

Public Document Pack

Becky Shaw
Chief Executive

If calling please ask for:

Natalie Jones-Punch on 033 022 25098
Email: natalie.jones-punch@westsussex.gov.uk

www.westsussex.gov.uk

County Hall
Chichester
West Sussex
PO19 1RQ
Switchboard
Tel no (01243) 777100



15 May 2020

Cabinet

A virtual meeting of the Cabinet will be held at **10.30 am** on **Tuesday, 26 May 2020**.

Note: In accordance with regulations in response to the current public health emergency, this meeting will be held virtually with members in remote, audio-only attendance. Public access is via audio webcasting.

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

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

Agenda

- 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. **Minutes** (To Follow)
- The Cabinet is asked to agree the minutes of the meeting held on 22 April 2020.
- 10.40 am 3. **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.
- 10.45 am 4. **Key Decisions**
- The Cabinet is asked to agree the following decisions as per the attached decision reports
- Total Performance Monitor and Capital Programme Quarter 4 (CAB02_20/21)
 - Woodlands Meed (CAB03_20/21)

The relevant Cabinet Member will introduce their respective report.

Scrutiny Committee Chairmen will be invited to speak for up to three minutes to provide the views of their Committee on proposals being considered by the Cabinet relevant to that Committee's work.

Each of the main Opposition Group Leaders will be invited to speak for up to three minutes each on any of the proposals.

The Cabinet will then discuss the proposals prior to the decisions being taken.

(a) **Total Performance Monitor and Capital Programme Quarter 4 (CAB02_20/21)** (Pages 3 - 104)

11.25 am (b) **Woodlands Meed (CAB03_20/21)** (Pages 105 - 122)

12.05 pm 5. **Covid-19 Update** (Pages 123 - 160)

Cabinet is asked to consider and comment on the Council's response to the Covid-19 emergency.

Scrutiny Committee Chairmen and each of the main Opposition Group Leaders will be invited to speak for up to three minutes to provide their views/the views of their Committee.

12.35 pm 6. **Outside Body Appointments (CAB04_20/21)** (Pages 161 - 166)

Report by Director of Law and Assurance.

Cabinet Members are asked to approve the appointments to outside bodies.

12.45 pm 7. **Date of Next Meeting**

The next meeting of the Cabinet will be held on 16 June 2020.

To all members of the Cabinet

| | |
|--|-----------------------------------|
| Cabinet | Ref no: CAB02 (20/21) |
| 26 May 2020 | Key Decision: Yes |
| Total Performance Monitor for 2019-20 Outturn Position | Part I |
| Report by the Director of Finance and Support Services | Electoral Division(s): All |
| <p>Summary</p> <p>The attached report provides an overview of performance across West Sussex County Council for the year ending on 31st March 2020. It brings together information from a range of perspectives including financial, key performance indicators, workforce and risk management, all of which is reported on an outturn forecast basis.</p> <p>The provisional outturn position for 2019-20 is a £6.307m overspend, which will need to be funded from the Budget Management Reserve. This is in-line with the previous quarter's projection. Performance indicators measured in relation to the West Sussex Plan priorities, reflect that 76% are at Green (49%) or Amber (27%) levels and remaining 24% are Red. The financial circumstances facing the Council have been challenging in 2019-20 and with the Covid-19 outbreak and the transition period following the United Kingdom's departure from the European Union due to end on 31st December 2020, the future also seems uncertain.</p> | |
| <p>West Sussex Plan: Policy Impact and Context</p> <p>The performance against the Key Performance Indicators across all West Sussex Plan priorities is detailed in the report.</p> | |
| <p>Financial Impact</p> <p>The Council has required to draw on its reserves as the actual expenditure has exceeded the budgeted expenditure by £15.070m. The overspend has been funded by the revenue contingency budget, utilising capital receipts flexibilities, and use of reserves, including the draw down of £6.307m of the budget management reserve.</p> | |
| <p>Recommendations</p> <p>That Cabinet:-</p> <ol style="list-style-type: none"> (1) Notes the information contained in the Total Performance Monitor in particular the requirement to utilise reserves to meet the expenditure requirement and (2) Agrees the allocation of the contingency budget set out in paragraph 1.8 below. | |

1. Background and Context

- 1.1 The Council has experienced a difficult financial year largely due to the overspending in the Children's portfolio which was identified at the beginning of the year and at June, the projected overspend was estimated to be £12.1m, where it more or less remained for the rest of the financial year. Much of this overspending is a direct result of the outcome of the Ofsted

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

- 1.2 In total the Council failed to deliver 30% of its planned savings (£6.7m) including savings in Children's Services set out in the 2019-20 budget report. In previous years we have been successful in delivering over 90% of the planned savings and it is important that we return to an improved delivery of savings in 2020-21.
- 1.3 As a result of challenges facing the Council during 2019-20 it has needed to draw on £14.4m of its reserves to fund expenditure, meaning that the financial resilience of the Council from the proceeding year-end. Plans for rebuilding the reserves were set out in the budget report for 2020-21 as part of the Medium Term Financial Strategy with a planned replenishment of £9m in the period to 2023-24.
- 1.4 The challenges facing the Council will continue into 2020-21 and with the Covid-19 outbreak and the transition period following the United Kingdom's departure from the European Union due to end on 31st December 2020.
- 1.5 The actual financial impact of Covid-19 will not become clear until government activates its roadmap to remove the lockdown measures and services return to a new steady state. We have estimated that the costs associated with Covid-19 are in the region of £85m, but these costs will change as government guidance becomes clearer. To date government has promised £36.4m of funding.
- 1.6 What is evident is we need reconsider our priorities to ensure we are focusing our resources on the services most important to our residents and businesses as we move forward into a recovery phase. These services include our core statutory services which we provide to our residents, as well as reviewing our capital programme to ensure it meets any revised priorities.
- 1.7 It is important that the costs of the provision of our services remains within the available funding and it is likely that we will need to consider stopping or changing some services, or planned capital projects, to ensure we remain resilient. We are currently working on this plan to provide options on how to reset the budget and capital programme for 2021-21 as well as plan for the 2021-22 budget, including the capital programme over the medium term.
- 1.8 As set out in paragraph 84 of the Total Performance Monitor, the budget for 2020-21 was set with at £3.4m contingency budget. In July's Total Performance Monitor, the Cabinet Member for Finance agreed to allocate £3.368m to fund the improvement plans for Children First and Fire Improvement Plans. The timing of the delivery plans meant that not all the funding was spent as planned, so that underspending of £1.233m has now been allocated to fund this year's overspend. The agreed improvement plans are fully resourced in 2020-21, therefore the transfer of this underspend will not impact on the agreed funding commitment. The Cabinet

is asked to agree the use of the improvement plan underspending of £1.233m and the £0.032m remaining balance from the Contingency budget towards the corporate overspend.

2. Financial (revenue and capital) and Resource Implications

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

3. Legal Implications

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

4. Equality and Human Rights Assessment

4.1 There are no Equality and Human Rights issues.

5. Social Value and Sustainability Assessment

5.1 There are no social value or sustainability issues.

6. Crime and Disorder Reduction Assessment

6.1 There are not Crime and Disorder issues.

Katharine Eberhart

Director of Finance and Support Services

Contact Officer: Alistair Rush, Deputy Section 151 Officer

Annex: Outturn 2019-20 Total Performance Monitor Report

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TOTAL PERFORMANCE MONITOR– OUTTURN 2019-20

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

Introduction

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

Agenda Item 4a Annex

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

Financial Summary – 2019-20

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

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

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

Table Two – Summary of 2019-20 Budget Variations

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

Table Three – Opportunities used to mitigate the outturn overspending

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

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

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

Financial Update by Portfolio

Adults and Health

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

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

Agenda Item 4a
Annex

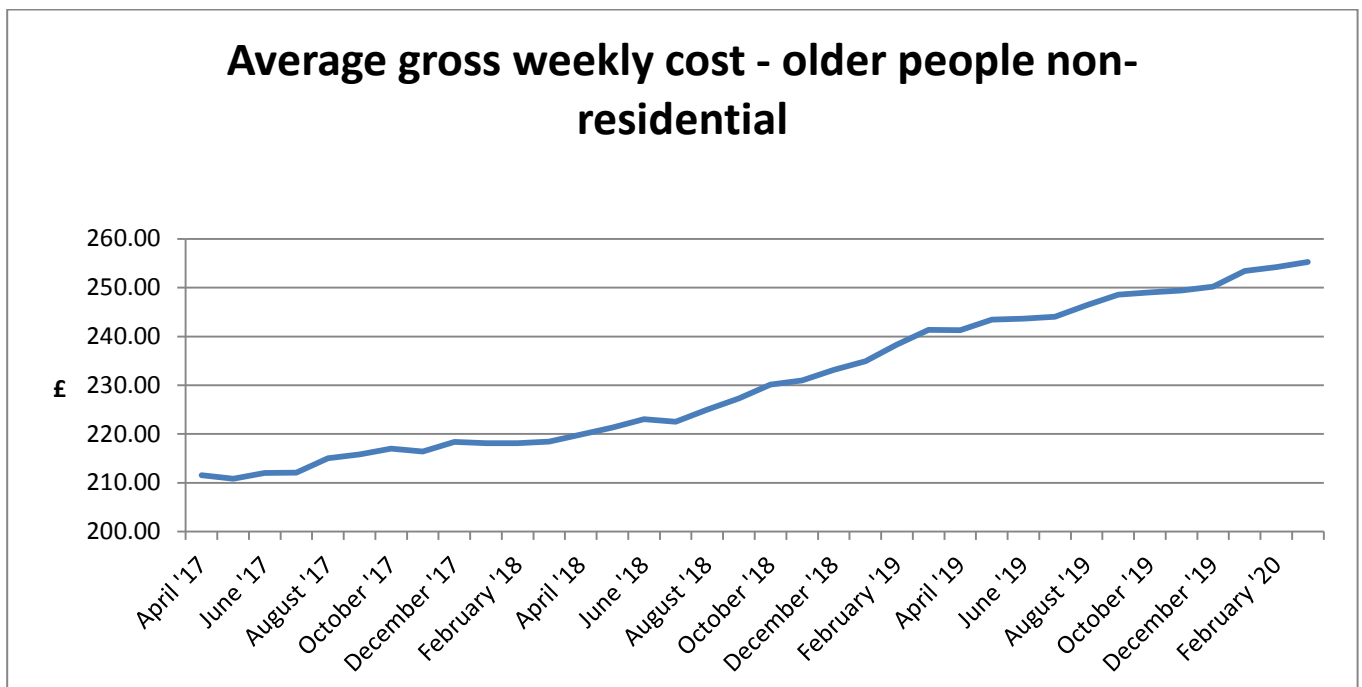
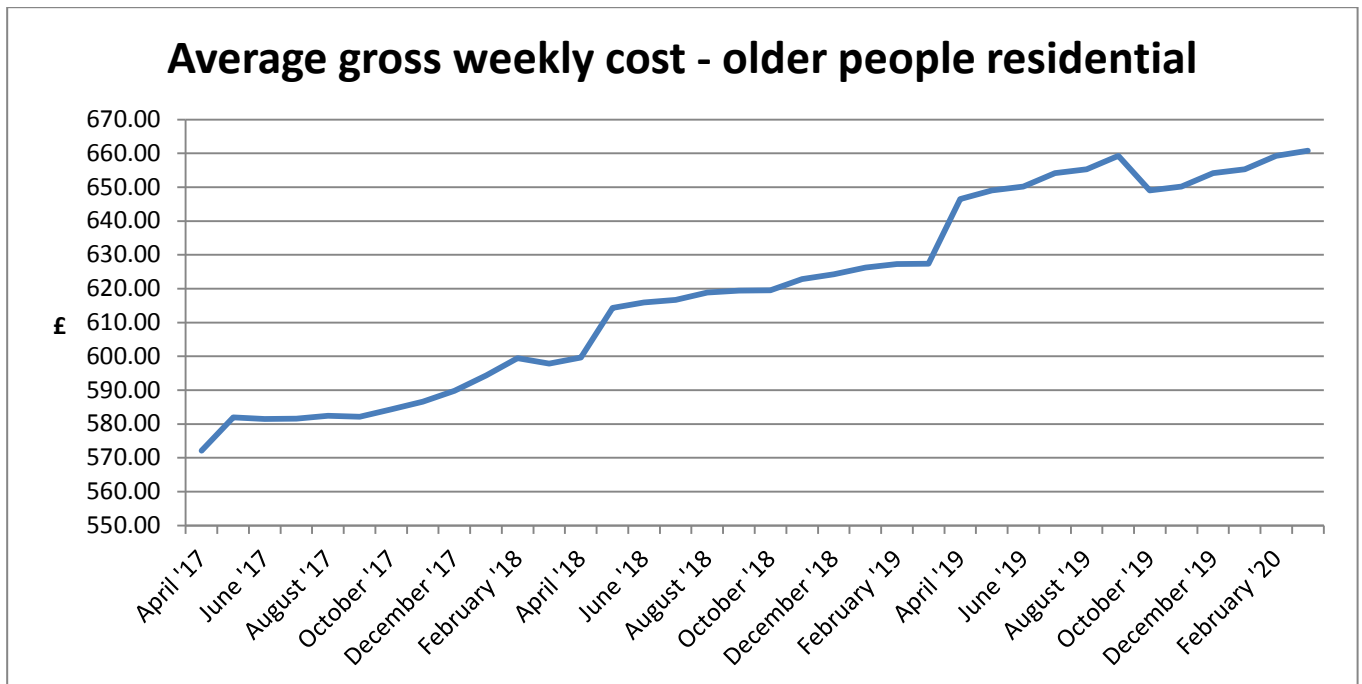
levels greater than inflation. This was particularly pronounced within the PSI group, where the number of customers rose by a net 76 or 7.3% compared to March 2019.

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

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

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

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



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

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

Agenda Item 4a Annex

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

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

Children and Young People

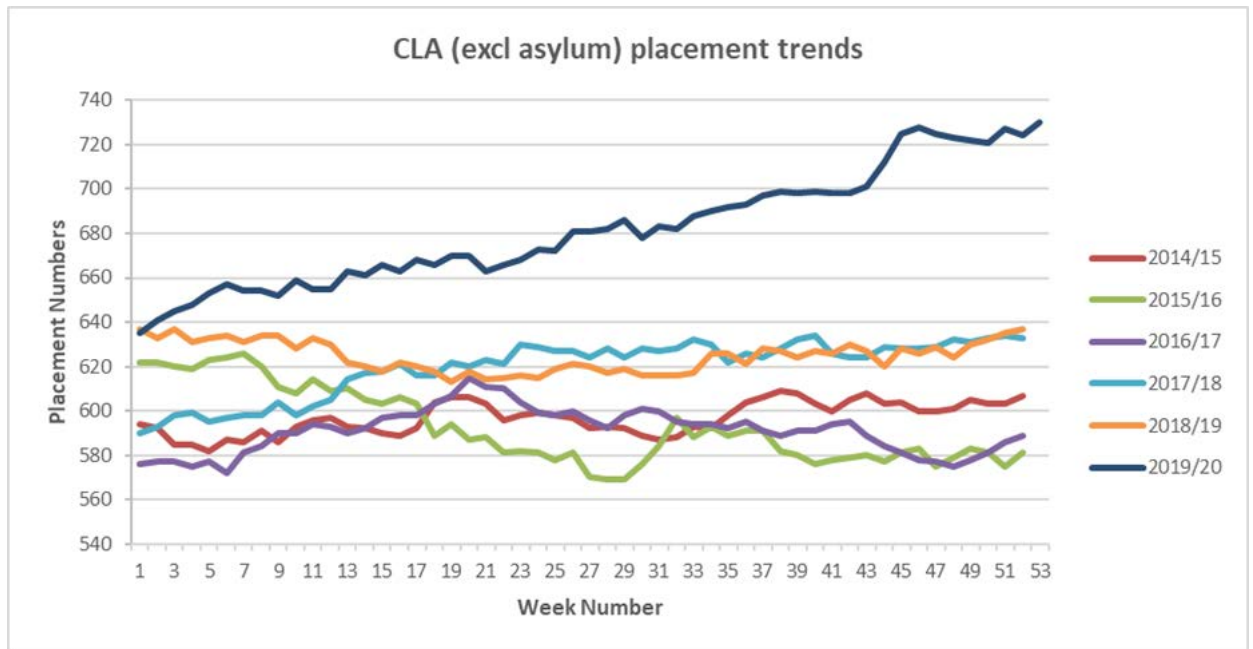
| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|---|-----------------|---|------------------|--------------------------------|
| Children First Improvement plan expenditure | £6.790m | Use of earmarked Social Care Support Grant to fund the Improvement Plan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

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

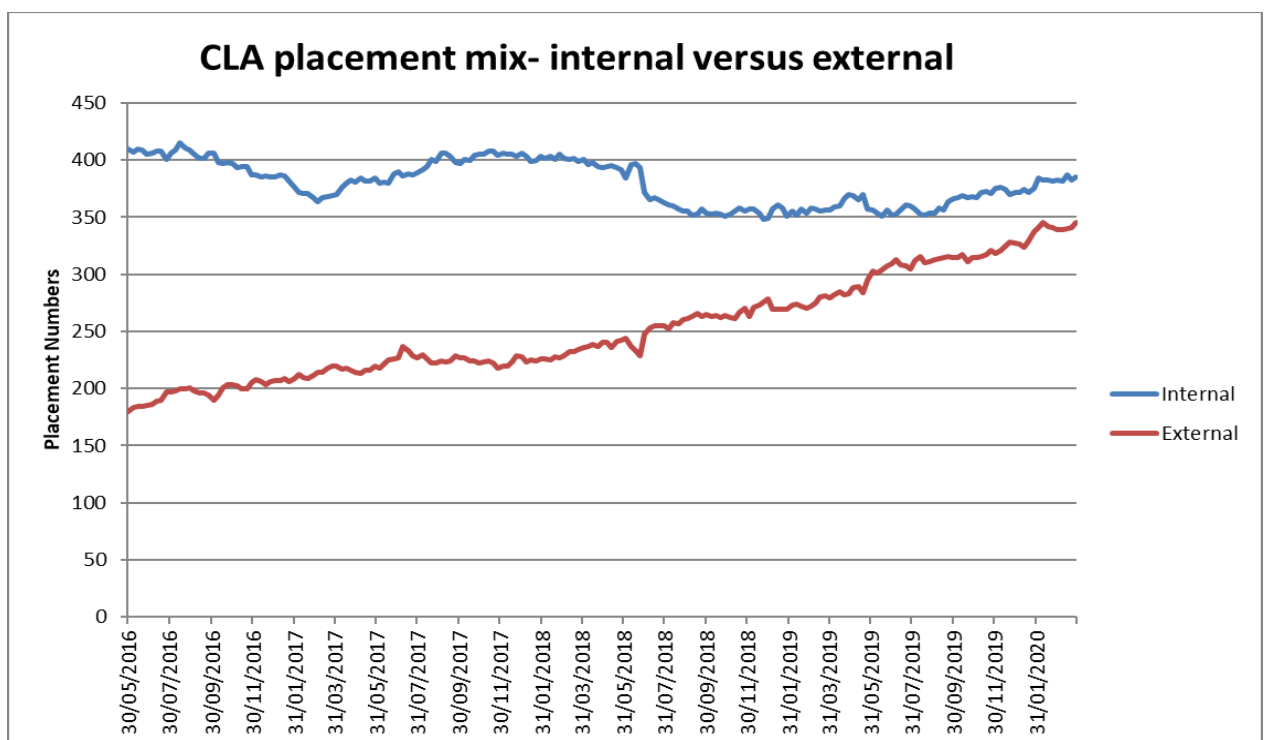
| | Outturn 2020 £m | December 2019 £m |
|--|-----------------------|------------------------|
| Overall overspend | 12.1 | 12.0 |
| Placement demand pressures - existing placements | 9.0 | 8.4 |
| Placement demand pressures - assumption for new placements | 0 | 0.2 |
| Social work staffing | 0.4 | 0.3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

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

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



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



Agenda Item 4a Annex

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

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

Children First Improvement Plan

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

Agenda Item 4a
Annex

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

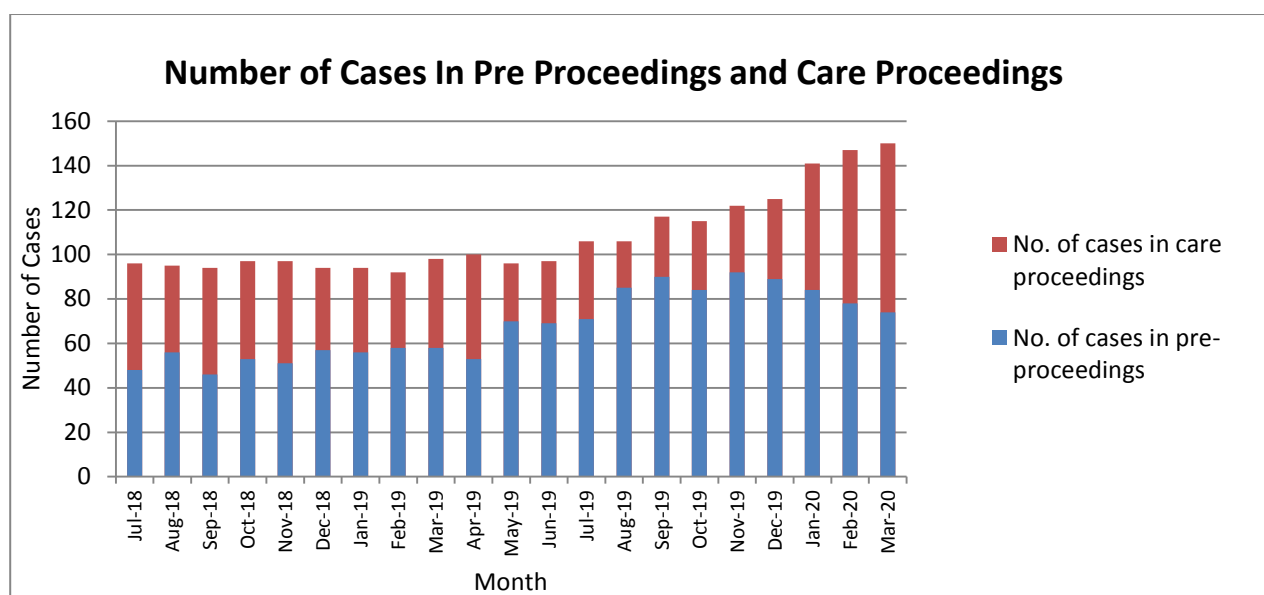
38. The budget for Children’s Services in 2020-21 remains a cause for concern, with the risk of overspending on the placement budgets prior to the Covid-19 pandemic estimated as up to £5m.

Economy and Corporate Resources

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

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

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

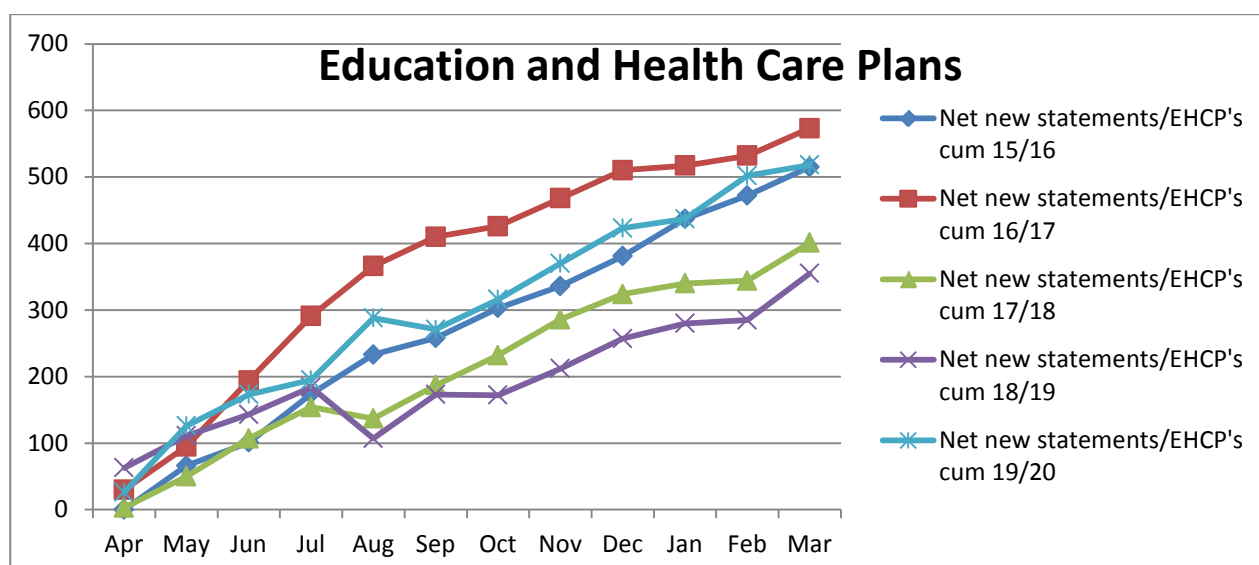


44. In addition, Legal Services have had vacancies within their team during the year as they attempt to attract permanent staff into the team which has contributed to the lower than anticipated overspend.
45. Facilities Management have overspent by £0.2m, which is in line with their previous projection.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

Education and Skills

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

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



Dedicated Schools Grant

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

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

Agenda Item 4a
Annex

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

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

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

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

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

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

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

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

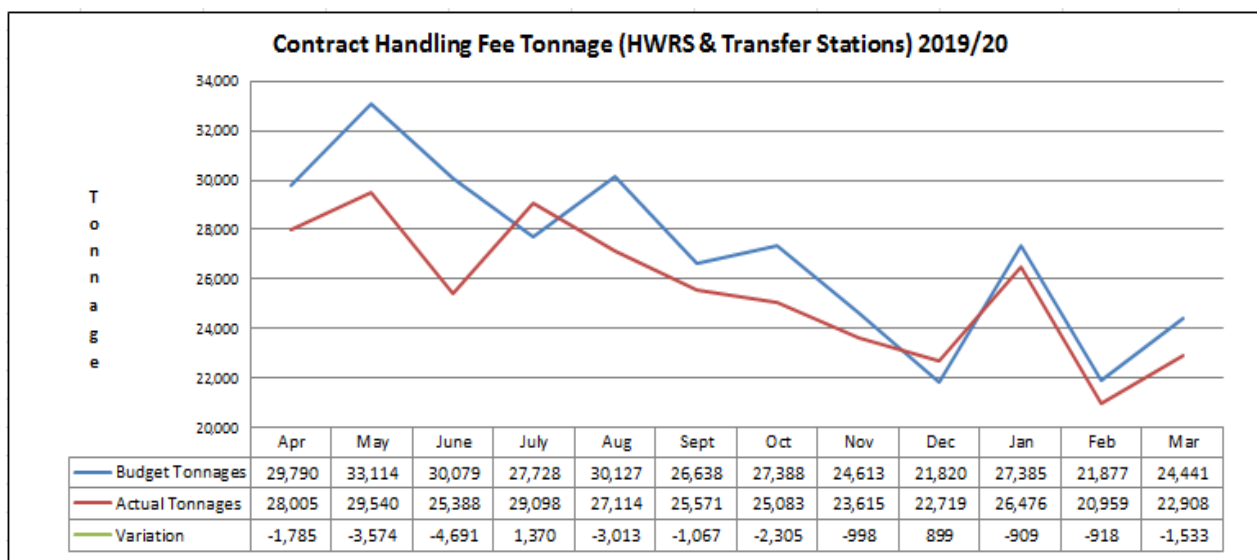
Agenda Item 4a Annex

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

Environment

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

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



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

Agenda Item 4a
Annex

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

Finance

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

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

Fire and Rescue and Communities

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

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

Agenda Item 4a
Annex

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

Fire Improvement Plan

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

Highways and Infrastructure

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

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

Leader

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

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

Non- Portfolio and Sources of Finance

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

Agenda Item 4a
Annex

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

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

Carry Forward Requests

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

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

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

Balances and Reserves

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

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

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

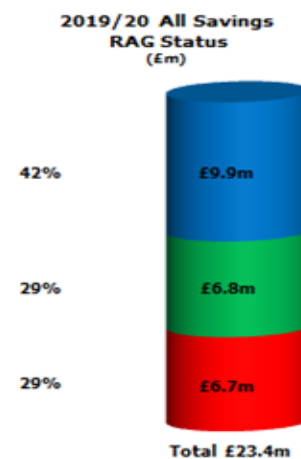
Agenda Item 4a Annex

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

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

Savings Programme

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



Technical Accounting Transactions

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

Capital Programme

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

Corporate Transformation

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

Workforce

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

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

Workforce Key Performance Indicators

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

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

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

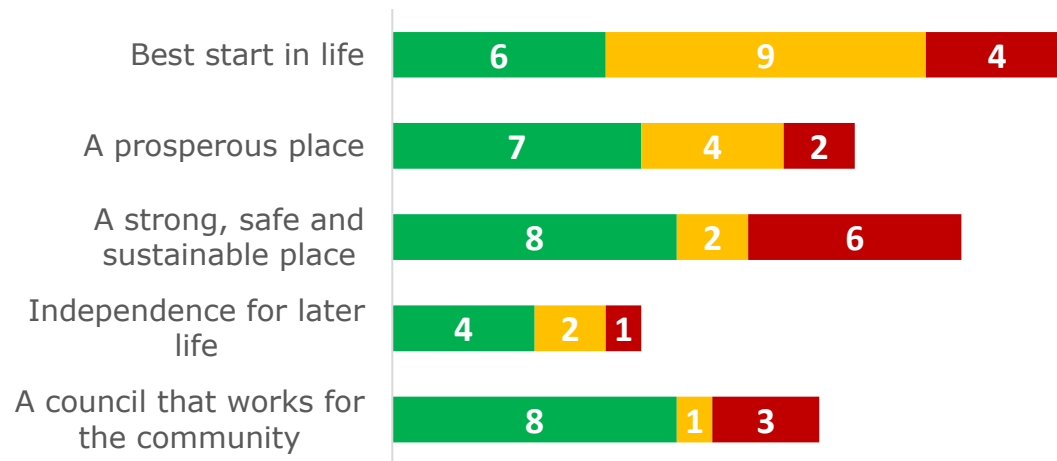
Corporate Risk Register

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

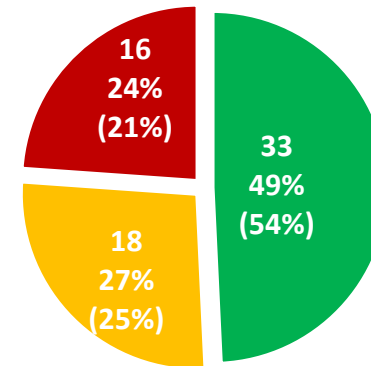
March TPM Performance Report

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

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










March 2019 outturn in brackets



















Exception Report Indicators

Summary of measures reporting red or amber and not improving

Monthly/Quarterly Measures

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

Annual measures

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

March 2020 Highlights and Challenges Report

Change from year-end forecast to actual outturn

| Forecast | Outturn |
|----------|---------|
| 13 | 16 |
| 18 | 18 |
| 36 | 33 |

The changes were against the following measures.

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

Delays in data collection

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

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

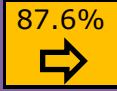

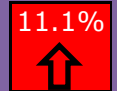
Best Start in Life

Highlights


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


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

Challenges

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

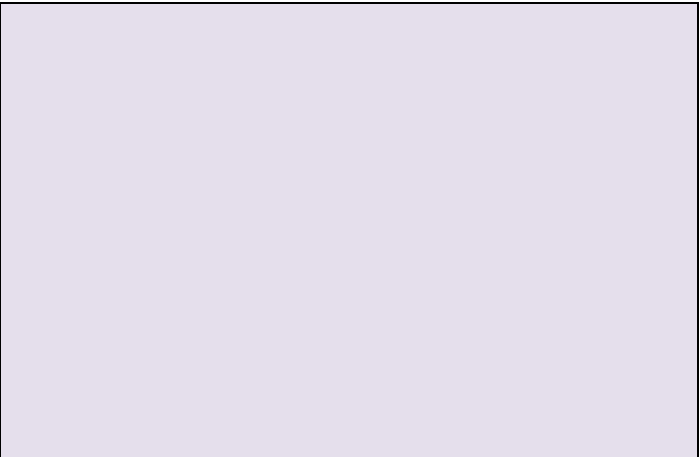
| | |
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| (Based on 2018/19 figures: West Sussex was 10%, England average was 10% and statistical neighbour average was 12%). | Planned work on the implementation a formal stability/ disruption policy and on data collection regarding placement moves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

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

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

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

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




A Prosperous Place

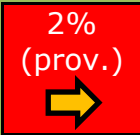
Highlights

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

Challenges

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

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


A strong, safe and sustainable place

Highlights


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


Challenges

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

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

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

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

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

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

Highlights

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

Challenges

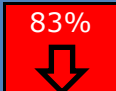
None to report this quarter.

Council that works for the Community












Highlights

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

Challenges








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

Monthly/Quarterly Measures

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



Monthly/Quarterly Measures










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

Monthly/Quarterly Measures






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

Appendix A
Annex 4a

Monthly/Quarterly Measures












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

Monthly/Quarterly Measures


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

Agenda Item 4a Annex 2

Annual Measures

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










Annual Measures

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







Annual Measures

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

Annual Measures

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

Annual Measures

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

Agenda Item 4a
Annex

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

REVENUE BUDGET OUTTURN 2019-20

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

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

Agenda Item 4a

Appendix 1

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

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

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

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

Capital Narrative – Annual Summary 2019-20

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

The main annual movements are summarised below:

Adults and Health – (-£0.592m)

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

Children and Young People – £2.551m

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

Education & Skills – (-£0.472m)

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

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

Economy and Corporate Relations – (-£1.036m)

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

Environment – (-£1.288m)

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

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

Finance (-£3.518m)

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

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

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

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

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

Highways and Infrastructure – (-£3.032m)

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

Income Generating Initiatives – (-£5.290)

Economy and Corporate Relations

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

Environment

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

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

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

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

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

Fire and Rescue Improvement Plan - Phase 2 Summary

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

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

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

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Transformation Report – as at 31st March 2020

Summary

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

Transformation Reserve as at 31st March 2020

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

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

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

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

Staffing

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

Savings and Benefits

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

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Workforce KPIs

2019 Q4
1st January 2020 to 31st March 2020

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

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

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

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

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

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

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

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

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

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| | | | | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | | | Impact | Likelihood | Score | | |
| CR50 | WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring. | Director of Human Resources & Org Change | 1. Increase risk of harm to employees, public and contractors. | Mar-17 | 4 | 5 | 20 | Treat | 4 | 3 | 12 | Purchase, develop and introduce an interactive online H&S service led audit tool. | Health and Safety Manager | Jun-20 | Partially completed. Fire Warden training and H&S eLearning included in annual refresher training from 1 Feb 19. TNA produced with suite of courses required identified. Courses to be commissioned include bespoke modules for induction & asbestos awareness. | 4 | 4 | 16 | Aug | |
| | | | 2. Increase number of claims and premiums. | | | | | | | | | Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence. | Health and Safety Manager | ongoing | | | | | | |
| | | | 3. Adverse reputational impact to Council. | | | | | | | | | Incorporate HS&W information into current performance dashboard. | Health and Safety Manager | ongoing | | | | | | Dashboards to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents. |
| | | | 4. Increase in staff absence. | | | | | | | | | Carry out a Health at Work needs assessment. | Health and Safety Manager | Ongoing | | | | | | Strategic Health & Wellbeing Strategy and Action Plan being developed. (led by Public Health) |
| | | | | | | | | | | | | Regular engagement with other LA's on best practice and lessons learned. | Health and Safety Manager | Ongoing | | | | | | |
| | | | | | | | | | | | | Develop and introduce a more comprehensive risk profile approach and front line service based audits. | Health and Safety Manager | Ongoing | | | | | | |
| | | | | | | | | | | | | | | | | | | | | |
| CR58 | If there were to be a failure of social care provisions there is a risk that both WSCC funded residents and self-funding residents are not being properly cared for; which may result in death or injury to individuals and significant reputational harm to the council. | Executive Director of Adults and Health | 1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty. | Sep-18 | 5 | 5 | 25 | Treat | 3 | 3 | 9 | Consideration of opportunities to provide services in house to enable contingency for provider failure. | Cx Lead | Sep-20 | Cost identified for in house provision significant and not therefore progressed further at this stage. Exploring other options for emergency provision. Waiver completed to source emergency care through agency providers as part of COVID19 planning. Awaiting agreement of terms and conditions with providers prior to implementing. | 5 | 4 | 20 | Jul-20 | |
| | | | 2. CQC action against service provider which could lead to establishment closure at short notice | | | | | | | | | Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response. | Head of Contracts & Performance | ongoing | Information used to support emergency planning and inform quality processes. | | | | | |
| | | | 3. Financial implication of cost of reprovision following closure of services. | | | | | | | | | Scoping and implementation of a multi agency failure prevention team. | Joint Strategic Director of Cx | ongoing | Agreement was made in October 2019 with the CCG Chief Nurse to proceed with the joint programme. Workshop took place Dec 19 with agreement on the need for a joint residential/ nursing contract, exploration of income generation opportunities and potential of increased offer to providers who agree to managed rates. | | | | | |
| | | | 4. Reduced capacity in the market as a result of failure of provision. | | | | | | | | | Financial analysis of high risk provision - due diligence checks. | Head of Contracts & Performance | ongoing | Working with strategic contracts to identify key providers for more regular financial checks. | | | | | |
| | | | 5. Delayed Transfer of Care (DTC) | | | | | | | | | Development and embedding of multi agency Quality, Safeguarding and Improvement Group, Strategic Provider Concerns meeting and mechanisms to focus on specific providers where concerns arise. | Head of Safeguarding and Quality | ongoing | QSIG established. Working towards embedding these mechanisms and confirming benefit in terms of preventative focus. | | | | | |
| | | | 6. Non-compliance with Care Act. | | | | | | | | | In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned. | Head of Adult Operations | ongoing | Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences. | | | | | |
| | | | 7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care. | | | | | | | | | Capacity Action plans for residential and non residential services to focus on long and short term actions to improve capacity to support potential contingencies. | Cx Lead | ongoing | Number of people awaiting care is captured within daily performance management information which provides an indication on capacity, whilst wider updates on the action plan are paused during COVID19 in light of other priorities. | | | | | |

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

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

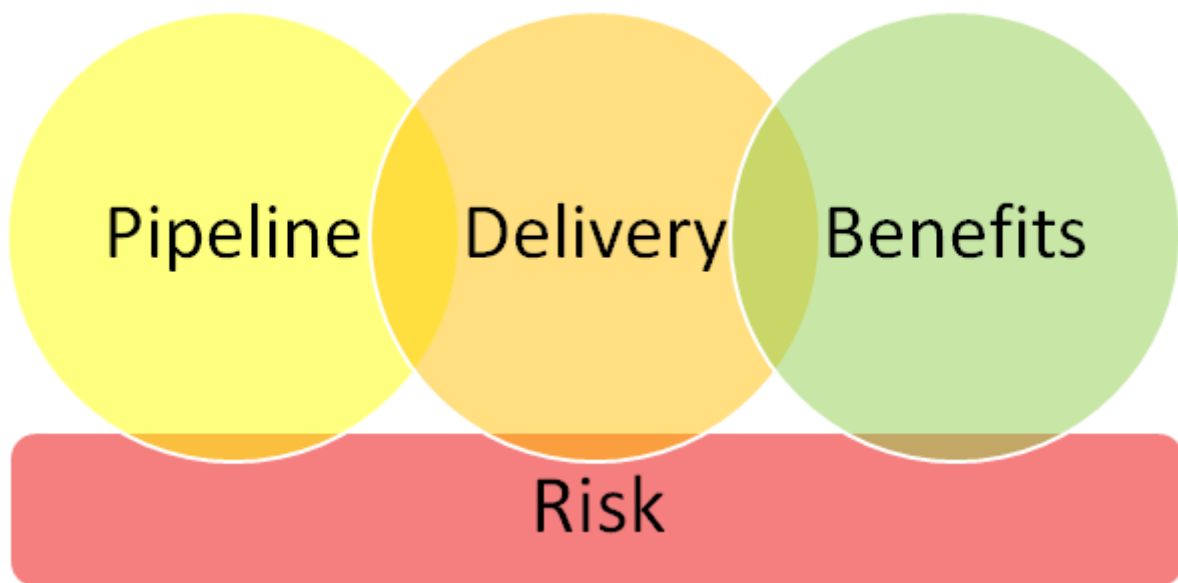
Urgent Update – Covid-19 Pandemic

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

Agenda Item 4a
Appendix 8

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

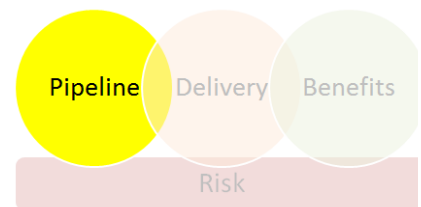
Capital Programme 2019/20 – 2023/24
March 2020 Performance Report



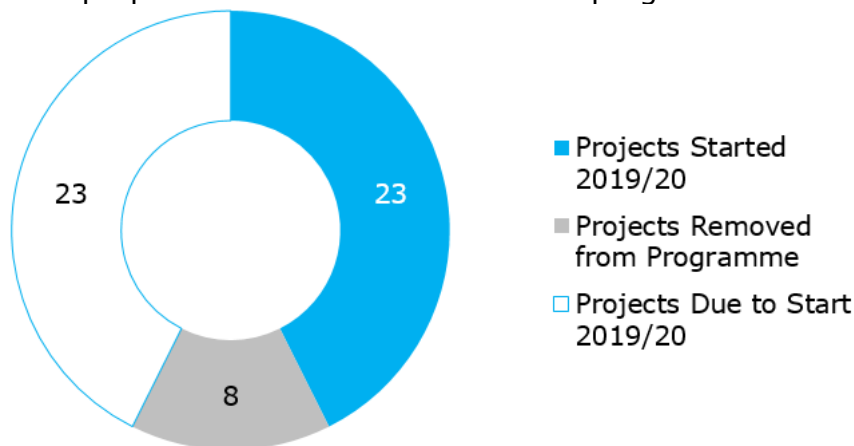
Cabinet
26 May 2020

Capital Programme 2019/20 – 2023/24

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 referred 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 49 programmes and projects in the 5-year pipeline.
- 1.4 Of those projects profiled to start in 2019/20, 23 have started, 23 remain to start and 8 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 |
| School Safeguarding Programme | Horsham | Safeguarding works to provide fencing upgrades to 19 school sites |
| 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 |

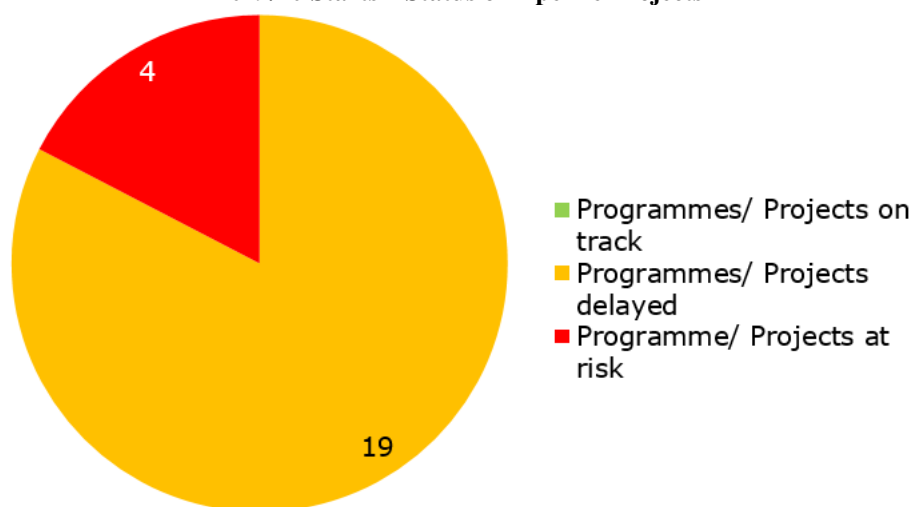
| | | |
|--|------------|--|
| OPE/ Growth Programme – Burrscroft Demolition | Adur | Demolition of former care home building as part of Pond Road OPE Programme development |
| OPE/ Growth Programme – Demolition of Crawley County Buildings | Crawley | Demolition of former Council offices building as 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 |
| Lingfield Lodge Extra Case | Mid Sussex | Capital contribution to development of Extra Care Housing scheme in East Grinstead |
| The Weald All-weather Pitch | Horsham | Replacement all-weather pitch at the Weald School, Billingshurst |
| Horsham Enterprise Park Design Stage | Horsham | Site investigation and design phase approved, ahead of proposed construction phase decision January 2021 |
| Crawley Road Space Audit and Parking Management Plans | Crawley | Programme progressed as part of Highways Annual Delivery Programme |
| Library Self-Service Terminals | Various | Programme of necessary replacement of customer self-service terminals in Libraries |

1.6 Projects 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 | |
| Buchan Battery Storage | Crawley | Costs considered to outweigh benefits |

1.7 Of the remaining projects due to enter delivery stage in 2019/20, 19 projects have been delayed. 4 projects are considered to be "at risk".

2019/20 Starts – Status of Pipeline Projects



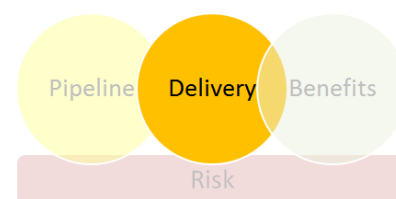
1.8 A summary of the proposed projects where development is considered “at risk” is set out in the table below.

| Profiled GO/NO GO Date | Project | Status | Reason | Deliverability Status |
|------------------------|---|--------|---|-----------------------|
| Oct 2019 | Adults’ In-House Social Care Day Centres – Part B – Laurels, Rowans, Glebelands | AMBER | Programme plan revised following MDC review of requirements and further delayed due to Covid-19. Full business case expected in May 2020 | GREEN |
| 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 delayed due to Covid-19, to be rescheduled | GREEN |
| Mar 2020 | Rural Connectivity Programme | RED | National strategy announcements during the winter leading to revised options being developed. | GREEN |
| Feb 2020 | SEND Programme - Palatine School | AMBER | Delay in business case emerging, decision expected in April 2020. <i>UPDATE – design fees approved and progressing.</i> | GREEN |
| Feb 2020 | SEND Programme – QE2 School | AMBER | Delay in business case emerging, decision expected in May 2020. | GREEN |
| Feb 2020 | SEND Programme – St Anthony’s | RED | Delay in business case emerging, permanent expansion on hold pending consideration of requirements in the wider area | AMBER |
| Feb 2020 | SEND Programme – Fordwater | AMBER | Delay in business case emerging, decision expected in June 2020. | GREEN |
| Aug 2019 | Woodlands Meed | AMBER | Report on issues and requirements for solution now reviewed. Options being developed for appraisal/ decision on design in May | GREEN |
| 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. Decision expected in April 2020. <i>Update – pilot project approved.</i> | GREEN |
| Oct 2019 | Baystone Farm, Horsham, Solar Farm and Battery Storage | AMBER | Design progressing, delays due to exploration of opportunities to develop wider links with Growth Programme, hydrogen electrification technology and partner with adjacent school. Decision expected in June 2020 | AMBER |

| | | | | |
|------------|---|-------|--|-------|
| 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 May 2020 | AMBER |
| Feb 2020 | Centenary House, Worthing | AMBER | OPE programme reset following appointment of new programme manager – business case for feasibility-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 June 2020 | AMBER |
| Mar 2020 | Crawley County Buildings | AMBER | Feasibility for demolition approved, capital subject to approval in May 2020. Master planning for whole site required before delivery options can be developed | AMBER |
| Mar 2020 | Combined Horsham Blue Light Centre | AMBER | Issues regarding target cost deliverability. Business case for approval of preferred option and design costs for Cabinet Member approval in June 2020 | AMBER |
| Feb 2020 | The Brow, Burgess Hill | AMBER | Multiple demands on the site leading to issues regarding commercial affordability of the project, project viability to be reviewed in May 2020 | 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 decision on Full Business Case expected April 2020 | GREEN |
| Jun 2019 | Worthing Growth Programme – Portland Road | AMBER | Proposed decision to engage Worthing Borough Council to deliver the project expected in May 2020 | GREEN |
| Jun 2019 | Worthing Growth Programme – Railway Approach | AMBER | Preferred option and design expected for decision in November 2020 | GREEN |
| March 2020 | Chichester Growth Programme – Relocation of CHSB Hockey Pitch | AMBER | Demolition programme longer than expected. Timetable for approval to be confirmed | GREEN |
| Jul 2019 | Bognor Regis Enterprise Centre | AMBER | Preferred land option identified, design of propose site being identified – decision due in July 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.

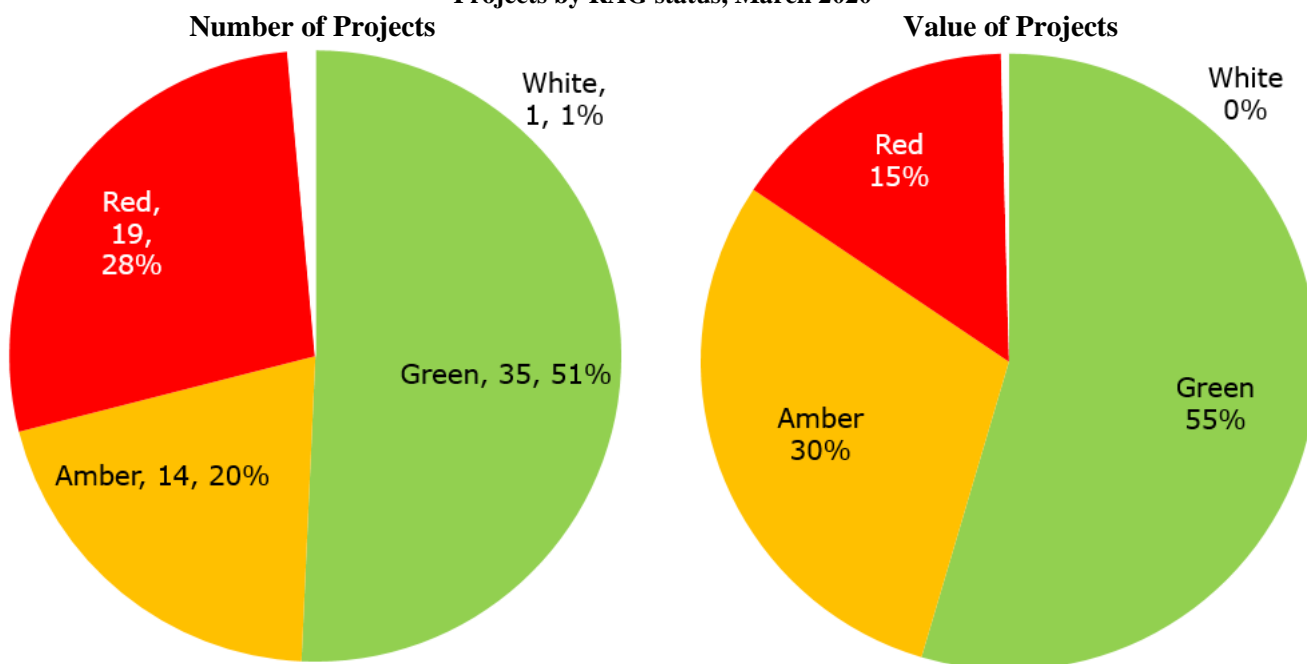


2.2 The highlight reports provide a colour-coded rating for each project as follows:

- **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

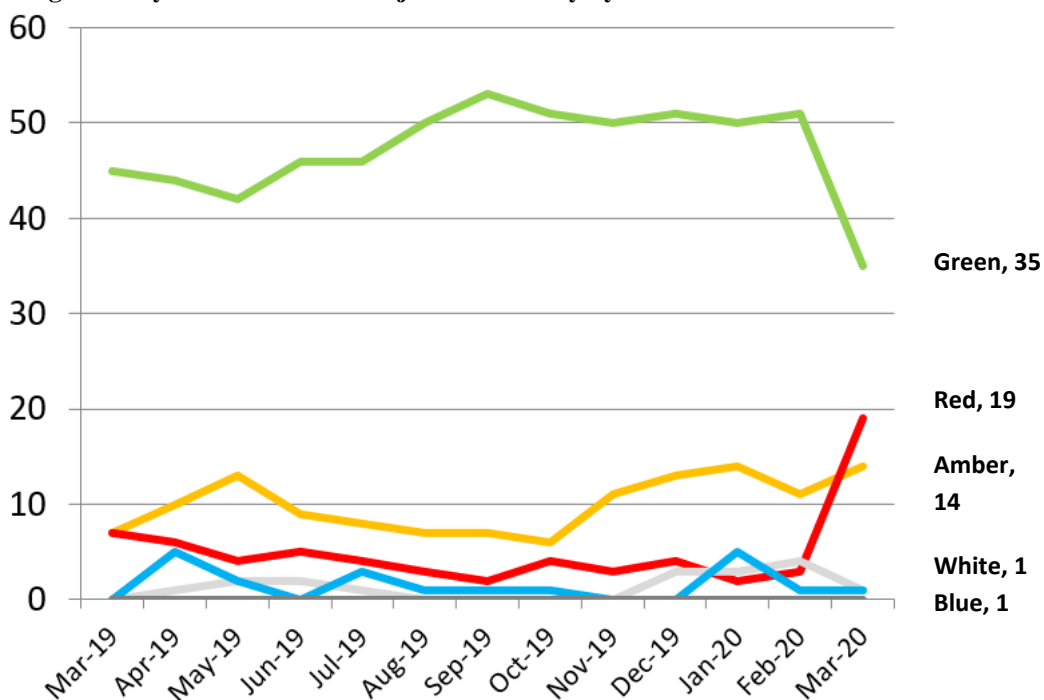
2.3 At the end of March, 35 projects in delivery were rated **GREEN**. 14 were rated at **AMBER**. 19 were rated as **RED**. 1 project did not produce a highlight report and has been reported as **WHITE**.

Projects by RAG status, March 2020



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

Rolling Monthly Actual Number Projects in Delivery by RAG status – March 2020



2.5 The Library Self-Service Terminals project was approved late in March, when Covid-19 impact was being prioritised by Communities team staff and no highlight report was received, resulting in the project being rated WHITE.

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 March, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

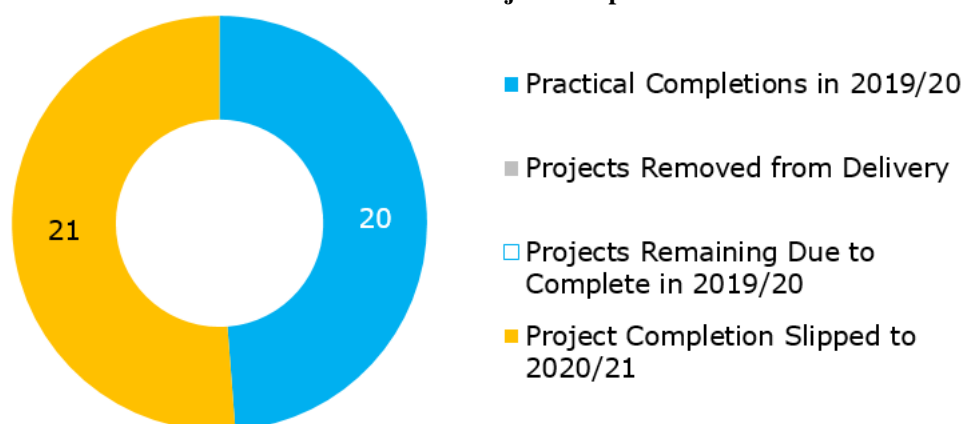
| Scheme | RAG at 31 Mar | Reason | Impact | Updated position at DATE | |
|---|---------------|---|--------------------------|--------------------------|--|
| | | | | Updated RAG | Latest Update |
| In-House Day Services Part A Construction | 1 | Completion delayed due to Covid-19 shut-down of works. Contractor remains on site with limited crew. | High (time) | AMBER | Construction works complete, handover arrangements delayed and subject to careful planning |
| In-House Day Services Part B Design | 1 | Delay in preparing options appraisal due to staff prioritisation as a result of Covid-19 response. Business case appraisal planned for May. | High (time) | AMBER | Design stage complete, subsequent procurement of construction phase progressing with tight timescale and careful planning required |
| Demolition of Vacant Buildings – CHSB | 1 | Procurement process and post-procurement mobilisation likely to be delayed due to Covid-19 considerations/ restrictions | High (time) | RED | Survey of historic air raid shelters likely to add to Covid-19 delays |
| Bourne Community School | 1 | Practical Completion issued subject to required post-completion works to be planned around the school's operations to avoid further disruption. | High (time) | RED | Remaining works to be reprogrammed around easing of site restrictions |
| Children's In-House Care – Cissbury Lodge | 1 | Start of works delayed due to Covid-19 site restrictions. Tender for works issued with consideration of Covid-19 issues. | High (time) | AMBER | Tender period extended on request of bidders, report expected to be issued in June 2020 |
| Children's In-House – Seaside Design | 1 | Start of construction delayed due to Covid-19 site restrictions. | High (time) | AMBER | Design stage complete, with preferred option subject to approval planned end of May |
| Children's In-House – May House Design | 1 | Start of construction delayed due to Covid-19 site restrictions. | High (time) | AMBER | Design stage complete, with preferred option subject to approval planned end of May |
| Manor Green SEND Provision | 3 | Due to Covid-19 site restrictions, all non-critical construction operations on hold until reassessment of the situation in mid-April. | High (time/cost) | RED | Contractor now on site. Completion forecast late September, after start of 20/21 academic year |
| Nyewood CofE School | 1 | Delay due to Covid-19 site restrictions | High (time) | RED | Limited works recommenced within site restrictions to attempt completion of Phase 1. Main works remain to be reprogrammed |
| Parklands | 23 | Construction project complete but significant and persistent defects leading to delay and additional costs. Change requesting pending approval but no completion date for defect resolution leading to further ongoing costs – further delays due to Covid-19 site restrictions | High (time/cost quality) | RED | |
| Safeguarding Programme | 1 | Order for Phase 1 works placed. Works suspended due to Covid-19 site restrictions. | High (time) | RED | |
| Shelley Primary | 1 | Delay due to Covid-19 site restrictions | High (time) | RED | Site remains closed, design works progressing. Contractor planning return to site mid-May |
| Southwater Infants and Junior | 1 | 2 nd Stage tender delayed due to limited interest, due to Covid-19 site restrictions | High (time) | RED | Options for temporary accommodation being explored |
| The Weald School All-Weather Pitch | 1 | Contractor appointed but start delayed due to Covid-19 site restrictions | High (time) | RED | |

Agenda Item 4a

| | | | | | |
|-----------------------------------|---|---|------------------|-----|---|
| Thorney Island | 1 | Delay in design stage due to Covid-19 site restrictions | High (time) | RED | |
| FM Structural Maintenance 2019/20 | 1 | Covid-19 site restrictions stopped works from middle of March, many on-site schemes remain unfinished | High (time) | RED | Delivery limited, works progressing where able to and where considered necessary |
| West Sussex Gigabit | 1 | Delay due to Covid-19 site restrictions – completion re-forecast to mid-August | High (time/cost) | RED | Minimal works under current lockdown conditions – completion of connections reforecast to mid-August, subject to conditions |
| Horsham Bluelight Centre | 1 | Approval to proceed to Stage 4 and Planning Application delayed due to further scrutiny and the need for significant value engineering post design-freeze. Contractor costs incurred for down-time as part of contract. | High (cost) | RED | Further value-engineering and re-design works being undertaken |
| Worthing Community Hub | 1 | Delay due to Covid-19 site restrictions | High (time) | RED | Award of tender remains subject to approval |

2.7 41 projects were profiled to be completed during 2019/20:

2019/20 Planned Project Completions



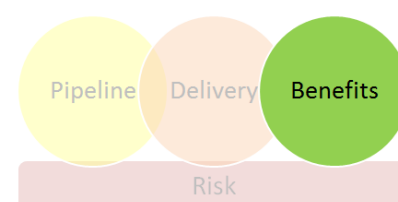
2.8 At the end March, 20 projects had been completed in 2019/20:

| 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 |
| 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 |
| January | | |
| Project | Location | Description |
| Angmering School | Arun | Basic Need expansion to provide additional form of entry. |
| Maidenbower School | Crawley | Expansion of Special Support Centre to include provision of drama studio |
| Windmills Junior School | Mid Sussex | Conversion of former art room to general classroom to cover bulge class |
| County Hall Car Parking | Chichester | Works to improve car park to standards required for Pay and Display charging |
| PropCo – Angel’s Nursery | Arun | Capital design stage for development of surplus land in Barnham, Arun. Key Decision to sell land |
| February | | |
| Project | Location | Description |
| OPE/ Growth Programme – Burrscroft Demolition | Adur | Demolition of vacant former care home site in Shoreham as part of OPE/ Growth programme site facilitation |
| March | | |
| Project | Location | Description |
| Stonepillow DAAT Grant | Arun | Grant funding payment for drug and alcohol dependency services in Arun |

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

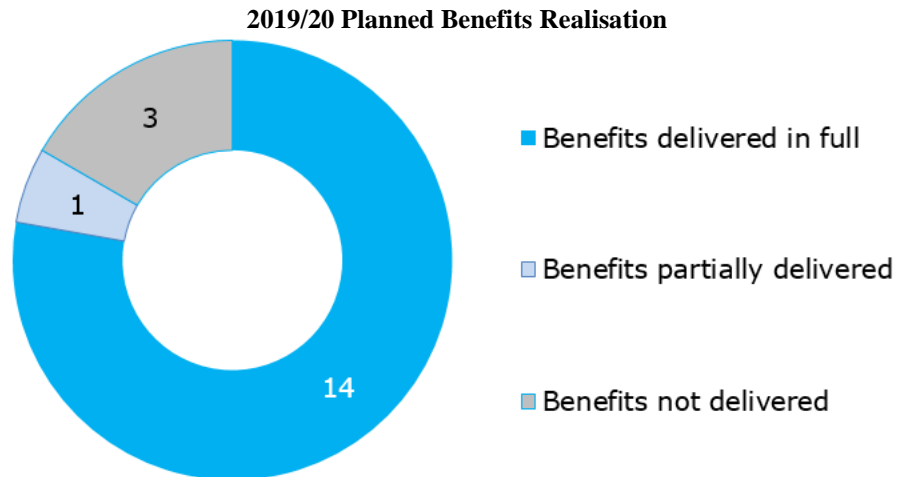


3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond project closure. Project benefits and

Agenda Item 4a

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 69 benefits to be delivered between now and March 2043. 14 benefits have been fully realized in 2019/20 and 1 partially realized.



3.4 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 tCO2eq |
| 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 |

January

| Project | Location | Benefit |
|--------------------------|----------|--|
| Ifield Community College | Crawley | School at 99% capacity following provision of bulge classroom capacity |

March

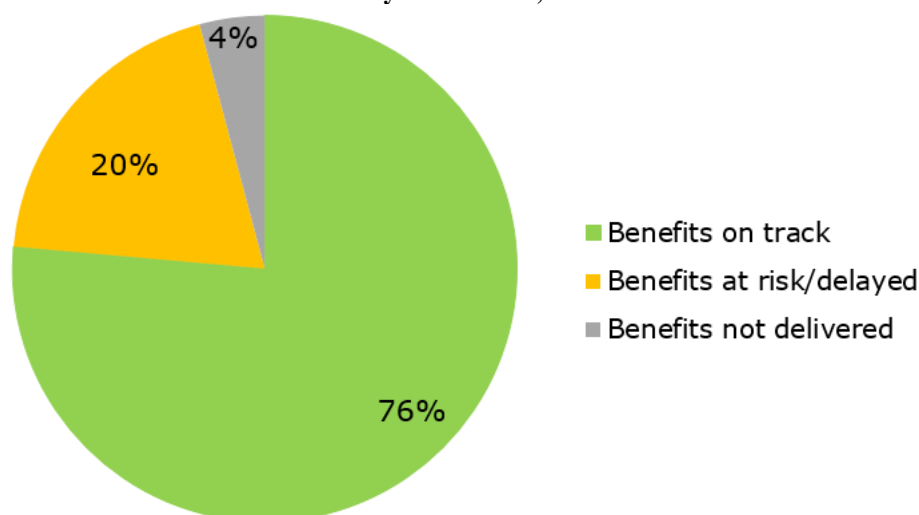
| Project | Location | Benefit |
|------------------------|----------|---|
| Bartons Primary School | Arun | 60 additional places delivered to meet bulge year requirement |

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 March, 55 were reported to be on track for planned delivery and 14 were reported as delayed or "at risk".

Benefits by RAG status, March 2020



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 |
| Bourne Community College | Chichester | DELAYED | Delivery of new places delayed due to issues during construction phase | GREEN |
| Crawley Down Junior | Mid Sussex | DELAYED | Delivery of new places delayed due to issues during construction phase | GREEN |

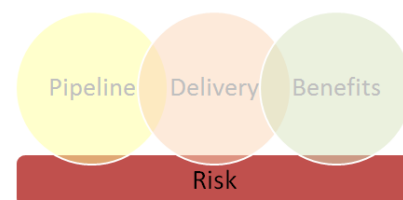
Agenda Item 4a

| | | | | |
|---|------------|---------------------|---|--------------|
| | | DELAYED | Uptake of new places, pupil admissions data showing school currently at 124% capacity following delayed delivery of new places | GREEN |
| East Preston Infants School | Arun | UNDER REVIEW | Uptake of new places, pupil admissions data showing PAN 93%, against target of 95% | GREEN |
| East Preston Junior School | Arun | AT RISK | Uptake of new places, pupil admissions data showing PAN 78%, against target of 95% | AMBER |
| Electric Vehicle Chargers | Various | AT RISK | Cost of electric vehicles exceeds that of petrol fleet vehicles | AMBER |
| Felpham College | Arun | UNDER REVIEW | Uptake of new places, pupil admissions data showing PAN 91%, against target of 95% | GREEN |
| Manor Green Primary | Crawley | DELAYED | Temporary accommodation in place following delay in completion of construction | GREEN |
| Flintstone Centre Alternative Provision | Arun | AT RISK | Improved pupil attendance/ engagement in formal education | AMBER |
| St Wilfrid's Primary School | Arun | UNDER REVIEW | Uptake of new places, pupil admissions data showing PAN 87%, against target of 95% | GREEN |
| 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 | Uptake of new places, pupil admissions data showing PAN 80%, against target of 95% | AMBER |
| Windmills Junior School | Mid Sussex | UNDER REVIEW | Uptake of new places, pupil admissions data showing PAN 94%, against target of 95% | GREEN |

3.8 3 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 along with the 2 associated benefits. East Wittering Primary in Chichester District replaced modular classrooms with permanent build and a misreported benefit of increased capacity has been removed.

4 Risk

4.1 The capital programme risk register sets out the key risks to the delivery of the programme and significant risk 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 13 programme risks and reporting 12 project risks managed by services.

5.1 Finance

5.1 In February 2019, County Council approved a capital programme of £108.995m. In addition £0.670m of expenditure, originally profiled to spend in 2018/19, was expected to be delivered in 2019/20, bringing the revised capital programme to £109.665m. Since then, profiled spend has decreased overall by £18.166m to give a full year expenditure of £91.499m. During quarter four, the year-end projection decreased by £4.349m. Quarter four movements are detailed below:

5.1.2 Adults and Health – (£0.030m)

- Choices for the Future Programme – £0.742m – Works have progressed quicker than first anticipated resulting in acceleration of funding from 2020/21 into 2019/20.

- Westergate Extra Care – (-£0.750m) – Construction works have been put on hold due to Covid 19 meaning a key milestone payment was not reached resulting in future payments being slipped into 2020/21.
- Tempe – (-£0.002m) – Latest payment slightly less than anticipated therefore small amount of slippage into 2020/21.
- 38 Alinora Crescent – (-£0.020m) – Latest payment slightly less than anticipated therefore small amount of slippage into 2020/21.

5.1.3 Children and Young People – £2.351m

- Cissbury Lodge – £0.052m – Works have progressed quicker than anticipated therefore funding has been slightly accelerated.
- CYP Transformation Programme - £2.299m – Eligible revenue expenditure linked to transformational type activities has been capitalised under the flexible use of capital receipts directive.

5.1.4 Economy and Corporate Relations – £5.415m

- IT Equipment – £3.769m – Approval given to capitalise the purchase of corporate laptops as part of the refresh programme.
- Converged Fibre - £0.201m – Business case approved for pre-construction fees which will enable the full design and survey of the route to determine the agreed route.
- Burgess Hill Growth Programme – (-£0.149m) – Surveys were less than estimates and contingency amounts not required to date therefore funds have been reprofiled into future years.
- Worthing Public Realm – (-£0.117m) – This project is currently being reviewed therefore works have progressed slower than first anticipated, funding has been reprofiled into future years.
- Crawley Growth Programme – £0.238m – Work has progressed quicker than first anticipated on design costs therefore funding has been accelerated.
- Economy and Corporate Relations Transformation Programme - £1.473m - Eligible revenue expenditure linked to transformational type activities has been capitalised under the flexible use of capital receipts directive.

5.1.5 Education and Skills – (-£5.611m)

- Safeguarding Programme – (-£0.439m) - delays in procurement have led to minimal expenditure in 2019/20 hence reprofiling into future years.
- Nyetimber Primary School – (£0.279m) - delays in contractors able to get on site have resulted in expenditure being reprofiled into future years.
- Bourne Community College – (-£0.865m) - delays in procurement has resulted in contractors unable to get on site resulting in the project being pushed back 3 months therefore expenditure has been reprofiled into future years.
- Shelley Primary School - (-£0.409m) - delays in the early stages of the planning cycle have meant a one-month delay in appointing a contractor resulting in expenditure being reprofiled into future years.
- Woodlands Mead - (-£0.175m) – project is currently on hold whilst we await the survey results from an external consultant resulting in expenditure being reprofiled into future years.
- Schools Capital Maintenance (-£2.901m) – a mixture of delays on site, procurement delays, technical delays, old commitments overstated, underspends on projects and contingency's reprogrammed on projects have resulted in slippage into future years.
- The Weald School - £0.050m – A budget of £0.750m was approved for works on the all the weather pitch, £0.050m is due to be spent in 2019/20 with the remainder in 2020/21.
- Felpham Community College – (£0.285m) – This scheme has been reprofiled to due to negotiations regarding the final account where some issues are still to be resolved.

Agenda Item 4a

- Crawley Down Primary – (-£0.367m) - This scheme has been reprofiled to due to negotiations regarding the final account where some issues are still to be resolved.
- The Angmering School – (-£0.917m) – This is a basic need project but due to the large value have reported separately. This project will complete under budget with £0.712m of funding being returned into the pipeline balance to fund future basic need projects. £0.200m has been slipped into 2020/21 to finish off the project.
- SEND Programme – (-£0.209m) – Maidenbower Project has reported a £0.147m reduction in budget therefore returning grant funding back into the pipeline to fund further special education need projects, £0.045m has also been reprofiled into 2020/21 to finish the project.
- Devolved Formulae Capital Grant - £1.695m – Schools were given additional grant funding direct after the Capital Programme was approved therefore this in year increase reflects higher allocation awarded and spent in 2019/20 by schools direct.
- Basic Need Programme – (-£0.510m) - Numerous schemes within the basic need programme have come out of retention, completed under budget or reprofiled into future years resulting in a net position reduction in budget of £0.579m, this funding has been returned into the pipeline balance to fund future basic need projects. Schemes over £0.100m that have completed under budget are Waterfield Primary School at £0.121m and the Academies Programme at £0.151m.

5.1.6 Environment - (-£0.085m)

- Waste, Faygate - (-£0.070m) – a review was carried out on the site which has led to further slippage of £0.070m to 2021/22 for the main project work to commence.
- Carbon Reduction Programme (-£0.029m) - schedule of works was unable to be completed within this financial year due to fitting in with timescales for schools, this has resulted in further slippage in 2021/22.
- General After Care Works– (-£0.015m) - Landowner negotiations delayed Steyning groundwater boreholes, prioritisation process has also led to delays in project surveys.
- Downslink– £0.001m - Minor variation on March invoice.
- Environment Transformation Programme - £0.028m - Eligible revenue expenditure linked to transformational type activities has been capitalised under the flexible use of capital receipts directive.

5.1.7 Finance and Resources – (-£2.789m)

- Structural Maintenance - (-£1.259m) - delays in procurement, seasonal delays, technical solutions, works underspent and reclassification of start dates have resulted in slippage into future years.
- Targeted Minor Asset Improvement Plan – (-£0.315m) - late identification of schemes and amendments to instructions have led to delays. Those schemes that are delayed will be completed in early 2020/21.
- County Hall Car Park - (-£0.096m) - works have now completed with the project coming in under budget therefore the borrowing has been returned corporately to fund future schemes.
- Burrscliffe Demolition – (-£0.338m) - Demolition has been completed significantly under the estimate therefore the budget has been returned corporately to fund future schemes.
- Crawley County Buildings Demolition - (-£0.088m) - Ongoing discussions have resulted in a proposal for a partial instead of a full site demolition therefore £0.080m has been reprofiled into 2020/21.
- Chichester High School Demolition - (-£0.073m) – Project has been delayed and will not commence until 2020/21.
- Gypsy and Traveller Sites - (-£0.040m) - Minor variation on March invoices.
- Sompting Waste Management- (-£0.001m) – Budget is no longer required and therefore has been returned into the corporate budget to allocate to future schemes.

- Staff Capitalisation- (-£0.377m) – Original estimate of staff fees was higher than first anticipated.
- North Mundham- (-£0.002m) – Project has completed under budget and therefore funds have been returned into the corporate budget to allocate to future schemes.
- Asset Improvement Fund (-£0.200m) – An estimate for the asset improvement fund was made when the Capital Programme was approved. That estimate was short by £0.200m and so therefore it has been slipped into future years.

5.1.8 Fire and Rescue and Communities (-£0.393m)

- Horsham Blue Light Centre -(£0.259m) - review of timing of works following contract award has led to further slippage into 2020/21.
- Fleet – £0.212m - Acceleration of funding due to delivery of vehicles quicker than anticipated.
- Worthing Community Hub – (-£0.097m) - Design work fees for the outside space have not taken place as expected, these will now be completed early in the new financial year.
- Library Self Service Terminals (-£0.500m) – Installation has been delayed due to Covid19 therefore payment will be made early in the new financial year.
- Fire and Rescue and Communities Transformation Programme - £0.251m - Eligible revenue expenditure linked to transformational type activities has been capitalised under the flexible use of capital receipts directive.

5.1.9 Highways and Infrastructure – (-£1.805m)

- A284 Lyminster Bypass £0.233m – LGF grant funding accelerated due to additional design cost in year for the new viaduct.
- A259 – (-£0.168m) – Public Inquiry costs have been cheaper than first budgeted and therefore £0.164m has been reprofiled into 2020/21.
- Flood Management – (-£0.015m) - Identification of properties at risk of flooding has taken longer than expected and therefore funding has been slipped into 2020/21
- Operation Watershed (-£0.215m)- Due to resource issues work has not progressed as quick as first anticipated, bids that have been received and are being progressed with funds allocated in 2020/21
- West of Horsham - £0.096m - Farthings Hill and Newbridge Roundabout construction completed ahead of schedule therefore funding has been accelerated from 2020/21 into 2019/20.
- Crawley RTPI – (-£0.002m) - Some displays will now be completed in 2020/21 due to contractor's workload and supplier issues.
- A29 – (-£0.089m) - Planning costs in 19/20 lower than anticipated. The funding agreement with the LEP has already been revised to £0.575m so grant can be carried forward into future years.
- A2300 – (-£0.391m) - DfT funding award for the project was delayed due to General Election resulting in works being delayed.
- Road Safety Improvements – (-£0.019m) – Edge line road markings still to be completed, this will now happen early in the new financial year.
- Worthing Sustainable Transport Package Phase One – (-£0.032m) – Remedial works for block paving delayed and will be completed early in the new financial year.
- Annual Delivery Programme – (-£1.203m) - Various schemes of which £0.366m is for works that have been delayed due to Covid19, and £0.837m of various schemes with underspends where works have been completed at reduced cost and budget will be reallocated within the Delivery Programme for 20/21

5.2 Income Generation Initiatives

5.2.1 Economy and Corporate Relations -(£1.011m)

Agenda Item 4a

- Gigabit - (-£0.846m) – delays caused by issues found while testing have led to the completion date of the project being extended to the end of April 2020 therefore resulting in slippage to 2020/21.
- Creative Bognor – (-£0.161m) – Project has slipped into 2020/21 due to an over ambitious works programme
- Horsham Enterprise Park – (-£0.004m) – Minor variation on March invoice.

5.2.2 Environment -(£0.325m)

- Your Energy Sussex – (-£0.325m) – We currently have five in flight YES projects, 3 of them have had minor variations on the March invoice estimates, Schools Solar programme had £0.140m of slippage due to an overestimate of works to be completed whilst the Westhampnett scheme slipped £0.070m as the project still has some landscaping to complete.

5.2.3 Finance and Resources - £0.012m

- City Park Hove – (£0.047m) - Underspend on estimated budget for purchase of site and therefore the budget has been returned corporately in order to fund future income generation initiatives.
- Propco Barnham – £0.166m – Additional funds approved in order to settle the final account with Wates.
- Propco Orchard Street – (-£0.107k) – Balance of reserve for NHBRC guarantee payments carried over to future years.

5.2.4 Highways and Infrastructure – (-£0.078m)

- Street Lighting LED (-£0.078m) – Legal and procurement costs have come in lower due to a draft Deed of Variation requiring a position paper from WSCC.

Capital Programme Performance Report Quarter 4 2019/20

1. Performance by Portfolio

1.1 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 March 2020 there were 19 red highlight reports, 14 amber and 35 green. The performance of project by individual Cabinet Member portfolio is set out below.

2. Adults and Health

2.1 5 projects submitted highlight reports at the end of March. 3 schemes in delivery 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. 2 were rated as red, indicating that there are significant issues with the projects, requiring corrective action.

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

| Scheme | RAG at 31 March | Reason | RAG at 7 May | Updated Position |
|---|-----------------|---|--------------|--|
| In-House Day Services – Part A Construction | RED | Completion delayed due to Covid-19 shut-down of works. Contractor remains on site with limited crew | AMBER | Construction works complete, handover arrangements delayed and subject to careful planning |
| In-House Day Services – Part B Design | RED | Delay in preparing options appraisal due to staff prioritisation as a result of Covid-19 response. Business case appraisal planned for May. | AMBER | Design stage complete, subsequent procurement of construction phase progressing with tight timescale and careful planning required |
| 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 | |
| East Grinstead Extra Care Housing | AMBER | Building works delayed by approximately 3 months due to Covid-19 site restrictions | AMBER | |
| Westergate Extra Care Housing | AMBER | Building works delayed by approximately 3 months due to Covid-19 site restrictions | AMBER | |

3. Economy

3.1 7 projects submitted highlight reports at the end of March. 4 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 2 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. 1 was rated as red, indicating that there are significant issues with the project, requiring corrective action.

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

| Scheme | RAG at 31 March | Reason | RAG at 7 May | Updated Position |
|---------------------------------------|------------------------|--|---------------------|---|
| Bognor Regis Creative Hub | AMBER | Site temporarily shut down due to Covid-19 restrictions. Length of delay and impact to be considered | AMBER | Site proposed to be reopened during May. Revised programme and cost to be agreed. |
| Demolition of vacant buildings – CHSB | RED | Procurement process and post-procurement mobilisation likely to be delayed due to Covid-19 considerations/ restrictions | RED | Survey of historic air raid shelters likely to add to Covid-19 delays |
| Worthing Public Realm Design Stage | AMBER | Proposals to contract Worthing Borough Council to deliver Portland Road scheme and replace South Street with Railway Approach to be considered in May 2020 | AMBER | |

4. Education and Skills / Children and Young People

4.1 18 projects submitted highlight reports at the end of March. 12 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 3 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.

4.2 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 March | Reason | RAG at 7 May | Updated Position |
|-------------------------|------------------------|---|---------------------|---|
| Bourne Community School | RED | Practical Completion issued subject to required post-completion works to be planned around the school's operations to avoid further disruption. | RED | Remaining works to be reprogrammed around easing of site restrictions |

| | | | | |
|---|--------------|---|--------------|---|
| Children's In-House Care – Cissbury Lodge | RED | Start of works delayed due to Covid-19 site restrictions. Tender for works issued with consideration of Covid-19 issues. | AMBER | Tender period extended on request of bidders, report expected to be issued in June 2020 |
| Children's In-House Care – Seaside Design | RED | Start of construction delayed due to Covid-19 site restrictions. | AMBER | Design stage complete, with preferred option subject to approval planned end of May |
| Children's In-House Care – May House Design | RED | Start of construction delayed due to Covid-19 site restrictions. | AMBER | Design stage complete, with preferred option subject to approval planned end of May |
| Community Schools Capital Maintenance | AMBER | Delay in delivery of programme due to Covid-19 site restrictions. Critical/essential works being prioritised at Director level on a case by case basis. | AMBER | Easter half-term delivery delayed. Concern regarding critical Summer holiday delivery period. Design and tender progressing in order to be ready for issue when appropriate |
| Crawley Down | AMBER | Delay due to Covid-19 site restrictions - practical completion of new block achieved. Sectional works to existing toilets partially completed. | AMBER | |
| Manor Green SEND Provision | RED | Due to Covid-19 site restrictions, all non-critical construction operations on hold until reassessment of the situation in mid-April. | RED | Contractor now on site. Completion forecast late September, after start of 20/21 academic year |
| Nyewood CoE School | RED | Delay due to Covid-19 site restrictions. | RED | Limited works recommenced within site restrictions to attempt completion of Phase 1. Main works remain to be reprogrammed |
| Parklands Primary | RED | Delay and additional costs due to significant persistent defects. Further delay due to Covid-19 site restrictions. | RED | |

Agenda Item 4a
Appendix A

| | | | | |
|-------------------------------------|--------------|---|--------------|---|
| Safeguarding programme | RED | Order for Phase 1 works placed. Works suspended due to Covid-19 site restrictions. | RED | |
| Shelley Primary School | RED | Delay due to Covid-19 site restrictions. | RED | Site remains closed, design works progressing. Contractor planning return to site mid-May |
| Southwater Infants and Junior | RED | 2nd stage tender delayed due to limited interest due to Covid-19. | RED | Options for temporary accommodation being explored |
| The Weald School All-Weather Pitch | RED | Contractor appointed but start delayed due to Covid-19 site restrictions. | RED | |
| Thorney Island Primary | RED | Delay in design stage due to Covid-19 site restrictions. | RED | |
| Woodlands Mead College Design Stage | AMBER | Project re-started with profiled completion August 2023. Access options being explored. | AMBER | Business case recommended for Cabinet Member approval |

5. Environment

5.1 6 projects submitted highlight reports at the end of March, all of which were rated green, indicating that the project is reporting to plan

6. Finance and Corporate Resources

6.1 6 projects submitted highlight reports at the end of March. 2 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 2 were rated at amber, indicating that there is an issue having an effect on the projects but that they can be dealt with by the project manager or project delivery team. 2 were rated as red, indicating that there are significant issues with the projects, requiring corrective action.

6.2 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 March | Reason | RAG at 7 May | Updated Position |
|-----------------------------------|------------------------|--|---------------------|---|
| Carbon Reduction | AMBER | Delay in commissioning of Parkside Combined Heat and Power due to COVID-19 site restrictions. | AMBER | Works planned to restart during May |
| FM Structural Maintenance 2019/20 | RED | Covid-19 site restrictions stopped works from mid-March, many on-site schemes remain unfinished. | RED | Delivery limited, works progressing where able to and |

| | | | | |
|-------------------------|--------------|--|--------------|---|
| | | | | where considered necessary |
| Minor Asset Improvement | AMBER | Delay due to Covid-19 site restrictions | AMBER | Works remain on hold |
| West Sussex Gigabit | RED | Delay due to Covid-19 site restrictions – completion re-forecast to mid-August | RED | Minimal works under current lockdown conditions – completion of connections reforecast to mid-August, subject to conditions |

7. Fire and Rescue and Communities

7.1 4 projects submitted highlight reports at the end of March. 2 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 2 were rated as red, indicating that there are significant issues with the projects, requiring corrective action.

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

| Scheme | RAG at 31 March | Reason | RAG at 7 May | Updated Position |
|---------------------------|------------------------|---|---------------------|--|
| Horsham Blue Light Centre | RED | Approval to proceed to Stage 4 and Planning Application delayed due to further scrutiny and the need for significant value engineering post design-freeze. Contractor costs incurred for down-time as part of contract. | RED | Further value-engineering and re-design works being undertaken |
| Worthing Community Hub | RED | Delay due to Covid-19 site restrictions | RED | Award of tender remains subject to approval |

8. Highways and Infrastructure

8.1 20 projects submitted highlight reports at the end of March. 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.

8.2 The table below sets out the reason individual projects were rated amber and provides an update on the latest position:

Agenda Item 4a
Appendix A

| Scheme | RAG at 31 March | Reason | RAG at 7 May | Updated Position |
|---|------------------------|---|---------------------|---|
| A2300 Corridor Improvement – Design Stage | AMBER | Delay to start on site and mobilisation planned in 2 weeks due to Covid-19 site restrictions. | AMBER | Covid-19 expected to have an impact on delivery timetable and cost, to be determined. |
| A284 Lyminster Bypass | AMBER | Delay due to Covid-19 site restrictions impacting CPO stage. Legal advice being sought, with a risk of significant delay to CPO timescale. | AMBER | Discussions with contractor seeking to mitigate delays |
| 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 | |
| West of Horsham | AMBER | Proposed programme costs exceed current budget. Proposals to draw down additional S106 to fund prioritised programme subject to Key Decision. | AMBER | |

| | |
|---|---|
| Cabinet | Ref No: CAB03 (20/21) |
| 26 May 2020 | Key Decision: Yes |
| Woodlands Meed College Site, Burgess Hill - Allocation of Funding for Project Delivery | Part I |
| Report by Director of Property and Assets and Director of Education and Skills | Electoral Divisions: Hassocks and Burgess Hill South Burgess Hill East |
| <p>Summary</p> <p>Woodlands Meed is a Special School and College for 2-19 year olds located in Burgess Hill. This report sets out the potential options and recommendation to improve accommodation for the 15-19 year old pupils who are currently educated at the Woodlands Meed College site in Birchwood Grove Road, Burgess Hill.</p> <p>Central to the business case is that the current accommodation on the College site is significantly below the provision of area based on the Department for Education's Building Bulletin 104. The modular buildings are at the end of their life and because of the nature of the existing main building and the site it is not possible to achieve the current required space standard through refurbishment and/or extension of the existing buildings.</p> <p>The previous decision (ES18 (18/19)) to allocate £0.5m funding to enable a costed design to be produced, working closely with the Woodlands Meed Governing Body on a full feasibility for the preferred option. This has highlighted particular challenges in relation to construction access whilst both Woodlands Meed College and Birchwood Grove Primary School are in occupation, due to the fact they share an entrance to their sites.</p> <p>In addition, a further review of projections for Woodlands Meed has been undertaken, which has confirmed that, in line with the County Council's SEND and Inclusion Strategy, there is no requirement to expand the capacity available at Woodlands Meed College.</p> <p>Following the outcome of this further work it is proposed that the County Council approves the funds required to rebuild Woodlands Meed College on its current site at its current capacity with the new College teaching block built on the College's existing playing field.</p> | |
| <p>West Sussex Plan: Policy Impact and Context</p> <p>This proposal is in accordance with the Best Start in Life Policy within the West Sussex Plan. It will ensure access to education meeting the needs of the community.</p> | |
| <p>Financial Impact</p> <p>The budget will be met from the £20m funds approved in the capital programme in February 2020.</p> | |

Recommendation

That Cabinet approves:

1. the allocation of £19.5m, bringing the total budget available to £20m to fund the replacement of the Woodlands Meed College building on its existing site and with its existing capacity of 100 places (option 1B as set out in paragraph 2.3);
2. the authorisation of the Director of Property and Assets to commence a procurement process and appoint contractors to fully design and cost the replacement College on the College playing field while the College staff and pupils remains in occupation in the existing accommodation;
3. the submission of applications for full planning permission and statutory consents; and with the Director of Law and Assurance, to enter into such agreements as the completion of the project may require, and
4. that subject to receipt of planning permission and statutory consents, the delegation of the authority to enter into a construction contract with the successful provider to the Director of Property and Assets.

PROPOSAL

1. Background and Context

- 1.1 The County Council's Future West Sussex Plan sets out the corporate priorities and a commitment to give children the best start in life; this includes ensuring that young people are ready for school and ready for work.
- 1.2 In West Sussex there are around 20,000 children and young people with Special Educational Needs and Disability (SEND) receiving support in an early years setting, school or college, with over 5,500 of these having a Statement of Special Educational Needs (SENT) or an Education, Health and Care Plan (EHCP).
- 1.3 Around 31% of West Sussex children and young people with an EHCP are placed in one of the 11 Special Schools across West Sussex. Around 10% of all placements are in Independent and non-maintained Special Schools (INMSS). These placements are usually for those children with significant physical disabilities or where maintained provision is at capacity (mainly for autism or complex social, emotional and mental health needs). These placements in INMSS are costly with an average cost of £44,800 per child, per annum. However, costs can be as high as £150,000 per child, per annum, depending on the needs of the child.
- 1.4 The SEND and Inclusion Strategy 2019-2024 which, along with the accompanying implementation plan, sets out how the County Council will support the inclusion of all children and young people, with a particular focus on those with Special Educational Needs and Disabilities (SEND).

- 1.5 The agreed vision is that all children and young people in West Sussex will, irrespective of their learning needs or abilities, gain the skills and confidence to live well in their community. They will be supported and nurtured through an educational system that responds to their circumstances and prepares them for adulthood.
- 1.6 Within the Strategy three priorities have been identified:
- Knowing our children and families well (an inclusive, person centred approach).
 - Meeting the needs of our children and young people through our schools, educational settings and services.
 - Working together towards solutions (collective responsibility).
- 1.7 As part of the new strategy, a review of existing specialist provision has been undertaken. In addition, the number of children with SEND that are educated in placements out of the county as their needs are not able to be met in maintained schools or Academies has also been reviewed.
- 1.8 The [Planning School Places 2020](#) document sets out how the County Council are planning sufficient school places across the county. There is only one Special School serving the Mid Sussex District. This school is Woodlands Meed which caters for 259 planned places for pupils across the 2-19 age range, across two sites. The two sites are Woodlands Meed School (located in Chanctonbury Road) for 2 to 14 year olds and Woodlands Meed College (located in Birchwood Grove Road) for 15 to 19 year olds. Woodlands Meed is a generic Special School meeting the needs of a vast range of SEND. Appendix B shows the location of both sites.
- 1.9 The accommodation on the College site can currently accommodate 100 Key Stages 4 and 5 pupils (age range 15 to 19).
- 1.10 Due to suitability concerns a viability study was undertaken in 2018 and an options appraisal undertaken in 2019 to assess potential options for replacing the College buildings on the existing site. It was a requirement that the new College building design for these potential options would be based on the Department for Education (DfE) Base Line Designs and in accordance with Guidance in Building Bulletin 104 'Area Guidelines for SEND and Alternative Provision'.
- 1.11 Following approval of £0.5m under the previous decision, the procurement of an Architect to take forward the design was successfully completed. Further more detailed options were considered and reviewed which are outlined in 2.3 and included options to provide accommodation for a potential increased number of pupils to be educated on the existing site. Initial comments from Sport England and Planning were requested to inform the preferred option going forward.
- 1.12 Following a detailed review of projected numbers for Woodlands Meed the Director of Education and Skills has confirmed that there is no requirement to expand provision on the College site for Key Stages 4 and above.

- 1.13 To support the Full Business Case, an independent condition and suitability survey was undertaken in December 2019 and January 2020. The summary of this exercise is that the existing permanent structure is sound, although the modular classrooms have come to the end of their useful life and will need replacement. If this rebuilding programme is approved then the maintenance schedule will be reviewed in consultation with the governors to agree on any urgent works that still need to be undertaken.
- 1.14 Most importantly, the survey also identified that there is a significant under provision of area at the College (based on the Department for Education's Building Bulletin 104) of circa 1,259 sqm. There is a deficiency in almost all areas with the exception of storage. This deficiency includes general facilities, classrooms and specialist teaching spaces. Some corridors, doors and access routes are too small and do not meet current guidelines for accessibility. The site fails to provide the necessary levels of inclusion. Significantly, the survey found that these deficiencies could not be remedied by refurbishment and/or extension of the existing building and this led to the rejection of option 4 in para 2.3 below.
- 1.15 The Governors have been fully involved in the project board and design team. A design for the preferred option for re-building the College now needs to be developed further working closely with the Governors. This will include designing the preferred option sufficiently to enable a planning application to be submitted and for the construction of the proposal to be fully costed. The budget being sought is considered sufficient to take forward the delivery of the recommended option and has been prepared in detail by a Quantity Surveyor appointed via the County Council's contract with the Multi-Disciplinary Consultant, Faithful+Gould Ltd.

2. Proposal Details

- 2.1 It is proposed that a procurement exercise is launched to appoint a contractor to complete the necessary design work, including the submission of a planning application, and to construct the replacement College building based on Option 1B in table 2.3 below. This includes extending the commission to the Multi-Disciplinary Consultant up to and including RIBA Stage 7. This would enable the full architectural, structural, civil, mechanical and electrical design to be completed and to provide contract administration, health and safety advice, clerk of works and services in relation to ICT and furniture and equipment for the full delivery of the project. On conclusion of the procurement exercise, it is proposed that approval to award the contract will be delegated to the Director of Property and Assets and will be a further key decision.
- 2.2 Access to the site is very challenging and several options have been identified – none of which are straightforward. After careful consideration it is proposed that construction activities will be via the main entrance which is shared with Birchwood Grove Primary School. Construction would be strictly managed so as to ensure the health and safety of all parties at all times (Appendix C). Alternative construction routes were considered but are not recommended due to complications of land ownership, rights of access and additional cost.

2.3 The table below shows the options considered for rebuilding the College on the existing site.

| Option | Description | Effect on Capacity | Gross Capital Cost |
|---------------|--|--|---------------------------|
| 1 | 100 place new build college incorporating a mix of single and two storey elements, fully constructed on the existing playing field on the existing site. Pupils would be decanted to the new build once completed and the existing college would be demolished and associated external works completed. This includes fully costed access and associated works via the main entrance. Construction access would be directly in front of Birchwood Grove Primary with a risk of construction vehicles colliding with the structure. | No increase – 100 places | £20.070m |
| 1B | 100 place new build college incorporating a mix of single and two storey elements, fully constructed on the existing playing field on the existing site. Pupils would be decanted to the new build once completed and the existing college would be demolished and associated external works completed. This includes fully costed access and associated works via the main entrance including relocating site access away from the Birchwood Grove Primary structure and involves repositioning of Birchwood Grove bike and bin stores. | No increase – 100 places | £20m |
| 2 | 136 place new build college incorporating a mix of single and two storey elements, fully constructed on the existing playing field. Pupils would be decanted to the new build once completed and the existing college would be demolished and associated external works completed | Increase of 30 places 14 to 19 plus 6 Post 19 places | £21.04m |
| 3 | 136 place new build college incorporating a mix of single and two storey elements. This option includes for decanting the pupils into temporary accommodation on the school site, demolishing the existing college and building the new college on the existing site. | Increase of 30 places 14 to 19 plus 6 Post 19 places | £25m |
| 4 | This option includes for the replacement of the existing modular accommodation only to provide similar teaching space and does not provide any remodelling or refurbishment of the main building resulting in continued under provision of space and suitability issues. | No increase | £2.26m |

FACTORS TAKEN INTO ACCOUNT

3. Consultation

- 3.1 The preferred Option 1B has been chosen following review of the options through WSCC’s capital governance arrangements and the detailed review of projected numbers having confirmed that there is no requirement to expand provision.
- 3.2 The Governors have been fully involved in the project board and design team and they will continue to be involved in the full design work required to rebuild the College.
- 3.3 A Project Board has been established to oversee the project with the Director of Property and Assets as Chair and Senior Responsible Officer.
- 3.4 The proposal will be subject to planning permission and this will include consultation with Sport England as a statutory consultee. Initial pre-application advice has been sought from Sport England and will be considered as the design develops.
- 3.5 Consultation with adjacent Birchwood Grove Primary School has been undertaken to discuss the construction route and mitigation measures proposed. Birchwood Grove Primary School have raised practical measures in general and discussions and close working will continue throughout the project. The construction route will be documented within the Contractor’s Construction Management Plan and the Development Agreement between WSCC and Woodlands Meed.
- 3.6 A Communications Strategy has been established and it is proposed that, as is good practice, WSCC enter into a consultation period with those who are likely to be affected by this development prior to the submission of the formal planning application. This will include:
 - Governors, parents, pupils and teachers of Woodlands Meed;
 - Governors, parents, pupils and teachers of Birchwood Grove Community Primary School;
 - Householders who share boundaries with the site, Birchwood Grove and Shearing Drive.
 - Householders whose properties will be affected by ingress/egress to the site, Wykeham Way and Ferndale Road.
 - Burgess Hill Town Council
 - Mid Sussex District Council (MSDC)
 - The Member of Parliament

4. Project Programme

4.1 Key dates for Option 1B are as follows:

| Option 1B Activities | Programme |
|---|------------------|
| Decision on full budget and approval to procure | May 2020 |

| | |
|------------------------------|---------------------------|
| Design / procure | May 2020 to November 2021 |
| Construct | December 2021 to May 2023 |
| Occupation | May 2023 |
| Demolitions / external works | May 2023 to October 2023 |

5. Financial (revenue and capital) and Resource Implications

- 5.1 The Capital Programme, approved at County Council in February 2020, contains an allocation of £20m for Woodlands Meed. This report seeks approval to utilise that allocation for rebuilding the Woodlands Meed College building and provide external areas including play areas and car parking on the current site.
- 5.2 The cost per place is £200,000 per place created based on the budget sought. The gross cost per sqm of £6,222 is deemed to be high. The cost per place is at least 6 times the place of an average secondary school place in some of the options and nearly 9 times the average primary expansion in terms of cost per place. There are various benchmarking figures for Special schools; the average of the last 3 years EBD OG¹ Benchmark suggests a cost of around £80,000 per place for Special School places. AECOM benchmark suggests for a 120 place special school for ambulant pupils is in a range of £13m to £15m, adjusted for inflation and the number of pupils the range is £16m to £18m. At £200,000 per place and £20m cost this budget clearly exceeds these 2 benchmarks even allowing for inflation and the contingencies mentioned below when compared to the EBD OG Benchmarks.
- 5.3 The project does include significant levels of contingency; £2.2m contingency and £2.8m for inflation. If these are not fully used the benchmarking costs come down but the project is still more expensive than other benchmarks and very expensive compared to Primary and Secondary expansions and rebuild unit costs as well as Special School rebuilds and expansions.
- 5.4 It should however be noted that the project at Woodlands Meed includes the following which are not fully included within the Benchmark figures:
- abnormal additional costs for construction access
 - additional factors impacting on costs are the restricted site area which dictates the construction methods and lengthens the build period,
 - restrictions on contractors' vehicles accessing the site due to the two schools' operations, the constructors' operations having to respect the immediately adjacent College's 100 EHCP pupils as well as the 420 primary school pupils at Birchwood Grove, and access to the site is through a residential area
 - significant changes in site levels
 - current budget requested includes significant contingencies etc
- 5.5 Mainstream Primary and Secondary projects will always be less expensive per place because classrooms accommodate up to 30 pupils whilst Special Schools organise in much smaller groups.

¹ This is a national Local Authority Officers Group – Education Building and Development Officers Group

- 5.6 The table below summarises the anticipated profiled spend of the capital funds requested.

| Capital Implications | | | | | |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Source | 19/20 £m | 20/21 £m | 21/22 £m | 22/23 £m | Total £m |
| Corporate borrowing | 0 | 1.558 | 6.600 | 11.342 | 19.500 |
| Total | 0 | 1.558 | 6.600 | 11.342 | 19.500 |

- 5.7 The table below shows the annual revenue Capital Financing Costs associated with the 5 Options if wholly funded from Corporate Borrowing.

| | Capital Costs £m | Annual Revenue Capital Financing Costs £m |
|-----------|-----------------------------|--|
| Option 1 | 20.070 | 0.737 |
| Option 1B | 20.000 | 0.737 |
| Option 2 | 21.040 | 0.776 |
| Option 3 | 25.000 | 0.922 |
| Option 4 | 2.360 | 0.087 |

Assumptions

Interest Rate is 2.73%

Borrowing Costs are over 50 years

Capital Financing costs represent principal sum and interest

All of the pay backs calculated above assume to Capital Receipt is applied and the project is 100% funded through Corporate Borrowing.

- 5.8 Payback periods are shown in the table below with Option 1B paying back in 78 years because the Capital Costs are high and there is no additional capacity created compared to options 2 & 3 therefore the financial savings are lower. The shortest payback is 12 years for Option 4 the refurbishment option but this option does not resolve the shortfalls in accommodation.

| | Capital Costs £m | Total Capital Costs including borrowing costs £m | Pay Back Years £m |
|-----------|---------------------------------|---|----------------------------------|
| Option 1 | 20.070 | 37.025 | 78 |
| Option 1B | 20.000 | 36.896 | 78 |
| Option 2 | 21.040 | 38.815 | 15 |
| Option 3 | 25.000 | 46.12 | 34 |
| Option 4 | 2.360 | 4.353 | 12 |

6. Legal Implications

- 6.1 Being a Special School/College, the rebuilding of Woodlands Meed College will be publicly scrutinised and therefore there needs to be a clear communications and consultation policy so that stakeholder expectations can be adequately managed. This is mitigated to a significant extent by the creation of a Project Board, chaired by the Council's Director of Property and Assets. However, the

terms of reference for the Project Board will be carefully drafted so that the decision-making process is clear to all parties.

- 6.2 The contract costs of rebuilding the college will be over the OJEU threshold for works contracts of £4,733,252 and therefore the contractor will need to be procured in full compliance with the Public Contracts Regulations 2015 (as well as Council standing orders).
- 6.3 Woodlands Meed College and Birchwood Grove Primary will need to be consulted throughout the project as well as local landowners and WSCC as Highways Authority. It may be sensible to retain a specific officer to manage all stakeholders' expectations and this is being explored.
- 6.4 It is not known what the specific impact of Covid-19 on this building project will be but, given the timeframes stated above, with the tender not commencing until next year, it is hoped that the current restrictions will have lifted by early 2021 which will assist the tender process and commencement of the works.
- 6.5 Sport England will be a statutory consultee as part of the planning application. However, in accordance with good practice there has been early engagement to ensure that any concerns are addressed early and where practicable built into the overall design.
- 6.6 WSCC will need to apply for and obtain both planning permission and Building Regulations Approval for the construction.
- 6.7 On the basis that the construction will occur on school playing field land the prior and separate consent of both Sport England and the DfE (Sec 77 of the SSFA 1998) to the disposal of school playing field land will be required.
- 6.8 WSCC will need to secure adequate access arrangements with neighbouring land owners which may require the grant of easements to WSCC
- 6.9 WSCC will need to enter into a development agreement with the school governors to contractually record what WSCC will build for the school governors, how they will build it and the demolition of the existing buildings.

7. Risk Assessment Implications and Mitigations

- 7.1 The County Council is under a statutory duty to secure safe and sufficient education provision within the area. This project will ensure that the County Council meets its statutory duty to provide sufficient Special School places in the locality and to meet its statutory responsibility with regard to the provision of school places in safe and properly maintained buildings.
- 7.2 Delivery of the rebuilding project will be subject to receipt of full planning permission. The allocation of funds to complete the preparation of a formal design will enable the design to be used in the submission of the planning application.
- 7.3 A summary of key risks in relation to project delivery are highlighted below. The full risk register is attached at Appendix A.

- Specific impact of Covid-19 is not yet known
- Sport England will not provide firm agreement until they are issued the final design proposals for option 1B.
- The Secretary of State for Education's consent is required for a change of use of playing field land. The application is to be submitted by the Governors.
- After detailed design, Highways may object to the proposals due to construction traffic.
- Impact on Woodlands Mead College and Birchwood Grove Primary throughout construction phase.
- Objections from local residents during the planning consultation phase results in planning approval delay or failure, also programme delay or project cancellation may lead to abortive or additional fees.
- Delays in completing WSCC approval and Gateway processes result in programme delays.
- Stakeholder management and expectation.

8. Other Options Considered

- 8.1 Five options to improve the College accommodation on the existing site were considered and assessed as part of the options appraisal work and are detailed in 2.3 above.

9. Equality and Human Rights Assessment

- 9.1 Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. This proposal will ensure those with protected characteristic have school places near to their home.
- 9.2 Everyone has the right to respect for private and family life, home and correspondence under Article 8 of the Human Rights Act. The impact of any proposed changes on the right to family life such as a need to travel further to an appropriate school has been taken into consideration and this proposal will provide high quality Special School places close to home. Article 1 of the First Protocol is the right to education. No person shall be denied the right to education. The proposals therefore support this right as school places will be available in the local area for all children of school age.

10. Social Value and Sustainability Assessment

- 10.1 Sustainability considerations will be fully imbedded in the design of the new building as it develops and will support the County Council's goals in relation to combatting climate change.
- 10.2 The contractor appointment will reflect the County Council's duty under the Public Services (Social Value) Act 2012.

11. Crime and Disorder Reduction Assessment

11.1 None

Andrew Edwards

Director of Property and Assets

Contact: Leigh Hunnikin, Education Capital Programme Manager – 0330 2223051
Carol Bruce, Contracts Officer – 0330 2223055

Paul Wagstaff

Director of Education and Skills

Appendices

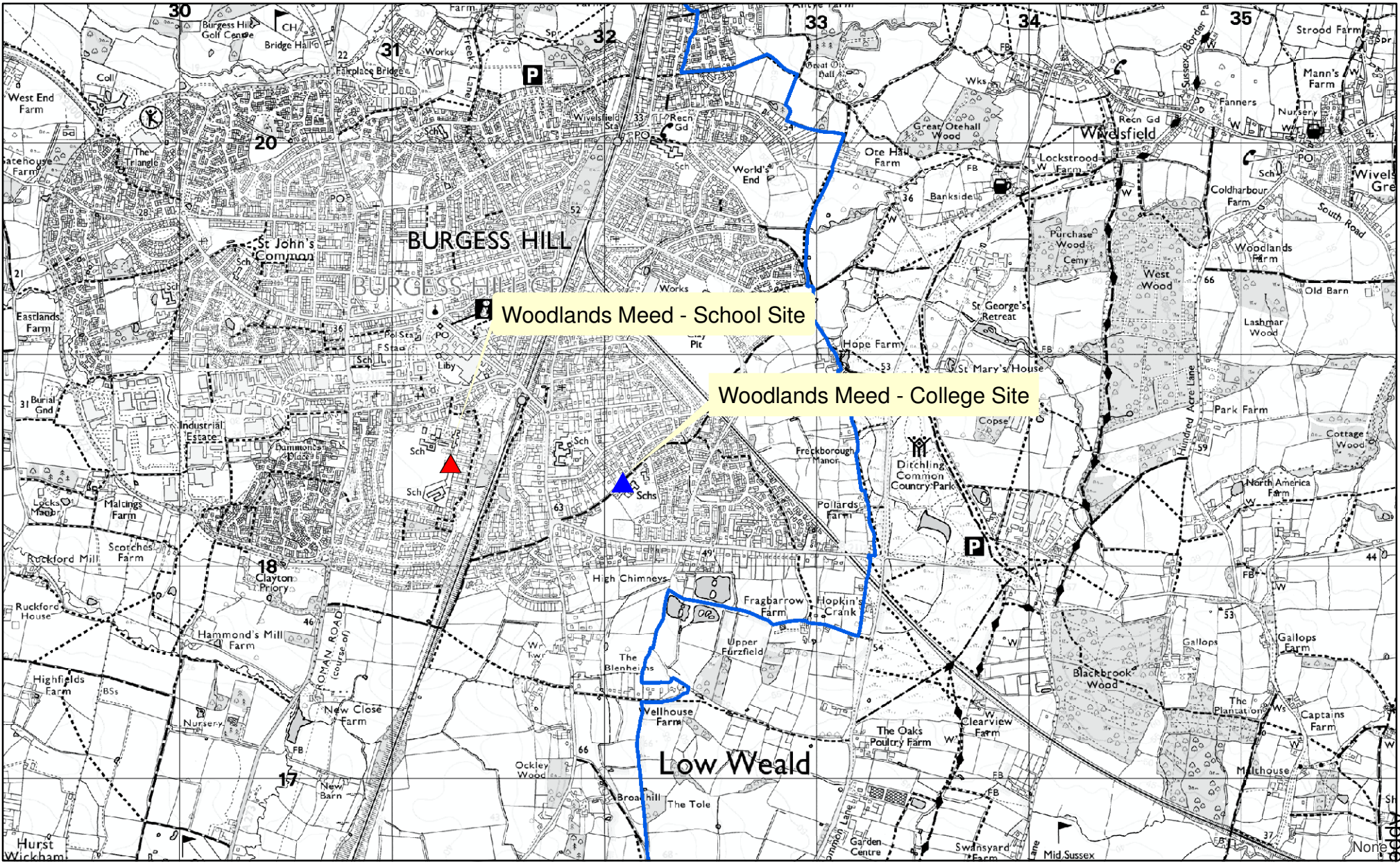
Appendix A – Risk Register – to follow

Appendix B – Site Plan of School and College Sites

Appendix C – Construction Access

Background Papers - None

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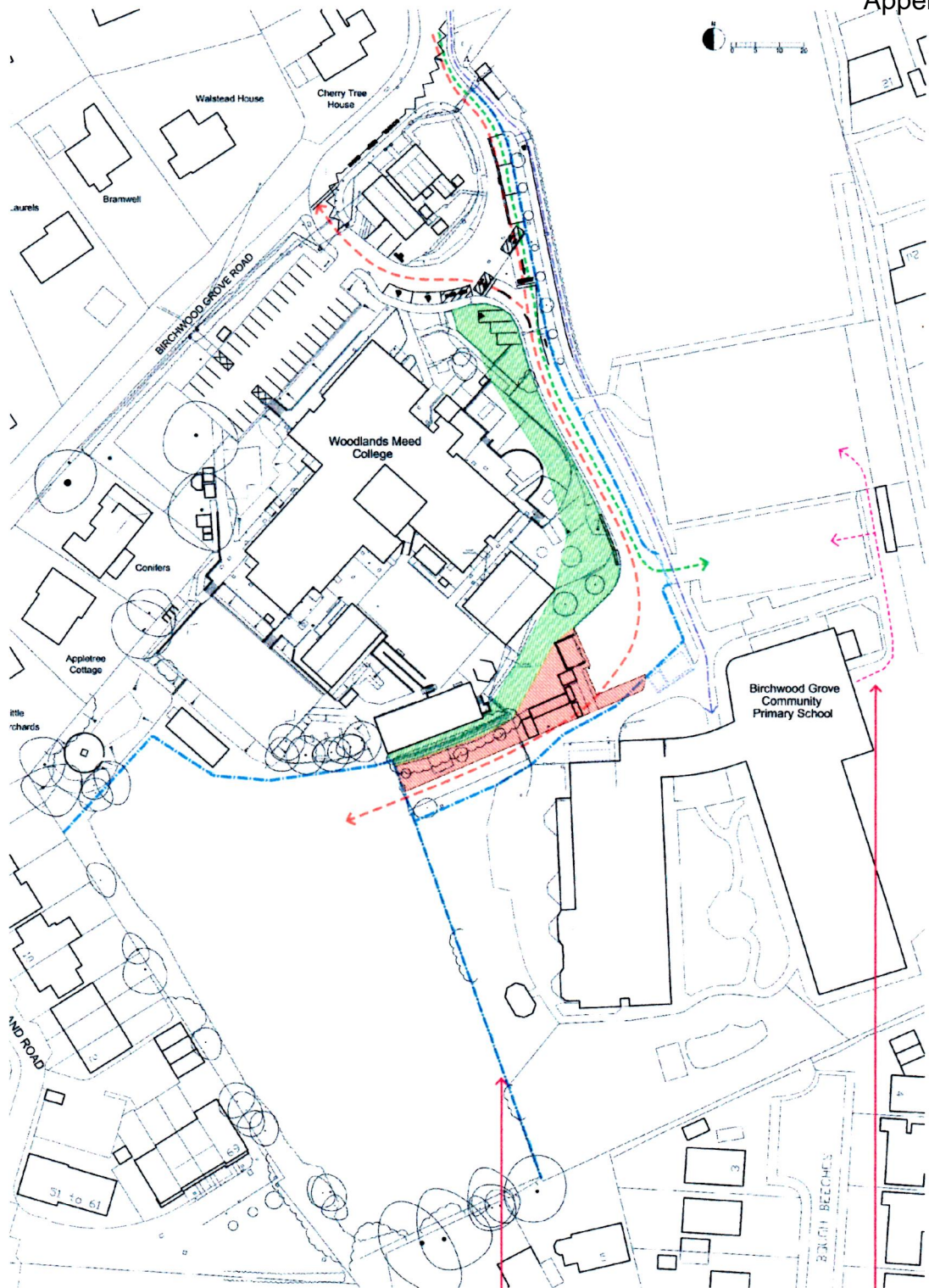
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Woodland Meed Site Location Plan









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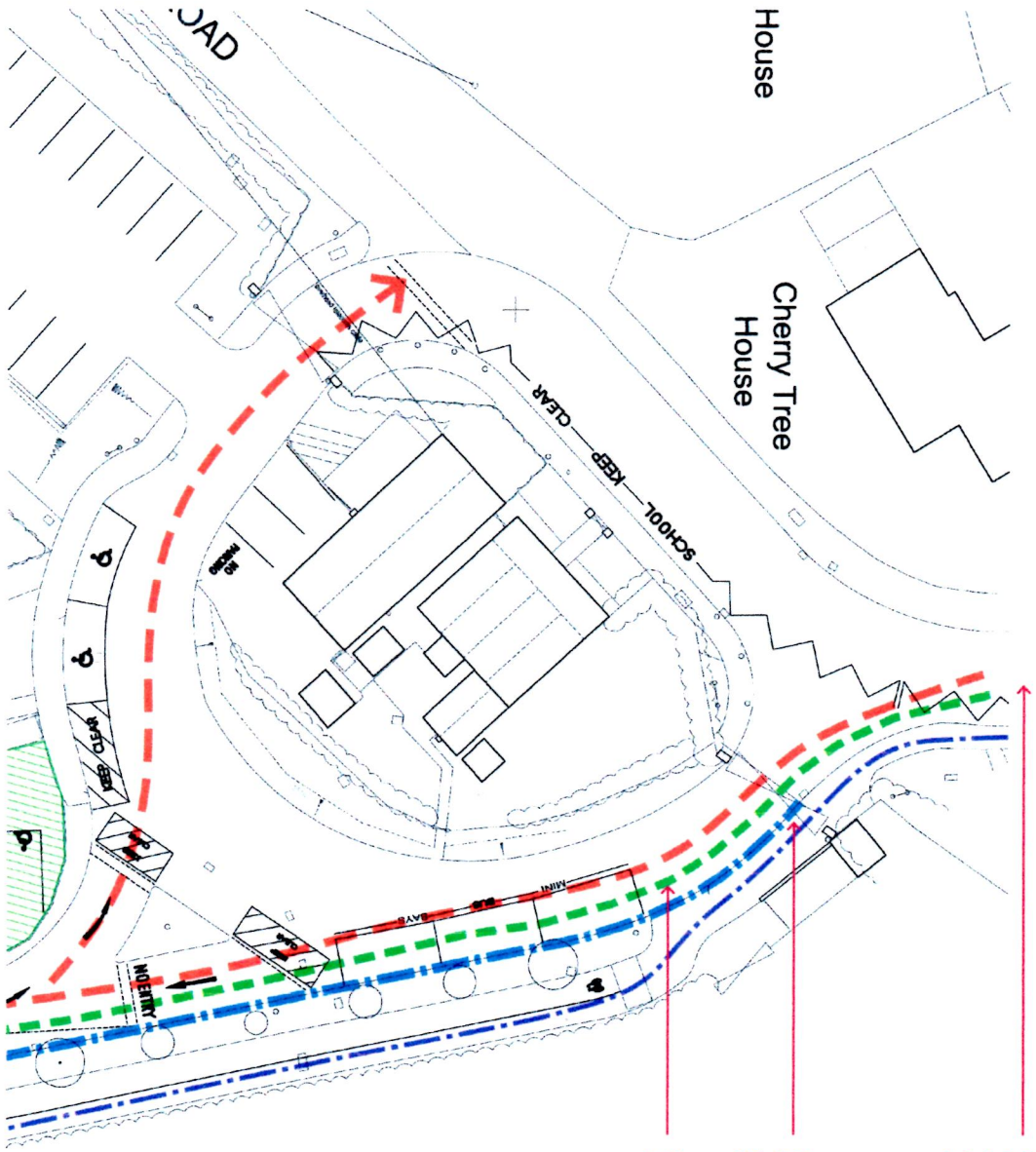
Key

-  Woodlands Mead College site. This zone can be used for construction road - but only if essential, due to level issues
-  Birchwood Grove site. Land to be used for construction road - Requires movement of storage structures
-  Construction traffic route (exact route and trucking to be confirmed)
-  Birchwood Grove School staff vehicle route
-  Construction hoarding. Extent to South and West to be confirmed
-  Birchwood Grove students route to external play
-  Birchwood Grove School pedestrian route
-  Temporary relocation of Birchwood Grove School bike and bin storage. Bins with fenced/ gate structure

Birchwood Grove Primary students access their MUGA and playing fields from this direct, and therefore do not need to cross over construction traffic

Extent of construction hoarding to field to be confirmed

Note: Plan rotated











Construction traffic from Wykeham Way. Construction deliveries to be outside of drop off/ pick up hours, as cars restrict width of road. Parking restrictions required outside of these hours

Hoarding or barrier to split construction traffic and pedestrian path. Retain grass verge, with lighting on pedestrian side if feasible

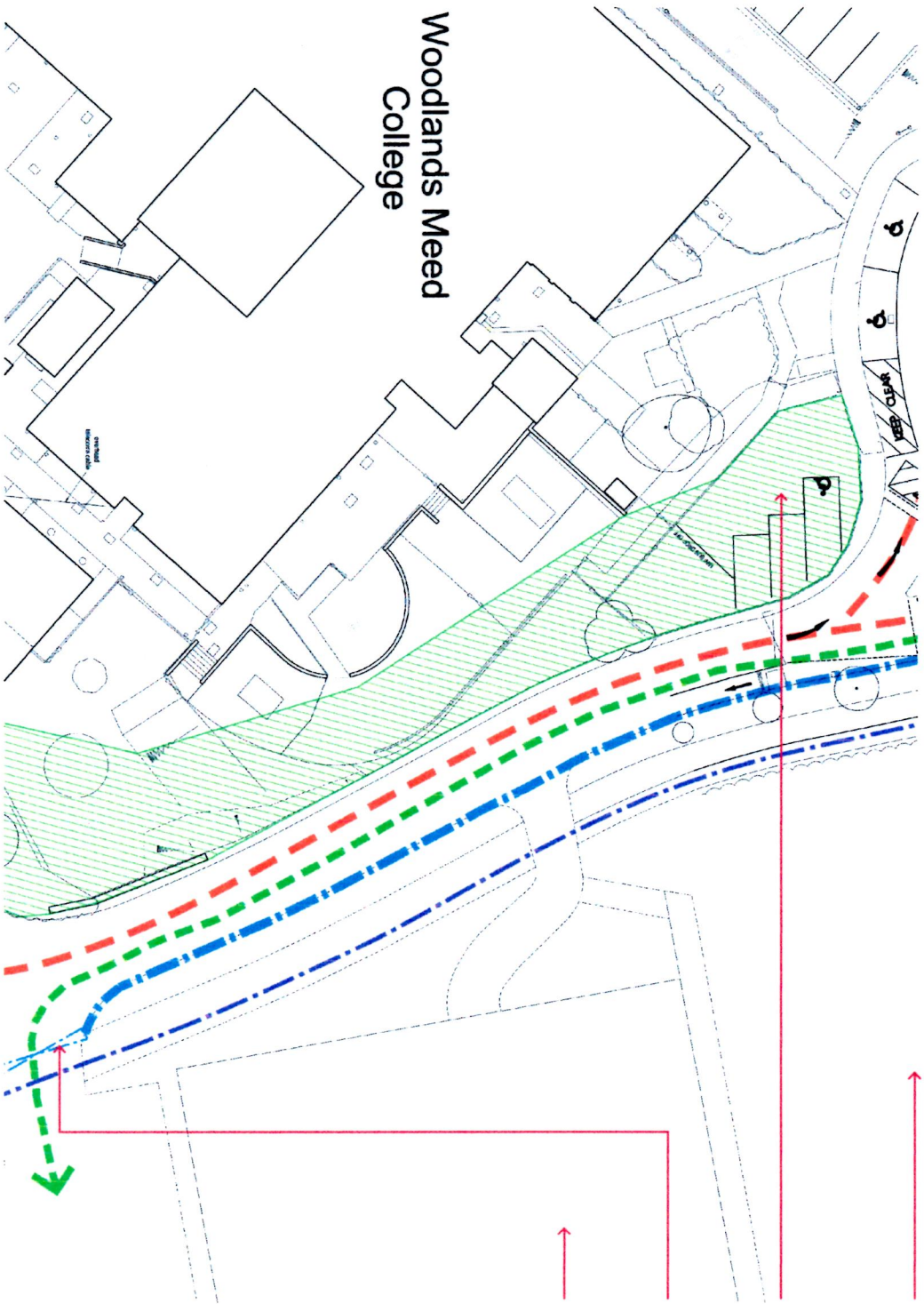
Birchwood Grove staff to share construction route for this section

Key

-  Woodlands site. This zone can be used for construction road - but only if essential, due to level issues
-  Birchwood Grove site. Land to be used for construction road - Requires movement of storage structures
-  Construction traffic route (exact route and trucking to be confirmed)
-  Birchwood Grove School staff vehicle route
-  Construction hoarding. Extent to South and West to be confirmed
-  Birchwood Grove students route to external play
-  Birchwood Grove School pedestrian route
-  Temporary relocation of Birchwood Grove School bike and bin storage. Bins with fenced/ gate structure

4.2 Design Proposal - Option 1B - Enlarged Section 2

Note: Plan rotated











↑ Birchwood Grove Playing field

Green hatch has been identified as land that could potentially be used to widen construction access - however this would require significant earthmoving works due to levels, walls and structures. Only to be used if essential!

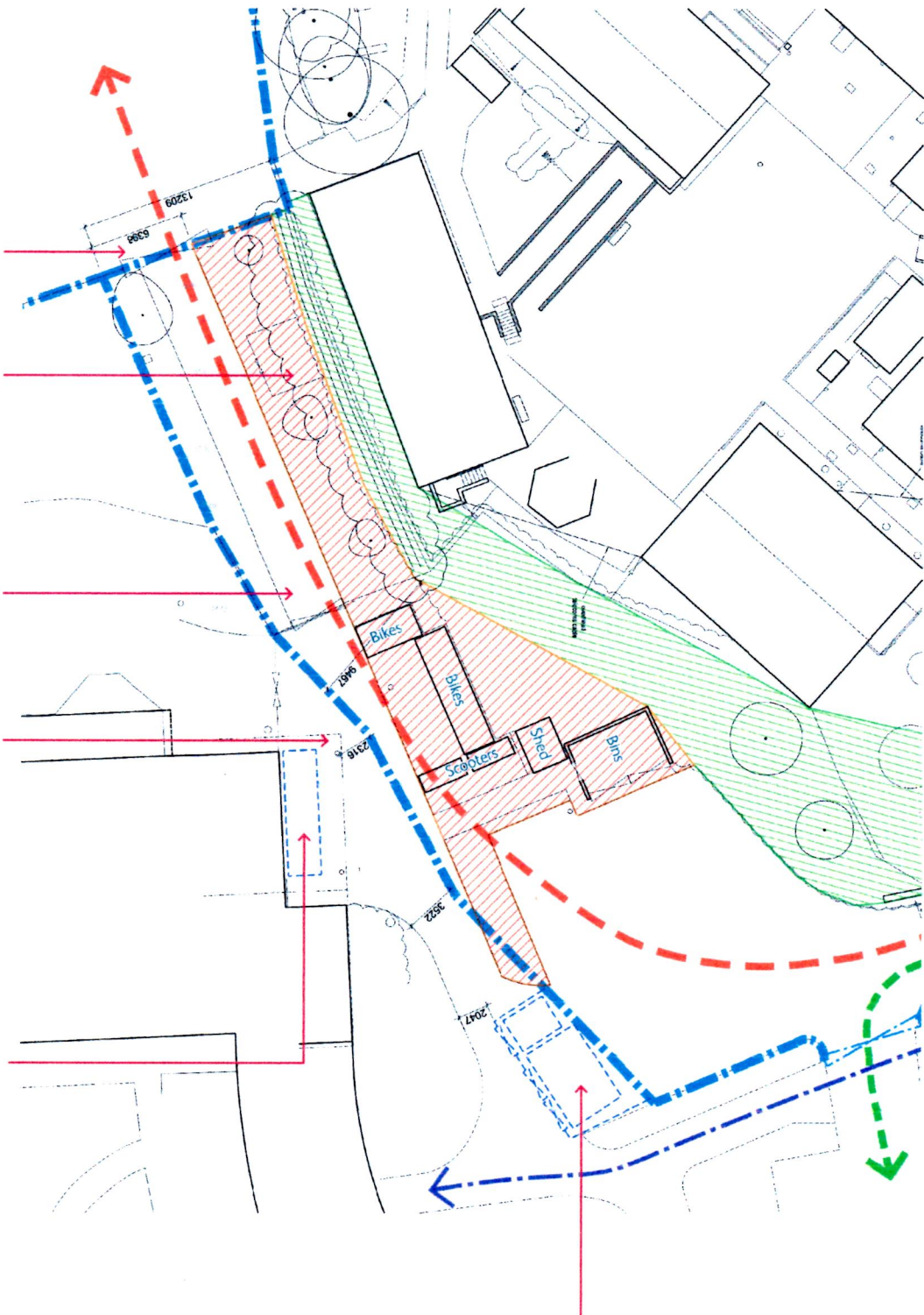
↑ Access to Birchwood Grove School staff car park. Car park to have barrier to secure the pedestrian cross over route

↑ Birchwood Grove MUGA

Key

-  Woodlands site. This zone can be used for construction road - but only if essential, due to level issues
-  Birchwood Grove site. Land to be used for construction road - Requires movement of storage structures
-  Construction traffic route (exact route and trucking to be confirmed)
-  Birchwood Grove School staff vehicle route
-  Construction hoarding. Extent to South and West to be confirmed
-  Birchwood Grove students route to external play
-  Birchwood Grove School pedestrian route
-  Temporary relocation of Birchwood Grove School bike and bin storage. Bins with fenced/ gate structure

Note: Plan rotated



Contractors gate at this point to secure the construction site

Orange hatch shows where shrubs and storage containers can be cut back to give sufficient access width and tracking









Grass area will need robust surface for construction traffic. remove existing gate

Pinch point of Birchwood Grove roof. Allow sufficient distance (looks achievable using orange hatch zone)

Possible temporary location for Birchwood Grove bikes and scooters. To be confirmed

Bin store and shed to be repositioned (final location to be agreed), within fenced enclosure

Key

-  Woodlands site. This zone can be used for construction road - but only if essential due to level issues
-  Birchwood Grove site. Land to be used for construction road - Requires movement of storage structures
-  Construction traffic route (exact route and tracking to be confirmed)
-  Birchwood Grove School staff vehicle route
-  Construction hoarding. Extent to South and West to be confirmed
-  Birchwood Grove students route to external play
-  Birchwood Grove School pedestrian route
-  Temporary relocation of Birchwood Grove School bike and bin storage. Bins with fenced/ gate structure

Cabinet**26 May 2020****Covid-19 Response****Report by the Chief Executive**

Summary

Attached at the Appendix is an account of actions taken by the Council in response to the Covid-19 pandemic as well as work with partner agencies including the NHS and the response to guidance and initiatives from the Government. It also sets out initial thinking on reset work, which will be Cabinet led and coordinated through a single plan.

A verbal update will be provided at the meeting to ensure an up-to-date picture on activity underway, given the fast-moving nature of current events.

Recommendations

Cabinet is asked to consider and comment on the Council's response to the Covid-19 pandemic.

Details

The details of this item for consideration are set out in the attached Appendix.

Implications

The resource implications of the Covid-19 emergency response are being assessed and will be part of the verbal update to Cabinet. There are significant risk implications, including risk to the delivery of Council services due to staff shortages (both Council staff and contractors). Business continuity plans have been implemented and risks are being monitored by the Executive Leadership Team as well as by the Strategic and Tactical Management Groups which make up the County Council's governance of the emergency response underneath the Sussex Resilience Forum.

Decisions required to address Covid-19 include assessments in accordance with Council policy and the statutory framework of duties and responsibilities including those relating to Equality, Human Rights, Social Value, Sustainability and Crime and Disorder Reduction implications.

Becky Shaw

Agenda Item 5

Chief Executive

Appendix A

- West Sussex Covid-19 Briefing

Background papers

None

WEST SUSSEX COUNTY COUNCIL CABINET COVID-19 BRIEFING 26th MAY 2020

1. Priority issues (pages 2 – 3)

a) West Sussex approach to the reset

- **County Council services (page 2)**
- **Gatwick and the regional economy (page 3)**

b) Implementing Government's Plan to Rebuild (pages 4 – 10)

- **Highways and public realm (pages 4 - 5)**
- **Schools (pages 5 - 7)**
- **Managing our buildings (page 8)**
- **Testing and Tracing (pages 8 - 10)**

2. Data and trends (page 11 & annex B)

3. Service/Issues briefing (by exception) (pages 12 – 24)

- **Household Waste Recycling Sites (page 12)**
- **Care homes (pages 12 – 17)**
- **Hospital capacity (pages 17 - 18)**
- **Personal Protective Equipment (page 18)**
- **Children's Services (Early Help, Safeguarding and Commissioning) (pages 18 – 20)**
- **Shielded cohort/Community Hub (pages 20 - 22)**
- **Financial position (page 23)**
- **Lobbying (pages 23 - 24)**

1. Priority issues

a) West Sussex approach to the reset.

County Council Services

1. In a number of significant areas of our activity, West Sussex County Council (WSSCC) remains in a very significant response phase to the COVID-19 pandemic, but now is the right time to begin to establish how, as an organisation, the County Council will approach the reset.
2. The reset work will be:
 - Led by Cabinet, with appropriate engagement and governance
 - Focused on the future of West Sussex and West Sussex County Council's priority outcomes
 - Built on our assets and learning from the initial response
 - Grounded in and encompassing the improvement work needed and changed statutory provisions in Children's Services, Fire and Rescue, Adults and Governance and commitments to tackling Climate Change
 - Shaped and managed through a single integrated corporate plan for all our business
 - Ensure we are making the best use of resources, securing value for money and have a sustainable organisation
 - based on creating and nurturing stronger partnerships locally and regionally whilst recognising each organisation will be responsible for its own approach
3. There will be at least three phases but these will not be consistent across services and partnerships:
 - Next few weeks?: Living in lockdown and immediate release
 - Next few months?: Living with the virus and social distancing
 - A year's time?: Post vaccination being widely available

The regional economy & recovery

4. COVID-19 is having a significant impact right across the County's economy. Businesses are being hit hard, residents are losing their jobs and livelihoods, and the implications of the aviation industry crisis on Gatwick Diamond Economic Area are far-reaching and impact the local, regional and national economies.
5. Government will lead the way on the national recovery strategy and re-set of the economy, which will be phased over time, but delivery will primarily be at a local level. The County Council will seek to play its full part working with a broad range of partners, including the Coast to Capital LEP and the Districts and Boroughs. We will be guided by evidence to fully understand the impact of COVID-19 on the West Sussex economy, and to inform activities and interventions we take. We recognise the economy will not be the same as before, and that there will need to be place based (including town centres) and sector approaches (e.g. aviation, tourism and hospitality) which at times will reach beyond the county.
6. We will seek to work with partners and Government to co-design and support the economic recovery of Crawley and the wider region as one of the main areas of focus for our economic re-set plan. (Letter from Leaders to Chancellor on the Gatwick Diamond Economic Area's recovery at annex A)

b) Implementing Government's Plan to Rebuild

Highways and public realm

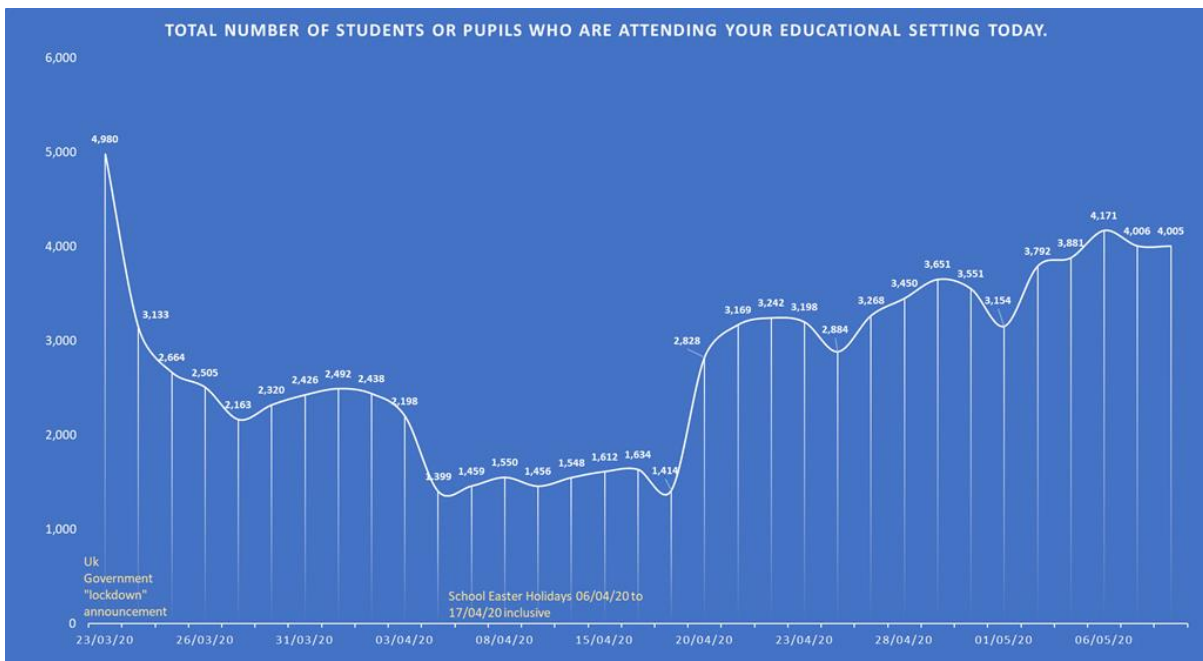
7. The Department for Transport have produced statutory guidance for Local Authorities to support the reallocation of road space to support walking and cycling and for providing safe space in urban areas to support social distancing. The Government's expectation is for local authorities to make significant changes to their road layouts to give more space to cyclists and pedestrians with the aim of embedding the changes to travel behaviour, demonstrate the positive effects of active travel and have the opportunity to travel safely.
8. We are establishing a partnership with the Borough and District Councils to work through proposals. Initially the working group will draw up a broad outline of how to approach the issue and some key criteria, in consultation with the Cabinet Member. This will help us to determine what should be done and the ability to deliver it. We will need to consider what temporary changes are needed, permanent changes, and consider how to ensure residents feel safe and key trading areas are able to reopen.
9. The Government guidance includes a large number of initiatives from the creation of pop-up cycleways, pedestrian and cycle zones, widening of pavements, cycle parking facilities, junction improvements and the introduction of 20mph speed restrictions. There will be competing priorities from different user groups and we will not be able to meet all these demands.
10. We will also consider whether it is possible to bring forward medium- and longer-term plans to address more immediate priorities. Importantly, the Government guidance points to the importance of 'whole-route' approaches to create corridors for buses, cycles and access only on key routes into town and city centres, as well as identifying and bringing forward permanent schemes already planned, for example under Local Cycling and Walking Infrastructure Plans, and that can be constructed relatively quickly.
11. In considering the Government Guidance we have to be mindful of what can be safely and practically delivered in the Government restart timescales.

12. The guidance has increased demand from residents and user groups to implement cycle lanes, road closures and other changes to the highway. The Government has announced £250m of funding nationally to support this initiative but has not yet given any detail as to how this will be distributed. The Council will incur costs in developing proposals and for the short-term initiatives these will all be revenue costs. Due to the demand to deliver something quickly we will have delay some other projects in order to enable this project to proceed.

Schools

Summary of the current position

13. Attendance in schools is generally running at 3.5% which is the highest since the lockdown was announced in March. This compares with a national average of 2%. The number of vulnerable children and young people attending school is also increasing and is currently 537.



14. Throughout the lockdown, West Sussex Schools have remained partially open in the main. A number of schools have remained open over the bank holidays to cater for the children of key workers. Schools have been providing online work for pupils in a variety of ways and our secondary schools have tried to maintain educational learning and contact with students online. However, there have been concerns over the lack of

response and engagement from some. National research is indicating that this is a widespread problem but more prevalent among disadvantaged pupils.

15. The Prime Minister's announcement of a phased return was widely anticipated, albeit the detail unknown. The Education and Skills team have been working closely throughout the lockdown period with the school staff Unions, the WSCC Executive Headteachers for primary, secondary and special schools, and the chairs of the Multi Academy Trusts on a number of issues to agree policy and protocols, for example a Hub or Clustering model and the flexible deployment of staff should there be the need to cluster children in a smaller number of schools due to staffing issues. We have maintained regular and almost daily communications directly with our schools and have provided a range of COVID-19 related advice and guidance from HR to safeguarding, financial, home based learning, school meals and IT security.

Phased School Return

16. The announcements made last weekend have been followed up with additional more detailed information on the proposed phased restart. The phased return of schools is planned as follows:

17. Should criteria be met, the intention is that the following groups of pupils will be phased back into school from the 1st June:

- Children in early years settings and nurseries, including maintained nursery schools;
- Children in Reception, Years 1 and 6 in primary schools;
- Children and young people in Reception, Years 1,6, 10 and 11 in Alternative provision;
- At some stage during the summer term, Years 10 and 12 in secondary schools should be provided with face to face tuition to complement online distanced learning (details are due to be clarified later);
- For special schools, increased attendance will not be restricted to particular year groups but is expected to increase numbers generally;
- Schools will still be expected to provide schooling for the children of key workers, the vulnerable with social workers and those on EHCPs, in line with risk assessments no matter which year group they are in.

18.Guidance also suggests that it is the ambition of the Government that all primary children will be able to return to school for a period of time in the month leading up to the summer break.

19.Detailed guidance provided by Government in supporting schools in preparing for the return raises a range of issues including social distancing, cleaning regimes, timing of school days and PPE amongst others.

Current Plans

20.An update will be provided at the meeting about the on going work with schools, which includes:

- Key working groups have been developing guidance and support planning around the key issues that schools will need support with on their phased return;
- We have established a weekly teleconference call with the unions, Trusts and Executive HTs to seek agreement on some of the key issues underpinning mitigation of the challenges and are working to develop agreed guidance that can be applied consistently within localities of schools;
- We are negotiating with the DfE for additional coaching and support for those schools with some of the greatest challenges;
- We will be working with schools to agree key principles and steps towards re-opening which may include shift patterns in schools (e.g. half day sessions for different groups morning and afternoons, staggered starts and finish times, part time attendance with additional cleaning time etc.);
- We are exploring impact on transport and also on school meals;
- We are exploring staffing issues with the DfE in light of union positions on this;
- We are working with our Executive Head Teachers on exploring practical transition arrangements for Y6-7, Y11/12 to FE, and also early years to Reception and, in the case of infant schools, from Year 2 to Year 3, and for Clapham and Patching CE Primary and Rumboldswyke, transition to new schools.

Managing our buildings

21. We are developing individual and buildings-based risk assessments to be used as we manage the return carefully and in a planned way taking account of the guidance which is being issued nationally. For the time being staff have been advised to continue with the current arrangements.

Testing and contact tracing

COVID-19 Testing for WSCC Employees

Extension of eligibility for testing

22. Following announcements on the 29th April 2020, eligibility for testing was extended nationally. This provided for testing of:

- all essential workers with symptoms
- anyone over 65 with symptoms
- anyone with symptoms whose work cannot be done from home
- anyone who has symptoms of coronavirus and lives with any of those identified above

23. As WSCC already had arrangements in place for testing symptomatic employees, the announcement made little difference to testing of WSCC employees.

24. WSCC communicated to all employees, and externally, that individuals can self-refer for a test. Some employees will have taken up this option, but as they are self-referring, we do not have a record of this. It should also be noted that test results are provided to the individual, rather than the employer. WSCC continues to encourage employees to report their test results to their line manager.

Asymptomatic Testing

25. Alongside the extended eligibility criteria, the intention to extend testing for essential workers, particularly in care homes, who are asymptomatic was announced.

26. Currently testing capacity is focussed on homes caring for older people with dementia where there has been an outbreak. In time, once the current priority list of homes with an outbreak have all received tests, it is anticipated that a rolling programme of testing will be developed for those homes without any reported cases.

27. A Care home Portal has been introduced for care homes looking after older people or people with dementia. This enables application for testing whether or not residents or staff have coronavirus symptoms. Testing capacity is currently limited, so prioritisation of testing is led by the Director of Public Health on the following basis:

- Care homes with a new outbreak.
- COVID-19 free care homes with over 50 beds due to the highest risk of outbreak.
- Care homes referred by Local Authorities based on size (over 50 beds) and local knowledge of struggling homes.

28. At this point to manage capacity and ensure all the swabs can be processed there is a limit on the number of homes that will receive their swab kits each day across England.

29. Asymptomatic social care staff can now get tested at the same time as their symptomatic household member through the system set out above.

Current challenges

30. The current challenges on testing are:

- WSCC will not always know whether an employee has self-referred
- WSCC will not always receive confirmation of the test outcome
- The plan for testing, particularly of asymptomatic staff in care homes is still in development

National Test, Track and Trace Programme

31. The national Coronavirus (COVID-19) Test and Trace Programme continues to be piloted on the Isle of Wight.

32. The Government has announced the expansion of the expert team leading on This rapid nationwide roll-out. Joining the Test and Trace Programme Chair and Head of NHS Improvement, Baroness Dido Harding, are Tom

Riordan, Chief Executive of Leeds City Council, who will be leading on tracing alongside his existing role, and Sarah-Jane Marsh, Chief Executive of Birmingham Women's and Children's Hospital, will be the lead on testing.

33. The team will work rapidly to expand test and trace nationwide, backed by the scaling up of testing capacity across the country.

34. Directors of Public Health across Sussex are engaged in supporting the national roll out of this programme at local authority level, and are communicating with key stakeholders, including district and borough Environmental Health Officer colleagues, to keep them updated as the programme progresses.

2. Data and trends

Cases, deaths

- Details attached as an annex to this paper.

3. Service/Issues briefing (by exception)

Household Waste Recycling Sites (HWRS)

35.HWRSs Re-opened on Monday 11th May 2020, on summer hours – sites are relatively quiet, but we will continue to monitor visitor numbers.

36.HWRSs Recovery Strategy Phase 2, exploring if it is appropriate to expand the streams accepted, is being considered for potential implementation after Tuesday 26th May 2020 depending on demand.

Care homes

37.This note sets out the support to the care home sector in West Sussex. It explains the make-up of that care sector, the responsibilities of statutory bodies, namely local authority, NHS, health and government agencies, and the actions taken as part of the response to COVID-19.

38.The report shows that the care sector is varied; the local authority, the health system and government agencies all have separate responsibilities in relation to supporting the sector and they are working in a co-ordinated way. All organisations have enhanced their support in relation to COVID-19. The death rate in care homes is commensurate with that in our comparator authorities. The situation is ever changing, and our response must be flexible.

Detail

39.There are 235 care homes for older people in West Sussex. The care homes provide around 8,608 beds, of these 2 are run by the County Council, with 54 beds A third of these are commissioned by the County Council with the remainder commissioned through other local authorities, health or funded directly by residents.

40.Other care settings in West Sussex include:

- Domiciliary care – 163 providers operating in West Sussex.
- Extra care - 13 commissioned Extra Care Schemes across West Sussex, 569 flats across the County.
- Learning disabilities and mental health - 277 services including, nursing, residential, supported living and supported housing. The

County Council has 95 in-house beds for those with learning disabilities or requiring lifelong services.

41. Public Health England (PHE) have confirmed in West Sussex:

- 132 care settings have confirmed or suspected clusters of COVID-19
- 28 care settings have restrictions where care homes are advised to restrict admissions and transfers for 14 days after the last case develops symptoms. PHE South East (PHESE) is advised by the setting of the onset of an outbreak.

Support for Care Homes

42. The primary focus of this briefing is on support for care homes, but similar support is also available to all care settings.

43. Under the Care Act, local authorities have a number of responsibilities to make sure people who live in care homes:

- Receive services that prevent their care needs from becoming more serious or delay the impact of their needs.
- Can get the information and advice they need to make good decisions about care and support.
- Have a range of provision of high quality, appropriate services to choose from.

44. In order to deliver this the County Council operates a framework which sets out quality expectations and monitoring requirements. The County Council has a statutory duty to ensure the sustainability of the market as a whole. Additional oversight of care homes is through the County Council as the lead contractor with statutory responsibility, the Care Quality Commission (CQC) as the regulator and Clinical Commissioning Group (CCG) as the user of the services for the care of people who are eligible for Continuing Health Care or Funded Nursing Care.

45. The roles and responsibilities of each party have continued during the COVID-19 incident, but at unprecedented levels and pace. This places even greater importance on the partnership between local systems – CCGs and local authorities in particular, and with regional and national relationships with the CQC.

46. At a local level and nationally, the following support is available to care homes:

| Organisation | Support |
|-----------------------------------|--|
| West Sussex County Council | <ul style="list-style-type: none"> • Contracts & Commissioning Teams – proactive and regular contact with providers large and small in learning disability and mental health and older people. • Quality assurance and contractual oversight. • Reactive contact with providers facing particular challenges identified by the Contracts Team, GPs, community nursing, the CCG, another health provider or relatives. • Health protection – the County Council commissions infection control champions, along with a comprehensive infection control training and development support and guidance to make sure care homes are supported to work to quality standards and have access to the PHE and NHS support they need. • Support to care homes where there are risks to financial viability and/or risk of provider failure due to safeguarding or quality concerns. • Co-ordination and oversight of all provider concerns through the multi-agency quality and safeguarding group. • Investigations of safeguarding concerns raised through the multi-agency safeguarding hub. • Out of hours duty cover to respond to any urgent situations. • Robust and efficient emergency planning processes. |
| NHS (local) / CCG | <ul style="list-style-type: none"> • Ensuring reviews (albeit virtual) of directly funded customers. • Ensuring access to primary care for nursing home residents (including out of hours). • Provision of targeted clinical support to care home. • End of life care pathways. • Infection control (jointly with Public Health). • Co-ordination of testing activity. • GP support to care homes. |
| National / NHS | <ul style="list-style-type: none"> • CQC regulatory function. |

| | |
|--|---|
| | <ul style="list-style-type: none"> • Provision of national guidance and information. |
|--|---|

47. The following support has also been added in response to COVID-19:

| Organisation | Support |
|-----------------------------------|---|
| West Sussex County Council | <ul style="list-style-type: none"> • Ensured collation of daily SITREP information on outbreaks and service restrictions including market capacity. • Market information to identify where homes are in difficulties and where we have remaining capacity. • Ensured access to up to date guidance and advice via regular communication with providers including regarding testing and access to PPE. • Awarded an additional 10% payment for 3 months to care providers recognising the pressures on them. • Awarded an additional 20% payment to domiciliary care providers to ensure they can maintain and enhance their provision. • Held virtual Provider Forums. • Provided responses to providers following hundreds of contacts per day on a range of issues. • Held urgent multi-agency meetings to respond to specific concerns raised about individual care settings and reacted with direct support, eg. ordering in meals on wheels, undertaking emergency drops of PPE supplies. • Considered alternative accommodation with care for people leaving hospital who are COVID-19 positive to reduce the risk of them returning to care homes. • Enhanced the domiciliary care rounds numbers so, wherever possible, people can go home. |
| NHS (local) / CCG | <ul style="list-style-type: none"> • Enhanced locally commissioned GP services to provide additional support to care homes. • Stepped up an enhanced infection prevention and control offer. • Built on the medicine management offer to ensure care homes are supported to access medicines via community pharmacies. • Testing in hospitals. |

| | |
|-----------------------|--|
| National / NHS | <ul style="list-style-type: none">• Co-ordination and supply of PPE.• PPE guidance.• National testing strategy and delivery.• Hospital discharge guidance.• Social Care action plan. |
|-----------------------|--|

48. Whilst different agencies have different responsibilities and accountabilities, partnership working has been essential to ensure support is offered to care homes in a co-ordinated and systematic way.
49. There are positive local relationships across key leads within the County Council and the CCG and all parties are represented, including a West Sussex Care Homes Group which feeds into a Sussex-wide group. All parties are also represented within the incident command structure alongside key providers.
50. DPH will now be responsible for prioritising testing for care homes, this will be supported in the twice weekly meeting with CCG, PH, Ops and Commissioning representatives. The prime function of this meeting is to prioritise those homes in needs of support due to COVID-19, so an appropriate response can be provided by the health and social care system.
51. The Government has announced £600m for care homes to help manage workforce infection control, with further details expected. We will work through the detail and what this means for West Sussex.
52. We are convening a Virtual Provider Meeting on 14th May with residential and nursing home providers supporting people with dementia. The purpose of the meeting is to understand what support providers need at this time to give them the confidence to accept new placements and referrals from hospital.
53. Letters to all providers of care homes, extra care, shared lived and supported living supporting customers funded by the Council have now been issued. A single payment representing 10% of their funding on 31st March, has been calculated over a 13 week period (1 April to 30 June) and will be paid as an additional payment on payment runs between 14th May and 28th May.
54. The following areas are being actively pursued by the County Council:

- Creation of a Provider Hub for all customer groups (similar to that cited in Hertfordshire in the social care action plan).
- Review of the current emergency planning processes to ensure they are fully fit for purpose.
- Models of support for care home staff welfare and wellbeing.

Hospital capacity

55. We have adequate acute hospital capacity in West Sussex, although there has been some increase in admissions of non-COVID-19 cases from community or via A&E which will impact on the occupancy levels. There has been a reduction in the admission rate of COVID-19 patients in recent days. Our local system also has an amount of empty community bed capacity ready to respond to demand.

56. Hospital discharge hubs are still running, overseen by an 8-8pm 7-day joint placement hub. As new patients become ready for discharge, teams are working hard to ensure that they are discharged safely with minimal delay. The changes in the testing model in hospitals is helpful in ensuring that the COVID-19 status is known prior to planned discharge.

57. To support the number of people leaving hospital we are undertaking the complex task of forward planning with our capacity modelling, working with our public health team and NHS colleagues. We continue to work with the CCG to secure appropriate levels of domiciliary care, care home and nursing home beds, and voluntary services to support effective discharge and ongoing support to people in the community be that in a care setting or at home.

58. Our local NHS partners have asked us to give a continued focus also on mental health discharges and our teams are responding to ensure these can be monitored effectively and discharges continued in a safe and supported way, in the context of a reduced social care workforce. The county council commissioning and contracting teams continue to work well with the local provider market particularly the innovative Discharge to Assess pathway in partnership with a local provider and the NHS trust.

59. We have agreed and communicated an additional COVID-19 3-month uplift to the residential, supported living and nursing home market to alleviate

some of the financial impact on the market and a 3-month uplift with our domiciliary care providers.

60. We know that care homes, across the sector, are facing very challenging times managing the care and support of COVID-19 positive and symptomatic people. We recognise that there is a need to ensure care homes feel and are supported as much as possible and are developing a provider hub to proactively and reactively work with them. We are also working with our NHS partners to ensure care home support is co-ordinated and that the recent Government asks of the NHS are put in place to ensure homes are confident in their use of PPE and have support from GPs and community teams.

Personal Protective Equipment (PPE)

61. We continue to be able to source sufficient PPE to meet the needs of the county council's staff as determined by the last Government guidance. The Council's requirements is being reviewed to ensure any subsequent implications from easing lockdown arrangements are realised. We continue to place orders regularly for supplies.

62. We continue to receive national stock for distribution to other organisations in need via the SRF. We have a dedicated page on our website detailing eligible organisations for the national stock with an on-line form to enable contact with us when they are in need of stock and can't access through other routes. We have been able to meet third party requests from national supplies.

63. To date we have only distributed a minimal amount of stock to third parties therefore we have no need to review our current policy of not charging for distribution of our stocks to third parties. We will keep the policy under regular review.

Children's Services (Early Help, Safeguarding and Commissioning)

Recent changes to Government guidance and regulation

64. Changes to guidance on the use of PPE, and a move toward increasing the number of contacts staff have with vulnerable children and young people, is

creating anxiety on the ground. The SLT are working with staff and managers to address this.

65.Changes to Statutory Instrument (2020, No.445) – eases duties imposed by ten sets of regulations relating to the care and protection of vulnerable children and young people. After careful consideration and mindful of the need to prepare for a return to business as usual, SLT have agreed not to adopt these permissions, to ensure that the highest standards of care and protection remain consistently in place.

66.Included in the announcements outlined elsewhere in this report related to the reopening of schools are details relating to the re-opening of early years and childcare provision. Whilst the detail is vague and in advance of the more detailed operational guidance, we have been working with our providers to plan and have supported access to a range of business support tools. We have also asked providers to survey parents to understand potential demand as this will largely determine whether it financially viable to fully reopen given that circa 45% are currently operating to support critical worker families and vulnerable children.

Education Attendance – Vulnerable children

67.The numbers of vulnerable children attending schools is increasing slowly (537 on 12.05.20), out of a maximum of around 5,000 402 children with an EHCP (out of 5,785 0-25yr olds) are recorded as attending school. [Note - some children may be double counted, as they have a social worker and an EHCP.]

68.Attendance fluctuates daily; however, it is beginning to increase, and it is now at ~3.5%. Social workers and teachers are in communication with families about school attendance where risk has been identified.

Safeguarding vulnerable children, young people and families

69.Referrals to the Multi-Agency Safeguarding Hub have shown a sharp decrease. Prior to lockdown an average of 235 contacts a day were recorded; during the first week of lockdown this reduced to an average of 92 contacts a day (60% reduction). In the week ending 17 April contacts increased to an average of 160 per day (32% reduction). Together with colleagues across the Safeguarding Partnership we are anticipating and

planning for a surge in referrals as restrictions are lifted. In the week ending 15 May, there have been an average of 148 contacts a day, which is a 37% reduction from those prior to lockdown.

70. In the week up to 15 April, 104 visits were completed face to face, and 393 virtually. We have now seen an increase in face to face visits to children, with the week up to 13 May, 305 visits were completed face to face (65% increase) and 357 virtually (9% reduction).

71. There has been a 24% increase in domestic abuse reporting/ activity from the same period last year. As a result of the RRWG on this issue, enhancements have been made to services, supports and provisions to ensure capacity to meet this growth.

Shielded cohort/community hub

Shielded Cohort

72. There has been a further update from the NHS with a significant increase in the number of individuals included within the Shielded Cohort. This figure now stands at 34,092 for West Sussex.

73. Outbound calls have been completed by the Community Hub to 3,800 individuals who were in receipt of food parcels from the outset of the system being set up but have not made contact via the WSCC Community Hub.

74. Calls sought to ascertain whether the government food parcel is meeting their needs or requires supplementing for the ongoing duration and to establish any change in circumstances or additional/ emerging support needs (e.g. medicine delivery, care and support).

75. Welfare checks have been undertaken for those where contact was not established after 3 attempts to call. The offer of a regular 'Keeping in Touch' call from Library Service staff has been taken up by 374.

76. A second cohort of 2,000 individuals will now be contacted by the Community Hub in the same way.

77. As the new phase of support, staff from the Library Service have commenced outbound calls to individuals who have registered on the gov.uk platform but have indicated that they do not currently have access to food and supplies.
78. Following an initial trial in the Arun District these 'Keeping in Touch' calls are now being made across the whole county.
79. In the first 2 weeks we have had 2,000 conversations with vulnerable residents. Library Service staff are using their skills to signpost and find local information for people. A very small number have had a change of circumstance and have been referred back to the Community Hub to address any critical needs and ensure appropriate on-going support. Some are library users already and some have joined online since the call.
80. Staff are working from a script so they cover essential questions but also being encouraged to capture feedback so we can evidence the impact of the calls on individuals with a view to maintaining this activity.

Food and Supplies

81. The latest data indicates that 10,361 individuals on the Shielded Cohort are receiving a free government food parcel.
82. Access to food and supplies remains the primary reason for seeking the Community Hub's support. This can include quality issues, gaps or delays in the delivery of national Government food boxes such as; the absence of fresh fruit, vegetables and dairy, individual dietary requirements and provision for additional vulnerable family members.
83. In response to the issues identified WSCC has developed a new food and supplies offer of a 'one-week food parcel' packed and delivered to the resident by a local wholesaler. These are suitable for two people and can be scaled up to feed a family or adapted for specific dietary needs.
84. There continue to be an 'emergency essentials parcel' available for same-day delivery by County Council staff where there is critical need.

85. For our most vulnerable residents who are not able to prepare food themselves, there is an Emergency Breakfast Parcel to supplement the Meals on Wheels offer including fresh milk, bread, cereal and fresh fruit.

Community Hub data

86. As of 13 May we had 9,271 contacts at the WSCC Community Hub and had responded to 1,237 urgent requests for food, medicine or welfare checks.

87. The Community Hub are now using the newly developed COVID-19 information system. This online resource enables those answering calls to make immediate referrals to locality-based support and to offer information, advice and guidance on an extensive range of topics.

88. Royal Mail leaflet delivery has now been completed in Arun, Chichester, Horsham, Adur & Worthing.

Safeguarding – Domestic Abuse

89. A domestic abuse communications plan has been developed to increase service visibility to Victims/Survivors in need of support. This multi-agency partnership approach includes direct messages to our communities as well as supporting national government campaigns. Our online presence has to date reached over 68,000 people

90. Campaign developments include posters, leaflets and social media templates with #noexcuseforabuse and #youarenotalone. Additional elements include video interviews for media outlets and targeted social media advertising.

91. Operational services across West Sussex are also being advertised through the launch of signage on refuse vehicles and branded messages on pharmacy bags.

92. The WORTH service offer has been widened to include the answering of calls to the Domestic Abuse hub, where previously a 'call back' system was in operation as well as providing an additional out of hours on call service during over weekends and bank holidays.

Financial Position

93. Our modelling currently indicates that the estimated costs of a lockdown until June this financial year could cost the county **council as much as £85 million.**

94. West Sussex County Council has received an additional £15.9 million in the last round of Government funding, and a total of £36.4 million from the £3.2 billion additional COVID-19 funding.

95. A table breaking down the additional funding received by local authorities in West Sussex is below. The additional funding to support care homes, announced by the Government on 13th May 2020, amounting to £600 million nationally, is not included in the figures below, as we have yet to receive details of the allocations.

| Local Authority | Funding from first round | Funding from second round | Total COVID-19 additional funding |
|-----------------|--------------------------|---------------------------|-----------------------------------|
| Adur | £31,123 | £635,277 | £666,400 |
| Arun | £64,612 | £1,609,640 | £1,674,252 |
| Chichester | £39,660 | £1,211,407 | £1,251,067 |
| Crawley | £64,158 | £1,121,701 | £1,185,859 |
| Horsham | £36,142 | £1,435,082 | £1,471,224 |
| Mid Sussex | £37,729 | £1,499,659 | £1,537,388 |
| West Sussex | £20,528,344 | £15,901,894 | £36,430,238 |
| Worthing | £47,421 | £1,099,477 | £1,146,898 |

96. Further details about the pressures and expenditure relating to Covid-19 are contained within Appendix 8 to the Total Performance Monitor report, considered elsewhere on this agenda.

Lobbying

97. We are focused on using all the levers available to us to seek to influence Government funding decisions and policy development to ensure the best outcome for West Sussex residents and businesses.

West Sussex County Council activity

98. The Leader is engaging regularly with West Sussex MPs to seek their support in raising matters of concern with Government, including the significant financial challenge the County Council is facing.
99. The Chief Executives is one of 9 regional CEOs who represent Local Government and have a direct route to Ministers and Senior Officials in the Ministry of Housing Communities and Local Government.
100. Leaders meet regularly to update on the response to COVID-19, and West Sussex local authorities are undertaking co-ordinated lobbying where appropriate (for example on planning issues).

Regional partnerships

101. As part of the South East 7, the Leader is working with other Leaders to make the case for the South East as Government develops recovery thinking.

National bodies

102. Through the County Councils Network we are seeking to make the case for additional funding for authorities who are facing particular challenges with demand-led services such as adults social care and children's social care.
103. West Sussex County Council is participating in a piece of work commissioned by the Local Government Association's Strategic Aviation Group to explore in detail the impact of COVID-19 on places where aviation is a key sector, and make recommendations for recovery, with a view to influencing Government recovery policy development.
104. Officers are working through their professional representative organisations (the Association of Directors of Adults Social Services, the Association of Directors of Children's Services, the Society of County Treasurers, etc) to lobby on service-specific issues.

Rt Hon Rishi Sunak MP
Chancellor of the Exchequer
11 Downing Street
London, SW1A 2AA

May 2020

COVID-19 – DRIVING CRAWLEY & THE GATWICK DIAMOND’S ECONOMIC AREA’S RECOVERY

The ongoing COVID-19 pandemic is having a dramatic impact on the whole of the UK, but it is becoming clear that some sectors and some places will be harder hit than others. Aviation is undoubtedly one of the sectors that is worst affected, with significant impacts nationally, regionally and for those places with significant economic dependencies on airports and their supply chains in their locality. Regrettably, this means that Crawley and the other council areas that make up the wider Gatwick Diamond Economic Area are severely impacted.

The Gatwick Diamond Economic Area is a dynamic and innovative business location and includes areas in West Sussex and East Surrey. Traditionally, it is one of the strongest regional economies in the UK, performing well above the national average on a range of different economic indicators such as levels of productivity, share of high-growth skilled jobs. The Gatwick Diamond has a strong track record of attracting foreign investment.

Gatwick Airport is at the heart of the Gatwick Diamond economy and is a significant driver of growth for the regional economy. As a major employer and at the centre of a complex network of supply chains, Gatwick Airport is key to the economic prosperity of the area. Gatwick Airport is the single largest private sector investor in our economy – with an annual capital budget of around £200m which drives a large amount of economic activity here. The salaries sustained by employment at the Gatwick site also provide an invaluable contribution to the local consumer economy. Extensive research undertaken in 2016 by Oxford Economics suggested that the airport accounted for an economic footprint of 85,000 jobs and £5.3 billion towards GDP.

Impact of the lockdown

The Centre for Cities has recently published a [report](#) which predicts the area is the most exposed locality to the economic impact of the pandemic. The report has identified over half of the jobs in Crawley are either in vulnerable or very

vulnerable sectors. The same conclusion will apply to other smaller towns in close proximity of the airport which rely heavily on its presence for employment directly or through its supply chain. Crawley, as the home of Gatwick Airport and Manor Royal Business District (the largest of its type in the South East), has the highest share of employees in the aviation and aircraft manufacturing industry of any borough in the country. Around 18% of Crawley's workforce is employed in the aviation industry and related sectors compared to an average of around 1% across British cities. The result is that over half of all of Crawley's jobs are at risk of being either furloughed or lost completely. Gatwick Airport has already lost 200 jobs as it seeks to protect the business against the impact of Covid-19. British Airways is reviewing its operation at the airport and Virgin Atlantic have announced that they are ending their operation. Many more will follow if the crisis in aviation continues and airlines make decisions to reduce their UK operations.

The reliance on the airport and aviation sector has implications for how quickly the Gatwick Diamond is likely to bounce back after the crisis. Gatwick has warned it expects it to take up to four years for demand for flights to fully recover from the coronavirus pandemic whilst the Coast to Capital LEP estimates that the wider aviation sector, which has deep roots across our region, could face an up to £8 billion hit across the coming year putting further jobs at risk. It is not only the economic impact that is of concern, but the social impact on communities and individual wellbeing that will flow from the job losses and business closures.

Further with any investment plans put on hold, such as the Gatwick expansion and airspace modernisation programme, communities in the locality will be unable to understand the benefits that increased flights could mitigate climate change in the long term.

Recovery

We recognise and welcome the unprecedented Government support for businesses during the pandemic. Going forward, Government must tailor its recovery plans to reflect that some sectors and some places will have been worst effected than others. It is imperative that Government prioritises supporting the recovery phase in areas which have been hardest hit by the lockdown such as Crawley and the wider Gatwick Diamond Economic Area.

We acknowledge that Crawley Borough Council has written separately to you, setting out how Government could support the town. We understand the need to focus on the impacts on the town, but, given the importance of Gatwick to the regional and national economy, we will need to go beyond a local response: regional coordination between all the key players will be required if we are to genuinely successful.

Gatwick Diamond partners have long track record of working together with Gatwick and collaborating across the economy. We are well placed to work with Government to lead the recovery and now need to begin to focus on renewal in the widest sense: economic, social, environmental. We therefore want to work with Government to develop a bespoke plan for the recovery in the short,

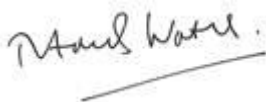
medium and longer term, to ensure that we create the best conditions to allow the economy to rebound and thrive, and jobs to return.

In developing this plan, it is essential that we discuss with you the type of business relief and structural investment required to mitigate these risks to the Gatwick Diamond economy and to facilitate future economic recovery – but we also need to focus on improving skills and ensuring future employability.

We believe that it is important to focus on the future. The Gatwick Diamond partners stand ready to work together with other partners, including Government, to make the region more resilient to future economic shocks while also improve social mobility – and would welcome the opportunity to meet with you to discuss.

We are copying this letter to the Secretary of State for Transport and all Gatwick Diamond Economic Area MPs.

Yours sincerely,



Chairman, Coast 2 Capital Local Enterprise Partnership



Leader, Horsham District Council



Leader, Mid Sussex District Council



Leader, Mole Valley District Council



Leader, Reigate and Banstead Borough Council



Leader, Surrey County Council



Leader, Tandridge District Council



Leader, West Sussex County Council

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- ONS have released (as of 12/05/2020) weekly deaths broken down to local authority level, of all deaths and COVID-19 deaths. This dataset will be published every week and includes deaths outside of hospital.
- Weekly deaths have been provided for 2020 and from March 31 COVID-19 deaths relate to any death involving coronavirus (COVID-19), **based on any mention of COVID-19 on the death certificate.**
- Two sets of tables are presented, one set based on the date of registration and one set based on date of occurrence of death. Two sets have been provided as there can be a time lag between a death taking place and the subsequent registration. The tables include deaths that occurred up to 1st May but were registered up to 9th May. **This does mean that there may be some revisions to the dataset, notably in relation to deaths by date of occurrence as registrations are subsequently made. These slides relate to date of occurrence not registration**
- Data are provided at West Sussex level, ONS release data at lower tier authority.

Deaths – ONS Data – Overall Table – Deaths by Date of Occurrence

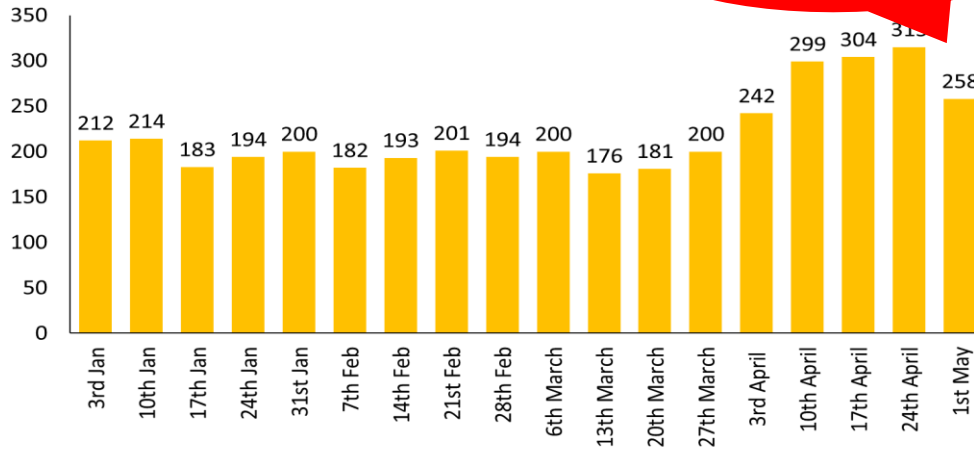
Annex B
Agenda Item 5

| All Deaths | Week ending | | | | | | | | | | | | | | | | | |
|-------------------|-------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | 3rd Jan | 10th Jan | 17th Jan | 24th Jan | 31st Jan | 7th Feb | 14th Feb | 21st Feb | 28th Feb | 6th March | 13th March | 20th March | 27th March | 3rd April | 10th April | 17th April | 24th April | 1st May |
| Brighton and Hove | 44 | 41 | 38 | 41 | 40 | 36 | 33 | 38 | 35 | 56 | 32 | 37 | 60 | 62 | 63 | 69 | 61 | 36 |
| East Sussex | 166 | 161 | 153 | 142 | 142 | 146 | 137 | 120 | 110 | 118 | 114 | 129 | 133 | 133 | 168 | 182 | 198 | 168 |
| West Sussex | 212 | 214 | 183 | 194 | 200 | 182 | 193 | 201 | 194 | 200 | 176 | 181 | 200 | 242 | 299 | 304 | 315 | 258 |
| Sussex | 421 | 416 | 370 | 375 | 381 | 363 | 362 | 357 | 337 | 373 | 320 | 344 | 391 | 434 | 524 | 526 | 574 | 462 |
| COVID Deaths | Week ending | | | | | | | | | | | | | | | | | |
| | 3rd Jan | 10th Jan | 17th Jan | 24th Jan | 31st Jan | 7th Feb | 14th Feb | 21st Feb | 28th Feb | 6th March | 13th March | 20th March | 27th March | 3rd April | 10th April | 17th April | 24th April | 1st May |
| Brighton and Hove | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 6 | 16 | 21 | 25 | 19 | 14 |
| East Sussex | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 10 | 22 | 41 | 47 | 53 | 36 |
| West Sussex | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 19 | 37 | 80 | 88 | 110 | 68 |
| Sussex | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 35 | 74 | 140 | 144 | 182 | 118 |
| Non-COVID Deaths | Week ending | | | | | | | | | | | | | | | | | |
| | 3rd Jan | 10th Jan | 17th Jan | 24th Jan | 31st Jan | 7th Feb | 14th Feb | 21st Feb | 28th Feb | 6th March | 13th March | 20th March | 27th March | 3rd April | 10th April | 17th April | 24th April | 1st May |
| Brighton and Hove | 44 | 41 | 38 | 41 | 40 | 36 | 33 | 38 | 35 | 56 | 32 | 36 | 54 | 46 | 42 | 44 | 42 | 22 |
| East Sussex | 166 | 161 | 153 | 142 | 142 | 146 | 137 | 120 | 110 | 118 | 114 | 127 | 123 | 111 | 127 | 135 | 145 | 132 |
| West Sussex | 212 | 214 | 183 | 194 | 200 | 182 | 193 | 201 | 194 | 200 | 176 | 178 | 181 | 205 | 219 | 216 | 205 | 190 |
| Sussex | 421 | 416 | 370 | 375 | 381 | 363 | 362 | 357 | 337 | 373 | 320 | 338 | 356 | 360 | 384 | 382 | 392 | 344 |

Deaths - Residents

West Sussex - All Deaths

By week ending of date of occurrence, deaths registered to 9th May

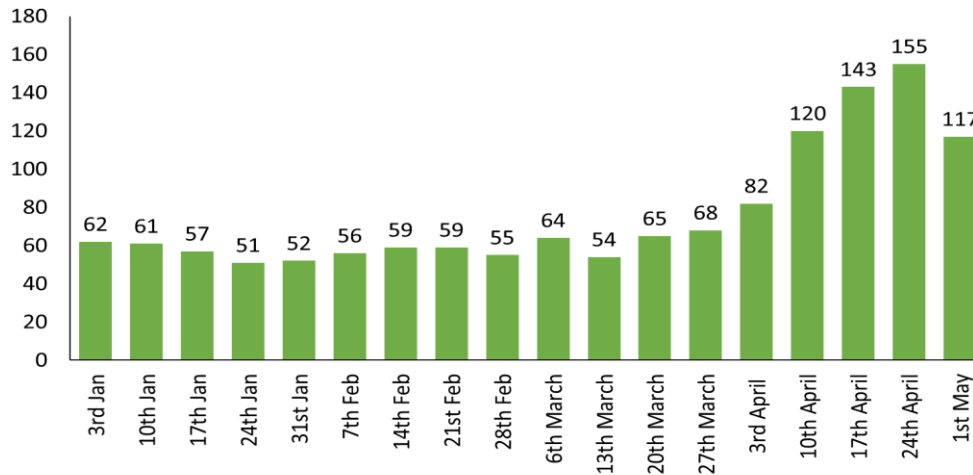


- *Figures relate to deaths of people who are usually resident in West Sussex (i.e. includes people who have died outside of the county)*
- *Relate to date of occurrence of death, and include deaths registered by 9th May, these may be subject to some minor revision.*
- Deaths have risen considerably in the last week of March and into weeks in April.
- **Note: Figures for week 17 were revised up** due to the registration time lag and although fewer deaths are shown in week 18 there may be some upward revision.

Deaths – Deaths in Care Homes – All Deaths

West Sussex - Deaths (All) in Care Homes

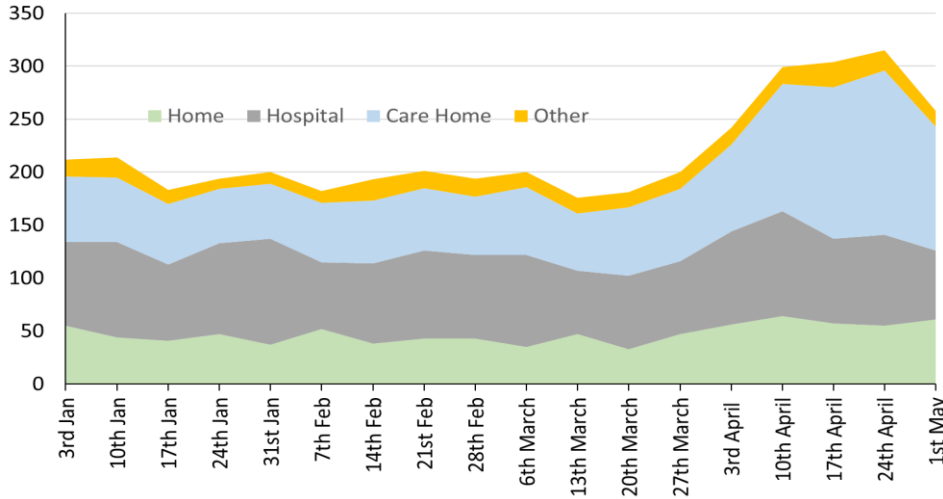
By week ending of date of occurrence, deaths registered to 9th May



- *Relate to date of occurrence of death, and include deaths registered by 9th May, these may be subject to some minor revision.*
- Deaths have risen considerably in the last week of March and into two weeks in April. The number of deaths in care homes per week appears to be falling, although subject to upward revision.

Deaths – Place of Death (ALL DEATHS – COVID and non-COVID)

Place of death

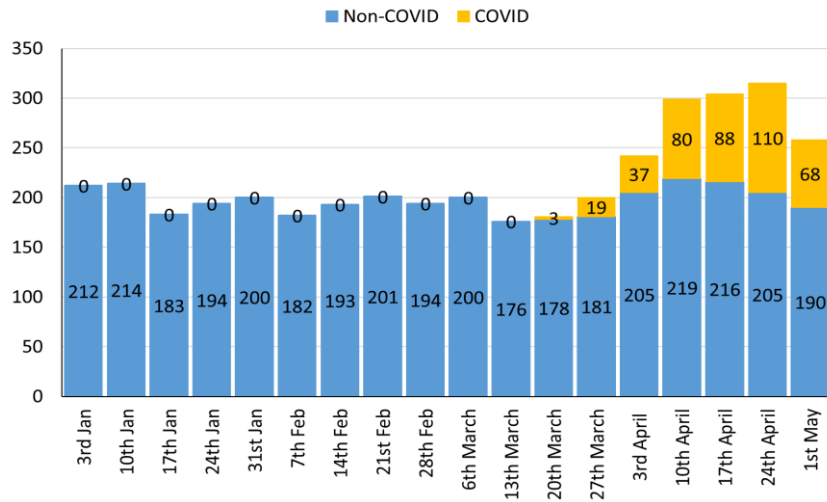


- Figures relate to deaths of people who are usually resident in West Sussex (i.e. includes people who have died outside of the county)
- Relate to date of occurrence of death, and include deaths registered by 9th May, these may be subject to some minor revision.
- **The highest proportion of deaths, of West Sussex residents, in week ending 1st May were in care homes, with 45% of deaths compared with 25% of deaths in hospital.**

This is the national figure

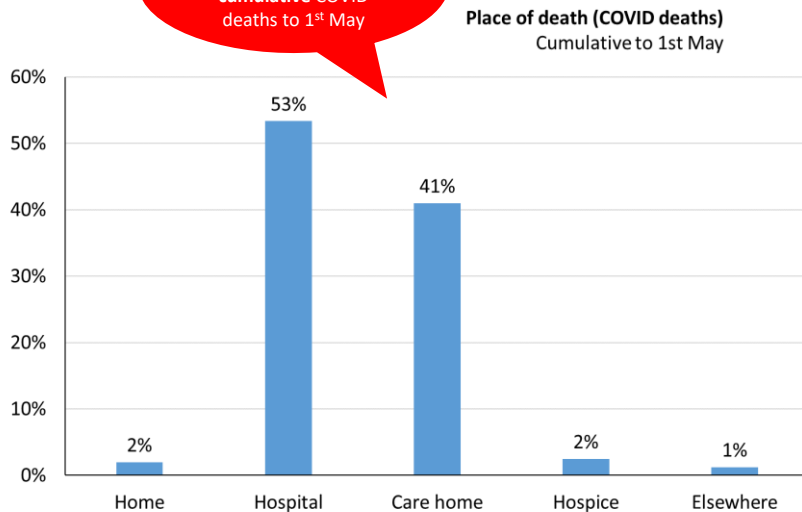
| | 3rd Jan | 10th Jan | 17th Jan | 24th Jan | 31st Jan | 7th Feb | 14th Feb | 21st Feb | 28th Feb | 6th March | 13th March | 20th March | 27th March | 3rd April | 10th April | 17th April | 24th April | 1st May | National 1st May |
|-----------|---------|----------|----------|----------|----------|---------|----------|----------|----------|-----------|------------|------------|------------|-----------|------------|------------|------------|---------|------------------|
| Home | 26% | 21% | 22% | 24% | 19% | 29% | 20% | 21% | 22% | 18% | 27% | 18% | 24% | 23% | 21% | 19% | 17% | 24% | 21% |
| Hospital | 37% | 42% | 39% | 44% | 50% | 35% | 39% | 41% | 41% | 44% | 34% | 38% | 35% | 36% | 33% | 26% | 27% | 25% | 35% |
| Care home | 29% | 29% | 31% | 26% | 26% | 31% | 31% | 29% | 28% | 32% | 31% | 36% | 34% | 34% | 40% | 47% | 49% | 45% | 38% |
| Other | 8% | 9% | 7% | 5% | 6% | 6% | 10% | 8% | 9% | 7% | 9% | 8% | 8% | 7% | 5% | 8% | 6% | 6% | 5% |

Deaths – COVID and non-COVID Deaths



- Note: From 31 March 2020 figures also show the number of deaths involving coronavirus (COVID-19), based on any mention of COVID-19 on the death certificate.
- By week ending 1st May April there had been 405 deaths of West Sussex residents with COVID on the certificate

Note this graph and table relate to cumulative COVID deaths to 1st May

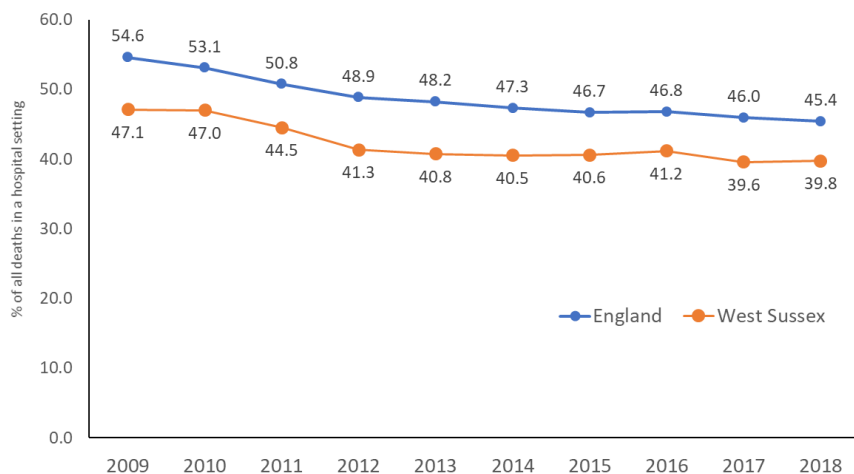


| Area name | Home | Hospital | Care home | Hospice | Elsewhere |
|--------------|----------|------------|------------|-----------|-----------|
| Adur | 2 | 11 | 12 | 5 | 1 |
| Arun | 0 | 23 | 13 | 2 | 0 |
| Chichester | 2 | 22 | 24 | 0 | 2 |
| Crawley | 1 | 45 | 10 | 0 | 0 |
| Horsham | 3 | 38 | 24 | 0 | 2 |
| Mid Sussex | 0 | 54 | 59 | 1 | 0 |
| Worthing | 0 | 23 | 24 | 2 | 0 |
| TOTAL | 8 | 216 | 166 | 10 | 0 |

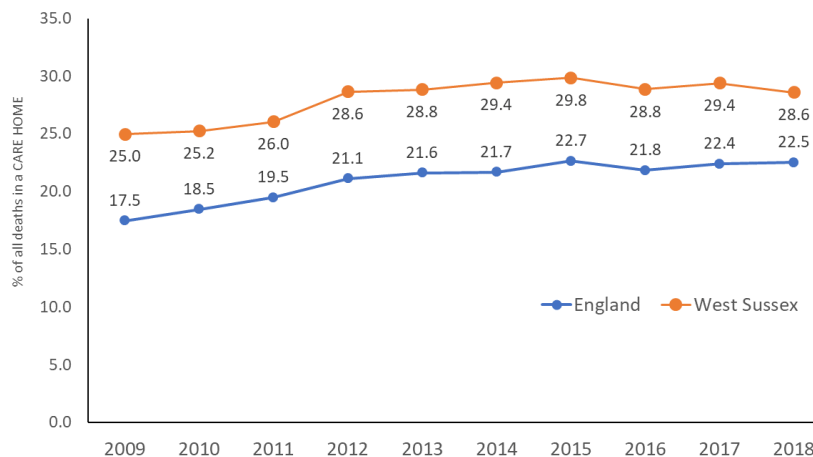
Deaths – Trend of Deaths in Hospital (%) and Deaths in a Care Homes (%)

- Over the longer term, nationally and in West Sussex, the percentage of people dying in hospital has declined, and people dying in a care home setting, and as their usual place of residence, has increased. This change has happened as national and local End of Life Strategies have moved to support people to make decisions and choices about their end of life care.
- With an older population West Sussex has an higher percentage of deaths in a care home. In 2018 approx. 29% of deaths were in a care home compared with 22.5% nationally.
- In relation to deaths in hospital, this has fallen from 47% in 2009 in West Sussex to just below 40% in 2018.

Percentage of Deaths (All Ages) that Occur in a HOSPITAL
2009 to 2018



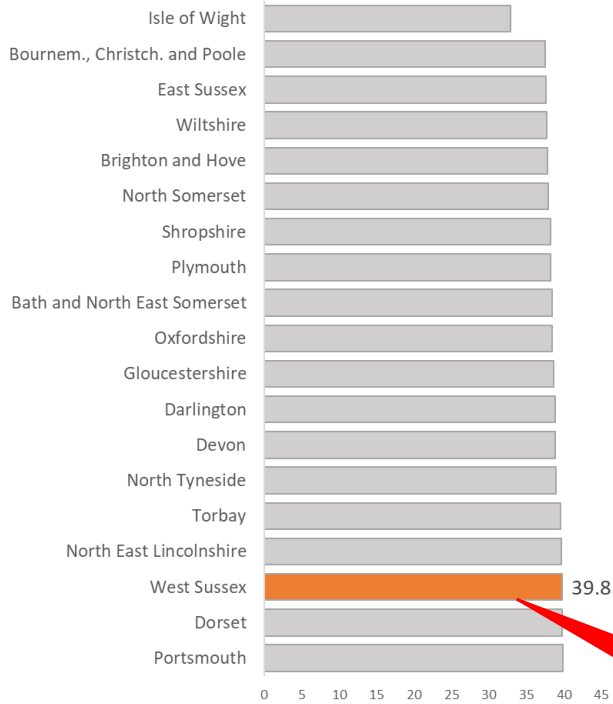
Percentage of Deaths (All Ages) that Occur in a CARE HOME
2009 to 2018



Source : PHE Palliative and End of Life Care Profiles

Deaths – Deaths in a Care Homes (%) and % in Hospitals compared with other areas

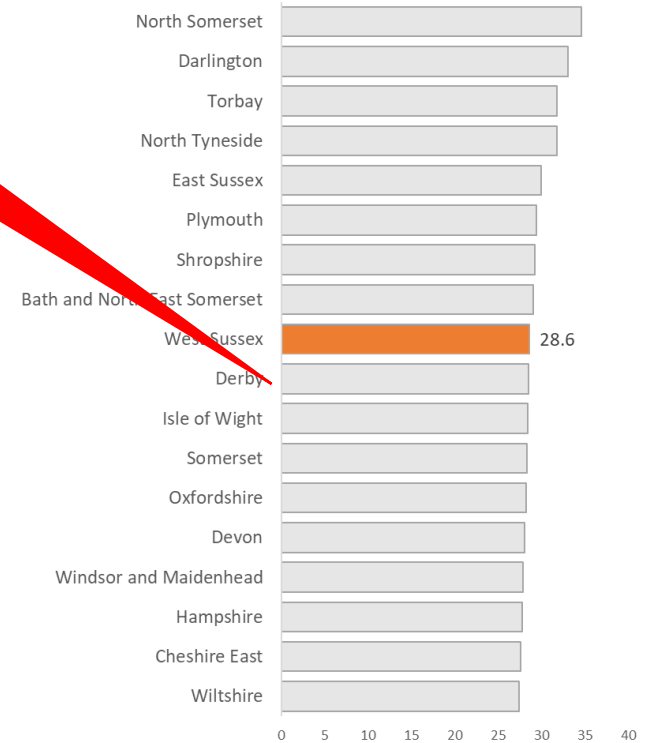
Local Authorities with Lowest Percentage Deaths in HOSPITAL (2018)



In terms of deaths in a care home – West Sussex was 9th HIGHEST in the country in 2018

In terms of the % of deaths in a hospital – West Sussex was 17th LOWEST in the country in 2018 (out of 151 authorities)

Local Authorities with Highest Percentage Deaths in a CARE HOME (2018)



Source : PHE Palliative and End of Life Care Profiles

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| | |
|---|-------------------------------------|
| Cabinet | Ref No: CAB04 (20/21) |
| 26 May 2020 | Key Decision: No |
| Appointments to Outside Bodies | Part I |
| Report by Director of Law and Assurance | Electoral Divisions: All |
| Summary | |
| <p>Outside bodies are external organisations, including formal or informal partnerships to which the County Council is a party, which have requested that the County Council appoints an Elected Member or a representative to them or to which the Council expects to make appointments. Following the recent changes to the Cabinet, Cabinet is asked to review the Outside Bodies list to ensure it is fit for purpose and to consider the appointments to those Outside Bodies (Appendix 1).</p> | |
| West Sussex Plan: Policy Impact and Context | |
| <p>This proposal relates to appointments of Councillors to outside bodies. The aims and objectives of these Outside Bodies, as outlined in section 2 of the report, align with the priorities within the West Sussex Plan</p> | |
| Financial Impact | |
| None. | |
| Recommendations | |
| <p>That Cabinet approves:</p> <ol style="list-style-type: none"> 1) The appointment of Cllr Jacky Pendleton to the Littlehampton Harbour Board for the remainder of the County Council term (May 2021). 2) The appointment of Cllr Kevin Boram to the Southern Regional Flood and Coastal Committee for the remainder of the County Council term (May 2021). 3) The addition of the Rural Services Network to the County Council's Outside Bodies list. 4) The appointment of Cllr Janet Duncton to the Rural Services Network for the remainder of the County Council term (May 2021). | |

Proposal

1. Background and Context

- 1.1 Outside bodies are external organisations and partnerships which have requested that the County Council appoints an Elected Member or a representative to them. Participation in outside bodies:
- Contributes to the County Council's strategic functions, priorities or community leadership roles.
 - Supports partnership and joint working.
 - Enables Members to gain and share knowledge and expertise.

- 1.2 The criteria for appointments to outside bodies as set out in the Constitution are:
- That the interests of the County Council can be assisted by the making of the appointment or renewal of the appointment.
 - That the Councillor is able to devote the time needed to meet the expectations of the external body and the Council.
 - That, where the external body has a geographical limit to its functions, whether the Councillor's Division falls within or close to that area should be taken into consideration.
 - That the Councillor has the knowledge, skills or interest in the work of the organisation that may be required.
 - That the Councillor is prepared to provide such information on his or her participation in the work of the outside body as may be required.
- 1.3 All Councillors are eligible to be appointed as representatives of the County Council on outside bodies. Councillors appointed to outside bodies must respond to all reasonable requests for information about the work of the outside body and their participation in it.

2. Proposal Details

- 2.1 The Cabinet is responsible for making Councillor appointments to outside bodies which precept on the County Council. Following the election in May 2017 the Cabinet made appointments to those outside bodies (Decision references [CAB01 \(17/18\)](#) (http://www2.westsussex.gov.uk/ds/edd/cab/cab01_17-18record.pdf) and [CAB03 \(17/18\)](#). (http://www2.westsussex.gov.uk/ds/edd/cab/cab03_17-18record.pdf))
- 2.2 A vacancy has arisen on the Littlehampton Harbour Board. The Board is an independent statutory body that is responsible for the management of Littlehampton Harbour as a Trust Port. It is proposed that Cabinet appoints Cllr Jacky Pendleton to the Littlehampton Harbour Board for the remainder of the County Council term (to May 2021).
- 2.3 The Rural Services Network is the national champion for rural services, helping to ensure people in rural areas have a strong voice and maintaining the social and economic viability of rural communities. It is proposed that Cabinet add the Rural Services Network to the County Council's Outside Bodies list and appoints Cllr Janet Dunton to the Rural Services Network for the remainder of the County Council term (May 2021).
- 2.4 A vacancy has arisen on the Environment Agency Southern Regional Flood Coastal Committee. The Committee was established by the Environment Agency under the Flood and Water Management Act 2010 to ensure coherent plans are in place to identify, communicate and manage flood and coastal erosion risks and encourage investment in these areas across the Southern region. It is proposed that Cabinet appoints Cllr Kevin Boram to the Southern Regional Flood and Coastal Committee for the remainder of the County Council term (to May 2021).

Factors taken into account

3. Consultation

- 3.1 The Cabinet reviewed the list of outside bodies in October 2019 to ensure that the County Council continues to appoint to bodies that are relevant to the County Council and which are consistent with its priorities.

4. Financial (Revenue and Capital) and Resource Implications

- 4.1 There are no financial or resource implications.

5. Legal Implications

- 5.1 There are no legal implications.

6. Risk Assessment Implications and Mitigations

- 6.1. Councillors must consider the implications and responsibilities of being involved with outside bodies as they must:
- Continue to comply with the County Council's Code of Conduct when they are acting as a representative of the Council.
 - Comply with the code of conduct of the outside body they are appointed to if one exists.
 - Declare a personal interest in any business of the County Council where it relates to a body they are appointed to by the County Council.
- 6.2 All Councillors are recommended to make sure that when they take up their appointment with the outside body they have access to the key documents regulating the organisation such as its constitution or terms of reference to ensure they are aware of what the body can and cannot do, and receive a briefing on the body or their role within it if necessary.
- 6.3 There is a risk that appointments will not be made to all of the outside bodies which could hinder the County Council in furthering its interests and priorities, and not develop the external facing role of Members.

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

- 7.1 The Cabinet may choose not to appoint to an outside body but should consider whether there are any implications arising for the County Council by not making an appointment.

8. Equality and Human Rights Assessment

- 8.1 This assessment is not required as the decision concerns appointments to outside bodies.

9. Social Value and Sustainability Assessment

- 9.1 Not applicable.

10. Crime and Disorder Reduction Assessment

Agenda Item 6

10.1 None.

Contact Officer: Natalie Jones-Punch, Democratic Services Officer 033022 25908

Appendix 1 – Proposed Changes to the List of Outside Bodies

Background papers

None

Outside Bodies list - Proposed Changes

*** Denotes proposed appointment/change**

| Appointment by | Outside Body | Appointments |
|-----------------------|---|--|
| Cabinet | Environment Agency: Southern Regional Flood and Coastal Committee | Cllr. Montyn Cllr. Boram* |
| Cabinet | Littlehampton Harbour Board | Cllr. Turner Cllr. Pendleton* Ms Janet Mockridge (external – former Councillor) Mr Tom Drennan (external – subject expert) |
| Cabinet | Rural Services Network (new) | Cllr Duncton* |

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