

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



7 December 2020

Cabinet

A virtual meeting of the Cabinet will be held at **10.30 am** on **Tuesday, 15 December 2020**.

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

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

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

Agenda

- | | | |
|----------|----|--|
| 10.30 am | 1. | <p>Declarations of Interest</p> <p>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.</p> |
| 10.35 am | 2. | <p>Minutes (Pages 5 - 10)</p> <p>The Cabinet is asked to agree the minutes of the meeting held on 24 November 2020 (attached, cream paper).</p> |
| 10.40 am | 3. | <p>Urgent Matters</p> <p>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.</p> |
| 10.45 am | 4. | <p>For discussion:
Fire and Rescue Service Independent Advisory Panel Closure (Pages 11 - 18)</p> <p>The Cabinet is asked to note the letter received from the Independent Advisory Panel and support the decision to close this part of the process of change for West Sussex Fire and</p> |

Rescue Service.

The Chairman of the Fire and Rescue Service Scrutiny Committee will be invited to speak for up to three minutes to provide the views of their Committee on the report.

Each of the main Minority Group Leaders will be invited to speak for up to three minutes each on the report.

11.05 am 5.

**For debate and discussion:
Exceptional Pressures Update** (Pages 19 - 34)

The Cabinet is asked to consider and comment on the exceptional pressures update report.

Scrutiny Committee Chairman and each of the main Minority Group Leaders will be invited to speak for up to three minutes on the Council's response to exceptional pressures upon service provision.

Cabinet Members may respond to comments made and the Leader may sum up the discussion.

11.35 am

6.

**For decision (a):
Quarterly Performance Monitor (a) and Quarterly Capital
Programme (b)**

The Cabinet Member for Finance will introduce the reports.

The Chairman of the Performance & Finance Scrutiny Committee will be invited to speak for up to three minutes to provide the views of their Committee on the content of the reports.

Each of the main Minority Group Leaders will be invited to speak for up to three minutes each on the reports.

The Cabinet will then discuss the reports and the proposals prior to taking any decision.

(a) **Quarterly Performance Monitor** (Pages 35 - 116)

(b) **Quarterly Capital Programme** (Pages 117 - 130)

12.05 pm

7.

Emerging Issues

The Cabinet is invited to provide any verbal updates on current significant issues for their respective portfolios which may benefit from discussion.

12.10 pm

8.

Date of Next Meeting

The next meeting of the Cabinet will be held on 22 January 2021.

To all members of the Cabinet

This page is intentionally left blank

Cabinet

24 November 2020 – At a meeting of the Cabinet held virtually with restricted public access.

Present:

Cllr Marshall (Chairman), Cllr Crow, Cllr Elkins, Cllr Hunt, Cllr A Jupp, Cllr N Jupp, Cllr Lanzer, Cllr Russell and Cllr Urquhart

Also in attendance: Cllr Barrett-Miles, Cllr J Dennis, Cllr Hillier, Cllr M Jones, Cllr Turner, Cllr Waight and Cllr Walsh

Part I

43. Declarations of Interest

43.1 In accordance with the code of conduct the following personal interests were declared:

- Cllr Bob Lanzer as a member of Crawley Borough Council in relation to item 6, West Sussex County Council (WSCC) Economy Reset Plan 2020-24.
- Cllr Dr James Walsh as Leader of Arun District Council in relation to item 6, WSCC Economy Reset Plan 2020-2024 and item 7, WSCC Reset Plan.
- Cllr Stephen Hillier as a member of Mid Sussex District Council in relation to item 6, WSCC Economy Reset Plan 2020-24 and item 7, WSCC Reset Plan.
- Cllr Michael Jones as a member of Crawley Borough Council in relation to item 6, WSCC Economy Reset Plan 2020-24 and item 7, WSCC Reset Plan.

44. Minutes

44.1 Resolved – that the minutes of the meeting held on 20 October 2020 be approved as a correct record and that they be signed by the Chairman.

45. Youth Cabinet Address

- 45.1 Cabinet considered a report by the West Sussex Youth Cabinet. The report was introduced by Daisy Watson, Chair of the Youth Cabinet who outlined their three key campaigns: environment, mental health and tackling racial inequality, and also their work during the Covid-19 pandemic.
- 45.2 Cabinet Members, Chairmen of the Children and Young People's Services Scrutiny Committee and Minority Group Leaders thanked the Youth Cabinet Chair and her colleagues for the informative report and update and welcomed future opportunities to support and work closely with them.

- 45.3 Resolved – that Cabinet thanks the Youth Cabinet for its work and for representing the views of young people in West Sussex and asks that this return as an annual standing item.

46. Exceptional Pressures Update

- 46.1 Cabinet considered a report by the Chief Executive. The report was introduced by Becky Shaw, Chief Executive who advised that, with the publication of the Government's Covid-19 Winter Plan, WSCC would know which tier the county would be in and what restrictions would be.
- 46.2 Dr Tony Hill, Interim Director of Public Health provided an update on local case figures, widespread community transmission, vaccinations and that the local testing partnership had been approved to commence on 26 November. Lucy Butler, Executive Director for Children Young People and Learning provided an update on cases in schools and attendance levels, which remained above the national average. Keith Hinkley, Executive Director Adults and Health provided an update on designated settings, the expected pressure on the health and social care system following the roll out of vaccinations and changes to outbreak management guidance.
- 46.3 Cllr Bryan Turner, Chairman of Health and Adults Scrutiny Committee noted the effective communications and social media campaign and felt that this had had a positive impact on prevention with West Sussex rates amongst the lowest in the country. He added that community mental health services should be prioritised.
- 46.4 Cllr Stephen Hillier, Chairman of Children and Young People's Services Scrutiny Committee said the Committee had considered the educational impacts of the virus and heard that WSCC had handled this well. He noted the financial pressures on schools and support for headteachers and the impact on attainment, including for gifted pupils. He agreed community provision for mental health support was important.
- 46.5 Cllr Andrew Barrett-Miles, Chairman of the Environment and Communities Scrutiny Committee highlighted the good maintenance of highways and the continued operation of waste transfer stations during the second lockdown but had some concerns about the effects on libraries. A concern for the Committee was the pressure on staff dealing with the Active Travel Fund and hoped Tranche 2 would be approached so as to manage this effectively.
- 46.6 Cllr Joy Dennis, Chairman of the Performance and Finance Scrutiny Committee noted the establishment of the local track and tracing partnership. She said it had been difficult for the Committee to monitor performance using existing outcomes and measures and that the financial pressures and hard work of staff were not underestimated.
- 46.1 Cllr Steve Waight, Chairman of the Fire and Rescue Service Scrutiny Committee considered the impact of lockdown on the prevent,

protect and response priorities of the fire service. He noted the performance and assurance framework would give evidence for effective scrutiny of the fire service response to the pandemic.

- 46.8 Cllr Dr James Walsh, Leader of the Liberal Democrat Group noted the impact of delayed test results and possible void test results on tracing and therefore infection control. He asked if work had commenced on how vaccination would be rolled out and had WSCC identified primary care and community settings.
- 46.9 Cllr Michael Jones, Leader of the Labour Group had concerns about positivity rates and questioned the extent of resources required to support the local tracing partnership. He asked what messaging were being used to raise awareness of the community hubs to residents including vulnerable groups.
- 46.10 The Leader, Cabinet Members and Interim Director of Public Health responded to the questions raised in discussion.
- 46.11 Resolved – that Cabinet notes the update and discussion.

47. West Sussex County Council Economy Reset Plan 2020-24 (CAB11_20/21)

- 47.1 Report by the Executive Director Place Services. The report was introduced by Cllr Bob Lanzer, Cabinet Member for Economy and Corporate Resources which outlined the council's economy reset plan 2020-24, which would supersede the current Economic Growth Plan.
- 47.2 Cllr Joy Dennis, Chairman of the Performance and Finance Scrutiny Committee said that the Committee had looked at the plan in September and that this was an important part of the overall reset planning. She highlighted the importance of signposting for skills, digital technologies, opportunities in coastal areas for tourism and promotion of the rural economy through small businesses. The Committee felt it was vital that members work closely with MPs.
- 47.3 Cllr Dr James Walsh, Leader of the Liberal Democrat Group mentioned the effect of Brexit coupled with Covid-19 on the South East economy. He felt it was important to reskill existing workforces through engagement with further education and universities and questioned whether the Arundel chord rail line had been considered as a further option to promote West Sussex for leisure and tourism.
- 47.4 Cllr Michael Jones, Leader of the Labour Group mentioned small independent businesses and the hospitality sector which had been adversely affected by a second national lockdown. He highlighted the longer-term implications for young people, particularly school leavers who may become NEET (not in education, employment or training) and felt additional support was required. He noted that as well as being an enabler, West Sussex is a big contributor to the economy.

47.5 The Leader summarised that WSCC was both an influencer and enabler in the reset of the economy. The West Sussex economy reset plan was a critical document in the restoration, protection and growth of West Sussex.

47.6 Resolved –

1. That Cabinet approves the adoption of the West Sussex County Council Economy Reset Plan 2020-2024
2. That Cabinet confirms the Economic Growth Plan 2018-2023 has been superseded by the Economy Reset Plan 2020-2024.

48. West Sussex County Council Reset Plan (CAB12_20/21)

48.1 Cabinet considered a report by the Chief Executive. The report was introduced by Becky Shaw, Chief Executive who highlighted the focus on areas with the greatest impact and were outlined in 4 priority areas:

- Keeping people safe from vulnerable situations
- A sustainable and prosperous economy
- Helping people and communities to fulfil their potential
- Making the best use of resources.

48.2 Views on the plan had been sought from staff, partners, the public, and a session for all members had also taken place. The next stage in the plan would be to develop the key performance indicators which measured outcomes against the aims.

48.3 Cllr Joy Dennis, Chairman of the Performance and Finance Scrutiny Committee noted the plan was dependent on a number of parts including other programmes of activity within the council. The Committee would consider the plan in December and, with the scrutiny committees, look to develop ways of scrutinising performance measures.

48.4 Cllr Dr James Walsh, Leader of the Liberal Democrat Group felt there was a disconnect between the reset plan and the Medium Term Financial Strategy which would mean a reducing commitment to vulnerable groups who relied on certain services.

48.5 Cllr Michael Jones, Leader of the Labour Group questioned if the reset plan was achievable at the current time and noted the proposed changes to services which he felt were not in line with the aspirations in the plan.

48.6 Resolved –

1. That Cabinet approves the first iteration of the Reset Plan for further consideration by the County Council at its December meeting
2. Approves the timeline for ongoing development of the Reset Plan
3. Invites each of the scrutiny committees to consider in January 2021 how the Reset Plan's measures and performance

information can be set and used to enable effective scrutiny of the Council's aims and agreed outcomes relevant to their areas of business; and to invite Performance and Finance Scrutiny Committee to provide guidance to the scrutiny committees in terms of principles and methods for effective scrutiny of performance to assist them in that task.

49. Medium Term Financial Strategy 2021/22

- 49.1 Cabinet considered a report by the Director of Finance and Support Services. The report was introduced by Cllr Jeremy Hunt, Cabinet Member for Finance who outlined that the county council is required to set a balanced budget for each financial year, and the current gap was a challenging £23.4m. The report detailed the savings proposals.
- 49.2 Cllr Joy Dennis, Chairman of the Performance and Finance Scrutiny Committee noted that even prior to the pandemic this would have been a difficult budget to set. She said further detail on the proposals would be required before any final decisions could be made. She highlighted that financial resilience for the council was not just revenue costs and income but also capital expenditure and that these should be considered as a whole.
- 49.3 The Chairmen of the Health and Adult Social Care Scrutiny Committee and Environment and Communities Scrutiny Committee both noted the pressure on community based services and that, as new services were developed, there needed to be support for families and communities.
- 49.4 Cllr Dr James Walsh, Leader of the Liberal Democrat Group said the measures appeared to affect vulnerable groups and that lifelong day services were invaluable to many elderly people. He was concerned about the review of waste recycling sites and felt this could lead to more fly-tipping.
- 49.5 Cllr Michael Jones, Leader of the Labour Group questioned whether service costs relating to the pandemic would be met by the Government. He asked if the efficiencies proposed were genuinely achievable and whether this was evidenced. He was concerned about the expense of long-standing contracts, the review of the recycling sites and the changes to discretionary transport. He asked why the disposal of some of the council's estate was not a priority.
- 49.6 Cabinet Members responded to some of the comments made in discussion and noted that this had been a particularly challenging year. The proposals would involve some very difficult decisions. The Cabinet awaited the Financial Settlement from government and would continue to aim to deliver the best possible services within the budget.
- 49.7 Resolved – that Cabinet:

1. Agrees to progress the proposed savings proposals.
2. Notes that the Comprehensive Spending Review for 2021/22 will take place on 25 November 2020 followed by the Finance Settlement, which will directly impact the financial decisions required of members in setting a balanced budget for 2021/22.

50. Notice of Motion on the Provision of Free School Meals in school holidays

- 50.1 Cabinet considered a report by the Director of Law and Assurance.
- 50.2 The Chairman of the County Council referred the notice of motion on the provision of free school meals in school holidays submitted by Cllr Jones to the County Council on 6 November 2020, to the Cabinet for consideration.
- 50.3 The Leader outlined that, since Cllr Michael Jones's submission of the motion, the Government had announced further targeted financial support for those in need over the winter period. WSCC was set to receive almost £2M (£1,989,591.80) from this COVID Winter Grant Scheme managed by the Department for Work and Pensions (DWP).
- 50.4 Final details were being worked up to ensure timely information to parents ahead of the end of term, and Cllr Michael Jones would receive a further briefing following the Cabinet meeting. Cabinet invited him to withdraw his motion on the basis that the Government was now providing funding for meals during school holidays. Cllr Michael Jones said he would give it further consideration on receipt of the additional information.
- 50.5 Resolved – that Cabinet does not support the motion and proposes to recommend that members do not support it at the County Council meeting on 11 December 2020.

51. Date of Next Meeting

- 51.1 The next meeting of Cabinet would be held on 15 December 2020.

Report to Cabinet

December 2020

Fire and Rescue Service Independent Advisory Panel Closure

Report by Cabinet Member for Fire and Rescue and Communities

Summary

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) produced its report on the inspection of West Sussex Fire and Rescue Service (WSFRS) in June 2019.

As a result of that inspection, an Independent Advisory Panel was established in line with a recommendation to the Minister for Policing and Fire and Rescue Services following his review of whether the service had the capacity and the capability to achieve the improvements required by the HMICFRS report.

One year on the Panel has now made the decision to close the process given the significant improvement made by the Fire and Rescue Service during that time. The Panel has written to The Fire Authority outlining their rationale for this decision where they make clear that the steps taken by the Chief Fire Officer and her team are such that the foundations for continued progress and improvement are now well embedded within the service.

Recommendation

Cabinet is asked to note the letter (attached at Appendix A) received from the Independent Advisory Panel and support the decision to close this part of the process of change for WSFRS and acknowledge the substantial progress made by officers to support the Panel in reaching this decision.

1 Background and context

- 1.1 The Independent Advisory Panel was established in line with a recommendation presented to the Minister for Policing and Fire and Rescue Services following a report on whether the service had the capacity and the capability to improve. Its membership included National Fire Chiefs Council (NFCC) and Local Government Association (LGA) representation.
- 1.2 The panel recognised that there has been a significant amount of progress since the first meeting on 11 December 2019 and provided specific evidence of this progress against a number of areas which directly address the recommendations noted by the Minister in relation to staff wellbeing, concerns around member understanding and knowledge of the Fire and Rescue Service, capacity and capability to deliver the required improvements as well as the sustainability of the change through to long term improvements.

- 1.3 This is the first step in the Fire and Rescue Services improvement transition and is an encouraging start ahead of proposed future inspection in 2021/22. It was particularly encouraging to note the Panel's comments on the positive impact that this work is having on staff and the confidence that 'the service is moving in the right direction in capable hands'. The role of the County Council was also recognised for the additional investment and scrutiny of performance that is now being invested into the service.

2 Conclusion

- 2.1 That Cabinet acknowledge the positive trajectory and confidence demonstrated by the external Independent Advisory Panel and the progress made against the improvements required. Specifically, that the Panel recognised the 'significant' improvement and recognition of the 'clear plan' that the service has in place to further improve and develop the Fire and Rescue Service for West Sussex.

Duncan Crow

Cabinet Member for Fire & Rescue and Communities

Contact Officer: Sabrina Cohen-Hatton, Chief Fire Officer Link No: External 033022 24993 | internal 24993E-mail: Sabrina.Cohen-Hatton@westsussex.gov.uk

Appendices

Appendix A – Fire Improvement Independent Advisory Panel letter

Background papers

None



NFCC
National Fire
Chiefs Council

The professional voice of the
UK Fire & Rescue Service

National Fire Chiefs Council
West Midlands Fire Service
99 Vauxhall Road
Birmingham
B7 4HW

Telephone +44 (0)121 380 7311
Email info@nationalfirechiefs.org.uk

To

Cllr Paul Marshall

Cllr Duncan Crow

I am writing as the chair of the Independent Advisory Panel (IAP) for the West Sussex Fire & Rescue Service. This board was established in line with a recommendation presented to the Minister for Policing and Fire and Rescue Services following a report on whether the service had the capacity and the capability to improve. Its membership included National Fire Chiefs Council (NFCC) and Local Government Association (LGA) representation (which included a representative who is also working with the wider County Council in their parallel improvement journey around Children's Services). Two members of the board were also part of the delegation that prepared the report that was presented to the Minister.

We met on the 11th November 2020 and at the close of the meeting we all agreed that it was time to end this part of the process of change for West Sussex and we hope you can endorse that decision. We spent some time going through a presentation from the Chief Fire Officer Sabrina Cohen-Hatton reviewing actions so far and the plans ahead.

It was evident that she and her team have done an excellent job in establishing the foundations needed to grow the transformation of the service. There is clear recognition that it will take time and sustained effort to reach their ambitions, but the necessary action plans are in place. A continuation of the panel now seems redundant given the progress made.

Listed below are the actions taken also including points raised by the Minister and I hope they give you confidence that the service is moving in the right direction in capable hands.

The report to the minister commented on the lack of funding which had a disproportionate impact on the service, and a lack of effective oversight by the council. This is now being addressed through an additional £5.1m (over three years) and changes to governance and structure, with the Fire and Rescue Service now under a single leadership model reporting directly to the Chief Executive.

The service reviewed its financial position against the statutory duties required and a further uplift of £1m was secured in February 2020 and is built into the base budget. The board have discussed the resourcing requirements with the service and have seen that the additional capacity has allowed the service to respond robustly to establish the improvements required. It is clear that the additional resources have improved the

resilience of the service, which is evident through their ability to respond and adapt to the pressures of the COVID-19 pandemic.

The additional capacity has enabled the service to improve the way that resources are used to support crewing, prevention and protection work, the way risk is understood and to increase capacity to deal with people and training related issues which were starkly highlighted in the improvement report.

The report to the Minister recommended a full review of the services improvement plan to consider capacity, capability, priorities, timescales and performance indicators. The service has invested in programme management capacity and skills and fully revised its improvement plan, and reprofiled the funding requirements over a three-year period to deliver it. This additional capacity has enabled the service to effectively focus its resources in the most efficient way to improve the service. The commitment of the council to maintain its commitment to the improvement journey in terms of focus and funding remains steadfast despite the financial pressures for future years presented by the pandemic.

HM Inspectorate of Constabulary and Fire and Rescue Services re-visited West Sussex Fire & Rescue Service in January this year. Following their visit, they recognised the quickening of pace of improvements since October 2019 and found a clear commitment and saw tangible improvements, especially since October 2019, in mitigating the risks to public safety that they had initially identified. It was particularly pleasing that HMICFRS found that staff felt supported. There has since been a significant amount of work throughout the service, particularly in prevention and protection. Both directorates have received greater resourcing, have restructured and have new, sound strategies that link activity into the IRMP. The service has invested in new IT systems which are now live and improve the reliability of data, performance monitoring and more efficient, mobile ways of working.

There has been an overwhelming amount of progress since the board first met on 11th December 2019. Four clear key priorities have been set out in the updates on progress of key areas as follows:

- Our People;
- Member Engagement;
- Business Planning Process and
- Operational Resilience and Assurance.

These priorities directly address the recommendations noted by the Minister in relation to staff wellbeing, concerns around member understanding and knowledge of the fire and rescue, capacity and capability to deliver the required improvements as well as the sustainability of the change through to long term improvements.

I summarise some of the notable achievements to date across the four priorities below:

People

The service has a significant programme of work relating to improving issues relating to people, with clear strategic priorities underpinned by a People Action Plan. A restructure created a position for a strategic lead to increase capacity here to ensure cultural change and people aspects are the cornerstone of business processes. Some key examples are:

- A clear vision and mission statement linked to its values and the behaviours staff are expected to display.

- A staff engagement strategy, which included independently facilitated listening groups that sought to further understand the causes of the people issues identified by the inspectorate
- A new appraisal system links personal objectives, performance and behaviour to the vision and mission and a Core Behaviour Standards & Expectations framework based its values and the NFCC Behaviour Framework.
- A new transfer & moves process that is transparent and is based on feedback from staff
- The introduction of a new process for promotion and talent management that is more transparent and addresses concerns raised by staff through staff engagement
- The introduction of a Diversity and Inclusion Advisor and 8 Diversity Champions
- A leadership development programme, including a Level 5 Operational Management Apprenticeship scheme
- Bimonthly People Surgeries
- A revised approach to wellbeing & inclusion
- Leadership development providing managers with skills required to lead through change
- Clear guidance on what constitutes bullying and how complaints will be dealt with has been issued, with staff now using formal processes more frequently to report inappropriate behaviour, demonstrating improved confidence in the service processes.
- Some innovative examples, such as the introduction of a Shadow Board, where members with lived experience of being in an underrepresented group review decision papers and provide input to the Service Executive Board to ensure the impacts on all members of the service are considered.

Business Planning

The service has fully reviewed its business planning processes and restructured to create capacity and align new internal governance processes that have reduced bureaucracy and enabling more efficient decision making with clear routes.

- The service has fully embedded a Performance and Assurance Framework which enables the monitoring and active management of performance against statutory responsibilities from a local level (including links to appraisal objectives to assist staff with understanding how their activity contributes to service objectives) though to public reporting through the scrutiny process.
- Local Risk Management Data and Plans have been introduced for each station area, which translates service objectives into community activity.
- The service has commenced their development of their next IRMP, which will include a full review of community risks and how to further improve operational resilience
- Data visualisation has been improved with the introduction of PowerBI and a roadmap for future improved use
- Introduction of the Design Authority Group (DAG) to ensure subject matter expert advice is fed into the business planning process and ensures alignment with wider county council business requirements.
- The service has been fully engaged with the development of the West Sussex Reset Plan with the wider County Council, ensuring Fire & Rescue Service priorities are appropriately represented.

Member engagement

The recommendations to the Minister noted that the County Council should continue its plan to improve the governance and scrutiny of the Fire and Rescue Service, with a view to securing an identity for the service with supportive development for Members

in WSFRS related matters. Securing opportunities for effective Member engagement in its activities has since been a clear priority for the service.

There is now a dedicated Fire and Rescue Scrutiny committee, ensuring Members have the time and space to fully scrutinise the activity and performance of the service. The committee has now met twice, during which time they considered the Performance and Assurance Framework for Fire and Rescue which focused on strategic objectives and outcomes for residents and service users. Additionally, the scrutiny committee can scrutinise areas in greater depth through 'Task and Finish Groups'. This format was used to ahead of the Fire Authority decision to invest in a new Fire Station and Training Centre in Horsham on the 28th August and a further Task and Finish Group is planned for January to focus on the performance of the Joint Control Centre, following a year of the new arrangements.

The service also invested in a new bespoke development program for Members, based on the LGA guidance for good governance in Fire and Rescue Services, ensuring that those charged with scrutiny and governance have the full range of knowledge, skills and understanding to do so effectively.

The service actively explores opportunities to engage members at all levels, ranging from including the Cabinet Member on the improvement board to provide assurance of progress, to a more local level where the service is seeking to involve local Members in the development of Local Risk Management Plans.

Operational Resilience & Assurance:

The service recognises the critical importance of operational resilience and has made significant progress in assuring this. One of the recommendations noted by the Minister included a reference to the unsustainability of the operational rota at strategic level due as it solely relied on two officers, the Chief Fire Officer and the Deputy Chief Fire Officer. The service has since reintroduced the Assistant Chief Fire Officer position and introduced a new strategic officer operating model which included upskilling Area Managers to provide added resilience to ensure that West Sussex always has strategic operational cover to deal with major and significant incidents.

A Service Delivery Centre has been introduced which focuses on ensuring operational resources are prioritised in most efficient way. This has improved the availability of operational assets and reduced the burden on operational response managers of organising logistics, enabling them to focus on core activity such as training, prevention and protection work.

The service recognises the extent of the challenge presented by the retained duty system, which are challenges similarly faced by all Fire and Rescue Services who operate this duty system. They have clear steps in place to improve the resilience of retained appliances, including investment in Retained Liaison Officers to support recruitment and retention, county crewing to utilise off-duty retained staff to cover shortfalls and acquiring new training facilities with an operating model that will guarantee access to retained firefighters at times that reduce the impact on their primary employment.

The inherent challenges that the retained duty system presents make operational resilience challenging, however the improvements the service have made have seen an improved direction of travel. The Performance and Assurance Framework includes core measures relating to the availability of operational assets and response times, thus

enabling the service to monitor performance and ensure Members have an opportunity to regularly scrutinise this on behalf of the public.

In conclusion the demonstration above of the progress to date leads me to believe that the steps that West Sussex Fire and Rescue Service have taken to improve the service are significant. It will undoubtedly take time to fully embed the improvements, and the service has a clear plan in place to do so. It is therefore my intention to close the Independent Advisory Panel. I will also be asking Roy Wilsher in his role as Chair of the National Fire Chiefs Council to write to the Minister and advise him of the progress made.

My thanks to the advisory team who have given their time generously to support this process. It has been a pleasure to observe the progress made and I applaud Sabrina, her team and a good service which will undoubtedly grow further.

Kind Regards

Ann Millington QFSM
Chief Executive Kent Fire and Rescue Service

This page is intentionally left blank

Report to Cabinet**December 2020****Exceptional pressures: update****Report by the Chief Executive**

Summary

West Sussex County Council is ensuring the ongoing COVID-19 response is managed in an integrated way with the other challenges potentially facing the authority (the end of the transition period, winter flu, and winter disruption etc) and its partners over the next few months.

Attached at Appendix A is the latest priority update. The Appendix provides information on COVID-19 cases in West Sussex; the new tier system of restrictions; the local tracing partnership; attendance at schools and other priority issues.

The pressures on the services, especially adults, are significant and growing. Action to ensure we are always focussed on the highest priority activities is in hand and a review of longer-term projects is underway.

A verbal update will be provided at the meeting to ensure an up-to-date picture is provided given the fast-moving nature of current events and to provide an overview of the action being taken to support staff's resilience and welfare given the level of demands.

The resource implications of the COVID-19 emergency response continue to be assessed. There are significant risk implications. 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.

Recommendation

Cabinet will be asked to consider and comment on the Council's response to the current exceptional pressures.

Becky Shaw

Chief Executive**Appendices:**

Appendix A – Exceptional Pressures Report

This page is intentionally left blank

**West Sussex County Council Exceptional Pressures Briefing 15
December 2020.**

Priority issues

- a) National and Local Outbreak Management (para 1 - 42)**
- b) Clinically Extremely Vulnerable and Community Hub update (para 43 – 59)**
- c) Schools reopening and attendance - update (para 60 - 64)**
- d) Care Homes update (para 65 – 82)**

a) National and Local Outbreak Management

COVID-19 Winter Plan

1. On Monday, 23 November, the Prime Minister announced the COVID-19 Winter Plan, the UK Government's Plan for managing COVID-19 through to the end of 2020 and into the start of 2021.
2. Vaccines are at the heart of the Government's plan, with over 350 million doses secured for all four nations. The plan emphasised that from December 2020, the Government would be ready for the UK-wide vaccination programme to start, on the condition that regulators approve the vaccines. The first vaccine has received the necessary approvals and the CCG is leading the roll out with the County Council in support. The Government has determined the priority order for the rollout of the programme.
3. It is recognised, however, that scientific advances in treatments and vaccination should reduce the requirement for social and economic restrictions from Spring 2021, but until then, other tools will need to be relied upon to suppress the virus. 'Hands Face Space' will continue to play a crucial role in our fight against the virus.
4. On Tuesday, 24 November, the Government published guidance on "Making a Christmas bubble with friends and family." Recognising that the festive period is an important time for many people of all faiths and none who come together over the holidays, the UK Government and Devolved Administrations will change some social contact restrictions between 23 and 27 December allowing the formation of 'Christmas bubbles' composed of people from no more than three households. Further Government guidance on 'Christmas Activities' was published 29 November.

Local Restriction Tier System

5. England moved back from national restrictions to the regional tiered approach on Wednesday, 2 December. The following restrictions were eased:
 - The stay-at-home requirement ended.
 - Non-essential retail, gyms, personal care reopened. The wider leisure and entertainment sectors also reopened, although to varying degrees.
 - Communal worship, weddings and outdoor sports resumed.
 - People are no longer limited to seeing one other person in outdoor public spaces, where the rule of 6 will apply.
6. Nationally, there are three tiers (Medium Alert, High Alert, and Very High Alert), but following advice from SAGE, tiers have been strengthened to keep the virus under control, to prevent the epidemic from growing. This approach targets the toughest measures in areas where the virus is most prevalent and where there are sharper increases in the rate of infection.
7. On Thursday, 26 November, the Government announced which areas are in which tier. West Sussex, East Sussex and Brighton and Hove are in Tier 2.

8. Decisions on movement between the tiers will be based on the criteria set out in the COVID-19 Winter Plan. These are:
- Case detection rates in all age groups
 - Case detection rates in the over 60s
 - The rate at which cases are rising or falling
 - Positivity rate (the number of positive cases detected as a percentage of tests taken)
 - Pressure on the NHS.
9. The indicators have been designed to give the Government a picture of what is happening with the virus in any area so that suitable action can be taken. These key indicators need to be viewed in the context of how they interact with each other as well as the wider context but provide an important framework for decision making – assessing the underlying prevalence in addition to how the spread of the disease is changing in areas. Given these sensitivities, Government has taken the view that it is not possible to set rigid thresholds for these indicators.
10. The regulations require the Government to review the allocations every 14 days, with the first review complete by the end of 16 December.

West Sussex Data

Recorded Cases

11. **Scale** - On average for the 7 days between 21 November and 27 November there were approximately 78 new cases a day across the county.
12. The **seven-day incidence** rate varies among the districts and boroughs of West Sussex:
- Over the period 21 November to 27 November, Mid Sussex had the highest rate at 92 per 100,000 population, Worthing the lowest rate at 29.8 per 100,000.
 - Overall, the county rate was 63.1 per 100,000. The rate for the South East region was 140.1 and for England the rate was 157.6 per 100,000.

Date covered: **November 21 2020 to November 27 2020**

Area	Cases	Rate per 100,000	Rate of cases per 100,000 for people aged 60 and over
Adur	30	46.7	10.6
Arun	89	55.4	29.8
Chichester	84	69.3	72
Crawley	80	71.2	38
Horsham	90	62.6	45.4
Mid Sussex	139	92	62.9
Worthing	33	29.8	38.1
West Sussex	545	63.1	44.9
South East region	12.865	140.1	94.4

13. Most cases are attached to residential postcodes and are single cases, this is widespread community transmission.

14. **Positivity Rates** – Mid Sussex has the highest positivity rate in West Sussex; at 3.5% this is lower than the South East positivity rate of 5.3%. Worthing has the lowest positivity rate (1.0%). The positivity rate of England over the equivalent period (21 November to 27 November) was 6.3%.

Age-Specific

15. Age is an important factor in the severity of disease and likelihood of needing hospital treatment, so changes in older age groups are especially concerning. Of the 545 people who tested positive between 21 November and 27 November, **21% were aged 60 years or over.**

Deaths

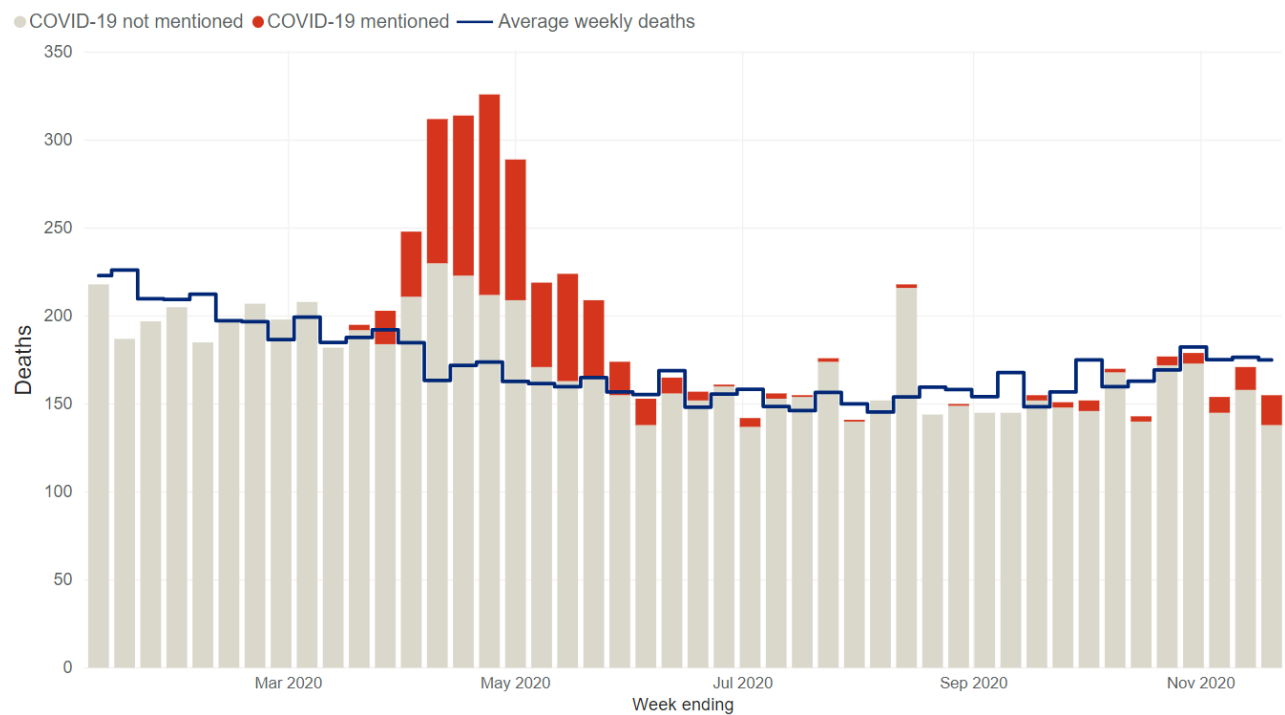
16. The Office for National Statistics publish, on a weekly basis, data relating to deaths where COVID has been mentioned on a death certificate. Data are provided down to lower tier local authority level. Up to week ending 20 November (for deaths registered by 28 November), **there were 710 deaths where COVID was mentioned on the death certificate.** Of these, 315 were in care homes

Excess Deaths

17. With regards to all deaths, that is where COVID was and was not mentioned, it is clear that for weeks in April and May, the total number of deaths far exceeded the number of deaths observed for the equivalent weeks, using a 5-year average.

18. This excess peaked in week ending 24 April. In this week there were a total of 326 deaths, compared with the 5-year average for this period of 174 deaths. Of the 326 deaths in that week 114 had COVID mentioned on the death certificate.

West Sussex - Deaths and 5 Year Average



19. Since June, deaths have returned to a level closer or below that of the 5-year average. One week of excess death was noted in August, this may have been related to high temperatures.

20. For the whole period, that is from week ending 10 January to week ending 20 November, we observed 9% more deaths than the 5-year average. This differs according to the place of death. In this period there were 24% more deaths in care homes than the 5-year average and 9% fewer deaths in hospital.

Local Tracing Partnership

21. On Monday 23 November, the Local Tracing Partnership launched across East Sussex and West Sussex to support the national NHS Test and Trace system, with the first cases received on 26 November.

22. Working from West Sussex County Council's COVID-19 Community Hub, the service has responsibility for contacting individuals across East Sussex and West Sussex who have received a positive COVID-19 test result, but were unable to be contacted by the national NHS Test and Trace team within 48 hours.

23. Contact will be made by the service to affected individuals in one of three ways:

- Text – **COVID TRACE** (you cannot reply to these text messages).
- Phone – **01243 642153** (inbound calls can be made to this number).
- Email - **West Sussex County Council Local COVID Tracing Partnership** (you cannot reply to these messages).

24. The local service will also be on hand to:

- Provide advice regarding positive test results and requirement to self-isolate;
- Collect details of the individuals' contacts during their infectious period and enter them into the national NHS Test and Trace system for the national team to get in contact with;
- Offer additional support as required, including the wide range of help and advice available from the Community Hub service.

25. The service operates between 8am-8pm seven days a week, including public and bank holidays.

26. If the service are unable to contact the individual within 48hrs a letter will be sent to their home address.

Testing

27. Testing forms a key part of the Government's COVID-19 Winter Plan to suppress the virus, alongside vaccines and treatments. Their ambition is that mass testing will be available for the whole of the UK. The four nations are in

ongoing discussions as to how these new technologies can best be deployed to meet the needs of the UK.

28. Lateral Flow Tests have a high indeterminant rate and a high false negative rate which limits the value of these tests. Positive Lateral Flow Test results cannot be entered on to the NHS National Test and Trace database unless they are validated using the more common Polymerase Chain Reaction (PCR) test.
29. The Government announced on 9 November, the introduction of lateral flow testing and the offer to Directors of Public Health of a weekly allocation of tests, equivalent to 10% of their population for testing priority groups, building on existing partnerships between NHS Test and Trace and local leaders. The value of taking up this offer locally is being kept under review.
30. In preparation for the potential roll out of mass community testing across the local population, the Interim Director of Public Health has been in discussions with Directors of Public Health across the South East region. However, it is recognised that an additional large-scale workforce will be required to implement this approach successfully, as seen in the Liverpool pilot, which also involved a huge amount of military personnel being deployed to enable the successful roll-out of this approach.

COVID-19 Vaccine Preparations

31. The Government has asked the NHS to be ready to deliver a COVID-19 vaccination programme for England from December 2020, so that those who need it most will be able to access vaccinations as soon as they are available.
32. In Sussex, the NHS (West Sussex Clinical Commissioning Group) is working closely with Local Resilience Forum partners and West Sussex Public Health, on the logistics and development of these plans.
33. In October 2020, the COVID-19 Mass-Vaccination Programme Board was established with stakeholders across Sussex. The County Council will have an important role to play in the rollout of this programme, as such, the Interim Director of Public Health is a key member of this overseeing Board.
34. On Tuesday 1 December the Government authorised the Pfizer-BioNTech COVID-19 vaccine on the independent advice of the medicines regulator.
35. On Wednesday 2 December, the Joint Committee on Vaccination and Immunisation (JCVI) published their final advice for priority groups to receive the vaccine. In Phase 1, this includes care home residents, health and care staff, the elderly and the clinically extremely vulnerable. This advice will continue to be updated as more information becomes available on vaccine effectiveness, safety and clinical characteristics. This will in turn be reflected in the NHS's plans.
36. Detailed planning has been underway, building on the expertise and strong track record the NHS has already in delivering immunisations like the annual

flu vaccination programme, to ensure that a COVID-19 vaccination programme does not impact on other vital services.

37. Whilst we welcome the recent positive announcements on vaccine development, it should be emphasised that although a number of further vaccines are in Phase 3 trials, they are still required to go through the peer review process and regulatory approval. This process may be accelerated, but it is still anticipated to be considerably lengthy, and should therefore be factored into projected timescales.
38. As clinical trials progress and we understand more about the requirements of different vaccines – such as the storage, transportation and how it is administered, plans will be refined to ensure the right resources are in the right place. Currently, information on some vaccines, for example, the approved Pfizer-BioNTech COVID-19 vaccine, indicate that they require -70°F cold chain transportation and two doses administered, which will need careful planning.
39. The NHS is currently working on ensuring the effective delivery of the programme, with a lead local provider being identified, and the government recently set out a new contractual arrangement for GPs and their teams that is currently being discussed through which they can support the programme.
40. For care home residents and staff and older people, the NHS is establishing a mobile vaccine delivery service in care homes and people's own homes, working with local councils and social care providers. When eligibility is extended to wider groups, this will be supplemented by specific 'mass' vaccination sites, which could be within existing NHS estates or temporary standalone services.
41. A national public communications campaign will commence shortly, focusing at first on the safety and effectiveness of vaccines in general. This will be supplemented by localised communications across Sussex and targeted engagement with communities who traditionally experience health inequalities.
42. As with this year's flu vaccination campaign, a national system will send invitations and reminders to eligible people at the right time. It will provide an online and telephone booking system so that people can choose a time and location to receive their vaccination.

b) Clinically Extremely Vulnerable and the Community Hub

Clinically Extremely Vulnerable

43. The National Restrictions guidance announced on 31 October sought to protect everyone, including those who have been deemed to be Clinically Extremely Vulnerable (CEV), meaning that they face the highest risk of serious illness if they contract COVID-19. Residents in this group, received a letter from the NHS or from their GP advising them that they are assessed as Clinically Extremely Vulnerable or they may have been advised to shield in the past.

Community Hub

44. The Community Hub, launched in late March, has been available during the second Lockdown to provide a range of support and practical assistance for the more than 34,400 Clinically Extremely Vulnerable residents across West Sussex.
45. Telephone lines remain open from 8am to 8pm, 7 days a week supported by website content and a series of e-forms to provide digital access. The core team has been increased in size to ensure sufficient capacity during the second Lockdown and the onset of winter and the Christmas/New Year period.
46. Outbound contact has been made to all individuals on the Shielded Patient List (SPL) who are identified as Clinically Extremely Vulnerable. In this round of contact three different communication methods were utilised based on available contact details with a total volume of 31,247. This was comprised of 14,631 emails, 4,890 letters and 11,736 text messages. In 2,519 instances there was a delivery failure from an email or text message so a follow up letter has subsequently been sent, therefore a total 7,409 residents were contacted by a letter from the Community Hub.
47. All correspondence provided contact details and opening hours for the Community Hub. The letter outlined the offer available from West Sussex County Council and encouraged registration via the national platform. The email included weblinks to information available on our website and a wide range of community-based support options.
48. Prior to this most recent lockdown we had already re-established proactive outbound calls to just over 4,400 of our most vulnerable residents who had been receiving the weekly government food parcel throughout the previous period of Shielding and did not have a local support network able to assist with access to essential food and supplies. These calls generated 107 referrals to the Prevention and Assessment Team for follow up as a possible Adult Social Care need was identified.
49. Outbound call activity has been supported by staff from the Goodwood Estate Contact Centre who are currently on furlough and the Prevention and Assessment Team (PAT). They have been following up with residents who previously had multiple contacts to the Community Hub requiring an urgent/same day response to address a critical need or required a referral to Adult Social Care
50. Written communication was not sent to those individuals who had already received an outbound phone call, hence the difference in the numbers between the total identified Clinically Extremely Vulnerable cohort and the outbound emails, text messages and letters.
51. Inbound call volumes saw a marked increase following the proactive correspondence, peaking at over 200 calls on one day, however the overall

volume is significantly lower compared to that experienced earlier in the year when Shielding was first introduced.

52. Clinically Extremely Vulnerable individuals, or their friends and family were encouraged to contact the Community Hub or use the new online registration service to:

- Request priority access to supermarket delivery slots (if you have already got priority supermarket deliveries, you'll keep them).
- Tell the County Council if they need support in order to follow this guidance that cannot be provided by friends, family or other support networks.
- Update details, for example, your address.

53. This service can be found at <https://www.gov.uk/coronavirus-shielding-support>, but is now only available for active registration in Tier 3.

54. During the second Lockdown the Community Hub has been notified of 373 requests for support via the national registration service and followed up via telephone. In 51% of these instances no support was actually required but individuals are now aware of the Community Hub should their circumstances change. 29% have been signposted or referred to community-based support organisations. In total just under 2000 registrations were made during the 4 week period.

55. The County Council continues to utilise its own locally developed sustainable food and supplies offer available via the Community Hub, providing flexibility to support either a one off or ongoing requirement. Each food and supplies delivery is followed up by a call to minimise dependence by working on sustainable options where appropriate.

COVID Winter Grant Scheme

56. On 8 November, the Government announced extra targeted financial support for those in need over the winter period. West Sussex County Council is set to receive almost £2M (£1,989,591.80) from this COVID Winter Grant Scheme managed by the Department for Work and Pensions (DWP).

57. Designed to provide direct assistance to families with children, other vulnerable households and individuals this grant covers the period from early December 2020 until the end of March 2021.

58. There is a requirement for the County Council to determine eligibility across the county and targets support within the scope of the grant conditions to provide direct assistance to individuals, vulnerable households and families with children particularly affected by the pandemic with meeting the cost of food, energy and water bills and other associated costs. Included in the scope is the opportunity to provide support to families who have access to Free School Meals during term time.

59. Proposals are currently being developed with partners on how deliver this support which will require a blended approach to meet the grant criteria.

Discussions underway include the delivery model to support children and families in receipt of Free School Meals over the Christmas holiday and February half term and the utilisation of existing partnership arrangements and infrastructure. West Sussex County Council has flexibility in administering the funding within the confines of the scheme – which may include cash, the provision of food, vouchers, or funding through third party organisations.

c) Schools Reopening and Attendance – update

60. Almost all schools remain open, although there are increasing numbers of schools having to close learning bubbles for periods of time due to contact with positive COVID-19 cases. There were 414 new cases were confirmed in November with 144 staff and 270 students. West Sussex is not seeing the proportion of cases in secondary age students seen nationally, with the greater number of positive cases being in primary. During November, the spread of positive cases was as follows: Primary 184; Secondary 150; FE 29; Special 22; All Through Schools 29. Due to the numbers of positive cases, 9,043 students were self-isolating at points during November along with 788 staff.
61. Attendance in schools continues to remain above the national average with the gap widening as national attendance falls at a greater rate than in West Sussex. On 27 November, attendance was at 90.3% compared with a national average of 83.7%. For children with an EHCP attendance at the same point was 84.1% compared with a national average of 78.3%. For children with a social worker, attendance has risen to 86.4% were in school compared with a national average of 79%. Data is submitted by schools to the Department for Education on a daily basis and the proportion of West Sussex Schools submitting their data runs at 77.3% which is above the national average.
62. While our aim is to ensure schools remain open, every school will also have a plan for the possibility of a local or national lockdown, partial closure of a school owing to an outbreak in a 'bubble', 'class' or 'year group', and how they will ensure continuity of an education service should such scenarios occur.
63. We are assured our school leaders and governors, whilst operating with the national and local guidance we have provided, have been supported to take and make the very best decisions on behalf of children and families in their community.

Home to school transport

64. Home to school transport is working well overall. It is now being recommended that students of secondary school age travelling on school transport wear face masks as they do on public transport. This reflects a change in national guidance on the matter.

d) Care Homes - update

Care homes

65. There are 235 care homes for older people in West Sussex. The care homes provide around 8,608 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.

66. For the week commencing 30 November 2020, 11 care homes for older people had a confirmed case among staff and/or residents. In the same period, 5 learning disability and one mental health service had confirmed cases.

67. For the same week, local data on care homes reports admissions are currently restricted in:

- 17 care homes for older people,
- 1 extra care setting,
- 10 care homes for mental health/learning disability,
- 0 domiciliary care providers, and
- 2 supported living settings.

68. Adult Services have developed an Emergency Care Setting Intervention Plan, which is being utilised to support providers when there are problems. The Council, working with Public Health and the Clinical Commissioning Group, continues to provide daily support for care services with confirmed outbreaks or identified cases of COVID-19.

69. Public Health England advice has changed on admissions following an outbreak. Previously the advice had been to close to admissions following an outbreak. Now care providers are advised that closing to admissions is on a risk-based assessment led by discussions with the local system, taking account of wider pressures. A process is being developed that will involve information from the care provider and assessment from Public Health and the Clinical Commissioning Group's Infection Prevention Control team to understand the risks, with a decision communicated to operational teams and commissioners.

70. On 13 November the Department for Health & Social Care (DHSC) published a proposal on regulation to stop movement of staff between care settings. The DHSC's opening paragraph states:

"Stopping staff movement between different care settings and between health and care settings is critical to minimise the risk of infection of COVID-19. In our adult social care winter plan we committed to new regulations to enforce limitations on staff movement between care homes, and between care homes and other health and care settings, focused on care home providers".

71. A key proposal is that care providers would "be required not to use staff to provide nursing or personal care who are carrying on, or who have carried on within the previous 14 days, a regulated activity in another setting and/or for

another health or social care provider subject to certain exceptions". This could have significant implications for both agency staff and care providers. The County Council notified care providers and agencies, encouraging them to respond to the consultation which closed on 23 November. The Council also sent a response to the consultation.

72. From 23 November weekly COVID-19 testing has started for home care (domiciliary care) workers employed by Care Quality Commission registered services. There will also be more frequent testing of staff and residents in care homes and regular testing carried out in supported living settings. Further guidance on the management of this is awaited.
73. The County Council continues to support care providers during the pandemic and is currently developing resources to support them to facilitate visiting by adopting a risk assessed, person-centred approach that takes account of mental wellbeing as well as physical and the wishes of the person living in the care home. The Council will support care providers to interpret and implement new guidance regarding visiting in care homes published on the 2 December 2020.
74. Alongside this the County Council's Care and Business Support Team are working with the Library Service and two care home pilot sites to develop an offer for families and care homes that supports the understanding of technology to support 'virtual' contact. This will also consider how families without technology could make use of socially distanced library environments and equipment.

Infection Control Fund

75. On 17 September the Government announced a second support package for adult social care providers backed by a further £546m infection control fund. The expectation from government was that 80% of the money be passported directly to registered care home providers and other Care Quality Commission regulated community care providers, which we have done. On 20 November a decision was published on how the remaining 20% will be allocated Ref: OKD45 (20/21). A range of care providers will receive funding for infection control measures, including supported living and housing providers, outreach services, carers and day services. Care homes will also receive funding to facilitate families visiting relatives in the homes, particularly over the Christmas period.
76. On 23 November West Sussex County Council submitted a return to the DHSC reporting on how West Sussex care providers have spent, or plan to spend, their allocation from the second round of the national Adult Social Care Infection Control Fund.

Commissioning

77. Care commissioning activity is underway to support additional demand for health and social care support in the county. This includes ensuring access to designated accommodation for people leaving hospital who are medically fit but remain COVID-19 positive. Further contracts will be awarded for:

- Additional domiciliary care hours.
- Additional Home First capacity across the county, focussed on densely populated areas. The target hours for the blocks are between 50 to 100 hours per week.
- Additional short-term beds for residential dementia, nursing and nursing dementia, anticipated to start at the beginning of December.

Mental health system

78. There continue to be pressures within the inpatient beds for people with mental health needs that warrant an admission, with a significant number of people requiring placement in beds outside those delivered by Sussex Partnership Foundation Trust. There are increased numbers of people presenting with complex mental health issues in the community and in A&E.

People with learning disabilities

79. The new guidance regarding those who are Clinically Extremely Vulnerable now includes those with Downs Syndrome. This has resulted in a need to find alternative services.

80. It can be particularly difficult to manage the pressures of the current lockdown restrictions within learning disability settings.

Hospital capacity

81. At the present time there is adequate acute hospital and community bed capacity in West Sussex. Hospital discharge hubs and a combined placement and sourcing team continue to operate, as well as working with the CCG to secure appropriate levels of domiciliary care, care/nursing home beds and voluntary services to support effective discharge. There are increased pressures within hospitals as they manage increased numbers of COVID-19 cases alongside the expectations to deliver other care. The number of care homes experiencing COVID-19 outbreaks and therefore being closed to new admissions is however having some impact.

82. The County Council's commissioned Hospital Discharge Care services are operating well since commencement in April 2020, supporting many people to return home following discharge from hospital. Demand for these services is increasing and there remains a focus on ensuring discharges from hospital as soon as patients are medically ready.

Key decision: Yes
Unrestricted
Ref: CAB13 (20/21)

Report to Cabinet

December 2020

Quarterly Performance Monitor – September 2020

Report by the Director of Finance and Support Services

Electoral division(s): All

Summary

The attached Quarterly Performance Report (QPM) provides an overview of performance across the County Council for the second quarter of 2020/21. It gives information from a range of perspectives including financial, key performance indicators, workforce and risk management; all of which is reported on an outturn forecast basis.

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

Currently we are projecting a potential overspend of £5.5m in this financial year for both the impact of the Covid-19 pandemic and business as usual activities. This projected overspend excludes the estimated £20m loss of business rates and council tax receipts for 2020/21 as the Government are allowing councils to repay deficits over the next three years. The estimated £20m repayment is included within the Medium Term Financial Plan for 2021/22 to 2023/24. The costs associated with the second lockdown will be reflected in the Q3 Performance Report.

The 2020/21 National Joint Council (NJC) pay award was agreed with the NJC Trade Unions in August 2020. The agreement of a 2.75% increase has been backdated to April 2020. Staffing budgets were uplifted by 2% in 2020/21; therefore, it is proposed that the additional 0.75% (£1.2m) of funding required will be drawn from the Contingency Budget and allocated to Portfolio's to cover this additional pressure.

As previously reported, our performance indicators have been reviewed in light of the pandemic.

Recommendation

- (1) To note the projected overspend position in 2020/21 and the proposed mitigation measures set out on page 42 of the September QPM.

- (2) Authorise the allocation of £1.156m of Contingency Budget to fund the additional 0.75% NJC pay award as detailed in paragraph 2.5 below.
 - (3) To note the other performance information in the QPM including the performance indicators, workforce indicators and the corporate risk register.
-

Proposal

1 Background and context

- 1.1 The attached Quarterly Performance Report (QPM) provides an overview of performance across West Sussex County Council for the second quarter of 2020/21. It brings together information from a range of perspectives including financial, key performance indicators, workforce and risk management all of which is reported on an outturn forecast basis.

2 Proposed detail

- 2.1 Since the budget was approved in February 2020, the council has needed to deal with the effect of the pandemic significantly changing its priorities and impacting on planned activities as well as the mounting financial challenge.
- 2.2 Currently, the council is expected to incur £57m of costs beyond those anticipated in the February 2020 budget, with additional grants and other income from partners contributing towards £51.5m of funding for the pandemic. Additional costs relating to track and trace, infection control and cycleways and footpaths will be funded through other specific ring-fenced grants.
- 2.3 The net outturn position for 2020/21 is currently forecast to be £5.5m, largely resulting from dealing with Covid-19. These costs include additional costs, loss of income and the failure to deliver agreed savings programmes as staff have been diverted to deal with the response to the pandemic. The on-going impact on council's finances is not known and is dependent on the time it takes for the economy to recover, the impact on employment for residents and on the demand for council services particularly for demand-led services such as adults requiring care and children and families in need of support.
- 2.4 The costs associated with the second lockdown will be reflected in the Q3 Quarterly Performance Monitor.
- 2.5 The 2020/21 National Joint Council (NJC) pay award was agreed with the NJC Trade Unions in August 2020. The agreement of a 2.75% increase has been backdated to April 2020. The 2020/21 budget agreed by County Council allowed of a 2% uplift on staffing budgets; therefore, it is proposed that the additional 0.75%, (£1.156m) required to fully fund the pay award, be drawn from the Contingency Budget and allocated to Portfolio budgets.
- 2.6 As previously reported, some performance indicators set out in the West Sussex Plan 2017-2022 will not be met because of the pandemic. The 67 measures of success contained within the West Sussex Plan have been categorised into 'active', 'amend' or 'suspended' groupings. Of the remaining 39 'active'

performance measures, 67% of measures are reporting as 'green', 23% as 'amber' and 10% as 'red'.

- 2.7 The change to a predominantly staff home-working model seems to have had an impact on the level of short-term sickness. Calendar days lost to short-term sickness have been consistently lower since the start of the first national lockdown at the end of March 2020. When comparing the period of April to August between 2020 and 2019, there is 33% reduction in short-term sickness absences in 2020, when compared with the same months in 2019. There appears to be little/no impact of Covid -19 on long term sickness absence.

3 Other options considered (and reasons for not proposing)

- 3.1 A decision could be made not to transfer the additional 0.75% to staffing budgets to cover the NJC pay award from the Contingency; however, the Contingency Budget is established to fund areas of unforeseen in year expenditure and it would not be good practice to leave this known corporate pressure unbudgeted in the accounts.
- 3.2 The Performance Indicators could have remained consistent with previous years and not reflected the impact of the pandemic or service changes; however, this option would not reflect the council's performance in the current environment.

4 Consultation, engagement and advice

- 4.1 The Quarterly Performance Monitor is reviewed by the Executive Leadership Team (ELT) to ensure performance is understood and action is undertaken to drive improvements as required.
- 4.2 The Performance and Finance Scrutiny Committee review the QPM quarterly and makes recommendations to the relevant Cabinet Member and/or refers to other scrutiny committees as appropriate.

5 Finance

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

6 Risk implications and mitigations

- 6.1 The corporate risk register is included within the Quarterly Performance Monitor reflecting the key risks facing the council and the planned action to mitigate the risks where possible.

7 Policy alignment and compliance

- 7.1 Reporting on the council activities through the Quarterly Performance Monitor to Cabinet is part of the governance of the council, ensuring transparency in its reporting arrangements; enabling scrutiny by members and the public.

Katharine Eberhart - Director of Finance and Support Services

Contact Officer: Rebecca Taylor, Financial Planning Manager -
Tel: 0330 222 6878; Email: rebecca.taylor@westsussex.gov.uk

Appendices

Appendix A – Quarterly Performance Monitor – Quarter Two

Appendix 1 – Revenue and Reserves Budget Monitor – September 2020

Appendix 2 – Covid-19 Grants Allocated to West Sussex – October 2020

Appendix 3 – Children First Improvement Plan – September 2020

Appendix 4 – Fire Improvement Plan – September 2020

Appendix 5 – Savings – September 2020

Appendix 6 – Capital Monitor Narrative – September 2020

Appendix 7 – Workforce KPI's – September 2020

Appendix 8 – Risk Register – September 2020

Background papers

None.

QUARTERLY PERFORMANCE MONITOR – SEPTEMBER 2020

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

Overview – National Economic Picture

1. Figures from the Office for National Statistics (ONS) have announced that the UK economy grew by 2.1% in August but remained 9.2% below the February 2020 (pre-pandemic) level. The latest announcement from the Office for Budget Responsibility (OBR) details that the UK cumulative borrowing has reached £208 billion, £51 billion above full year borrowing in 2009-10 (at the peak of the financial crisis).
2. In addition, the UK government have publicised a likelihood that the UK may not secure a trade deal with the EU by the end of the transition period on the 31st December, which will inevitably have repercussions on the UK economy and business. In these unprecedented times, it is vital that local authorities remain financially resilient and vigilant to threats against their ambitions and scarce financial resources.
3. With regards to the Covid-19 pandemic, the County Council has so far received £41.4m of non-ring-fenced grants allocations from the government towards the costs of the pandemic. In addition, the Prime Minister announced a further £1 billion for local government on the 12th October. The County Council's share of £4.4m has been confirmed. This allocation is less than we had estimated compared to previous allocation values. It is understood that the government has amended the allocation methodology to take account of the new pandemic tier system.
4. In addition, the government are allowing councils to defer 2020/21 council tax and business rates deficits. Council's will now be able to repay deficits over the next three years instead of the usual one year. The estimated deficit for West Sussex in 2020/21 currently stands at £20m and this value of repayment is included within the Medium Term Financial Plan for 2021/22 to 2023/24.
5. As at 23rd October, we estimated the cost associated with the pandemic in 2020/21 to be in the region of £56.9m (this figure excludes the estimated loss of business rates and council tax for 2020/21); however since this time, the government have announced a second national lockdown which will have further financial impact on the County Council. Costs associated with the second lockdown have not been reflected within this report.
6. At this time, with a second pandemic lockdown commencing on the 5th November, we are aware of the potential future impact of this situation and the financial issues which are likely to affect the 2021/22 financial year. We will

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

Overview – Local Authority Funding

7. Following a deferral of the Fair Funding and Business Rate Retention reviews in 2019/20, local authorities were given a one-year funding settlement for 2020/21. Due to the pandemic, the planned three year Comprehensive Spending Review, Fair Funding Review and Business Rate Retention Reforms Plans have all been delayed. Collectively, these three inter-related initiatives determine:
 - how much funding would be available to public services (including local government) as a whole;
 - the means by which that funding would be shared among individual local authorities, based on new arrangements for assessing their spending needs and their ability for raising resources (such as through council tax);
 - how local business rates would be distributed.
8. On the 21st October, the Treasury announced a one-year spending review to cover 2021/22. This budget settlement for UK government departments will focus on supporting employment and public services in coping with the pandemic.
9. The original spending review was expected to help set parameters for the extent and nature of future local government funding, therefore this change in focus will continue to leave a significant amount of uncertainty for planning future years' budgets. The Comprehensive Spending Review is scheduled to take place on Wednesday 25th November, followed by the Finance Settlement sometime in December.

Financial Summary

10. The forecast outturn position for 2020/21 as at the end of September is projecting a **£5.480m overspend, a decrease of £11.049m against the £16.529m reported as at the end of June.** £0.140m of the projected overspend relates to normal County Council service pressures and £5.340m is the estimated shortfall between the cost of the pandemic and the funding supplied from central government. Please note these figures exclude the use of the £6.832m contingency which is held separately.
11. This decrease in the overall County Council's position of £11.049m since June is due to:
 - A reduction of £5.639m within normal County Council service pressures - as detailed in Table 1 below;
 - An increase of £2.807m on Covid-19 expenditure -as detailed in Table 2 below;

- An increase of £8.217m in Covid-19 grants and other income towards the costs of the pandemic.

12. Table 1 and Table 2 detail the main changes in projections from June to September for non Covid-19 and Covid-19 spending. Table 3 provides a detailed overview of the current financial position.

Table 1: Main spend variation changes (excluding Covid-19) between June 2020 and September 2020

Portfolio	Reason for movement between June and September	Change in Projection
Non Covid-19 outturn projection reported as at 30th June 2020		£5.779m
Children and Young People	Unspent 2020/21 Improvement Fund allocation, reduction in Early Help and Intentionally Homeless expenditure and other variations.	(£4.500m)
Economy and Corporate Resources	Public Health contribution for central overheads and other minor variations.	(£1.005m)
Education and Skills	Staffing vacancies within Special Educational Needs Assessment Team and Educational Psychology Services.	(£0.268m)
Environment	Increase in planning fee income from Highways Agreements and other minor variations.	(£0.200m)
Finance	Minor variations.	£0.054m
Fire and Rescue and Communities	Minor variations.	£0.050m
Highways and Infrastructure	Ash Dieback emergency felling works offset by a reduction in fuel expenditure during pandemic restrictions.	£0.300m
Non Portfolio	Minor variations.	(£0.070m)
Total Non Covid-19 outturn projection as at 30th September 2020		£0.140m

Table 2: Covid-19 spend variation changes between June 2020 and September 2020

Portfolio	Reason for movement between June and September	Change in Projection
Covid-19 outturn projection reported as at 30th June 2020		£54.083m
Adults and Health	Minor variations.	£0.130m
Children and Young People	Reduction in staffing projections and other minor variations.	(£1.050m)
Economy and Corporate Resources	Increase in undeliverable savings estimate, additional IT equipment and other minor variations.	£1.047m
Education and Skills	Reduction in home to school transport projection and other minor variations.	(£0.710m)
Environment	Minor variations.	(£0.080m)
Finance	Minor variations.	£0.010m
Fire and Rescue and Communities	Reduction in estimated supplies and other minor variations.	(£0.300m)
Highways and Infrastructure	Specific grant expenditure and other minor variations.	£0.630m
Non Portfolio	Contract waiver and supplier relief provision and other minor variations.	£3.130m
Total Covid-19 outturn projection as at 30th September 2020		£56.890m

Table 3: Summary of Overall Financial Outturn Position

Portfolio	Projected Portfolio Variation (excl Covid-19)	Projected Covid-19 Spend & Income Loss by Portfolio	Projected Outturn Variation
Adults and Health	£0.000m	£29.670m	£29.670m
Children and Young People	£0.500m	£4.690m	£5.190m
Economy and Corporate Resources	(£1.076m)	£3.820m	£2.744m
Education and Skills	£0.327m	£6.580m	£6.907m
Environment	£0.512m	£0.220m	£0.732m
Finance	£0.329m	£0.310m	£0.639m
Fire and Rescue and Communities	(£0.150m)	£3.160m	£3.010m
Highways and Infrastructure	(£0.100m)	£3.040m	£2.940m
Leader	(£0.131m)	£0.000m	(£0.131m)
Non Portfolio	(£0.071m)	£5.400m	£5.329m
Total Projected Expenditure	£0.140m	£56.890m	£57.030m

Income Allocations	Allocation	Outturn Variation
Covid-19 central government non ring-fenced grant (including October funding announcement)	(£45.853m)	(£45.853m)
Other Covid-19 specific grants including emergency food grant (£0.7m), home to school transport (£0.6m), bus support services (£0.2m), travel demand management (£0.2m) and wellbeing for education (£0.1m)	(£1.936m)	(£1.936m)
Estimated reimbursement of loss (75% of income loss where more than 5% of planned takings from fees and charges have not been collected)	(£2.700m)	(£2.700m)
Other Covid-19 income: CCG contribution	(£1.061m)	(£1.061m)
Total Projected Income	(£51.550m)	(£51.550m)

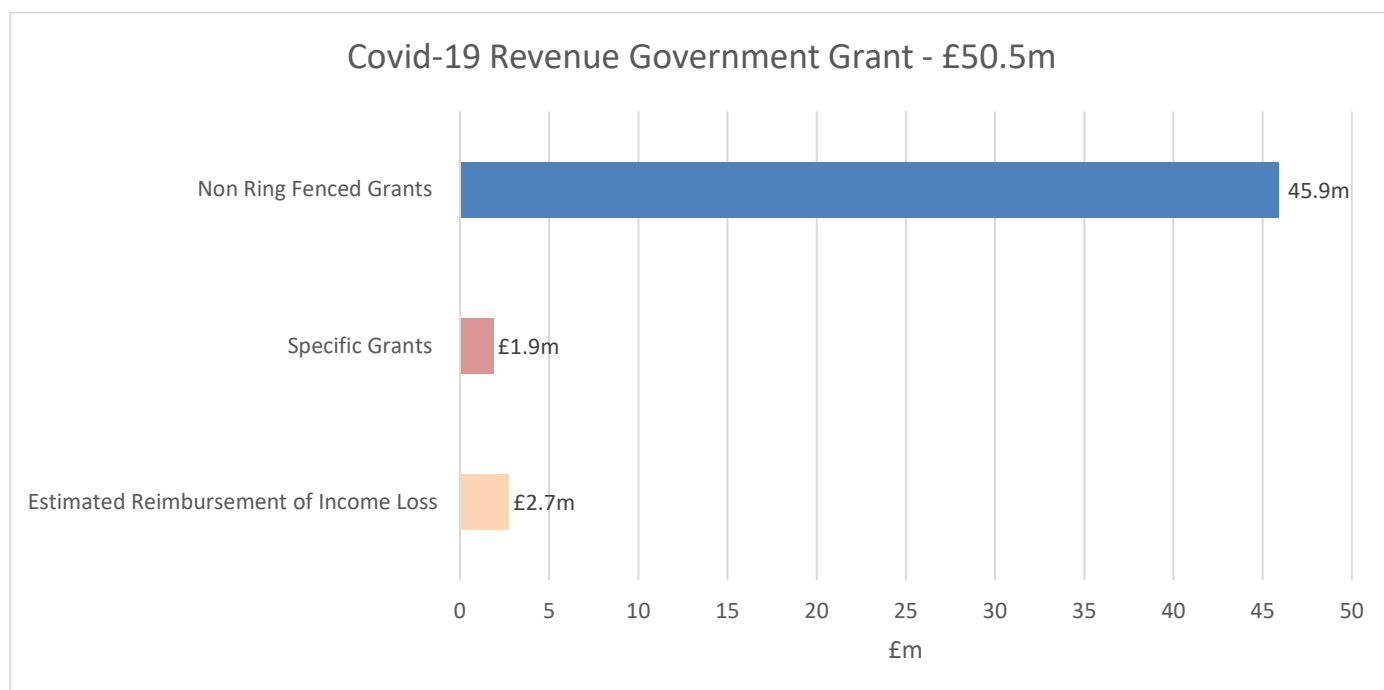
	Projected Portfolio Variation (excl Covid-19)	Projected Net Covid-19 Cost	Outturn Variation
Total Overall Projected Overspend as at 30th September 2020	£0.140m	£5.340m	£5.480m

2020/21 Contingency Budget	(£6.832m)
Proposed Decision to fund additional NJC pay award funding requirement (2.75% - 2.0% budgeted assumption)	£1.156m
Contingency Budget Remaining	(£5.676m)

Impact of Covid-19

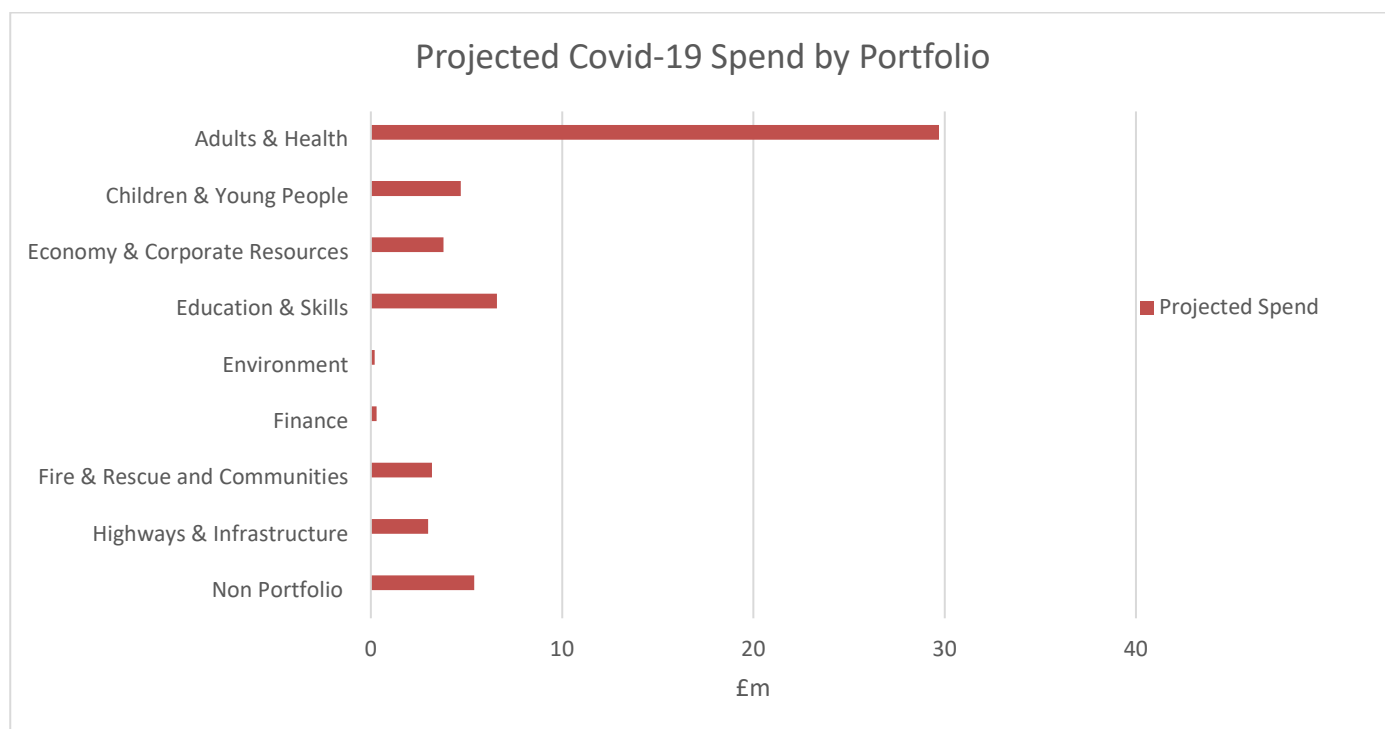
13. The cost of Covid-19 to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2020. The 2020/21 estimated cost of the pandemic to the County Council is £56.9m at the end of September, increasing to £76.9m when including the estimated loss arising from business rates and council tax.
14. A detailed list of the Covid-19 grant allocations and estimated values are listed in **Appendix 2 and include notifications of grants received after the 30th of September**. The costs associated with the second lockdown will be reflected in the Q3 Performance Monitor. The impact of the pandemic on the demand for council services is becoming clearer as we progress through the autumn period and projections for the 2020/21 third quarter outturn and for future years will be adjusted accordingly.
15. Each month, local authorities report their costs to central government through an online return. Government uses the returns to inform them of the cost pressures resulting from the pandemic and the subsequent funding required by authorities.
16. Graph 1 shows the government grant funding received and estimated income losses.

Graph 1: Government Grant Allocations as at October 2020



17. Graph 2 shows the projected Covid-19 spend or loss of income by Portfolio.

Graph 2: Projected Covid-19 Spend by Portfolio



18. A number of Key Decisions have taken place during the pandemic to enable grant allocations from government to be distributed, provide enabling infrastructure works to allow greater distancing in the community and to support critical care sector services. Table 4 (below) lists the specific decisions taken.

Table 4: Key Decisions Which Impact in Year Expenditure

Key Decision	Description	Funding Source	Date	Key Decision Reference
Financial Support to Care Sector	Cross market uplifts in payments to care providers for 29 th March – 20 th June 2020 totalling £5.8m	County Council funding	27 th April	AH02 20/21
Waiver of charges - Licensing of tables and chairs on the highway	Waiver all fees relating to licences for table and chairs on the highway until the end of March 2021. Estimated cost of £0.030m. <i>NB – Licences are now administered by District and Borough Council's under the Business and Planning Bill 2020</i>	County Council funding	08 th June	HI03 20/21
Allocation of Infection Control Grant	Allocation of £10.0m (75% of £13.363m) infection control fund	Specific grant allocation	12 th June	OKD17 20/21

Key Decision	Description	Funding Source	Date	Key Decision Reference
Allocation of Infection Control Grant	Allocation of the remaining 25% of infection control funding - £3.3m	Specific grant allocation	16 th July	OKD23 20/21
Emergency Active Travel Fund (Tranche 1) - Temporary Pop-up Cycle Scheme	Implementation of seven cycle schemes to enhance cycling and walking facilities - £0.784m	Specific grant allocation	21 st July	HI05 20/21
Financial Support to Care Sector	A cross market uplift of 5% (£2.75m) is given in payments to commissioned care providers for 1 st July – 30 th September 2020	County Council funding	03 rd August	OKD24 20/21
Provision of Site for Regional Covid-19 Testing Centre	To make available WSCC owned land for a Department of Health and Social Care Regional Testing Site for Covid-19	Not applicable	28 th August	FIN03- 20/21
Emergency Assistance Grant	£0.737m of funding to support people who are struggling with food and essential supplies	Emergency Assistance Grant	07 th September	FRC01 20/21
Allocation of Additional Funding to Support Response to Covid-19	Non ring-fenced grant is allocated pro rata to expenditure incurred and ring-funding is allocated in accordance to the purposes and rule specified	Not applicable	18 th September	County Council
Emergency Active Travel Fund (Tranche 2)	Install more permanent schemes identified in Local Cycling and Walking Infrastructure Plans	Specific grant allocation	TBC	TBC

19. On the 18th September, the County Council approved recommendations with regards to pandemic grant funding received by the Authority, the decision included:

- that grant funding received in connection with the current pandemic and which is not ring-fenced is allocated pro-rata to the expenditure incurred in relation to each service area; and
- that ring-fenced grant funding is allocated according to the purposes and in accordance with any rules specified.

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

Dedicated Schools Grant Position

21. The balance of the Dedicated Schools Grant (DSG) reserve went into a £1.7m deficit at the end of the 2019/20 financial year. After allowing for the retrospective additional DSG allocation for Early Years of £0.3m made in July, the current balance in reserves stands at a deficit of £1.4m.
22. This year, despite a £10.7m increase in our High Needs DSG allocation, the High Needs Block is still currently forecast to overspend by £9.2m. This is largely due to two factors:
 - The full year effect of the 502 new EHCP placements made last year. This was in excess of the 350 increase that was budgeted for when the original budget was set in September 2019 and;
 - Continuing pressures on the Independent Non-Maintained Special Schools budget - 590 placements by the end of the year are now being forecast compared to a budgeted figure of 566.
23. The DSG conditions of grant for 2020/21 require all Local Authorities with a deficit to submit a plan to the Department for Education for managing their future DSG spend. We will be sharing this plan with Schools Forum as part of our budget planning discussions for 2021/22.

Finance by Portfolio

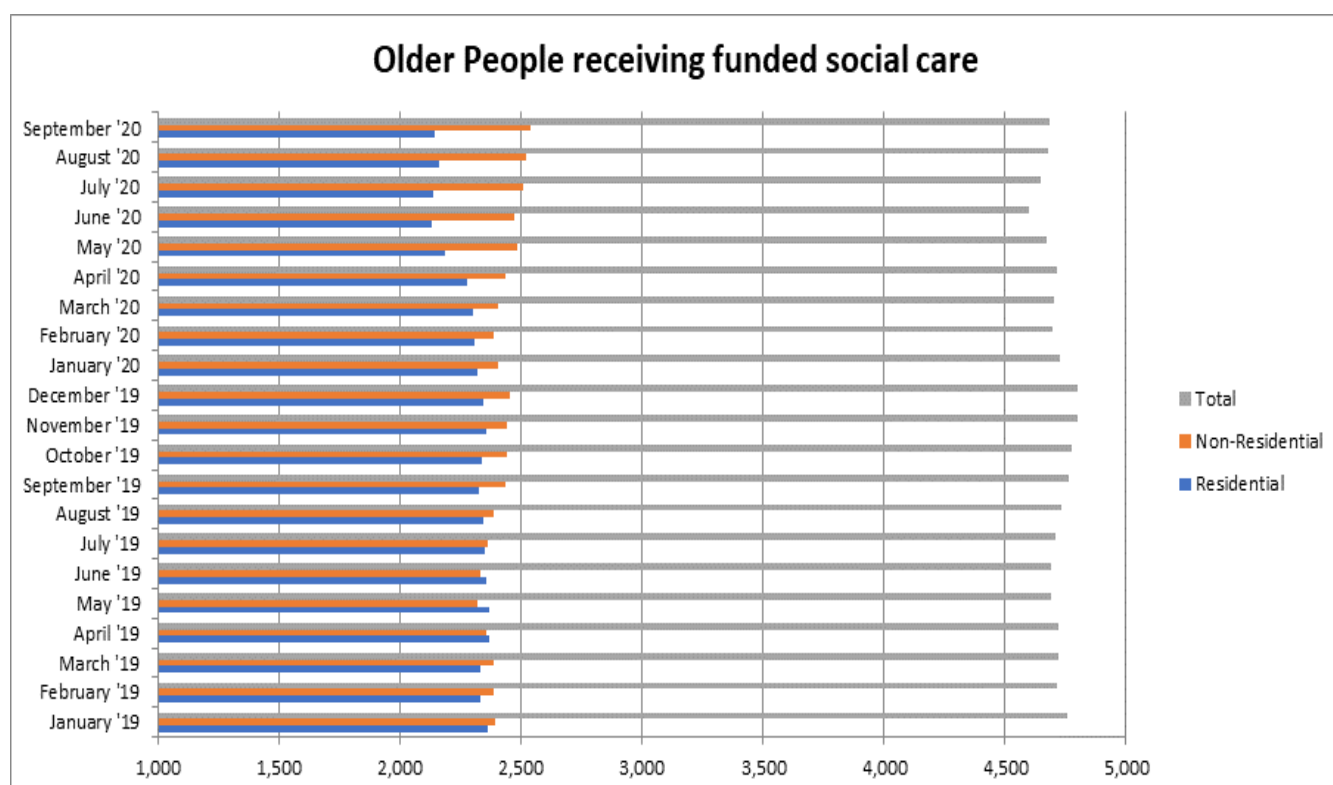
Adults and Health

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£29.670m	Assumed funding from Covid-19 grant or County Council contingency	(£29.670m)	
Adults' and Health Portfolio - Total	£29.670m		(£29.670m)	£0.000m

24. The **Adults and Health portfolio is projecting a balanced budget**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year. As previously reported, the pandemic is making it extremely difficult to forecast the outturn position.
25. The number of older people receiving a funded package of social care rose by a net eight in September. This is less than would be expected for this time of year and takes the aggregate total to 4,686. That is almost 80 lower than September 2019, as the Graph 3 (below) shows. If the demand growth that would have been expected to occur in 2020/21 is added in, the extent of that difference becomes nearer 150. Although part of this is a reflection of the hospital discharge process which has been put in place across the country - this is delaying the point at which people become the responsibility of adult social care - it is an indication of the impact that Covid-19 is having on

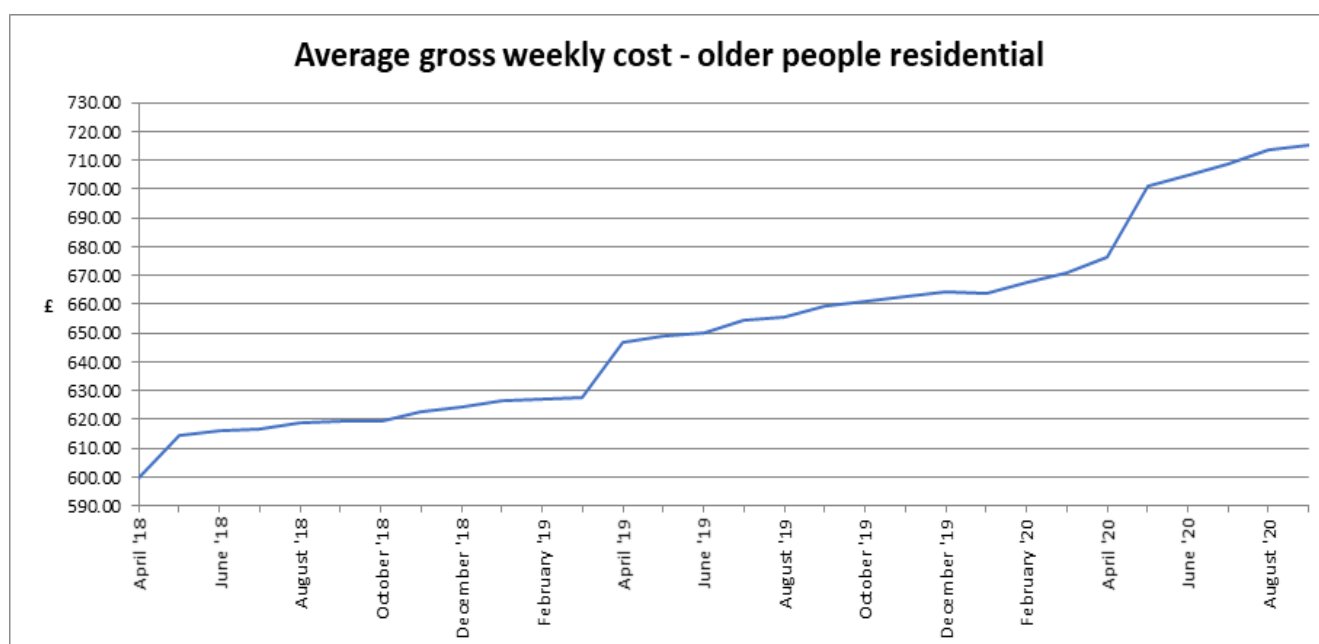
customer numbers. Also important to note is the extent to which the proportion of customers in a non-residential package has grown – this now stands at 54% (51%, September 2019) and is indication of the progress that is being made towards enabling more older people to live independently in the community.

Graph 3: Older People Receiving Funded Social Care

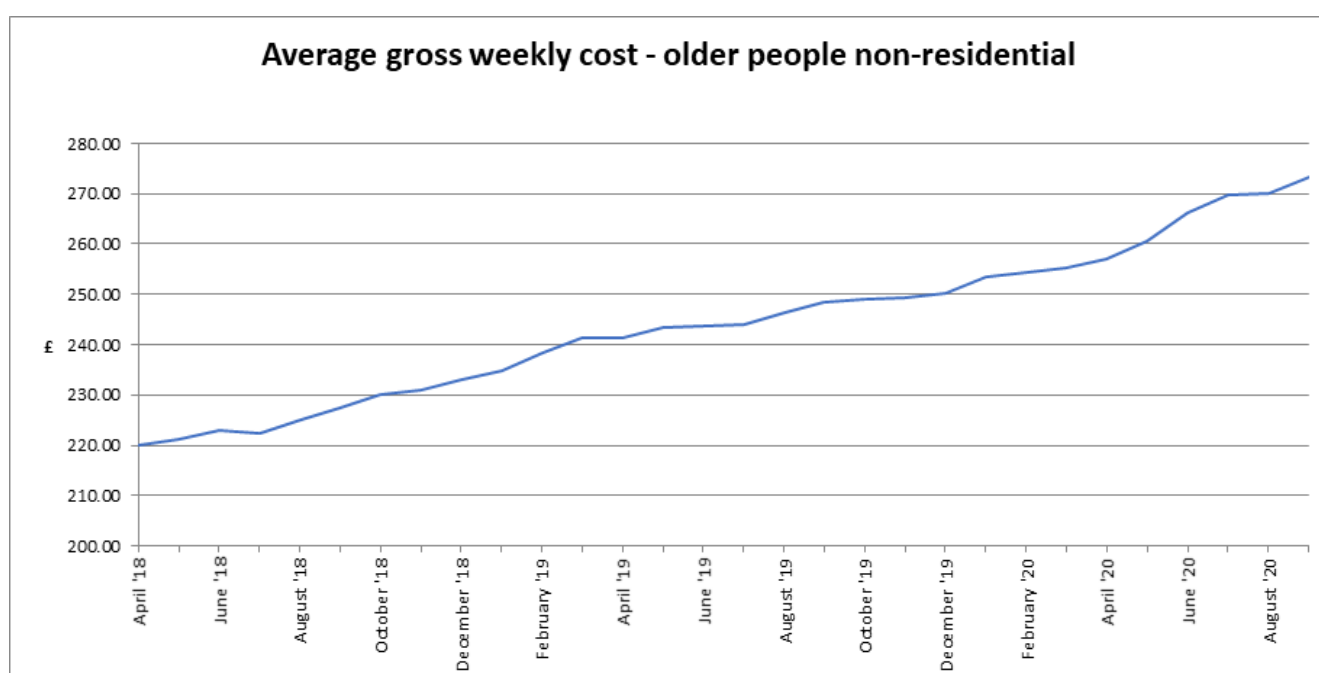


26. However average weekly package costs have continued to rise at a rate greater than the inflationary uplifts that the County Council agreed for 2020/21. These increases are not happening uniformly and are being driven by factors that vary between different parts of the County and different care types, dementia being a particular pressure. During the first half of the year, the outcome was that an average of 35% of all beds for new admissions were bought at a price that had needed to be agreed with the home rather than at the County Council's usual maximum rate. For the last six months of 2019/20 the comparative proportion was 30%. Graph 4 and 5 show the position at a detailed level both for residential and non-residential care:

Graph 4: Average Gross Weekly Cost – Older People Residential



Graph 5: Average Gross Weekly Cost – Older People Non- Residential



27. It should be noted that the comparisons exclude the impact of the temporary financial support that is being provided to the market due to Covid-19, since that cost is funded separately and being made available on a time-limited basis. Whilst market-related factors are part of the reason for the increases, the key driver is complexity of needs and the increasingly bigger packages that are needing to be agreed to meet customer needs.
28. In overall budget terms, there is a significant element of swings and roundabouts between these two counter factors, especially as some of the provision which has become available within block contracts has been used to

support hospital discharge, which has enabled costs to be recovered from the hospital discharge programme. Within learning disabilities there is a similar pattern of offsetting increases and decreases, albeit at less pointed levels which is in keeping with the more static nature of that customer group. This is relevant to highlight because the County Council spends almost as much on people with learning disabilities as it does on the elderly, despite the cohort being less than a third of the size in comparative terms.

29. Given this outlook for the key cost drivers, the decisive influence on the outturn remains the ability of the service to deliver its savings targets. Mainly due to Covid-19, there will only be limited progress in that direction. Not only do staffing resources continue to be prioritised towards the pandemic, some of the changes that need to be made will require face-to-face contact with customers, which has not been possible. Moreover, any actions that can be implemented during quarters three and four will produce ever decreasing part year benefits in 2020/21. The County Council is allowing for the non-delivery of these savings, which total £4.6m, in its Covid-19 expenditure forecast, so on that basis the risk to the Adults budget will be mitigated, provided that those residual savings requirements that have been carried forward from previous years, and which are not covered by that funding (circa £1m), are delivered. For the most part plans are in place which should result in the savings being realised in due course, but the longer the pandemic persists the greater is the likelihood that there could be some slippage beyond 2021/22.
30. Given the way in which Covid-19 is influencing priorities, it would be premature to regard the delivery of the residual £1m of savings as a certainty. In addition, there are risks in relation to:
 - **Physical and sensory impairment** (£0.4m), where total customers number have increased by 5% in the past year, which suggests an increasing incidence of this disability type after several years when it has been fairly stable relative to population.
 - **Working age mental health**, where there is estimated overspending of £0.4m on the County Council's share of the pooled budget, mainly as a result of rising expenditure on community care packages.
 - **Customer contributions towards social care.** Following the in-sourcing of various financial services in August, the County Council is working through some of the backlogs of activity that had built up, on which £3m of income has been estimated as being dependent. Only when this has been completed will it be possible to know for certain whether a potentially significant risk for the Adults outturn has been removed. It should also help clarify whether the reduction in the proportion of non-residential customers who are paying a contribution towards their social care reflects timing issues rather than any underlying change in people's ability to pay.
31. Despite the risks detailed above, it is expected that the Adults budget will not overspend. In part this is because there are areas of spending which remain uncommitted, for example £0.5m is available in the Resilience Fund, since the Infection Control Grant has temporarily reduced the need for the County Council to provide additional support to the market. There should be

opportunities as well from the increase in funding for the protection of social care within the Better Care Fund. In addition, there is the ultimate backstop of using the Improved Better Care Fund, where £2m has been allocated in case a contingency is required. All of these will carry opportunity costs, however, so this needs to be seen as the knock-on effect if the service is unable to make the progress that otherwise it would have been expected to have done during 2020/21.

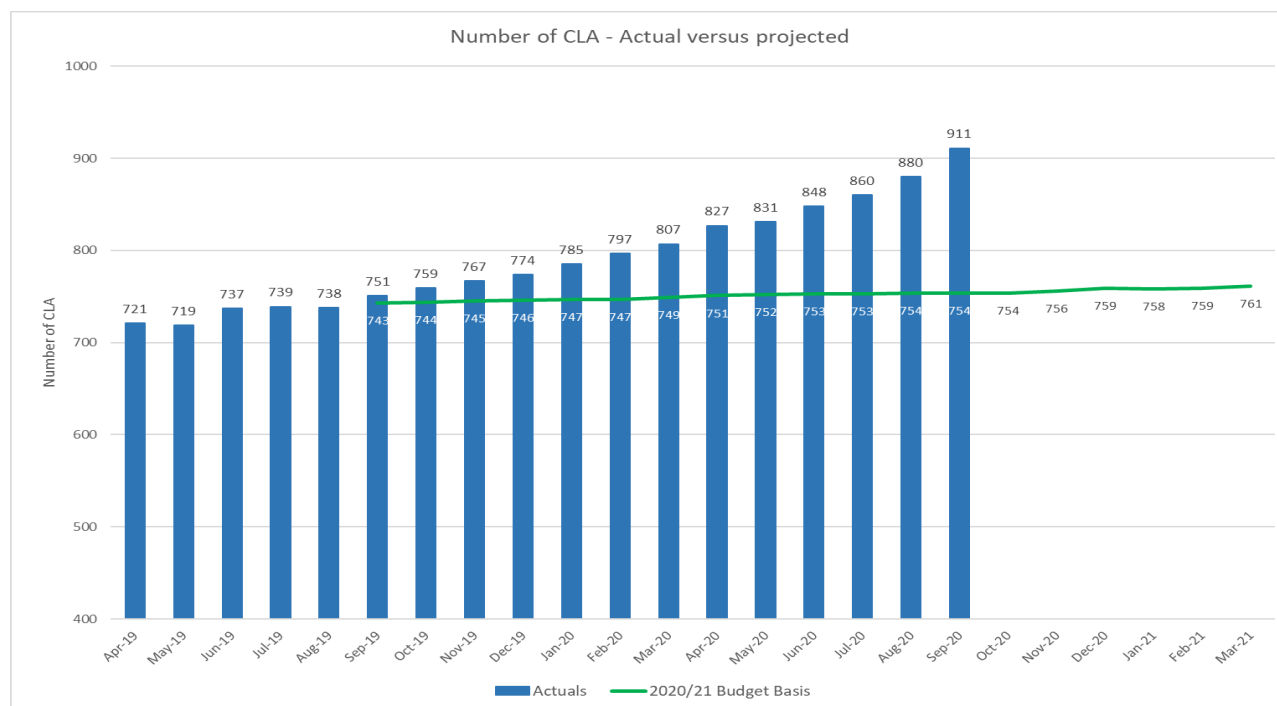
Children and Young People

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Estimated Covid-19 pandemic placement demand pressures for Children Looked After	£3.500m	Assumed funding from Covid-19 grant or County Council contingency	(£4.690m)	
Other Covid-19 forecast expenditure	£1.190m	Delayed recruitment to planned posts within the residential service	(£1.000m)	
Placement demand pressures for Children Looked After	£4.400m	Underspend in Early Help	(£1.000m)	
Social care staffing	£0.850m	Increased income expectation for UASC, partly due to increased grant for 18+	(£0.800m)	
		Underspending on Intentionally Homeless	(£0.450m)	
		Projected underspend on Children First Improvement Fund	(£1.500m)	
Children and Young People Portfolio - Total	£9.940m		(£9.440m)	£0.500m

32. **The Children and Young People portfolio is currently projecting a £0.500m overspend.** The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year. The main service movements since June relate to a reduction in the expected in-year Improvement Fund spend, an increase in the income expectation for unaccompanied asylum-seeking children over 18 years of age and a continuation of underspending within the Early Help and Intentionally Homeless.
33. Overall Children Looked After (CLA) placements are continuing to rise and have therefore been included in the Medium Term Financial Strategy (MTFS) demand requirements.
34. **Placement demand pressures** – The number of CLA increased by a net 63, from 848 in June to 911 by the end of September. This rate of increase has continued to escalate with the average weekly increase in September being 0.87% compared with 0.45% for the rest of the year to date. The projected overspend on CLA placements now stands within a range between £7.7m and £8.1m. This, as well as further increases in placements estimated for next financial year, results in a projected demand pressure of £12.5m in 2021/22.
35. To a large extent, the increased number of CLA is due to delays in the court system as a result of Covid-19, which is in-turn deferring children from exiting care. Due to a higher rate of increase this year, as described above, £3.5m of the projected cost has been identified as being a result of the pandemic.

36. The placements budget for this year was based on CLA growth predictions calculated in September 2019, which was based on the growth trend from previous financial years and before the Ofsted inspection. The graph below shows this projection against the actual number of CLA to date. This diagram clearly shows how current numbers of CLA has outstripped the budget provision allocated.

Graph 6: Number of Children Looked After Compared to the Budget Basis



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

37. **Social work staffing** - The overspend previously having been reported against social work staffing has reduced by £0.450m. This is due to plans to reduce the number of interim/agency staff in the coming months in a measured and achievable way, without having a negative impact upon caseloads or staff morale.
38. **Early Help** - The Early Help budget is now forecast to underspend by £1m. In part, this is due to reduced staff travel costs as a direct result of temporary new ways of working in response to the pandemic restrictions; however the service is also holding a high number of posts vacant due to the temporary building access arrangements in place during Covid-19.
39. **Intentionally Homeless** – The number of families receiving support with accommodation reduced significantly during the first six months of the financial year. A total of 103 families were being supported in December 2019, whereas at the end of September 2020 this figure is just 40. The reduced number of families seeking support is largely due to the ban on evictions introduced by

government as part of the Covid-19 response, however the ban on evictions ceased at the end of September.

40. The level of underspending during the first six months of the year produces the current underspend of £0.450m being forecast. Given the significant unpredictability that this budget is subject to, a prudent projection of spending to budget for the last half of the year is currently being assumed. However, should a new eviction ban be introduced, or court proceedings delayed due to Covid-19, then further underspending is likely.

Graph 7: Intentionally Homeless Services – Accommodation Open Cases



41. **Children First Improvement Fund** – An underspend of £1.5m is currently being forecast against the improvement fund for 2020/21. This is in part a result of the arrival of the permanent Executive Director and a resulting change in some of the initial plans to improve the service. This means that some expenditure initially planned for this financial year will not now occur until next year, as well as a recognition that the scale of change required was unlikely to be achieved within a two year period, leading to a revision of the required timescales of some additional improvement staffing positions. As a result of this, there will continue to be a funding requirement for the improvement work into 2021/22 and beyond, with £2.6m being the latest estimate for 2021/22. The additional costs of implementing the Children First Improve Plan will be reflected in the Medium Term Financial Strategy to be presented to members in February 2021.
42. The original Children First Improvement Plan detailed £12.567m of temporary funding and £5.138m of permanent funding. The latest Improvement Plan (which incorporates the additional funding request detailed above) shows a further £3.497m of additional temporary funding and £0.360m of additional permanent funding required. An update on the Children First Improvement Plan is reported in **Appendix 3**.

Economy and Corporate Resources

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£3.820m	Assumed funding from Covid-19 grant or County Council contingency	(£3.820m)	
Facilities Management SLA income shortfall and a reduction in car park income	£0.150m	Public Health contribution for central overhead charges	(£0.900m)	
		Staffing vacancies and other underspending within the Communications Team	(£0.120m)	
		Underspend from the bi-election budget and reduction in members expenses (travel, training & refreshments) and other minor underspends	(£0.106m)	
		Minor underspends	(£0.100m)	
Economy and Corporate Resources Portfolio – Total	£3.970m		(£5.046m)	(£1.076m)

43. The **Economy and Corporate Resources portfolio is currently projecting a £1.076m underspend**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
44. The underspending reported in the portfolio largely relates to a Public Health contribution towards the cost of overheads. The Public Health budget will underspend from a combination of the uncommitted element of the increase in the County Council's Public Health Grant allocation for 2020/21 and as activity levels in areas like sexual health have been lower than usual during the pandemic period. Of the potential underspend, £0.9m is currently being forecast as a contribution towards meeting overhead costs arising from Public Health activities.

Education and Skills

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£6.580m	Assumed funding from Covid-19 grant or County Council contingency	(£6.580m)	
Home to School Transport costs; predominantly Special Educational Needs	£0.656m	Staffing vacancies within the School Effectiveness and Inclusion Service	(£0.298m)	
Increasing utility costs within the Crawley Schools PFI contract	£0.200m	Other minor variations	(£0.231m)	
Education and Skills Portfolio –Total	£7.436m		(£7.109m)	£0.327m

45. The **Education and Skills portfolio is currently projecting a £0.327m overspend**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
46. The Home to School Transport service overspent by £1.350m in 2019/20 due to increased complexities, demand and costs experienced since the start of the

2017/18 academic year. An additional £1.0m has been added to this budget for 2020/21, but despite these additional funds it is still estimated that this budget will be overspent by £0.656m this year. This is based on a current assumption of projected growth in eligible pupils and inflation beyond budgeted levels for expected taxi and escort usage. There is also a projected increase in mainstream school coach costs due to the full year effect of changes implemented in 2019/20.

47. Staffing underspends relating vacancies within the School Effectiveness Service and Inclusion Services are also being forecast in the overall projection, alongside £0.1m of additional income from the Wellbeing for Education Return Grant.

Dedicated Schools Grant

48. The Dedicated Schools Grant (DSG) initial allocation in 2020/21 totals £638.3m and is made up of four separate funding blocks: Schools Block (£489.0m), High Needs Block (£91.3m), Central School Services Block (£7.5m) and Early Years Block (£50.5m).
49. The balance on the Dedicated Schools Grant reserves at the beginning of the 2020/21 financial year stood at a deficit -£1.739m. After allowing for the retrospective additional DSG allocation for Early Years of £0.328m made in July, **the current balance in reserves stands at a deficit of -£1.411m.**
50. The DSG conditions of grant for 2020/21 require all Local Authorities with a deficit, to submit a plan to the Department for Education for managing their future DSG spend. To help Local Authorities meet this requirement, the Education and Skills Funding Agency (ESFA) have devised a management plan template. This supportive tool has been created with an emphasis on enabling Local Authorities to formulate and present their DSG management plans; focusing attention on the comparison of high needs provision against spend.
51. It is the in-year pressures within the High Needs Block that are of greatest concern to the County Council. Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP).
52. This year, despite a £10.7m increase in our High Needs DSG allocation, the High Needs Block is still currently forecast to overspend by £9.2m. This is largely due to two factors:
- The full year effect of the 502 new EHCP placements made last year; this was in excess of the 350 increase that was budgeted for when the original budget was set in September 2019.
 - Continuing pressures on the Independent Non-Maintained Special Schools budget, with the projected overspending having increased by £1.6m since June. £0.85m is due to the increased cost of existing placements and £0.75m due to more placements being made than expected (590 placements by the end of the year are now being forecast compared to a budgeted figure of 566).

53. The main reasons for the High Needs spending pressures in West Sussex are:

- SEND reforms have raised the expectations of children, young people and their families and there is now an expectation that young people will stay in education until they reach 25.
- The needs of children with special educational needs and/ or disabilities are becoming more complex and this is driving increased financial pressures across the system. There is a shortage of local specialist educational provision to meet need, particularly in relation to Autism Spectrum Disorder, and this is resulting in increased specialist placements with independent providers. We are also seeing increased demand for top-up funding across all settings.
- There is a lack of capacity within mainstream settings to provide a graduated response to additional needs. Many schools are facing financial pressures and therefore do not have the capacity to provide additional support to pupils. As a result, this is driving up the demand for more specialist education services as children with low level SEND who could potentially attend mainstream schools are being educated in more specialist provision. This is coupled with an increase in the number of pupils being excluded and the need to provide costly alternative provision.
- Parental requests for specific high cost placements and tribunal decisions to support parental preference are also further driving demands on the High Needs Block.

54. **DSG Reserves** – If there are no further savings or overspendings in 2020/21 there will potentially be a DSG deficit balance of £10.697m at the end of the financial year:

Table 6: Projected Dedicated Schools Grant Reserves Balance

	Early Years DSG Reserve £m	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
2019/20 Opening Balance	Nil	£0.023m	(£1.762m)	(£1.739m)
2019/20 Early Years Adjustment	0	0	£0.328m	£0.328m
Early Years block	0	0	0	0
High Needs Overspending	0	0	(£9.209m)	(£9.209m)
Schools Overspending	0	(£0.077m)	0	(£0.077m)
Central block	0	0	0	0
2020/21 Closing Balance	Nil	(£0.054m)	(£10.643m)	(£10.697m)

Environment

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£0.220m	Assumed funding from Covid-19 grant or County Council contingency	(£0.220m)	
Income loss on the sale of energy due to a down-turn in energy market rate	£0.870m	Estimated reduction on corporate utilities usage and rates	(£0.600m)	
Shortfall in delivery of additional income (part 2019/20 & 2020/21 savings) due to delays in project creation	£0.430m	Net reduction in tonnage volumes during April to August	(£0.610m)	
Increase in insurance cost at the Mechanical and Biological Treatment Centre	£0.502m	Additional planning income	(£0.300m)	
Estimated shortfall on recycling income	£0.220m			
Environment Portfolio –Total	£2.242m		(£1.730m)	£0.512m

55. The **Environment portfolio is projecting a £0.512m overspend**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
56. The main movement relates to additional planning fee income from Highway Agreements. This reflects strong activity during the first half of the year as developers push forward with housebuilding projects across the county.
57. Waste service has been significantly impacted by the pandemic. All of the West Sussex Household Waste Recycling Sites (HWRS) were closed on the 23rd March and started to re-open (at a reduced service) from 11th May. The impact of the waste flow has changed dramatically, with more kerbside waste and recycling collected and less HWRS disposal.
58. In June and July, there was an increase in the volume of waste within the overall system, however the volume of tonnage reduced again in August. It is currently not known if the spike in tonnage during the summer was caused by the previous month's restrictions, or if there is additional household waste being produced as more people continue to work from home and not utilising business workplaces. We will need to continue to monitor this area closely over the coming months.
59. In addition, a fire at the Crawley HWRS on the 17th July has led to damage at the facility. Repairs to the building are expected to take several months, therefore a temporary recycling point for specific types of waste is now available at the Crawley site. Residents are also being signposted to the East Grinstead and Horsham HWRS for certain types of waste.
60. With many County Council buildings having a reduced occupancy in 2020/21 and with global reductions in energy prices, it is estimated that the utilities budgets will deliver a £0.6m underspending this year.

Finance

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£0.310m	Assumed funding from Covid-19 grant or County Council contingency	(£0.310m)	
Non-delivery of additional commercial investment property income saving	£0.275m			
Minor variations	£0.054m			
Finance Portfolio –Total	£0.639m		(£0.310m)	£0.329m

61. The **Finance portfolio is projecting a £0.329m overspend.** The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.

Fire and Rescue and Communities

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£3.160m	Assumed funding from Covid-19 grant or County Council contingency	(£3.160m)	
		Expected underspending within libraries and community services due to the reduced services provided during the pandemic.	(£0.150m)	
Fire and Rescue and Communities Portfolio – Total	£3.160m		(£3.310m)	(£0.150m)

62. The **Fire and Rescue and Communities portfolio is projecting a £0.150m underspend.** The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.

63. An update on the Fire Improvement Plan is reported in **Appendix 4.**

Highways and Infrastructure

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£3.040m	Assumed funding from Covid-19 grant or County Council contingency	(£3.040m)	
Ash Dieback emergency felling works	£0.400m	Projected National Concessionary Fares underspend	(£0.200m)	
		Reduction in Street Lighting PFI electricity costs	(£0.200m)	
		Reduction in fuel during pandemic restrictions	(£0.100m)	
Highways and Infrastructure Portfolio –Total	£3.440m		(£3.540m)	(£0.100m)

64. The **Highways and Infrastructure portfolio is projecting a £0.100m underspend**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
65. Sample inspections have now been undertaken across the county to assess the degree of emergency Ash Dieback felling work required this year. The financial pressure associated with removing trees that are significantly affected and posing a potential safety risk is estimated at £0.400m. The work will be undertaken during the autumn and winter period, ahead of the establishment of a full felling and replanting programme in 2021/22.
66. Transport fuel costs were £0.1m lower than budgeted during the first half of the financial year, following reduced education and social care transport requirements due to the Covid-19 lockdown/restrictions.

Leader

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

67. The **Leader portfolio continues to project a £0.131m underspend** in year due to the saving from sharing a Chief Executive with East Sussex.

Non Portfolio

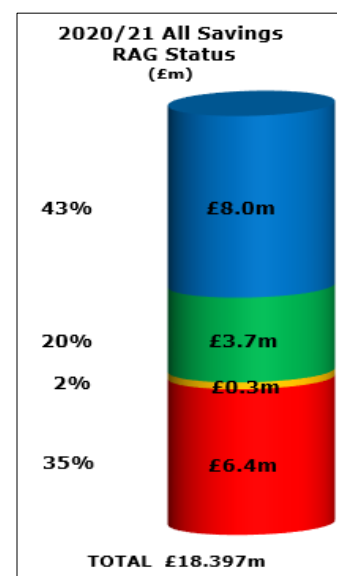
68. The Council's budgeted investment income for 2020/21 was £3.0m. As result of the Bank Rate reduction (from 0.75% to 0.10%) and prevailing market conditions over the last six months, the Council forecast that lost investment income would total £1.2m in 2020/21. Consequently, £1.2m has been claimed against the emergency Covid-19 grant funding received from Government.
69. However, due to higher cash balances than originally forecast and fixed-rate deposits/loans arranged in 2019/20 (with maturities falling throughout 2020/21) yielding higher returns than post-Covid-19 investments, the updated forecast for the remainder of 2020/21 shows that for an average investment portfolio of £380m the Council will generate a £1.0m investment income surplus against the revised 2020/21 revenue budget. As the Bank Rate is likely to remain at 0.1% for the next financial year, the Director of Finance and Support Services approves holding the 2020/21 investment income surplus in the Interest Smoothing Reserve to mitigate the risk of low investment returns during both 2021/22 and 2022/23.

Outlook for the Savings Programme

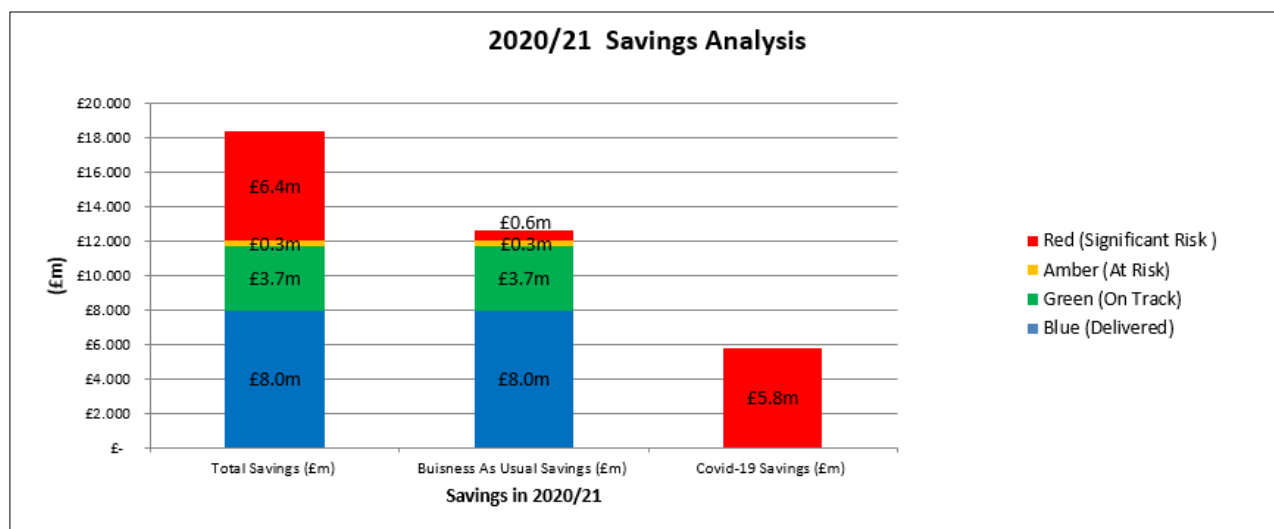
70. The 2020/21 savings target across portfolio budgets is £18.4m. Of this amount, £11.7m (63%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; £0.3m (2%) is judged as amber where further work is required to ensure the saving can be achieved and £6.4m (35%) is judged as red with no expectation of delivery.

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

Graph 8: Savings Overview



Graph 9: Analysis of savings as at 30th September 2020



72. Graph 9 shows that only £0.6m of savings are currently considered to be 'at significant risk' due to business as usual issues and are included in the council's overspend projection, with a further £0.3m currently reported as 'at risk'.

73. Within the central government Covid-19 Delta Return, £5.8m of the 'at significant risk' savings are included in the projection. A list of the 2020/21 savings and their current RAG status is reported in **Appendix 5**.

74. In addition, there were a number of savings from 2019/20 that were not delivered permanently from the previous year, which are continuing to be monitored. The detail of these savings totalling £2.3m, are included in **Appendix 5**. Of this amount, £0.8m (35%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; £0.8m (34%) is judged as amber where further work is required to ensure the saving can be achieved and £0.7m (31%) is judged as red with no expectation of delivery. The red savings are reflected in the forecast outturn position.

Capital Programme

75. The capital programme; as approved by County Council in February 2020, agreed a programme totalling £103.4m for 2020/21. £2.5m of this expenditure, originally profiled to spend in 2020/21, was accelerated and spent in 2019/20, revising the capital programme to £100.9m.
76. Since this time, profiled spend has increased overall by £5.5m, to give a current full year estimate spending forecast for 2020/21 of £106.4m, with £100.8m on core services and £5.6m on income generating initiatives (details are included in **Appendix 6**).
77. During the last quarter, the following additions have been made to the Capital Programme:
- £0.5m of Emergency Active Travel Fund Grant has been allocated to the capital programme to fund the emergency safe space cycling and walking measures in the wake of the Covid-19 pandemic.
 - £3.7m of Additional School Conditions Grant has been allocated to the capital programme. On the 5th August 2020, the government announced West Sussex had been awarded £3,669,175 of funding for the 2020/21 financial year.
78. With the pandemic uncertainty continuing into the autumn/winter period, it is possible that the capital programme planned works may be adversely affected. While project managers have prepared robust spending estimates, this overarching risk could suddenly affect any part of the whole programme. As such it would be prudent to note that this risk may affect the overall projected outturn spending position by up to £15m. This area will need careful monitoring as the year progresses.
79. A copy of the capital budget monitor and narrative is detailed in **Appendix 6**.
80. As part of the 2019/20 Budget Report, the County Council approved use of £5.3m capital receipts in 2020/21 to fund specific transformation projects as shown in Table 7. The report also listed further activities to which the Council could apply flexible use of capital receipts, including: customer experience, smartcore, community hubs, support in foster care capacity, waste recycling,

transformation support and support for young people not in education, employment or training.

Table 7: Flexible Use of Capital Receipts Listing Agreed at February 2020 County Council

Project Description	Qualifying Expenditure	Estimated Project Cost as at February 2020
Continuous Improvement Expenditure	Investment in transformation across the whole council, <ul style="list-style-type: none"> customer services digital improvements in services 	£0.7m
Customer Experience	Investment in specific projects across the Council to improve customer-facing work processes.	£1.4m
Recycling Credits	Initiatives with the district and boroughs to incentivise recycling and reduce demand pressure on the Council's Waste Service.	£2.0m
Fire Improvement	Investment required to effectively respond to the recommendations of the HMICFRS report published in June 2019 particularly in areas surrounding Fire Safety, prevention and protection.	£1.2m
Total		£5.3m

81. A review of work on these transformational projects found the pandemic has reduced the amount of forecast qualifying expenditure for 2020/21 on these projects to £3.7m. The reasons for the reductions include changes in teams' work during the pandemic, delays in the recycling credits waste project and scope to increase qualifying expenditure on the Fire Improvement project.
82. As shown above, in February the Council listed further activities to which it could apply flexible use of capital receipts and so maintain the planned level of spending funded from this source at £5.3m. The total forecast expenditure on these further activities amounts to around £5m, including significant amounts for Smartcore and the Children First improvement project. These areas of expenditure will continue to be reported in the Quarterly Performance Monitoring report.

Transformation Programme

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

84. The Covid-19 pandemic has affected our ability to deliver all our transformational aspirations, however there are some positive progress on some key areas.
85. The implementation of our SAP replacement system Oracle has continued to progress during the summer. We predict we will incur £1.5m of costs during the financial year. The implementation date is expected to be in early Autumn 2021, although this date will be kept under review as we deal with the on-going impact of the pandemic. The total budget for the project is £2.7m of which £0.7m has been spent to date.
86. As a result of the current pandemic, a number of projects associated with improving the Council's digital capabilities have been delayed and the cost in this financial year is unlikely to exceed £0.5m. As part of the 2020/21 budget, £2.8m was drawn down from the transformation fund to meet the expected costs of the planned projects. Given the delays to the programme and the reduced spending expectations, the remaining budget will be returned to the service transformation fund for future use. There are £2.4m of savings associated with these projects in year, however, due to delays from the pandemic it is anticipated that these savings will not be achieved in 2020/21, although work continues to progress these projects.
87. As we draw to the end of our main outsourcing arrangement with Capita at the end of September 2022, there will be a number of projects undertaken to ensure that we find the correct solution for future services; whether this is accepting services back in-house or continuing with an outsourcing arrangement. Work is underway on this substantial project to explore options to determine the best outcome for service delivery for our residents. Specifically, the future of the provision for IT services is particularly complex as the provision of these services have not been considered since the outsourcing in 2010.
88. The latest estimated financial requirement for this project currently stands at £2.8m, with £1.1m of costs expected to be incurred in 2020/21. The costs associated with the options appraisal and anticipated costs of associated with implementing the new solutions will be met by the service transformation fund.

Workforce

89. Further to the workforce Key Performance Indicators (KPI's) detailed in **Appendix 7** and the annotated commentary, there are a number of key areas to note:
90. This is the second quarter since the start of the Covid-19 pandemic and it is possible to start to draw some few initial views on the impact Covid-19 has had, and is having, on the workforce.
91. After the initial national lockdown, the job market stagnated, resulting in a significantly lower number of starters and leavers than in previous months/quarters. The job market now seems to have recovered and

recruitment to the organisation appears to be back to the levels experienced pre- Covid-19.

92. The change to a predominantly home-working model seems to have had an impact on the level of short-term sickness. Calendar days lost to short-term sickness have been consistently lower since the change to home working in late March 2020. When comparing the months of April to August* between 2020 and 2019, there is 33% less short-term sickness absence in 2020 over these months, when compared with the same months in 2019. There appears to be little/no impact of Covid -19 on long term sickness absence.
93. The top reason for short-term sickness absence has changed from anxiety/stress to musculoskeletal. It is probably still a bit too early to make an assessment, but home working with employees using their own desks, chairs and other general office equipment etc. may be a contributing factor to the 15% rise in short-term sickness attributed to musculoskeletal.

Corporate Risk Register

94. **Appendix 8** provides a copy of the latest Corporate Risk Register alongside a quarterly review of the key risks and relevant changes to the risk profile/ exposure of the County Council.
95. No new risks have been added to the Corporate Risk Register this quarter, however the following changes have been made to the risk register:
 - Corporate Risk 66 – Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)
 - Severity decreased from 25 to 20
 - To reflect completed mitigating actions
 - Corporate Risk 68 – Further waves of Covid-19
 - Severity decreased from 25 to 20
 - To reflect completed mitigating actions
96. Table 8 summarises the risks on the Corporate Risk Register with the current severity graded above the tolerance threshold:

Table 8: Corporate Risks with Severity above the Tolerance Threshold

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR61	Death/serious injury of a child (Council failing in their duty)	25	25
CR69	Children's services will fail to deliver an acceptable provision to the community	25	25
CR39a	Cyber-security	25	25
CR58	Failure of social care provisions	25	25
CR22	Financial sustainability	25	25
CR59	Benefits from transformation are not realised	20	20

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR66	Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)	25	20
CR68	Covid-19 and risk to the delivery of WSCC's services	25	20
CR1	No deal Brexit	16	16
CR11	Recruit and retain staff	16	16
CR50	Insufficient health & safety governance	16	16
CR71	Mental and physical wellbeing of WSCC staff due to working from home	16	16

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

98. Table 9 summarises the current key corporate Covid-19 risks.

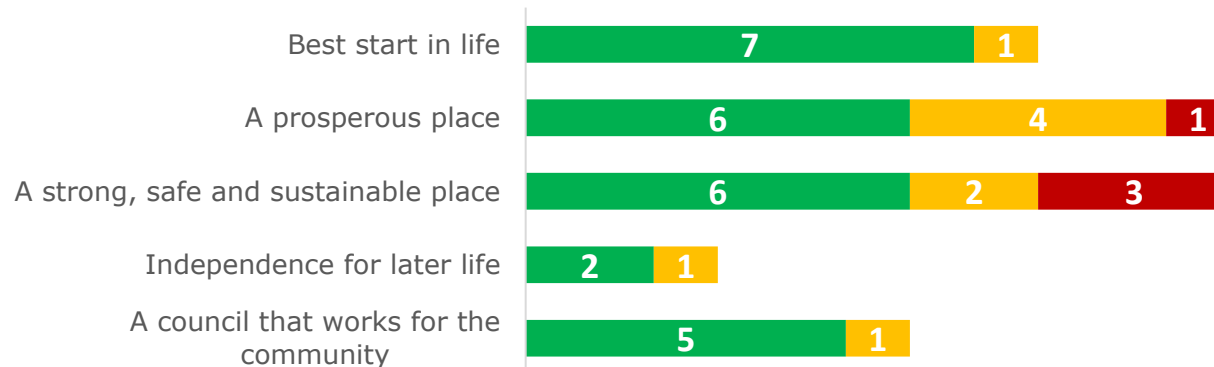
Table 9: Key Corporate Covid-19 Risks

Key Corporate Covid-19 Risks
Staff Shortage in Adults Services for older people's visits Community Hubs may not have enough staff capacity to manage an increase in demand , resulting in a failure to deliver essential food and medicine to vulnerable people.
Once restrictions are relaxed/lifted and we move into the recovery phase the Council may be able to work through the backlog of business as usual events in a timely manner due to volume of activity and social distancing restrictions. This will result in a significant reduction in revenue and reputational damage to the Council.
Providers are increasingly unwilling to accept new placements which may cause a reduction in external placements and in-house foster care arrangements. This will lead to children not being looked after, becoming more vulnerable and at risk of harm.
Care homes are struggling to maintain an economically sustainable number of residents when experiencing deaths due to Covid-19 (>50% occupancy required). This lack of revenue creates a risk of care home closures which would then require financial intervention by WSCC to prevent this from occurring.
Government have issued instructions to highlight the local authority's role within the national Test and Trace Programme (particularly regarding Local Outbreak Plans). Should the government also issue direction to apply restrictions at a local level it will have further significant resource implications for Public Health and their ability to manage the current requirement and ongoing threat.
Advice and guidance on suspected Covid-19 cases has been devolved down to Local Authorities with immediate effect. There's a significant concern that there may be a surge in demand for support , which will lead to a strain on the council's ability to respond/support in a timely manner in order to reduce the impact on our residents.

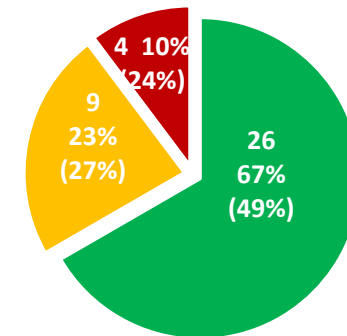
September 2020 QPM Performance Report

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 2020/21 targets have been reprofiled for the year to reflect updated benchmarking data. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail.

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






March 2020 outturn in brackets




Exceptions Report

Measures with **new** updates reporting red, or amber and performance is not improving

Measures for success		2022 Target	2020/21 Milestone	Jun-20	Jul-20	Aug-20	Sep-20	Year End Forecast
 39	Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	426	497.35 ↑	511.38 ↑	504.34 ↓	509.65 ↑	R
 59	Freedom of Information requests responded to within time	95% of FOIs within 20 working days by 2022	95%	81% ↓	89% ↑	88% ↓	80% ↓	A
 62	Decision transparency	75% of key decisions published in the Forward Plan at least 2 months prior to decision being taken	72.5%	74% ↑			64% ↓	G

Annual measures

Measures for success		2022 Target	2020/21 Milestone	2017/18	2018/19	2019/20	2020/21	Year End Position
 36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Top quartile of statistical neighbours by 2022 - ≤48	68	102 (2017) ↓	104 (2018) ↑	118 (2019) ↑	Due Sept 2021	R

September 2020

Highlights


(25) - Total length of new installations cycle path. We have implemented 32.15km of new cycle paths since the start of the plan and exceeding our milestone target of 25.5km. This excludes the 7 pop-up cycle lanes across the county.

(35) - Calls to critical fires where the first fire engine met our emergency response standard – Q1 and Q2 results are 91.5% and 90.2%, both improved compared to 2019-20 year-end results and exceeding our target of 89%.

(37) - Operation Watershed fund allocated to community projects – we have achieved our milestone target ahead of year-end by funding 93 projects.

Challenges

A strong, safe and sustainable place

36 People killed or seriously injured (KSI) in road traffic accidents per billion vehicle miles	Target Top quartile of statistical neighbours by 2022 2020-21 milestone target 68	2019 118 
Performance		Recovery actions
<p>Performance has increased to 118 for 2019 compared to 104 in 2018 and compared to England average of 79 KSI per billion vehicle miles.</p> <p>In May 2019, Sussex Police began recording their collision data in a new national database called CRaSH which has changed how it records casualty severity and this has led to a significant upturn in the number of casualties who might have previously been recorded as "Slight" now being recorded as "Serious". This change means KSI outturns now recorded are not directly comparable with previous data.</p> <p>Between 1 January and 31 August 2020, the total number of collisions dropped 21% against the same period last year and the number of casualties dropped 25%. This reduction will mainly be a result of the Lockdown earlier this year. The KSI total remains similar to last year's total for the same period, with the data now being recorded in CRaSH apparently cancelling out any Lockdown reduction.</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>On-going road safety engineering schemes, education, training and publicity include:</p> <ul style="list-style-type: none"> • Our partnership with The Sussex Safer Roads Partnership, which promotes a wide range of behavioural change programmes. • Our Road Safety Facebook page, which allows us to engage with the community on road safety issues, run educational campaigns and generates discussion and dialogue between road users. • Thirteen locations were treated last year as part of an annual local safety programme that looks to make road improvements to areas that have a historically higher number of road traffic accidents. Measures ranged from signing improvements, resurfacing with high skid resistant materials to altering junction layouts.

Pedal cyclist KSIs have increased on previous years, this is related to a large increase in cycling that began during the Lockdown; the authority, with funding from central government, is trialling 'Pop-Up' cycle routes with an aim to improve the cyclist's safety and encourage a shift from cars to bikes.	
---	--

39. Average time between a child entering care and moving in with their adoptive family	Target 365 days by 2022 2020-21 milestone - 426 days	Sept 2020 509.65 ↑
---	--	--------------------------

Performance	Recovery actions
Performance has increased. This figure is always impacted by a number of children who 'fall out' of the reporting dataset and for August they have decreased. Covid-19 continues to lead to the delay of some transitions of children to their adoptive family.	West Sussex continues to liaise closely with Adoption South East (ASE) to identify adopters for children at an early stage. Adopter resource is good, with the challenge being identifying adopters for siblings. ASE has committed to parallel interagency planning for siblings to ensure they are able to move to their adoptive families as soon as possible.















A council that works for the community

59. Freedom of Information requests responded to within time	Target 95%	Sept 2020 80% ↓
--	---------------	-----------------------












Performance	Recovery actions
103 requests were due to be responded to in September of which 82 were responded to on time.	A reminder was circulated to all staff week commencing 5th October that there is a statutory responsibility to answer within 20 days and that the relaxation in place since the Covid outbreak was being removed. Staff were asked to ensure they respond in a timely fashion to any requests for information.

62. Decision Transparency	Target 75% by 2022 2019-20 milestone target 72.5%	Sept 2020 64% ↓
---------------------------	--	-----------------------

Performance	Recovery actions
It should be noted that two decisions were in the plan for 55 days rather the target of 56 (2 months) and published a day later would have changed the figure to 71%. Overall average for the 1 st half year is 79%, exceeding the target. There will always be the challenge of urgent decisions, which will have an impact on the overall figure.	Democratic Services will continue to support services to ensure that key decisions are listed in the Forward Plan for at least two months and it is hoped that support and training provided by the service will see the target of 75% being achieved consistently by the target date of March 2022.




































Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Forecast (Year End)	
Best start in life																
	5	Families turned around	Quarterly	≥3,940 by 2020	4,600	H	1,281		3,940			4,294 ↑			4,577 tbc ↑	G
	8	West Sussex Children Looked After per 10,000	Monthly	Average of statistical neighbours by 2022 - 52	52		41.2	45.9 ↑	46.54 ↑	47.91 * ↑	48.14 * ↑	48.54 ↑	49.4 ↑	50.08 ↑	52.18 ↑	G
	9	West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.35%	≤2.3	L	2.4%	1.1% ↓	0.97% ↓	1.10% ↑	1.0% ↓	0.77% ↓	0.95% ↑	0.91% ↓	0.53% ↓	G
	10	Stability of Children Looked After (3 or more placements during the year)	Monthly	≤ 10% by 2022	10.5%	L	10.7%	10.1% ↑	11.1% ↑	10.8% ↓	10.3% ↓	11.1% ↑	10.7% ↓	8.5% ↓	8.5% →	A
	11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	99.1% ↑	98.3% ↓	100% ↑	98.3% ↓	100% ↑	99.3% ↓	96.4% ↓	97.6% ↑	G
	12	Child Sexual Exploitation - children identified have a plan in place to manage risk and vulnerability.	Quarterly	100%	100%	H	75%					100% ↑			100% →	G
	160	CLA placed outside LA boundary and more than 20 miles from where they used to live	Quarterly	15% or less by 2022	15%	L	13.5%		15.3%			13.7% ↓			13.7% →	G
	161	Percentage of Care Leavers that the LA is in touch with	Quarterly	Average of statistical neighbours by 2022 - ≤ 89%	89.0%	H	90.30%		93%			93% →			93% →	G
A prosperous place																
	28	Economically active 16-64 year olds who are employed	Quarterly	Top quartile of statistical neighbours by 2022 - ≥ 80.45%	80.45%	H	80.2%		80.7% ↑			Due Oct 2020			Due Jan 2020	G
A strong, safe and sustainable place																
	35	Calls to critical fires where the first fire engine met our emergency response standard	Quarterly	90% by 2022	89%	H	87.3%		86.7% (full yr av.) ↑			91.5% ↑			90.2% ↓	A
	37	Operation Watershed fund allocated to community projects	Quarterly	103 projects supported by 2022	93	H	50		81 ↑			85 ↑			93 ↑	G
	39	Effective CLA Permanency Planning (Average time between a child entering care and moving in with their adoptive family)	Monthly	≤365 days by 2022	426	L	466.69	488.17 ↓	488.47 ↑	495.17 ↑	495.5 ↑	497.35 ↑	511.38 ↑	504.34 ↓	509.65 ↑	Agenda Item 6a Appendix A

Monthly/Quarterly Measures








Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Forecast (Year End)
 40	Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	15,800	H	4,000		13,833 ↑			14,448 ↑			15,539 ↑	G
 41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	Below the regional average by 2022 - 80.5	81.8	L	56.07		71.7 ↑			71.8 ↑			due Nov 2020	G
 42	Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	Quarterly	800 reports per annum totalling 4,000 by 2022	800	H	641		855 ↑			294			661 ↑	G
 43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh		16,236 mwh ↑			6,695 mwh			12,165 mwh ↑	G
A council that works for the community 															
 59	Freedom of Information requests responded to within time	Monthly	95% by 2022	95%	H	80%	83% ↓	90.75% annual average	73% ↓	82% ↑	81% ↓	89% ↑	88% ↓	80% ↓	A
 60	Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022 to 36.4%	33.8%	H	26%		61.4% ↑			100% ↑			100% →	G
 61	Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022 from Mar 2019 to 23,458	23,358	H	18,851		25,639 ↑			29,942 ↑			32,742 ↑	G
 62	Decision transparency	Quarterly	75% of key decisions published in the Forward Plan at least 2 months prior to decision being taken	72.5%	H	64%		69% ↓			74% ↑			64% ↓	G
 63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022 from Mar 2019	7,381	H	3,986	8,101 ↑	8,845 ↑	9,401 ↑	10,233 ↑	10,412 ↑	10,728 ↑	10,921 ↑	11,187 ↑	G
 66	The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%		no data covid			no data covid			data will resume from Oct 2020	G

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














Annual Measures

Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	2020/21	Forecast (Year End)
A prosperous place 											
 21	Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 11.33%	11.2%	H	12.2%	10.8% 	10.5% 	Due Dec 2020	Due Dec 2021	A
 22	Business survival and retention (5 year survival rate)	Annually (Dec)	Top quartile of statistical neighbours by 2022 - >47.24%	47%	H	43.3%	2012-17 47% 	2013-18 46.08% 	Due Dec 2020	Due Dec 2021	A
 23b	Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	95%	H	95%	95.6%	95.9% 	96.4% 	Due Oct 2020	G
 24	Additional school places delivered	Annually (Oct)	Total school places 127,256 by 2022	129,680	H	109,017	126,143	127,323 	128,422 	Due Oct 2020	G
 25	Cycling - total length of cycle path - new installations	Annually (Mar)	60% increase by 2022 on the amount of new installation	25.53km	H	0km	5.57km	11.37km 	28.65km 	32.15km 	G
 26	Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Nov)	5% or less by 2022	5%	L	5%		2016-18 3% 	2017-19 4% 	2017-19 4.7% 	G
 27	Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≥£593.40	£593.40	H	£593.40	£554.10 (2017) 	£574.90 (2018) 	£602.20 (2019) 	Due Nov 2020	G
 29	16-17 year olds who are not in education, employment or training - measure now includes 'unknowns'.	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - <3.8%	7.3%	L			2.7% 	2.4% 	9.6% (in year)	A
 31	Adults with learning disabilities who are in paid employment	Annually (Jul)	England average or better by 2022 - 6%	4.9%	H	2.2%	3.2% 	2% 	2.1% 	Due Jul 2021	R
 33	Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £30,356	£30,356	H	£25,221	£26,304 	£26,589 	Due Dec 2020	Due Dec 2021	A

Annual Measures







Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	2020/21	Forecast (Year End)	
A strong, safe and sustainable place												
	7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	Top quartile of statistical neighbours - 183.16	191.2	L	220	222.2 ↓	235.1 ↑	Due Mar 2021	Due Mar 2022	R
	36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Sep)	Top quartile of statistical neighbours by 2022 - ≤48	68	L	103	102 (2017) ↓	104 (2018) ↑	118 (2019) ↑	Due Sept 2021	R
	46	Household waste sent to landfill	Annually (Aug)	9% by 2022 (top quartile)	10%	L	49% sent to landfill	39% ↓	30.18% ↓	18.09% ↓	Due Aug 2021	A
	48	Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	Annually (Apr)	100% of plans reviewed every 5 years	100%	L	100%	100% →	100% →	100% →	Due Apr 2021	G
Independence for later life												
	51	People who use services who say that those services have made them feel safe and secure	Annually (Jun)	95% by 2022	94%	H	82.9%	87.1% ↓	91.9% ↑	93% ↑	Due Jul 2021	A
	54	Emergency admissions for hip fractures in those aged 65+, per 100,000	Annually (Feb)	Maintain at 612 per 100,000 by 2022	612	L	578	569 ↓	560 ↓	Due Feb 2021	Due Feb 2022	G
	55	Social isolation - adult social care users who have as much social contact as they would like	Annually (Jun)	50% by 2022	48%	H	45.8%	41.2% ↓	46% ↑	48% ↑	Due Jun 2021	G

Monthly/quarterly measures suspended for the remaining 2020-21















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










Agenda Item 7
Appendix 7

Monthly/quarterly measures suspended for the remaining 2020-21

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

Annual measures suspended for the remaining 2020-21

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

Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	2020/21	Note
A prosperous place 🐦											
	30 Apprentices in West Sussex	Annually (Nov)	≥7,390 by 2022	7,038	H	5,790	4,790 ↓	4,860 ↑	Data lag	C	Tracking data impacted by covid. Skills strategy as part of Economy Plan will consider new and relevant measures as part of reset plan.
	32 Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2021 and 2022	80%	H	n/a	Biennial	70%	Biennial	C	The West Sussex biennial survey will now not be undertaken until 2021.
A strong, safe and sustainable place 📍											
	34 Air Quality Management Areas where air quality is improving	Annually (Dec)	10 Air Quality Management Areas with improved air quality	10	H	9	8 →	8 →	Data lag	C	Superseded with other service priorities during Covid.
	45 Ultra-low emission vehicles registered for the first time	Annually (Oct)	Top quartile of statistical neighbours by 2022 - > 1083 registered vehicles	799	H	327	391 (2017) ↑	496 (2018) ↑	Data lag	C	Lack of available data and due to the impact of Covid on new vehicle registration
	47 Museums and theatres in West Sussex - visitors at attractions	Annually (Aug)	20% increase by 2022	2,127,729	H	1,850,199		3.7m (2018) ↑	Data lag	C	Data is unavailable due to Covid
Independence for later life 🕊											
	53 Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >85.7%	86.50%	H	85.7%	87.8% ↑	73.2% ↓	68.2% ↓	C	The current reablement contract is operating far more effectively than the strict definition of this indicator and a new improved measure will be included in reset plan
A council that works for the community 🎯											
	56 Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	46%	Biennial	C	The West Sussex biennial survey will now not be undertaken until 2021.
	57 Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	35%	Biennial	C	The West Sussex biennial survey will now not be undertaken until 2021.
	58 Residents who find it easy to access information, services and support they need	Annually (Oct)	80% by 2022	80%	H	53%	Biennial	48% ↓	Biennial	C	The West Sussex biennial survey will now not be undertaken until 2021.

Appendices

- Appendix 1 – Revenue Budget Monitor and Useable Reserves – as at September 2020
- Appendix 2 – Covid Grant Funding Allocated to West Sussex – as at October 2020
- Appendix 3 – Children First Improvement Plan Update – as at September 2020
- Appendix 4 – Fire Improvement Plan Update – as at September 2020
- Appendix 5 – Savings Monitor – as at September 2020
- Appendix 6 – Capital Programme Budget Monitor – as at September 2020
- Appendix 7 – Workforce Key Performance Indicators – as at September 2020
- Appendix 8 – Corporate Risk Register – as at September 2020

This page is intentionally left blank

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Precept	-485,691	-485,691	-242,846	0
Council Tax Collection Fund	-2,000	-2,598	-2,598	0
Business Rates	-81,933	-80,469	-40,550	0
Business Rates Collection Fund	0	-2,221	-2,221	0
Section 31 Business Rates Grant	-3,177	-6,617	-6,617	-103
Business Rates Pool	0	-25	0	0
Social Care Support Grant	-17,343	-17,343	-8,671	0
Covid-19 Emergency Fund	0	-15,902	-20,879	0
New Homes Bonus Grant	-3,713	-3,713	-1,857	-1
Total Financing	-593,857	-614,579	-326,239	-104

	Approved budget	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
Portfolio Budgets				
Adults and Health	209,423	211,037	104,061	0
Children and Young People	129,571	129,534	58,365	500
Economy and Corporate Resources	52,805	52,323	31,784	-1,076
Education and Skills	20,815	21,448	-3,600	327
Environment	60,378	60,483	26,502	512
Finance	13,892	15,278	7,199	329
Fire & Rescue and Communities	35,732	44,112	23,200	-150
Highways and Infrastructure	35,401	36,008	15,038	-100
Leader	1,452	1,452	486	-131
Sub-total	559,469	571,675	263,035	211
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	10,616	10,616	0	65
Capital Financing - Interest	18,103	18,103	9,782	-32
Revenue Contribution to Capital - Business Rates Pilot	500	500	0	0
Revenue Contribution to Capital - Other	2,377	3,449	0	0
Investment Income	-2,970	-2,570	-1,550	0
Business Rates Pool	0	0	1,386	0
Care Leavers Council Tax Support	25	0	0	0
Contingency	6,832	6,832	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-500	1,787	1,787	0
Transfers to/(from) Reserves - Other	-595	4,187	4,187	0
Sub-total	34,388	42,904	15,592	33
Total Net Expenditure	593,857	614,579	278,627	244
Total Forecast Variation - overspending				140

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

Agenda Item 6a

Appendix 1

Balances and Reserves	Balance at 31 Mar 2020	Balance at 30 Sept 2020	Projected Balance at 31 Mar 2021	Projected Annual Movement	Comments on Significant Annual Movements
	£000	£000	£000	£000	
Earmarked Reserves:					
Budget Management Reserve	-14,952	-35,066	-35,066	-20,114	Includes £3m reserves replenishment, £12m Capital Infrastructure, £2.5m final NNDR/CTax
Business Infrastructure Reserve	-646	-646	-256	390	
Business Rates Pilot Fund	-20,463	-22,250	-19,420	1,043	Forecast spend £3.3m (fibre ducting/rural connectivity) net of additional £2.3m estimated 19/20 collection fund surplus
Capital Infrastructure	-12,028	0	0	12,028	Balance transferred to Budget Management Reserve
Covid-19 Emergency Fund	-20,525	-23,492	0	20,525	1st tranche £20.5m; 2nd tranche £15.9m; all forecast to be applied to costs / foregone income in-year
Economic Growth Reserve	-1,297	-1,297	-1,047	250	
Elections Reserve	-400	-600	-600	-200	
Highways Commuted Sums	-3,360	-3,982	-4,482	-1,122	£1.5m forecast sums receivable by Planning Services during year; assumed £0.4m applied to eligible Highways schemes
Highways On-Street Parking	-1,650	-1,650	-1,250	400	
Infrastructure Works Feasibility	-997	-2,512	-382	615	Forecast spend of £2.1m net of portfolio contribution of £1.5m
Insurance Reserve	-5,845	-5,845	-5,845	0	
Interest Smoothing Account	-1,078	-1,078	-1,078	0	
Recycling & Waste PFI Reserve	-10,741	-10,541	-10,541	200	
Schools Sickness & Maternity Insurance Scheme	-1,933	-1,933	-1,933	0	
Service Transformation Fund	-11,810	-6,867	-9,113	2,697	Estimated £2.7m applied to Economy and Corporate Resources portfolio for in-year transformation programme costs e.g. Smartcore
Social Care Support Grant 2018/19	-1,517	-1,517	-1,017	500	£0.5m forecast to be applied to Adults and Health portfolio in-year
Special Support Centres	-1,845	0	0	1,845	Balance applied to capital programme for SEND Development Programme scheme
Statutory Duties Reserve	-2,437	-2,437	-2,437	0	
Strategic Economic Plan Reserve	-1,061	-1,024	-306	755	Estimated expenditure of £0.4m on Economic Growth projects and £0.4m on Propco Joint Venture set-up
Street Lighting PFI Reserve	-23,585	-23,349	-23,466	119	
Waste MRMC Reserve	-26,700	-25,350	-25,350	1,350	£1.4m applied to Environment portfolio for estimated in-year lifecycle expenditure
Other Earmarked Reserves	-2,344	-2,385	-1,450	894	Includes planned application of balances on Fire Inspection Improvements (£0.3m) and Deprivation of Liberty Safeguarding (£0.2m)
Earmarked Reserves (Excluding Schools)	-167,214	-173,821	-145,039	22,175	
Dedicated Schools Grant (DSG) Reserve	1,739	1,675	10,962	9,223	Projected overspending on DSG as per September 2020 budget monitor of £9.3m
School Balances	-16,241	-15,544	-15,544	697	£0.6m release of year-end debtors to delegated school budgets
Total Earmarked Reserves	-181,716	-187,690	-149,621	32,095	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-55,587	-55,587	-34,793	20,794	Forecast net position of grants/contributions receivable for year and grants/contributions applied to capital programme
Capital Receipts Reserve	-3,959	-3,959	0	3,959	Anticipate full utilisation towards transformational expenditure under flexible use of capital receipts strategy
Total Usable Reserves	-261,548	-267,522	-204,700	56,848	

Covid-19 Grant Funding allocated to West Sussex County Council - as at 21st October 2020

Description	Amount £m	Spending Plan
Unringfenced Grant:		
Covid-19: emergency funding for local government (first tranche £20.5m, second tranche £15.9m)	36.4	
Further £500m to support local authorities (July 2020)	5.0	To meet additional pressures arising from the pandemic and help continue to deliver frontline services and to avoid cashflow issues.
Further £1bn to support local authorities (Oct 2020)	4.4	
Total Unringfenced Grant	45.9	
Specific/ Dedicated Grants (WSCC)		
Additional Dedicated Home to School and College Transport	0.6	To provide sufficient transport capacity so children and young people can attend school and college safely and on time.
Wellbeing for Education Grant	0.1	Additional funding for local authorities to support pupils' and students' wellbeing and psychosocial recovery as they return to full-time education in autumn 2020.
Local authority Emergency Assistance Grant for Food and Essential Supplies	0.7	Funding to be distributed to local authorities to help those struggling to afford food and other essentials due to Covid-19.
Travel Demand Management Grant	0.2	To support implementation of temporary cycle lane provision.
COVID Bus Support Services Grant - phase 1 & 2	0.2	To support bus operators to continue running services during lockdown (supported transport routes).
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.1	Phase 1 (Revenue- final allocation) installation of temporary cycle lane provision.
Total Specific/ Dedicated Grant	1.9	
Other Ringfenced and Capital Grants:		
Infection Control Fund	24.3	75% payments to CQC registered care homes and 25% to be allocated across care homes, domiciliary care providers, other care accommodation settings, e.g. shared lives, supported living.
Additional funding for local authorities to support new Test and Trace Service	3.2	Led by WS Public Health, implementation of tailored outbreak control plans to reduce and manage the virus across the county.
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.7	Phase 1 (Capital - final allocation) installation of temporary cycle lane provision.
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	3.1	Phase 2 (Capital - indicative allocation) creation of longer term projects.
Total Ringfenced and Capital Grants	31.3	
Overall Total Grants	79.1	
Additional ringfenced grant allocations to be confirmed/ allocated		
Fire Covid-19 Contingency Fund	tbc	Additional fire spend can be claimed when supporting communities if all other funding sources have been utilised.
	tbc	
Additional unringfenced grant allocations to be confirmed/ allocated		
Estimated reimbursement of lost income (to be confirmed)	2.7	To reimburse fees and charges following the closure of council services during the pandemic. Application of absorbed loss threshold (subject to authorised claims).
	2.7	

This page is intentionally left blank

Children First Service Improvement Programme: Progress Report September 2020

Introduction

1. Children's Services is now ready to enter a period of accelerated development and improvement built upon a clear vision and service re-design that is intended to both sustain good practice and start to manage demand on the service. The transformation programme Children First, is based on high standards and underpinned by a clear performance framework. Ensuring we have the right staff in post is critical to our success and we are therefore designing a comprehensive employment offer for social worker staff that will make West Sussex an employer of first choice and rewarding place to work. We are also creating an efficient staffing structure in which roles and accountabilities are clear; and we are introducing a new service model that will offer significantly improved effectiveness and efficiency.

Leadership and Management in Children's Services

2. Further permanent appointments have now been made to the Senior Leadership Team. This will provide increased stability as the next phase of service transformation proceeds. New appointments that have been made are as follows:

Linda Steele	Assistant Director, Safeguarding, Quality and Practice
Daniel Ruaux	Assistant Director, Corporate Parenting
Jenny Boyd	Assistant Director, Social Care
Darlington Ihenacho	Principal Social Worker

3. These officers will be taking up their posts in West Sussex during October and November 2020. The Executive Director will maintain the services of a number of interim senior managers to provide the additional resource required to oversee the programme of improvement work, transformation programme and the delivery of the Trust.

Ofsted, Commissioner & Children's Trust

4. Ofsted has announced a focussed visit with the attention being on the journey of the child and the quality of decision making during Covid-19; taking place week commencing 19th October 2020. Inspectors will do offsite evaluation and analysis work from 12th – 16th October inclusive and will be onsite for three days field work from 20th – 22nd October. The outcome of the visit will be published in early December.

5. Members had an opportunity on 3rd September to hear directly from the Commissioner for Children's Services in West Sussex, John Coughlan. It is clear that the Commissioner, who reports to the Department for Education (DfE), has formed a favourable view of the Council's commitment to change, and the energy shown in taking the Children's Services improvement agenda forward so far, and he endorses the direction of travel.
6. With regards to the Children's Trust, the Cabinet has now approved the next stage of the process as we continue to agree the detail of a Memorandum of Understanding (MoU) with the Department for Education. The Cabinet decision on 20th October has confirmed that the scope of the Trust will include all the current services within the Children Young People and Learning Directorate (Early Help, Social Care and Education).

Being a Good Service – and a Good Place to Work

7. This Autumn will see a period of significant service development, as the key components begin to be put into place to achieve and sustain the improvement required. As previously noted, the factors absolutely critical to success are:
 - a. The way in which management and staffing structures promote efficiency and effectiveness;
 - b. Having the best professional practice standards that we can;
 - c. Ensuring that high-quality staff are valued within the organisation and wish to develop their careers with us in West Sussex.
8. Therefore, the service is approaching a redesign and simplification of post structures and pay grades, which will allow us to deploy staff resources more effectively.
9. In addition, a new practice model known as 'Family Safeguarding' will be implemented in the Autumn of 2021, following a significant period of training for all staff. Work on the new model has started with a set of staff and manager engagement sessions throughout the summer. Further work will be undertaken in the Autumn to finalise the service redesign for presentation back to the Council in the Spring 2021.
10. The new service model is principally based on the Hertfordshire experience but also other nationally recognised pilot models. A very wide range of benefits have been seen to accrue, both for children and families, and for the service. Evaluation of these models has resulted in the following benefits being delivered:

- Significant reductions in repeat police call outs to domestic abuse incidents between the parents of the families in the model.
- Significant reductions in emergency hospital admissions for adults of the parents of the families in the model.
- Significant improvement in school attendance.
- A reduction in children subject to child protection plans.
- A reduction in care proceedings.
- A reduction in use of 'care' by the County Council (in Hertfordshire there were 200 fewer under 12's in care compared with the previous year without the model).

The Programme for the Autumn

11. The proposed next stage of the process to be embarked upon now can be summarised as follows:
 - Ongoing focus on practice improvement work which will be informed by the outcome of the Ofsted focused visit and augmented by work with our partners in improvement, Hampshire County Council.
 - The details of the Whole Service Redesign will be finalised as a proposal for political approval; further dialogue will be held with staff, partners and other stakeholders during the Autumn.
 - The consolidation of the permanent Senior Leadership Team will continue to full operational capacity in November 2020.
 - The existing service improvement activity will be maintained under the oversight of the Improvement Board.
 - Progress the workstreams within the Trust programme to achieve implementation in October 2021.

Conclusion

12. The next steps are an undertaking of considerable challenge, risk and complexity, and will be critical to achieving the journey of improvement which will take between 18 months and two years. However, the senior leadership team believe that they have the right strategic plans in place together with the Council's commitment to deliver significant improvements during that period.

Agenda Item 6a

Appendix 3

Children First Improvement Fund - September 2020

	Full Amount Estimated	Latest Full Amount Estimated	Actual spend in 2019/20	Planned spend for 2020/21	Projected spend for 2020/21	Variation to planned spend 2020/21	Planned spend for 2021/22	Planned spend for 2022/23
	£000	£000	£000	£000	£000	£000	£000	£000
Temporary investment in targeted improvement								
Senior Improvement Leads	1,160	1,064	446	580	315	(265)	303	0
Programme Management and support	1,500	1,307	571	537	716	179	20	0
Practice Improvement/Behaviour Change Programme	3,600	1,251	571	3,016	680	(2,336)	0	0
Leadership Development Programme	500	500	0	500	125	(375)	375	0
Specific Project Consultancy	1,000	31	31	802	0	(802)	0	0
Communications Lead	55	0	0	0	0	0	0	0
Complaints Officer	75	22	22	0	0	0	0	0
Neglect Strategy work	64	155	78	0	77	77	0	0
Casework Audits	0	0	0	0	0	0	0	0
Improvement Leads	194	610	196	0	414	414	0	0
Additional Corporate Posts		128	0	50	95	45	33	0
Transition to Childrens Trust		29	0	0	29	29	0	0
	8,148	5,097	1,915	5,485	2,451	(3,034)	731	0
Temporary additional capacity (service & corporate); retention offer								
Retention Payments	2,150	2,152	2,152	0	0	0	0	0
Additional Service Posts	611	5,253	479	130	3,107	2,977	1,637	30
HR Support	188	140	140	0	0	0	0	0
Commissioning Support	106	94	94	46	0	(46)	0	0
Additional Corporate Posts	248	337	161	13	56	43	120	0
Admin/Business Support for Social Work Teams	150	120	0	120	120	0	0	0
Leadership Team redesign	386	285	157	128	128	0	0	0
Mosaic Improvement		285	0	53	150	97	135	0
	3,839	8,666	3,183	490	3,561	3,071	1,892	30
Contingency	579	280	0	898	280	(618)	0	0
Temporary funding requirement	12,567	14,044	5,098	6,873	6,292	(581)	2,623	30
Permanent increase in base budget								
Cover for ASYE lower caseloads	1,000	1,000	1,220	1,000	1,000	0	1,000	0
Review of Social Work Remuneration/Retention	2,000	2,000		2,000	2,100	100	2,000	3,000
Admin/Business Support for Social Work Teams	700	700	30	700	150	(550)	700	700
Backfill for Social Work Apprentices	600	600		30	30	0	30	30
Workforce Retention Initiatives (staff parking; pool	350	350	23	350	300	(50)	350	350
Additional Service Posts	337	337	215	309	433	124	465	465
Leadership Team redesign	151	151	204	204	204	0	204	204
Transfer of work to Customer Services							120	120
Additional Corporate Posts				32	0	(32)	0	0
	5,138	5,138	1,692	4,625	4,217	(408)	4,869	4,869
Contingency	0	0	0	513	0	(513)	269	269
Permanent funding requirement	5,138	5,138	1,692	5,138	4,217	(921)	5,138	5,138
Totals	17,705	19,182	6,790	12,011	10,509	(1,502)	7,761	5,168
Available funding				12,011	12,011	0	5,138	5,138
Additional funding required				0	(1,502)	(1,502)	2,623	30

The following items have also been submitted as pressures to the MTFS for 2021/22 and 2022/23	Additional Allocation Estimated	Actual spend in 2019/20	Planned spend for 2020/21	Projected spend for 2020/21	Variation to planned spend 2020/21	Planned spend for 2021/22	Planned spend for 2022/23
	£000	£000	£000	£000	£000	£000	£000
Temporary							
Estimate for IT Systems improvements	750					750	750
Extension to PMO supporting improvement work	260					260	260
	1,010	0				1,010	1,010
Permanent							
SLT central support team	360					360	
	1,370	0	0	0	0	1,370	1,010
Total funding	20,552	6,790	0	(1,502)	(1,502)	3,993	1,040

Notes:

1. The original Children First Improvement Plan detailed £12.567m of temporary funding and £5.138m of permanent funding. The latest Improvement Plan shows a further £3.497m of **additional temporary** and £0.360m of **additional permanent** funding will be required to fund the project to 2022/23. These additions have been submitted as pressures into the latest MTFS.

2. In April, our new Executive Director for Children's Services joined West Sussex and took the opportunity to review and amended the project plan. The main area of change related to reducing the consultancy spend on Targeted Improvement Funding For Practice Improvement/ Behaviour Change Programme and using this investment to employ experienced agency staff into social worker teams to work within the practice setting to improve practice and change behaviour within key areas. It is important to note that the funding is still being used for its intended purpose, however the delivery of this activity is being enacted with experienced agency staff working in practice rather than consultancy staff.

Fire Improvement Plan: September 2020 Update

Introduction

1. The 2020/21 budget provided £1.7m of funding, to continue to deliver on the Improvement Plan approved by Members in July 2019 and to specifically address the areas of concern raised by HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) when they re-visited West Sussex Fire and Rescue Service (WSFRS) on 19th February 2020.
2. The Improvement Plan at this early stage of the financial year suggests further funding of £0.371m, to meet reprofiled expenditure will be required in year; although it is acknowledged that this value is likely to change as plans are implemented throughout the year. Options are being considered for how this potential funding requirement will be met.
3. Financial investment into the service has improved our overall resilience, enabling us to play a crucial role in the response to Covid-19 both locally and regionally through the Sussex Resilience Forum (SRF).
4. We saw an increase in the number of Retained Duty System firefighters being available, and as such, have had more fire engines available and ready to respond when needed than pre-crisis.
5. The Fire and Rescue Service (FRS) supported South East Coast Ambulance Service with logistical support, mechanical support and trained a number of firefighters to crew ambulances with paramedics for when and if required.
6. The service implemented strict infection control measures at the start of the Covid-19 crisis and staff levels were not detrimentally affected throughout.
7. Some areas affected by Covid-19 as a result of lockdown and social distancing measures was our ability to deliver some elements of practical training. Training in risk-critical firefighting skills was provided by additional training online through webinars and virtual input by trainers.

Prevention and Protection

8. Statutory activities such as building regulations consultations were able to continue unaffected. The FRS also maintained the ability to respond to fire safety concerns in businesses throughout that required enforcement action.
9. Our standard risk-based inspection programme of fire safety audits required reprofiling as many of the premises due to be audited were closed during lockdown and restrictions meant it was unfeasible to visit in person.

Wherever possible, telephone and desk-top audits were carried out, and as restrictions eased, protection have succeeded in clearing the pent-up demand from the lockdown period by temporarily redirecting resources and with increased specialist resources introduced through improvement funding.

10. The Fire Safety legislation, which the Fire Authority is required to enforce is the Regulatory Reform (Fire Safety) Order 2005. Following the Grenfell Tower tragedy, weaknesses in this legislation were identified and to address these, a new Fire Safety Bill is going through Parliament and is currently at the Public Consultation Stage.
11. Staff from the WSFRS Protection Team, who are delegated to enforce Fire Safety on behalf of the Fire Authority, have been engaged in workshops and surveys throughout the review of the legislation. This includes providing information during the 'call for evidence' stage and more recently in helping to develop the National Fire Chiefs Council (NFCC) reply to the public consultation which closes on 12th October 2020.
12. The recent investments by the Authority through the improvement work has helped the service to deal with the impacts of this legislation. This has included more staff; who are being trained to a higher level to meet the expectations in the NFCC Competency Framework for Fire Safety; and, a new fire safety data base called Farynor.
13. The Building Safety Bill is currently as the 'call for evidence' stage and this second piece of legislation aimed High Rise Residential Blocks may also have a significant impact on the service's work demands. The service is fully engaged with the consultation of this legislation.
14. Prevention activity was also affected as most of the residents that we normally visit are either self-isolating or shielding. To ensure the FRS could still help those at risk of fire, they offered safe and well visits in three ways; in person with staff social distancing and wearing personal protective equipment (PPE) (for those at highest risk), by phone and by skype. The FRS have succeeded in clearing the pent-up demand from the lockdown period by temporarily redirecting resources and with increased specialist resources introduced through improvement funding.

Looking after our People and Future Learnings

15. WSCC Human Resources (HR) team, in partnership with the FRS People and Organisational Development team, produced guidance for staff including Staff Special Circumstances Policy. This meant staff felt supported by the service if having to self-isolate.

16. HR also provided much support to FRS managers around staff self-isolating and there were weekly messages, through Business Continuity Action Team (BCAT) meetings around regular contact with staff, and a high level of information around wellbeing and mental health. Senior managers conducted virtual coffee catch ups and weekly surgeries.
17. WSFRS commissioned a 10kv debrief to evaluate cross sector professionals managing the Covid-19 crisis across West Sussex County Council. This required the modification of 10kv technologies and methodologies to enable participants to engage using their smartphones, with live streaming video facilitation. We are reviewing the report which will help us with our further learning from the response to Covid-19.
18. The service surveyed all staff at the beginning of the pandemic to ascertain their needs, particularly around home working, flexible requirements and shielding. This enabled managers to have one to one discussion with team members to ensure that everyone's needs were accounted for. This included flexibility to allow staff to shield with loved ones where requested to reduce anxiety in uncertain times, which shows how the service went over and above 'minimum requirements' and tried really hard to focus on people. It also allowed the service to forecast predicted staffing and resourcing, which helped to ensure that priorities were focused on with an eye over the horizon.

Phase 1 Summary	Revised Full Amount Estimated	Actual spend 2019/20	Planned spending plan for 2020/21	Projected spend for 2020/21	Variation to revised spending plan 2020/21	Planned Spending plan for 2021/22
	£000	£000	£000	£000	£000	£000
Temporary investment Organisational Development Manager (12 months)0 HR Advisor (6 months)0 Wellbeing Advisor/Lead - initial two year fixed term contract44 Prevention Business Analyst (6 months)0 Business Analyst for Fire Safety Transformation (6 months)0 Prevention Data Analyst (12 months)0 Data Cleansing & Analysis Officer (12 months)0 Insight Officer to deliver AFA review (12 months)47 External resource to clear risk based improvement programme - 680 inspections at £200 per inspection0 Fire Safety Support Officer - To book planned audits and manage reports (12 months)0 FRS Project support FC20 delivery and HMICFRS improvement plans - (until 31st March 2020)0 Employers Network for Equality Inclusion – 15 workshops and report30 Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes100 Development of Performance and Assurance Framework and member training39 Programme Support Officer x 273						
	333	12	321	321	0	0
Contingency 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 Prevention Manager156 Area Manager Protection242 Diversity and Inclusion Advisor for FRS119 Workforce Engagement Lead123 High Risk Safe and Well Visit Specialists x 3215 Protection Officers489 Prevention, Protection, Quality Assurance Trainers446 Ops Assurance Performance & Audit145 WSFRS Hub - Principle & Senior Management Support Officer69 Resource Coordinator (Resource Office) - crewing office191 FRS HMI Performance Manager155 Reinstate Watch Manager B payments to Hay A's - 60 FTE674 Purchase of Farynor IT system and Licences284 Assistant Chief Fire Officer78 Project Manager121 Business Analyst117 Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan121 IT equipment and vehicles for additional FTE200 FRS training budget for protection competency training (for dedicated protection staff)101 FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)80 FRS branding and values embedding budget67 Other37 Organisational Development Manager136 HR Advisor102	337	0	141	141	0	196
					Full year effect	Full year effect
					0	70
					0	98
					0	49
					0	66
					0	98
					0	221
					0	214
					0	60
					0	29
					0	82
					0	64
					0	262
					0	47
					0	39
					0	66
					0	64
					0	66
					0	100
					0	52
					0	37
					0	30
					0	0
					0	60
					0	44
	4,468	659	1,891	1,891	0	1,918
Total	5,138	671	2,353	2,353	0	2,114
Available Funding Base Budget Funding (2020/21 total includes £1.2m flexible use of capital receipts) One off Funding Fire Improvement Reserve Funding		400		1,600 100 282		1,596
Total Funding Available				1,982		1,596
Potential Additional Funding Required				371		518

Directorate	Activity	2020/21 £000	Sep-20	Sep-20	Narrative	Forecast of saving in 2021/22
Adults & Health	Reduce Local Assistance Network (LAN)	100	100	B		B
Adults & Health	Review options for in house provided services	180	180	B		B
Adults & Health	Housing Related Support	2,328	2,328	B		B
Adults & Health	Staffing Review	175	175	B		B
Adults & Health	Lifelong Services	1,900	1,900	R Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.	A Covid19
Adults & Health	Reprocurement of the Integrated Sexual Health Service (ISHS) contract	250	250	B		B
Adults & Health	General 1% reduction in staffing budgets	300	300	G		G
Adults & Health	Direct payments/review of assessments/support to self-funders	1,150	650	R Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.	A Covid19
			500	B		B
Adults & Health	Actuarial review of pension contributions	181	181	B		B
Children & Young People	Early intervention reducing demand for high cost services	400	400	G		G
Children & Young People	Lease of vacant properties to reduce intentionally homeless costs	100	100	G	The process of obtaining grant determinations from Homes England for the required upgrade works on the properties has been delayed by Covid-19. A timetable for occupation is still awaited and it is likely that these savings will now slip into 2021/22. However, given the lower than expected number of families requiring support during the first half of 2020/21, this saving can be mitigated temporarily in year - hence the rating of green.	R
Children & Young People	Early Help	1,000	250	G	A number of vacant positions not required have now been deleted, meaning that £750k of this saving can be rated as blue (permanently delivered). The remaining £250k can be mitigated in 2020/21 due to additional income from the Troubled Families scheme. However due to the one-off nature of this income, the £250k remaining will not be delivered permanently until 2021/22. The delay has been caused by Covid19.	G
Children & Young People			750	B		B
Children & Young People	Actuarial review of pensions contributions	369	369	B		B
Human Resources	Centralisation of Learning & Development	50	50	B		B
Human Resources	Lease cars to staff (salary sacrifice)	100	100	G	Implementation plans were put on hold due to the Covid-19 pandemic, however it is likely this initiative will be taken forward in 2021/22. This saving is expected to be mitigated in year by other means.	G
Chief Executive	Redesign of business processes	2,400	2,400	R Covid19	Staff working on transformation projects have been re-deployed to work on the County Council's emergency Covid-19 response.	A Covid19
Finance and Support Services	Print and post contracts	100	100	G		G
Human Resources	Actuarial review of pensions contributions	125	125	B		B
Education & Skills	Reduce post-16 support service	100	100	B	Vacant posts being held within Post-16 Support Service. Posts will be removed following restructure of team at end of ESIF funding in December 2020.	B
Education & Skills	Improve School Trading Offer	125	125	R Covid19	On hold due to Covid-19 pandemic. It has not been possible to trade with schools during the summer term.	G
Education & Skills	SEND Transport Review	200	200	B	Full year effect of a review of solo taxis carried out at the beginning of the academic year (Sept 2019).	B
Education & Skills	Actuarial review of pensions contributions	19	19	B		B
Environment	Reduce recycling credits	2,100	2,100	B		B
Environment	Further savings on Viridor contract through negotiation	200	200	G	Recent discussions with Viridor have not been fruitful in finding additional savings.	A
Environment	Expansion of solar installation programme	100	100	R	Delays in recruitment have impacted on the delivery of this saving.	A
Environment	Reduce waste going to landfill through further variations to Mechanical Biological Treatment facility	75	75	G		G
Environment	Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	200	200	G		G
Environment	Waste Disposal - Non Resident Restriction/Charge	250	250	G		G
Environment	Solar Farms/Battery Storage	100	100	R	Delays in recruitment have impacted on the delivery of this saving.	A
Highways, Transport and Planning	Planning fee income	150	150	G		G
Highways, Transport and Planning					Planning fee income (including Highway Agreements) do not appear to have been impacted by Covid-19 and is on track with budget assumptions.	
Environment	Actuarial review of pensions contributions	42	42	B		B
Property and Assets	Income Generation - Investment Opportunities	500	275	R	Acquisition of further commercial investment property is currently paused.	
Property and Assets			225	G		G

Agenda Item 6a

2020/21 Savings - As at September 2020

Appendix 5		2020/21	Sep-20	Sep-20	Narrative	Forecast of saving in 2021/22
Directorate	Activity	£000				
Finance and Support Services	Amazon business accounts	200	200	A		A
Finance and Support Services	Charging for Frameworks	100	100	A		A
Finance and Support Services	Apprenticeship Levy	100	100	B		B
Finance and Support Services	Actuarial review of pensions contributions	55	55	B		B
Communities	Reduced library opening hours	70	70	B		B
Communities	Cessation of mobile library service	90	90	B		B
Communities	Revised library logistic service	15	15	B		B
Communities	Partnership & Communications Team	45	45	B		B
Fire & Rescue	Reduction in Community Safety funded activity	50	50	G		G
Fire & Rescue	Revised arrangements to deliver Command and Mobilisation services	1,000	1,000	G		G
Fire & Rescue	Procurement of contract for Fire Uniform	100	100	G		G
Fire & Rescue	Insourcing of fleet maintenance	100	100	G		G
Communities	Repurposing of key buildings	150	150	R	Undeliverable efficiency saving relating to the Worthing Library Community Hubs project.	
Communities	Increased income from Registrars Services	150	150	R Covid19	Service delivery has been impacted by Covid-19 pandemic.	G
Fire & Rescue	Actuarial review of pensions contributions	95	95	B		B
Highways, Transport and Planning	Cost Recovery (Street Works Permit Scheme)	20	20	G		G
Highways, Transport and Planning	Staffing changes	100	100	G	Highways, Transport & Planning Redesign: redundancy costs are no longer expected.	G
Highways, Transport and Planning	On street parking	300	300	R Covid19	On Street parking income is currently projecting a shortfall of £0.845m following the Covid 19 restrictions and as reduced pay and display parking activity continues to be experienced.	G
Highways, Transport and Planning	Actuarial review of pensions contributions	30	30	B		B
Chief Executive	Actuarial review of pensions contributions	8	8	B		B
Finance and Support Services	Interest Income	250	250	R Covid19	Saving at significant risk due to pandemic.	A
		18,397	18,397			

Uncompleted Savings from 2019/20 - As at September 2020					
Portfolio	Activity	Unachieved savings from 2019/20 rolled forward into 2020/21 budget.			Comments
		Saving Total brought forward from 2019/20	Sep-20	Sep-20	
Adults & Health	Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people (Published Cabinet Member decision)	150	150	A	Full implementation of the policy changes has yet to happen. The in-sourcing of various support services to the County Council from August will allow more influence to be exerted over this.
Adults & Health	Revenue savings from capital investment re - Westergate	100	100	R Covid19	Construction delays due to Covid-19 will lead to the saving being realised at a later date.
Adults & Health	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	500	A Covid19	Plans have been developed, the implementation of which have been delayed by Covid-19.
Adults & Health	Staffing Review - across Children, Adults, Families, Health and Education (People Services)	125	125	B	
Children & Young People	Provision of care leavers accommodation (Published Cabinet Member decision)	290	290	G	This saving has not been achieved in the way initially intended, however other commissioning initiatives have permanently reduced the cost of care leaver accommodation, including ensuring that additional fees are reviewed and ceased in a timely manner and that providers are recouping housing benefit where appropriate, hence reducing the placement cost to the Council.
Children & Young People	16+ Placement Reprourement Savings implement-Children-Looked-After-commissioning-strategy	190	190	G	Although the bulk of the 16+ contracts are not now due to be reprocurd until 2021/22, a number of other schemes within placement commissioning & contracting have been introduced in this year which have permanently reduced the cost of placements for the Council. These include ensuring that additional fees for placements for ages 16+ are reviewed and ceased in a timely manner, and that young people are being more appropriately stepped down to other provision leading towards independence.
Economy & Corporate Resources	Increased utilisation of the Apprenticeship levy	175	145	R	We are unable to pursue this potential income source as we are not an accredited Apprenticeship Levy training provider. £30k mitigation found on a permanent basis. Service expected to find in year mitigation.
			30	B	
Education & Skills	Developing additional SSCs (Published Cabinet Member decision)	131	131	A	The two nursery SSCs opened in September 2019 as planned. Although commissioning arrangements have been put in place for the SSC at Greenway Primary School, the school is currently being re-brokered to a new multi-academy trust following the RSC's direction that the Castle Trust must cease trading. As a result, the Council has taken the decision to cease the current SSC provision. The SSC at Midhurst Primary School has also been delayed and is not yet fully operational.
Highways & Infrastructure	Review of non-statutory elements of the English National Concessionary Transport scheme	50	50	G	
Highways & Infrastructure	Staffing changes	134	134	G	
Highways & Infrastructure	Highway operations service level review	374	374	R Covid19	Saving previously expected to be made in 2020-21, however, additional expenditure incurred due to Covid 19 restrictions (including additional vehicle costs for social distancing) and recovery measures (such as extra vegetation clearance to widen footpaths) mean that it will not be possible to deliver most or all of this saving this year. Additional Covid related expenditure is currently estimated at £0.423m in 2020/21.
Highways & Infrastructure	Income generation - examine scope to increase income from fees and charges, including sponsorship	100	100	R	It was not possible to deliver this saving in 2019-20 and is considered unlikely that the target will be met in 2020-21. Options for mitigation continue to be explored.
TOTAL		2,319	2,319		

This page is intentionally left blank

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

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
	20/21 In-Flight Capital Programme (February County Council)	20/21 Pipeline Capital Programme (February County Council)	20/21 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2019/20	Total 20/21 Revised Capital Programme	Forecast				
	Actuals to Date	In-Flight Forecast for Remaining Period	Pipeline Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend					
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Core Programme										
Adults and Health	1,250	1,960	3,210	368	3,578	728	3,154	0	3,882	304
Children and Young People	100	1,400	1,500	(102)	1,398	105	5,484	0	5,589	4,191
Economy and Corporate Resources	570	12,502	13,072	622	13,694	1,805	8,796	4,393	14,994	1,300
Education and Skills	12,288	7,845	20,133	2	20,135	7,129	14,244	0	21,373	1,238
Environment	234	0	234	33	267	2	577	0	579	312
Finance	4,316	6,200	10,516	(3,996)	6,520	776	3,524	640	4,940	(1,580)
Fire and Rescue and Communities	4,061	1,250	5,311	144	5,455	2,114	2,482	727	5,323	(132)
Highways and Infrastructure	33,763	8,300	42,063	(293)	41,770	12,059	32,125	0	44,184	2,414
Total Core Programme	56,582	39,457	96,039	(3,222)	92,817	24,718	70,386	5,760	100,864	8,047
Income Generating Initiatives										
Economy and Corporate Resources (Gigabit)	200	0	200	161	361	357	84	0	441	80
Environment (YES)	5,453	0	5,453	545	5,998	146	1,650	0	1,796	(4,202)
Finance (inc Propco)	0	700	700	1	701	347	2,000	0	2,347	1,646
Highways and Infrastructure (LED)	1,000	0	1,000	0	1,000	80	920	0	1,000	0
Total IGI	6,653	700	7,353	707	8,060	930	4,654	0	5,584	(2,476)
Total Capital Programme	63,235	40,157	103,392	(2,515)	100,877	25,648	75,040	5,760	106,448	5,571

Capital Narrative – Quarter Two (July to September) 2020

In February 2020, County Council approved a capital programme of £103.392m. £2.515m of expenditure, originally profiled to spend in 2020/21, was forward funded and spent in 2019/20, bringing the revised capital programme to £100.877m.

The profiled spend for the year increased by £0.494m in quarter one and by a further £5.077m in quarter two, giving a projected full year forecast of £106.448m.

During the last quarter, the following additions have been made to the Capital Programme:

- £0.5m of Emergency Active Travel Fund Grant has been allocated to the capital programme to fund emergency safe space cycling and walking measures in the wake of the Covid-19 pandemic.
- £3.7m of Additional School Conditions Grant has been allocated to the capital programme. On the 5th August 2020, the government announced West Sussex had been awarded £3,669.175 of funding for the 2020/21 financial year.

The significant in year spending movements for quarter two are as follows:

£0.547m - Additional 2020/21 schemes

- £0.547m Emergency Active Travel Fund

£9.927m Acceleration of schemes (brought forward from future years):

- £0.564m Fleet
- £1.500m A2300 Corridor Capacity Enhancement
- £0.100m West of Horsham
- £1.304m Choices for the Future (Part B)
- £2.513m May House and Seaside Children's Homes
- £2.788m Converged Fibre
- £0.725m QEII Special School
- £0.312m Fairbridge Way, Japanese Knotweed Treatment

£5.397m - Slippage of schemes:

- £0.350m Gigabit Voucher Scheme
- £0.555m Your Energy Sussex – Schools Solar
- £0.765m Thorney Island Primary School
- £3.647m Your Energy Sussex – Halewick Lane

Quarter Two movements by portfolio are detailed below:

Adults and Health – £1.304m

Choices for the Future (Part B) – £1.304m – Approval has been given for the second part of the in-house day services rationalisation including the redevelopment of Rowans, Laurels and Glebelands day centres. £1.304m is estimated to be spent in this financial year and the remaining £3.078m in 2021/22, this project is all corporate funded.

Children and Young People – £2.513m

May House and Seaside – £2.513m – A further £2.513m has been approved for construction work and associated costs to refurbish, remodel and reopen May House and Seaside children's homes.

Economy and Corporate Relations - £2.438m

Converged Fibre – £2.788m – Approval has been given for a further £3.999m to make a total budget of £4.200m to supporting and delivering full fibre roll out across the county to enable improved connectivity supporting the county to recover from the Covid-19 pandemic. A further £2.788m is expected to spend in this financial year with the remainder in 2021/22. The scheme is funded £2.401m from the business rates retention pilot and £1.799m from LEP grant received.

Gigabit Voucher Scheme – (-£0.350m) – This project is based on communities registering with a supplier and then the supplier undertaking the gigabit connection. Due to the expected lag between the community joining the scheme and the connection, the majority of the spend is expected towards the latter period of the project.

Education and Skills – £0.051m

Pease Pottage Primary School - £0.041m – Approval has been given for the Multi-Disciplinary Consultant (MDC) to review the designs for the school, to undertake site visits to check quality whilst the new school is under construction, to ensure compliance with the Section 106 and development agreement and to robustly review the new school once constructed prior to WSCC accepting handover.

QEII Special School - £0.725m – Approval has been given to approve £1.400m to enable the design works from RIBA Stages 2 to 7 and full budget for delivery of the project including furniture, fitting and equipment and information communication technology. £0.725m is expended to spend in 2020/21 with the remaining £0.675m in 2021/22 funded by SEND grant.

Thorney Island Primary School – (-£0.765m) – Construction phase has been pushed back to mitigate the risk of Covid-19 at the school, this will allow the opening of the hall and work to the internals over the summer months.

Northern Arc Secondary School – £0.025m – A total of £0.174m from the schools Basic Need budget has been approved to appoint the Multi-Disciplinary Consultant (MDC) to review the designs for the school against BB103 area guidelines and WSCC design guides; to undertake site visits to check quality whilst the new school is under construction; to ensure compliance with the Section 106 and Development Agreement and to robustly review the new school once constructed prior to WSCC accepting handover. £0.025m has been estimated to spend in 2020/21.

West of Chichester – £0.025m – A total of £0.143m from the Schools Basic Need budget has been approved to appoint the Multi-Disciplinary Consultant (MDC) to review the designs for the school against BB103 area guidelines and WSCC design guides; to undertake site visits to check quality whilst the new school is under construction; to ensure compliance with the Section 106 and Development Agreement and to robustly review the new school once constructed prior to WSCC accepting handover. £0.025m has been estimated to spend in 2020/21.

Environment – £0.312m

Fairbridge Way, Japanese Knotweed Treatment – £0.312m – Japanese Knotweed has been detected on WSCC land in Burgess Hill northern arc abutting the Fairbridge Waste Transfer Station. Onsite incineration for all the site will commence and complete in 2020/21

Finance – (-£0.080m)

Gypsy and Travellers Improvement Programme (-£0.080m) – Works committed are estimated to come in lower than first anticipated and therefore funding has been slipped into 2021/22 to fund the new maintenance programme.

Fire and Rescue and Communities - £0.564m

Fleet – £0.564m – Funding has been accelerated from 2021/22 to 2020/21 as delivery of fleet was quicker than first anticipated.

Highways and Infrastructure – £2.167m

Emergency Active Travel Fund – £0.547m – Funding bid approved by Department for Transport for a programme of works reallocated road space to cycle lanes, using traffic management, segregation, supported in some instances with speed limits and traffic regulation orders.

Public Rights of Way – £0.020m – Approval of £0.020m of Section 106 funding to deliver Donnington footpath scheme.

A2300 Corridor Capacity Enhancement – £1.500m – Construction works have started on site and annual budget profile has been accelerated to reflect the latest anticipated delivery timelines.

West of Horsham - £0.100m – Estimated expenditure has been accelerated by £0.100m due to RSA3 remedials and vegetation clearance works being brought forward.

Income Generation Initiatives – (£4.192m)

Finance - £0.010m

Barnham Propco – £0.010m – Approval has been given for the final payment to the contractors so that the project can now be closed.

Environment – (-£4.202m)

Your Energy Sussex – Schools Solar – (-£0.555m) – The main area of the school's installation has been suspended pending the resolution of issues concerning poor quality. This will result in delay in delivery and therefore the estimated expenditure has been adjusted accordingly into future years.

Your Energy Sussex – Halewick Lane – (-£3.647m) – This project has been delayed further due to time taken for planning and approval of design changes therefore estimated expenditure has been reprofiled into 2021/22.

This page is intentionally left blank

Workforce Report – September 2020

General

This is the second quarter since the start of the Covid-19 pandemic and it is possible to start to draw some initial views on the impact Covid-19 has had, and is having, on the workforce.

After the initial national lockdown, the job market stagnated, resulting in a significantly lower number of starters and leavers than in previous months/quarters. The job market now seems to have recovered and recruitment to the organisation appears to be back to the levels experienced pre- Covid-19.

The change to a predominantly home-working model seems to have had an impact on the level of short-term sickness. Calendar days lost to short-term sickness have been consistently lower since the change to home working in late March 2020. When comparing the months of April to August* between 2020 and 2019, there is 33% less short-term sickness absence in 2020 over these months, when compared with the same months in 2019. There appears to be little/no impact of Covid -19 on long-term sickness absence.

The top reason for short-term sickness absence has changed from anxiety/stress to musculoskeletal. It is probably still a bit too early to make an assessment, but home working with employees using their own desks, chairs and other general office equipment etc. may be a contributing factor to the 15% rise in short-term sickness attributed to musculoskeletal.

** September has been excluded from the comparison as the sickness figures for the last month in a quarter can change, sometimes markedly, due to retrospective absence reporting and/or unknown/estimated durations being replaced with actual absence durations.*

Workforce KPIs

Resourcing & Talent

At the end of September 2020 WSCC had 5,274 employees. This is an increase of 117 since the end of the previous quarter. Just over half of this increase in headcount was the result of the in-sourcing of Service Finance from Capita.

The Workforce KPIs document shows a £0.9m increase in employee pay in Fire and Rescue Service, however this is not an increase in spending in Fire and Rescue Service directly. When the pandemic started, a cost centre code was set up to charge all the spend that was incurred as a direct consequence of Covid-19 so this expenditure could be identified and collated. This cost centre code is held within this area and it still resides there at this time, hence the increase in the employee pay costs for Fire and Rescue Services.

There has been an increase in agency headcount and contract spend this quarter with the increase in contract spend being in proportion with the headcount increase - i.e. not a general shift in level of seniority. The largest increase in headcount has occurred in Children & Family Services (+12) and this resource is for two transformation funded projects. Manpower agency workers as a percentage of the total workforce has increased to 5.4% (5.1% in Q1).

As would be expected with the overall increase in headcount, the number of new starters has increased since Q1 with more new starters than leavers. As previously mentioned, the insourcing of Service Finance means the highest number of new starters has been in Resource Services (+65). There has been a net increase (new starters minus leavers) in Place Services (+25); Adult Services (+16); and Children & Family Services (+13). Turnover is up to 1.9% due to the higher number of starters and leavers since Q1 and this is particularly relevant in Resources where there are only three leavers compared to the 65 new insourcing new starters. Turnover rate is now just below the quarterly target rate of 2% -3.75%.

Performance & Skill

Staff induction completion rates have increased by 9% overall. Whilst the direction of travel is encouraging, the rate is still below the target of 90%.

Face-to-face events were initially cancelled following lockdown in March with events moving to an on-line delivery model where this was possible. Events continue to be delivered on-line, but a handful of face-to-face sessions have now started where training cannot be delivered successfully online such as first aid.

This change in the delivery model was most likely the reason for the Q1 fall in the 'did not attend' a training session percentage, which reduced from 12% in Q4 2019 to 4% in Q1 2020. The percentage has gone back up again and is now 10%.

At 8%, short term cancellations have remained at the same level as Q1. There has been an increase in cancellations in Adults Services from 0% in Q1 to 14% in Q2 but this is somewhat misleading as this relates to just three late cancellations and the percentage is more volatile due to the significant reduction in scale of

bookings, which for Adults Services, have gone from a pre- Covid-19 level of 400-500 bookings per quarter, to 20-30 bookings in Q1 and Q2.

Formal appraisal training for managers was paused when Covid-19 lockdown started and therefore no figure has been provided for Q1. Training has now restarted using a webinar approach and the percentage of managers who have undertaken formal appraisal training has increased marginally (+2%) compared to 2019 Q4.

The level of new Employee Relations cases has remained static for across Q1 and Q2 and it would appear that Covid-19 is having little, if any, effect.

Health, Safety & Wellbeing

Total overall sickness has reduced again this quarter by 721 calendar days lost. When compared with the same Q2 quarter in 2019/20, overall sickness is down slightly (by 382 calendar days lost) so there is a level of consistency with Q2 last year.

At the start of the Covid-19 pandemic there was a significant drop in the level of calendar days lost due to short term sickness absence. This reduction has levelled out since March, but the general trend is an average reduction each month. It is likely that the shift in the workforce largely working from home due to Covid-19 restrictions has been a significant factor in this reduction in short-term sickness absence.

The top reason for short-term absence has changed to Musculoskeletal this quarter (from Anxiety/Stress in Q1). This change is due to a 15% increase in short-term sickness being attributed to Musculoskeletal, accompanied by a 28% reduction in short-term sickness being attributed to Anxiety/Stress. Both these changes are worth noting given the shift from office to home working. Employees have been reminded of the need to ensure their home working environment is suitable and conforms with Display Screen Equipment (DSE) requirements. The New Ways of Working group is monitoring the level of sickness absence attributed to musculoskeletal reasons and suitable intervention actions will be implemented if required.

Long-term sickness absence has reduced slightly this quarter (-671 calendar days lost) but it is higher than the same quarter last year (2020 Q2 +1,653 calendar days lost compared to 2019 Q2). The level of long-term sickness absence has remained largely constant since January 2020 and so it would appear Covid-19 seems to be having little impact on the level of long-term sickness.

Anxiety/Stress continues to be the top reason for long-term absence, both for WSCC overall, and all three priority service areas.

Public Health, HR & Organisational Development and Health & Safety teams are working to develop an action plan to ensure that employee mental health and wellbeing is embedded within core WSCC business procedures and practices. Work is ongoing to design actions the organisation needs to take such as: increasing mental health awareness; encouraging open conversations; supporting and developing effective people management; and routinely monitoring employee mental health & wellbeing. Further details of this work will be provided in the Q3 report.

Workforce KPIs

2020 Q2
1st July 2020 to 30th September 2020

Indicator		West Sussex County Council					
		2020 Q2	2020 Q1	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)	5,374	5,257	↑ 117	N/A	N/A	There has been an increase in headcount. A significant proportion of this increase was the result of in-sourcing of Service Finance from Capita.
	Active Headcount (number of people employed on 28th of last month of reporting period)	5,274	5,179	↑ 95	N/A	N/A	
	Active FTE (on 28th of last month of reporting period)	4,666	4,589	↑ 76	N/A	N/A	The Employee Paybill in Fire & Rescue Service shows an increase of £918k but this is not an increase in spending by FRS. When the pandemic started a cost code was set up to charge all spend that was incurred as a direct consequence of COVID-19 so this expenditure could be identified and collated. This cost code was placed in FRS and it still resides there, hence the increase in the Employee Paybill in FRS.
	Employee paybill (including on costs and casuals, exluding agency and schools)	£50,370,088	£49,361,718	↑ £1,008,370	N/A	N/A	
Agency (Manpower)	Headcount (Manpower)	333	309	↑ 24	N/A	N/A	There has been an increase in agency headcount and contract spend this quarter with the increase in contract spend being in proportion with the headcount increase i.e. not a general shift in level of seniority. The largest increase in headcount has occurred in Children & Family Services (+12) and this resource is for two transformation funded projects. Manpower agency workers as a percentage of the total workforce has increased to 5.4% (5.1% in Q1)
	Contract spend	£4,636,535	£4,109,120	↑ £527,415	↓	Reduction of £0.5m since previous year	
	Manpower % total workforce	5.4%	5.1%	↑ 0.3%	N/A	N/A	
Recruitment	Total number of starters (over reporting period)	221	89	↑ 132	N/A	N/A	In line with the rise in headcount there has been significant increase in starters in Resources due to the insourcing of Service Fianance (+65). There has been a net increase (Starters minus Leavers) in Place Services (+25); Adult Services (+16); and Children & Family Services (+13). Turnover is up to 1.9% and is now just below the quarterly target rate of 2%-3.75%.
Retention	Total number of leavers (over reporting period)	108	86	↑ 22	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)	1.9%	1.5%	↑ 0.4%	➡	Between 2-3.75% (rolling qtly target)	

Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2020 Q2	2020 Q1	2020 Q2	2020 Q1	2020 Q2	2020 Q1	2020 Q2	2020 Q1
1,085	1,083	1,466	1,456	650	647	2,173	2,071
1,065	1,059	1,430	1,427	641	642	2,138	2,051
911.9	905.5	1,264.3	1,258.6	605.0	597.3	1,884	1,828
£10,171,537	£10,390,140	£13,891,212	£13,870,716	£7,074,740	£6,156,065	£19,232,599	£18,944,797
87	84	167	155	7	6	78	62
£680,898	£683,941	£2,843,082	£2,609,896	£40,838	£39,479	£1,071,718	£775,803.91
7.0%	6.8%	9.7%	9.1%	1.1%	0.9%	3.0%	2.5%
31	16	45	18	6	17	139	38
15	20	32	32	8	4	53	30
1.3%	1.7%	2.1%	2.1%	1.2%	0.6%	2.1%	1.3%

Performance & Skill							
Training & development	Staff induction completion rates	76.0%	67.0%	↑ 9%	↑	90%	Staff induction completion rates have increased by 9% overall. Whilst the direction of travel is encouraging, the rate is still below the target of 90%.
	Percentage of managers who have undertaken formal appraisal training	83.0%	n/a	↓ n/a	n/a	90%	The change in training delivery in March to on-line only training resulted in a fall in Q1 in the 'did not attend' a training session but the percentage has gone back up now to 10% overall. Short term cancellations have remained at the same percentage. The increase in cancellations in Adults Services from 0% in Q1 to 14% in Q2 is somewhat misleading as this relates to just three late cancellations and the percentage is more volatile due to the significant reduction in scale of bookings. Details are provided in the main narrative.
	Percentage of 'did not attend' booked training sessions run through the L&D Gateway	10.0%	4.0%	↑ 6%	↓	5%	Formal appraisal training for managers was paused when COVID-19 lockdown started and therefore no figure has been provided for Q1. Training has now restarted & the percentage of managers undertaking formal has increased marginally (+2%) compared to 2019 Q4.
	Percentage of short notice (1-10 day) cancellations for booked training sessions run through the L&D Gateway	8.0%	8.0%	➡ 0%	↓	5%	
Employee Relations (new cases during the reporting period)	Suspensions	0	0	➡ 0	N/A	N/A	There have been no employee grievances during this quarter (down from 4 in Q1). There is one more disciplinary case this quarter then in Q1.
	Dismissals (exc redundancy ie ER)	0	0	➡ 0	N/A	N/A	
	Staff Appeals panel: upheld	0	0	➡ 0	N/A	N/A	
	Staff Appeals panel: rejected	0	0	➡ 0	N/A	N/A	
	Employee grievances	0	4	↓ -4	N/A	N/A	It would appear that COVID-19 is having little, if any, effect on Employee Relations.
	Disciplinary cases	5	4	↑ 1	N/A	N/A	
	Formal capability (performance)	2	1	↑ 1	N/A	N/A	
	Formal capability (health)	0	1	↓ -1	N/A	N/A	
	Employment tribunals	0	1	↓ -1	N/A	N/A	

69%	60%	62%	67%	84%	80%	85%	60%
88%	n/a	64%	n/a	n/a	n/a	93%	n/a
4%	9%	0%	4%	5%	0%	11%	4%
0%	14%	14%	10%	8%	0%	7%	8%
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	4	0	0	0	0
0	2	5	1	0	1	0	0
0	0	2	1	0	0	0	0
0	0	0	1	0	0	0	0
0	0	0	1	0	0	0	0

Indicator	West Sussex County Council					
	2020 Q2	2020 Q1	Change since last quarter	Intended Direction of Travel	Target 2019/2020	Commentary

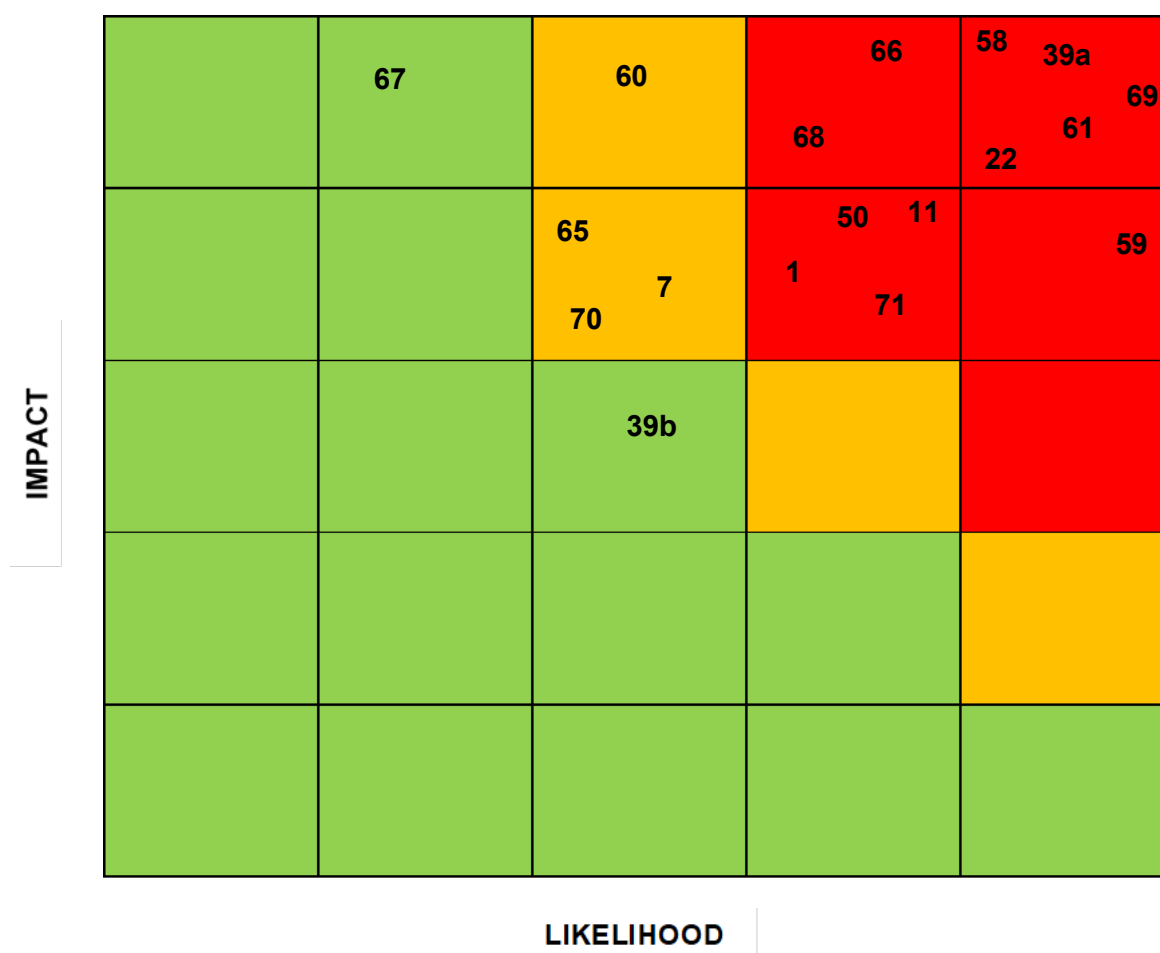
Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2020 Q2	2020 Q1	2020 Q2	2020 Q1	2020 Q2	2020 Q1	2020 Q2	2020 Q1

Health, Safety & Wellbeing							
Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	13,753	14,474	↓	-721	N/A	N/A
	Average sick days per FTE	2.6	2.8	↓	-0.2	↓	TBC
Short term sickness absence (less than 21 calendar days)	Number of calendar days lost	2,618	2,668	↓	-50	↓	N/A
	Top reason for short term absence	Musculoskeletal, Fractures, Injury, Surgery	Anxiety, Stress, Depression, Mental Health		N/A	N/A	N/A
Long term sickness absence (more than 21 calendar days) - see Note below	Number of calendar days lost	11,135	11,806	↓	-671	↓	N/A
	Top reason for long term absence	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health		N/A	N/A	N/A
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)	Violence at work	0	0	➡	0	↓	N/A
	Accident	1	1	➡	0	↓	N/A
	Dangerous occurrence	0	0	➡	0	↓	N/A
	Total RIDDORs reported to HSE	1	1	➡	0	↓	N/A

4,287	4,950	4,185	4,110	1,437	1,264	3,844	4,150
4.06	4.7	3.0	2.9	1.9	1.7	1.8	1.98
879	1,052	652	729	289	235	798	652
Digestion, Reproduction & Glandular systems	Unknown	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Unknown	Other / Chose Not to Disclose	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health
3,408	3,898	3,533	3,381	1,148	1,029	3,046	3,498
Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery
0	0	0	0	0	0	0	0
0	0	0	0	1	1	0	0
0	0	0	0	0	0	0	0
0	0	0	0	1	1	0	0

Quarterly Review of the Corporate Risk Register – September 2020

1. The aim of this report is to highlight the key risks and relevant changes to the risk profile/exposure of WSCC.
2. The heat map below shows the corporate risks and their current severity/RAG rating (low/medium/high).



3. During the preceding reporting period there have been the following changes to the corporate risk register.
 - **Corporate risk #66** - Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)
 - Severity decreased from 25 to 20
 - To reflect completed mitigating actions
 - **Corporate risk #68** - Further waves of the Covid-19
 - Severity decreased from 25 to 20
 - To reflect completed mitigating actions

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR61	Death/serious injury of a child (Council failing in their duty)	25	25
CR69	Children's services will fail to deliver an acceptable provision to the community	25	25
CR39a	Cyber-security	25	25
CR58	Failure of social care provisions	25	25
CR22	Financial sustainability	25	25
CR59	Benefits from transformation are not realised	20	20
CR66	Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)	25	20
CR68	Covid-19 and risk to the delivery of WSCC's services	25	20
CR1	No deal Brexit	16	16
CR11	Recruit and retain staff	16	16
CR50	Insufficient health & safety governance	16	16
CR71	Mental and physical wellbeing of WSCC staff due to working from home	16	16

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

Key Corporate Covid-19 Risks
Staff Shortage in Adults Services for older people's visits.
Community Hubs may not have enough staff capacity to manage an increase in demand, resulting in a failure to deliver essential food and medicine to vulnerable people.
Once restrictions are relaxed/lifted and we move into the recovery phase the Council may be able to work through the backlog of BAU events in a timely manner due to volume of activity and social distancing restrictions. This will result in a significant reduction in revenue and reputational damage to the Council.
Providers are increasingly unwilling to accept new placements which may cause a reduction in external placements and in-house foster care arrangements. This will lead to children not being looked after, becoming more vulnerable and at risk of harm.
Care homes are struggling to maintain an economically sustainable number of residents when experiencing deaths due to Covid-19 (>50% occupancy required). This lack of revenue creates a risk of care home closures which would then require financial intervention by WSCC to prevent this from occurring.
Government have issued instructions to highlight the local authority's role within the national Test and Trace Programme (particularly regarding Local Outbreak Plans). Should the government also issue direction to apply restrictions at a local level it will have further significant resource implications for PH and their ability to manage the current requirement and ongoing threat.
Advice and guidance on suspected Covid-19 cases has been devolved down to LA's with immediate effect. There's a significant concern that there may be a surge in demand for support, which will lead to a strain on the council's ability to respond/support in a timely manner in order to reduce the impact on our residents.

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	The government have eased COVID-19 lockdown restrictions and are allowing all businesses to open, resulting in increased footfall in the county. If there were to be further waves of the COVID-19 pandemic there is a risk that services will be insufficiently agile/flexible to respond to government and PHE guidelines/directives.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	3	15	Review and update business continuity and degradation plans.	CLT	ongoing	Business continuity plans to be reviewed. conducted once recovery plan/framework produced.	5	4	20	Nov-20
			2. Negative reputational impact.									Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).	Chief Executive	ongoing	Outcomes to inform Tactical Management Group (TMG), Strategic Management Group (SMG), and Local Health Resilience Partnership (LARP) for action/info.				
			3. Residents don't receive support required.									Develop communications when required to manage expectations of staff and residents on WSCC response position.	Head of Communications	ongoing	Collaboration and agreement on services provision messages with directorates and ELT through current COVID-19 mechanisms (TMG and SMG).				
			4. Insufficient budget/budget exceeded.									To continue to lobby government groups to influence funding decisions.	Chief Executive	Ongoing					
			5. Increase risk to life.									IA to conduct review of lessons learned from 1st wave and communicate.	Director of Finance & Support Services	Sep-20	Internal Audit have commenced the review.				
			6. Information not shared appropriately.																
CR70	There is an increasing demand placed on the senior officers due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with directorate and organisational issues, leading to poor decision making.	Chief Executive	1. Outcomes for residents not delivered	Aug-20	4	3	12	Tolerate	4	3	12	Continue to monitor service resource impact.	ELT	ongoing	Concerns raised through ELT	4	3	12	Nov-20
			2. Residents don't receive support needed.									Provision of support to services when required.	SMG	ongoing	Support requests raised through TMG and escalated to SMG if required.				
			3. Failing to deliver statutory duties																
CR71	As part of the 'new normal' WSCC staff will be expected to continue to work from home (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the mental and physical wellbeing (and emotional resilience) of staff which will lead to an increase in absences and poor service delivery to residents.	Director of Human Resources & Org Change	1. Increase in poor physical health of staff.	Aug-20	4	4	16	Treat	4	2	8	Mental health training and support (particularly for managers).	Health and Safety Manager	ongoing	Stress Management Corporate Guidance and Employee Assistance Program.	4	4	16	Nov-20
			2. Increase in poor mental health of staff.									DSE assessments carried out and regularly reviewed.	Health and Safety Manager	ongoing	Directorates responsible for completion of staff assessments.				
			3. Increase in staff absence.									Appropriate comms to ensure officers are equipped to support staff.	Health and Safety Manager	ongoing	HSW messages being published regularly via One Voice.				
			4. Poor service delivery to residents.									Inclusion of staff wellbeing guidance in Performance Management framework.	Health and Safety Manager	Oct-20					
			5. Increase in number of claims and premiums.																
CR1	The impact of a no deal Brexit may result in service delivery issues in Council services.	Chief Executive	1. Uncertainty on staff available to deliver council services i.e. care workers.	Nov-17	4	4	16	Tolerate	4	4	16	Regular meetings to review current national and organisational status.	ELT	ongoing	Health Protection Team and Education Team to liaise weekly. Information communicated to SMG.	4	4	16	Nov-20
			2. Uncertainty on local businesses.									Brexit implications across all current corporate risks is being carried out. The Resilience and Emergency Team is engaged in planning across the South east.	Chief Executive	ongoing	Gather data to inform impact of negotiations; liaise with network to share information; work with businesses to show ongoing commitment. Directorates to collate data to be used for analysis once Brexit is fully understood. Risk re-assessed 6 monthly or in event of significant Brexit statements.				
			3. Impact of growth projections.																
			4. Supply chain uncertainty in contracts.																
			5. Potential demand on resilience teams.																

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	
CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Module on political management and systems for CLT and CMT to be developed and provided.	Director of Law & Assurance	Sep-20	In train	4	3	12	Sep-20
			2. Service improvement effort impeded.									Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	Further draft AGS to July RAAC (endorsed in Mar)				
			3. Resources misapplied - poor VFM.									Systems and processes to be simplified and guidance for specific procedures to be refreshed with output from Governance review (CR65).	Head of Democratic Services	Jul-20	Report to Governance Committee 6 July.				
			4. Complaints and claims.									Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	Director of Law & Assurance	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.				
			5. Censure by external inspection.									Audit plan focussing reviews on key corporate support systems to identify key areas in need of improvement.	Director of Law & Assurance	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.				
CR11	Due to recent reports into service operations and senior leadership instability, there is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems recruiting and retaining staff in key skills areas.	Director of Human Resources & Org Change	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	3	12	Simplifying processes for recruiting and engaging with potential applicants for hard to fill posts.	Head of Res Org Dev & Talent	Sep-20	Partially completed. Recruiter licences for Linked-in and Reed purchased and being used to source candidates/reach out to candidates directly. "Engage" module to go live by Sept 20. Recruitment campaign pages launched for Children's Social Care, Adults Social Care, Occupational Therapy, Educational Psychologists.	4	4	16	Dec-20
			2. Lack of corporate memory.									Provision of clear financial support for recruitment and retention policy and provisions procedures.	Head of Specialist HR Services	Oct-20	Partially Completed. Social workers recruitment and retention package in place for 2019. 2020 offer currently under review. Corporate relocation package drafted and being prepared for ELT sign off. Sustainable Social Worker Pay Model signed off by ELT Aug 2020.				
			3. Inadequate pace/speed of delivery.									Application of policy and provisions for various hard to fill posts.	Head of HR Bus Ptr & Org Change	Ongoing	Use of R&R package to recruit children's social workers. Relocation support for hard to fill roles awaiting sign off by ELT. Use of apprenticeships to build talent pipelines e.g. social worker, occupational therapist, management programmes.				
			4. Low staff morale and performance.									Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.	Head of HR Bus Ptr & Org Change	Jan-21	Reward & Retention package for Childrens Social Workers currently being re-written. Development of Workforce Plan being carried out as part of Children First Improvement Plan.				
												Development of comprehensive employee value proposition.	Head of Res Org Dev & Talent	Jan-21	Part of People Framework Action Plan				
												Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Head of Res Org Dev & Talent	Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising.				

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	
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	Savings are being delveoped as part of the budget process for 2021/22	5	5	25	Nov-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.			No further funding is forthcoming				
			3. Reputational impact through reduction of service quality									Monitor the use of additional funds made available to improve service delivery.			The utilisation of grant received from government in response to Covid-19 is reported through the Total Performance Monitor.				
			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.			The Chief Executive actively participates in calls to government emphasising the need for appropriate funding for local authorities.				
			5. Additional unexpected service and cost pressures from savings decisions.									Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the TMP and MTFS as appropriate.			The impact of Covid-19 is reported in the TPM and reflected in the MTFS				
			6. Financial implications for both 2020/21 and the medium term arising from the national emergency circumstances associated with Covid-19.																
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. New awareness campaign being developed. Vendor identified and commissioned to provide services to counter cyber threat.	5	5	25	Dec-20
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.			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. PSN connection to be reprocured.				
			3. Resident's trust in the Council is undermined.									Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)			2020 health check to be commissioned.				
			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.			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.			Maintain watching brief for updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP).				
												Transition to a controlled framework for process and practice.			Review of ISO27001 and ISO9001 to determine appropriateness.				

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	
CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of IT	Ongoing	To be conducted annually	3	3	9	Sep-20
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Head of IT	Ongoing	Joint submission to NHS Digital in 2019 assessment by the Data Protection Team; to ensure IGTK incorporates Information Security, with Information Governance. PSN accreditation submitted.				
			3. Resident's trust in the Council is undermined.									Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.	Director of Law & Assurance	Ongoing	Processes settled. Most impact assessments completed. DPIA to be conducted annually.				
			4. Partners will not share data or information with the Council.									Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	Head of IT	Ongoing	As part of GDPR reviews of existing arrangements.				
			5. Punitive penalties are made on the Council.									Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	Head of Data Protection	Ongoing					
												Adopt ISO27001 (Information Security Management) aligned process & practices.	Head of IT	Ongoing					
												Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	Director of Law & Assurance	Ongoing	IT to identify applicable systems and provide support in resolving any risks of non-compliance.				
CR50	WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.	Director of Human Resources & Org Change	1. Increase risk of harm to employees, public and contractors.	Mar-17	4	5	20	Treat	4	2	8	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	ongoing	Current inspection template to be created in Firmstep.	4	4	16	Dec-20
			2. Increase number of claims and premiums.									Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.	Health and Safety Manager	ongoing	Partially completed. Fire Warden training and H&S eLearning included in annual refresher training from 1 Feb 19. TNA produced with suite of courses required identified. Modules for induction & asbestos awareness now live.				
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.	Health and Safety Manager	ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents.				
			4. Increase in staff absence.									Regular engagement with other LA's on best practice and lessons learned.	Health and Safety Manager	Ongoing					
												Develop and introduce a more comprehensive risk profile approach and front-line service based audits	Health and Safety Manager	Ongoing					

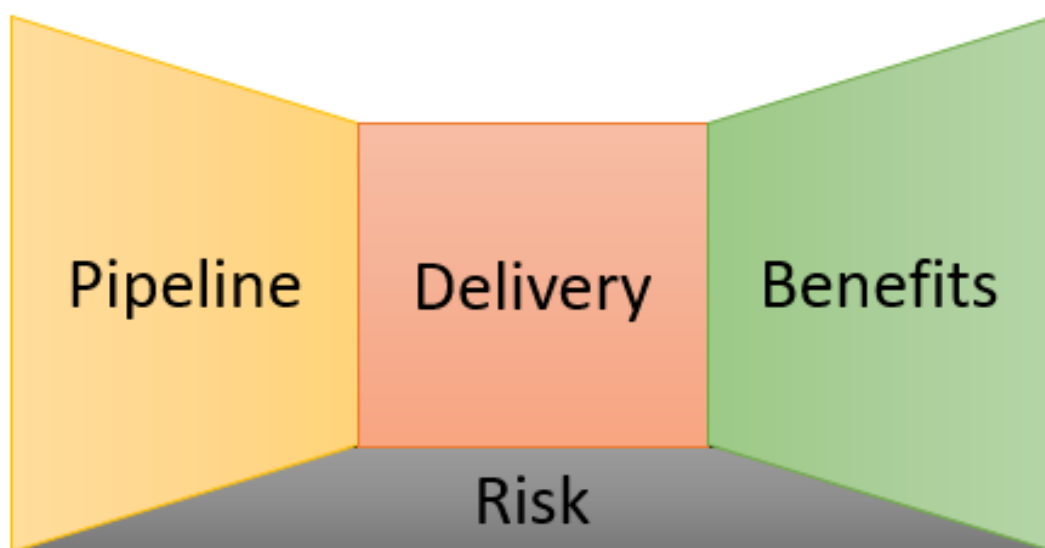
Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR58	If there 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	5	25	Sep-20
			2. CQC action against service provider which could lead to establishment closure at short notice									Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Contracts & Performance	ongoing	Information used to support emergency planning and inform quality processes.				
			3. Financial implication of cost of reprovision following closure of services.									Scoping and implementation of a multi agency failure prevention team.	Joint Strategic Director of Cx	ongoing	Agreement was made in October 2019 with the CCG Chief Nurse to proceed with the joint programme. Workshop took place Dec 19 with agreement on the need for a joint residential/ nursing contract, exploration of income generation opportunities and potential of increased offer to providers who agree to managed rates.				
			4. Reduced capacity in the market as a result of failure of provision.									Financial analysis of high risk provision - due diligence checks.	Head of Contracts & Performance	ongoing	Working with strategic contracts to identify key providers for more regular financial checks.				
			5. Delayed Transfer of Care (DIOC)									Development and embedding of multi agency Quality, Safeguarding and Improvement Group, Strategic Provider Concerns meeting and mechanisms to focus on specific providers where concerns arise.	Head of Safeguarding and Quality	ongoing	QSIG established. Working towards embedding these mechanisms and confirming benefit in terms of preventative focus.				
			6. Non-compliance with Care Act.									In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	Head of Adult Operations	ongoing	Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.				
			7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.									Capacity Action plans for residential and non residential services to focus on long and short term actions to improve capacity to support potential contingencies.	Cx Lead	ongoing	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.				
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	Future benefits are being reviewed as part of the budget setting process.	4	5	20	Nov-20
			2. Failure to improve customer services.									Develop effective benefits tracking process.	Director of Finance & Support Services	ongoing	Process completed and approved in time for new financial year, however due to COVID-19 this process may need changing.				
			3. Inefficient and ineffective business processes.									Develop detailed programmes in collaboration with Directors to deliver required changes.	Director of Finance & Support Services	ongoing	Engagement conducted and programmes agreed in time for new financial year, however due to COVID-19 plans and governance arrangements may need changing.				
			4. Failure to deliver required cultural changes.																

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	
CR60	There is a risk of failing to deliver the HMIC FRS improvement plan , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage	Apr-19	5	4	20	Treat	5	2	10	Ensure robust project and programme governance in place and monitor delivery.	Chief Fire Officer	ongoing	During the revisit, the HMIC FRS Advisory Board praised the project and programme plans, and PMO governance. They also reported tangible improvements of preventative and protective measures. Further praise was received regarding the accelerated pace of mitigating the risk to public safety.	5	3	15	Nov-20
			2. Corporate Governance Inspection																
			3. Legal implications of not delivering statutory services																
			4. Increased risk harm																
CR61	A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Executive Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.	Jun-19	5	5	25	Treat	5	2	10	Implement Practice Improvement Plan (PIP).	Executive Director of Children, Young People and Learning	Ongoing	PIP currently being refreshed after 5 months progress of successful delivery.	5	5	25	Sep-20
			2. Subject to investigation and further legal action taken against the Council.									Provide proactive improvement support to services to assure effective safeguarding practices.	Executive Director of Children, Young People and Learning	ongoing	Specialist provider commissioned to support social workers in Children Looked After Service and Family, Support and Protection Service (in place by April 2020).				
			3. Immediate inspection and Government intervention.																
CR65	The review of corporate leadership, governance and culture recommended in the Children’s Commissioner’s report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure	Dec-19	5	4	20	Treat	3	2	6	Completion of improvement plan scoping phase.	Chief Executive	Jul-20	(See CR7)	4	3	12	Sep-20
			2. External intervention									Develop plan to stabilise senior leadership team.	Chief Executive	Sep-20	Identifying actions to reduce risk of senior leadership churn.				
			3. Poor value for money									Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers.	Director of Law & Assurance	Jan-21	Scoping underway with LGA and external partners. Member Development Plan approved by Governance Committee Jun 20.				
												Implementation of governance changes as approved by Council (17.12.19)	Director of Law & Assurance	Apr-21	Those for immediate implementation are complete. Others scheduled to meet Councils decision.				
CR66	Due to a lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP) and the increase in demand due to COVID-19, 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	Development and implementation of new AMHP model (in partnership with the CCG and Sussex Partnership Foundation Trust (SPFT)).	Head of Adult Operations	Jan-21	Mental Health specific Transformation Plan has been developed which incorporates Amed and HP service re-design. Dedicated Programme Manager in post. Progressing through governance process. New structure for AMHP service (Hub and Spoke model) developed and operational budget approved. Proposed to implement from 1st Jan 21.	5	4	20	Nov-20
			2. WSCC subjected to legal action on behalf of customer or through employment tribunal.									Recruitment of AMHP's to support with current demand.	Head of Adult Operations	ongoing	Funding agreed to enable interim recruitment of AMHP's until end-Dec 20.				
			3. Wider impact on health and social care system through delays in carrying out assessments.																
CR67	The project to set up a company (known as a Children's Trust) to provide children's services on behalf of WSCC significantly diverts council resources (capacity and capability) from core service delivery, to focussing on improving the quality of children's services.	Chief Executive	1. Progress of children's services improvement is slowed or limited by splitting of resources and energy.	Feb-20	5	5	25	Tolerate	5	2	10					5	2	10	Dec-20
			2. Delivery of Council services interrupted/impacted.																
			3. Impact on Corporate improvement.																

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	
CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	4	20	Deliver Children First Improvement Plan.	Senior Improvement Lead	ongoing	The Children First Improvement Plan has been developed to incorporate three key pillars to ensure an improved level of service: Pillar 1 - Everyone knows 'what good looks like'; Pillar 2: Creating the right environment for good social work to flourish; Pillar 3 : Deliver an Improved Service Model. Monthly reports to Improvement Board.	5	5	25	December 2024
			2. Significant reputational damage.									Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.			Joint work between WSCC and HCC has resulted in the development of a comprehensive phase 2 workstream improvement action plan. Regular steering group to track and monitor progress and report into the into Improvement Board.				
			3. Reduced confidence by residents in the Councils ability to run children's services.									Implement the Children First Service transformation model			Family Safeguarding model redesign being developed to ensure practice improvements are sustainable and embedded to provide a good level of service.				
			4. Legal implications through non-compliance or negligence.																

Capital Programme 2020/21 – 2024/25

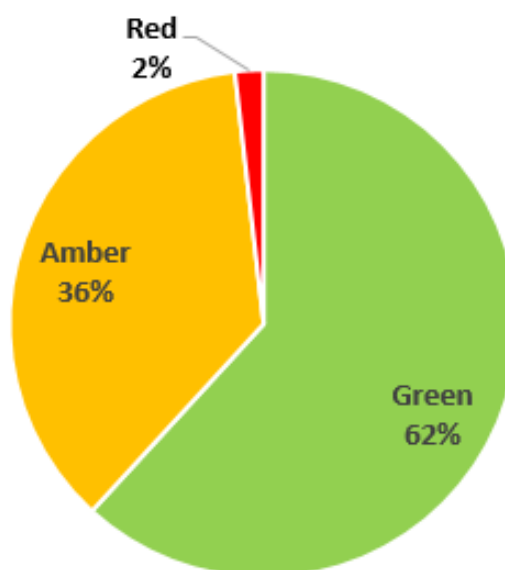
2020/21 Quarter 2 Performance Report



1. Pipeline

- 1.1 Projects that remain in a development stage are considered to be in the pipeline of the five-year capital programme. A standard approach towards developing demand from service asset strategies into deliverable projects includes two key gateway stages:
- Viability – where desktop studies identify the art of the possible, in order to scope an early long-list of options,
 - Feasibility – where a shortlist of options is selected for further study.
- 1.2 Following these stages, an options appraisal is considered via a business case and process in accordance with approval capital governance. If considered a priority, a preferred option is progress for delivery stages of design and construction.
- 1.3 The Capital Programme Office (CPO) is currently monitoring the development of 56 programmes and projects in the Pipeline Stage. At the end of September 2020, 2 projects reported red, indicating that significant issues in project development required consideration of the project's deliverability. 20 projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project's development.

Pipeline by RAG Status – September 2020



1.4 A summary of projects in Pipeline Stages where there are issues or uncertainty is set out in the table below:

Pipeline				
Project	Location	Gateway Clearance Planned	Current Profile	Notes
Adults Residential Services Phase 1	Various	September 2020	Amber December 2020	Delay bringing forward Strategic Outline Case following Covid-19 disruption
Children's Residential Phase 2 – x3 Children's Care Homes	Various	October 2020	Amber December 2020	Covid-19 related delays in programme development of feasibility studies. Decision on Design stage expected in December
Rural Connectivity Programme	Various	March 2020	Amber TBC	Publication of national guidance leading to rethink of programme to ensure strategic alignment
Chichester Growth Programme – Relocation of Hockey Pitch	Chichester	April 2020	Red TBC	Dependency on delivery-stage demolition of school site, currently delayed due to historical and ecological studies
Bognor Regis Enterprise Centre	Arun	July 2020	Amber January 2021	Review of options for delivery in light of Covid-19 impact, leading to delay of decision to January 2021
S106 School Improvement Programme – projects x4	Various	September 2020	Amber October 2020	Cabinet Member Key Decision slipped to October – decision now taken
S106 School Equipment Programme	Various	September 2020	Amber October 2020	Cabinet Member Key Decision slipped to October – decision now taken
SEND Phase 2 Special Support Centres x7	Various	September 2020	Amber October 2020	Cabinet Member Key Decision slipped to October – decision now taken
Faygate Leachate Treatment Plant	Horsham	TBC	Amber N/A	Conceptual model to be developed. Options appraisal and decision timetable to be confirmed
Brookhurst Wood – Site HA	Horsham	TBC	Amber TBC	Strategic review of Waste Contract due in Spring 2021. Negotiations with contractor progressing

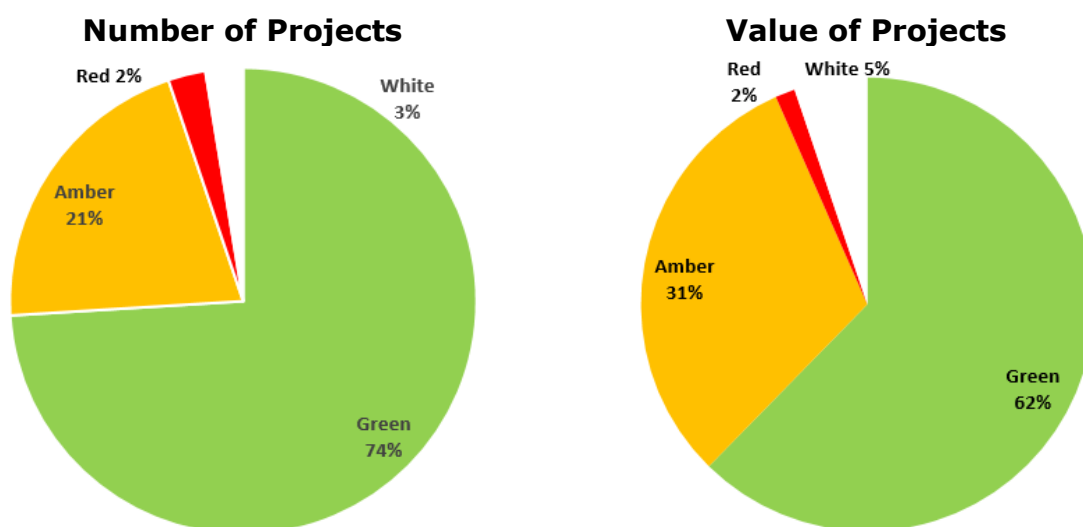
1.5 The following projects have been removed from the pipeline of proposed projects:

Projects Removed from Pipeline 2021/22		
Project	Location	Notes
Basic Need – Barnham Primary School	Arun	Project not viable, alternative site for provision of additional places in the area to be considered
SEND Strategy – SSCs - Midhurst area	Chichester	Project not viable, alternative provision for SEND places in the area to be considered
Hobbs Field	Horsham	Project initially brought forward as OPE enabler and part of Adults Residential Strategy. OPE opportunities not being pursued further, Adults strategic requirements subject to review. Project removed.

2. 2020/21 Delivery

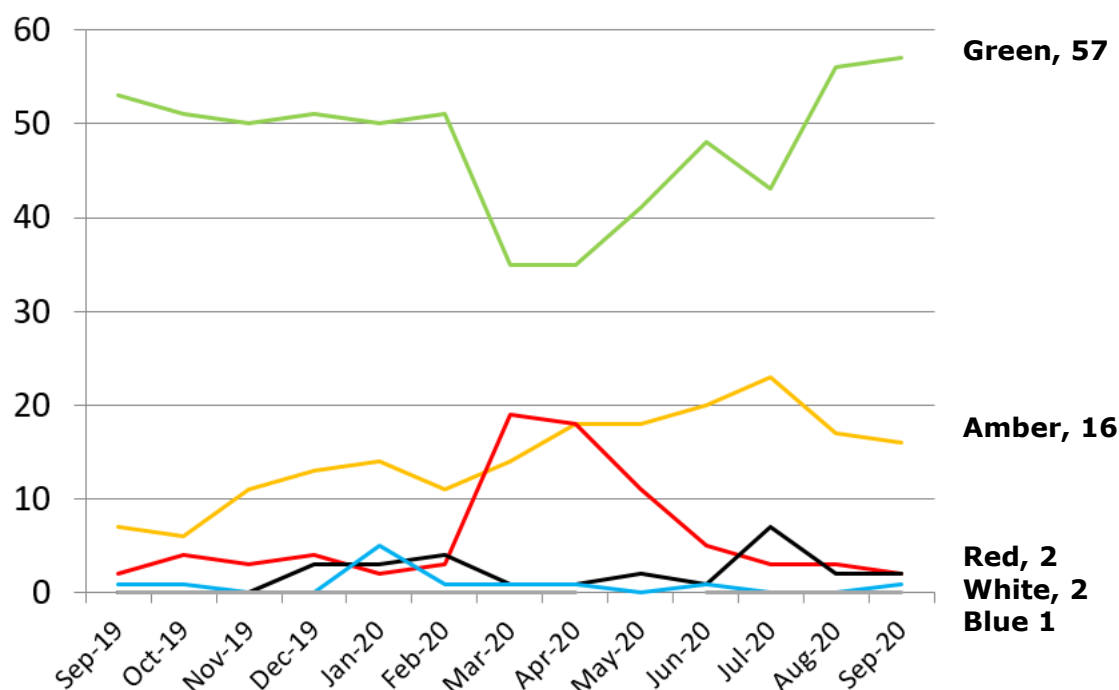
- 2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer "Hub" and a summary and analysis is presented in this report.
- 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 September, 56 projects in delivery were rated **GREEN**. 17 were rated at **AMBER**. 3 were rated as **RED**. Two projects did not produce a highlight report and have been reported as **WHITE**.

Projects by RAG status, September 2020



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

13-Month Rolling Monthly Actual Number of Projects in Delivery by RAG status to September 2020



2.5 No highlight report was received for the following projects:

- Converged Fibre
- Felpham Community College

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

Scheme	RAG at 31 Aug	Reason	Impact	Updated position at DATE	
				Updated RAG	Latest Update
Demolition of Vacant Buildings – CHSB	Red (7)	Delay and potential additional costs from ecological survey and asbestos find	High (time)		
Parklands	Red (29)	Contractor engaged in identifying and resolving remaining issues. Change Request pending			

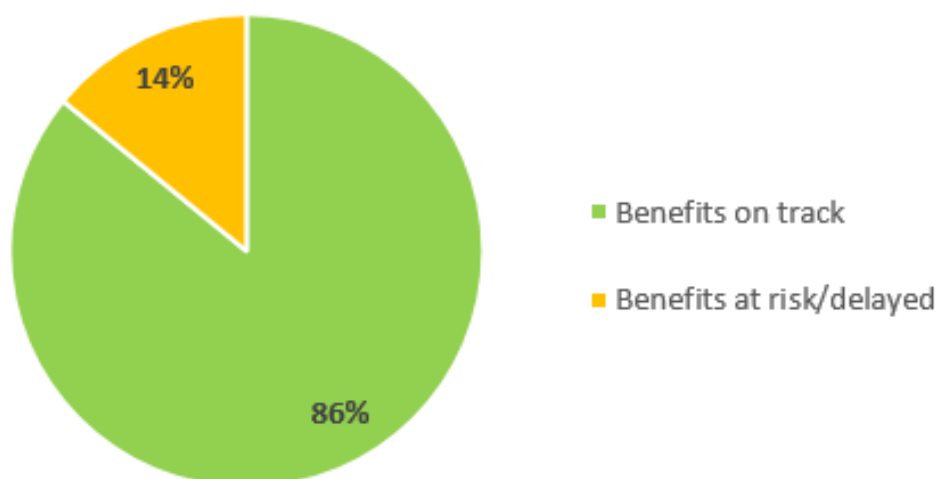
2.7 At the end of September, two projects had been completed in 2020/21:

April		
Project	Location	Description
Downslink	Various	Programme of improvements to the Public Rights of Way network
June		
Project	Location	Description
SEND Strategy - Herons Dale	Adur	Development of courtyard area to provide facilities enabling additional five pupils
September		
Project	Location	Description
Ifield Community College	Crawley	Provision of additional equipment to enable additional places to be taken up to cover a one-year bulge class

3. 2020/21 Benefits

- 3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.
- 3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond project closure. Project benefits and measures are identified in each project's Full Business Case, along with review dates for monitoring their delivery and the benefit owners. The delivery of benefits is scrutinised by the service-specific officer "Hub" and progress is reported to the Capital and Assets Board.
- 3.3 The Benefits Tracker is currently monitoring 72 benefits to be delivered between now and March 2045.
- 3.4 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
 - **RED** – benefits have not been delivered as anticipated
 - **GREY** – benefits have been withdrawn from the tracker
- 3.5 Of the benefits remaining in the tracker at the end of September, 61 were reported to be on track for planned delivery, 10 were reported as delayed or "at risk", 1 is reported as unmet.

Benefits by RAG status – September 2020



3.6 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	AMBER AT RISK	Change in reporting methodology by Sussex Police likely to influence performance against target	AMBER
Bognor Regis Digital Hub	Arun	AMBER DELAYED	Employment space benefit delayed following Covid-19 site restrictions	GREEN
		AMBER DELAYED	Ultrafast digital capacity benefit delayed following Covid-19 site restrictions	GREEN
NHS Capital Grants No.2 BC	Worthing	AMBER AT RISK	Inflationary uplifts on care and support costs and changes to support requirements reducing savings benefit	AMBER
East Preston Junior School	Arun	AMBER UNDER REVIEW	Uptake of new places, pupil admissions data showing current PAN 85%, against target of 95% with full realisation planned for September 2022	GREEN
Felpham College	Arun	AMBER DELAYED	Delivery of new places delayed	GREEN
Manor Green Primary	Crawley	AMBER DELAYED	Temporary accommodation in place following delay in completion of construction	GREEN

Flintstone Centre Alternative Provision	Arun	AMBER AT RISK	Improved pupil attendance/ engagement in formal education	AMBER
		AMBER AT RISK	Revenue savings to be reviewed – expected to be slightly lower than planned	AMBER
The Meads School, East Grinstead	Mid Sussex	AMBER AT RISK	Uptake of new places, pupil admissions data showing PAN 80%, against target of 95% with full realisation planned for September 2022	AMBER

3.7 A summary of the benefits closed in 2020/21 is set out in the table below:

May		
Project	Location	Benefit
Ifield Community College	Crawley	Take-up of places in bulge class – benefit achieved
Windmills Junior	Mid Sussex	Take-up of places in bulge class – benefit achieved
September		
Children Looked After	Chichester	Revenue savings target from internal provision for Children Looked After – benefit achieved
Electric Vehicle Chargers	Various	Cost of electric vehicles exceeds that of petrol fleet vehicles – benefit not achieved

4. Risk

- 4.1 The capital programme risk register sets out the key risks to the delivery of the programme and significant risks to individual projects. The capital programme risk register sets out programme risks being managed by the Capital and Assets Board and project risks, which are managed by the appropriate service.
- 4.2 The Capital Programme Office is currently managing 14 programme risks and reporting 12 project risks managed by services.

Appendix A - Capital Programme Performance Report

Background papers - None

This page is intentionally left blank

Capital Programme Performance Report

Quarter Two 2020/21

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

Scheme	RAG at 30 September	Reason	RAG at DATE	Updated Position
NHS Capital Grants – BC	AMBER	Agreement reached regarding outstanding grant, project to be closed in October		

3. Children and Young People

- 3.1 Three projects submitted highlight reports at the end of September. All were rated at green, indicating that the projects are reporting to plan.

4. Economy and Corporate Resources

- 4.1 Nine projects submitted highlight reports at the end of September. Seven of the schemes in delivery were rated green, indicating that the project is reporting to plan. One 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. One was rated as red, indicating that there are significant issues with the project, requiring corrective action. No highlight report was received for Converged Fibre digital infrastructure project, resulting in the project being rated WHITE. The project is funded from Business Rate Pilot funding and reports separately into West Sussex Chief Executive's Group.

Scheme	RAG at 30 September	Reason	RAG at DATE	Updated Position
Burgess Hill Place and Connectivity Programme	AMBER	Budget showing overspend due to A2300 LEP allocation being channelled through the account		

Demolition of vacant buildings – CHSB	RED	Delay and potential additional costs due to ecological study findings. Options being considered.		
--	------------	--	--	--

5. Education and Skills

- 5.1 18 projects submitted highlight reports at the end of September. Ten of the schemes in delivery were rated green, indicating that the project is reporting to plan. Seven 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. One was rated as red, indicating that there are significant issues with the projects, requiring corrective action. One project was completed at Ifield Community College, with additional equipment provided to enable additional places to be provided for a one-year bulge class. No highlight report was received for Felpham Community College, resulting in the project being rated WHITE.

Scheme	RAG at 30 September	Reason	RAG at DATE	Updated Position
Bourne Community School	AMBER	Works complete, ongoing drainage issues being managed being addressed within defects period		
Crawley Down	AMBER	Works complete, ongoing security system, flooring and external landscaping issues being managed being addressed within defects period		
Parklands Primary	RED	Project complete but persistent significant defects remain. Change request for additional budget subject to Key Decision.		
Safeguarding programme	AMBER	Additional works requested by schools planned and subject to Change Request to add school contributions		
Southwater Infants and Junior	AMBER	Issues relating to drainage and Health and Safety causing delay to the programme		
Thorney Island	AMBER	Project behind schedule, leading to replanning of Hall replacement to Easter. School aware of delay and supportive of approach		
White House Farm (land West of Chichester Primary School	AMBER	Technical review highlighted compliance issues to be resolved during design stage		
Woodlands Mead College	AMBER	Delay due to detail required during design stage and compliance issues with energy model		

6. Environment

- 6.1 Seven projects submitted highlight reports at the end of September. Five of the schemes in delivery were rated green, indicating that the project is reporting to plan. Two were rated at amber, indicating that there is an issue having an effect on the project but that it could be dealt with by the project manager or project delivery team.

Scheme	RAG at 30 September	Reason	RAG at DATE	Updated Position
Crawley Homes Solar PV Bird Protection	AMBER	Delay to completion of final property checks, expected during October		
Schools Solar PV Installation	AMBER	Quality issues with one installer leading to delay, cost and reduction of benefits for affected installations		

7. Finance

- 7.1 Six projects submitted highlight reports at the end of September. All were rated at green, indicating that the projects are reporting to plan.

8. Fire and Rescue and Communities

- 8.1 Five projects submitted highlight reports at the end of September. Four of the schemes in delivery were rated green, indicating that the project is reporting to plan. One was 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.

Scheme	RAG at 30 September	Reason	RAG at DATE	Updated Position
Library Self-Service Terminals	AMBER	Delay due to Covid-19 site restrictions. Additional budget items to be confirmed		

9. Highways and Infrastructure

- 9.1 23 projects submitted highlight reports at the end of September. 19 of the projects in delivery were rated green, indicating that the project is reporting to plan. Four 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.

Scheme	RAG at 30 September	Reason	RAG at DATE	Updated Position
A2300 Corridor Improvement – Design Stage	AMBER	Covid-19 site restrictions expected to impact on time and cost		
A29 Realignment	AMBER	Delay in Planning process, expected to be resolved in November		
LED Streetlight Conversion	AMBER	Unavailability of equipment leading to delay in delivery, installation and benefits to be reprofiled at Stage 2 contract in October		
Signals	AMBER	New Fibre Optic cabling increasing costs and causing delay for road widening works. Change request pending		