absence statistics prior to the year end.

The risk register has been included within this Total Performance Monitor report to complete a holistic understanding of the Council's current performance, reflecting the need to manage risks in an adaptive manner throughout the year as circumstances change.

Financial Summary

1. The forecast revenue outturn position as at 31st December is projecting a **£6.806m overspend**; an improvement of £0.549m against the £7.355m reported in September. Demand pressures within Children's Social Care have continued in the last quarter and other pressures which have emerged during the period include: a reduction in the possible saving attributable to the Facilities Management recovery plan, additional legal costs following Trading Standards high profile court cases, loss of income from the sale of paper/card recyclables, reduced income expectation on solar and battery projects due to delays in starting new projects and expenditure incurred on complex inquests within the Coroner's Service. These pressures have been mitigated by: additional income within Planning Services, continued reduction in waste tonnages, reduction in passenger journeys within the National Concessionary Fares Scheme, an expected reduction in electricity cost within the Street Lighting PFI and in-year underspending from the Children First and Fire Improvement Plans.

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2. In addition, the settlement of a legal case relating to the 2018-19 Highways procurement has been reached which led to a £4.0m payment in November. This cost is to be met from the Budget Management Reserve.
3. Table One outlines the variation changes between the September and December outturn forecasts. Table Two details the year-to-date summary of budget variations within each portfolio. Table Three sets out how the Authority could apply a range of further opportunities identified as part of the Mitigation Plan for funding the projected outturn overspend.
4. It is acknowledged that forecasts will continue to fluctuate as the year progresses; however, the significant forecast overspending requires the Authority to continue to act to reduce costs and make savings.

Table One –Main variation changes between September and December 2019

Portfolio	Variation in projections from September 2019 to December 2019	Amount
Outturn projection reported as at 30th September 2019		£15.954m
Adults and Health	Minor variations	£0.010m
Children and Young People	Increase in demand pressures	£0.700m
Economy and Corporate Resources	Agreed Public Health contribution for central overhead charges	(£0.250m)
	Expected overspend within Facility Management and other minor variations	£0.195m
Education and Skills	Increase in transport cost offset by additional school improvement monitoring and brokerage grant	£0.082m
Environment	Net estimated shortfall within Energy Services on income expectation due to delays in new schemes in the pipeline	£0.274m
	Trading Standards legal costs incurred on two exceptional court cases – Gatwick Parking and Pulborough Petrol Station	£0.200m
	Additional planning income and other minor variations	(£0.213m)
Highways and Transport	Reduction in passenger journeys within the National Concessionary Fares scheme	(£0.130m)
	Reduction in Street Lighting electricity costs	(£0.100m)
	Staffing underspends and a reduction in projected procurement costs	(£0.250m)
Finance	Minor variations	£0.072m
Leader	Unplanned staff expenditure	£0.242m
Non Portfolio	S31 Business Rates reconciliation 2018-19	(£0.237m)
Total projected outturn before applying further funding opportunities		£16.549m

Table Two – Summary of 2019-20 Budget Variations

Portfolio	Variation to Budget
Adults and Health	£0.220m
Children and Young People	£12.000m
Economy and Corporate Resources	£3.301m
Education and Skills	£0.449m
Environment	(£0.554m)
Finance	(£0.181m)
Fire and Rescue and Communities	(£0.100m)
Highways and Infrastructure	£1.770m
Leader	£0.242m
Total Projected Portfolio Overspend	£17.147m
Non-Portfolio Investment income (including banking interest)	(£0.361m)
Sources of Financing Section 31 Business Rates Grant	(£0.237m)
Total Projected Overspend (Prior To Funding Mitigations)	£16.549m

Table Three – Further opportunities to mitigate the projected outturn overspending and remaining draw-down from reserves

		Amount
Total Projected Overspend – (Prior To Funding Mitigations)		£16.549m
Further opportunities to mitigate overspend	Flexible use of capital receipts	(£5.300m)
	Repurpose funds designated to support High Needs DSG in 2019-20	(£1.059m)
	Use of available reserves and other one off income	(£2.208m)
	Contingency Budget remaining – to fund projected overspend ^(Notes 1 and 2)	(£1.176m)
	Total Further Opportunities – to fund projected overspend	(£9.743m)
Adjusted projected overspend - Drawdown from Budget Management Reserve to fund projected in year overspend		£6.806m
<i>Notes:</i>		
1 The £3.400m Contingency Budget for 2019-20 has reduced due to decisions taken to transfer funding to the Children First Improvement and Fire Inspection Improvement Reserves. A review of the Children First and Fire and Rescue Improvement Plans predicts an in-year underspend of £1.144m (£0.5m from Children First and £0.644m from Fire and Rescue). This in-year underspend has been returned to the Contingency Budget to enable additional relief towards the overall corporate overspend position.		

- Further mitigation opportunities outside the portfolio budgets have been identified and are detailed in Table Three (above). These opportunities include the reprioritising of local authority funds which had initially been designated to support the High Needs budget in Education at the beginning of the year due to a shortfall in Dedicated Schools Grant income, and the flexible use of capital receipts to fund the revenue costs of transformation projects, as detailed in the Flexible Use of Capital Receipts Strategy

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report agreed by County Council on 18th October 2019. It is assumed that the remaining £1.176m Contingency Budget is committed to fund the corporate overspend.

6. It is important to note that although the Council has identified £9.743m one-off in year mitigation actions, there remains a £6.806m projected overspend in 2019-20. If the Council does not find further ways to address this forecast overspend, it will be required to draw from the Budget Management Reserve. On-going pressures identified during the year have been considered within the current Medium Term Financial Strategy planning assumptions for 2020-21.
7. In the event that it is necessary to drawdown from reserves, the following table demonstrates the impact on the Budget Management Reserve. Based on the remaining £6.8m overspend currently forecast and the recent £4.0m legal settlement relating to the 2018-19 Highways procurement, the balance of the Budget Management Reserve would fall to £15.2m.

Budget Management Reserve	2019-20 Budget Management Reserve	£26.0m
	<i>less drawdown required to fund balance of forecast overspend in-year</i>	(£6.8m)
	<i>less legal settlement costs in relation to the 2018-19 Highways procurement</i>	(£4.0m)
	Forecast balance to carry forward to 2020-21	£15.2m

8. Reducing the Budget Management Reserve balance will reduce the Council's financial resilience going forward which, at this time of unprecedented uncertainty for Local Government, needs to remain as robust as possible. While we have had the one year Spending Round 2019 and Provisional Local Government Settlement, the financial uncertainty continues following the one year delays to the multi-year Spending Review, Fair Funding Review and Business Rate Reforms. These cause funding risks alongside the potential vulnerable economic landscape that the Council will need to safeguard against in the future.
9. As detailed in Appendix 5, the total forecast capital expenditure for 2019-20 is £95.8m. This comprises £87.4m on core services and £8.4m on income generating schemes, compared to the £109.0m budget, comprising £92.8m for core services and £16.2m for income generating schemes.

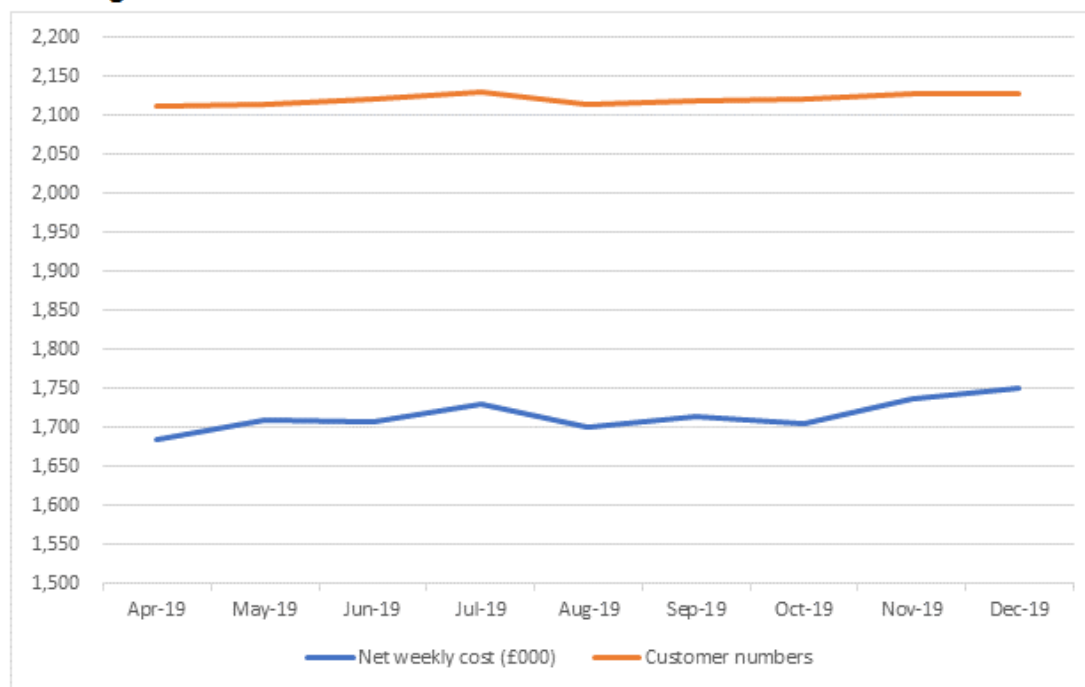
Financial Update by Portfolio

Adults and Health

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Risk that demand growth will not be absorbed in line with budget assumptions	£2.000m	Drawdown from the Improved Better Care Fund	(£4.800m)	
Overspending on care costs (on all customer groups)	£1.100m	One-off government grant and staffing vacancies within the Blue Badge Service	(£0.080m)	
Non delivery of savings - delay in agreement of the Shaw contract variation	£0.700m			
Non delivery of savings - residual saving outstanding on Lifelong Services	£1.000m			
Expected increase of fees and volumes of post mortems in the Mortuary Service - as experienced in 2018-19	£0.200m			
Estimated costs for complex inquests, including the Shoreham Air Show inquest	£0.100m			
Adults' and Health Portfolio - Total	£5.100m		(£4.880m)	£0.220m

10. The Adults and Health portfolio is projecting a £0.220m overspend, a small increase in the projected spend of £0.010m when compared to September. All of the overspend reported relates to services outside adults social care. There is an estimated £0.200m continued pressure within the Mortuary Services and expected £0.060m additional costs ahead of the Shoreham Air Show inquest along with £0.040m of other complex inquest costs. These have been partly offset by a £0.080m underspending within the Blue Badge Service due to delays in filling staff vacancies and the receipt of a one-off government grant.
11. In the last quarter, there has been an increase of £0.5m in relation to the overspending pressure facing the Adult Social Care budget. The main reason for this was Learning Disabilities, where the projected overspend rose from £1m to £1.5m. This was due to increases in the cost of care packages following reviews and reassessments, compounded by the delay in the implementation of changes to the Minimum Income Guarantee for working age adults.
12. The graph below shows the net weekly cost and the number of Learning Disability customers. The net weekly spend is over £1.7m, so even a relatively small increase in average costs has a significant impact on the budget in an absolute sense. This is what happened between October and December, during which time; weekly expenditure grew by £0.045m. If this is extrapolated over the remainder of the year (allowing also for the effect of the pooled budget and that some of the increase in spend had been known – e.g. transitions from Children's), we end up with an additional £0.5m.

Learning Disabilities



Learning Disabilities aside, the number of people receiving funded social care has stayed broadly constant since September, added to which the effect of turnover in the customer groups has been neutral from a financial point of view. Assuming winter follows the pattern of a normal year, the result is that there is forecast overspending of up to £4.8m, which will be mitigated through use of the Improved Better Care Fund.

13. However, despite remaining a stable position overall, the actions agreed in August as part of the Adults Budget Recovery Plan were expected to have led to some reduction in the overspending pressure. Although the priority of that plan is about ensuring that an underlying shortfall is not carried forward into 2020-21, and so brings together a mix of short term and longer term actions linked to the need to make the budget financially sustainable, successful implementation was estimated as having the potential to reduce, by up to £1m, the amount of iBCF that has to be used to deliver a balanced budget in 2019-20. Since the return to date has been limited, arrangements are now being put in place across all parts of the service which will subject care expenditure to additional scrutiny and challenge before new spending commitments are made. These will continue to ensure that people's needs are being met in line with the Care Act, whilst attaching additional emphasis to the independence priorities outlined in the [Adult Social Care in West Sussex - Our vision and strategy](#) document and delivery of value for money.

Children and Young People

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Children First Improvement plan expenditure	£7.185m	Use of earmarked Social Care Support Grant to fund the Improvement Plan	(£5.243m)	
Placements pressure due to increased volumes of Children Looked After	£9.190m	Use of Children First Improvement Reserve	(£1.942m)	
Non delivery of savings	£4.160m	Underspending in Early Help temporarily mitigating savings non-delivery	(£1.350m)	
Social work staffing overspending	£0.300m	Increased grant for UASC placements	(£0.600m)	
Client expenditure overspending	£0.300m			
Children and Young People Portfolio - Total	£21.135m		(£9.135m)	£12.000m

14. The Children and Young People portfolio is projecting a £12.0m overspend; an increase to the outturn overspend of £0.7m when compared to the September position.
15. The table below details the forecast £12.0m overspending compared to the reported September position:

	December 2019 £m	September 2019 £m
Overall projected overspend	12.0	11.3
Placement demand pressures - existing placements	8.4	7.3
Placement demand pressures - assumption for new placements	0.2	0.5
Social work staffing	0.3	0.2
Client expenditure	0.3	0.0
Savings non delivery (reported as 'undelivered')	2.8	3.3
	12.0	11.3

16. The main issue for the budget remains placement volumes, purchasing mix, and unit cost. Placements for children looked after (excluding asylum) have increased a net 18 from 681 as at the end of September to 699 as at the end of December. Although a continued increase in children looked after numbers was envisaged, there have also been significant increases in the more expensive placements.
17. This situation creates a significant pressure for next financial year as the full year effect of placements which have begun this year, as well as anticipated growth for 2020-21, is realised. An estimate for this demand has been built into the Medium Term Financial Strategy; however it will also have a critical dependency on the ability of the service to influence those cost drivers. There are some initiatives planned which if implemented early in 2020-21, should have the effect of reducing the risk facing the next year's budget. The areas that are being targeted are as follows.

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- Development of a commissioning strategy.
- Review of foster care allowances. Potential to require interim funding until level of independent foster care placements reduced.
- Review of arrangements in relation to placement panels and organisational structures.

18. Progress has been made in increasing the number of permanently employed full time equivalent (FTE) social work staff since April 2019. The table below shows the position between employed and agency staff for Social Worker, Practice Manager and Group Manager positions:

Summary - Combined	April		Dec		Total change - since April	
	Perm FTE	Agency FTE	Perm FTE	Agency FTE	Perm FTE	Agency FTE
TOTAL	358.93	66.01	406.56	76.71	47.63	10.70

19. In total there has been an increase of 58.33FTE since April 2019, representing a 13.7% increase. For just social worker posts alone, the situation is even more positive with an increase of 47.8FTE or 14.7%:

Summary - Social workers	April		Dec		Total change - since April	
	Perm FTE	Agency FTE	Perm FTE	Agency FTE	Perm FTE	Agency FTE
TOTAL	270.09	54.01	308.66	63.21	38.57	9.20

20. This increase in agency social workers between April and December is due to the planned use of agency staff to provide additional capacity while newly qualified social workers begin their Assessed and Supported Year in Employment (ASYE) with a low caseload to gain relevant experience. The current cohort of ASYE's joined in September with agency staff employed to support their gradually increasing caseloads. This situation will repeat in 2020-21 with the next cohort of ASYE's due to begin in September 2020. The cost of this additional resource has been met from the Improvement Fund in 2019-20 and permanent funding has been allocated through the Medium Term Financial Strategy (MTFS) for future years.
21. The overall increase in staffing is achieving the intended impact on caseloads, where 67% of experienced social workers now have caseloads of 18 or less compared to 51% in June 2019.
22. The Children and Young People's Services budget position remains subject to influences (both positive and negative) on the key cost drivers. In particular, the following areas are volatile and are still likely to change before the end of the financial year:
- Placements – volumes, purchasing mix and unit cost
 - Staffing including agency usage in Social Care – especially in relation to caseloads and unallocated cases
 - Pressures around client/ section 17 spend and other spend within Children's and Young Peoples Services.

Children First Improvement Plan

23. The detailed service development work now being undertaken is set out in the agreed Improvement Plan, adopted in August 2019 and closely aligned to the twelve main recommendations made by Ofsted in its inspection report of May 2019.
24. **Strengthening the Workforce** - Significant activity is continuing to build a resilient workforce, fully motivated and resourced to meet the needs of vulnerable children and young people and their families. There has been sustained progress in the following areas.
- The uncovered vacancy gap is currently 5.34%, compared to 18.5% in February 2019.
 - The outcome is supported by a Recruitment and Retention offer, which has currently been taken up by around 93% of eligible staff.
 - Around 75FTE Agency Social Workers are in post to cover establishment vacancies and support the reduction of caseloads; reliance on this contingent will reduce as staffing and workloads are stabilised in the longer term.
 - The above measures are having a positive impact on reducing high caseloads: so far, four out of eight social worker teams have achieved or improved upon their agreed maximum caseload targets.
 - The incidence of qualified staff leaving the service has reduced, while sickness and other long-term absences is stable.
25. **Other recent service improvements** – A wide range of changes is being made in line with the objectives of the Practice Improvement Plan. Key examples include the following.
- **Improvements in social work practice** in Children Looked after and Assessment and Intervention teams; children being visited more often; assessments are more timely – all these being supported by improvement in management oversight.
 - A programme to address wider **transformation**, including service re-design, better use of technology and workforce development.
 - **Signs of Safety** has been adopted as the practice framework, so that staff know what is expected of them.
 - An **updated Scheme of Delegation and Supervision Policy** to improve management oversight and accountability, so that staff are well supported to deliver high-quality practice.
 - A **new Learning and Development Pathway** is being developed, so that staff are provided with appropriate and relevant training.
 - A **new Policy and Practice Group** to ensure that Social Workers know 'what good looks like' and children and families received a consistent and professional service.
 - **Improvements to information systems** (Mosaic) and recording protocols used by social workers; roll-out of new IT equipment prioritising key staff.

26. **Further service improvements planned for 2020** – The following examples of the main improvement measures now being planned for the coming year.
- **Working closely with Hampshire County Council** as Partner in Practice in specific work streams.
 - **Children with Disabilities:** an area of focus with support from Hampshire as Partner in Practice.
 - **Neglect and Domestic Abuse:** a revised Neglect Strategy and toolkit is being completed.
 - Intensive support and coaching in **Family Support and Protection Teams**.
 - Reviewing practice in **High Risk Complex Adolescents Team** and multi-agency arrangements for contextual safeguarding.
 - Review practice in commissioning of **external placements** for Children Looked After.
 - Continuing to embed improvement work already underway in **Assessment and Intervention teams, the Multi-agency Safeguarding Hub (MASH) and Early Help** to streamline processes and improve the timeliness of decision-making; more consistency in the application of thresholds and the quality of social work practice.
 - Evaluating and further establishing **quality assurance audit process** to improve compliance across the service.
 - **Adoption:** membership of the Adoption South East from April 2020, to improve experiences and outcomes for children being considered for adoption.
 - **Life Story Work:** training for foster carers and staffing being launched.
 - **Fostering:** secure base training to be introduced, so that carers can respond to children more skilfully.
 - Creation of specific **Family and Friends Team** and tighter support to be offered to Special Guardians.
 - Transfer of **Care Leaver Service** from Early Help to Children Looked After Service.
 - Continued to address actions in updated **Practice Improvement Plan**, including Private Fostering, Permanence Planning and Corporate Parenting Panel.
27. **Ofsted Monitoring Visits** - As part of the journey to improvement, Ofsted is undertaking short, focused monitoring visits, which will culminate in a full service re-inspection in 2021. The first Ofsted Monitoring visit took place on 3rd and 4th December 2019, and the inspectors findings are as follows.
- The children's services workforce is now more stable, and caseloads are becoming manageable.
 - Staff are highly committed to delivering good outcomes for children, and staff morale has improved.

- Some progress has been made in the quality of social work practice, particularly around visits, direct work with children and the use of tools to capture children's views.
 - There is a need to ensure that the arrangements to oversee children who are privately fostered meet best practice standards, and are effectively joined up between teams.
 - There is more work to do to ensure the consistent application of thresholds, and the quality of assessments and plans.
 - The service understands itself well and knows what more still needs to be done.
28. This outcome is positive and the service are determined that this trajectory of improvement will continue. The next Monitoring Visit is scheduled for 11th – 13th May 2020, when inspectors will be focusing on an examination of services to Children Looked After.
29. **Finance update** - A detailed update on the Children First Improvement Plan projected outturn is reported in Appendix 3. In September, the County Council agreed to support the improvements required in Children's Social Care by allocating an additional £1.942m from the Contingency Budget to supplement the £5.243m remaining Social Care Support Grant which had already been earmarked. In addition, the Medium Term Financial Strategy has been updated to include the on-going financial requirements detailed in the plan.
30. As at December 2019, due to some initiatives starting later than originally envisaged, a £0.5m in year underspend is currently projected and has been returned to the Contingency Budget. Any future funding requirements will be addressed during the budget preparation for 2021-22.

Economy and Corporate Resources

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Increase in legal childcare cases	£1.000m	Underspending within Economic Development and vacancy management	(£0.140m)	
Overspending in Facilities Management	£0.450m	Facilities Management budget recovery plan underway	(£0.250m)	
Non-delivery of transformation savings	£1.500m	In-year IT contract savings	(£0.200m)	
Non-delivery of savings within HR	£1.042m	Agreed Public Health contribution for central overhead charges	(£0.250m)	
Non-delivery of savings within Legal Services	£0.250m	Other minor variations	(£0.101m)	
Economy and Corporate Resources Portfolio – Total	£4.242m		(£0.941m)	£3.301m

31. The Economy and Corporate Resources portfolio is currently projecting a £3.301m overspend, a decrease in the projected spend of £0.111m since September. The budget recovery plan developed by Facilities Management has been implemented, however, it is unlikely to deliver a balanced budget whilst meeting the County Council's

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safety and contractual obligations, therefore a £0.2m overspend is currently projected. Measures are continuing to limit expenditure on reactive maintenance and cleaning across the corporate estate.

Education and Skills

Pressures	(£m)	Mitigations and Underspensing	(£m)	Year end budget variation (£m)
Home to School Transport costs; predominantly Special Educational Needs	£1.088m	Management action undertaken to reduce number of existing pupils requiring solo taxis	(£0.200m)	
		Generate additional traded income and charge strategy posts to DSG	(£0.200m)	
		Other minor variations including staffing underspends and additional grant allocation	(£0.239m)	
Education and Skills Portfolio –Total	£1.088m		(£0.639m)	£0.449m

32. The Education and Skills portfolio is projecting a £0.449m overspend; a small increase of £0.082m when compared to the overspending position reported in September. Pressure relating to the Home to School Transport services continues to be the main area of concern; although a reconciliation of the new 2019-20 academic year journey plans indicates that the initial estimate remains valid.

Dedicated Schools Grant (DSG)

33. The Dedicated Schools Grant (DSG) initial allocation in 2019-20 totals £597.1m and is made up of four separate funding blocks: Schools block (£459.3m), High Needs block (£80.5m), Central School Services block (£8.6m) and Early Years block (£48.7m).
34. The balance on the Dedicated Schools Grant reserves at the beginning of the 2019-20 financial year stood at £6.245m. Schools Forum agreed a £2.4m transfer from these reserves when setting the High Needs budget for 2019-20, and a £0.364m transfer of uncommitted School Banker Funds into the General DSG Reserve. The uncommitted School Banker Funding is the balance of unspent project funding previously allocated to groups of schools for specific projects; these projects are now complete leaving the unspent allocation to be returned to the DSG Reserve. In October, Schools Forum agreed to distribute out a further £0.765m to Early Years providers and use £0.155m to fund the new SEND Strategy posts up until 31st March 2020. A breakdown of the current balance is set out in the table below.

	Early Years DSG Reserve	Schools DSG Reserve	General DSG Reserves	Total DSG Reserves
	£m	£m	£m	£m
2019-20 Opening Balance	0.500	0.653	5.092	6.245
Transfer to High Needs	0	0	(2.400)	(2.400)
School Banker Fund Balance	0	0	0.364	0.364
2018-19 Early Years Adjustment	0.265	0	0.338	0.603
Distribution to Early Years Providers	(0.765)	0	0	(0.765)
SEND Strategy	0	0	(0.155)	(0.155)
2019-20 Current Balance	0	0.653	3.239	3.892

35. **Schools Block** – Apart from £2.7m which is held back to fund pupil growth this September the rest of the Schools block is delegated to schools. Following the admissions round in March/April 2019, £3.2m has been allocated to 32 primary schools and 28 secondary schools (including 10 primary and 13 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 diseconomy 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 overspend by £0.6m this year. In addition a potential overspending of £0.191m on school rates is also being forecast. This £0.791m overspending can largely be funded from the £0.653m currently held in the Schools DSG Reserve.
36. **High Needs Block** – Despite the forecasted overspending on the Growth Fund, it is the in-year pressures within the High Needs block that are of greatest concern to the County Council.
37. Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP), with £78m being spent on educational placements and £6m in other areas such as staffing, transport, and collaborative and preventative initiatives.
38. This year, despite a £3m increase in our High Needs DSG allocation, savings of £1.1m and a £2.4m transfer from DSG reserves, the County Council has still had to reduce its central costs charged against the grant by £1.5m and contribute a further £1m from its own budget in order to set the 2019-20 High Needs budget.
39. Despite the additional County Council funding, the High Needs block is still currently forecast to overspend by £4.440m this year. This projected overspending can be partially funded from the £3.239m currently held in the General DSG Reserve, but even with underspendings being forecast on both the Central School Services block and Early Years block, the DSG balance is expected to be in deficit at the end of this year. In addition, the County Council is also proposing to recoup the additional £1m financial support that it has provided for High Needs in the current financial year, which will make this potential deficit bigger.

	Early Years DSG Reserve	Schools DSG Reserve	General DSG Reserves	Total DSG Reserves
	£m	£m	£m	£m
2019-20 Current Balance	0	0.653	3.239	3.892
Schools Overspending	0	(0.653)	(0.138)	(0.791)
Central Block Underspending	0	0	0.250	0.250
Early Years Underspending	0	0	0.500	0.500
High Needs Overspending	0	0	(4.440)	(4.440)
Unwind 2019-20 LA contribution	0	0	(1.059)	(1.059)
2019-20 Year End Balance	0	0	(1.648)	(1.648)

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

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

41. **2020-21 Pressures – Central Schools Block** – The Central Schools block is made up of two separate funding streams; the first is for historic commitments and the second is for the ongoing responsibilities of the Local Authority. The former has been funded on a cash frozen historical basis; however from 2020-21, this allocation is being cut by £1.038m (20%). The latter element is allocated on a per pupil basis, which for West Sussex will be at a reduced rate of £31.61 next year; equating to a £0.148m reduction.

42. As part of the financial settlement announced in December, a small number of adjustments were made to the historic commitment allocations within the Central

School Services block nationally. This was due to the Department for Education (DfE) taking a decision to protect allocations from a reduction below the value of on-going costs for prudential borrowing and early retirement which Local Authorities have demonstrated that they would not be able to unwind these. This decision had no impact on the West Sussex allocation in 2020-21, but will have an impact from 2022-23, if the DfE continues to reduce funding at the current rate of 20%.

43. Given the change in approach taken by the DfE, the prudential borrowing and early retirement DSG budgets for 2020-21 have been left at their current levels of £2.481m and £0.485m respectively, as they will continue to be protected. This approach, however, does mean that the full £1.038m historical commitment saving required next year will need to be found from the existing combined services budget.
44. Under the national funding regulations, total spending on the Combined Services budget has been cash frozen at the level of budgeted expenditure since 2012-13 and supports the following services:
 - £1.173m towards Early Help and £0.457m towards Children's Social Care – this includes funding for the Common Assessment Framework (CAF) information system, Children's Access Point (CAP) and Family Link Worker service (FLW);
 - £0.418m for commissioned school improvement e.g. school to school support, targeted support for under performing schools;
 - £0.106m towards cycling proficiency to improve children and young people's road safety awareness;
 - £0.070m Cool Milk for primary pupils eligible for free school meals.
45. Discussions around how the proposed reduced Combined Services budget of £1.186m will be allocated across the current services that receive this funding remain on-going within Children, Young People and Learning.
46. **2020-21 Pressures - High Needs Block** – The High Needs block provisional allocation for 2020-21 is £88.912m which is £8.312m higher than the 2019-20 final allocation of £80.600m. It had been assumed for budgeting purposes that the number of pupils identified as needing additional support through an Education Health and Care Plan (EHCP) will continue to rise by at least 350 per year, and based on these numbers the underlying budget pressure in 2020-21 was £10.7m; with the £2.4m shortfall looking to be funded through a transfer of monies from the DSG Schools block.
47. However, the number of children and young people with an EHCP has increased by a further 152 over the last quarter, taking the year to date increase after nine months to 423, which means that the underlying budget pressure for next year has also risen to £15.8m (based on an annual increase in EHCPs of 460 [8%] rather than 350) and the Secretary of State for Education has not approved the proposed £2.4m transfer from the DSG Schools block. With no funds projected to be left in DSG reserves at the end of the current year, this means that the DSG will go into a deficit position next year.

Environment

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Estimated loss of income relating to sale of Recyclate (predominately paper and card)	£0.371m	Net reduction in tonnages, offset by RDF bailer implementation and transportation issues	(£0.927m)	
Increase in insurance premium at the Mechanical and Biological Treatment Centre	£0.350m	Early implementation of restricting access to HWRS for residents only and other one off savings	(£0.130m)	
Net income shortfall expected due to delays in pipeline solar/ battery energy projects	£0.242m	Additional planning income expected due to an agreement of an exceptional S278 income	(£0.680m)	
Legal costs relating to high profile trading standards investigations (criminal cases)	£0.200m			
Other minor variations	£0.020m			
Environment Portfolio –Total	£1.183m		(£1.737m)	(£0.554m)

48. The Environment portfolio is projecting a £0.554m underspend, an increase in projected spend of £0.261m since September. Energy Services are projecting a net income shortfall of £0.242m relating to delays in new schemes being developed for solar and battery storage projects; this has been largely caused by staffing vacancies which has affected the ability to drive new initiatives forward.
49. Trading Standards are reporting a £0.200m overspend which relates to additional costs following two successful exceptional high profiled criminal court cases; Gatwick Parking and Pulborough Petrol Station.
50. Waste tonnages have continued to be lower than predicted during the last quarter; however the saving generated has been used to help mitigate the anticipated loss of income on sales of recyclate income and recent RDF disposal pressures. The sale of recyclate continues to be a volatile area with the hardened quality acceptance criteria by China and other importers in the Far East. The latest income and tonnage data suggests that there will likely be an income shortfall on the fibre material (paper and card). In September, the value of paper/card was £15 per tonne; this has dropped to minus -£15 per tonne in December, therefore resulting in a cost to dispose of this material at present. The Recycling Association has reported that the recovered paper and card market is experiencing a ten year low in terms of prices and the situation is expected to remain challenging for the next six to nine months, however the market is expected to settle down in the longer-term due to emerging markets in Southeast Asia and as a result of measures created by the Government's Resources and Waste Strategy. Based on the latest information, the income expectation for 2019-20 is predicted to be £0.371m less than the budget expectation.
51. Since September, an additional £0.180m of planning income is expected in year, primarily from large planning applications and reduced expectations of the need for external technical services.

Finance

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Non-delivery of reduction in P-card expenditure savings	£0.460m	Expected early saving from income generation properties	(£0.200m)	
		Use of unallocated feasibility	(£0.346m)	
		Minor variations	(£0.095m)	
Finance Portfolio –Total	£0.460m		(£0.641m)	(£0.181m)

52. The Finance and Resources portfolio is projecting a £0.181m underspend, an increase in the projected spend of £0.128m since September.

Fire and Rescue and Communities

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Balance of resource required for the Fire Improvement Plan	£0.965m	Use of Fire Improvement Reserve	(£0.965m)	
Increase in expected fire pension charge over and above increased grant from Government	£0.200m	Reduction in library service spend and vacancy management savings	(£0.300m)	
Fire and Rescue and Communities Portfolio – Total	£1.165m		(£1.265m)	(£0.100m)

53. The Fire and Rescue and Communities portfolio continues to project a £0.100m underspend.

Fire and Rescue Improvement Plan

54. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) revisited the service in January, following an inspection in November 2018. In a [letter](#) to the Chief Fire Officer, the inspectors noted that the Fire and Rescue Service has made 'tangible improvements' in a number of areas and could see an 'accelerated pace with the improvement work over the past few months'. The inspectorate will continue to monitor progress through updates from the service and through data returns with the next inspection due in 2021.

55. In September, the County Council agreed £1.4m of funding should be set aside within a Fire Improvement Reserve from the central Contingency Budget to deliver the improvements required to the Fire and Rescue Service to address the issues raised within the HMICFRS report. In addition to this, £0.4m of funding was provided as part of the 2018-19 outturn to begin to address concerns. It has also been recognised within the 2020-21 budget setting process with an additional £1.7m increase, that

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there is a need for ongoing funding within the service to ensure continuous improvement and embed the changes made in 2019-20.

56. The profile spend over the three years of the Improvement Plan agreed in September is set out in the table below along with the current expectation of expenditure to be incurred over the period (see Appendix 4 for further details).

	2019-20	2020-21	2021-22	TOTAL
Original Allocation	£1,805,961	£1,706,455	£1,627,080	£5,139,496
Current Projection	£964,505	£2,119,000	£1,908,000	£4,991,505
Variation	(£841,456)	£412,545	£280,920	£147,991

57. The new Chief Fire Officer appointed in September 2019 has undertaken a review of the original Improvement Plan and following this review of the plan and associated activities, spend has been re-profiled over the three year duration of the Improvement Plan. Challenges have been encountered in terms of recruiting to the additional posts (along with the associated uniform and training provision) required to deliver the plan; this has been partly due to capacity within the Council to recruit at the pace required and also inherent difficulties in recruiting within the service. Despite this, it is expected that all posts will be filled over the coming three months. This will therefore require only £1.0m of the £1.8m set aside in the reserve to be drawn down in 2019-20, with a further £0.2m required to be drawn in 2020-21 to fund the remaining one-off expenditure detailed in the plan.
58. It should be noted that there have been two significant changes to the resource requirements outlined in the original plan. The task of clearing a backlog of risk based improvements has been managed from within the service meaning the £0.136m set aside to procure an external resource has not been required, however it was identified that a new IT system (Farynor) would be required to address concerns raised within the Inspectorate Report around monitoring and reporting on the service Risk Based Inspection Programme (RBIP). This requirement was omitted from the original plan and therefore the saving above has been reprioritised to deliver this.
59. Appendix 4 shows that whilst the two changes noted above are the most significant, there have been two posts, an Organisational Development Manager and HR Advisor, that were originally seen as one off for a period of 6-12 months that are now seen as essential to maintain the improvements that will be delivered through the plan and have therefore been recruited to on a permanent basis.
60. The review of the plan and, a more detailed and understood view of the roles and responsibilities required to deliver the plan, has led to a net increase in the ongoing costs (£0.3m) of delivering the improvements to the service. It is proposed that this on-going pressure will be addressed during budget preparation for 2021-22.
61. The proposed use of the contingency to meet pressures in 2019-20 will lead to a potential pressure within the service in 2020-21 in the region of £0.1m, which will need to be funded to ensure the delivery of the Improvement Plan. This will continue to be reviewed to ensure that the objectives are met in the most cost effective manner and the ultimate cost in next year will be kept under review.

Highways and Infrastructure

Pressures	(£m)	Mitigations and Underspensing	(£m)	Year end budget variation (£m)
Legal settlement costs in relation to the 2018-19 highways procurement	£4.000m	Legal settlement to be funded by the Budget Management Reserve	(£4.000m)	
Non-delivery of savings from Highways term maintenance contract (£1.106 from 2018-19 and £0.374m 2019-20)	£1.480m	Additional capitalisation of staff and works	(£0.330m)	
Estimated legal and procurement costs relating to the highways contract	£0.250m	Staffing vacancies held pending the implementation of a staffing redesign	(£0.100m)	
Increased net cost of vehicle and driver services	£0.350m			
National Concessionary Fares pressure based on latest data from Q2 2019-20	£0.120m			
Highways and Infrastructure Portfolio –Total	£6.200m		(£4.430m)	£1.770m

62. The Highways and Infrastructure portfolio is projecting a £1.770m overspend, a reduction in the projected spend of £0.480m when compared to the £2.250m reported in September. The English National Concessionary Travel Scheme is projecting an overspending of £0.120m, a reduction of £0.130m since September. The latest information forecasts 9.3m journeys in 2019-20, which is 0.1m fewer journeys than previously estimated.

63. The estimated procurement and legal costs for tendering the current Highways contract have reduced by £0.150m and the Street Lighting PFI is now projecting a balanced budget, a reduction of £0.1m since September following the confirmation of lower winter electricity rates secured through corporate contracts. An additional £0.1m reduction in staffing costs relating to the pending implementation of the Highways staffing redesign have also contributed to the overall Portfolio reduction.

64. In November, the Council settled a Highways procurement legal case from 2018 which has led to a £4.0m payment. This cost will be met from the Budget Management Reserve.

Leader

Pressures	(£m)	Mitigations and Underspensing	(£m)	Year end budget variation (£m)
Unplanned staffing expenditure	£0.242m			
Leader Portfolio –Total	£0.242m		£0m	£0.242m

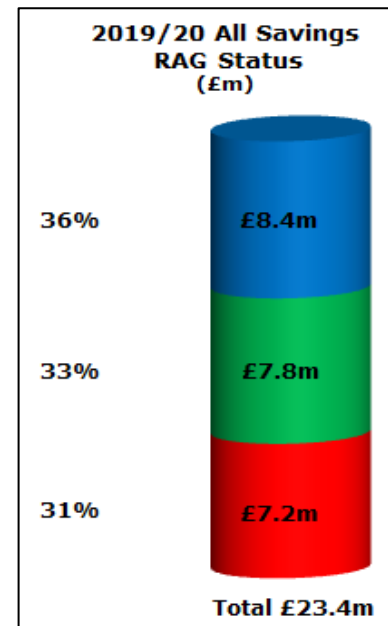
65. The Leader portfolio is projecting a £0.242m overspend due to unplanned staffing expenditure.

Outlook for the Savings Programme

66. The 2019-20 savings target across portfolio budgets is £23.4m. Of this amount:

- £16.2m (69%) – is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; and
- £7.2m (31%) – is judged as red with no expectation of delivery.

67. The savings judged as red with no expectation of delivery are included in the overall £6.806m projected overspend outturn position.



Capital Programme

68. The 2019-24 capital programme; as approved at the February 2019 County Council, agreed a programme totalling £109.0m for 2019-20. The overall capital monitor, as set out in Appendix 5, shows the spending forecast for 2019-20 totalling £95.8m, with £87.4m on core services and £8.4m on income generating initiatives.

Corporate Transformation

69. Appendix 6 contains an overview of the current transformation programme currently underway.

Corporate Risk Register

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

Workforce

71. Further to the workforce Key Performance Indicators detailed in Appendix 8 and the annotated commentary, there has been a significant change in organisational structure during this quarter. In November, the People Services Department was split to form two new departments: Children, Young People and Learning; and Adults Services and Health. To ensure consistency in comparison between Q2 and Q3, the same organisational units have been used for 'Adults Services' and Children and Family Services' shown in the Workforce KPIs document.

72. In addition, Lifelong Services which was within Children and Family Services in Q1, has been split to form the Community Learning Disability team which is now located in Adults Services and Health; and the Family and Support Protection – Disability Service

remains in Children and Family Services. This change means that there has been an increase in the total headcount, active headcount and full time equivalent (FTE) for Adults of: 74; 72; and 66.85 respectively, and a decrease for Children's of the same amount. This revision is the main reason for the changes in the workforce figures shown in the Workforce KPIs document for Adults and Children's Services.

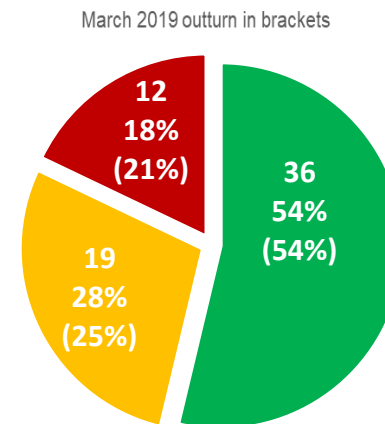
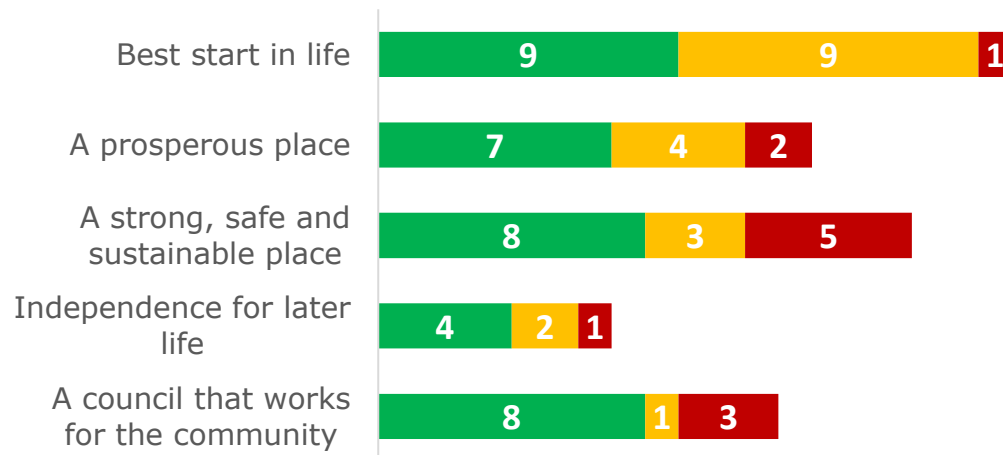
Workforce Key Performance Indicators (KPI's)

73. The council workforce size and its capacity has remained at virtually the same level as last quarter. Turnover is within the target range.
74. The number of calendar days lost to sickness absence has increased this quarter, although this increase has not been of sufficient level to change the average sick days per FTE which remains at 3.1 days per quarter (equivalent to 12.4 days per annum). There has been a marked increase in the number of calendar days lost due to short term sickness. However, this reflects a seasonal trend for the winter months with the top reason for short term absence changing to 'respiratory, cough, cold, flu' for WSCC, Adults and Children's Services.
75. With short term absence up, long term absence is down (by 846 days). The top reason for long term absence remains 'anxiety, stress, depression, mental illness' for WSCC. It is noticeable that 'anxiety, stress etc.' is now the top reason for long term absence in both Adults and Children's Services replacing 'digestion, reproduction and glandular systems' as the top reason for long term absence in Adults this quarter. In the Employee Health and Wellbeing survey – detailed in Appendix 9, a quarter (25%) of respondents overall indicated that they experienced high anxiety with one-fifth (20%) saying 'anxiety, depression or stress' had led to missing a day at work in the last year. Given the severity, this is a very sizeable proportion. Some of the rise may also reflect a change in employees feeling more comfortable and confident in saying they are suffering with stress or mental health issues and this may be due to the work that has been undertaken to tackle and destigmatise mental health conditions.
76. The contract spend for agency (Manpower) has increased by circa £0.520m; however the headcount of Manpower agency workers has only increased by seven (from 353 in Q2 to 360 in Q3). The increase in contract spend is due to increased hours being worked by agency staff. The reason for these increased hours is to cover employee's 'increased workload' and 'project work' in Adults and Children's Services.
77. One of the findings of the Employee Health and Wellbeing survey was that just over a third (35%) of respondents agreed that they had 'unachievable deadlines' and nearly two-fifths (38%) said they worked under 'unrealistic time pressures'. The use of agency workers should help to alleviate these conditions.
78. The figures suggest that there may be an emerging story of improvement in Children's Services; the service now has a:
 - higher staff induction completion rate than the WSCC average (71% compared with 66% for WSCC);
 - significant reduction of 'did not attends' for training and development sessions (down from 15% in Q2 to 11% in Q3); and
 - fall in the short-term cancellation of booked sessions (down from 12% in Q2 to 11% in Q3).

December TPM Performance Report

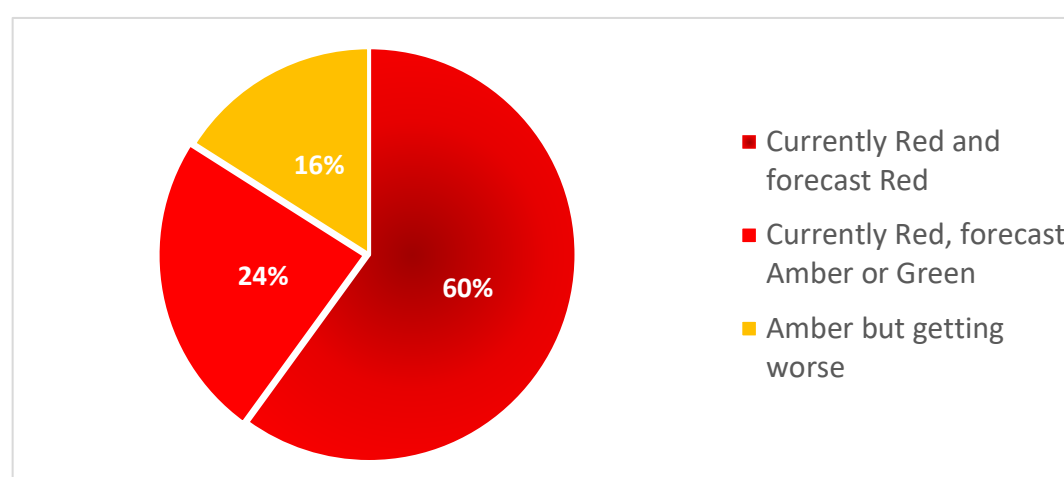
This report provides the latest position against the West Sussex Plan (2017-22) and includes challenge commentary against new REDs and year-end forecasts. The 2019/20 targets have been reprofiled for the year to reflect updated benchmarking data. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail.

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



Exception Report Indicators

Currently Red and forecast Red	15
Currently Red, forecast Amber or Green	6
Amber but getting worse	4
Total	25







Monthly/Quarterly Measures

Measures for success		Target	2019/20 Milestone	Oct-19	Nov-19	Dec-19	Forecast (Year End) Reported Status
	4 Attendance of West Sussex Children Looked After at their school	Top quartile of all Local Authorities by 2022 - 96.1%	92%	91.6% ↓	90.1% ↓	89.1% ↓	A
	8 West Sussex Children Looked After per 10,000	Top quartile of statistical neighbours by 2022 - ≤40.5	40.5	43.5 ↑	44.0 ↑	44.7 ↑	A
	10 Children Looked After with 3 or more placements during the year	Top Quartile of statistical neighbours by 2022 (currently 7.5% or less)	8.50%	10.26% ↑	9.62% ↓	9.77% ↑	A
	35 Calls to critical fires where the first fire engine met our emergency response standard	90% by 2022	89%			1 month lag	A
	38 Households living in temporary accommodation per 1,000 households	Top quartile of statistical neighbours by 2022 - ≤0.9	1.3			1.82 (Q1) ↑	R
	39 Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	420	496.04 ↑	485.19 ↓	496.01 ↑	R
	52 Delayed transfers of care from hospital that are attributed to social care	2.6 delayed days per 100,000 population per day (nationally set target) by 2018/19	2.6 delayed days per 100,000 population per day	3.88 ↑	3.89 ↑	2 month lag	G
	64 Residents' issues considered by County Local Committees	60% by 2022	50%			41.3% ↓	G


Annual Measures


Measures for success		Target	2019/20 Milestone	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
	16a Countywide take up of free early education and childcare: 3 and 4 year old	Top quartile of statistical neighbours by 2022 - 98.5%	97.0%	95% ↓	94% ↓		A
	18b Children Looked After (12 months+) achieving educational outcomes in line with their peers KS2	In line with national average of peers KS2 35%	32.5%	13.6% ↓	31.3% ↑	23.8% (provisional) ↓	R
	20a Attainment of disadvantaged pupils is in line with their peers KS4	In line with national average of peers by 2022 KS4 0.57	0.57	0.75 ↑	0.79 ↑	0.75 provisional ↓	R
	20b The attainment gap of disadvantaged pupils is in line with their peers KS2	In line with national average of peers by 2022 KS2 19.6%	22.00%	23% ↓	23.4% ↑	24.4% provisional ↑	R
	20c Attainment gap of disadvantaged pupils is in line with their peers KS1	In line with national average of peers by 2022 KS1 19%	20.20%	22.2% ↑	20.2% ↓	24.1% provisional ↑	R
	21 Business start-ups	Top quartile of statistical neighbours by 2022 - 11.55%	10.9%	10.8% ↓	10.46% ↓		A
	22 Business Survival rates	Top quartile of statistical neighbours by 2022 - 47.24%	10.9%	47% ↓	46.08% ↓		A
	30 Apprentices in West Sussex	≥7,390 by 2022	6,703	4,790 ↓	4,860 ↑		R
	31 Adults with learning disabilities who are in paid employment	England average or better by 2022 - 6%	4.0%	3.2% ↑	2% ↓		R
	7 Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	top quartile of statistical neighbours - 175.65	206.7	222.2 ↑	1 year lag		R
	34 Air Quality Management Areas where air quality is improving	10 Air Quality Management Areas with improved air quality	10	8 →	8 →		R
	36 People killed or seriously injured in road traffic accidents per billion vehicle miles	Top quartile of statistical neighbours by 2022 - ≤57	80	102 (2017) ↓	104 (2018) ↑		R
	46 Household waste sent to landfill	9% by 2022 (top quartile)	19%	39% ↓	30.18% ↓	27.45% (in year) ↓	A
	53 Older people (aged 65+) who were still at home 91 days after discharge from hospital	Top quartile of statistical neighbours by 2022 - >85.7%	86%	87.8% ↑	73.2% ↓	75% (prov) ↑	R
	56 Level of satisfaction of the services received by our residents	80% by 2022	75%	Biennial	46%	Biennial	R

 57	Residents who agree that the council provides good value for money	80% by 2022	75%	Biennial	35%	Biennial	R
 58	Residents who find it easy to access information, services and support they need	80% by 2022	75%	54% 	48% 	Now Biennial	R


December 2019 Highlights and Challenges Report


Best Start in Life - Highlights


5. Families turned around	Target ≥3,940 by 2020	December 2019 <div style="text-align: center; border: 1px solid black; padding: 2px;">3,940 </div>
Performance		Recovery actions
<p>TARGET MET - Target achieved 3 months early with 3,940 families turned around against national criteria. The quarterly publication of national results continues to show West Sussex as one of the foremost authorities in the local delivery of the government’s ambitions for families.</p>		

6. Healthy weight 10-11-year olds	Target Top quartile of all Local Authorities by 2022 2019-20 milestone target – 66.8%	2018-2019 <div style="text-align: center; border: 1px solid black; padding: 2px;">70.4% </div>
Performance		Recovery actions
<p>TARGET MET - Latest results shows further improvements and we remain in the top quartile of all local authorities (above 67.03%). This compares to the England average (64.3%) and SE average (68.3%).</p> <p>We continue to provide leadership to a county-wide healthy weight network with representatives from many organisations. Both prevention and management of overweight and obese for all age groups fall within scope for the network. A new Children’s Healthy Weight steering group will meet shortly to initiate a strategic approach across the council and its partners.</p>		

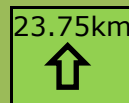
Best Start in Life - Challenges

4. Attendance of West Sussex Children Looked After (CLA) at their school	Target top quartile of all LAs by 2022 currently 96.1% 2019-20 milestone target 92.7%	December 2019 <div style="text-align: center; border: 1px solid black; padding: 2px;">89.1% </div>
Performance		Recovery actions
<p>For December 2019, attendance for West Sussex Children Looked After has decreased since the end of last month by 1.0% to 89.1% but is expected to improve. With December being a short month, with the Christmas holidays, any absence would have a bigger impact on the overall figure than usual.</p> <p>The school attendance for children looked after remains below that of their peers.</p>		<p>The Virtual School monitors and reports on attendance on a daily basis regardless on when they entered care. All schools and education providers are contacted daily and asked to report attendance of children looked after.</p> <p>We continue to work with schools and partner agencies to improve attendance through timely interventions and bespoke educational packages to support the needs of our young people.</p>

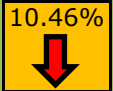
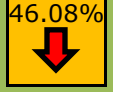
8. West Sussex Children Looked After per 10,000 children under 18	Target 40.5 per 10,000 children by 2022	December 2019 <div style="text-align: center; border: 1px solid black; padding: 2px;">44.7 </div>
Performance		Recovery actions
<p>We continue to see an increasing trend in the number of children looked after. We remain below our statistical neighbour averages but the continuing month on month increases is reducing the gap.</p>		<p>We are embedding Signs of Safety to ensure a consistent practice model for all practitioners. Training of staff has commenced.</p> <p>Quality Assurance Framework has been updated with a collaborative approach to case file auditing</p>

		to promote a learning culture to improve the quality of social work practice.
10. Children Looked After with 3 or more placements during the year	Target Top quartile of statistical neighbours by 2022	December 2019 9.77% 
Performance	Recovery actions	
We have seen a slight increase (0.15%) in this measure this month. Whilst not a significant change it does represent a slight decrease in placement stability for children looked after.	The Practice Improvement Plan identified a need to secure permanence at an earlier stage and ensure children are placed in suitable arrangements. This will introduce disruption and stability meetings to oversee placements of children. We ensure that our foster carers are supported and we are getting our matching process right. This can be challenging with a shortage of foster placements and a competitive independent market. Our own success on increased 'staying put' arrangements has meant less foster placements available for other children.	


A Prosperous Place - Highlights

25. Cycling - total length of cycle path. New installations	Target Year on Year increase to 8.5km per annum by 2022 2019-20 milestone - 17.93km	December 2019 23.75km 
Reasons for performance		
TARGET MET – by quarter 3, we have delivered 23.75km of new installations this year, against a year-end target of 17.93km, with a further 5km (approx.) planned for delivery in quarter 4.		

A Prosperous Place – Challenges


21. Business start-ups as a percentage of total active businesses	Target By 2022 Top quartile for statistical neighbours, now 11.33%	2018 10.46% 
Reasons for performance	Recovery actions	
Business Start-Up rates have fallen over the last 4 years in West Sussex, as they have regionally and nationally. Overall we continue to be lower than the regional and national averages. Only Crawley has a start-up rate higher than the regional rate and Horsham start-up rate is the lowest in the county.	Work progresses through the 6 Growth Deals with partners and includes construction on the Bognor Regis Creative Hub (space inside Bognor Regis Railway station) and the demolition of Burrscofte, Pond Road, Shoreham-by-Sea to make way for a future high-quality development scheme to enhance the local conservation area.	
22. Business survival and retention (5 yr. survival rate)	Target By 2022 Top quartile for statistical neighbours now 47.24%	2013-18 46.08% 
Reasons for performance	Recovery actions	
The five-year survival rates of business start-up in 2013 in West Sussex is slightly lower than the 5-year survival rates for those businesses started up in 2012. However West Sussex 5-year survival		

<p>rates at 46.1% is higher than for England (42.5%) and for the South East region (44.6%). West Sussex compared with its statistical neighbours has a low survival rate - and lies in the second to lowest quartile.</p> <p>Adur and Arun have the highest 5-year survival rates in West Sussex, and they have the highest 5 year survival rates compared with all other local authorities (including unitaries) in the South East region. Crawley has the lowest survival rate, despite having the highest start-up rate, and Crawley has one of the lowest survival rates compared to other authorities in the South East.</p>	
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30. Apprentices in West Sussex	Target 5% year on year increase to 2022 Milestone 2019-20 target – 6,703	2018-19 <div style="border: 2px solid red; padding: 5px; display: inline-block;"> 4,860  </div>
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Reasons for performance	Recovery actions
<p>Following the significant drop in apprenticeship starts in the last academic year, both locally and nationally, this year saw growth. The number of new starts in West Sussex was 4,860 compared to new starts last year of 4,790. Generally, across the region and the country, apprenticeships starts have risen since last year.</p> <p>It is likely that this is due to employers and training providers becoming more familiar with the apprenticeship levy, introduced in 2017, and the significant development of new apprenticeship standards, meaning they more readily meet the need of employers.</p> <p>Since 2015/16, West Sussex have provided over 21,300 new apprenticeships starts for our community, which is an average over 5,300 per academic year.</p>	<p>West Sussex County Council is continuing to support and promote apprenticeships through Apprenticeship Information Fairs, an annual apprentice graduation ceremony, the significant increase in the number of apprenticeships starting in the county council and schools and through its levy transfer funding programme. We have currently connected to 31 SME employers in the county and are funding their apprenticeship training through our transfer programme.</p>

A strong, safe and sustainable place - Challenges


39. Average time between a child entering care and moving in with their adoptive family	Target 365 days by 2022	December 2019 <div style="border: 2px solid red; padding: 5px; display: inline-block;"> 496.01  </div>
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Performance	Recovery actions
<p>The figure has increased this month by 10.88 days but we continue to be below the England average of 532 days.</p> <p>We have had 2 children adopted in December. In addition, there were 2 children who fell out of the 36-month timeframe for the measurement of information.</p>	<p>We are working closely with our Adoption South East partners to ensure that we consider adopters from within the region when there is no West Sussex adoptive family available for a child.</p> <p>We are developing the Adoption website to attract more interest to West Sussex as an adoption agency.</p>


Independence for later life - Challenges

52 Delayed transfers of care from hospital that are attributed to social care	Target 2.6 delayed days per 100,000 population per day	November 2019 3.89 
Performance		Recovery actions
DToCs have been increasing over the winter months, this is due to multiple factors, including increased demand and pressure in acute hospitals, which has resulted in an increase in referrals for hospital social work teams. Lack of capacity in the care market, creates delays and staff have also uncovered some errors with the verification processes, which has resulted in non-acute DToCs, being incorrectly attributed to ASC.		Mitigating actions in place include a focus on the verification process, implementation of the joint Home First model with health and social care and purchasing additional capacity in the market, which is covered by the Winter Plan.












Council that works for the Community - Highlights

62. Decision Transparency	Target - 75% of key decisions are published in the Forward Plan at least 2 months prior to the decision being taken	December 2019 81% 
Performance		Recovery actions
<p>After performing below target for the first half year, the last quarter's figure of 81% has exceeded the corporate target of 75%.</p> <p>It should be noted that those decisions that were not listed in the forward plan for the corporate target of 2 months (56 days) were still compliant with the statutory duty to provide 28 days' notice of a decision.</p>		There will still be instances where it will not always be possible to meet the 2-month deadline due to the impact of various internal and external factors however, officers within Democratic Services will continue their work to raise awareness throughout the County Council of this target.








Council that works for the Community - Challenges

64. Residents' issues considered by County Local Committees	Target 60% by 2022 2019-20 milestone target - 50%	December 2019 41.3% 
Performance		Recovery actions
This quarter there were a focus on highways issues, and all CLCs made decisions on traffic regulation orders which took up time in the meeting. Also, this round was concurrent with the CLC review which has now been completed.		Plans are now in place for the next round which will give opportunity to expand the amount of resident's issues being considered.








Monthly/Quarterly Measures

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Sep-19	Oct-19	Nov-19	Dec-19	Forecast (Year End) Reported Status	
Best start in life												
Outcome - All children and young people are ready for school and work												
	2	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >92.6%	88.5%	H	81.6%	86.0% ↑	86.4% ↑	86.9% ↑	87.6% ↑	G
	3	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.8%	89.0%	H	81%	85.7% ↑	85.8% ↑	86.1% ↑	86.3% ↑	A
	4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.1%	92.7%	H	92.7%	92.2% ↑	91.6% ↓	90.1% ↓	89.1% ↓	A
Outcome - Families and children have a healthy family, home and work life												
	5	Families turned around	Quarterly	≥3,940 by 2020	3,940	H	1,281	3,724 ↑			3,940 ↑	G
Outcome - Children and young people feel safe and secure												
	8	West Sussex Children Looked After per 10,000	Monthly	Top quartile of statistical neighbours by 2022 - ≤40.5	40.5	L	41.2	43.4 ↑	43.5 ↑	44.0 ↑	44.7 ↑	A
	9	West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.3%	2.4%	L	2.4%	2.2% ↓	2.3% ↑	2.3% →	2.2% ↓	G
	10	Children Looked After with 3 or more placements during the year	Monthly	Top Quartile of statistical neighbours by 2022 (currently 7.5% or less)	8.5%	L	10.7%	9.84% ↓	10.26% ↑	9.62% ↓	9.77% ↑	A
	11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	100% →	100% →	96.4% ↓	97.5% ↑	G
	12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Monthly	≥80% by 2022	80%	H	75%	83% ↓	We are reviewing this measure to identify a measure more appropriate to reflect that any form of child exploitation is considered abuse.			G
	13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	88%	H	84%	96.4% ↑			95.1% ↓	G










Monthly/Quarterly Measures

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Sep-19	Oct-19	Nov-19	Dec-19	Forecast (Year End) Reported Status
Outcome - Children and young people are able to thrive											
 19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 31.4%	33.0%	L	37.3%	30.4% ↓			delay in published results	G
A prosperous place											
Outcome - Infrastructure that supports a successful economy											
 23a	Access to superfast fibre broadband	Quarterly	Additional 8,000 premises have access to superfast fibre by 2022	8,000	H	1,203	8,199 ↑			COMPLETE AND TARGET EXCEEDED	G
Outcomes - A place that provides opportunity for all											
 28	Economically active 16-64 year olds who are employed	Quarterly	Remain in top quartile of statistical neighbours by 2022 - ≥ 79.4%	79.4%	H	80.2%	80.2% (Jun 19) ↑			6 months lag	G
A strong, safe and sustainable place											
Outcome - A safe place											
 35	Calls to critical fires where the first fire engine met our emergency response standard	Quarterly	90% by 2022	89%	H	87.3%	84.2% ↓			1 quarter lag	A
 37	Operation Watershed fund allocated to community projects	Quarterly	103 projects supported by 2022	83 cumulative	H	50	76 ↑			76 →	G





Monthly/Quarterly Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Sep-19	Oct-19	Nov-19	Dec-19	Forecast (Year End) Reported Status	
Outcome - Strong communities											
 38	Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.9	1.3	L	1.5	1.82 (Q1)			6 months lag	R
 39	Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	420	L	466.69	486.24 ↑	496.04 ↑	485.19 ↓	496.01 ↑	R
 40	Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	11,800	H	4,000	11,427 ↑			1 quarter lag	G
 41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 - 65.19	65.19	L	56.07	64.8 ↓			1 quarter lag	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	593 ↑			1 quarter lag	G
Outcome - Sustainable environment											
 43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh	11,666 cumulative			1 month lag	G
 44	Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	16,011	L	32,022	6,815 cumulative			1 month lag	G











Monthly/Quarterly Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Sep-19	Oct-19	Nov-19	Dec-19	Forecast (Year End) Reported Status	
Independence for later life											
Outcome - A good place to grow old											
 49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 86%	80%	H	79%	80.6%	81%	81%	81%	G
 50	Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 93%	88%	H	90%	88.9%	88%	89%	89%	G
Outcome - Older people have opportunities to thrive											
 52	Delayed transfers of care from hospital that are attributed to social care	Monthly	2.6 delayed days per 100,000 population per day (nationally set target) by 2018/19	2.6 delayed days per 100,000 population per day	L	5	3.32	3.88	3.89	2 month lag	G
A council that works for the community											
Outcome -Open and transparent											
 59	Freedom of Information requests responded to within time	Monthly	95% by 2022	95%	H	80%	90%	90%	89%	92%	A
 60	Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022 to 36.4%	31.2%	H	26%	55.6%			55.3%	G
 61	Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022 from Mar 2019 to 23,458	23,258	H	18,851	23,598			24,245	G
 62	Decision transparency	Quarterly	To increase to 75% the number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken	70%	H	64%	68%			81%	G

Monthly/Quarterly Measures











Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Sep-19	Oct-19	Nov-19	Dec-19	Forecast (Year End) Reported Status
 63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022 from Mar 2019	6,710	H	3,986	7,166 ↑	7,388 ↑	8,379 ↑	7,848 ↓	G
Outcome - Listens and acts upon											
 64	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	50%	H	11%	72% →			41.3% ↓	G
 65	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%	100% →			100% →	G
 66	The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%	100% ↑			100% →	G
Outcome - Works in partnership											
 67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	9	H	3	7 →			7 →	G

Annual Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status	
Best start in life										
Outcome - All children and young people are ready for school and work										
 1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >74%	72.3%	H	70.6%	70.6%	71.4% ↑	71.9% ↑	A
 6	Healthy weight 10-11 year olds	Annually (Dec)	Top quartile of all Local Authorities by 2022 - >66.8%	66.8%	H	70.3%	70.2% ↓	70.4% ↑	1 year lag	G
Outcome - Access to education that meets the needs of our community										
 14	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 64.9%	64.9%	H	56.2%	56.2%	61.5% ↑	62.9% (provisional) ↑	A
 15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64.6%) by 2022	64.6%	H	55%	55%	61.8% ↑	61.8% (provisional) ↔	A
 16a	Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Feb)	Top quartile of statistical neighbours by 2022 - 98.5%	97.0%	H	96%	95% ↓	94% ↓	1 year lag	A
 16b	Countywide take up of free early education and childcare: 2 year old	Annually	Top quartile of statistical neighbours by 2022 - 78%	78%	H	79%	75% ↓	77% ↑	1 year lag	A
 17	Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 - >0.11	0.11	H	0.03	0.03 ↓	0.05 ↑	0.06 (provisional) ↑	A
Outcome - Children and young people are able to thrive										
 18a	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS4	Annually (Jul)	In line with national average of peers KS4 -1.2	-1.2	H	-1.14	1.46 ↓	-0.91 ↑	-0.93 (provisional) ↓	G
 18b	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS2	Annually (Jul)	In line with national average of peers KS2 35%	32.5%	H	n/a	13.6% ↓	31.3% ↑	23.8% (provisional) ↓	R
 18c	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS1	Annually (Jul)	In line with national average of peers KS1 37%	19.0%	H	15.8%	33.3% ↑	suppressed ↓	37.5% (provisional) ↑	G












Annual Measures

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
 20a	Attainment of disadvantaged pupils is in line with their peers KS4	Annually	In line with national average of peers by 2022 KS4 0.57	0.57	L	0.75	0.75 ↑	0.79 ↑	0.75 provisional ↓	R
 20b	Attainment of disadvantaged pupils is in line with their peers KS2	Annually	In line with national average of peers by 2022 KS2 19.6%	22.00%	L	23%	23% ↓	23.4% ↑	24.4% provisional ↑	R
 20c	Attainment of disadvantaged pupils is in line with their peers KS1	Annually	In line with national average of peers by 2022 KS1 19%	20.2%	L	22.2%	22.2% ↑	20.2% ↓	24.1% provisional ↑	R
A prosperous place										
Outcome - A place where businesses thrive										
 21	Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 11.33%	10.9%	H	12.2%	10.8% ↓	10.46% ↓	1 year lag	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% ↓	2 year lag	A
Outcome - Infrastructure that supports a successful economy										
 23b	Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	95%	H	95%	95.6%	95.9% ↑	96.32% (in year) ↑	G
 24	Additional school places delivered	Annually (Mar)	Total school places 127,256 by 2022	131,498	H	109,017	126,143	127,323 ↑	128,422 ↑	G
 25	Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	17.93km	H	0km	5.57km	11.37km ↑	23.75km (in year) ↑	G
 26	Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Sep)	5% or less by 2022	5%	L	5%		2016-18 3% ↓	2017-19 4% ↑	G





Annual Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status		
Outcome - A place that provides opportunity for all											
27	Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - \geq £593.40	£573.40	H	£593.40	£554.10 (2017) ↓	£574.90 (2018) ↑	£602.20 (2019) ↑	G	
Outcome - A skilled workforce for West Sussex											
29	16-17 year olds who are not in education, employment or training	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - <1.9%	2.6%	L			2.7%	1.4% (in year) ↓	G	
30	Apprentices in West Sussex	Annually (Nov)	\geq 7,390 by 2022	6,703	H	5,790	4,790 ↓	4,860 ↑	1 year lag	R	
31	Adults with learning disabilities who are in paid employment	Annually (Oct)	England average or better by 2022 - 6%	4.0%	H	2.2%	3.2% ↑	2% ↓		R	
Outcome - A great place to live, work and visit											
32	Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2021 and 2022	75%	H	n/a	Biennial	70%	Biennial	A	
33	Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £30,356	£30,365	H	£25,221	£26,568 ↑	£26,589 ↑	1 year lag	A	
A strong, safe and sustainable place											
Outcome - A healthy place											
7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	top quartile of statistical neighbours - 175.65	206.7	L	220	222.2 ↑		1 year lag	1 year lag	R
34	Air Quality Management Areas where air quality is improving	Annually (Dec)	10 Air Quality Management Areas with improved air quality	10	H	9	8 →	8 →	6 months lag		R
Outcome - A safe place											
36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Nov)	Top quartile of statistical neighbours by 2022 - \leq 57	80	L	103	102 (2017) ↓	104 (2018) ↑	8 month lag		R

Annual Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status	
Outcome - Sustainable environment										
 45	Ultra-low emission vehicles registered for the first time	Annual	Top quartile of statistical neighbours by 2022 - > 760 registered vehicles	514	H	327	391 (2017) ↑	496 (2018) ↑	6 months lag	A
 46	Household waste sent to landfill	Annual	9% by 2022 (top quartile)	19%	L	49% sent to landfill	39% ↓	30.18% ↓	27.45% (in year) ↓	A
Outcome - A place of culture, heritage and beauty										
 47	Museums and theatres in West Sussex - visitors at attractions	Annually (Jul)	20% increase by 2022	2,035,219	H	1,850,199	3.7m (2018) ↑	1 year lag	2 year lag	G
 48	Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	Annually (Apr)	100% of plans reviewed every 5 years	100%	L	100%	100% →	100% →		G
Independence for later life 										
Outcome - Older people feel safe and secure										
 51	People who use services who say that those services have made them feel safe and secure	Annually (Jun)	95% by 2022	93%	H	82.9%	87.1% ↓	91.9% ↑		A
Outcome - Older people have opportunities to thrive										
 53	Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >88.9%	86.0%	H	83.7%	87.8% ↑	73.2% ↓	8 month lag	R
Outcome - People are healthy and well										
 54	Emergency admissions for hip fractures in those aged 65+, per 100,000	Annually (Dec)	maintain at 612 per 100,000 by 2022	612	L	578	569 ↓	1 year lag	2 year lag	G
Outcome - Older people feel part of their community										
 55	Social isolation - adult social care users who have as much social contact as they would like	Annually (Jun)	50% by 2022	47%	H	45.8%	41.2% ↓	46% ↑		A

Annual Measures

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

- Appendix 1 – Revenue Budget Monitor and Useable Reserve – as at December 2019
- Appendix 2 – Saving Schedule – as at December 2019
- Appendix 3 – Children First Improvement Plan update – as at December 2019
- Appendix 4 – Fire Improvement Plan update – as at December 2019
- Appendix 5 – Capital Programme as at December 2019
- Appendix 6 – Transformation Programme – as at December 2019
- Appendix 7 – Corporate Risk Register – as at February 2020 (latest)
- Appendix 8 – Workforce Key Performance Indicators – as at December 2019
- Appendix 9 – Employee Health and Wellbeing Survey Report

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	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Precept	-459,941	-459,941	-344,956	0
Council Tax Collection Fund	-2,279	-2,279	-2,279	0
Business Rates	-85,466	-87,407	-63,032	0
Business Rates Collection Fund	294	294	-1,198	0
Section 31 Business Rates Grant	-18,901	-18,901	-14,175	-237
Business Rates Pool	0	-1,590	-1,590	0
Social Care Support Grant	-5,243	-5,643	-4,232	0
New Homes Bonus Grant	-3,933	-3,933	-2,950	0
Brexit Preparations Grant	0	-88	-175	0
Total Financing	-575,469	-579,488	-434,587	-237

	Approved budget ¹	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
Portfolio Budgets				
Adults and Health	206,368	206,308	160,920	220
Children and Young People	101,123	102,072	92,546	12,000
Economy and Corporate Resources	47,342	47,445	38,983	3,301
Education and Skills	19,780	23,155	6,468	449
Environment	63,126	62,551	42,903	-554
Finance	12,548	11,691	10,633	-181
Fire & Rescue and Communities	36,320	36,250	27,342	-100
Highways and Infrastructure	32,926	32,903	29,446	1,770
Leader	1,437	1,433	1,249	242
Sub-total	520,970	523,808	410,490	17,147
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	10,150	10,957	10,957	0
Capital Financing - Interest	17,550	19,505	14,624	0
Revenue Contribution to Capital - Business Rates Pilot	1,000	1,000	0	0
Revenue Contribution to Capital - Other	1,032	557	0	0
Investment Income	-2,503	-2,681	-2,666	-361
Business Rates Pool	0	1,565	1,565	0
Care Leavers Council Tax Support	25	0	0	0
Contingency	3,400	1,176	0	0
Transfers to/(from) Reserves - Business Rates Pilot	18,141	20,082	20,082	0
Transfers to/(from) Reserves - Other	5,704	3,519	3,519	0
Sub-total	54,499	55,680	48,081	-361
Total Net Expenditure	575,469	579,488	458,571	16,786
Total Forecast Variation - overspending				16,549

¹ The approved budget has been restated to reflect the changes to the Cabinet structure adopted in August and October 2019, including the introduction of the Fire & Rescue and Communities portfolio and the transfer of functions between Leader and Economy and Corporate Resources

Contingency	£000
Original Budget	3,400
June TPM decision: transfer to Children First Improvement Plan Reserve	-1,942
June TPM decision: transfer to Fire Inspection Improvements Reserve	-1,426
Unapplied balance of Children First Improvement Plan Reserve returned to Contingency	500
Unapplied balance of Fire Inspection Improvements Reserve returned to Contingency	644
Available Contingency	1,176

Balances and Reserves	Balance at 31 Mar 2019	Balance at 31 Dec 2019	Projected Balance at 31 Mar 2020	Projected Annual Movement	Comments on Significant Annual Movements
	£000	£000	£000	£000	
Earmarked Reserves:					
Capital Infrastructure	-12,028	-12,028	-12,028	0	Planned application of reserve to Education & Skills portfolio to finance unitary charge above PFI credits per funding model
Crawley Schools PFI Reserve	-599	-546	-76	523	
Street Lighting PFI Reserve	-23,522	-23,683	-23,574	-52	£1.8m capital injection per May 2019 contract variation to be financed by reserves; generates savings over lifetime of contract
Waste Management PFI Reserve	-12,479	-12,479	-10,679	1,800	
Waste Management MRC Reserve	-28,057	-26,057	-26,057	2,000	Approved budget book: £0.5m to capital programme (Site HA Brookhurst Wood), £1.5m to revenue portfolio (lifecycle costs)
Adult Social Care Support Grant 2018/19	-1,517	-1,517	-1,517	0	£6.5m redirected to Service Transformation for Whole Council Design; potential source of funding for 2019/20 overspend
Budget Management Reserve	-30,110	-26,008	-15,384	14,726	
Business Infrastructure Reserve	-706	-706	-656	50	Holds gains arising from 75% local retention of business rates pilot (net of £1m applied to capital programme)
Business Rates Pilot Fund	0	-20,082	-20,082	-20,082	
Children First Improvement Plan	0	-1,442	0	0	Initial £1.9m allocation financed by contingency (June TPM); anticipated 2019/20 spend £1.4m (balance returned to contingency)
Deprivation of Liberty Safeguarding	-861	-861	-361	500	Planned application of reserve to Adults & Health portfolio to undertake statutory assessments
Economic Growth Reserve	-1,297	-1,297	-1,297	0	Initial £1.4m allocation financed by contingency (June TPM); anticipated 2019/20 spend £0.9m (balance returned to contingency)
Fire Inspection Improvements	-365	-1,147	-182	183	
Highways Commuted Sums	-3,057	-3,250	-3,350	-293	£1m contribution from Finance portfolio per approved budget; reserve is largely committed in year
Highways On-Street Parking	-968	-968	-1,091	-123	
Infrastructure Works Feasibility	-1,348	-2,348	-60	1,288	
Insurance Reserve	-5,356	-5,356	-5,356	0	
Interest Smoothing Account	-1,078	-1,078	-1,078	0	Outturn projection based on weighted five year average of grants held at year end
Revenue Grants Unapplied	-343	-400	-863	-520	
Schools Sickness & Maternity Insurance Scheme	-2,085	-2,085	-2,085	0	£6.5m contributed by Budget Management Reserve; £3m applied to base budget for WCD Reserve fully committed - anticipated drawdown to Adults & Health portfolio for four ongoing projects
Service Transformation Fund	-6,747	-10,247	-10,734	-3,987	
Adult Social Care Transformation Fund	-510	-510	0	510	
Social Care Support Grant	0	-5,243	0	0	
Social Mobility and Homelessness Initiatives	-750	-750	0	750	Funds earmarked as a contribution towards the budget mitigation plan Funds diverted from Education portfolio per approved budget (DSG replaces); increase mainstream provision via capital investment
Special Support Centres	0	-1,845	-1,845	-1,845	
Statutory Duties Reserve	-2,437	-2,437	-2,437	0	Includes planned drawdowns to fund development of Place Plans (£0.33m) and other schemes (£0.127m) in 2019/20
Strategic Economic Plan (SEP) Reserve	-1,295	-1,210	-785	510	
Street Works Permit Scheme	-874	-874	-660	214	Includes £0.5m applied as balancing measure per approved 19/20 budget and further £0.4m earmarked for mitigation plan
Other Earmarked Reserves	-2,227	-1,840	-1,309	918	
Earmarked Reserves (Excluding Schools)	-140,616	-168,294	-143,546	-2,930	£2.4m applied to High Needs: Net £4.9m forecast DSG overspending; £1.0m potential withdrawal of LA contribution £0.9m released to school budgets (income post schools closedown); £0.4m banker balances to be released to DSG
DSG Reserve	-6,245	-3,080	1,648	7,893	
School Balances	-16,452	-15,540	-15,173	1,279	
Total Earmarked Reserves	-163,313	-186,914	-157,071	6,242	
General Fund	-20,286	-20,286	-20,286	0	Net position of grants/contributions receivable for year and grants/contributions applied to capital programme
Capital Grants Unapplied	-44,669	-44,669	-32,124	12,545	
Total Usable Reserves	-228,268	-251,869	-209,481	18,787	

Savings Monitor As at 31st December 2019

Agenda Item 11
Appendix 2

The savings monitor below has been summarised to report on:

- savings which are judged as at having no expectation of delivery in 2019-20;
- savings which have been mitigated in 2019-20 which still require long term achievable plans into 2020-21; and
- demonstrate if /how the 2019-20 unachieved savings roll forward into the 2020-21 budget plan.

Portfolio	Activity	2019-20		2020-21		Comments
		Dec-19	Dec-19	Unachieved savings from 2019-20 rolled forward into 2020-21 budget		
		£000				
Adults & Health	Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people (Published Cabinet Member decision)	150	R	150	A	Timing risk in 2019-20. Saving still expected to be delivered in full, but over a longer period because the policy change was applied from October rather than April and due to the transitional arrangements agreed by the County Council.
Adults & Health	Revenue savings from capital investment re Westergate	100	R	100	A	Timing risk in 2019-20. Saving still expected to be delivered in full, but over a longer period because of construction delays. Mitigation has been planned elsewhere in the Adults budget, so it will not lead to overspending.
Adults & Health	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	R	500	A	Timing risk in 2019-20. As part of the Adults Budget Recovery Plan, actions are being progressed to avoid this becoming a recurring pressure in 2020-21.
Adults & Health	Staffing Review - across Children, Adults, Families, Health and Education (People Services)	125	R	125	A	Timing risk in 2019-20. The budget for 2020-21 provides for the saving to be delivered in full.
Children & Young People	Provision of care leavers accommodation (Published Cabinet Member decision)	290	R	290	A	Delays in identifying suitable premises mean that this savings target is unlikely to be realised in full in 2019-20. A sum of £0.1m is now thought to be more likely, with the remaining £0.290m being delivered in 2020-21. Further analysis has been undertaken of likely savings achieved within 2019-20 enabling £0.1m to have a revised RAG rating of 'met' (green).
Children & Young People	IPEH: New proposals, including absorption of Think Family Grant (£0.56m: Published Cabinet Member decision)	600	R	0		Savings of £1m have been delivered permanently. A further £1.35m of projected underspending in 2019-20 in Early Help and Intentionally Homeless is available to temporarily mitigate the balance rated as at significant risk. The permanent delivery of £1.95m in total is not expected to be achieved in 2019-20.
Children & Young People	Growth in numbers of in-house foster carers as part of the Fostering Improvement Plan	300	R	0		Following the Ofsted inspection report published in May 2019, numbers of Children Looked After placements have increased to unprecedented levels. In addition, there has been a higher level of leavers from the foster care service through a combination of retirements and tighter reviews of carers leading to more being decommissioned than had previously been the case. These two factors together have meant that the planned savings will not be deliverable for the foreseeable future. The proportion of foster care placements purchased internally has reduced from an average of 68.7% in 2018/19 to an average of 66.2% for the year to date.
Children & Young People	Implement Children Looked After commissioning strategy	840	R	190	A	Following the Ofsted inspection report published in May 2019, numbers of Children Looked After placements have increased to unprecedented levels, which means the savings assumed from the implementation of the commissioning strategy developed before the inspection will not now be delivered in 2019-20. The outlook for the longer term delivery of the majority of the saving is poor, however the sum assigned to placements for the 16+ age group (£0.190m) should be deliverable in 2020-21 due to the recommissioning of these services leading to efficiencies.
Children & Young People	Public Law Outline and client expenditure (S17) - embedding of process improvements made in 2017/18	280	R	0		An outcome of the Ofsted inspection findings published in May 2019 is that it will highly likely result in more children subject of court proceedings and/or requiring assistance under Section 17 of the Children & Families Act. This renders these savings unachievable this financial year. As demand for these services is likely to remain at current levels or increase still further, there is no likelihood of savings delivery in the foreseeable future.
Children & Young People	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	R	0		At the half year stage, the recovery of Direct Payment surpluses is no higher than the previous financial year. In addition, without a change in policy, simply recovering surpluses does not deliver a permanent saving. This saving has now been reprofiled for delivery in 2021-22, allowing time for a robust delivery plan to be developed.
Economy & Corporate Resou	Provision of Legal Services via the ORBIS partnership	250	R	0		Surrey County Council have announced they are withdrawing from the ORBIS Public Law Partnership. This news, along with increasing number of Children Looked After means that the service are unlikely to achieve this saving.
Economy & Corporate Resou	Whole Council Design	1,500	R	0		
Economy & Corporate Resou	Centralisation of Learning & Development	127	R	0		The plan to centralise the Learning and Development function is unlikely to deliver the full original saving, instead only £0.042m is now expected to be achieved.
Economy & Corporate Resou	Review of Staff Terms and Conditions	180	R	0		Saving is unlikely to be achieved in year, however work is underway reviewing overtime allowances within specific areas.
Economy & Corporate Resou	Cessation of the Outplacement contract	85	R	0		£0.085m for the outplacement contract is no longer expected to be achieved.
Economy & Corporate Resou	Charging PVI Sector training	75	R	0		PVI sector training saving is now likely to only generate a £0.025m saving in 2019-20.
Economy & Corporate Resources	Increased utilisation of the Apprenticeship levy	175	R	175	R	We are unable to pursue this potential income source as we are not an accredited Apprenticeship Levy training provider.
Education & Skills	Transport for pre-school age children. Other Transport Savings	70	R	0		A review of discretionary transport in relation to under 5s indicated that a change in policy would only generate very limited savings, and so the proposal was dropped. Other transport savings initiatives have, however, also been considered. Work undertaken with schools and colleges and parents on travel independence has yielded some in-year cost reductions. There is an increasing body of evidence that some additional direct targeted intervention to travel train pupils/students would more than pay for itself. Students/pupils would gain a valuable life skill to enhance their future life choices as well as dampen demand for taxis and reduce costs in-year. A proposal is currently being worked up for consideration, but this is unlikely to lead to any savings until next financial year.
Education & Skills	Developing additional SSCs (Published Cabinet Member decision)	131	R	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.
Finance	Advertising/sponsorship opportunities	50	R	0		
Finance	Purchasing Card spending - target 10% on contracted spend	460	R	0		A large amount of p-card spend is made in Children's Services. It is expected that the recent increase in Children Looked After will impact of the delivery of this saving, however other areas are being reviewed to determine how much of this saving can be achieved.
Highways & Infrastructure	Review of non-statutory elements of the English National Concessionary Transport scheme	50	R	50	R	Review is currently underway, however, the delay means this saving will not be delivered in 19-20.
Highways & Infrastructure	Highway operations service level review	374	R	374	G	It is will not be possible to deliver this saving in 2019-20 due to the delay to the award of the highway maintenance contract. Saving expected to be made in 2020-21.
Highways & Infrastructure	Income generation - examine scope to increase income from fees and charges, including sponsorship	100	G	100	A	It has not been possible to meet this target, however, the projected £0.150m shortfall on highway income budgets is currently offset by one-off staffing underspending this year due to vacancies held pending the highways redesign.

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	Original Plan (Decision Report)				As at December 2019				Variation to Original Budget
	Full Amount Estimated	Original spending plan for 2019/20	Original spending plan 2020/21	Original spending plan 2021/22	Revised Full Amount Estimated	Revised spending plan for 2019/20	Revised spending plan for 2020/21	Revised spending plan for 2021/22	
	£000	£000	£000	£000	£000	£000	£000	£000	
Temporary investment in targeted improvement									
Senior Improvement Leads	1,080	480	600	0	1,160	444	580	136	80
Improvement Leads *New*	0	0	0	0	194	194	0	0	194
Programme Management and support	1,497	599	898	0	1,500	611	797	92	3
Practice Improvement/Behaviour Change Programme	3,600	900	2,700	0	3,600	484	3,016	100	0
Leadership Development Programme	500	250	250	0	500	0	500	0	0
Specific Project Consultancy	1,000	167	833	0	1,000	73	802	125	0
Communications Lead	80	27	54	0	55	41	14	0	(25)
Complaints Officer	80	27	54	0	75	22	36	17	(5)
Neglect Strategy work	33	33	0	0	64	64	0	0	31
Casework Audits	155	155	0	0	0	0	0	0	(155)
	8,025	2,637	5,388	0	8,148	1,933	5,745	470	123
Temporary additional capacity (service & corporate); retention offer									
Retention Payments	2,000	2,000	0	0	2,150	2,150	0	0	150
Additional Service Posts	271	175	97	0	611	422	189	0	340
HR Support	351	351	0	0	188	188	0	0	(163)
Commissioning Support	150	100	50	0	106	60	46	0	(44)
Additional Corporate Posts *New*	0	0	0	0	248	182	66	0	248
Admin/Business Support for Social Work Teams	0	0	0	0	150	0	120	30	150
Leadership Team redesign *New*	0	0	0	0	386	258	128	0	386
	2,772	2,625	147	0	3,839	3,260	549	30	1,067
Contingency	1,770	432	1,338	0	579	0	579	0	(1,191)
Temporary funding requirement	12,567	5,693	6,873	0	12,567	5,193	6,873	500	0
Permanent increase in base budget									
Note that in 2020/21 the full year effect is shown as this is the budget which will be required		Part year effect	Full year effect	Full year effect		Part year effect	Full year effect	Full year effect	Variation to Original Budget
Cover for ASYE lower caseloads	1,000	500	1,000	1,000	3,040	1,040	1,000	1,000	0
Review of Social Work Remuneration/Retention Contingency	2,000	0	2,000	2,000	4,000	0	2,000	2,000	0
Admin/Business Support for Social Work Teams Estimate	700	350	700	700	1,441	41	700	700	0
Backfill for Social Work Apprentices	600	150	600	600	60	0	30	30	(570)
Workforce Retention Initiatives (staff parking; pool cars etc.)	350	200	350	350	714	14	350	350	0
Additional Service Posts	337	216	337	337	811	193	309	309	(28)
Leadership Team redesign	151	76	151	151	612	204	204	204	53
Additional Corporate Posts	0	0	0	0	64	0	32	32	32
	5,138	1,492	5,138	5,138	10,678	1,492	4,625	4,625	(513)
Contingency	0	0	0	0	1,026	0	513	513	513
Permanent funding requirement	5,138	1,492	5,138	5,138	5,138	1,492	5,138	5,138	0
Yet to be estimated									
Permanent									
Further Organisational Changes									
Temporary									
Additional Staff Training									
IT Equipment									
IT Systems Improvements									
Working Environment Improvements									
Totals	17,705	7,185	12,011	5,138	17,705	6,685	12,011	5,638	
Available funding		5,243	5,000	5,000		7,185	12,011	5,138	
Additional funding required *		1,942	7,011	138		(500)	0	500	

* Available funds in 2019-20 to be returned to the corporate contingency budget. Funding requirement in 2021-22 to be reviewed and addressed in future budget setting plans.

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	Original Plan (Decision Report)				As at December 2019				Variation to Original Budget
	Full Amount Estimated	Original spending plan for 2019/20	Original spending plan 2020/21	Original spending plan 2021/22	Revised Full Amount Estimated	Revised spending plan for 2019/20	Revised spending plan for 2020/21	Revised spending plan for 2021/22	
	£000	£000	£000	£000	£000	£000	£000	£000	
Temporary investment									
Organisational Development Manager (12 months)	43	32	11	0	0	0	0	0	(43)
HR Advisor (6 months)	21	21	0	0	0	0	0	0	(21)
Prevention Business Analyst (6 months)	21	21	0	0	23	12	12	0	2
Business Analyst for Fire Safety Transformation (6 months)	21	21	0	0	0	0	0	0	(21)
Prevention Data Analyst (12 months)	43	32	11	0	47	12	35	0	4
Data Cleansing & Analysis Officer (12 months)	42	42	0	0	0	0	0	0	(42)
Insight Officer to deliver AFA review (12 months)	42	42	0	0	47	12	35	0	5
External resource to clear risk based improvement programme - 680 inspections at £200 per inspection	122	122	0	0	0	0	0	0	(122)
Fire Safety Support Officer - To book planned audits and manage reports (12 months)	24	18	6	0	0	0	0	0	(24)
FRS Project support FC20 delivery and HMICFRS improvement plans - (until 31st March 2020)	75	32	43	0	0	0	0	0	(75)
Employers Network for Equality Inclusion – 15 workshops and report	27	27	0	0	30	30	0	0	3
Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes	90	90	0	0	100	0	100	0	10
	571	500	71	0	247	65	182	0	(324)
Contingency	63	55	8	0	0	0	0	0	(63)
Permanent increase in base budget Note that in 2020/21 the full year effect is shown as this is the budget which will be required		Part year effect	Full year effect	Full year effect		Part year effect	Full year effect	Full year effect	Full year effect
Prevention Manager	145	31	57	57	159	23	68	68	14
Area Manager Protection	209	57	76	76	216	48	84	84	7
Diversity and Inclusion Advisor for FRS	129	35	47	47	119	23	48	48	(10)
Workforce Engagement Lead	154	42	56	56	156	26	65	65	2
High Risk Safe and Well Visit Specialists x 3	272	74	99	99	226	34	96	96	(46)
Protection Officers	550	158	196	196	600	102	249	249	50
Prevention, Protection, Quality Assurance Trainers	542	148	197	197	533	79	227	227	(9)
Ops Assurance Performance & Audit	135	37	49	49	123	9	57	57	(12)
WSFRS Hub - Principle & Senior Management Support Officer	79	21	29	29	71	12	29	30	(8)
Resource Coordinator (Resource Office) - crewing office	116	32	42	42	188	26	81	81	72
FRS HMI Performance Manager	179	49	65	65	168	28	70	70	(11)
Wellbeing Advisor/Lead - initial two year fixed term contract	129	35	47	47	108	12	48	48	(21)
Reinstate Watch Manager B payments to Hay A's - 60 FTE	963	263	350	350	977	263	357	357	14
Purchase of Farynor IT system and Licences		0	0	0	228	75	106	47	228
Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan	157	43	57	57	118		59	59	(39)
IT equipment and vehicles for additional FTE	300	100	100	100	225	25	100	100	(75)
FRS training budget for protection competency training (for dedicated protection staff)	275	75	100	100	103	25	25	53	(172)
FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)	102	28	37	37	102	28	37	37	0
FRS branding and values embedding budget	69	23	23	23	83	23	30	30	14
Permanent Expenditure - to be funded within HROC									
Organisational Development Manager	0				137	19	59	59	137
HR Advisor	0				105	19	43	43	105
	4,505	1,251	1,627	1,627	4,745	900	1,937	1,908	240
Total	5,139	1,806	1,706	1,627	4,992	965	2,119	1,908	(147)

Available Funding									
Fire Improvement Reserve						965	182		
Base budget provided within 2020/21 Budget									
Ongoing funding - Resource Added Following HMICFRS Inspection							396	396	
Ongoing funding - Fire Improvement Plan - Phase 1							1,200	1,200	
One off funding - Fire Improvement Plan - Phase 1							100		
Total Funding Available						965	1,878	1,596	
Total to be funded by Fire and Rescue							139	210	
Total to be funded by Human Resources and Organisational Change							102	102	

Fire and Rescue Improvement Plan - Phase 2 Summary

						Revised spending plan for 2019/20	Revised spending plan for 2020/21	Revised spending plan for 2021/22	Variation to Original Budget
						£000	£000	£000	£000
People Support and Culture							150		
Risk and Training - ensuring we have firefighters with the skills necessary to maintain a resilient service in particular those qualified to drive appliances and to provide for continuing 'Hot Fire Training' on the cessation of the current agreement with Hampshire							200		
Protection and Intervention - uplift to current grades to ensure recruitment and retention issues are addressed							75		
Response - Investment in supporting the retained duty system and with the introduction of posts to manage the availability of firefighters and to further invest in firefighter availability across the service to support response performance.							475	1,100	
Total							900	1,100	
Available Funding									
Ongoing funding - Fire Improvement Plan - Phase 2							900	1,100	0
Total Funding Available						0	900	1,100	0

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

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2019/20 CAPITAL MONITOR as at the end of December 2019

Appendix 5

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	19/20 Capital Programme (February County Council)	Slippage/ (Acceleration) from 2018/19	Total 19/20 Capital Programme	Forecast			Over/(Under) Spend
				Actuals to Date	Forecast for Remaining Period	Full Year Forecast	
				£000	£000	£000	
£000	£000	£000	£000	£000	£000	£000	
Core Programme							
Adults and Health	1,492	775	2,267	18	1,687	1,705	(562)
Children and Young People	0	0	0	41	159	200	200
Education and Skills	31,324	1,103	32,427	22,791	14,775	37,566	5,139
Economy and Corporate Resources	8,952	(977)	7,975	621	903	1,524	(6,451)
Environment	1,176	566	1,742	269	270	539	(1,203)
Finance	6,994	787	7,781	1,657	5,395	7,052	(729)
Fire and Rescue and Communities	9,042	(258)	8,784	832	2,856	3,688	(5,096)
Highways and Infrastructure	33,830	2,520	36,350	26,857	8,266	35,123	(1,227)
Total Core Programme	92,810	4,516	97,326	53,086	34,311	87,397	(9,929)
Income Generating Initiatives							
Economy and Corporate Relations (Gigabit & 5 Bold Ideas)	3,370	3,917	7,287	4,455	2,227	6,682	(605)
Environment (Waste Infrastructure & YES)	2,700	2,077	4,777	731	613	1,344	(3,433)
Finance (inc Propco)	10,115	(9,840)	275	19	256	275	0
Highways and Infrastructure (LED)	0	0	0	19	131	150	150
Total IGI	16,185	(3,846)	12,339	5,224	3,227	8,451	(3,888)
Total Capital Programme	108,995	670	109,665	58,310	37,538	95,848	(13,817)

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Transformation Report – as at 31st December 2019

Summary

1. The County Council earmarked £13.2m in a reserve for spending on transformation projects, the bulk of which relate to our whole council design approach to service redesign. The forecast expenditure for 2019-20 to be met from the Transformation Reserve will be £2.5m, with a further £4.9m of spend identified for 2020-21 (although this figure has the potential to change as a number of these projects are currently in the midst of a review). There are no planned savings from the service redesign activity in the current year. The Council has included a savings target of £2.4m from service redesign activities in 2020-21 and is working to identify the project streams that will contribute to these savings.
2. On 18th October 2019, County Council approved a Flexible Use of Capital Receipts Strategy, which gives the Council the option of funding the revenue costs of Council transformation projects from capital receipts and maintaining revenue reserves. The current forecast spending on whole council design approach to service redesign transformation projects in 2019-20 that are eligible for charging against capital receipts is currently £1.352m.

Transformation Board Reserve as at 31st December 2019

3. As at 31st December, £1.428m has been spent from the Transformation Reserve with a further £1.085m currently forecast as committed spend for the remaining three months of the 2019-20 financial year (a total forecast spend of £2.513m for 2019-20).
4. The table below details the 2019-20 transformation reserve forecast spend by Transformation Theme. A further £6.318m is allocated for spend in future years, leaving an unallocated balance of £4.416m. However, the current review of our service redesign projects could curtail or stop spending on some of the approved service redesign projects.

Projects Funded by Transformation Reserve	Total Projected Spend In 2019/20 £'000	Reserve Summary £'000
Total funds available		(13,247)
Whole council design approach to Service Redesign programme		
Community Programme	318	
Customer Programme	371	
Accelerated Activity Programme	39	
One Council (Smartcore)	500	
Other WCD Projects	74	
		1,302
Previous Programmes		
Legacy programme	604	
		604
Other Transformation Activity		
Children's Social Care Q&D Board Projects	284	
Adults Services Projects	151	
Other Transformation Projects	122	
Voluntary Severance or Redundancy	50	
		607
		2,513
Transformation Reserve Closing Balance 31st March 2020		(10,734)
Allocated Spend 2020/21	4,904	
Allocated Spend 2021/22	1,414	
		6,318
Unallocated Transformation Reserve		(4,416)

Staffing

5. With effect from April 2019 the Transformation Portfolio Office (TPO) establishment was funded for 15.85 FTE at a total cost of £1.128m per year. The base revenue position for the TPO team was £0.867m. To cover the perceived shortfall in funding, a further £0.261m was agreed by the Transformation Board for 2019-20 through the reserve. However, vacancies and secondments during the year and subsequent changes since September are likely to result in their being no need for funding be required from Transformation Reserve in this current financial year. A significant amount of TPO resource is now embedded supporting the priority Children's and Fire and Rescue Service improvement programmes.

Savings and Benefits

6. The organisation has been pursuing a whole council design approach to service redesign and it is critical to ensuring a future sustainable budget. This approach has been reviewed and refreshed to focus on the delivery of tangible financial benefits and to support service redesign being delivered through the service directorates.
7. We have reframed the mandate of the programme which is now charged with delivering four cross cutting service redesign programmes that will deliver benefits and utilise the opportunities available from the implementation and use of technology and a move towards more digital ways of delivering services. The mandate will also include the provision of change services to support the service directorates deliver against their own challenging agendas.
8. Key cross cutting programmes include:
 - **Smartcore** – preparing for and delivering the implementation of a refreshed ERP system to support back-office transformation and improvement of our back-office processes. Change will be delivered through increased self-serve, changes in processes and policy and improved use of information and data
 - **Support Focus** – reviewing the admin and service support activity across the organisation to rationalise and automate activity delivering improved performance and cost of service provision. Change will be delivered through a rigorous assessment of service levels required, elimination of duplication, automation and improvement of processes and redeployment of work
 - **Customer Digital** – undertaking digital redesign of end to end processes to enhance customer experience and reduce the cost of service delivery. Change will be delivered through increased channel shift, improvements to information available to customers, automation of digital processes and a shift of work closer to the customer to improve customer experience
 - **Digital ways of working** – implementing digital ways of working to enhance agile working, unlock capacity and deliver performance from investments already made in refreshed technology applications.
9. Savings will be delivered over a number of years. It is expected that the £2.4m target for 2020-21 and a further £2.5m in 2021-22 will be achieved from these programmes, with further changes planned for future years.

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Risk No	Risk Description	Risk Owner	Risk Impact	Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score					Impact	Likelihood	Score				
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.	Tolerate	4	4	16	Brexit implications across all current corporate risks is being carried out. The Resilience and Emergency Team is engaged in planning across the South east.	Chief Executive	ongoing	Gather data to inform impact of negotiations; liaise with network to share information; work with businesses to show ongoing commitment. Directorates to collate data to be used for analysis once Brexit is fully understood. Risk re-assessed 6 monthly or in event of significant Brexit statements.	4	4	16	Jul-20			
			2. Uncertainty on local businesses.															
			3. Impact of growth projections.															
			4. Supply chain uncertainty in contracts.															
			5. Potential demand on resilience teams.															
CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Treat	2	2	4	Module on political management and systems for CLT and CMT to be developed and provided.	Director of Law & Assurance	Mar-20	In train	4	4	16	Jun-20			
			2. Service improvement effort impeded.					Data on areas of non-compliance used to inform Directors to enforce compliance with standards.								Director of Law & Assurance	Ongoing	AGS to March RAAC
			3. Resources misapplied - poor VFM.					Systems and processes to be simplified and guidance for specific procedures to be refreshed with output from Governance review (CR65).								Head of Democratic Services	Mar-20	Planned on output of Governance review
			4. Complaints and claims.					Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.								Head of Audit	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.
			5. Censure by external inspection.					Audit plan focussing reviews on key corporate support systems to identify key areas in need of improvement.								Head of Audit	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.
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.	Treat	4	3	12	Simplifying processes for recruiting and engaging with potential applicants for hard to fill posts.	Head of Res Org Dev & Talent	Apr-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 Mar 20.	4	4	16	May-20			
			2. Lack of corporate memory.					Provision of clear financial support for recruitment and retention policy and provisions procedures.								Head of Specialist HR Services	May-20	Social workers recruitment and retention package in place for 2019. 2020 offer currently under review. Corporate recruitment and retention package drafted and waiting for ELT sign off.
			3. Inadequate pace/speed of delivery.					Application of policy and provisions for various hard to fill posts.								Head of HR Bus Ptr & Org Change	Ongoing	
			4. Low staff morale and performance.					Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.								Head of HR Bus Ptr & Org Change	Sep-20	
								Development of comprehensive employee value proposition.								Head of Res Org Dev & Talent	Sep-20	
								Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.								Head of Res Org Dev & Talent	Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising.

Risk No	Risk Description	Risk Owner	Risk Impact	Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score					Impact	Likelihood	Score	
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 recent Ofsted and HMIC FRS reports.	Director of Finance & Support Services	1. Insufficient government funding to deliver services.	Treat	4	3	12	Pursue additional savings options to help close the budget gap.	Director of Finance & Support Services	Ongoing		4	4	16	Jun-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					
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.	Treat	4	4	16	Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Head of IT	Ongoing	Role specific training delivered to children's services due to analysis of breach data received. Regular comms distributed to all staff. Included as annual refresher. Interim course to communicate essential/key information as soon as possible. Password review completed. Phishing emails sent out and responses evaluated. Follow up exercise completed April '19. New awareness campaign being developed.	4	5	20	Apr-20
			2. The Council's reputation is damaged.					Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Head of IT	Ongoing	Joint submission to NHS Digital in the 2019 assessment by the Data Protection Team; to cover ensure IGTK incorporates Information Security, along with Info Governance. PSN accreditation submitted.				
			3. Resident's trust in the Council is undermined.					Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	Head of IT	Ongoing	Password review completed. Phishing emails sent out and responses evaluated. Follow up exercise completed April '19. New awareness campaign being developed. IT Health check undertaken with observations to be addressed.				
			4. Partners will not share data or information with the Council.					Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	Head of IT	Ongoing	Full audit not carried out by IA 2019. Instead a full review took place in May 2019 of progress against actions from the 2018 audit. Ethical Hacker training being carried out. Review of advanced threat management solution.				
			5. Punitive penalties are made on the Council.					Provide capacity & capability to align with National Cyber-Security centre recommendations.	Head of IT	Ongoing	Maintain watching brief for updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP).				
								Test the effectiveness of DPIA for software systems deployed after 25 May 2018.	Head of IT	Ongoing	To be conducted annually				
	Adopt ISO27001 (Information Security Management) aligned process & practices.	Head of IT	Ongoing												

Risk No	Risk Description	Risk Owner	Risk Impact	Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score					Impact	Likelihood	Score				
CR39b	New data protection legislation now in force which imposes additional obligation on the council. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Treat	3	3	9	Test the effectiveness of DPIA	Head of IT	Ongoing	To be conducted annually	4	3	12	Jun-20			
			2. The Council's reputation is damaged.					Maintain IG Toolkit (NHS) & Public Service Network security accreditations.								Head of IT	Ongoing	Joint submission to NHS Digital in 2019 assessment by the Data Protection Team; to ensure IGTK incorporates Information Security, with Information Governance. PSN accreditation submitted.
			3. Resident's trust in the Council is undermined.					Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.								Director of Law & Assurance	Ongoing	Processes settled. Most impact assessments completed. DPIA to be conducted annually.
			4. Partners will not share data or information with the Council.					Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.								Head of IT	Ongoing	As part of GDPR reviews of existing arrangements.
			5. Punitive penalties are made on the Council.					Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.								Head of Data Protection	Ongoing	
								Adopt ISO27001 (Information Security Management) aligned process & practices.								Head of IT	Ongoing	
								Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.								Director of Law & Assurance	Ongoing	IT to identify applicable systems and provide support in resolving any risks of non-compliance.
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, 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.	Treat	4	3	12	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	Apr-20		4	4	16	Jun-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	Mar-20	Partially completed. Fire Warden training and H&S eLearning included in annual refresher training from 1 Feb 19. TNA produced with suite of courses required identified. Courses to be commissioned include bespoke modules for induction & asbestos awareness.
			3. Adverse reputational impact to Council.					Incorporate HS&W information into current performance dashboard.								Health and Safety Manager	Apr-20	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	

Risk No	Risk Description	Risk Owner	Risk Impact	Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score					Impact	Likelihood	Score	
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.	Treat	3	3	9	Consideration of opportunities to provide services in house to enable contingency for provider failure.	Cx Lead	Apr-20	Initial business case completed. Further analysis indicating delivery will involve higher cost. Requires appetite check of costs prior to completing full business case.	5	4	20	Apr-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 reprovion 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 (DIOC)					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	Progress on capacity action plans to be reported to senior managers weekly.				
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.	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	Jan-20		4	5	20	Apr-20
			2. Failure to improve customer services.					Develop effective benefits tracking process.	Director of Finance & Support Services	Mar-20					
			3. Inefficient and ineffective business processes.					Develop detailed programmes in collaboration with Directors to deliver required changes.	Director of Finance & Support Services	Mar-20					
			4. Failure to deliver required cultural changes.												

Risk No	Risk Description	Risk Owner	Risk Impact	Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score					Impact	Likelihood	Score				
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	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	May-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.	Treat	5	2	10	Implement Practice Improvement Plan (PIP).	Executive Director of Children, Young People and Learning	Ongoing	PIP currently being refreshed after 5 months progress of successful delivery.	5	5	25	Jun-20			
			2. Subject to investigation and further legal action taken against the Council.					Provide proactive improvement support to services to assure effective safeguarding practices.								Executive Director of Children, Young People and Learning	ongoing	Specialist provider commissioned to support social workers in Children Looked After Service and Family, Support and Protection Service (in place by April 2020).
			3. Immediate inspection and Government intervention.															
CR65	The review of corporate leadership, governance and culture recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure	Treat	3	2	6	Completion of improvement plan scoping phase.	Chief Executive	Mar-20	(See CR7)	5	4	20	Jun-20			
			2. External intervention					Recruitment of senior DCS.								Chief Executive	Apr-20	Permanent role starts Apr 20.
			3. Poor value for money					Develop plan to stabilise senior leadership team.								Chief Executive	Mar-20	Identifying actions to reduce risk of senior leadership churn.
								Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers.								Director of Law & Assurance	Jan-21	Scoping underway with LGA and external partners. Plan due by end-Feb 20.
								Implementation of governance changes as approved by Council (17.12.19)								Director of Law & Assurance	Apr-21	Those for immediate implementation are complete. Others scheduled to meet Councils decision.
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.	Treat	5	2	10	Full policy and process review.	Head of Adult Operations	Apr-20	Rapid Improvement Operational plan.	5	5	25	Apr-20			
			2. WSCC subjected to legal action on behalf of customer or through employment tribunal.					Seek additional funding on a temporary basis to recruit more AMHP's while transformation work is ongoing.								Head of Adult Operations	ongoing	
			3. Wider impact on health and social care system through delays in carrying out assessments.					Review AMHP model to incorporate national best practice.								Abbie Murr	Oct-20	Paper to Cabinet end-Jan 20 with recommendations.
								Develop role profile and recruit dedicated AMHP lead post.								Head of Adult Operations	Apr-20	Role profile for locum completed and recruitment underway. Job Evaluation process required prior to commencement of permanent recruitment.
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.	Treat	5	2	10	Appoint experienced external project management resource to deliver project.	Senior Improvement Lead	Apr-20	Interim appointment in place until end-Mar 20	5	4	20	May-20			
			2. Delivery of Council services interrupted/impacted.					Backfill workstream leads with interim resource.								Director HR & OC	Apr-20	To be discussed with HR&OC, initial approach has been agreed.
			3. Impact on Corporate improvement.															

Risk No	Risk Description	Risk Owner	Risk Impact	Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score					Impact	Likelihood	Score	
CR68	Due to the recent Covid 19 outbreak and potential exposure/infection of employees, there is a risk to the delivery of WSCC's services due to staff shortages (WSCC and contractors) as a result of self-isolation, or staff remaining at home to care for dependant children due to school closures or illness.	Chief Executive	1. Failing to deliver statutory duties.	Treat	5	3	15	Review and initiate business continuity and degradation plans.	Executive Director of Adults and Health	ongoing	In progress	5	5	25	Apr-20
			2. Negative reputational impact.					Local Resilience Forum (LRF) and Local Health Resilience (LHRP) Partnerships engagement.	Director of Environment and Public Protection	ongoing					
			3. Litigation.					Review and activate Corporate Response Plan (CRP).	Chief Executive	ongoing	Strategic Management Group (SMG) and Tactical Management Group (TMG) tasked. Pandemic Response Plan to be activated.				
								Develop communications plan/process to disseminate information to the public.	Head of Communications	ongoing	Health advice and guidance.				
								Regular meetings to review current national and organisational status.	Director of Public Health	ongoing	Health Protection Team and Education Team to liaise weekly.				
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.	Treat	5	4	20	Deliver Children First Improvement Plan.	Senior Improvement	ongoing		5	5	25	Jun-20
			2. Significant reputational damage.					Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	Executive Director of Children, Young People and Learning	ongoing	Steering group established to report progress of the 9 workstreams into Improvement Board.				
			3. Reduced confidence by residents in the Councils ability to run children's services.												
			4. Legal implications through non-compliance or negligence.												

Workforce KPIs

2019 Q3
October 2019 to December 2019

Indicator	West Sussex County Council					
	2019 Q3	2019 Q2	Change since last quarter	Intended Direction of Travel	Target 2019-20	Commentary

Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2019 Q3	2019 Q2	2019 Q3	2019 Q2	2019 Q3	2019 Q2	2019 Q3	2019 Q2

Resourcing & Talent							
Employed workforce <small>(Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners and partners)</small>	Total Headcount (total number of people employed over reporting period)	5,293	5,280	↑ 13	N/A	N/A	Headcount and FTE levels have again increased slightly since the last quarter (by 0.25%, 0.19% and 0.42% respectively). The Headcount and FTE are similar to those in 2018 Q3 (Headcount: 2018 Q3 5,301; 2019 Q3 5,293; and FTE: 2018 Q3 4,514; 2019 Q3 4,568).
	Active Headcount (number of people employed on 28th of last month of reporting period)	5,188	5,178	↑ 10	N/A	N/A	
	Active FTE (on 28th of last month of reporting period)	4,568	4,549	↑ 19	N/A	N/A	
	Employee payroll (including on costs and casuals, excluding agency and schools)	£50,633,030	£49,963,262	↑ £669,768	N/A	N/A	
Agency (Manpower)	Headcount (Manpower)	360	353	↑ 7	N/A	N/A	Whilst there has only been a minimal change in headcount since Q2 there has been another significant rise in the contract spend. This increase in spend is primarily due to an increase in hours to cover 'increased workload' and 'project work' in Adults Services and Children Services (this equates to a £321k and £112k increase respectively).
	Contract spend	£3,744,630	£3,224,113	↑ £520,517	↓	Reduction of £0.5m since previous year	
	Manpower % total workforce	5.8%	5.6%	↑ 0.2%	N/A	N/A	
Recruitment	Total number of starters (over reporting period)	151	189	↓ -38	N/A	N/A	Net difference for starters & leavers is -3 compared with +88 in Q2. The fall in starters is largely due to a slow down in Children's and FRS. This follows the recruitment drive in these areas during Q1 & Q2 so a fall is not unexpected. For leavers there has been a significant fall in FRS, down from 62 in Q2 to 7 in Q3.
Retention	Total number of leavers (over reporting period)	148	101	↑ 47	N/A	N/A	Rolling turnover has returned to within the target range of 2 to 3.75% (annual target of 8 to 15%). The increase has occurred in Adults and Children's Service.
Staff turnover	Rolling turnover rate (average headcount over the previous 3 months, divided by the number of leavers over the last 3 months)	2.6%	1.7%	↑ 0.9%	→	Between 2-3.75% (rolling qtrly target)	

1,120	1,034	1,455	1,539	632	630	2,086	2,077
1,096	1,019	1,417	1,500	625	624	2,050	2,035
934.4	861.7	1,247.2	1,322.6	566.5	563.3	1,820	1,801
£10,455,761	£10,352,513	£13,991,128	£14,401,941	£6,094,415	£5,558,501	£20,091,726	£19,650,307
149	151	152	156	5	1	54	45
£908,045	£760,780	£2,273,847	£2,039,359	£20,539	£6,343	£542,199	£417,631
11.1%	11.6%	8.7%	8.3%	0.8%	0.2%	2.2%	1.8%
28	23	35	67	11	22	77	77
25	13	50	37	7	6	66	45
2.1%	1.1%	3.2%	2.1%	1.1%	0.9%	2.7%	2.2%

Performance & Skill							
Training & development	Staff induction completion rates	66.0%	78.0%	↓ -12%	↑	90%	The 'staff induction' consists of e-learning modules and attendance at an induction workshop. In April 2019, the duration for the completion of induction reduced from 6 mths to 3 mths. Therefore the previously reported figures contained a mix of staff on 6 and 3 mth requirements. This is affecting the completion rate figures but the change is now beginning to normalise. There has been a reduction in the percentage of 'did not attend' & 'short notice cancellations' for training courses, with both dropping by 1%, although both are still (1%) higher than the rate in Q1. There has been a notable improvement in Children's Services where the 'did not attend' rate has fallen from 15% to 11%.
	Percentage of 'did not attend' booked training sessions run through the L&D Gateway	11.0%	12.0%	↓ -1%	↓	5%	
	Percentage of short notice (1-10 day) cancellations for booked training sessions run through the L&D Gateway	11.0%	12.0%	↓ -1%	↓	5%	
Employee Relations	Suspensions	5	3	↑ 2	N/A	N/A	Employee relations cases remain largely consistent with the previous quarter.
	Dismissals (exc redundancy ie ER)	2	0	↑ 2	N/A	N/A	
	Staff Appeals panel: upheld	0	0	→ 0	N/A	N/A	
	Staff Appeals panel: rejected	0	1	↓ -1	N/A	N/A	
	Employee grievances	4	2	↑ 2	N/A	N/A	
	Disciplinary cases	7	8	↓ -1	N/A	N/A	
	Formal capability (performance)	2	2	↑ 0	N/A	N/A	
	Formal capability (health)	0	2	↑ -2	N/A	N/A	
Employment tribunals	0	0	→ 0	N/A	N/A		

59%	68%	71%	74%	N/A	N/A	63%	81%
10%	10%	11%	15%	6%	6%	11%	5%
12%	14%	11%	12%	0%	0%	10%	7%
0	0	5	3	0	0	0	0
1	0	1	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	1	0	0	0	0
0	1	4	1	0	0	0	0
3	3	4	4	0	0	0	1
0	0	2	2	0	0	0	0
0	0	0	2	0	0	0	0
0	0	0	0	0	0	0	0

Indicator	West Sussex County Council					
	2019 Q3	2019 Q2	Change since last quarter	Intended Direction of Travel	Target 2019-20	Commentary

Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2019 Q3	2019 Q2	2019 Q3	2019 Q2	2019 Q3	2019 Q2	2019 Q3	2019 Q2

Health, Safety & Wellbeing

Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	16,712	15,972	↑ 740	N/A	N/A	There has been another increase in the number of days lost due to sickness absence in Q3 of 740 compared to Q2.
	Average sick days per FTE	3.1	3.1	→ 0.0	↓	TBC	
Short term sickness absence (less than 21 calendar days)	Number of calendar days lost	5,157	3,571	↑ 1,586	↓	N/A	The figures for short term sickness reflect the seasonal trend of increasing during the winter months and this is evidenced by the change in the top reason for short term sickness changing to 'respiratory, cough, cold, flu' (for all WSCC as well as Adult Services and Children & Family Services).
	Top reason for short term absence	Respiratory, Cough, Cold, Flu	Musculoskeletal, Fractures, Injury, Surgery	N/A	N/A	N/A	
Long term sickness absence (more than 21 calendar days) - see Note below	Number of calendar days lost	11,555	12,401	↓ -846	↓	N/A	There has been a reduction in the number of days lost to long term sickness (down 846 days) from Q2. The top reason for absence remains 'anxiety, stress, depression, mental health'. It is noticeable that the top reason for long term sickness absence in Adults Service changed to 'anxiety, stress, depression, mental health' this quarter (from Digestion, reproduction & glandular systems). The findings of the Employee Health & Wellbeing survey undertaken in July and actions being taken, are provided in the narrative accompanying this KPI document.
	Top reason for long term absence	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	N/A	N/A	N/A	
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)	Violence at work	0	1	↓ -1	↓	N/A	There have been no incidents this quarter that required notification for RIDDOR.
	Accident	0	3	↓ -3	↓	N/A	
	Dangerous occurrence	0	0	→ 0	↓	N/A	
	Total RIDDORs reported to HSE	0	3	↓ -3	↓	N/A	

5,413	4,578	4,526	4,486	1,854	2,373	4,919	4,535
5	4.5	3.1	3.0	2.6	3.8	2.4	1.69
1,425	844	1,459	1,165	318	424	1,955	1,138
Respiratory, Cough, Cold, Flu	Anxiety, Stress, Depression, Mental Health	Respiratory, Cough, Cold, Flu	Musculoskeletal, Fractures, Injury, Surgery	Unknown	Unknown	Respiratory, Cough, Cold, Flu	Musculoskeletal, Fractures, Injury, Surgery
3,988	3,734	3,067	3,321	1,536	1,949	2,964	3,397
Anxiety, Stress, Depression, Mental Health	Digestion, Reproduction & Glandular systems	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery
0	1	0	0	0	0	0	0
0	1	0	0	0	1	0	1
0	0	0	0	0	0	0	0
0	2	0	0	0	0	0	1

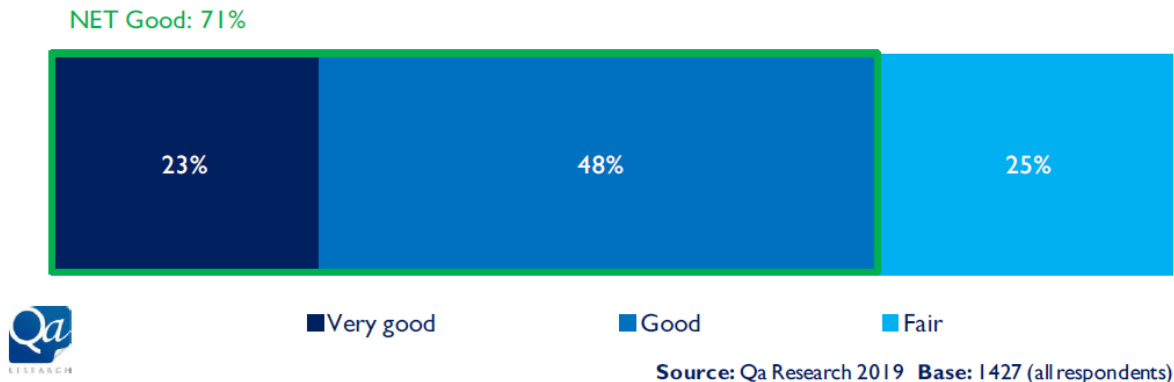
Health and Wellbeing in the Workplace Survey

1. In the previous report for Q2, reference was made to the Health and Wellbeing in the Workplace survey and a request was made for details and results of this survey to be provided at the next meeting. Results of the survey are now known and can be reported.
2. The aims of the survey research were to:
 - Gather anonymous information about the health and wellbeing of the WSCC workforce;
 - Provide baseline data against which progress can be tracked in the future;
 - Identify where to prioritise investment in WSCC employee health and wellbeing, beyond basic health and safety legal requirements; and
 - Involve WSCC employees and gather their thoughts and views on what matters to them.
3. The survey was distributed via an online link and on paper (1,517 paper versions issued) and was open for response from 1st July to 26th July 2019. The questionnaire was designed to closely follow the guidance from Public Health England (PHE) for a Workplace Health Needs Assessment. It covered various areas relating to health and wellbeing, including: workplace culture, alcohol use, diet and exercise, smoking, sleep, mental health and stress, as well as workplace support.
4. 1,427 response were received which is a response rate of 24%. This consisted of 149 completed paper surveys (16 blanks also received) and 1,278 on-line. This response rate falls within the threshold for statistically robust data.
5. In summary, positive elements of the survey included:
 - 71% rated their health as 'very good' or 'good' with 96% at least 'fair';
 - One third reported having their 'five-a-day';
 - 85% described themselves as non-smokers; and
 - Only 2% received the heist alcohol risk score.
6. The survey results identified the following issues:
 - Stress – high workload magnified by feeling a lack of control
 - Poor sleep – 50% have problems at least three nights a week;
 - Sedentary behaviour – over two-thirds are not doing enough physical activity; and
 - 11% of 24% respondents somewhat agree that they had been subject to personal harassment (unkind words/ behaviours).
7. The following sections contain details of the results and proposed actions.

General Health and Wellbeing

8. Respondents were asked how they felt their health was in general. Responses for the overall sample are shown below. The chart shows those that responded either 'very good', 'good' or 'fair'. Only 3% responded that their health was 'bad'.

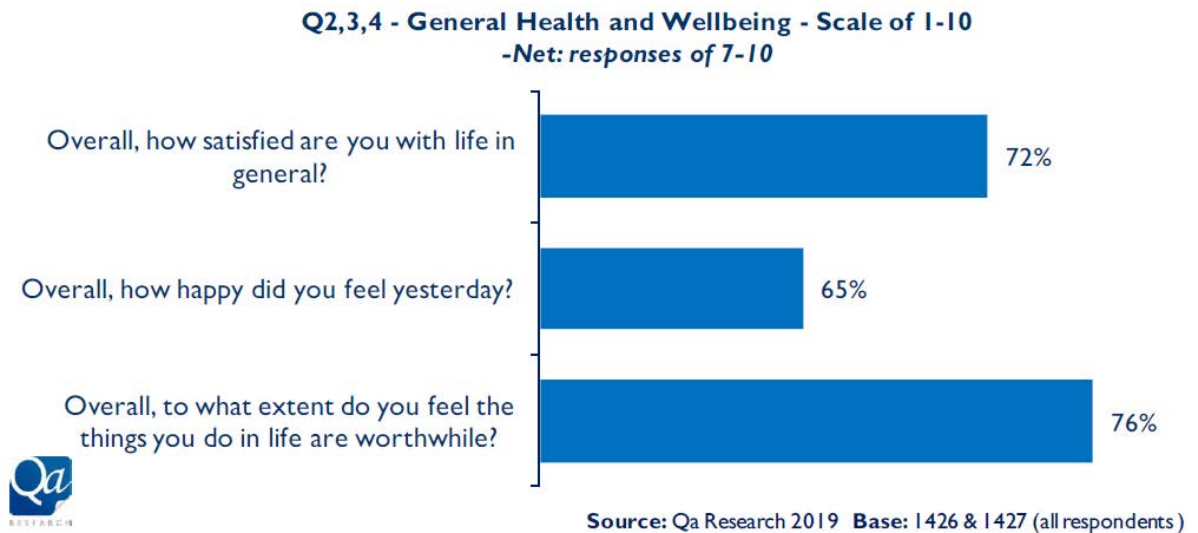
Q1. How is your Health in General?



9. Just under three quarters (71%) said their health was either 'very good' or 'good', nearly all respondents (96%) felt their health was at least 'fair'. In general, respondents felt that overall, they were in good health.
10. To assess healthy eating, respondents were asked how many portions of fruit and vegetables they ate on a typical day. Just over one third (34%) said they had their 'five-a-day'. This is higher than the national average of 26% of adults in 2016, according to a 2018 NHS report.
11. Respondents were also asked on how many days in the past week they had done 30 minutes or more of physical activity (defined as being 'enough to make you breathe harder'). PHE guidelines state that if an employee does 150 minutes or more of physical activity throughout a week then they are doing a sufficient amount of exercise to limit the potential issues caused by physical inactivity, such as injury at work, increased sick leave and lower productivity.
12. In this sample just over a quarter (28% of male respondents, 27% of female respondents) said they did more than 150 minutes of physical activity per week. This is considerably lower than national figures which suggest 66% of men and 58% of women aged 19 or over meet this recommendation³. Another area of general wellbeing covered by this survey was quality of sleep. Employees were asked the extent to which their sleep had troubled them over the last month, as well as the number of days in a week they encountered problems with their sleep.
13. Just over two fifths (42%) of respondents reported having had 'quite a bit' or 'very much' trouble with their sleep over the past month (NET: sleep disturbance). A considerable proportion of respondents do not appear get regular, good quality sleep. Further to this, half (50%) of respondents had problems sleeping on at least 3 nights a week and just under a fifth (17%) had problems nearly every night. Taken together, responses to the two questions on sleep quality do seem to suggest that a considerable proportion of respondents struggle to get enough, good quality sleep, which could impair productivity and performance.

Mental Health

14. To understand employee mental health, respondents were asked how they felt about their life in general, as well as their mood. The questions were on an 11-point scale from 0-10, the chart below shows the proportion of respondents that answered seven or more, indicating good mood and satisfaction with life.



15. For all three measures, well over half responded between 7-10, indicating a 'good' mood and level of satisfaction with life; for the most part although, responses for the happiness question were quite a bit lower at 65% scoring 7 or more out of 10. This means that around one-in-three respondents indicated some degree of unhappiness (score of 6 or less), a substantial proportion.
16. Respondents were also asked about levels of anxiety, again on an 11-point scale from 0-10. A quarter (25%) of respondents overall indicated that they experienced high anxiety, given the severity this is a very sizeable proportion.
17. Overall, responses to questions pertaining to mental health do suggest that any future wellbeing strategy would need to address the mood of staff, particularly regarding anxiety and happiness.

Stress

18. Certain questions in the survey assessed stress specifically, a key contributor to work-related mental ill health; an issue that is particularly prevalent within the public sector (HSE Work-related Stress, Anxiety or Depression Statistics in Great Britain, published 30th October 2019).
19. To get a sense of overall stress levels, respondents were asked the extent to which they found their job stressful in general, from not at all stressful to extremely stressful. The chart below outlines responses of 'very' and 'extremely stressful' combined, overall and for the top 3 business units:

**Q7. In general how do you find your job?
- Net: Very & Extremely Stressful -**



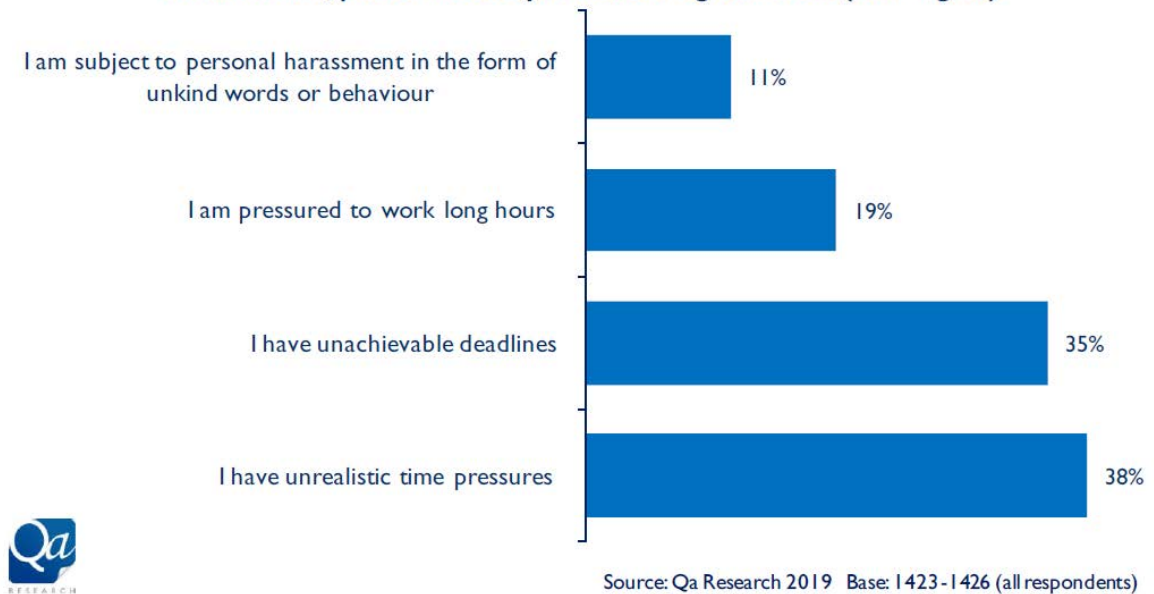
20. There isn't any consistent national data for this question, so it is difficult to know how this compares with other workforces. To specifically explore what may be causing employees stress; respondents were asked how much stress various aspects of their job had caused them on a 5-point scale. The following table outlines the proportion that responded 4 and 5 out of 5 (NET Stress) indicating a high level of stress.

Considering the last three months, how much stress have the following caused you in your job? NET Stress: responses of 4&5 combined.							
	Your workload	Your level of control over your work	The type of work you have had to do	Your working hours	Your place of work	Your colleagues	Your line manager
Overall (1424-1426)	37%	29%	27%	19%	16%	14%	13%

21. 'Workload' appears to be causing a lot of stress for nearly two-fifths (37%) of respondents. To assess the extent to which this translates into having to take time off work, respondents were asked whether 'anxiety, depression or stress had led to missing a day at work in the last year'. One fifth (20%) of respondents said it had. The majority (76%) said it hadn't. Regardless, one in five having to take time off is a substantial number of lost working days.

22. As part of the questioning around job satisfaction, the following question was asked to gauge respondents' agreement with statements relating to workplace culture. The chart below shows the net agreement for each statement:

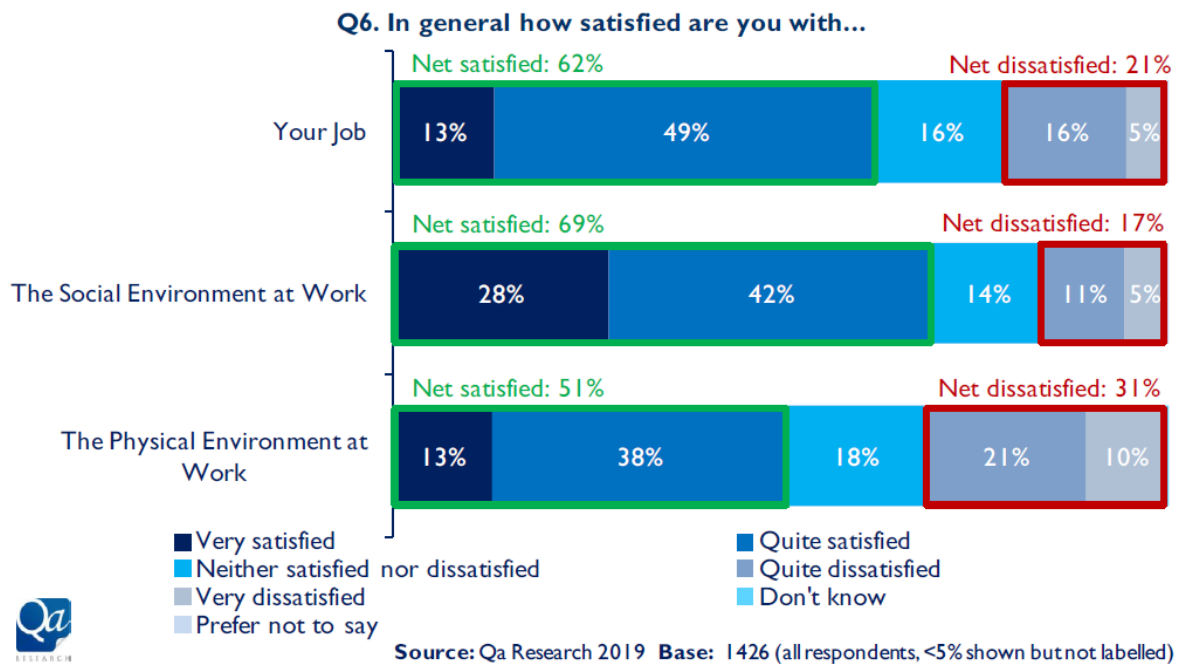
Q11. Considering the working conditions in your workplace over the last three months, please indicate your level of agreement... (NET Agree)



23. Whilst only 11%, responses to the statement on harassment indicate that at least one-in-ten respondents consider that they have been subjected to some form of workplace harassment in the last three months; this is potentially an area to investigate further, however responses suggest any harassment is unlikely to have been severe with the majority (63% of respondents reporting some form of harassment) only 'somewhat agreeing'.
24. These results confirm that there does appear to be an issue with workload for a substantial proportion of respondents. Just over a third (35%) agreed that they had 'unachievable deadlines' and nearly two-fifths (38%) said they worked under 'unrealistic time pressures'. Workload has been shown to be a key cause of work-related stress, depression and anxiety, in particular these two factors of unrealistic deadlines and time pressures. A considerable number of respondents clearly feel they are under a lot of pressure whilst at work.
25. These results suggest that the working conditions (the four cultural factors outlined above in Q.11) for a considerable number of respondents could be increasing their risk of developing stress, depression and anxiety. This is something that is worth looking into as stress, anxiety and depression are a major cause of workplace absence; around 9.9 million working days were lost in 2014-15 as a result.

Job Satisfaction

26. Job satisfaction is a key area of employee health and wellbeing. Employees that are happier in their jobs are more productive, work to a higher standard and are less likely to leave. Respondents were asked to what extent they were satisfied with their job overall, their physical workplace environment (e.g. cleanliness and temperature), as well as the social environment in which they worked (the culture and degree of co-operation).



27. Just over one-in-five (21%) respondents were dissatisfied with their job. This increases to nearly a third (31%) of respondents being unhappy with the physical environment of their workplace.

Conclusions, Solutions and Actions

28. An important wellbeing issue that arose from this survey was that of anxiety and work-related stress, this is an important area to tackle due to the impact on productivity and sickness. Emphasising this, it's an area in which many (55%) would welcome more information and support.

29. The survey asked respondents for their view on what might help improve their health and wellbeing and to create less stress:

- More manageable workload; fill vacancies
- Being listened to; better management
- More autonomy; reduced paperwork; and
- Better IT and physical environment

30. Some short-term, quick solutions for stress and anxiety are being undertaken. These actions include:

- Promoting existing support, including the:
 - EAP (Employee Assistance Programme) and Learning and Development offer for stress awareness, management and resilience.
 - Existing staff groups and classes.

- Reinforcing the need to undertake core management requirements consistently and well, including:
 - Supporting managers to have conversations about health, wellbeing, stress and resilience in team meetings and one-to-ones.
 - Encouraging regular breaks and lunch breaks.
 - Building on the 'Move More' initiative which encourages
 - Walking catch-ups and debriefs with staff.
 - Staff walking and running groups, e.g. "Couch to 5k"
31. Medium- and longer-term action is being planned. This will centre around the production of an Employee Health and Wellbeing Strategy and associated action plan. This strategy will be developed with staff and trade unions through engagements such as focus groups, to understand specific issues and possible solutions to enable a 'whole council' approach to important areas such as mental health.
32. For mental health, the strategy is likely to include initiatives and actions like:
- Development of mental health awareness e.g. mental health awareness built into induction process;
 - Implementation of a Mental Health First Aid training programme with training to be completed by the end of the financial year;
 - Encouragement for open conversations about mental health and the support available;
 - Provision of working conditions that enable work life balance; and
 - Mechanisms for monitoring employee mental health and wellbeing.
33. As part of the staff engagement to develop the strategy, a Workplace Health and Wellbeing network is being considered. This network will consist of representatives from each directorate acting as "health and wellbeing champions".
34. It is anticipated that a draft Employee Health and Wellbeing Strategy will be available by the end of the financial year.

Manager training for appraisals

35. Relating to the findings of the wellbeing survey, there is a need for consistency in line management practices as an important factor in reducing stress. An important aspect of this is the completion, and quality of appraisals. The previous report for Q2 included details about manager training for appraisals. Details of actions undertaken since that report and an assessment of the current status is provided below.
36. As of December, there were 716 Managers (defined as being Manager Self Service approvers) 482 (67%) have received appraisal training or are booked on a course over the next two months. This leaves 234 managers (33%) still needing the training, out of the 234 managers, 139 (59%) are in Children's Services.

37. Every manager who has not completed the training has been contacted and asked to book themselves onto one of our courses. Many additional courses have been added to the Learning and Development gateway to provide for this additional need.
38. We are implementing a bespoke approach in Children's Service which is designed to help with the understanding of how personal supervision, case reviews and appraisals all align – the dates of these courses are now on the Learning and Development Gateway and Children's Services staff have been invited to book onto one of these bespoke courses.
39. Those managers that have not yet booked onto/attended one of our appraisal training sessions are being chased. At the end of January 2020, any remaining managers that have not booked onto or attended one of our training sessions will be escalated to the relevant Director for follow up.

Performance and Finance Scrutiny Committee
March 2020
Business Planning Group Report
Report by Chairman of the Committee

Summary

Each scrutiny committee has a Business Planning Group (BPG) to oversee the committee's work programme and prioritise issues for consideration by the committee.

This report provides an update to the committee from the latest Performance and Finance Scrutiny Committee (PFSC) BPG meeting held on 2 March 2020 setting out the key issues discussed.

Changes to the interim work programme are reflected in the PFSC work programme included as Appendix A.

The committee is also responsible for the over-arching review of Scrutiny Task and Finish Groups (TFGs). The committee is asked to review the Task and Finish Group (TFG) rolling progress report included as Appendix B.

The Group also agreed to establish two TFGs; to preview the decision on the Award of Contract: Business Management Solution and to input to the work being undertaken in relation to the future options for the delivery of the back office functions currently delivered through the SSO contract provided by Capita in preparation for the contract end in September 2022.

The focus for scrutiny

The committee is asked to support the updates to the work programme as recommended by the Business Planning Group and reflected in the updated work programme at Appendix A to ensure that the highest priority issues are being scrutinised.

The committee is also asked to note the Task and Finish Group Rolling Programme attached as Appendix B.

The committee is asked to agree the draft Terms of Reference for the proposed TFG on the 'Award of contract: Business Management Solution' and seeks volunteers to sit on the Group.

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

1. Background and Context

- 1.1 The Business Planning Group (BPG) met on 2 March, members in Attendance were Mrs Dennis (Chairman), Mr Catchpole, Mr Waight and Mr Jones. Dr Walsh gave apologies.
- 1.2 The focus for the meeting was to develop a work programme for 2020/21. The Cabinet Member for Finance and Cabinet Member for Economy and Corporate Relations therefore attended the meeting to outline their portfolio priorities over the next year. Officers attended to support the Cabinet Members.
- 1.3 The Group agreed that an informal session would take place on the rise of the formal committee meeting in March to enable all members of the committee to present their priorities for including in the 2020/21 work programme. The work programme will be presented to the July committee meeting for agreement before approval at July County Council.

2. Work Programme Planning

2.1 Cabinet Member for Finance

- 2.2 Jeremy Hunt, Cabinet Member for Finance, attended the meeting to outline his portfolio priorities over the next year. These include:

- **2021/22 budget** – work is underway in terms of the budget for next year. An early Member Day is scheduled to take place in June which builds on the positive feedback on the budget timeline which was followed for the 2020/21 budget process. PFSC will be included at the key points throughout the cycle. Members of the BPG requested that a budget timeline is shared with the committee and all Members. A budget impact report may be presented to the May committee meeting for scrutiny if the national budget contains significant implications for local authorities. Changes to fees and charges will be available for scrutiny later in the year to fit with the budget timeline.
- A review of the information included within the **TPM** to ensure it still meets the needs of its audience. This will include requests from PFSC to include risk information, finance impact of the Improvement Plans in place, and the format of the performance data.
- **PropCo Joint venture** – this is ongoing work and a report will be presented to PFSC for review later in the year.
- **Horsham Enterprise Park** – a progress report will be brought to committee at an appropriate time for the committee to review the development.
- **Horsham Blue Light project** – the full business case will be presented to PFSC when it is complete.
- **Asset Strategy/Policy** – members of the BPG requested a progress report is presented to the May meeting of the committee to provide members with assurance that the assets of the County are being managed effectively. The strategy should include an update/outline of

the One Public Estate projects and feasibility studies being completed with partner organisations.

2.3 Cabinet Member for Economy and Corporate Relations

2.4 Bob Lanzer, Cabinet Member for Economy and Corporate Relations, attended the meeting to outline his portfolio priorities over the next year. These include:

- **Whole Council Design/Transformation Programme** – a report is presented to the March meeting of the committee setting out what has been achieved to date and an outline of the future direction of the programme and work to be taken forwards.
- **Workforce/People Strategy** – a report was expected at the March meeting of the committee, however due to senior officer changes this will be postponed to a future meeting in order that the newly appointed HR Director can develop the Strategy.
- Economy and Growth Deals – the **Economic Growth Plan Annual Report** will be presented to the July meeting of the committee. This will provide an up-date on progress to date within the economy portfolio area and growth plans and plans for future years.
- **Capita performance** – the annual performance report will be presented to the May meeting of the committee. The Group also agreed to establish a TFG to input to the work being undertaken in relation to the future options for the delivery of the back-office functions currently delivered through the SSO contract provided by Capita in preparation for the contract end in September 2022. The draft Terms of Reference for the group will be presented at the May committee meeting for agreement.
- **Facilities Management** – a review will be undertaken on the costs of the corporate estate with a view to re-prioritising maintenance/improvement activities. A report will be available later this year.

2.5 The BPG also agreed to establish a one-meeting TFG to preview the decision in relation to the award of a contract for a Business Management Solution. The draft terms of reference (ToR) for the Group are attached as Appendix C. The committee is asked to agree the ToR and membership of the Group.

2.6 The Chairman informed the Group that the Chairman of ECSC has requested 2 members of PFSC be asked to contribute to the Waste Disposal Strategy TFG due to the financial implications of the strategy. The Group supported the request and volunteers will be sought.

2.7 The Group requested that a report setting out the findings, recommendations and actions from the Corporate Improvement Plan and Good Governance Project is presented to the committee. This should include an outline of the working arrangements with East Sussex County Council.

3. **Implications**

- 7.1 There are no resource, risk management, Crime and Disorder Act or Human Rights Act implications arising directly from this report. However, if any substantive reports to the committee have implications, an Equality Impact Report will be included in appropriate substantive reports to the Committee.

Joy Dennis

Chairman, Performance and Finance Scrutiny Committee Business Planning Group

Contact Susanne Sanger, 033 022 22550

Appendices

- A PFSC Work Programme 2020/21
- B Scrutiny TFG Rolling Progress Report
- C Draft Terms of Reference for TFG 'Award of contract: Business Management Solution'

Background Papers

None

Select Committee Meeting date	Subject/Theme	Focus for Scrutiny / Comments	Key Contacts	Source
15 May 2020	Qtr4 End of Year TPM	The Quarter 3 finance, performance, capital and workforce position as at the end of December 2019.	Katharine Eberhart, Martin Farrell, Jamie	Work programme
	Qtr4 End of Year Capital Programme Performance Report	The Quarter 3 Capital Programme performance position as at the end of	Matt Hall	Work programme
	Annual Scrutiny Newsletter for 2019/20	Review of scrutiny performance in 2019/20.	Helen Kenny	Work programme
	Capita Annual Performance Report	The focus for scrutiny will be to ensure that the Capita support services contract performance is being managed with any issues being recognised and resolved quickly, that contract risks have been identified and are being managed appropriately, and that any areas of concerns are identified by	Katharine Eberhart, Linda Corn	BPG 2/3/20
	TFG ToR - future options for the delivery of the back office functions currently delivered through the SSO contract provided by	Committee to agree the draft Terms of Reference for the TFG.	Katharine Eberhart, Linda Corn	BPG 2/3/20
	Asset Strategy and Policy	Scrutiny of the progress/development/actions taken since the asset strategy was agreed.	Andrew Edwards, Elaine Sanders	BPG 2/3/20
	TBC National Budget update	Report setting out the implications of the national budget for local authorities	Katharine Eberhart	BPG 2/3/20
	Workforce/People Strategy	Update to include the intentions of the project and progress to date. Report to address concerns on how the review of the Workforce/People Strategy fits in with the reviews of organisational culture within F&RS	Bob Lanzer, HR Director, Jamie McGarry	BPG 2/3/20
	Appointment of the Chairman and Vice Chairman of the Committee	Secret ballot to elect the Chairman and Vice Chairman for the coming year (as agreed at December 2019 County Council).	Helen Kenny, Susanne Sanger	Work programme
	Annual appointment to the Business Planning Group	Chairman to appoint members to the BPG for a period of 1 year.	Helen Kenny, Susanne Sanger	Work programme
09 July 2020	Economic Growth Plan Annual Report	Report on the 10 economic priorities and include progress of the growth plans to date and future timeline (including climate and digital). To also include a specific update on progress of the Worthing Growth Plan.	Carolyn Carr	Work programme
	TBC Corporate Improvement Plan/Good Governance Project/Working with ESCC	The focus for scrutiny should include assessing the joint working arrangements with East Sussex County Council.	Becky Shaw	BPG 2/3/20 Work

	Multi-disciplinary consultant - Property	Review of the performance and success of the work carried out by the consultant.	Andrew Edwards	Work programm
	Worthing Public Realm Works – Adur and Worthing Growth Programme	Pre-decision scrutiny.	Nick Burrell	BPG 2/3/20
	Scrutiny Work Programme 2020/21	Agree PFSC work programme and other SC programmes ahead of approval at County Council in July.	Helen Kenny	Work programme
10 September 2020	Qtr 1 TPM			Work
	Qtr 1 Capital Programme			Work
	TBC Review of the draft People Strategy	Report to address concerns on how the review of the Workforce/People Strategy fits in with the reviews of organisational culture within F&RS and Children’s Services.	Sue Evans	Work programme
	TBC report the outcomes of the TFG established to input to the work being undertaken in relation to the future options for the delivery of the back-office functions currently delivered through the SSO contract provided by Capita.	To report outcomes of the TFG.	Susanne Sanger	BPG 2/3/20
12 November 2020 Project Day				
03-Dec	Qtr 2 TPM			
	Qtr 2 Capital Programme			
20 January 2021	Draft Budget 2021/22 including capital strategy and Treasury Management			
11-Mar-21	Qtr 3 TPM			
	Qtr 3 Capital Programme			

Task and Finish Group Rolling Programme

Title	Type of TFG	Membership	Focus	Current Status/ timetable	Officer Contact	ADSO Support	Recommendations	Accepted	Rejected	In Progress	NRR	Cabinet Member Response
Joint												
None in progress												
TFGs in Progress												
Contract Management Reconvener TFG	PFSC	Nigel Jupp (Ch) Duncan Crow Carol Purnell Sean McDonald James Walsh Kate O'Kelly Michael Jones	TFG to reconvene a year after the original TFG report. This time will enable the new structure and operating model to be set up. To review/monitor progress of the recommendations made by the original TFG in July 2018. The TFG will also review how the Council has introduced and embedded the requirements of the Social Value Act and the procurement governance arrangements requested by ECFSC.	1st meeting took place in September 2019 to review progress in actioning recommendations. 2nd meeting took place in October 2019 to review the Social Value Act and procurement governance arrangements. 3rd meeting scheduled for late Nov - cancelled due to change in membership of the Group (Nigel Jupp and Duncan Crow not eligible to sit on the Group as they are now Cabinet Members). Final report and recommendations to be agreed.	Susanne Sanger	None						
Education and Skills TFG	CYPSSC	Hilary Flynn (Chairman), Kirsty Lord, Karen Sudan, Stephen Hillier)	To examine data from the education and skills portfolio in order to report back to a future meeting of the Committee.	First meeting TBC.	Kat Delamora	Natalie Jones-Punch						
PROPOSED TFGs												
What Matters to You? Survey	PFSC	TBC	To contribute to the design and questions included within the next What Matters to You? survey to ensure it better reflects what Members need to know in relation to resident priorities.	To be timetabled ahead of the next survey in 2020. Member input will be built into the project timeline.	Susanne Sanger							
Waste Strategy	ECSC	To include PFSC representation	To inform scrutiny of the Waste Strategy at 24 June ECSC	To be established at ECSC on 5 March.	Ninesh Edwards	TBC						
Award of Contract: Business Management Solution	PFSC	TBC	One-meeting TFG in early April to preview the decision in relation to the award of contract for the Business Management Solution (SAP replacement). The TFG is required as the March PFSC meeting is too early in the decision timeline and the May meeting too late. Focus of the TFG will be on ensuring the contract provides the best solution and value for money.	To be established at PFSC on 19 March 2020. Meeting is needed in early April to fit the decision timeline.	Susanne Sanger	TBC						
Commissioning of support services beyond the current Capita contract	Cross cutting	TBC SC Chairmen plus minority group representation	TFG to input to the work being undertaken in relation to the future options for the delivery of the back-office functions currently delivered through the SSO contract provided by Capita in preparation for the contract end in September 2022. The TFG to bear in mind the requirements of the Whole Council Design/Transformation Programme.	ToR to be drafted and agreed at May 2020 meeting of PFSC.	Susanne Sanger	TBC						
Completed TFGs (to be reported through PFSC)												

Local Assistance Network (LAN)	HASC	Pat Arculus, Kevin Boram, Ann Bridges, Anne Jones, Brenda Smith, Bryan Turner (Ch), James Walsh	To review the proposed Cabinet Member for Adults and Health strategic budget option decision regarding the level of funding provided by the County Council to the Local Assistance Network.	A one off meeting was held on 13 November 2019. A letter of conclusions and recommendations was sent from the Chairman to the Cabinet Member for Adults and Health on 19 November.	Helena Cox	Rob Castle	A letter of conclusions and recommendations was sent from the Chairman to the Cabinet Member for Adults and Health on 19 November prior to Cabinet considering the decision on 3 December 2019.			Yes	HASC 27/11/19 The Cabinet Member for Adults & Health reported that she was reflecting on the recommendations made by the Local Assistance Network Task & Finish Group and that the decision on the Local Assistance Network would be taken
Small Schools	CYPSSC	Hilary Flynn (Ch), Dawn Hall, Kirsty Lord, Karen Sudan, Stephen Hillier, Maria Roberts	To provide scrutiny on the small schools process, to feed into the Cabinet member decision.	All three meetings have taken place, and this was reported to Select Committee in January 2020.	Rachel Allan	Rob Castle	A report was presented to Select Committee listed recommendations, all of which were agreed by the Committee prior to the decision being taken.			Yes	
Fire and Rescue Service	ECFSC	Simon Oakley (Ch), Michael Jones, Andrew Baldwin, Ann Bridges, Francis Oppler, Lionel	To act as a critical friend to development and implementation of action plans arising from the Integrated Risk Management Plan, specifically work on the recruitment and retention of on-call firefighters, and on our emergency response standards.	TFG met twice and reported interim points for consideration by the FRS - in respect of recruitment and retention of retained firefighters. The TFG published its final report at the ECFSC meeting on 13 January 2020.	Ninesh Edwards	Jenna Barnard	The recommendations comprised a series of ideas and points for consideration by the Service. The Service was able to take forward some of the suggestions.	In part			ECFSC 13 January 2020

Business Management Solution Scrutiny Task and Finish Group DRAFT Terms of Reference

1. Scope

The Forward Plan includes a decision for the 'Award of Contract: Business Management Solution'. Members have requested that pre-decision scrutiny takes place, however the meetings of the Performance and Finance Scrutiny Committee do not align to the decision timeline. The Business Planning Group of the committee have therefore requested that a one meeting Task and Finish Group (TFG) is established to carry out scrutiny.

The scope of the TFG will be to ensure that the contract being awarded best meets the needs of the County Council and offers good value for money.

2. Methodology

It is planned to hold one meeting of the TFG to scrutinise the decision to be taken and agree the recommendations to be made to the Director of Finance and Support Services ahead of the decision being taken. In order to do this Members will consider:

- The assessments that have been undertaken to reach the preferred supplier;
- The consultation undertaken with stakeholders;
- The efficiencies that could be made in awarding the contract to the preferred supplier;
- Review of the proposed implementation timetable; and
- Any change to working practices and training required for users of the new system.

3. Timetable

The proposal is for the TFG to meet in mid-April in order that the final report can be presented to the Director of Finance and Support Services ahead of the decision being taken later in April 2020.

4. Membership

The proposed Chairman is Joy Dennis.

The proposed membership of the TFG is:-

- Kevin Boram
- Elizabeth Sparkes
- Minority Group Members to be confirmed

5. Reporting arrangements

The TFG will report to the Director of Finance and Support Services with a copy being included in The Bulletin for all Members information.

10 March 2020

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