

To all Members of the County Council

A virtual ordinary meeting of the County Council will be held at **10.00 am** on **Friday, 17 July 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

1. **Apologies for Absence**

2. **Members' Interests**

Members are asked to disclose any pecuniary or personal interests in matters appearing on the agenda.

3. **Minutes** (Pages 5 - 36)

The Council is asked to confirm the minutes of the ordinary meeting of the County Council held on 14 February 2020.

4. **Appointments**

To consider any proposed changes by the Groups to appointments. Any proposals will be circulated and changes will take effect from the end of the meeting.

5. **COVID-19 Response** (Pages 37 - 66)

The Council is asked to consider a report by the Leader on the response to the COVID-19 public health emergency together with answers to written questions submitted in advance by members. Members may ask questions in accordance with Standing Order 11.22.

6. **West Sussex: Reset and Reboot** (Pages 67 - 116)

The Council is asked to consider a report by the Leader on work to address the corporate, service and financial challenges facing the County Council in 2020/21 and beyond, and an approach to settle the Council's priorities for the future and how it will work to achieve them, together with answers to written questions submitted in

advance by members. Members also may ask questions in accordance with Standing Order 11.23.

7. **Address by a Cabinet Member**

At the discretion of the Chairman, to receive any address by a Cabinet Member on a matter of urgency and/or significant interest to the County Council and which relates to the powers and responsibilities of the County Council or which affects the Council.

(a) **Address by Cabinet Member for Children and Young People** (Pages 117 - 120)

The Cabinet Member for Children and Young People will make a statement on the Council's Children First Improvement Plan. A report is also attached. Members may ask questions of the Cabinet Member in accordance with Standing Order 2.33.

(b) **Address by the Cabinet Member for Fire & Rescue and Communities** (Pages 121 - 126)

The Cabinet Member for Fire & Rescue and Communities will make a statement on the Fire & Rescue Service Improvement Plan. A report is also attached. Members may ask questions of the Cabinet Member in accordance with Standing Order 2.33.

8. **Performance and Finance Scrutiny Committee: Scrutiny Annual Report 2019/20 and Work Programme 2020/21** (To Follow)

The Council is asked to approve the Annual Scrutiny Newsletter 2019/20 which summarises the work of the Scrutiny Committees and reports the performance measures for the end of the year and the Scrutiny Work Programme for 2020/21, in the light of a report by the Performance and Finance Scrutiny Committee.

9. **Governance Committee: Joint leadership arrangement with East Sussex County Council** (Pages 127 - 128)

To note a report on a review of the joint leadership arrangements with East Sussex County Council, in the light of a report by the Governance Committee.

10. **Report of Urgent Action: Regulation 19** (Pages 129 - 130)

To note urgent action taken under regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

11. **Report of Urgent Action** (Pages 131 - 132)

To note action taken by the Director of Law and Assurance, in

consultation with the Chairman.

County Council concludes

Items not commenced by 1.15 p.m. will be deferred to the following meeting.

A handwritten signature in black ink, reading "Tony Kenshaw". The signature is written in a cursive style with a horizontal line extending from the start of the first letter.

Director of Law and Assurance
8 July 2020

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West Sussex County Council – Ordinary Meeting

14 February 2020

At the Ordinary Meeting of the County Council held at 10.30 am on Friday, 14 February 2020, at the County Hall, Chichester, the members present being:

Mrs Duncton (Chairman)

Mrs Arculus	Mrs Kitchen
Mr Acraman	Mr Lanzer
Lt Cdr Atkins, RD	Mr Lea
Mr Baldwin	Ms Lord
Mr Barling	Mr Markwell
Mr Barnard	Mr Marshall
Mr Barrett-Miles	Mr McDonald
Mrs Bennett	Mrs Millson
Mr Boram	Mr Mitchell
Mr Bradbury	Mr Montyn
Mr Bradford	Mr R J Oakley
Mr Buckland	Mr S J Oakley
Mrs Burgess	Dr O'Kelly
Mr Burrett	Mr Oppler
Mr Catchpole	Mr Oxlade
Mr Crow	Mr Patel
Dr Dennis	Mrs Pendleton
Mr Edwards	Mr Purchase
Mr Elkins	Mrs Purnell
Mr Fitzjohn	Mr Quinn
Ms Goldsmith	Mrs Russell
Mrs Hall	Mr Smytherman
Mr High	Mrs Sparkes
Mr Hillier	Ms Sudan
Mr Hunt	Mr Turner
Mrs Jones, MBE	Mrs Urquhart
Mr Jones	Mr Waight
Mrs Jupp	Dr Walsh, KStJ, RD
Mr Jupp	Mr Whittington
Ms Kennard	Mr Wickremaratchi

90 Apologies for Absence

- 90.1 Apologies were received from Lt Col Barton, Mrs Bridges, Mrs Brunsdon, Mr Cloake, Mrs Dennis, Mrs Flynn, Mr Magill and Mr Simmons.
- 90.2 Mrs Smith was absent.
- 90.3 Apologies for the afternoon session were received from Mrs Arculus and Mrs Burgess.

90.4 Mr Markwell was absent for the afternoon session. Mr Baldwin, Mrs Jones, Ms Lord and Mr R J Oakley left at 3.55 p.m.

91 Members' Interests

91.1 Members declared interests as set out at Appendix 1.

92 Minutes

92.1 It was agreed that the minutes of the Ordinary Meeting of the County Council held on 17 December 2019 (pages 5 to 40) be approved as a correct record.

93 Review of Proportionality

93.1 Following the decision of the Council at its last meeting to establish a Fire & Rescue Service Scrutiny Committee, the Council was asked to review the proportionality on its committees. A paper on the application of the proportionality rules and how they were applied, together with a table showing the number of seats on committees, was set out on pages 41 and 42.

93.2 Resolved –

That the proportionality on committees be agreed.

94 Appointments

94.1 The Council approved appointments as set out below.

Committee	Change
Environment and Communities Scrutiny Committee	Mr Baldwin to fill vacancy Ms Goldsmith in place of Mrs Bridges Mr Quinn in place of Mr Jones Mr Jones as substitute in place of Mr Quinn Mrs Millson to fill vacancy as substitute
Health and Adult Social Care Scrutiny Committee	Ms Sudan in place of Mrs Smith Mr Jones in place of Ms Sudan as substitute
Fire & Rescue Service Scrutiny Committee	Mrs Arculus Mr Barnard (Vice-Chairman) Mr Edwards Mr Jones Mrs Pendleton Mr Smytherman

Committee	Change
	Mr Waight (Chairman) Mr Barrett-Miles as substitute Mr Oxlade as substitute Dr Walsh as substitute
Performance and Finance Scrutiny Committee	Mr Bradford to fill vacancy
Planning Committee	Mr Burrett and Mr Montyn to fill vacancies Mrs Millson to fill vacancy Ms Lord as substitute
Rights of Way Committee	Mrs Brunsdon to fill vacancy
Corporate Parenting Panel	Mrs Jones to fill vacancy

95 Address by a Cabinet Member

- 95.1 Members asked questions of the Cabinet Member for Children and Young People on the Council's Children First Improvement Plan.
- 95.2 In response to a question from Dr Walsh about the placing of West Sussex children out of county, the Cabinet Member agreed to discuss with the team the reasons for it not being suitable for particular children to be placed closer to West Sussex and to report back to Dr Walsh.

96 Revenue Budget 2020/21, Capital Strategy 2020-25 and Treasury Management Strategy Statement 2020/21

- 96.1 The Cabinet Member for Finance moved the report on the Revenue Budget 2020/21, Capital Strategy 2020-25 and Treasury Management Strategy Statement 2020/21.
- 96.2 An amendment was moved by Dr Walsh and seconded by Ms Lord.

'Revenue Budget 2020/21

Changes to the Revenue Budget	2020/21	2020/21	2021/22	2021/22
	Growth £m	Reduction £m	Growth £m	Reduction £m
Ongoing changes				
Reverse the proposed cut to the post-16 support service that provides	0.100			

Changes to the Revenue Budget	2020/21	2020/21	2021/22	2021/22
	Growth £m	Reduction £m	Growth £m	Reduction £m
interventions and careers guidance for young people Not in Education, Employment or Training (NEETs).				
Continue the ESIF funding for the post-16 support service that ceases on 31 December 2020.	0.057		0.173	
Reverse Local Assistance Network (LAN) budget cut agreed by Cabinet at its meeting in December 2019 (decision report CAB05 (19/20)).	0.100			
Fund two additional posts to accelerate progress to tackle the climate change emergency: Climate Change Emergency Lead Officer at around £75-80k pa on-costed, to coordinate the corporate response to the climate change emergency, internally and develop joint working with others, especially districts and boroughs. Data & Information Officer at around	0.120			

Changes to the Revenue Budget	2020/21	2020/21	2021/22	2021/22
	Growth £m	Reduction £m	Growth £m	Reduction £m
£40-45k pa on-costed, reporting to Climate Change Lead Officer.				
Fund two additional officer posts and consultancy support to explore opportunities for improvements in sustainable travel. One post to work on Enhanced Bus Quality Partnerships and with the Transport for South East on regional franchising and another post to drive forward work on new cycling schemes to include the feasibility of delivering a mini Holland concept in West Sussex.	0.150			
Reduce the Communications budget by 35% in 2020/21 and a further 11% in 2021/22 (Communications 2020/21 net budget is £1.519m).		0.527		0.173
Total ongoing changes	0.527	0.527	0.173	0.173
Total changes	0.527	0.527	0.173	0.173

- 96.1 The amendment was put to a recorded vote under Standing Order 3.36.

(a) For the amendment – 13

Mr Buckland, Dr Dennis, Mr Jones, Ms Lord, Mrs Millson, Dr O’Kelly, Mr Oppler, Mr Oxlade, Mr Purchase, Mr Quinn, Mr Smytherman, Ms Sudan and Dr Walsh.

(b) Against the amendment - 41

Mr Acraman, Lt Cdr Atkins, Mr Baldwin, Mr Barling, Mr Barnard, Mr Barrett-Miles, Mrs Bennett, Mr Boram, Mr Bradbury, Mr Bradford, Mr Burrett, Mr Catchpole, Mr Crow, Mr Edwards, Mr Elkins, Mr Fitzjohn, Ms Goldsmith, Mrs Hall, Mr High, Mr Hillier, Mr Hunt, Mrs Jupp, Mr Jupp, Ms Kennard, Mr Lanzer, Mr Lea, Mr Marshall, Mr McDonald, Mr Mitchell, Mr Montyn, Mr R J Oakley, Mr S J Oakley, Mr Patel, Mrs Pendleton, Mrs Purnell, Mrs Russell, Mrs Sparkes, Mrs Urquhart, Mr Waight, Mr Whittington and Mr Wickremaratchi.

(c) Abstentions – 3

Mrs Jones, Mrs Kitchen and Mr Turner.

96.2 The amendment was lost.

96.3 The Labour amendment 1 was moved by Mr Jones and seconded by Mr Oxlade.

‘Revenue Budget 2020/21

Proposed changes to the Revenue Budget	Growth £m	Reduction £m
Ongoing changes to the Revenue Budget		
Reverse Local Assistance Network (LAN) budget cut agreed by Cabinet at its meeting in December 2019 (decision report CAB05 (19/20)).	0.100	
Reverse proposed cut to post-16 support service that provides interventions and careers guidance for young people Not in Education, Employment or Training (NEETs).	0.100	
Reverse proposed reduction to library opening hours at seven libraries to close at 6pm instead of 7pm (decision report CAB04(19/20)).	0.070	
Fund an additional post to increase participation with home library direct and digital library plus.	0.035	

Proposed changes to the Revenue Budget	Growth £m	Reduction £m
Pilot the partial opening of Crawley and Burgess Hill libraries on 50 Sundays from 10am-2pm.	0.085	
Reinstate urban grass cutting from five up to seven cuts per year at £55,000 per cut.	0.110	
Provide additional resource within highways repairing road signs (around 30 jobs per month /360 per year), as well as additional resource to refresh line-painting on around 50km of the network.	0.235	
Funding for a dual diagnosis link worker (1fte post) to take a lead on the high-level findings of the Drug Death Audit specifically in relation to supporting adults with co-existing substance misuse and mental health needs.	0.060	
Funding to increase the capacity of therapist time to support children of alcohol dependant parents to meet the demand currently not being met.	0.050	
Climate Change Lead Officer to coordinate the corporate response to Climate Change, internally and develop joint working, especially with districts and boroughs.	0.080	
49% reduction in the Communications budget		0.749
50% reduction in the Lieutenancy budget		0.035
50% reduction in the Policy budget		0.141
Total ongoing changes to the Revenue Budget	0.925	0.925
One-off changes to the Revenue Budget		
Funding to boost the night-time economy in town centres by supporting feasibility work, further development work where this has been completed or building partnerships to develop and manage night-time economy activities. Subject to equivalent match funding by districts and boroughs, this would provide a maximum of £40,000 available to spend on jointly agreed priorities in each district or borough area.	0.140	
Reprioritise drawdown from the Economic Growth Reserve, which is ' <i>Held to deliver the Economic Growth Plan 2018-2023.</i> '		0.140

Proposed changes to the Revenue Budget	Growth £m	Reduction £m
<p>Projected balance as 1 April 2020 is £1.297m.</p> <p>The reserve is committed to programmes of work to achieve priorities such as:</p> <ul style="list-style-type: none"> • mature workforce programme; • creative digital sector growth programme for coastal towns; • economy, business and skills benefits from digital infrastructure investment activities working with the districts and boroughs; • growth of the low carbon economy in support of the Council's Climate Pledge, including match funding for a significant external funding bid; and • boosting research, development and innovation in West Sussex businesses to address productivity and growth challenges, including match funding for a significant external funding bid. <p>Allocations against other priorities from within this reserve could put achievement of these priorities at risk.</p>		
Total one-off changes to the Revenue Budget	0.140	0.140
Total changes to the Revenue Budget	1.065	1.065

Capital Programme

Changes to the Capital Programme	Growth £m	Reduction £m
Invest in road safety to deliver a reduction in the number of people killed and seriously injured on West Sussex roads.	5.000	
Increase Investment Property Fund.	7.000	
<p>Reallocation of corporate funding for A29 realignment.</p> <p>This will mean not completing the A29 realignment works. Delivery of the A29 southern extension is a firm commitment within the Arun local plan. The site for the housing associated with the road has been allocated as has the line of the road.</p>		12.000
Total changes to the Capital Programme	12.000	12.000

96.4 The revenue proposals in the Labour amendment 1 were put to a recorded vote under Standing Order 3.36.

(a) For the amendment – 12

Dr Dennis, Mr Jones, Ms Lord, Mrs Millson, Dr O’Kelly Mr Oppler, Mr Oxlade, Mr Purchase, Mr Quinn, Mr Smytherman, Ms Sudan and Dr Walsh.

(b) Against the amendment - 42

Mr Acraman, Lt Cdr Atkins, Mr Baldwin, Mr Barling, Mr Barnard, Mr Barrett-Miles, Mrs Bennett, Mr Boram, Mr Bradbury, Mr Bradford, Mr Burrett, Mr Catchpole, Mr Crow, Mr Edwards, Mr Elkins, Mr Fitzjohn, Ms Goldsmith, Mrs Hall, Mr High, Mr Hillier, Mr Hunt, Mrs Jones, Mrs Jupp, Mr Jupp, Mrs Kitchen, Mr Lanzer, Mr Lea, Mr Marshall, Mr McDonald, Mr Mitchell, Mr Montyn, Mr R J Oakley, Mr S J Oakley, Mr Patel, Mrs Pendleton, Mrs Purnell, Mrs Russell, Mrs Sparkes, Mrs Urquhart, Mr Waight, Mr Whittington and Mr Wickremaratchi.

(c) Abstentions – 1

Mr Turner.

96.5 The amendment was lost.

96.6 The capital proposals in the Labour amendment 1 were put to a recorded vote under Standing Order 3.36.

(a) For the amendment – 5

Mr Buckland, Mr Jones, Mr Oxlade, Mr Quinn and Ms Sudan.

(b) Against the amendment - 44

Mr Acraman, Lt Cdr Atkins, Mr Baldwin, Mr Barling, Mr Barnard, Mr Barrett-Miles, Mrs Bennett, Mr Boram, Mr Bradbury, Mr Burrett, Mr Catchpole, Mr Crow, Dr Dennis, Mr Edwards, Mr Elkins, Ms Goldsmith, Mr High, Mr Hillier, Mr Hunt, Mrs Jupp, Mr Jupp, Ms Kennard, Mrs Kitchen, Mr Lanzer, Mr Lea, Ms Lord, Mr Marshall, Mr McDonald, Mrs Millson, Mr Mitchell, Mr Montyn, Mr R J Oakley, Mr S J Oakley, Mr Patel, Mrs Pendleton, Mrs Purnell, Mrs Russell, Mr Smytherman, Mrs Sparkes, Mrs Urquhart, Mr Waight, Dr Walsh, Mr Whittington and Mr Wickremaratchi.

(c) Abstentions – 4

Mr Fitzjohn, Dr O’Kelly, Mr Oppler and Mr Purchase.

96.7 The amendment was lost.

- 96.8 The Labour amendment 2 was moved by Mr Jones and seconded by Mr Oxlade.

'Capital Programme

	2020/21	2020/21	2021/22	2021/22
Changes to the Capital Programme	Growth £m	Reduction £m	Growth £m	Reduction £m
Increase funding to ensure the re-build of Woodlands Meed is delivered by September 2022. (Total cost of £18.6m, takes account of £1.0m in the programme for 2020/21 and £5m for 2021/22)	8.500		4.100	
Total changes to the Capital Programme	8.500		4.100	

Revenue impact of the changes to the Capital programme

Accelerating the capital programme for Woodlands Meed increases revenue costs by about £0.7m in 2021/22, £0.8m in 2022/23 and £0.6m in 2023/24. Thereafter, the capital programme already provides for the cost of Woodlands Meed.

Note: The Director of Finance and Support Services had been advised of the proposed amendment and had indicated that it could not have her endorsement as the change to the capital profiling would be misleading to the public by giving an impression that a capital project would be delivered within a set timescale whereas that can only be determined by the project plan for the scheme which, in this instance, has not been developed.

- 96.9 The Labour amendment 2 was put to a recorded vote under Standing Order 3.36.

(a) For the amendment – 13

Dr Dennis, Mr Jones, Mr Lea, Ms Lord, Mrs Millson, Dr O’Kelly, Mr Oppler, Mr Oxlade, Mr Purchase, Mr Quinn, Mr Smytherman, Ms Sudan and Dr Walsh.

(b) Against the amendment - 41

Mr Acraman, Lt Cdr Atkins, Mr Baldwin, Mr Barling, Mr Barnard, Mr Barrett-Miles, Mrs Bennett, Mr Boram, Mr Bradbury, Mr Bradford,

Mr Burrett, Mr Catchpole, Mr Crow, Mr Edwards, Mr Elkins, Ms Goldsmith, Mrs Hall, Mr High, Mr Hillier, Mr Hunt, Mrs Jones, Mrs Jupp, Mr Jupp, Ms Kennard, Mrs Kitchen, Mr Lanzer, Mr Marshall, Mr McDonald, Mr Mitchell, Mr Montyn, Mr R J Oakley, Mr S J Oakley, Mr Patel, Mrs Pendleton, Mrs Purnell, Mrs Russell, Mrs Sparkes, Mrs Urquhart, Mr Waight, Mr Whittington and Mr Wickremaratchi.

(c) Abstentions – 2

Mr Buckland and Mr Fitzjohn.

96.10 The amendment was lost.

96.11 The recommendations were put to a recorded vote under Standing Order 3.36.

(a) (a) For the recommendations – 43

Mr Acraman, Lt Cdr Atkins, Mr Baldwin, Mr Barling, Mr Barnard, Mr Barrett-Miles, Mrs Bennett, Mr Boram, Mr Bradbury, Mr Bradford, Mr Burrett, Mr Catchpole, Mr Crow, Mr Edwards, Mr Elkins, Ms Goldsmith, Mrs Hall, Mr High, Mr Hillier, Mr Hunt, Mrs Jones, Mrs Jupp, Mr Jupp, Ms Kennard, Mrs Kitchen, Mr Lanzer, Mr Lea, Mr Marshall, Mr McDonald, Mr Mitchell, Mr Montyn, Mr R J Oakley, Mr S J Oakley, Mr Patel, Mrs Pendleton, Mrs Purnell, Mrs Russell, Mrs Sparkes, Mr Turner, Mrs Urquhart, Mr Waight, Mr Whittington and Mr Wickremaratchi.

(b) Against the recommendations - 0

(c) Abstentions – 14

Mr Buckland, Dr Dennis, Mr Fitzjohn, Mr Jones, Ms Lord, Mrs Millson, Dr O'Kelly, Mr Oppler, Mr Oxlade, Mr Purchase, Mr Quinn, Mr Smytherman, Ms Sudan and Dr Walsh.

96.12 The recommendations were carried.

96.13 Resolved –

That, taking account of the priorities contained in the approved West Sussex Plan, the Medium Term Financial Strategy, the Provisional Local Government Finance Settlement and the results of internal and external consultation, the following items be approved:

(1) An increase in council tax in 2020/21 comprising:

- 2.00% for Adults' Social Care, plus
- 1.99% to support other General Fund services
- making a total increase of 3.99%

- (2) Net revenue expenditure in 2020/21 of £593.857m (as set out in paragraph 5.1 and Appendix 1).
- (3)
 - (a) Capital Strategy, setting out capital expenditure and proposed method of financing for the core programme and the income generating initiatives (which will be subject to their own business cases) for the period 2020/21 to 2024/25, as set out in Annex 2(a).
 - (b) Flexible Use of Capital Receipts Strategy, outlining how the Council proposes to use the flexibility to apply capital receipts to fund transformation projects, as set out within the Capital Strategy, Annex 2(a), section 7.
 - (c) Treasury Management Strategy Statement 2020/21, as set out in Annex 2(b).
 - (d) Prudential Indicators, as set out in Annex 2(c).
- (4) The Director of Finance and Support Services' assessment of the robustness of estimates and adequacy of reserves (Section 7).
- (5) The following amounts be approved for the financial year 2020/21 in accordance with Section 42A of the Local Government Finance Act 1992:
 - (a) That the budget requirement to meet net expenditure of the County Council for the financial year 2020/21 is £593.857m, and the council tax requirement for 2020/21 is £485.691m.
 - (b) That the following sums be payable for the year into the County Council's revenue fund:

Business Rates Retention Scheme	£85.110m
New Homes Bonus Grant	£3.713m
Social Care Support Grant	£17.343m
Net surplus from District and Borough Collection Funds	£2.000m
 - (c) The council tax base for the year 2020/21 is the aggregate amount calculated by the billing authorities to which the County Council issues precepts totalling 337,580.90 Band D equivalents.
 - (d) The amount of council tax being the budget requirement at 5(a) above, less the amounts receivable in 5(b) above, all divided by the council tax base at 5(c) above, shall be **£1,438.74** to the nearest penny for Band D.

- (e) The amount of council tax payable for dwellings listed in a particular valuation band, calculated in accordance with the proportion set out in Section 5(1) of the Act, shall be as follows:

Band	Amount	Band	Amount
A	£959.16	E	£1,758.46
B	£1,119.02	F	£2,078.18
C	£1,278.88	G	£2,397.90
D	£1,438.74	H	£2,877.48

- (f) That the district and borough councils be requested to make payments totalling £485.691m to West Sussex County Council of sums due under precepts calculated in proportion to their council tax Band D equivalents as follows:

Adur District Council	£30,762,275.44
Arun District Council	£89,552,932.56
Chichester District Council	£77,883,744.04
Crawley Borough Council	£51,524,013.01
Horsham District Council	£90,682,343.46
Mid Sussex District Council	£88,786,947.38
Worthing Borough Council	£56,498,888.18

- (g) That the district councils be required to make payments of precept by equal instalments of the above sums due on or before:

6 April 2020	5 May 2020	5 June 2020
6 July 2020	5 August 2020	7 September 2020
5 October 2020	5 November 2020	7 December 2020
5 January 2021	5 February 2021	5 March 2021

- (h) Additionally, it is noted that payments be made by the district and borough councils (or to them) in respect of the estimated surplus/(deficit) on their collection funds on 31 March 2020:

Council Tax *	Business Rates *
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Adur District Council
Arun District Council
Chichester District Council
Crawley Borough Council
Horsham District Council
Mid Sussex District Council
Worthing Borough Council

(*Figures from districts and borough councils being verified)

- (6) The delegation to the Director of Finance and Support Services of authority to make changes to the report on net revenue expenditure or to the precepts required:
- as a result of a change in the council tax base notified by the district and borough councils;
 - arising from updated information from the district and borough councils to the council tax collection funds and business rates forecast and collection funds; or
 - arising from any funding announcements from central government.

All such changes of funding (positive or negative) to be applied through the Budget Management Reserve.

97 Pay Policy Statement 2020/21

97.1 The Council considered changes to the Pay Policy Statement 2020/21 in the light of a report from the Governance Committee (pages 43 to 54).

97.2 An amendment was moved by Mr Jones and seconded by Dr Walsh.

'Extract from Appendix 1, page 49

10. Termination of Employment

~~10.1~~ The County Council has determined that a vote by the Council on severance payments above **£100,000** a defined threshold is not required ***unless agreed otherwise by the Chairman and group leaders***. This is due to the fact that the Governance Committee determines all pay policies including those affecting severance payments.'

97.3 The amendment was lost.

97.4 Resolved –

That the proposed revisions to the Pay Policy Statement, as set out in Appendix 1 to the report, be approved.

98 Question Time

98.1 Members asked questions of members of the Cabinet on matters relevant to their portfolios and asked questions of chairmen, as set out at Appendix 3. This included questions on those matters contained within the Cabinet report (pages 55 to 58) and written questions and answers pursuant to Standing Order 2.38 (set out at Appendix 2).

99 Governance Committee: Minor changes to Council procedures, Pensions delegations, authority to effect constitutional changes arising from withdrawal from the EU and establishment of a Joint Waste Committee

99.1 The Council considered minor changes to Council procedures, Pensions delegations, authority to affect constitutional changes arising from withdrawal from the EU and the establishment of a Joint Committee for work on recycling projects, in the light of a report from the Governance Committee (pages 59 to 68).

99.2 In relation to the changes to the Pensions Panel terms of reference set out in Appendix 2 to the report, the Chairman informed members that following further advice from the Director of Finance and Support Services, in paragraph (3) that the words after the word 'strategy' should be deleted as they were superfluous.

99.3 Resolved –

- (1) That the proposed minor changes to Council procedures set out above and in Appendix 1 to the report be agreed;
- (2) That the changes to Part 3 of the Constitution, as set out at Appendix 2 to the report, subject to the further amendment set out in minute 99.2, be approved;
- (3) That paragraph 12 be deleted from the Performance and Finance Scrutiny Committee's terms of reference;
- (4) That delegation of authority to the Director of Law and Assurance to make any changes to the Council's Constitution, policies and guidance documents to reflect changes in legislation arising from the UK's withdrawal from the EU and to agree and settle changes to any other affected legal instrument or agreement to which the County Council is or will become a party be confirmed;
- (5) That the constitution and terms of reference for a joint executive committee between the County Council and one or more district and borough councils for use in connection with

inter-authority partnership work on recycling projects, as set out at Appendix 3 to the report, be approved; and

- (6) That should any minor amendments be required following consultation with Mid Sussex District Council, the Director of Law and Assurance be authorised to make the changes in consultation with the Chairman.

Chairman

The Council rose at 4.15 pm

Interests

Members declared interests as set out below. All the interests listed below were personal but not pecuniary or prejudicial unless indicated.

Item	Member	Nature of Interest
Item 7 - Revenue Budget, Capital Strategy and Treasury Management Strategy Statement	Mr Barrett-Miles	Lives next to Woodlands Meed School
	Mr Boram	Member of Adur District Council
	Mr Bradbury	Member of Mid Sussex District Council
	Mrs Bridges	Member of Adur District Council and Lancing Parish Council
	Mr Jones	Chairman Crawley Borough Council Licensing Committee
	Mr Lea	Member of Mid Sussex District Council
	Mr Purchase	Cabinet Member of Arun District Council
	Mr Smytherman	Member of Worthing Borough Council
	Mrs Sparkes	Cabinet Member for Finance and Resources at Worthing Borough Council
Item 9 – QT	Mr Bradbury	Member of Mid Sussex District Council
	Mr Hillier	Cabinet Member of Mid Sussex District Council
Item 10 – Governance Committee: Pensions Delegations	Mr Burrett	Deferred member of Local Government Pension Scheme
	Mr Lanzer	Deferred member of Local Government Pension Scheme

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Written Questions: 14 February 2020

1 Written question from **Dr Walsh** for reply by **the Leader**

Question

Now that the BBC has made public that the former Chief Executive was paid £265,000 as a severance payment, will the Leader:

- (a) Confirm this figure, and on what it was based?
- (b) Confirm that legal advice over his departure cost the council £35,000?
- (c) Advise if any additional pension enhancement payments were made, or are to be made?
- (d) Confirm that the former CEO remained on full pay while he was 'away from his duties' for a period of two months?
- (e) Does he understand that apparently signing a 'non-disclosure agreement' with Mr Elvery over the reasons for his leaving, and over the financial terms only adds to the public and press suspicion of a 'cover-up', and the more so when it purported to bind councillors who had not been consulted?
- (f) Will he support the Council adopting into its pay policy the Government guidance that any severance payments over £100,000 should be voted on by councillors, and not be part of a confidential deal?
- (g) Will he further list the severance payments made over the last 10 years to four previous Chief Executive Officers/Chief Operating officers, and indicate for each one who took the decision?

Answer

- (a) The member has previously been advised of the information and has confirmed his agreement to abide by the terms on which it was provided.
- (b) The various actions and arrangements related to the departure of the former Chief Executive required the assistance of external legal advisers and the cost of those services was £35,000.
- (c) The terms of any agreement are confidential. Such agreements by the County Council provide for contractual entitlements and these do not include enhanced pension benefits.
- (d) Whilst complying with a request to remain away from duties an officer in the role of head of paid service is contractually entitled to remain on full pay.
- (e) The matter was resolved on the basis of contractual obligations upon the Council.
- (f) As a member of the Governance Committee the member is aware that this proposal was discussed at the last meeting of the Committee and a decision was taken to seek a review of the policy and the implications of a possible

change in relation to the responsibility for agreeing severance terms. It would be reasonable to await that report before reaching a position.

- (g) Since 2010 there have been two officers in the post Of Chief Executive and one in the post of Chief Operating Officer, prior to the appointment of the former Chief Executive in 2016. In 2010 the Chief Executive left through a mutual agreement. A severance payment was agreed by the then Chairman and Council Leader. The amount paid was £140,000 and this payment was published in the Council's accounts.

In 2013 the post of Chief Executive was deleted with the approval of the Council's Governance Committee and full Council. The incumbent was made redundant. The redundancy payment of £119,488 was based on contractual entitlement and was published in the Council's accounts.

In 2016 the Chief Operating Officer's contract came to an end on the basis of its fixed term and the final payment to the post holder was in accordance with the terms of the contract, including a final payment of £37,000.

2 Written question from Mrs Sudan for reply by Cabinet Member for Children and Young People

Question

The proposed budget includes a proposed saving of £1m in 2020/21 within early help and a £0.9m saving in 2021/22. It is understood that there is currently a scoping exercise taking place to ascertain the best use of Children and Family centres.

Can the Cabinet Member please tell me:

- (a) How much of the £1.9m proposed saving identified for 2020/21 to 2021/22 is it intended would be met as a result of savings from changes to the arrangements at children and family centres?
- (b) Whether there will be an opportunity for service users to comment on the current service provision?
- (c) What the timescale for this programme of work is including plans for staff consultation and opportunities for member oversight?

Answer

- (a) To meet a proportion of the savings target there will be some rationalisation of the buildings that the service operates from, as well as a corresponding reduction in staff numbers. We are not able to provide figures against this at this time, further analysis is underway.
- (b) There will be a public consultation which will include service users.
- (c) Work is underway to develop a project plan that outlines a range of tasks necessary to deliver the decision. There will be opportunities for member oversight.

3 Written question from Ms Sudan for reply by Cabinet Member for Children and Young People

Question

Recent figures from the National Day Nurseries Association (NDNA) suggest that many councils are re-directing money intended to pay for free childcare often using it to plug gaps in education funding elsewhere. West Sussex County Council is understood to have had the highest underspend in the Country in 2018/19, having failed to spend £979,000 of Government funding set aside to fund free nursery places for three and four-year-olds.

A spokesperson has said that the money was used to benefit the education of children across the county with the remaining money used to support children with special needs and disabilities (SEND).

Can the Cabinet Member please:

- (a) Confirm how much funding for free nursery places three and four-year-olds was provided by the Government in 2018/19 and from this how many nursery places were funded?
- (b) Confirm how much of the funding provided was underspent and provide a breakdown of how that underspend was re-directed?
- (c) Confirm how much of the underspend benefitted children in an early years setting or helped nursery settings support children with SEND?
- (d) Confirm what support and funding is available to nursery settings that need additional support for children with SEND?

Answer

- (a) The County Council received an Early Years Dedicated Schools Grant (DSG) allocation of £43.739m in 2018/19 for three and four-year-olds. This was used to support 22,034 nursery places.
- (b) The County Council received a total Early Years allocation of £49.252m in 2018/19, of which £1.244m was underspent. A breakdown of this underspend is set out below:
 - Two-year-old entitlement - £0.261m
 - Three and four-year-old entitlement - £0.012m
 - Inclusion fund - £0.133m
 - Unspent contingency held within central share - £0.501m
 - Additional DSG funds received after year end due to updated January 2019 census data - £0.603m

Of this total underspend, £0.979m was transferred to the DSG General Reserve, and currently these funds remain unspent. The balance in DSG reserves currently stands at £3.892m.

However, the total DSG budget in 2019/20 is projected to be £4.481m overspent largely due to pressures within the DSG High Needs block due to increasing numbers of young people with an Education, Health and Care Plan.

It is, therefore, expected that all the funds currently sat in DSG reserves (including the £0.979m) will be required to offset this overspend at year end.

- (c) The remaining £0.265m of the 2018/19 underspend was paid to Early Years providers in November 2019 in order to honour the 95% passport requirement as set out in the Department of Education Early Years guidance notes for three and four-year-old funding.
- (d) There is a Disability Access Fund and for 2018/19 the expenditure was £0.157m.

Early Years and Childcare Advisors provide guidance and strategies to support inclusive practice in nursery settings. This includes support in identifying all children with vulnerabilities as well as support to access the Early Years Inclusion fund. In 2018/19, Inclusion Fund expenditure was £0.843m supporting 459 children.

4 Written question from Mr Jones for reply by Cabinet Member for Economy and Corporate Resources

Question

A recent article in the national press has revealed that over 400 local authorities let at least one third-party company track individuals who visit their sites to realise a profit. In some instances this included searches of sensitive areas of the website such as financial support or support for substance abuse.

Can the Cabinet Member tell me:

- (a) Whether the County Council currently sells data to third-parties or has done so in the past?
- (b) If so, please provide me with details of each year that data has been sold, the name of the third-party company it was sold to, the nature of the data and how much it was sold for?

West Sussex Fire & Rescue Service also collects sensitive and personal data for control room purposes, so the recent transfer of the control room function to Surrey Fire & Rescue Service is an added concern. Can the Cabinet Member confirm the following:

- (c) Was consent sought for sensitive and personal data to be shared with Surrey Fire & Rescue Service?
- (d) Was consent sought for sensitive and personal data to be shared with companies involved with moving, managing, or storing that data?
- (e) How does West Sussex County Council ensure that data, for which they have legal responsibility under GDPR and any other regulations, is properly maintained and cannot be misused by any third party?
- (f) Is that data stored and backed up at West Sussex County Council, Surrey County Council or commercially-owned facilities?

Answer

- (a) The Council does not sell data to third parties and has not done so in the past.
- (b) Not applicable.
- (c) The lawful basis for sharing personal data is the discharge of the duty placed upon West Sussex Fire & Service under the Fire & Rescue Act Services 2004 to ensure compliance with fire statutory response requirements in emergency situations in the substantial public interest. Therefore, consent was not required.
- (d) Consent was not sought.
- (e) The Council complies with its Data Protection Policy (DPP) and Data Protection Impact Assessment Policy (DPIA). The DPP mentions third parties who the County Council shares data with: third parties such as partners, public and private organisations or contractors with whom the Council shares personal data or who hold data on the Council's behalf will be expected to enter into and adhere to formal agreements or contractual obligations with the Council incorporating the principles of this policy and the requirements of the Act. Such agreements or contracts must define the purposes for which personal data is supplied to or held by the other party and require contractors to have in place appropriate organisational and technical measures to protect the data and processes to enable the exercising of the rights of individuals.

Periodic audits of DPP and DPIA compliance are mandated as control measures both through the Corporate and Directorate risk registers and under the Council's audit framework.

- (f) Data is stored and backed up on West Sussex County Council, Surrey County Council and commercially owned premises:

Data held by West Sussex County Council is stored on servers in Chichester and Horsham. Data held by Surrey County Council is stored at their premises in Salfords and Guildford.

Data is stored on commercial premises for the following reasons:

- Hosted – where the Council's bespoke system is hosted at the software vendor's own premises or third-party premises (e.g. Cloud provider – Microsoft, Amazon, etc.).
- IaaS – Infrastructure as a Service – where the Council buys compute and storage capacity from a mainstream Cloud provider and manages these applications directly.
- SaaS – Software as a Service – where the Council buys an end user solution – with operation, maintenance, storage and support of a software solution handled directly by the vendor – the Council consumes resources provided as a service (SmartCore Enterprise Resource Planning (ERP) replacement project is proposing to procure through this model).

5 Written question from Mr Jones for reply by Chairman of the Pensions Panel

Question

The Cabinet Member recently chaired a meeting of the Pension Panel that considered a motion submitted by Adur & Worthing Borough Councils calling on West Sussex County Council to divest all funds currently invested in fossil fuel companies and instead invest in renewable sources. Please can he advise:

- (a) Has the amount of members' and employers' money invested in fossil fuels gone up or down over the past few years, both in real terms and as a percentage value of the total fund?
- (b) Are employers and scheme members, including pensioners, being kept fully informed about fossil fuel investment? Are they informed of climate change risk, both financial and environmental, associated with these unsustainable investments?
- (c) Has any major fossil fuel company, in which the Pension Fund is invested, started to downsize their non-renewable energy operations? Has any major fossil fuel company, in which the pension fund is invested, established and floated a separate renewable energy enterprise, into which the fund has invested or has considered investing, provided it with any risk reduced dividend income?
- (d) Though the Pension Fund may not be legally obliged to consult members and take into account their views on fossil fuel investments, does the Cabinet Member not agree that were a growing majority of those members to wish such holdings to be divested, continued resistance by the fund's Trustees to meet the aspirations of most members would come to be seen as unethical and, eventually, in a free democratic society, as intolerable?
- (e) Finally, does the Cabinet Member agree that although West Sussex County Council claims to accept that we need to respond to the climate emergency, by continually failing to act to change the investment policy of the Fund in this important way, it is not taking the practical action needed to make this happen? Why are he and his Trustee colleagues failing to recognise the gravity of the situation we all face, and the responsibility personally and collectively, to urgently take measures to remove fossil fuel investments from the Pension Fund?

Answer

- (a) The table below shows direct investments in fossil fuel companies over the past few years:

	Total Exposure £m	Total Portfolio £m	Fossil Fuel Exposure %
31/12/2019	116.1	4,769.7	2.4%
31/12/2018	107.4	4,045.2	2.7%
31/12/2017	111.2	4,131.5	2.7%

- (b) It is important to acknowledge that member benefits are set nationally and not dependent on the investment returns of the Pension Fund.

The Pension Fund's Investment Strategy Statement and Annual Report are available to all stakeholders. These two documents set out how the Pension Fund's approach to responsible investment and consideration of environmental, social and corporate governance factors in the selection, non-selection, retention and realisation of investments and the Pension Fund's performance.

The Pension Fund has also provided a Responsible Investment Update to district and borough colleagues in response to their recent contact.

- (c) Reliance Industries is an example of a company investing out of the energy sector. Reliance Industries is an Indian conglomerate, with substantial investments in refining and petrochemicals, mobile telecoms and retail. The company uses cashflow from its energy assets to fund growth in Reliance Jio, the world's largest 4G telecoms network, and its ecommerce retail platform. In recent months Reliance announced two deals that will see it commit ever greater focus to its (non-energy) operations. The first was the sale of 20% of its stake in its refining/petrochemical assets to Saudi Aramco for \$15bn. The second deal was a sale of a 49% stake in its petrol retail assets to BP. Our fund managers view Reliance as one of the most exciting businesses to invest in globally. Its decision to sell down part of its energy operations and focus on the digitisation of India only reinforces their belief in the future growth of the company. Reliance Industries is classified in the Energy sector.

Other companies held within the portfolio, including Royal Dutch Shell and Equinor are investing to maintain their current production but their directed growth is towards their renewables businesses, which will eventually become the core business.

- (d) The Pension Fund has a responsibility to act in the best interest of scheme employers and scheme members. The Pensions Panel is mindful of its legal duty to obtain the best possible return on the investments of the Pension Fund it administers.

However, there is no requirement to invest in line with member views where it is not considered to be in their best interest - even if views were held by the majority. The fund managers actively engage with companies on a range of matters including climate change, financial and environmental risk factors. Investment decisions are directed towards achieving a wide variety of suitable investments and what is best for the financial position of the Fund (consistent with an appropriate risk profile), in line with the Pension Fund's fiduciary responsibility.

- (e) In its role as Administering Authority the Council must maintain, administer and invest the Fund to ensure that pensions can be paid to members of the West Sussex Pension Fund when due and has a duty to both the scheme employers, scheme members and tax-payers in doing so.

Recent opinion sought by the Scheme Advisory Board confirms the position that the Administering Authority's powers of investment must be used for investment purposes, the Council's interests or views should not be placed

above other employers and it should not impose its own views on the management of the Pension Fund.

As a County Council our Climate Change Advisory Group is working hard on plans to become carbon neutral by 2030 and we have already significantly cut our carbon emissions by making our buildings more energy efficient.

6 Written question from Mr Oxlade for reply by Cabinet Member for Fire & Rescue and Communities

Question

I understand that the opening date of Worthing Community Hub has been moved from summer 2020 to autumn 2020 due to further surveys and investigation work being completed on the current library.

Is the Cabinet Member:

- (a) In a position to confirm the date that Worthing Library will temporarily re-locate to Richmond Road?
- (b) Can he also confirm the current cost of the project and the extent to which this remains with the previously agreed budget of £3m?

Furthermore, as it has been some time since members have been provided with an update on the wider community hubs programme which includes the following locations:

- Crawley (town centre)
- East Preston/Rustington, Arun
- Bognor Regis, Arun
- Southbourne, Chichester
- Horsham, (town centre)
- Broadfield, Crawley
- Broadwater, Worthing
- Haywards Heath, Mid Sussex
- Durrington, Worthing

Could he confirm:

- (c) Which of the above locations have completed viability studies and of these how many are indeed thought to be viable, are moving forward, and which services have been identified as being in scope in each location?
- (d) The order of priority for delivering the next phase of community hubs listed above?
- (e) Which of the above hubs being delivered by July 2021?
- (f) What plans exist to deliver a community hub within the proposed West of Ifield development which Homes England are currently consulting on (given that reference is made to a community centre and library in their consultation papers)?

Answer

- (a) Worthing library will move to temporary accommodation at 37 Richmond Road. The light refurbishment work at this address is now complete and in the snagging phase. It is anticipated that the main library will close at 5 pm on Saturday, 28 March 2020. The library will reopen at 37 Richmond Road on Tuesday, 31 March 2020. IT installation works will need to be undertaken at 37 Richmond Road just before opening so these dates are caveated on the premise that the IT works can happen successfully and without delay.
- (b) £3.085m was allocated for the refurbishment of Worthing library in the original business case. The tender for a contractor is currently out for procurement, however, a pre-tender estimate has indicated that the works should be completed within the budget allocation. This estimate includes a provisional allocation of 10% for contingency.

- (c) Following consultation with Libraries, Early Help, Find it Out and Yes (Youth Emotional Support) Services, viability assessments have been completed for the following sites:

- East Preston
- Rustington
- Southbourne
- Bognor Regis
- Crawley

A number of the locations identified within the initial business case have been found to be unsuitable for a bespoke community hub at this stage for a variety of reasons. Wider work is being undertaken to explore the new opportunities presented by locality focused developments in Adults' Services, in addition to the original focus on Early Help/Children's Services.

- (d) Engagement with County Council services has identified that the following three locations have potential as Community Hubs and will be pursued further, forming the next phase of priorities:

- Petworth
- Pulborough
- East Preston

A Strategic Outline Business Case is currently being prepared to take these through the capital programme and to ask for the allocation of feasibility funding.

- (e) The suitability of these three locations for Community Hubs will be determined after the feasibility assessments are undertaken. Following completion of feasibility assessments, works required will need to be costed and full business cases submitted through the capital programme. At this moment in time it is too early to confirm which locations may be completed by July 2021.

There remain opportunities to bring more services under one roof in both Crawley and Bognor Regis but without the level of capital investment seen in the development of Worthing. Burgess Hill library will see more County Council services move in following its completion, and recent small-scale improvements

in Hurstpierpoint and Henfield now present potential for enhancing the offer to local communities.

- (f) Regarding the West of Ifield development, this proposal is at early consultation stage (due to close in December 2020) and does currently include a suggestion for a library building and community centre. Library Service officers are engaged with the proposals for this development to explore how we can ensure new residents are able to access library services and derive the benefits of having a welcoming, neutral space in their new community. Given the current stage of consultation, no decisions have been made regarding the opportunity to locate County Council services under one roof on this proposed development.

7 Written question from Mr Oxlade for reply by Cabinet Member for Fire & Rescue and Communities

Question

The latest government statistics show that the trend for fire service response times in West Sussex to increase is continuing. The average time for some categories of fire, compared to the previous year, increased by more than a minute. That minute can be a life and death difference but these are average times, which means some people will be waiting even longer for help to arrive.

National figures only show the response times for the first fire engine to arrive at fires, but some life-saving actions cannot be carried out until two fire engines have arrived. Previous figures have shown that the deterioration in response times for second fire engines is even greater in West Sussex.

With more rescues carried out at road traffic collisions than at fires, the response time for the first fire engine to arrive at road traffic collisions is another essential performance indicator.

It is very concerning that details of response times for the second fire engine and for both fire engines attending fires, and for the first fire engine at road traffic collisions were removed from the council's Performance Dashboard. Previous assurances to councillors that they would be restored have not been honoured.

A lot of effort has gone in to finding ways to improve the availability of On Call crewed fire engines, but that availability data has also been removed from the Performance Dashboard. Councillors and the public need to be able to monitor this data to assess the effectiveness of new initiatives.

Can the Cabinet Member inform Council when this performance data will be restored to the Performance Dashboard and, until it is, provide updated performance data for these categories, with past data for comparison?

Answer

I would like to reassure the member that the data is still publicly available and is still on the West Sussex County Council's website. The data was moved from the dashboard and now sits on the West Sussex Fire & Rescue Service pages of the website. Here is the link:

<https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/performance-plans-and-reports/fire-rescue-service-reports/>

This change took place in March 2019 and was made following feedback from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. They requested that all fire service data was placed on the fire service pages to ensure members of the public had immediate access to the information with the minimal number of click-throughs.

It also means the data is in one place, rather than two separate places.

This change was discussed at the Environment, Communities and Fire Scrutiny Committee Business Planning Group in March 2019.

I would also like to reassure you that the performance planning group will continue to receive this information and it will continue to be published by the new Fire & Rescue Service Scrutiny Committee.

8 Written question from Mr Quinn for reply by Cabinet Member for Highways and Infrastructure

Question

The budget pack shows that the sum of £4m has been paid from reserves to Amey in respect of the costs of the contested procurement process for the highways maintenance contract.

Can the Cabinet Member please confirm:

- (a) What the sum of £4m represented and how that figure was arrived at?
- (b) The cost of legal advice to deal with the contested case on behalf of the County Council?
- (c) The cost of the original failed procurement process?
- (d) The additional amount the County Council had to pay Balfour Beatty to run the interim contract?
- (e) The overall costs of the second procurement process to appoint new contractors (given that the lots were subsequently split)?

Answer

- (a) The sum is a global sum to cover all associated costs and cost avoidance related to the litigation.
- (b) The costs of the Council's legal advice totalled £679,000 which included a number of hearings in the High Court prior to the settlement.
- (c) The costs of the original procurement are difficult to quantify as they include internal and external resources over an extended period.

- (d) Whilst the Council can set out the payments made to Balfour Beatty to run the interim contract, it is not a straightforward matter to identify any 'additional' amount as the procurement was never completed, no replacement contract was let and so the final terms of the replacement contract and the costs associated with the delivery of the services under such a contract cannot be known. There is, therefore, no basis for a comparison with actual spend.
- (e) As with the answer to (c) above the costs of the procurement include a range of internal resources and officer time which is not separately quantified.

Question Time: 14 February 2020

Members asked questions of members the Cabinet and chairmen as set out below. In instances where a Cabinet Member, the Leader or a chairman undertook to take follow-up action, this is also noted below.

A Prosperous Place

Cabinet Member for Highways and Infrastructure

The Cabinet Member answered questions on the following matters.

Penlands Farm development, Haywards Heath, from Mr Bradbury.

In response to a request from Mr Bradbury for the Cabinet to meet stakeholders affected by a three-month road closure in connection with the development known as Penlands Farm which would close one of the major roads into Haywards Heath, the Cabinet Member said he or a senior officer from the Highways Team would make effort to have a dialogue with the residents affected.

Lewes Road, Lindfield traffic regulation order (TRO), from Mr Lea

In response to a question from Mr Lea about the TRO which was causing concern locally, the Cabinet Member said he would ask officers to look at the issue.

West of Ifield development, from Mr Oxlade.

In response to a question about whether, in view of the developments west of Ifield and at Kilnwood Vale, the Council had a view of the impact of the development, including the need for a western bypass, the Cabinet Member said he would provide details of the highways infrastructure implications to Mr Oxlade.

A Strong, Safe and Sustainable Place

Cabinet Member for Fire & Rescue and Communities

The Cabinet Member answered a question from Mr Boram and Mr S J Oakley on dealing with fires in vehicles with alternative fuel sources.

In response to a question from Mr Oakley about whether an assessment had been made by the Fire & Rescue Service of the additional equipment or training required to deal with fires involving electric vehicles or vehicles with alternative fuel sources, the Cabinet Member said he would respond to Mr Oakley.

Cabinet Member for Environment

The Cabinet Member answered questions on the following matters.

Food waste collection pilot, from Mr Barrett-Miles.

Disposal of electric vehicle batteries, from Mr Fitzjohn.

Independence in Later Life

Cabinet Member for Adults and Health

The Cabinet Member answered a question about the extension of the Blue Badge scheme to people with hidden disabilities, from Mr Quinn.

In response to a question from Mr Quinn about whether it had been necessary to provide additional parking bays, the Cabinet agreed to respond to him.

A Council that works for the Community

Leader

The Leader answered questions on written question 1 from Mr Jones and Dr Walsh.

COVID-19 Response

Summary

- 1** Attached **at Appendix 1** is an account of actions taken by the Council in response to the COVID-19 pandemic as well as work with partner agencies including the NHS and the response to guidance and initiatives from the Government.
- 2** A verbal update will be provided at the meeting to ensure an up-to-date picture on activity underway, given the fast-moving nature of current events.

Implications

- 3** 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.
- 4** There have been significant short-term and longer-term impacts on Council Services, which are described in Appendix 1. How West Sussex County Council resets and reboots our priorities as we continue to deal with the impact of the pandemic is addressed in a separate paper on today's agenda.

Recommended

That the County Council considers and comments on the Council's response to the COVID-19 pandemic.

Paul Marshall

Leader

Contact Officer: Becky Shaw, 033 022 22620

Appendices

- Appendix 1 - West Sussex COVID-19 Briefing

Background papers

None

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West Sussex County Council Covid-19 Briefing July 2020

1. Priority issues

(a) West Sussex approach to the reset

County Council Services

- 1** In a number of significant areas of our activity, West Sussex County Council remains in a very significant response phase to the COVID-19 pandemic, but we are also working hard on resetting and rebooting the organisation, to ensure that we have clear, agreed and deliverable priorities.
- 2** The reset work will be:
 - Led by Cabinet, with appropriate engagement and governance
 - Focused on the future of West Sussex and West Sussex County Council's priority outcomes
 - Built on our assets and learning from the initial COVID-19 response
 - Grounded in and encompassing the improvement work needed and changed statutory provisions in Children's Services, Fire and Rescue, Adults' Services and Governance and also in our commitments to tackling Climate Change and supporting the economy
 - Shaped and managed through a single integrated corporate plan for all our business which ensures we are making the best use of resources, securing value for money and have a sustainable organisation
 - Based on creating and nurturing stronger partnerships locally and regionally whilst recognising each organisation will be responsible for its own approach
- 3** A detailed paper setting out the process for developing the Reset Business Plan and the underpinning Reboot work over the summer is to be discussed at today's meeting.

Economy Reset Plan

- 4** COVID-19 is having a significant impact right across the county's economy and the economy reset needs attention. Businesses are being hit hard, residents are losing their jobs and livelihoods, and the implications of the aviation industry crisis on Gatwick Diamond Economic Area are far-reaching and impact the local, regional and national economies.
- 5** Government will lead the way on the national recovery strategy and re-set of the economy, which will be phased over time, but delivery will primarily be at a local level. The County Council will seek to play its full part working with a broad range of partners, including the Coast to Capital LEP and the Districts and Boroughs. We will be guided by evidence to fully understand the impact of COVID-19 on the West Sussex economy, and to inform activities and interventions we take. We recognise the economy will not be the same as before, and that there will need to be place based (including town centres) and

sector approaches (e.g. aviation, tourism and hospitality) which at times will reach beyond the county.

- 6** The County Council will set out its proposed areas for focus in responding to COVID-19, including commitments from the current Economic Growth Plan 2018-23 and new areas for additional attention, such as the impact of the aviation crisis on Crawley and the Gatwick Diamond economy; skills and employment reflecting the significant impact COVID-19 is having on jobs, the self-employed and those seeking to enter the labour market in the county; maximising any opportunities to support businesses and the wider area through government initiatives; and accelerating the adoption and application of digital technology and skills. The Cabinet will be considering the Economic Reset Plan at its July meeting.

(b) Implementing the Government's Plan to Rebuild

Schools

- 7** Five separate guidance documents have been provided by the Department for Education in relation to the return to schools in September including: Early Years; Schools; Special Schools; Further Education; and parents.
- 8** The team are currently working through the documentation to pull together key points to raise with schools and those which suggest are 'must do', 'should do' and 'could do'. Further clarification documents relating to school meals, transport and curriculum are expected shortly.
- 9** We will be working with our schools to refine guidance for September on safe opening and are working with schools to plan for a phased transition and induction for pupils into their schools during the first week of term in order that pupils are supported into new routines and expectations with the time and support required to rebuild the confidence of children.
- 10** The transport team is currently exploring different ways of meeting schools' needs for home to school transport and will be also taking account of additional guidance we expect to be published by the Government shortly.

Testing and contact tracing: local outbreak management

Overview

- 11** As part of the NHS Test and Trace Service, which launched on 28 May 2020, each upper tier local authority (LA) is required to have a Local COVID-19 Outbreak Control Plan in place to allow improved speed of response. This builds on local knowledge, working with Public Health England (PHE) local Health Protection Team (HPT's).
- 12** The Director of Public Health (DPH) for every upper tier LA will drive this local plan through a COVID-19 Health Protection Board (C19 HPB), working in collaboration with Gold Command and a member led Local Outbreak Engagement Board (LOEB), which will provide political ownership and public-facing engagement and communication for outbreak response.
- 13** Annex A shows the agreed governance structure for the West Sussex COVID-19 Local Outbreak Control Plan.

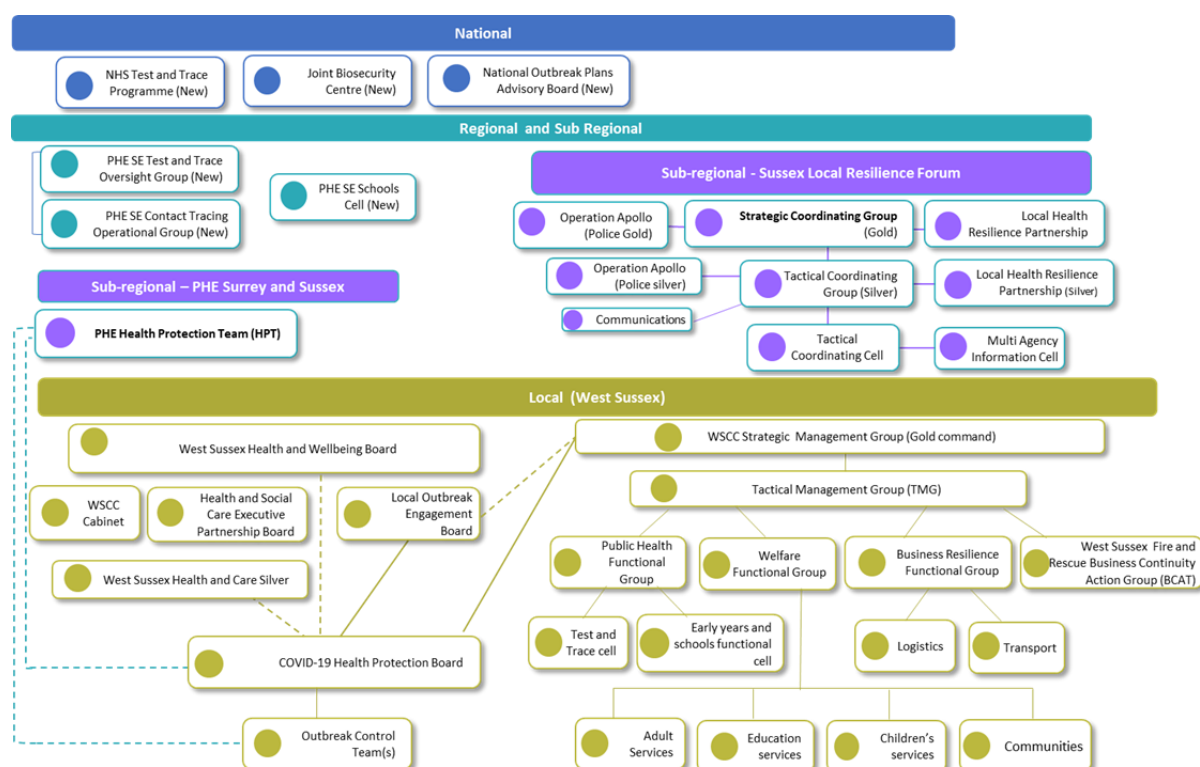
Key Headlines

- 14** West Sussex County Council has produced a [COVID-19 Local Outbreak Control Plan](#), as required by the Government, which was published on 30 June 2020. This details how local, regional and national organisations and responses will work together as a system to prevent cases of the virus, where possible, in West Sussex and respond to any local outbreaks.
- 15** The County Council, like all upper-tier local authorities, was asked to produce a first version of a local outbreak control plan by the end of June 2020. The plan will evolve over time.
- 16** The plan covers seven key themes: managing outbreaks in West Sussex care homes and schools, identifying and managing high risk places, locations and communities, local testing capacity - testing in Sussex, contact tracing in complex settings, data integration, supporting vulnerable people, and governance.
- 17** A wide range of stakeholders have contributed and commented on this West Sussex COVID-19 Local Outbreak Control Plan and will continue to shape its development. This includes District and Borough councils across the county, Healthwatch West Sussex, Public Health England South East region and the NHS.
- 18** More detail on operational delivery elements will be added to the plan as further guidance is produced nationally, and as the national Joint Biosecurity Centre becomes fully operational.
- 19** The inaugural meeting of the West Sussex COVID-19 Health Protection Board (C19 HPB) chaired by the Director of Public Health, took place on 26 June 2020, with the next meeting arranged for 3 August 2020.
- 20** Membership of the group includes key directors and officers from the County Council, representatives from District and Borough councils across West Sussex (environmental health officer or communities), Public Health England, West Sussex Clinical Commissioning Group (CCG), the NHS, Sussex Resilience Forum/Testing Cell, Sussex Police, and the South East Coast Ambulance Service (SECamb).
- 21** The Local Outbreak Engagement Board (LOEB) is currently being established as a sub-group of the main West Sussex Health and Wellbeing Board (HWB) and will be chaired by Amanda Jupp, reporting to the quarterly HWB meetings.
- 22** Proposed membership of the group includes Cabinet Members with portfolio responsibilities for community development, health and adults services, children and families, County Council directors with commissioning responsibility for Public Health, Adults Services, Children's Services, Head of Communications and Engagement, and representatives from West Sussex District and Borough councils, West Sussex Clinical Commissioning Group (CCG), and Healthwatch West Sussex. We are aiming to hold the first meeting before the end of July 2020.

Local Lockdown

- 23** There is no local lockdown power given to local councils aside from individual establishments linked to specific outbreaks (where authority is with environmental health). Only the Government can impose geographical or wider localised lockdowns as it requires the re-imposition of regulations to those areas.
- 24** The County Council only has authority to close its own services.
- 25** The Health and Wellbeing Board is a partnership coordination board with no executive authority and the Local Outbreak Engagement Board (LOEB), as a sub board of the HWB was set up to support the test and trace planning. It is there to provide democratic oversight of the coordination of inter-agency work on carrying out government plans using local knowledge.

Figure 1: Annex A - Governance Structure for West Sussex COVID-19 Local Outbreak Control



2. Data and trends

Details of cases and deaths **are attached at Annex B.**

3. Service/Issues briefing (by exception)

Household Waste Recycling Sites (HWRS)

- 26** From 6 July 2020 a wider range of items will be accepted at Household Waste Recycling Sites in West Sussex.
 - Soil and hardcore will be accepted at all sites except for Bognor, Midhurst and Westhampnett.

- Plasterboard can be deposited at Billingshurst, Burgess Hill, Crawley, Horsham, Littlehampton, Shoreham and Worthing.
 - While asbestos can be taken to Burgess Hill, Crawley and Worthing.
- 27** Vehicles with trailers will also be able to access the Crawley, Billingshurst, and Worthing sites on weekday afternoons only, from 1 pm to 6 pm, as of 6 July.
- 28** In order to minimise queues, people are asked not to arrive at the sites before they open, and to check opening times and days online before setting off.
- 29** To help ensure social distancing measures are maintained, unless strictly necessary for unloading large or heavy items, only one person should get out of the vehicle. Residents who require assistance, for example due to mobility issues, can request help by speaking to a member of staff.
- 30** Residents can check the opening times and days of local sites at www.westsussexrecycles.org and can apply for a van or pickup permit, at: www.westsussex.gov.uk/permitscheme.

Highways and Public Realm

- 31** We continue to operate a business-as-usual approach in highways as far as possible. Reactive works have been largely uninterrupted although there have been additional costs incurred as working practices changed to ensure safe distancing. Schemes (major and minor) are also continuing. It should be noted that a number of development sites were furloughed and this has delayed some related highway works. Most of these sites are now operational again.
- 32** Traffic volumes are currently approximately 25% lower than this time last year.
- 33** We have worked closely with the districts and boroughs to agree a set of proposals in response to a call for bids for the emergency active travel fund. We were successful in our bid and received the full £781,00 bid for. Works will commence very shortly on this programme of improvements for active travel. Alongside this a number of minor changes have been implemented in town centres to facilitate safe distancing.
- 34** The Government has introduced new legislation that passes responsibility for licensing tables and chairs on the highway to districts and boroughs. This change in approach will be implemented immediately.

Public Transport

- 35** We have been working hard with bus operators to ensure that service levels are not unduly affected during the crisis. Operators have seen significant reductions in patronage resulting in enormous pressure on their ability to deliver services within budgets. The County Council has been successful in securing additional funding to help support services but pressures remain. We will continue to monitor this issue and lobby for support for this element of transport.
- 36** There is still a considerable risk surrounding the home to school transport service. Whilst additional capacity has been secured for September it is unlikely that this will be sufficient if existing guidance is still in force.

Reopening offices, libraries, registration services

Offices

- 37** The County Council is working to adapt its offices for staff who have a business-critical need for them to attend the workplace. This is being undertaken in accordance with government guidelines which includes working from home if you can. Adaptations will include social distancing, one-way systems, increased cleaning and reduced toilet and kitchen facilities. Overall it will significantly reduce the number of available desks and the capacity of meeting rooms.
- 38** This work has included determining the number of staff who are deemed operationally essential and indications are that there will be no issues taking into account government guidelines.

Library Service

- 39** Across the Communities Directorate operational delivery of many services has been fundamentally redesigned to comply with new or temporary legislation to meet current statutory guidance. These requirements seek to reduce risk and vulnerability and assist in managing the health, safety and wellbeing of both staff and customers. These national changes have increased complexity to our scheduling and work allocation.
- 40** In preparation for a return to lending, customers were offered the opportunity to return items on loan without contact or entering buildings – using existing letterboxes and dedicated drop boxes. During the first two hours across the library network 10,000 items were returned. As per Public Health advice all returned stock is being quarantined for 72 hours
- 41** From 6 July with a Select and Collect option from the front doors of all 36 buildings, there will be two different services available:
- Customer Select – using the library catalogue for customers to reserve specific titles in the usual way online or by phoning their nearest large library. This includes existing reservations made before 23 March.
 - Staff Select – allowing customers who may not know exactly what they want to borrow to ask for a more general selection of books chosen by one of our expert staff. Customers can complete a simple online form, or phone their nearest large library.
- 42** Whichever selection option is chosen, contact will be made by phone or email when the items are available to be collected in a pre-packaged paper bag from the foyer.
- 43** Take up has been very high with 5,784 requests placed online between it going live on the system on 25 June and 1 July.
- 44** Browsing in the library is not yet available; however, restoring customer access to IT is a high priority whilst still enabling staff to complete their jobs in safety. Elements such as events and activities, reintroduction of the many partners services delivered from our buildings and use of our bookable rooms will be reintroduced later.

- 45** Our strong virtual offer remains, and we will continue to both develop this and support our most vulnerable customers with doorstep deliveries as we have done throughout lockdown.

Birth and Death Registration

- 46** Prior to COVID-19 a Registrar would work from a venue and undertake consecutive appointments for either a birth or a death with customers using the same booking system. This model is no longer viable.
- 47** The Corona Virus Act fundamentally changed the operational delivery of death registrations by allowing the digital submission of the Medical Certificate Cause of Death (MCCD) from the Doctor and then completing the process via telephone appointment.
- 48** Registration Service staff working in office locations have registered 2,904 deaths from 25 March to the end of June. The electronic movement of documents by Doctors and Funeral Directors has bedded in well with appointment availability remaining good.
- 49** People registering have found the process seamless and are extremely grateful and relieved to be able to register by telephone. We continue to receive compliments about the Registrars empathy and professionalism. The death certificates are being issued quickly from our centralised certificate office.
- 50** Birth registration was paused nationally during lockdown, to provide capacity for death registrations. There is an estimated backlog of 2,000 birth registrations due to the pandemic. Statutory regulations have been amended to enable the initial information to be gathered by telephone, but the checking and signing still has to be completed face to face.
- 51** Appointments for birth registrations have been available online from 25 June with the first registration completed on 26 June. The focus initially is on those born in February, March and April who have waited the longest. The first three days saw 167 appointments completed, an average of 55 per day, compared to 35 per day in June last year.
- 52** Alterations to offices, desks and operations have enabled services to safely proceed at our usual registration venues in Crawley, Haywards Heath and Worthing. There are strict social distancing measures and a revised customer access protocol tailored for each location. Registrations in Chichester are usually conducted in the Record Office however, it was not practical due to the existing Death Registration activity which has been undertaken from this location through the lockdown.
- 53** Working with Facilities Management we have 'tested' and then launched Birth Registrations at Willow Park. This venue offers parking access to support a unique layout but is more usually the Library Service stock management hub. which was used for the distribution of essential food parcels. Customer feedback has been very positive, and we anticipate that venue will be maintained to reduce the backlog.

Ceremonies

- 54** All ceremonies and notices for weddings and civil partnerships have been suspended since lockdown.
- 55** Three existing notice offices where social distancing can be safely maintained have seen alterations to operational practice and some additional protective measures implemented. Following government authorisation, appointments resumed in Horsham, Crawley and at Edes House, Chichester on 15 June. Since this date we have taken 220 single notices, for 110 couples with a wedding or civil partnership ceremony booked in the next few months. We had taken 1900 single notices (950 couples) by this point last year.
- 56** Many couples with ceremonies booked for 2020 have altered their arrangements, often postponing many times over recent months due to national uncertainty around when lockdown restrictions would be lifted. This enduring scenario has seen a large proportion of ceremonies scheduled for July, August and September also cancelling or postponing as travel arrangements and hospitality options remain unclear. Based on last year's figures between 23 March and 4 July we would have anticipated undertaking approximately 1,100 weddings and civil partnerships.
- 57** Weddings and civil partnerships will resume on 4 July in West Sussex for couples that wish to go ahead on basis of new government guidance and adhering to premises risk assessment measures. Ceremonies from this date will only involve the statutory attendees; the couple, two witnesses and two Registrars.
- 58** Work is underway to assess the capacity of each West Sussex County Council licensed room to establish safe maximum number of attendees within the parameters of the current government guidance which is cautious. There is a complex balance of adhering to the strict guidance, considering the spatial capacity of each room, and the flow within the wider building to safeguard the couple, guests and staff.
- 59** Explaining the stipulations in the government guidance to prospective couples has been essential as ceremonies will be perfunctory in nature and therefore impact on the occasion and the extent of social interaction.
- 60** As at 1 July we have 17 weddings confirmed for our ceremony rooms and two at two licensed premises between 4 and 10 July.
- 61** Following comprehensive risk assessments the team have been able to carry out two 'death bed' weddings, for both registration staff were able to perform the task outside: from the garden with the couple in a conservatory and witnesses also outside, which reduced any risk, and in the garden at a hospice.

Care homes

- 62** This note sets out the support to the care home sector in West Sussex. It explains the make-up of that care sector, the responsibilities of statutory bodies, namely local authority, NHS, health and government agencies, and the actions taken as part of the response to COVID-19.
- 63** The report shows that the care sector is varied; the local authority, the health system and government agencies all have separate responsibilities in relation to

supporting the sector and they are working in a co-ordinated way. All organisations have enhanced their support in relation to COVID-19. The death rate in care homes is commensurate with that in our comparator authorities. The situation is ever changing, and our response must be flexible.

Detail

- 64** There are a variety of different care settings and beds in West Sussex:

Setting	Number of homes/services/providers
Care Homes for Older People	235 care homes
Domiciliary Care	163 providers
Extra Care	13 commissioned schemes 569 flats
Learning Disabilities and Mental Health	277 services 95 County Council in-house beds

- 65** The total number of beds for Older People in the county is 8,608. Of these:

- Just over one third are commissioned by the County Council.
- The remaining two thirds are commissioned through other local authorities, health or directly funded by residents (over 50% by self-funders).

- 66** Public Health England (PHE) have confirmed there are 147 (cumulative total) outbreaks of suspected or confirmed COVID-19 in care homes as at 25 June 2020 within the county. Please note that only outbreaks reported to PHE are included in this data. These homes are receiving specialist advice from the local PHE team as well as from local authority staff.

- 67** Local data on care homes reports admissions are currently restricted (on 1 July 2020) in:

- 15 care homes for older people,
- 13 extra care schemes,
- 26 care homes for mental health/learning disability,
- 2 domiciliary care providers, and
- 2 supported living settings.

- 68** The impact of COVID-19 continues to be seen in care homes for older people with over double the number of vacancies now compared with the same period in June 2019. Currently (1 July 2020) 723 vacancies have been reported.

Support for Care Homes

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

- 70** Under the Care Act, local authorities have a number of responsibilities to make sure people who live in care homes:
- Receive services that prevent their care needs from becoming more serious or delay the impact of their needs.
 - Can get the information and advice they need to make good decisions about care and support.
 - Have a range of provision of high quality, appropriate services to choose from.
- 71** In order to deliver this the County Council operates a framework which sets out quality expectations and monitoring requirements. The County Council has a statutory duty to ensure the sustainability of the market as a whole. Additional oversight of care homes is through the County Council as the lead contractor with statutory responsibility, the Care Quality Commission (CQC) as the regulator and Clinical Commissioning Group (CCG) as the user of the services for the care of people who are eligible for Continuing Health Care or Funded Nursing Care.
- 72** The roles and responsibilities of each party have continued during the COVID-19 incident, but at unprecedented levels and pace. This places even greater importance on the partnership between local systems – CCGs and local authorities in particular, and with regional and national relationships with the CQC.
- 73** At a local level and nationally, the following support is available to care homes:

Organisation	Support
West Sussex County Council	<ul style="list-style-type: none"> • Provider Zone and Provider Advice & Information Team – a dedicated micro-site, e-mail address and telephone number for any provider in West Sussex looking for information, advice and support in relation to Covid-19 as well as business as usual. • Daily provider newsletter, which updates care providers through consolidating guidance, sharing details on initiatives, updates on local test sites, training etc and local and national news related to care services. • Contracts & Commissioning Teams – proactive and regular contact with providers large and small in learning disability and mental health and older people. • Quality assurance and contractual oversight. • Reactive contact with providers facing particular challenges identified by the Contracts Team, GPs, community nursing, the CCG, another health provider or relatives. • Health protection – the County Council commissions infection control champions, along with a comprehensive infection control training and development support and guidance to make sure care homes are supported to work

Organisation	Support
	<p>to quality standards and have access to the PHE and NHS support they need.</p> <ul style="list-style-type: none"> • Support to care homes where there are risks to financial viability and/or risk of provider failure due to safeguarding or quality concerns. • Co-ordination and oversight of all provider concerns through the multi-agency quality and safeguarding group. • Investigations of safeguarding concerns raised through the multi-agency safeguarding hub. • Out of hours duty cover to respond to any urgent situations. • Robust and efficient emergency planning processes.
NHS (local)/ CCG	<ul style="list-style-type: none"> • Ensuring reviews (albeit virtual) of directly funded customers. • Ensuring access to primary care for nursing home residents (including out of hours). • Provision of targeted clinical support to care home. • End of life care pathways. • Infection control (jointly with Public Health). • Co-ordination of testing activity. • GP support to care homes.
National/NHS	<ul style="list-style-type: none"> • CQC regulatory function. • Provision of national guidance and information.

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

Organisation	Support
West Sussex County Council	<ul style="list-style-type: none"> • Ensured collation of daily SITREP information on outbreaks and service restrictions including market capacity. • Market information to identify where homes are in difficulties and where we have remaining capacity. • Ensured access to up to date guidance and advice via regular communication with providers including regarding testing and access to PPE. • Awarded an additional 10% payment for three months to care providers recognising the pressures on them.

Organisation	Support
	<ul style="list-style-type: none"> • Awarded an additional 20% payment to domiciliary care providers to ensure they can maintain and enhance their provision. • Held virtual Provider Forums. • Provided responses to providers following hundreds of contacts per day on a range of issues. • Held urgent multi-agency meetings to respond to specific concerns raised about individual care settings and reacted with direct support, e.g. ordering in meals on wheels, undertaking emergency drops of PPE supplies. • Considered alternative accommodation with care for people leaving hospital who are COVID-19 positive to reduce the risk of them returning to care homes. • Enhanced the domiciliary care rounds numbers so, wherever possible, people can go home.
NHS (local)/ CCG	<ul style="list-style-type: none"> • Enhanced locally commissioned GP services to provide additional support to care homes. • Stepped up an enhanced infection prevention and control offer. • Built on the medicine management offer to ensure care homes are supported to access medicines via community pharmacies. • Testing in hospitals.
National/NHS	<ul style="list-style-type: none"> • Co-ordination and supply of PPE. • PPE guidance. • National testing strategy and delivery. • Hospital discharge guidance. • Social Care action plan. • Adult Social Care Infection Control and Workforce Resilience Fund, which includes an infection control fund for care homes to reduce the rate of transmission in and between care homes and support wider workforce resilience. West Sussex has been allocated £13.3m in total, which will be paid in two equal instalments in May and July. 75% of this will be paid directly to care homes at a rate of £975 per bed. The remaining 25% will be allocated based on local need across the market.

75 Whilst different agencies have different responsibilities and accountabilities, partnership working has been essential to ensure support is offered to care homes in a co-ordinated and systematic way.

- 76** There are positive local relationships across key leads within the County Council and the CCG and all parties are represented, including a West Sussex Care Homes Group which feeds into a Sussex-wide group. All parties are also represented within the incident command structure alongside key providers.
- 77** The Director for Public Health is now responsible for prioritising testing for care homes, this will be supported in the twice weekly meeting with CCG, Public Health and Adults' Services (operations and commissioning representatives). The prime function of this meeting is to prioritise those homes in needs of support due to COVID-19, so an appropriate response can be provided by the health and social care system.
- 78** On 14 May 2020 the Minister of State for Care, Helen Whatley [MP wrote to all council leaders](#) regarding support for care homes and a £600m national infection control fund. The County Council's response was submitted on 29 May 2020
- [WSCC care home resilience plans](#)
 - [Status of implementation of access to support](#)
- 79** Allocation of the money to local authorities was determined by the number of CQC registered beds across all client groups. The expectation is that 75% of the allocation be passported to care homes directly and the remaining 25% be determined by local need in improving infection control measures. To be eligible for the money, care homes must be registered on the NHS capacity tracker and show that they have completed the tracker at least once and commit to completing it on a consistent basis.
- 80** The Government has attached specific conditions to spending the money. Providers will only be able to use the funding to cover costs from the date of receipt onwards and not as a means of funding any relevant expenditure that they've incurred previously during the pandemic. In addition, it cannot be spent on PPE or deep cleaning costs, both of which remain a major issue of concern for many providers.
- 81** West Sussex has been allocated £13.3m in total, which will be paid in two equal instalments in May and July. 75% of this will be paid directly to care homes at a rate of £975 per bed.
- 82** Following a [decision taken by the Director of Law and Assurance](#), between 12 and 15 June the County Council issued S31 grant agreements to providers of the 357 care homes registered in West Sussex in order to distribute the infection control grant as outlined by the Government. To expedite the grant payments, it was agreed that payments could be made on return of an e-mail confirming the agreement had been received, the conditions were understood and that the signed agreement would be returned. Payments totalling £4,670,250 have been prepared and 239 payments totalling £3.421m have been released. These payments have been released to providers who have confirmed the grant agreement would be returned.
- 83** The County Council completed a return to the Government on 26 June 2020 reporting the infection control measures against which providers are committing to spend, this was based on completed returns from providers. The return shared the following breakdown:

	How many providers have used funding for this purpose so far?	What proportion of the local authority's allocation has been spent on this measure? Total must equal 100%
Measures to isolate residents within their own care homes	73%	21%
Actions to restrict staff movement within care homes	88%	34%
Paying staff full wages while isolating following a positive test	67%	17%
Other (please indicate below)	77%	28% (breakdown below)
Please list other infection control measures your allocation of the Infection Control Fund has been used for. You might find it useful to refer to the measures outlined in the care home support package.		8% transport costs 9% accommodation costs 11% changes to physical environment of homes, training, additional uniforms and cleaning measures

- 84** Final decisions are due to be made on the allocation of the remaining 25% based on a methodology ensuring equitable distribution to meet the needs of customers with a range of support needs. It is anticipated that this will be focused on bed-based accommodation outside care homes, domiciliary care and PPE.
- 85** Virtual Provider Forums took place on 2 April and 14 May and were jointly hosted by the County Council and health partners. Many providers took part in the forums and others submitted questions, concerns and suggestions in advance. Follow-up information responding to the issues and questions raised were collated into a report and to all providers.
- 86** On 15 May a virtual provider meeting was hosted by the Sussex Care Associations, West Sussex Partners in Care and East Sussex Care Association, attended by the Cabinet Member for Adults and Health, Executive Director Adults and Health, Head of Commissioning and Commissioning Lead for Quality & Supplier Management. Providers from across Sussex attended, as well as officers from each of the three local authorities, the Care Quality Commission, CCG representations and an MP. Questions included issues and concerns in the care market, including testing, funding and PPE.

- 87** A meeting was held on 2 July with representatives from across the social care market on developing partnership and strategic working in order to meet current and future challenges post COVID-19.
- 88** At the beginning of July 2020, the County Council will run a report to pick up any customers that were in receipt of services on 31 March 2020 but were not included in the earlier 10% payment.

Hospital capacity

- 89** There is adequate acute hospital and community bed capacity in West Sussex, with a reduction in the admission rate of COVID-19 patients in recent weeks. However, hospitals have had a considerable upturn in non-COVID related admissions and attendances, particularly in terms of A&E at the weekend as a consequence, in part, of the hot weather. Hospitals are also taking on more planned work which has led to an upturn in referrals for supported discharges. The numbers being supported by the combined placement and support team (an integrated health and social care team, hosted by the County Council) to go home with care and support have increased significantly over the last few weeks and there are now low numbers of people who are medically fit and awaiting discharge across the acute estate.
- 90** Hospital discharge hubs continue to operate, supported by an 8 am to 8 pm 7-day joint placement team. Focus also remains on mental health discharges, as requested by local NHS partners. The County Council continues to work with the CCG to secure appropriate levels of domiciliary care, care home and nursing home beds, and voluntary services to support effective discharge and ongoing support to people in the community be that in a care setting or at home. Work is also underway to explore how to put the discharge hubs and placement team and other key initiatives on a longer-term footing.

Personal Protective Equipment (PPE)

- 91** We continue to be able to source sufficient PPE to meet the needs of the County Council's staff as determined by the last government guidance. The County Council's requirements are being reviewed to ensure any subsequent implications from easing lockdown arrangements are realised. We continue to place orders regularly for supplies.
- 92** We continue to receive national stock for distribution to other organisations in need via the Sussex Resilience Forum. We have a dedicated page on our website detailing eligible organisations for the national stock with an on-line form to enable contact with us when they are in need of stock and cannot access through other routes. We have been able to meet third party requests from national supplies.
- 93** To date we have only distributed a minimal amount of stock to third parties therefore we have no need to review our current policy of not charging for distribution of our stocks to third parties. We will keep the policy under regular review.
- 94** We are reviewing our stock holdings to ensure that we have sufficient capacity to deal with a second wave should it arise.

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

Recent changes to government guidance and regulation

- 95** Changes to guidance on the use of PPE, and a move toward increasing the number of contacts staff have with vulnerable children and young people, is creating anxiety on the ground. The Senior Leadership Team (SLT) continue to work with staff and managers to address this.
- 96** Changes to Statutory Instrument (2020, No.445) – eases duties imposed by ten sets of regulations relating to the care and protection of vulnerable children and young people. After careful consideration and mindful of the need to prepare for a return to business as usual, SLT have agreed not to adopt these permissions, to ensure that the highest standards of care and protection remain consistently in place.

Education Attendance – Vulnerable children

- 97** The numbers of vulnerable children attending schools has increased and is currently 4,290 across our schools. This represents 17% of our total attendance of 25,057 on 2 July.
- 98** Attendance fluctuates daily; however, it is now steadying at 22.5%. Social workers and teachers are in communication with families about school attendance where risk has been identified.

Safeguarding vulnerable children, young people and families

- 99** Referrals to the Multi-Agency Safeguarding Hub have shown a sharp decrease. Prior to lockdown an average of 235 contacts a day were recorded; during the first week of lockdown this reduced to an average of 92 contacts a day (60% reduction). In the week ending 17 April contacts increased to an average of 160 per day (32% reduction). Together with colleagues across the Safeguarding Partnership we are anticipating and planning for a surge in referrals as restrictions are lifted. In the week ending 15 May, there have been an average of 148 contacts a day, which is a 37% reduction from those prior to lockdown. In the week ending 26 June, there have been an average of 156 open contacts a day, which is a 34% reduction from those prior to lockdown.
- 100** In the week up to 15 April, 104 visits were completed face to face, and 393 virtually. We have now seen an increase in face to face visits to children, with the week up to 13 May, 305 visits were completed face to face (65% increase) and 357 virtually (9% reduction). In the week ending 24 June, 520 visits were completed face to face (80% increase) and 253 virtually (36% reduction).
- 101** There has been a 24% increase in domestic abuse reporting/ activity from the same period last year. As a result of the RRWG on this issue, enhancements have been made to services, supports and provisions to ensure capacity to meet this growth.

Shielded cohort/Community Hub

- 102** As of 1 July, there were 35,122 clinically extremely vulnerable people in West Sussex with underlying severe health conditions who must be protected from coronavirus and have been advised to follow shielding guidance.

- 103** It is acknowledged that for some people shielding, adapting to the relaxation of shielding will take some time, hence the announcement made on 22 June indicates that there will be two stages to implementation: first from 6 July, and then again from 1 August.

Changes

- 104** From 6 July: the guidance for the clinically extremely vulnerable will be relaxed to allow shielded individuals to meet up to five people from other households outdoors, socially distanced, and to form support bubbles if they live alone or are a lone adult with a dependent under 18.
- 105** During July the support provided by the Government for those shielding will continue.
- 106** From 1 August: the clinically extremely vulnerable can stop shielding but if they do go outside, they should continue to take particular care to minimise contact with others outside their household (unless they are in a support bubble) and robustly practising good, frequent hand washing.
- 107** The relaxation of the guidance will mean people who are clinically extremely vulnerable will be advised they can go to work or to the shops, as long as they are able to maintain social distancing.

Contact with shielding individuals

- 108** The Government intends to contact individuals receiving the free food box by phone during July while also including a letter in their regular delivery. They will be signposted to contact their local authority if they are concerned about support after 1 August. This will be a generic message and not provided with specific West Sussex contact details.
- 109** Since its launch at the end of March 14,500 contacts have been received by the Community Hub. In addition to managing incoming calls and digital requests for support the Community Hub has well established outbound call approaches. These structures are being utilised to proactively contact individuals to ascertain whether they will require the continuation of any aspect of their current support beyond the end of July. We are seeking to identify those most vulnerable who will require additional assistance (e.g. unable to use digital, continued ill health) and will work on an individual basis to ensure that they have appropriate ongoing support to reduce the potential impact on Health Services or Adult Social Care.
- 110** During the last 2 weeks in June a free government food parcel was delivered to approximately 4,000 individuals across West Sussex, which includes some who are in receipt of a social care service. These individuals have previously been offered information, advice and guidance as to how to access the online/telephone delivery services available from supermarkets.
- 111** We will now re-contact this cohort to explore the impact of shielding being paused at the end of July. Conversations will seek to explore in more detail the extent to which their circumstances will endure beyond the end of July. This might involve understanding their pre-COVID-19 routines in respect of shopping and access to essential supplies (e.g. use of public transport, requirement for public toilet access, mobility aids, location of closest supermarket) and exploring

any concerns about re-engaging in face-to-face contact within the community following such an extensive period of shielding.

- 112** The Library Service have undertaken over 20,000 'Keeping in Touch' calls to those who had registered on the www.gov.uk platform but either did not ever require or are no longer receiving the government food parcel. There is a cohort of just over 5,000 who currently being held by the Library Service and continue to have weekly contact. This contact will continue during July and proposals are being developed in respect of future engagement and opportunity to connect individuals to community-based support as services begin to restart local activity (e.g. library social interaction groups, lunch clubs etc).
- 113** The Community Hub will continue to provide the central point of coordination for information, advice and guidance for residents during the foreseeable future. The Community Response Team will be available to meet urgent requests for food, medicine and welfare checks during the transition phase as restrictions on shielding are relaxed.
- 114** The development of a Local Outbreak Plan will necessitate the Community Hub offer to support those shielding in response to Test and Trace and we are working with health partners to support those needing to shield pre or post hospital admission for surgery.
- 115** Longer term proposals regarding the future scope of the Community Hub as part of the wider prevention model to reduce demand by maintaining independence at home are being considered in conjunction with health and social care and our District and Borough partners.
- 116** Residents can continue to contact the Community Hub to discuss their needs between 8 am to 8 pm 7 days per week either by phone on 0330 222 7980 or at www.westsussex.gov.uk/covid19communityhub.

Emergency Response (Sussex Resilience Forum, West Sussex Fire and Rescue Service)

- 117** We continue to build on our plans to return to full training delivery. Our responding crew numbers and appliances numbers remain unaffected with sickness remaining below 4% throughout the crisis due to robust COVID-19 plans and procedures put in place by the service to protect staff.
- 118** West Sussex Fire & Rescue Service is playing a crucial role in response to COVID-19. This includes playing a leading role in the Sussex Resilience Forum (SRF) in coordinating and delivering emergency food and PPE supplies across Sussex. The response role led by the Strategic Co-ordinating Group (SCG) (Co-Chaired by DCFO Neil Stocker) has now been stood down and the Recovery Coordinating Group (RCG) (Co-Chaired by Lee Harris) has now been stood up. If a response phase is again required, the SCG will be stood up working in conjunction with the RCG.
- 119** We continue to assist the Community Hubs with fire crews, delivering medication and urgent food parcels. To date we have carried out 220 welfare visits to shielded members of our community, making onward referrals when necessary. Also, we have collected and delivered 130 medical supplies and have 358 more to complete over the next few weeks.

- 120** We are working with teams around the County Council to share appropriate data to ensure we have an accurate picture of vulnerable residents, in order to support and direct resources to the county's most vulnerable.
- 121** Following a formal request for support, West Sussex Fire & Rescue Service has been supporting South Coast Ambulance Service (SECAmb) in a number of ways including collecting personal protective equipment (PPE) and other essential clinical supplies, mechanical engineering support, and a number of crew members have been trained by SECAmb in preparation to support the mixed crewing of ambulances. The level of support provided will be kept under constant review to ensure there is no detriment to the provision of fire and rescue core activities within the county.
- 122** The Fire Service's community bus has been used by the Queen Victoria Hospital at East Grinstead for enable their pre-entry screening checks to be conducted outside of the building.

Financial Position

- 123** The latest estimate of the financial impact of the COVID-19 emergency upon West Sussex County Council was submitted to the Ministry of Housing, Communities and Local Government (MHCLG) on 19 June. In the past month, since the previous estimate was submitted, there have been a number of significant changes, both in terms of the continuing reduction in the overall number of new infections and deaths arising from the pandemic, alongside the easing of some of the social distancing restrictions.
- 124** There have also been some additional funding streams being provided by the Government, most significantly in relation to Infection Control and the local support provided to the national Test, Track and Trace system. In light of these changes, the estimated financial impact has started to reflect these changing circumstances and the expected impact of the future proposed recovery phase in response to the national emergency, for example the anticipated return to schools for pupils in September.
- 125** Our current financial modelling indicates that the estimated costs arising from the pandemic will be in the region of £70m in 2020/21, this would represent excess expenditure of £33.6m above the funding provided by the Government of £36.4m. In the absence of additional funding from the Government, this would have to be funded by either serious service reductions or through use of reserves. The unplanned use of reserves will reduce the financial resilience of the County Council. Potentially, if the economic downturn is significant, it is likely the income take from council tax will be significantly lower than currently projected figure, resulting in our pressures increasing to c£85m. The announcement on 2 July of additional government funding, to support the response to pressures arising from COVID-19, and the proposal to spread the potential impact of any Collection Fund deficit over a three year period are to be welcomed however, this will not change the overall financial outlook for the County Council.
- 126** The likely cost to the County Council falls into the following areas:
- Direct costs from COVID-19 activities – Increased Adults' Social Care costs including; accelerated hospital discharge, increased demand for residential care, supporting the domiciliary care markets, 20% and 10% payment in

advance to domiciliary care providers and residential homes, staff working additional hours supporting the 8 am to 8 pm service now being provided, cost of personal protective equipment, and additional cost of updating the IT infrastructure to enable the workforce to work from home.

- Cost associated from being in lockdown – Pressure on services including Children’s Social Care as the number of vulnerable children increases, a reduction of fees and charges and commercial income.
- Impact of the County Council’s planned activities – Savings plans will be impacted in 2020/21 as efforts have been refocused on COVID-19 measures. Also, the capital programme delivery and cost avoidance projects will be impacted as the construction industry has paused during this time.
- Cost of recovery – Looking at how we will emerge will bring additional costs including:
 - dealing with a backlog of work where activity has been paused
 - costs to ensure social distancing can be maintained in our buildings
 - costs of transporting students to school while maintaining social distancing
 - costs incurred in developing cycle and footway initiatives.
- Cost related to the local economy including:
 - significant fall in anticipated income arising from business rates, particularly as a result of impact of Gatwick on the local area
 - a loss in Council Tax collection due to increased levels of hardship
 - loss of ‘growth’ in Council Tax base due to very little, if any housing development
 - a potential reduction in LEP funding necessary to deliver significant road schemes in the county.

The estimated costs to the County Council fall into the following portfolio areas

By portfolio	A	B	C	D	E	F
	2020/21 Budget	Covid-19 2020/21 Exp Pressures	Covid-19 Income Losses	Potential Unachieved Savings	Total Estimated Cost of Covid-19 (B+C+D)	Estimated Cost as a % of Net Budget (E/A)
Adults & Health	£209.42m	£21.42m	£1.62m	£4.59m	£27.64m	13%
Children and Young People	£129.57m	£7.86m			£7.86m	6%
Economy and Corporate Resources	£52.81m	£0.89m		£2.40m	£3.29m	6%
Education & Skills	£20.82m	£1.17m	£1.54m		£2.70m	13%
Environment	£60.38m	£0.17m	£0.13m		£0.30m	0%
Finance	£13.89m	£0.30m			£0.30m	2%
Fire & Rescue and Communities	£35.73m	£0.38m	£2.05m		£2.43m	7%
Highways and Infrastructure	£35.40m	£0.44m	£2.85m		£3.29m	9%

By portfolio	A	B	C	D	E	F
	2020/21 Budget	Covid-19 2020/21 Exp Pressures	Covid-19 Income Losses	Potential Unachieved Savings	Total Estimated Cost of Covid-19 (B+C+D)	Estimated Cost as a % of Net Budget (E/A)
Leader	£1.45m				£0.00m	0%
Total portfolios	£559.47m	£32.63m	£8.19m	£6.99m	£47.81m	£0.00m
Non portfolio	£34.39m	£1.07m	£1.20m		£2.27m	7%
Income Losses Collection Fund & Business Rates		£20.00m			£20.00m	
Total Net Expenditure	£593.86m	£53.70m	£9.39m	£6.99m	£70.09m	12%

127 It is likely that the pressures resulting from the pandemic will impact the financial planning over the medium-term as the longer-term economic impacts is understood.

128 It is important that the County Council continues to lobby the Government for sufficient funding to ensure that the County Council can play an active role in the County's recovery from lockdown, ensuring communities are able to access employment and continue to lead healthy and happy lives. The Government has indicated that there will be a further spending review in the autumn, which will provide some invaluable context for financial planning over the medium term.

Lobbying

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

West Sussex County Council activity

130 The Leader is engaging regularly with West Sussex MPs to seek their support in raising matters of concern with the Government, including the significant financial challenge the County Council is facing.

131 The Chief Executives is one of nine regional CEOs who represent Local Government and have a direct route to Ministers and Senior Officials in the Ministry of Housing Communities and Local Government.

132 Leaders meet regularly to update on the response to COVID-19, and West Sussex local authorities are undertaking co-ordinated lobbying where appropriate (for example on planning issues).

Regional partnerships

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

National bodies

134 Through the County Councils Network we are seeking to make the case for additional funding for authorities who are facing particular challenges with demand-led services such as adults' social care and children's social care.

- 135** West Sussex County Council is participating in a piece of work commissioned by the Local Government Association's Strategic Aviation Group to explore in detail the impact of COVID-19 on places where aviation is a key sector, and make recommendations for recovery, with a view to influencing government recovery policy development.
- 136** Officers are working through their professional representative organisations (the Association of Directors of Adults' Social Services, the Association of Directors of Children's Services, the Society of County Treasurers, etc) to lobby on service-specific issues.

Deaths – ONS Data – UPDATE

- ONS have released (as of 30/06/2020) weekly deaths broken down to local authority level, of all deaths and COVID-19 deaths. This dataset will be published every week and includes all deaths, including those which occurred outside of hospital.
- Weekly deaths have been provided for 2020 and from March 31 COVID-19 deaths relate to any death involving coronavirus (COVID-19), **based on any mention of COVID-19 on the death certificate.**
- Two sets of tables are published, one set based on the date of registration and one set based on date of occurrence of death; two sets are provided as there can be a time lag between a death taking place and the subsequent registration. The data presented here include deaths that occurred up to 19th June but were registered up to 27th June. **This does mean that there may be some revisions to the dataset, notably in relation to deaths by date of occurrence as registrations are subsequently made. These slides relate to date of occurrence, not registration.**
- In the main, data here are provided at West Sussex level, the ONS release data at lower tier authority.

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

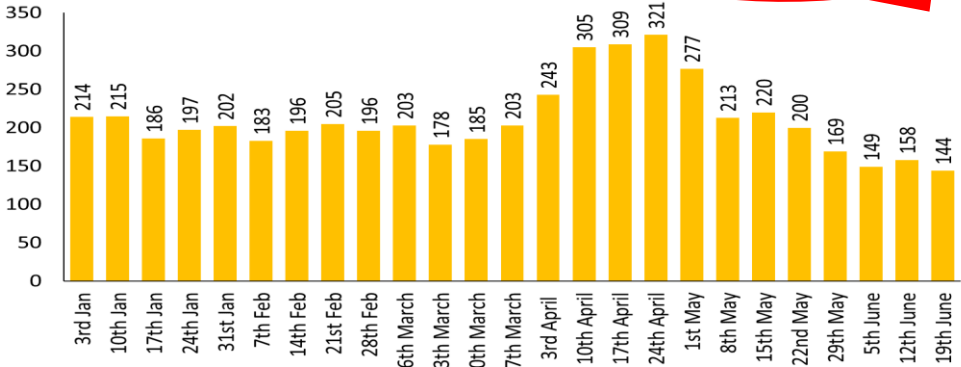
All Deaths	Week ending																								
	3rd Jan	10th Jan	17th Jan	24th Jan	31st Jan	7th Feb	14th Feb	21st Feb	28th Feb	6th Mar	13th Mar	20th Mar	27th Mar	3rd April	10th April	17th April	24th April	1st May	8th May	15th May	22nd May	29th May	5th June	12th June	19th June
Brighton and Hove	44	42	39	42	40	36	33	38	36	56	32	38	60	63	63	72	61	39	53	44	35	41	24	26	38
East Sussex	167	162	153	142	142	146	137	121	111	119	114	132	133	133	168	184	199	176	157	126	128	113	119	109	115
West Sussex	214	215	186	197	202	183	196	205	196	203	178	185	203	243	305	309	321	277	213	220	200	169	149	158	144
Sussex	425	419	378	381	384	365	366	364	343	378	324	355	396	439	536	565	581	492	423	390	363	323	292	293	297
COVID Deaths	Week ending																								
	3rd Jan	10th Jan	17th Jan	24th Jan	31st Jan	7th Feb	14th Feb	21st Feb	28th Feb	6th Mar	13th Mar	20th Mar	27th Mar	3rd April	10th April	17th April	24th April	1st May	8th May	15th May	22nd May	29th May	5th June	12th June	19th June
Brighton and Hove	0	0	0	0	0	0	0	0	0	0	0	1	6	16	21	26	19	14	14	17	6	5	2	3	2
East Sussex	0	0	0	0	0	0	0	0	0	0	0	2	10	22	41	47	53	36	40	33	28	14	9	5	7
West Sussex	0	0	0	0	0	0	0	0	0	0	0	3	19	37	80	89	113	77	48	60	44	18	15	9	5
Sussex	0	0	0	0	0	0	0	0	0	0	0	6	35	75	142	162	185	127	102	110	78	37	26	17	14
Non-COVID Deaths	Week ending																								
	3rd Jan	10th Jan	17th Jan	24th Jan	31st Jan	7th Feb	14th Feb	21st Feb	28th Feb	6th Mar	13th Mar	20th Mar	27th Mar	3rd April	10th April	17th April	24th April	1st May	8th May	15th May	22nd May	29th May	5th June	12th June	19th June
Brighton and Hove	44	42	39	42	40	36	33	38	36	56	32	37	54	47	42	46	42	25	39	27	29	36	22	23	36
East Sussex	167	162	153	142	142	146	137	121	111	119	114	130	123	111	127	137	146	140	117	93	100	99	110	104	108
West Sussex	214	215	186	197	202	183	196	205	196	203	178	182	184	206	225	220	208	200	165	160	156	151	134	149	139
Sussex	425	419	378	381	384	365	366	364	343	378	324	349	361	364	394	403	396	365	321	280	285	286	266	276	283

Deaths - Residents

West Sussex - All Deaths

By week ending of date of occurrence, deaths registered to 27th June

Note figures are revised as there can be a lag in registrations, figures for week ending 19th June may also be revised upwards.

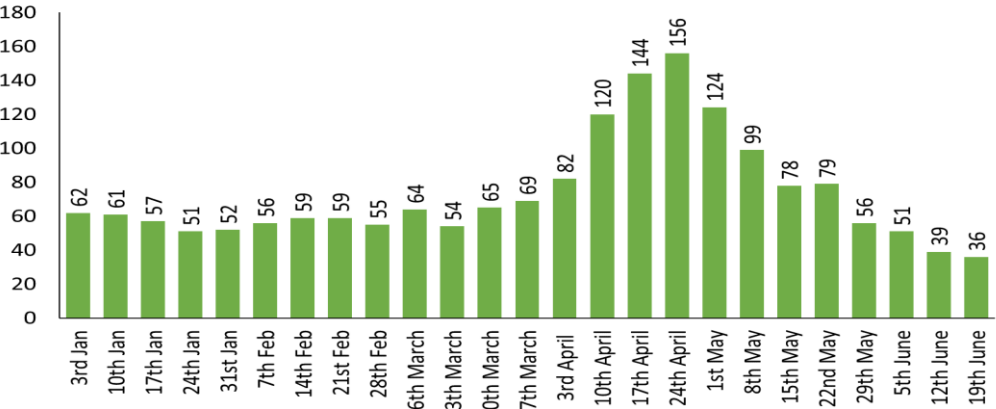


- Figures relate to deaths of people who are usually resident in West Sussex (i.e. includes people who have died outside of the county)
- Relate to date of occurrence of death, and include deaths registered by 27th June, these may be subject to some minor revision.
- Deaths have risen considerably in the last week of March and into April, and have decreased throughout May and into June.
- Note: Figures for week 24 were revised up** due to the registration time lag, there may be some subsequent revision, especially for week 25

Deaths – Deaths in Care Homes – All Deaths

West Sussex - Deaths (All) in Care Homes

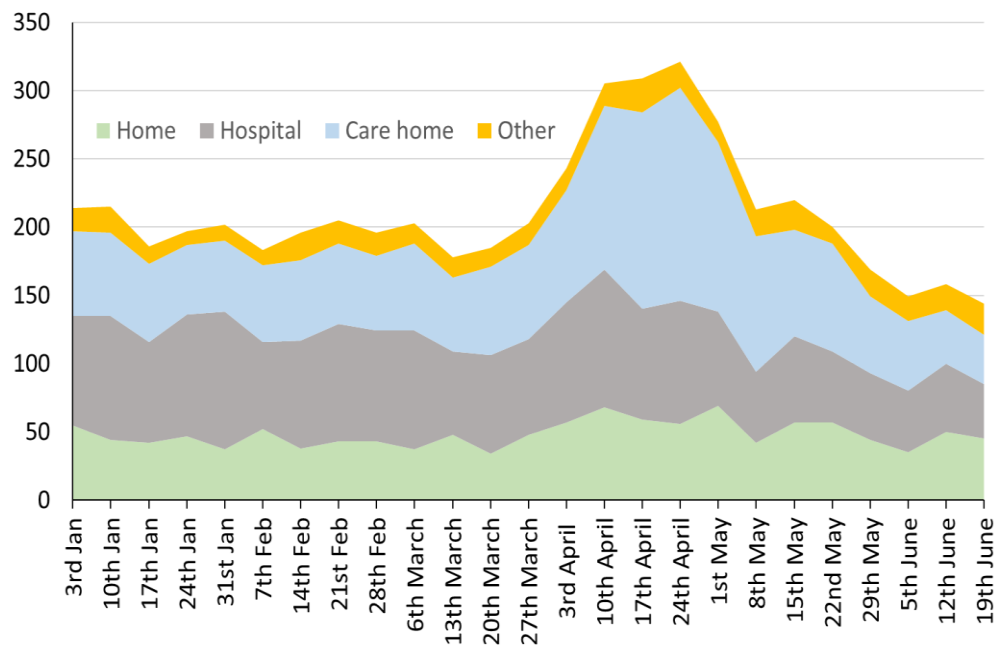
By week ending of date of occurrence, deaths registered to 27th June



- Relate to date of occurrence of death, and include deaths registered by 27th June, these may be subject to some minor revision.
- Deaths have risen considerably in the last week of March and into April., but have decreased throughout May and into June

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

Place of death

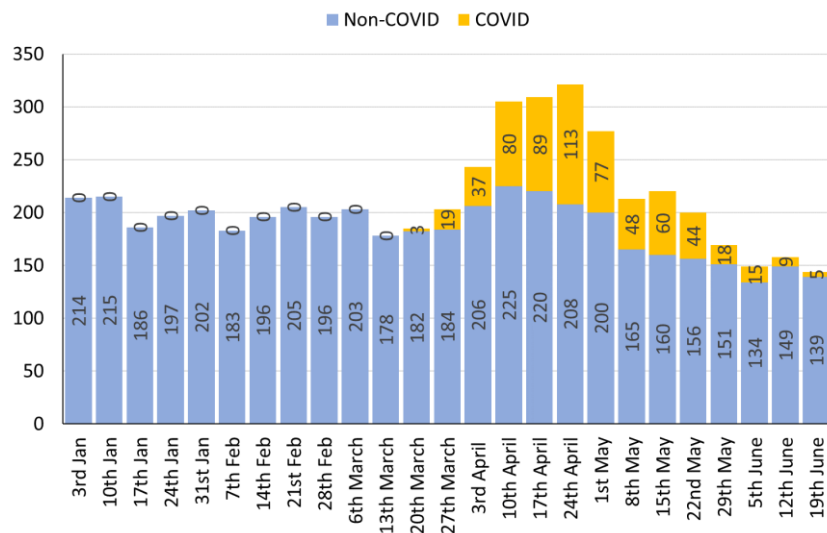


- Figures relate to deaths of people who are usually resident in West Sussex (i.e. includes people who are residents of West Sussex but who died outside of the county)
- Relate to date of occurrence of death, and include deaths registered by 27th June, these may be subject to some minor revision.
- The highest proportion of deaths, of West Sussex residents, in week ending 19th June were in hospital accounting for 31% of deaths compared with 25% of deaths in care homes.**

This is the national figure

	3rd Jan	10th Jan	17th Jan	24th Jan	31st Jan	7th Feb	14th Feb	21st Feb	28th Feb	6th March	13th March	20th March	27th March	3rd April	10th April	17th April	24th April	1st May	8th May	15th May	22nd May	29th May	5th June	12th June	19th June	National 19th June
Home	26%	20%	23%	24%	18%	28%	19%	21%	22%	18%	27%	18%	24%	23%	22%	19%	17%	25%	20%	26%	29%	26%	23%	32%	31%	32%
Hospital	37%	42%	40%	45%	50%	35%	40%	42%	41%	43%	34%	39%	34%	36%	33%	26%	28%	25%	24%	29%	26%	29%	30%	32%	28%	40%
Care home	29%	28%	31%	26%	26%	31%	30%	29%	28%	32%	30%	35%	34%	34%	39%	47%	49%	45%	46%	35%	40%	33%	34%	25%	25%	22%
Other	8%	9%	7%	5%	6%	6%	10%	8%	9%	7%	8%	8%	8%	7%	5%	8%	6%	5%	9%	10%	6%	12%	12%	12%	16%	7%

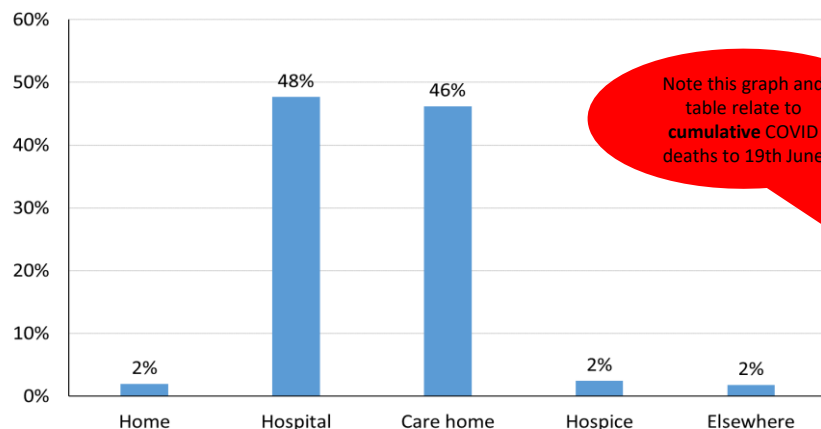
Deaths – COVID and non-COVID Deaths



Note: From 31 March 2020 figures also show the number of deaths involving coronavirus (COVID-19), based on any mention of COVID-19 on the death certificate.

By week ending 19th June there had been 617 deaths with COVID on the certificate

Place of death (COVID deaths)
Cumulative to 19th June



Note this graph and table relate to cumulative COVID deaths to 19th June

Area name	Home	Hospital	Care home	Hospice	Elsewhere
Adur	2	15	16	5	1
Arun	0	34	30	3	1
Chichester	3	31	38	0	1
Crawley	2	54	18	1	1
Horsham	3	60	51	1	1
Mid Sussex	1	69	92	1	1
Worthing	1	31	40	4	1
TOTAL	12	294	285	15	11

Agenda Item 5
19th June 2020

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West Sussex: Reset and Reboot

Summary

- 1** This report provides an overview of the work being done, building on the significant strengths of the County Council's COVID-19 response, to address the governance and service challenges facing the County Council in 2020/21 and beyond. The report proposes delivering a new corporate plan (the reset) to refocus and prioritise activities and budgets and also underpinning work (the reboot) to make significant changes to how we work within the County Council and with our partners.

Overview

- 2** The COVID-19 crisis has helped the County Council consolidate and strengthen the progress that had already started. Our new ways of working and focus directly benefit the residents, communities and businesses that we serve. In response to COVID-19 staff have been redeployed, partnership working has been accelerated and we have transformed our digital capability, supporting a predominantly remote workforce.
- 3** Although we have made significant progress in Children's Services, Fire & Rescue and corporate governance, we must not forget where we were before the virus hit. We know we needed to change and the good governance project has identified key areas for us to focus on, including a commitment to put residents at the heart of everything we do; to create strong and visible joint member and officer leadership; to work closely with partners; to invest in and value our staff; and to make the way we work as straightforward as possible.
- 4** We have demonstrated to ourselves and to others during the COVID-19 crisis what we are capable of and the uncompromising commitment of members and our workforce to the residents of West Sussex. We have shown through the cooperation across the health and social care sector and the formation of the community hubs, that we can work well with partners. Things are different already, but we need to keep changing to build on the progress we have made.
- 5** Our key next steps are to define what we do next (reset) and how we do it (reboot).
- 6** The reset involves creating a new business plan. It will define the outcomes we will deliver during the next 12 months and be based on the work of members, our learning from COVID-19 and key service improvement work already underway. The service improvements in Children's, the Fire Service and Adults' will be included and, given the pressure on the West Sussex economy following COVID-19 and potential pressure post Brexit and any recession, our work with partners will be an essential part of future working. The detailed economic recovery plan will be considered by Cabinet at its next meeting. In our Reset Plan we will be clear about the work we are committing to, it will be costed, reflecting the significant financial pressures West Sussex County Council is under, and supported by robust planning and performance routines.
- 7** The reboot or the 'how' we achieve these outcomes involves a number of steps. Guided by the Leader and Cabinet, members will be provided with the tools and development to support effective leadership and scrutiny. We will develop senior

officers to strengthen collective leadership and part of that will involve delivering a small number of demonstrator projects where we will test new ways of working. These are not yet finalised but will focus on key issues that involve cross council working such as prevention, streamlining decision making and robust performance management.

- 8** We have demonstrated our capability and commitment to our residents during COVID-19. Our focus now is to continue to build on these positives and create at the core of the organisation a focus on the communities we serve, effective leadership, strong officer/member relationships, a commitment to partnership working and a valued and high-performing workforce.

The Reset Plan

- 9** It is vital that the County Council develops an integrated business and financial planning cycle that is based on a good understanding of the local evidence base, the national and local policy context, a comprehensive understanding of the financial position (revenue and capital) and the service challenges in meeting the needs of residents, businesses and communities. The Reset process will bring together our policy, business and financial planning and risk management. It will be the vehicle for the County Council's decision making and planning to ensure we are making the very best use of the resources available, understanding the value for money we deliver and focussed on our priority outcomes. It will also ensure we understand the implications of the tough choices that will need to be made in the face of huge resource and demand challenges and also uncertainty.
- 10** The Reset Plan and Reboot will be underpinned by the agreed West Sussex County Council Values and following principles:
- Led and made in West Sussex reflecting residents, communities and businesses needs and building on our strengths
 - Strong learning from our own and others' experiences including COVID-19
 - Based in realistic optimism and a sustainable business plan (performance, resources and risks)
 - Held together consistently with a focus on agreed priorities
 - Providing clarity about what successful outcomes look like in 12 months' time.
- 11** In compiling the Reset Plan we will give full consideration to the need to sustain the improvements identified and initiated in Fire & Rescue Services and Children's Services before the pandemic and also the need to devise a Development Plan for Adults' Services. We also need to give full consideration to residents' views, especially in relation to the crucial provision of highways, supporting economic recovery and incorporate our significant ambition to deliver our climate strategy for West Sussex. We must also recognise that resources will be under significant pressure and there will be tough choices to be made as we deliver a balanced budget and ensure we are a financially sustainable and resilient organisation.
- 12** The plan will be developed through strong engagement with members, including through scrutiny work, staff and our local partners and also drawing on best practice from elsewhere.
- 13** We want to work openly so this report sets out:

- the current position and evidence base in West Sussex (**Appendix 1**)
 - our overview of national and local policy context (**Appendix 2**)
 - a summary of performance in 2019/20 (**Appendix 3**)
 - an overview of our financial position and projections (**Appendix 4**).
- 14** It is also important to recognise that the Reset Plan will need to be a dynamic document supported by an iterative process as we currently can only have limited understanding of how we will need to evolve our services to deal with the future. This will emerge as we learn to live with the reality of a world with COVID-19 and the significant impact on people's lives. We will need to manage the legacy impacts of the initial wave of infection and respond to potential new waves of infection for the foreseeable future. The pandemic has had a profound impact on our communities and services which we are not yet fully able to quantify and reflect in our future activities and finances. In shaping the Reset Plan we need to consider a number of timeframes:
- Immediate: preparatory work that, subject to resource, be undertaken during the response phase in preparation for recovery;
 - Medium term – initial weeks and months: living with the virus and social distancing and making sure our services can operate in this new context; and
 - Longer term: first year and beyond, the world post vaccine.
- 15** We will plan initially on the need for services, communities and businesses to adapt to the new reality of coronavirus being with us for the next year as a minimum; while also managing the recovery from and legacy impacts of the initial wave of infection. Although national restrictions are gradually being lifted in light of declining rates of transmission, at a local level, we expect to be taking steps to keep transmission rates low and deal with potential outbreaks for some time, which will have an impact on our resources and the way we deliver services.
- 16** In developing our medium and longer term plans we will need to have regard to the broader context in which we will be working. This includes:
- The impact of operating in an economy which may be in recession. The Government will have to consider how to approach its borrowing commitments - this could mean a mixture of higher taxation, with possible impact on economic recovery and reductions in public service expenditure. Both would impact on the County Council's income and ability to spend.
 - The combination of a recession driving up demand for our services and the Government's spending decisions on our financial position – as the County Council is required by law to set a balanced budget.
 - The impact on young people's education, wellbeing and prospects and on those of many working-age adults.
 - The impact of the end of the transition phase of Brexit on the economy, our responsibilities and our access to goods and services.
 - The conclusions the Government may draw from the pandemic in terms of public services – for example the solutions for better integration in health and social care and what will be the effect on the role of local government in the future?

- The impact on our supply chains and what that means for our choices about commissioning and direct provision?
- The impact of the pandemic on our public and Voluntary and Community Sector (VCS) partners – we need to build on the positive aspects of the work with them during the emergency to tackle issues in the future, including the increased need that is likely to exist in our communities as a result of the pandemic.

The Financial Outlook

(a) Revenue

- 17** At a national level, government funding that the County Council will receive between 2021/22 to 2023/24 is yet to be confirmed. The Spending Review (SR) 2019 was for a single year, therefore funding will need to be announced for SR20, the date of which is still to be confirmed, although it is anticipated to be during the Autumn. Additionally, the Fair Funding Review and Business Rate Retention reform have been delayed until at least 2021/22. For robust financial plans to be developed, it is essential that some level of certainty of government funding is received.
- 18** At a local level, the impact of the pandemic and economic downturn on income collection rates for Council Tax, growth on the Council Tax base and the levels of Business Rates have yet to be fully understood and modelled. There is the potential for a significant reduction in the collection of Council Tax in 2020/21 extending into the Medium Term Financial Strategy period. The delay in the Business Rates Retention reform and the impact of business failure arising from the economic downturn has the potential to significantly reduce income in 2020/21 onwards. The announcement on 2 July of additional government funding, to support the response to pressures arising from COVID-19, and the proposal to spread the potential impact of any Collection Fund deficit over a three year period are to be welcomed however, this will not change the overall financial outlook for the County Council.
- 19** The financial risks facing us are significant, growing and potentially will impact in the near future. More detail is provided at Appendix 4. COVID-19 has had a significant financial impact upon our financial resilience. The County Council is facing unprecedented pressures as a consequence of the COVID-19 circumstances but, the urgency of managing this situation could potentially result in losing sight of the longer term financial implications, that in the worst case scenario could result in the need for halting all non-essential expenditure in order to balance or reset the budget, what is often referred to as submitting a S114 notice.
- 20** In February 2020, prior to the impact of COVID-19, when setting its budget for 2020/21, the County Council recognised that there was a funding gap across the period 2021/22 to 2023/24 equal to £45m. The budget gap estimate was based upon the expectation that the 2020/21 budget would not be overspent, which in turn rested upon the expectation that savings and/or additional income of £18.4m in 2020/21 and a further £10.6m in 2021/22 would be delivered. The Budget Gap for 2021/22 has increased significantly since February 2020. The current estimate is that the budget gap for 2021/22 is somewhere between £34m and £73m, depending primarily upon the impact upon Council Tax and Business Rates as a consequence of the pandemic and the anticipated recession.

- 21** The impact of the COVID-19 situation, whereby the latest estimated impact submitted to the Ministry of Housing, Communities and Local Government in June anticipated a deficit of approximately £34m in 2020/21 relative to the funding provided by the Government to date, indicates the scale and speed of change that the County Council is dealing with. The details of the funding available to us as a consequence of the Government announcement on 2 July were not available at the time of writing this report but clearly, this would help to reduce any deficit but is unlikely to be enough to remove the estimated deficit entirely.
- 22** The current minimum budget gap for 2021/22, reflecting the circumstances arising from COVID-19 and representing the minimum level of savings or additional income to be identified in order to set a balanced budget for next year is £34m. This will potentially change depending upon a variety of factors;
- How deep and long-lasting the anticipated recession arising from the pandemic is.
 - The level of further additional funding that might be made available by the Government, including confirmation that current grant funding underpinning essential services, for example social care, will not be withdrawn.
 - Whether the recovery from the impact of the pandemic is sustained or whether there is a '2nd Wave'.
 - The degree to which 2020/21 net expenditure is contained within the budgets available.
- 23** It is imperative that the Reset Plan enables the County Council to be resilient going forward ensuring it continues to hold its reserves for their intended purpose. Any drawdown of reserves required to fund pressures will need a robust and sustainable plan to reinstate the reserves to their original position.
- 24** To manage these risks the Reset Plan will incorporate a reset of the financial planning and all associated decisions, including those that have been agreed for implementation. This will ensure resources need to be aligned to deliver new priorities. Work will be undertaken to ensure we understand and challenge effectively:
- the cost pressures on services (including as a result of COVID-19);
 - relative value for money;
 - staffing numbers and support costs;
 - building usage needed to support the Council's future operations; and
 - service delivery.
- 25** In addition, some potential areas for changes have been identified. The cross-council areas are identified at Appendix 4. The service specific areas are below and all will be explored over the summer in conjunction with the associated service delivery impact and the learning from COVID-19 so far. Some are new services that have been set up as part of the COVID-19 response and we will need to consider ability to sustain these activities going forward. Members are encouraged to identify additional areas to be explored. The areas identified for further work include:
- Greater promotion of prevention and independence in Adult Social Care

- Reducing dependency on building based services
- Joint working with health
- Closer working with the care providers
- Transport provision
- Re-procurement of contracts
- Use of property
- Fees and charges
- Local Facility provision
- Early Help
- Social work effectiveness
- Shielding and community hubs
- Outbreak Management
- Mental Health support across all ages

(b) Capital Programme

26 The capital programme needs to be reset to ensure it meets the County Council's emerging priorities and revenue constraints following the COVID-19 crisis. Responding to the COVID-19 crisis and planning for an economic recovery has led to a number of announcements from the Government that will impact our capital programme including:

- Improvements to cycleways and footpaths
- A call on projects from Local Enterprise Partnerships for projects that can deliver by March 2021
- A recognition of required funding to maintain the school estate
- The role of our town centres in the economic recovery

27 These new priorities will need to be considered alongside the existing planned five-year programme to ensure the emerging programme is appropriately resourced in the reset of the revenue budget. Borrowing to fund the proposed programme will need to be affordable and reflected in the revenue budget and the long-term implications of borrowing on the council's financial position clearly understood.

28 Proposed projects will be assessed against criteria that recognises the County Council's statutory duties, projects impacting favourably on the revenue budget and political priorities.

County Council Priority Outcomes

29 If we are to steer a clear path through the high level of uncertainty is it important the County Council is clear about its priority outcomes, which will provide a focus for decisions about spending and savings and will direct activity. The proposed priority outcomes are listed below with key contributing service areas:

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

30 In the full plan, each priority outcome will be supported by a number of delivery outcomes, which will shape the Reset Plan's performance measures and targets and be used for regular performance reporting.

Lobbying and Communications

31 Work has begun to understand the impact of COVID-19 on the county's residents and changes in how this impact is felt on the county over the coming months.

32 In June this year we conducted an online survey of residents as to how they had responded and reacted to COVID-19 and asked them about our response and communications about the virus and its impact.

33 Full analysis has yet to be completed. But the key findings emerging so far are:

- Nearly **50%** of respondents said their mental health was impacted
- The biggest impact has been on lifestyle (**65%**) and the high interest shown with regards to future content was 'leisure and recreation' (**37%**) indicates that residents want help with ideas to restart their lifestyle

- **47%** feel more connected to their community, but they want to know more about what's on offer
- **60%** were satisfied with the County Council's overall response; **65%** felt that they were being kept informed
- Over a third (**35%**) had started using local shops
- The survey highlighted residents were keen to hear about how to access health services and stay healthy. Partnership working needed with NHS to reassure residents around accessing health services as lockdown eases
- **39%** exercised more – again something to encourage going forward, due to the health benefits
- Gardening kept the most residents busy and nearly **30%** are interested in the environment

34 The survey work will feed into our lobbying of the Government both as a County Council and in partnership with others locally and nationally, including with our MPs, to ensure the full impact of the pandemic on our communities is understood and addressed in future policy and funding decisions.

35 In the absence of the anticipated Fair Funding Review, and uncertainty on whether a Comprehensive Spending Review will be delivered this year, our lobbying will continue to call for certainty of future funding for local government. This will be paramount to ensuring we secure adequate resource to deliver what will be required to support West Sussex residents, communities and businesses in the wake of the COVID-19 pandemic, including opportunities to continue positive preventative work that could most effectively manage future need.

Reboot

36 For the Reset Plan to be effectively delivered, it must be underpinned by new ways of working. We have demonstrated our capability and commitment to our residents during COVID-19. Our focus now is to continue to build on these positives and create at the core and throughout the organisation, a focus on the communities we serve, effective leadership, strong officer/member relationships, a commitment to partnership working and a valued and high-performing workforce. We must also be clear and open about the changes required and be held to account for their delivery and improved outcomes.

37 The Good Governance work has involved a wide range of members, staff and partners to identify and shape five key areas of action:

1. Create stable, visible collective leadership
2. Clarify and simplify our decision making, with greater transparency, empowerment and accountability
3. Develop a compelling vision with clear priorities. Reboot corporate planning and performance management to deliver these priorities
4. Become an outward looking, collaborative and engaging organisation
5. Invest in our people to improve how we manage services and staff and to create the capability we need.

- 38** The Reboot describes 'how' we achieve these outcomes and involves a number of workstreams:

Governance improvements secured

- 39** In December 2019 the meeting of the County Council approved a number of significant changes to corporate governance, largely aimed at improving the County Council's democratic systems to achieve greater transparency, clarity of role and focus on purpose. Those changes included:
- Monthly public Cabinet meetings
 - Collective decisions by Cabinet on all major policy areas
 - A reset of the County Council's approach to its role as Fire & Rescue authority including a dedicated scrutiny committee
 - A revised set of governance arrangements for the scrutiny function
- 40** We have also ensured that the structure of our services are compliant with statutory requirements, with the Executive Director Children, Young People and Learning reporting directly to the Chief Executive. Securing and retaining high quality, consistent leadership will be a key success factor.

People strategy

- 41** Our people are our greatest asset. Our People Strategy, which is under development and will launch in September, will set out clearly our commitment to develop managers and staff. It will describe our collective approach to leadership and management; performance, development and reward; employee engagement and recognition and health, wellbeing and inclusion. The strategy will be collectively owned by the whole organisation and will be developed in consultation with staff to ensure that it is robust, realistic and deliverable.

Leadership

- 42** This work will build on progress already made, to support strong, collective leadership of the County Council.
- 43** It will have three strands: Member leadership & engagement; effective Member/officer working and collective officer leadership.

Member leadership & engagement

- 44** This is about Members agreeing and setting standards for how they work, ensuring appropriate training and development opportunities are in place and that Members are held accountable to the agreed standards.

Effective Member/officer working

- 45** This is about improving how Cabinet and the Executive Leadership Team work together to identify and deliver the County Council's priorities; about improving our scrutiny, learning from the West Sussex Fire & Rescue Service scrutiny work and drawing together a Code of Governance so there is shared understanding of roles and responsibilities. We'll do this and learn as we go (for example on the work on this plan) – bringing in support as we need it and reviewing at appropriate points to make sure the work has been effective.

Collective officer leadership

- 46** With a clear focus on performance management and accountabilities, it will set standards, clarify roles and support the collaboration and effectiveness of the Executive Leadership Team, Corporate Leadership Team and Corporate Management Team.

Partnerships

- 47** Our collective response to the COVID-19 pandemic has shown what we can deliver when we work effectively with partners, including districts and boroughs, health colleagues, the voluntary and community sector, the LEP and SE7 partners.
- 48** We want West Sussex County Council to be an effective partner at local, county, regional and national level. To do this we will need to build on the relationships that have been rekindled during the response to the pandemic, to identify our key partners and partnerships and the most effective ways of working.
- 49** This approach will enable us collectively to identify and agree partnership priorities to deliver and hold each other accountable for what and how we deliver.

Demonstrating change

- 50** We will pick a number of 'demonstrator projects' – which will seek to embed our rebooted approach post COVID-19. Small groups of staff, with relevant support, will be supported to deliver these projects. The focus will be on delivery through collaboration and distributive leadership – to provide clear evidence to staff and partners that West Sussex County Council will continue to work differently and will sustain the new ways of working.

Assurance

- 51** It is vital that we are transparent about how to raise concerns, about how we monitor our progress and how we provide assurance of our improvement. We have delivered a new whistleblowing policy and process to ensure that there is a credible way for individuals to raise concerns. We will also consider how to ensure we are held accountable for the changes we have agreed to make and also to undertake light touch stock takes of progress. The Leader will report to the Secretary of State for Housing, Communities and Local Government on progress and next steps.

Capacity

- 52** In order to deliver our ambitions, we need adequate leadership and corporate capacity. It is widely acknowledged that the County Council has relied for too long on consultants and interims. Significant progress has been made with permanent appointments, especially in Children's Services. There is a need to agree senior corporate posts and structures, and seek to recruit permanently to key positions, including the Executive Director Adults and Health and Director for Human Resources and Organisational Change. In order to do this in a joined-up way, the Chief Executive will lead a focused review of the senior corporate centre structure and COVID-19 related capacity.
- 53** We have reviewed the joint working relationship with East Sussex County Council, as our Corporate Improvement Partner and will review again in July 2021.

Communications and engagement

- 54** Our reset and reboot will be underpinned by clear, coherent and transparent communications and engagement with residents, members, staff, partners, communities and businesses.

Conclusion

- 55** The County Council has undertaken significant work to understand what and how it needs to work, especially in the uncertain world being shaped by COVID-19. The combined Reset and Reboot approach based on the Good Governance work, learning from elsewhere and the COVID-19 experience makes us well placed to make the changes we need to make to ensure we serve our residents, communities and businesses as well as we can.

Recommended

County Council is asked to:

- (1) Approve the proposed approach to creating a Reset Plan, using agreed priority outcomes to drive our activities, deployment of resources, performance management, strengthening of partnerships and communications and lobbying work;
- (2) Note the local evidence base (Appendix 1) and the national and local policy outlook (Appendix 2);
- (3) Note the summary of performance in 2019/20 (Appendix 3);
- (4) Note the overview of our financial position and projections (paragraph 17 and Appendix 4) and identify any additional areas for exploration during the development of plans;
- (5) Agree the priority outcomes for discussion over the summer, as the basis of the County Council's business and financial planning, as set out at paragraph 29;
- (6) Agree that officers work up, in consultation with members, staff, and partners, activity, spending and saving proposals and a revised capital programme;
- (7) Agree to receive reports on more detailed plans for 2021/22 and beyond in the autumn when there is greater certainty about the impact of the COVID-19 pandemic on West Sussex and future resources; and
- (8) Note the substantial progress already made to strengthen the governance arrangements and approve the next steps laid out at paragraph 35 to reboot how we work.

Paul Marshall

Leader

Contact Officer: Becky Shaw, 033 022 22620

Appendices

- Appendix 1 – Local evidence base overview
- Appendix 2 - Policy context (local and national)
- Appendix 3 – Overview of 2019/20 performance
- Appendix 4 – Financial outlook

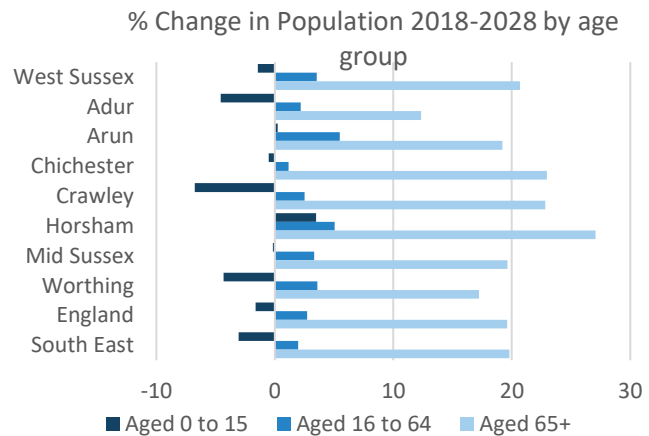
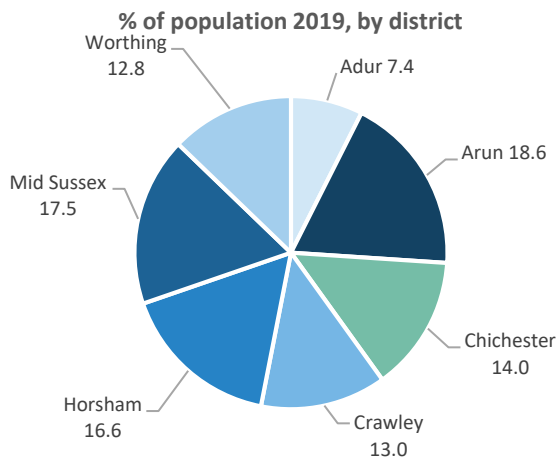
Background papers

None

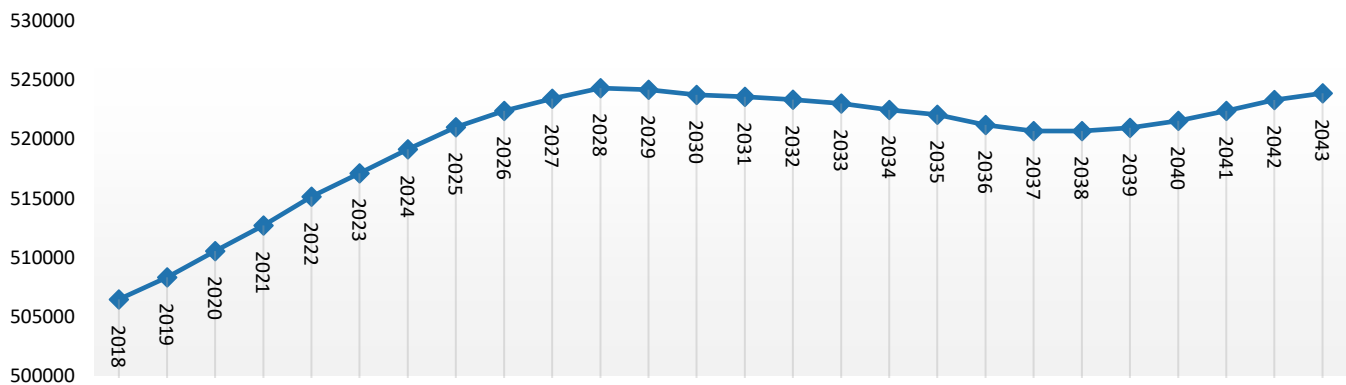
Local evidence base overview

1. There is a range of data and information available that gives insight on socio-economic and demographic characteristics across West Sussex. Much of this is presented in detail in the West Sussex Life report that is available on the County Council's website: <https://www.westsussex.gov.uk/campaigns/west-sussex-life/>.
2. This report is currently being updated and will be available on the website over the summer. In the meantime, a few key headline messages emerging from some of the trend data are included here:
 - Latest population estimates (2019) show West Sussex has a population of 863,980, of which 59% are aged 16-64 years, lower than the regional (61%) and national (62%) average. 48.6% of the West Sussex population are male.
 - Population is projected to increase by 13.4% to 973,940 over the next 25 years (2018 - 2043) a higher % increase than the South East average with the highest % growth, at 60%, expected in Horsham. It is projected that the numbers of people aged 65 and over will grow by nearly six times as much as those of working age (16-64 years).
 - In the next ten years, 2018 - 2028 the population of those aged 0-15 is expected to fall in all authorities in West Sussex except for Horsham; the growth in population of 16-64 years is expected grow by 3.5% compared with 2.7% in England and 2% across the South East.
 - In terms of economic activity, the economy was worth around £22.8bn and performing strongly against the national average performance but with significant variation across the county. Latest figures show West Sussex has higher economic activity and employment rates than the regional and national average, with higher levels of self-employed.
 - Unemployment rates continue to lower than the national rates, lowest in Mid Sussex. However, the May 2020 claimant count suggests significant increase over the last couple of months up to 5.5% in West Sussex compared with 2.0% in March, the highest rate is seen in Crawley at 7.2%.
 - At 2018 there were 387,000 employee jobs, and employee job growth between 2015 - 2018 was stronger in the county at 5.6% than the national (3.7%) and regional average (1.9%). Crawley saw a 10% increase in employee jobs during this time. Within West Sussex Crawley makes up around a quarter of all employee jobs in the county.
 - West Sussex is very much a small firm economy with over 70% of businesses employing less than 5 people, the exception to this is found in Crawley which has one of the highest percentages of businesses employing over 100 in the country.
3. However, West Sussex's economy underperforms against the strongest economies in the South East. Earnings of West Sussex residents are lower than the regional average, and earnings of those working in the county are lower than the regional and national average, with the exception of Crawley where they are higher.

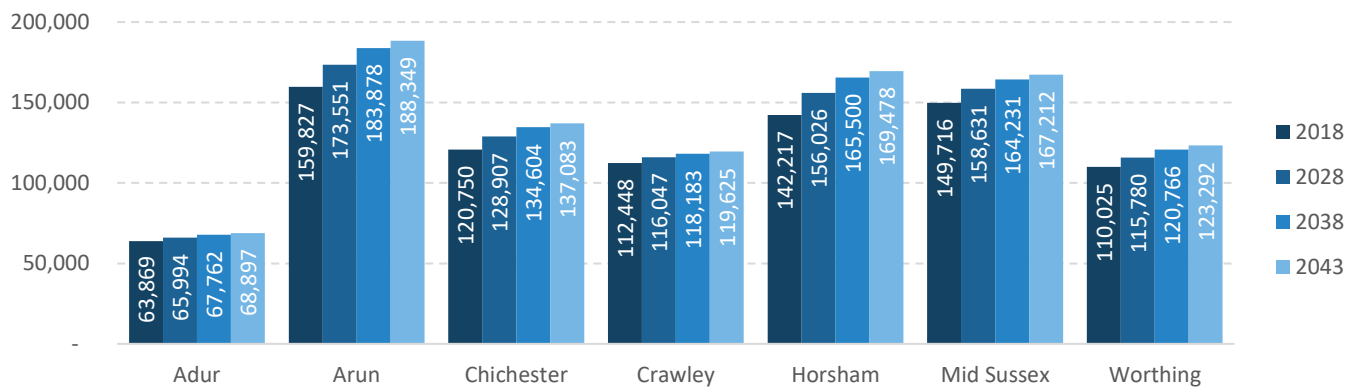
Population Trends

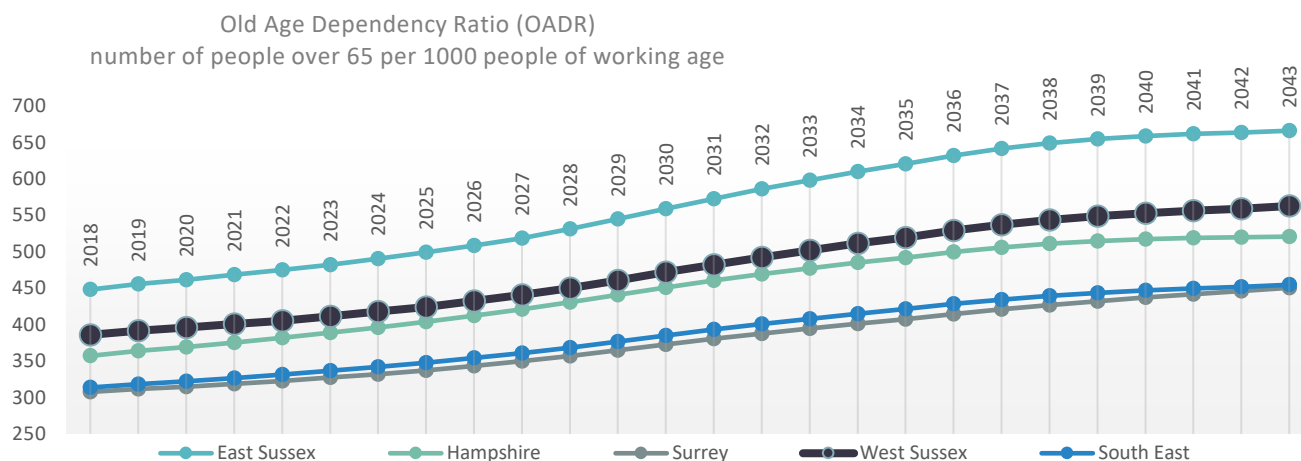


Projected 16-64 Population of West Sussex, 2018-2043

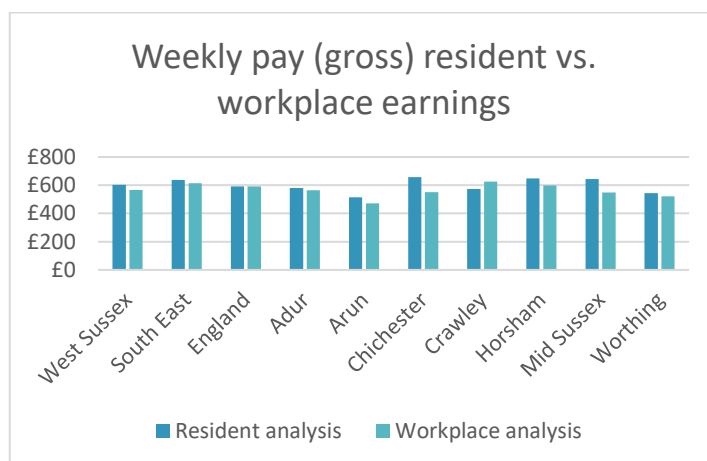


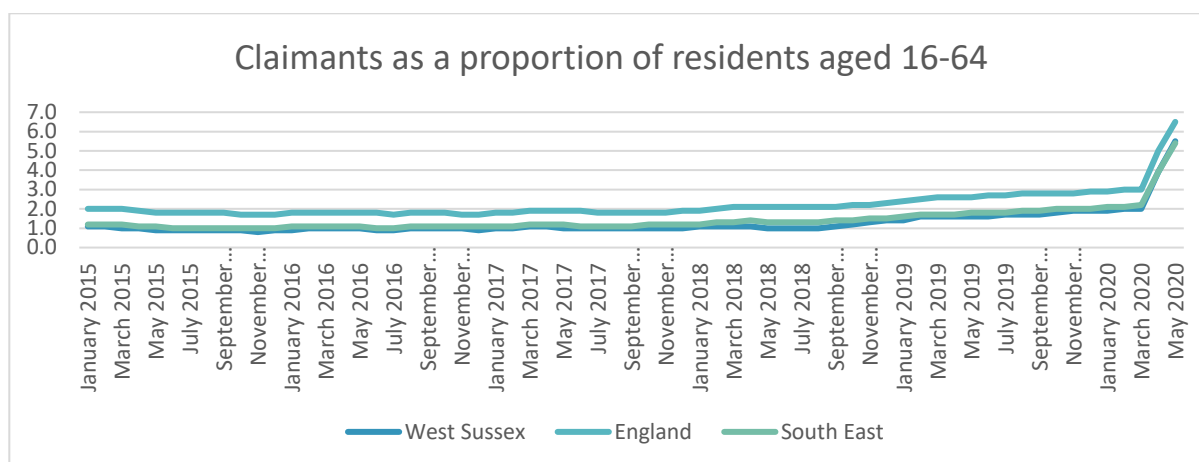
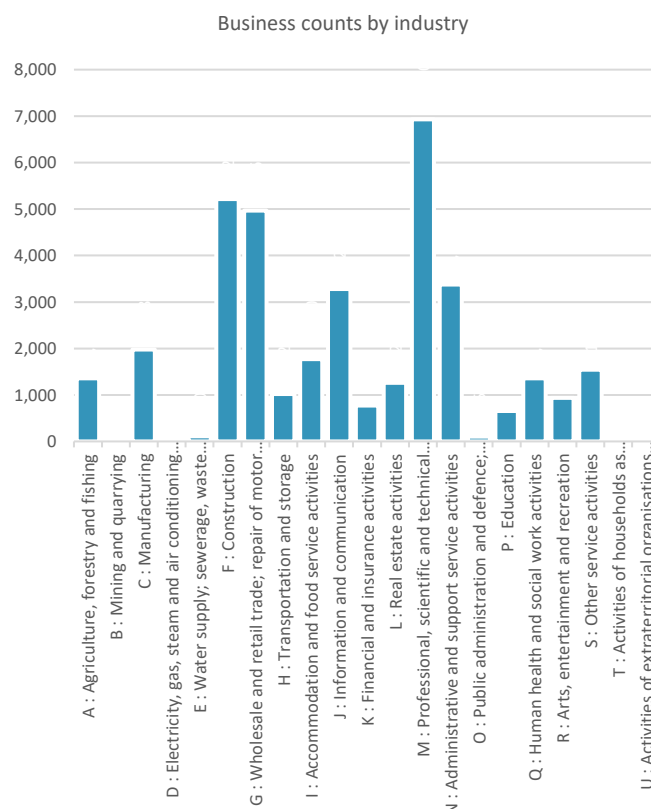
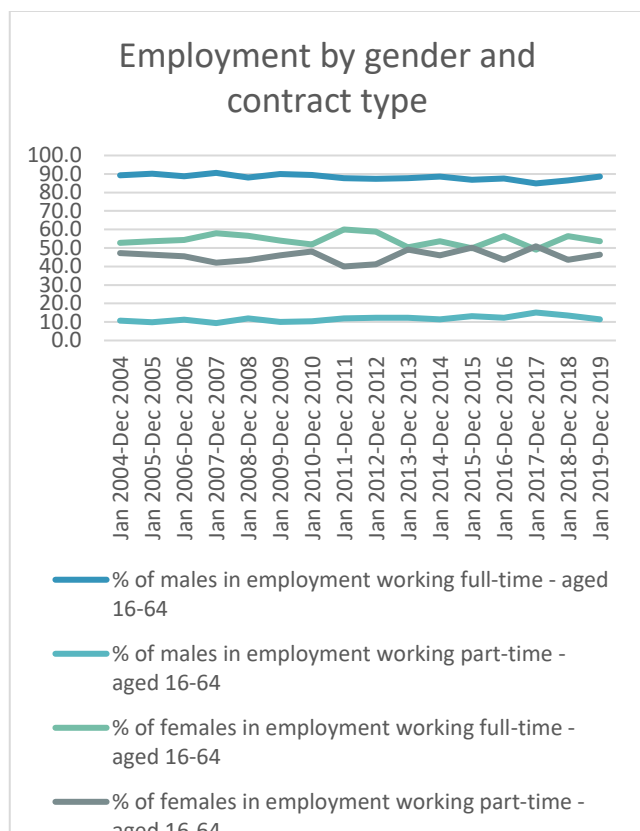
Population Growth by District, All Ages, 2018-2043





Economic Activity in West Sussex





Metric	West Sussex	England	Period
Percentage of working age residents (16-64 year olds) with a level 4 qualification or above (includes degrees, HNC, HND and others)	41.9%	40%	Dec-19
Percentage of working age residents (16-64 year olds) with no qualifications or qualified only to NVQ1	15.7%	17.6%	Dec-19

Metric	West Sussex	England	Period
Annual gross full time earnings, median average (residence based)	£31,259	£30,661	2019
Percentage of working age population (16-64 year olds) in employment	82.2%	76%	Dec-19
People claiming unemployment related benefits (alternative claimant count), percentage of population 16-64 years old	5.5%	6.5%	May 20
New business registration rate per 10,000 people over 16	58.8	75.2	2018
New houses built, total completed / total affordable (Using MHCLG data for WS and ES published data)	3540/1238		2018-19
Percentage of children achieving a good level of development in all areas of learning ('expected' or 'exceeded' in the three prime areas of learning and within literacy and numeracy) in the Early Years Foundation Stage (EYFSP)	71.9%	71.8%	2019
Percentage of pupils reaching the expected standard at key stage 2 in reading, writing and mathematics	63%	65%	2019
Average Attainment 8 score per pupil state funded secondary schools	46.9	44.7	2019.
Average Progress 8 score for state funded secondary schools	+0.05	-0.03	2019
Percentage of pupils who achieved a 9-5 pass in English and maths GCSEs	42.7%	40.1%	2019
Average Attainment 8 score per pupil for Looked After Children	13.5	19.2	2019
Average point score (APS) per entry for level 3 exams including A levels (16-18 year olds)	32.86	34.01	2019
Attainment of A level students (age 16-18) average point score (APS) per entry, best 3	31.89	33.96	2019
Attainment of A level students (age 16-18) % achieving grades AAB or better at A level, of which at least two are in facilitating subjects	13%	16.5%	2019

Metric	West Sussex	England	Period
Rate per 10,000 (aged 0 –17 population) of Looked After Children	40	65	2019
Rate per 10,000 (aged 0-17 population) of children with a Child Protection Plan	35.6	43.7	2018-19
Percentage of children who ceased to be looked after adopted during the year ending 31 March	12%	12%	2019
Rate of hospital emergency admissions caused by unintentional and deliberate injuries in children and young people aged 0-14 years per 10,000 population	97.8	96.1	2018-19
Proportion of people who use Adult Social Care services who feel safe	71.5%	70.0%	2018-19
Percentage of people (65 and over) who were still at home 91 days after discharge from hospital	73.2%	82.4%	2018-19
Suicide rate per 100,000 of population three-year average	8.5	9.6	2016-18
Percentage of children aged 4-5 years with excess weight (overweight or obese), by postcode of child	19.8%	22.5%	2016/17 to 2018/19
Percentage of children aged 10-11 years with excess weight (overweight or obese) by postcode of child	28.5%	34.3%	2016/17 to 2018/19
Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population per year	19.2	13.9	2018-19
Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population per year	582.0	580.0	2018-19
Proportion of older people aged 65 and over who received reablement services following discharge from hospital	0.9%	2.8%	2018-19
The outcome of short-term services: sequel to service: proportion of people who received short-term services during the year, where no further request was made for ongoing support or support of a lower level	89.2%	79.6%	2018-19
Proportion of people who use Adult Social Care services who find it easy to find information about services	74.5%	69.7%	2018-19

Metric	West Sussex	England	Period
Social Isolation: percentage of Adult Social Care users who have as much social contact as they would like	46.0%	45.9%	2018-19
People killed or seriously injured on the roads (crude rate - per 100,000)	56.5	42.6	2016-18

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Policy context (local and national)

Introduction

1. This section sets out the national policy context to this work and the local policy outlook for West Sussex County Council, including an early assessment of how the pandemic has impacted County Council services and financial position; and how we are planning to reset our activities and priorities and reboot our organisation in the coming months.

Overall Context

National COVID-19 Strategy

2. In May, the Government published a cautious roadmap to recover from COVID-19 to 'the new normal' The plan moves the national response from phase 1 'contain, delay, research, mitigate' to phase 2 'smarter controls', with steps to reduce controls on individuals and businesses over the following two months. Phase 3 is 'reliable treatment' and will be entered when there is a viable vaccine or treatment to reduce loss of life.
3. The Government has set out that the phased lifting of lockdown is reliant on compliance with five tests, which are:
 1. Protect the NHS's ability to cope. We must be confident that we are able to provide sufficient critical care and specialist treatment right across the UK.
 2. See a sustained and consistent fall in the daily death rates from COVID-19 so we are confident that we have moved beyond the peak.
 3. Reliable data from SAGE showing that the rate of infection is decreasing to manageable levels across the board.
 4. Be confident that the range of operational challenges, including testing capacity and PPE, are in hand, with supply able to meet future demand.
 5. Be confident that any adjustments to the current measures will not risk a second peak of infections that overwhelms the NHS.
4. On 1 June the Government began the gradual re-opening of the economy, with the primary schools open for years reception, 1 and 6. Throughout June and July, as the Government has determined the five tests for easing lockdown continue to be met, we have seen the phased re-opening of non-essential businesses and gradual re-opening of places of worship and other community facilities. The precise timetable for further adjustments will depend on continuing to meet the five tests, and the infection risk at each point of review.
5. The strategy sets out that throughout the 'smarter controls' phase people will need to continue to minimise the spread of the disease through good hygiene practices: hand washing, social distancing and regular disinfection of surfaces and The Government has emphasised that these measures will be in place for some time. The Government is also clear that for the foreseeable future, workers should continue to work from home wherever possible. These requirements will continue to affect the way we work and deliver services, with a continued focus on working from home where possible.
6. The social care system has come under pressure during the COVID-19 pandemic, with additional central government focus. While statutory responsibility for care remains with local authorities, the Department for Health and Social Care has

established the Social Care Sector COVID-19 Support Taskforce, chaired by David Pearson. The taskforce will ensure the delivery of two packages of support that the Government has put in place for the care sector, the Social Care Action Plan and the Care Home Support Package and advise on a plan to support the care sector through the next year of the COVID-19 pandemic. It will report back by the end of August, ahead of the winter.

Brexit

7. The UK left the European Union (EU) on 31 January 2020 and entered a transition period which is set to end on 31 December 2020. Negotiations to agree a deal for our future trading relationship with the EU re-started in April after a pause at the start of the pandemic. There is, however, a possibility that an agreement will not be reached and the UK will exit the transition period without a trade deal.
8. If later this year it becomes likely we will not reach a trade deal with the EU, we would expect national and local government to step up planning for any impact of no trade deal on our borders, businesses, procurement, and ability to deliver public services. This may involve Local Resilience Forums, and councils undertaking new regulatory functions, at the same time as playing a core role in the COVID-19 pandemic response which would be a considerable challenge.

Devolution

9. The Government remains committed to devolution, with a White Paper promised, although publication has been delayed while the Government manages the response to the COVID-19 pandemic. There has been a great deal of speculation on which responsibilities will be devolved, and the conditions the Government will require of places to obtain devolution of powers. West Sussex County Council will continue to monitor government policy in this area and will take a pragmatic view on its approach to devolution once more information becomes available.

National Economic Outlook & Local Government Finance

10. In April, the Office for Budget Responsibility (OBR) assessed the potential impact of coronavirus on the UK economy and public finances. The OBR's analysis was based on a three-month lockdown scenario, where economic activity gradually returned to normal over the following three months. This was updated in May but before the Government announced its plans for easing lockdown, so this is not reflected in the modelling.

OBR scenario (updated 14 May)	Q2 2020	Q3 2020	2020	2020-21
Real GDP (percentage change on previous period)	-35	27	-12.8	
Unemployment rate (per cent)	10	8.5	7.3	
Public Sector Net Borrowing (£ billion)*				298.4
Public Sector Net Debt (Per cent of GDP)				95.8

*Often referred to as the deficit

11. The scenario projected a sharp fall in national economic output (GDP) in Q2 (April, May and June) of 2020, due to closure of businesses and requirements to stay home in the lockdown, followed by recovery in Q3 (July, August and September). For the year, however, GDP was projected to shrink by nearly 13%.
12. The projected fall in national economic output, along with the increase in public expenditure to support incomes and businesses will undoubtedly influence the Government's plans for future public expenditure. An emergency budget is expected in July to set national fiscal policy for the immediate term, but given the Spending Review, Fair Funding Review and Review of Business Rates being undertaken by the Government have been postponed, it is unlikely we will have any certainty on government spending levels and priorities for 2021/22 and beyond soon.

Local Economic Outlook

13. There is no doubt that COVID-19 is having a significant impact on the county's economy. Businesses are being hit hard, there are significant levels of business failure, residents are losing their jobs and livelihoods, and the implications of the aviation industry crisis on Gatwick airport are far-reaching and impact the local, regional and national economy. The impact on the economy has severe social consequences too. A snapshot of the data shows that:
 - around a quarter of West Sussex working residents aged 16+ have been furloughed
 - Crawley has the highest number of furloughed at 20,000 representing around 33.7% of working residents in Crawley aged 16+, and the number of furloughed in Arun is also high at 19,000 (27.7%).¹
 - the take up rate for the self-employment income support scheme in West Sussex (i.e. the numbers of claims made against the total potentially eligible population) is 71% compared with 70% regionally and nationally.
 - Adur has the highest take up rate at 74%.
14. In addition, from research and estimates of impact undertaken by various organisations and from our own collation of intelligence from across the county, we are aware of the potential impact and issues. The key messages emerging:
 - The number of job vacancies plummeted - virtually overnight with the biggest hits being in the leisure, recreation, food preparation and hospitality sectors;
 - The number of business start-ups in West Sussex in March this year were down by a third compared with March last year; and the number of dissolved companies up by over 40% during the same period, though there were more start-ups than closures;

¹ NB a person with several jobs could have been furloughed more than once and each 'employment' that has been furloughed is counted. The numbers of furloughed from HMRC are based on residential address HMRC holds for each employee and doesn't necessarily reflect the employee's place of work.

- Considering those sectors that are more likely to furlough or lay off workers Centre for Cities identified hospitality, aviation and leisure as the most vulnerable and seeing an immediate negative effect. All these sectors are key to the West Sussex economy;
 - Indications are that Crawley is the most impacted area in West Sussex in terms of jobs affected, and indeed comes out as one of the most affected in the country;
 - There is also some evidence that coastal towns are likely to be more at risk, as they are often already areas that have higher levels of deprivation as well as high proportions of those sectors that are currently shut down including pubs, restaurants and tourist accommodation;
 - The care sector is fragile and under considerable pressure, including through workforce challenges;
 - The employment and skills landscape are being severely impacted, including opportunities for school leavers; funded pre-employment support and provision, particularly for the vulnerable; apprenticeship provision; the impact on further and higher education settings; graduate employment; and considerable increases in unemployment.
15. The immediate recession and potential longer-term economic downturn resulting from the pandemic will have a huge impact on the prosperity and wellbeing of our residents and also on West Sussex County Council's financial resilience. It is likely to drive increased demand for services, at a time when the County Council's resources are significantly stretched. This context will require some very difficult decisions about priorities for delivery and service provision.

Adults and Health

16. We have had to adapt how we deliver existing services and quickly develop new services. Our response to COVID-19 has shown that we achieve the best outcomes for residents by working with district, borough and NHS partners in one system approach.
17. We have maintained provision of services wherever possible; have continued to meet our statutory duties and have not had to use Care Act easements.
18. Our staff are working more flexibly – and we want to build that flexibility into our reset operating model post COVID-19.
19. We have transformed how we approach discharge from hospital – working with partners to speed the process significantly.

Care Home Resilience Plan

20. The West Sussex health, public health and care system has worked robustly together to plan and implement care home support within the county in response to the COVID-19 pandemic. The system has a long history of partnership working including formal joint commissioning arrangements and associated governance structures. These have been built on and reinforced during this crisis and it is anticipated that the system-learning will be carried forward into sustainable and resilient longer-term integrated working. Sussex, as an entirety, has recently

become a formal Integrated Care System which demonstrates further the local commitment to joint working.

21. West Sussex has a considerably older age profile compared to England with a higher proportion of over 65s and comparatively fewer residents aged 15-39. There is also a relatively high number of older people choosing, or being supported, to live in care homes with 10,279 registered care home beds across the County.
22. Even though we have always had regular ongoing contact with our care home market, our relationships have tended to be rather more transactional than built on a partnership approach to meeting positive outcomes for residents. This is in part due to the need to work with a large number of individual providers and homes rather than via any overarching Trade Association or consortium of providers. West Sussex Partners in Care is the only local care association in the county and their support and advice to the sector and facilitation of webinars to cascade to, and gather information from, care providers is very valuable. We know we need to create a more mature dialogue with our providers and are actively considering, together with the market and our other health and care partners, the best means of achieving this.

National reform

23. The social care system remains fragile locally and nationally and will remain so until the long-term strategy for the future is set out by the Government in the much-delayed Social Care Green Paper.

Our Ambition

24. Adults' Services are producing a Development Plan as a natural replacement for the previous improvement plan. It is based on the good work and the lessons learnt throughout the COVID-19 experience; best practice in relation to adult social care; and the urgent issues that should now be addressed within the County Council's adult social care services. It consists of both strategic issues, which benefit from the power of a large county authority; as well as significant operational issues.
25. The plan will include, strategically:
 - A comprehensive prevention strategy aimed at reducing the number of residential and nursing home placements through best practice and integration across health, housing and social care
 - A Memorandum of Understanding for health, housing and social care as part of our approach to prevention
 - Managing in the social care market; working closely with all independent providers of care to produce a market that can survive COVID-19 and support our service strategies
 - Building on our strong relationships with health services and developing new approaches to joint commissioning to improve outcomes for residents and reduce costs

26. It will include, operationally:

- The delivery of a new and stronger model of working for mental health services outside of the existing section 75 arrangements
- Establishing a new arrangement for the Approved Mental Health Practitioner service
- The development of a strong audit, quality assurance and core standard programme to underpin quality across Adults' Services
- Establishing permanent arrangements to continue the successful COVID-19 hospital discharge and placement processes
- A project to reduce expenditure in lifelong services in line with prevention

27. Many aspects of this work are already underway albeit some are in early stages. The Development Plan will be in place in September.

Public Health

28. COVID-19 is likely to be the most significant public health event that we are likely to see in our lifetimes.

29. During the pandemic, Public Health has and continues to be the West Sussex County Council source of technical advice around COVID-19 providing support to all parts of the council and ensuring that the County Council activity is in line with guidance, evidence and practice.

30. The Public Health Intelligence function has and continues to work with colleagues across Sussex to provide data and intelligence.

31. In response to the pandemic the Public Health Team undertook a rapid health impact assessment of the known (and unknown) impacts of COVID-19. The paper highlights a range of the known and likely negative and positive impacts of the current crisis on our population which are summarized in the table below. Priority areas for action include mental health (including children and young people, bereavement and debt), workforce and workplace health, inequalities including our BAME communities, vulnerable groups such as older people and behavioural lifestyle risk factors.

32. The recent West Sussex Annual Public Health Report 2020, on the topic of workplaces and health, provides additional information in relation to the economy in West Sussex and the opportunities to improve workplace health. The report notes our status as an 'anchor organisation' and the role we can play both as an exemplar employer and in reducing inequalities through education, skills and training, and through ensuring local residents have the opportunity to benefit from these.

33. Much of the Public Health Team's day to day work addresses the identified impacts of COVID-19, such as NHS Health Checks. The Wellbeing Programme delivered with our District and Borough partners, our workplace health activity and suicide and self-harm prevention.

34. The Public Health Team is also resourcing a number of additional posts, projects and programmes to address these including a new Consultant in Public Health post focused on inequalities and mental health and additional resource for obesity, dual diagnoses and falls prevention activity.

Summary of negative impacts	Summary of positive impacts
Determinants of health Increase in unemployment and poverty; increase in extent and depth of need in the population, some of it unmet; increase in pressures on housing; increased domestic abuse; potential increases in other crimes; increasing number of children experiencing adverse childhood experiences; increased children in need, children and households in poverty; negative impact on education and widening of educational inequalities;	Determinants of health Short term environmental improvements – opportunities to sustain these e.g. active travel, infrastructure; greater community cohesion;
Health behaviours Increase in sedentariness, alcohol use and other negative health behaviours; increase in chronic health problems in medium to longer term	Health behaviours Novel opportunities being seized for home exercise; opportunities to promote positive health behaviours in the light of concern with the impact of the virus on those with underlying conditions
Workplaces and workplace wellbeing Increased demand on services; increasing pressure on staff leading to burn out, sickness, recruitment problems	Workplaces Respect for the role of key workers; opportunities to raise profile of public sector careers with new generation; opportunities for stronger partnership working and new ways of working
Mental health Increase in mental health problems in population; increased demand for services	Mental health Greater understanding of role of good mental health and wellbeing; opportunities to address this
Priority populations BAME Deprived populations/low household income/zero hours Crawley (impact of economic recession predicted to be largest) People with existing mental health diagnoses	Greater knowledge of where our vulnerable populations are;

Summary of negative impacts	Summary of positive impacts
Young people People living alone Older people Carers Children Children with SEN Parents of young children Pregnant women	greater community cohesion and opportunities to utilize this more
Longer term implications	Potential to have an impact
Increased mortality from COVID-19 and non COVID-19; decline in life expectancy/healthy life expectancy; increase in health inequalities	Greater awareness of (and commitment to addressing?) inequalities now that spotlight been shone on these issues

35. The Public Health Team has also led on West Sussex County Council's role in the National Test and Trace Programme
36. On 28 May, the Government launched the national test and trace programme. It is now possible for anyone in England who has symptoms to get tested for COVID-19. Those who test positive are asked for details of people they have been in close contact with and places they have visited over the last seven days, either by a contact tracer, by a text or by email. Once they have given those details, those contacts will then be alerted by phone, text or email and depending on their level of risk and will be instructed to isolate for up to 14 days, even if they do not have symptoms. This system will be complemented by the rollout of the NHS App.

Local Outbreak Control Plans

37. In support of the national test and trace system, councils are required to develop Local Outbreak Control Plans. These will set out how local authorities will work with partners to identify localised outbreaks and support effective local responses, including plans to quickly deploy testing facilities to locations.
38. West Sussex's Public Health Team led on drafting plan, working with partners across the council and the wider system. It was published on the West Sussex County Council website on 30 June 2020.
39. £300m funding has been allocated to support the development of these plans, which will be distributed based on public health grants to local authorities and £3m has been allocated to West Sussex.
40. Public health also led on the requirement for local authorities to set up COVID-19 Health Protection Boards which oversee operational implementation of the plan and is in the process of setting up the member-led, public-facing Local Outbreak Engagement Board.

Children and Young People

- Service recovery from COVID-19 satisfactory, with robust safeguarding in place and service resilience demonstrated

- Children First Improvement agenda continues at pace, although Ofsted inspection and Department for Education (DfE) processes towards possible Children's Trust subject to a delay of at least 3 months – due to COVID-19
- Improvement Boards continuing to oversee practice improvement agenda under chairmanship of John Coughlan, the DfE-appointed Commissioner for Children's Services in West Sussex
- Service leadership team being consolidated under Lucy Butler, Executive Director of Children, Young People and Learning
- Implement Children's Transformation Programme across Early Help, Social Care and Education
- Service redesign to ensure that Children's Services operates the most effective service model, against high professional standards, while attracting and supporting a skilled and motivated workforce, and maintaining a strong partnership focus
- Complete MOU for Children's Trust and maintain progress towards a Trust
- Working closely with Hampshire County Council, our partner in practice to deliver service improvement within social care and early help
- Implement the Commissioning Programme to improve service outcomes and demonstrate good value for money
- Deliver new service offer to children in care and care leavers
- Work with key partners to reduce the risk of homelessness amongst the young and vulnerable families
- Deliver improvements across our provider services – Fostering and Residential Care

Education

- Work with schools to facilitate return to school in Autumn
 - Review home to school transport
 - Review schools trading strategy
 - Place planning updated post COVID-19
 - Delivery required schools enhancements detailed in the capital programme
 - Revisit Aspire – outcomes
41. Despite the current challenging circumstances, the service continues to robustly address improvement work as a priority, with its partner in practice (Hampshire County Council) and through regular meetings report on our performance. Our performance is steadily improving, and we can fully discharge our statutory responsibilities towards the most vulnerable children and young people.
42. Despite the easing of duties imposed by regulations regarding the care and protection of vulnerable children and young people, we have, after careful consideration, decided not to adopt these permissions. We have done so to ensure that the highest standards of care and protection remain consistently in place.
43. We have put in place a full set of COVID-19 arrangements to ensure our staff are working to keep our children safe and they have been innovative in their use of digital technology to provide this. Interestingly, we have had feedback from young people that they prefer keeping in touch with their social worker or

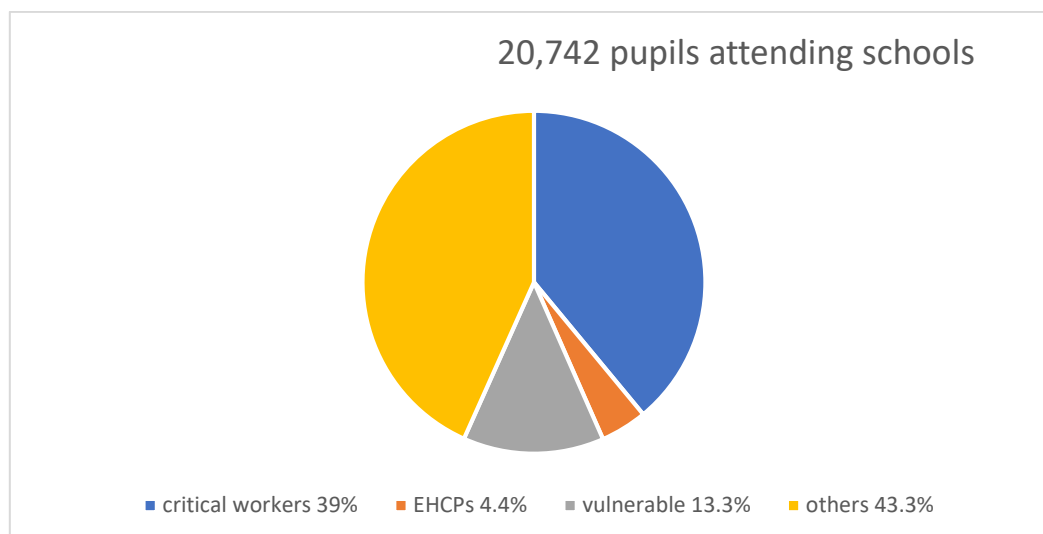
personal advisor by text, WhatsApp, or video calls. We have noticed that many young people are much more responsive to this approach, so that visits are more productive and are able to be held more frequently, with many of our staff able to keep in touch between formal visits. Equally, we have been able to use video technology to maintain contact visits for families whose children are looked after by the local authority. We are also finding that some families have been able to better engage with staff using virtual contact and appreciate shorter more frequent contacts.

44. This approach is not suitable for all children (particularly younger children) or families, all the time, but as part of our recovery plan we are carefully considering how we can take this learning into our new normal.
45. Like most local authorities, we have seen referrals into the Multi-agency Safeguarding Hub (MASH) decrease sharply from an average of 235 contacts per day to an average of 92 contacts per day during the first week of lockdown, (a 60% reduction). However, we are pleased to see that this is an improving picture; in the week ending 15 May there were an average of 148 contacts a day (a 37% decrease on pre-lockdown contacts). Together with our partners we are now planning for a surge in activity once lockdown begins to ease, so ensuring that we have the right capacity in place to meet likely demand.
46. We have also maintained good levels of contact with other vulnerable groups and our overall performance in this area remains on target to ensure that the most vulnerable receive the appropriate levels of support and care during the COVID-19 crisis. One example would be our good levels of service and support to those children and young people who go missing. 100% of those eligible for a Return Home Interview (RHI) were contacted by the Missing RHI Team, 88% of which were within 72 hours.

Education and Skills

47. Following the onset of lockdown and an initial decline in attendance, numbers began to increase towards the end of the May half term and reached similar numbers to those in late March (circa 5,000). However, the proportion of those attending who were deemed vulnerable had risen from 17% in late March to 28% in late May, reflecting increased joint working between schools, social workers and the local authority's School Effectiveness Team.
48. Attendance at schools during May was above the national average with pupil attendance in West Sussex average 3.6% compared with a national average of 2%. Also, the proportion of vulnerable children attending school over the same period was above the national average of vulnerable pupil attendance nationally.
49. Since the phased return of schools, the number of pupils attending schools has increased daily. Data is collected daily but, due to issues relating to the DfE's recording and reporting tool which have yet to be addressed, data is only available for 93% of schools rather than a previous return of 99%. However, figures for the 16 June in our schools were as follows:
50. Overall attendance was 20,742 pupils (18% against the January 2020 census data). This was broken down as follows:

Nursery	Reception	Year 1	Year 6	Year 10*	Year 12*	others
29%	42%	35%	45%	13.3%	8.5%	9.3%



*Secondary schools are still in the early stages of a phased return

51. The numbers of children returning to schools and the way schools are managing this return in relation to their own individual circumstances and risk assessments means that there is not a standardised approach across West Sussex. This is inevitable as the return is based on the schools' own risk assessments based upon buildings, facilities, staffing and context.
52. In some schools, there are significant greater numbers of children of key workers than in others. Buildings, capacity and local staffing equally do vary. It is therefore the case that where some schools are able to cater for all their core year groups, vulnerable and children of key workers and also allows for some measured return for children from other year groups, other schools are unable to meet the demand they have from parents in the core year groups identified nationally.
53. Our focus is on supporting schools fully reopen in September, including ensuring home to school transport is in place.
54. We continue to work to ensure that there are adequate school places in West Sussex, and support school improvement.

Fire and Rescue and Communities

Fire and Rescue Service

55. West Sussex Fire and Rescue Service is proud to serve.

Our ambition

56. We work with our communities and partners to identify those at most risk from fire and other emergencies. Through our comprehensive understanding of the risks within the county, we will proactively work to prevent emergencies, helping people and business to become safer. When incidents do happen, we will respond

as quickly as possible to help and save lives. To do this, we will empower and support our people to be the best they can be.

57. We set out how we will do this in our Integrated Risk Management Plan.

58. We will measure our success through the following:

- Businesses will be safer for employees and visitors as a result of our fire safety inspections.
- The community will be safer through home fire safety visits and education.
- 999 calls to critical fires where the first fire engine met our emergency response standard.

59. Investment into the service through our improvement activity 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). We have been coordinating and delivering emergency food and PPE supplies across Sussex. Fire crews have been supporting the most vulnerable in our communities by delivering medication and urgent food parcels and have been carrying out welfare checks, making onward referrals when necessary. We have also supported South East Coast Ambulance with logistical support, mechanical support and trained firefighters to crew ambulances with paramedics where required.

60. The service implemented strict infection control measures at the start of the COVID-19 crisis, and staff levels have not been detrimentally affected throughout. 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.

61. There are areas of the service that have been affected by COVID-19 as a result of lockdown and social distancing measures. Our ability to deliver some elements of practical training has been affected. Training in risk-critical firefighting skills is safety critical for our staff and we have risk assessed all scheduled training courses, and where we can, we have provided additional training online. This includes some innovative approaches to delivering incident command training remotely through webinars which has attracted national attention as good practice.

62. Fire safety activity was prioritised throughout and statutory activities such as building regulations consultations have continued unaffected. We have also maintained the ability to respond to fire safety concerns in businesses throughout which may require enforcement action to be undertaken because the risk from fire is too great, with officers receiving additional PPE and training. However, 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 audits were carried out, and as restrictions eased, we are working through the pent-up demand. The additional capacity created through the recent investment under the improvement plan have made this possible.

63. Our prevention activity has been affected by COVID-19 as most of the residents that we normally visit are either self-isolating or shielding. To ensure we could still help those at risk of fire, we offered safe and well visits in three ways; in person

with staff social distancing and wearing PPE (for those at highest risk), by phone and by skype. We have plans to meet the pent-up demand from lockdown by temporarily redirecting resources. The improvements already made mean that we are able to address the pent-up demand in a more effective, more efficient – and speedier way than we were able to address our previous backlog. This is because we have increased our specialist resources in the prevention team, the reliability of our data has improved, and we have a more effective system to manage the completion of visits.

64. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) re-visited West Sussex Fire & Rescue Service (WSFRS) on 19 February 2020 and found that the Service had made tangible improvements to mitigate the risk to public safety. They noted an accelerated pace in improvement activity since October 2019 and that staff reported that they felt supported. The investment made into the service has set a clear path for improvement and it is important that progress is maintained.
65. Much progress has been made into prevention and protection activity. Capacity has been increased in both areas which has included seeing backlogs of fire safety audits and safe and well visits being cleared. New strategies have been set which prioritise resource against the greatest risk and the systems that we use to deliver and monitor activity have been improved, enabling us to be more efficient and more effective. Although there is still much work to do, the service is much improved in these areas. These areas are important to make businesses safer for employees and visitors as a result of our fire safety inspections and making our community safer through home fire safety visits and education.
66. A service priority is improving operational resilience to ensure that our fire engines reach critical calls quickly and within the emergency response standards the Fire Authority have committed to. This has been difficult for us in recent years, primarily because of difficulties with having enough Retained Duty Firefighters available to crew fire engines. Under our improvement plans, we have introduced a number of measures to address this, including plans to address recruitment and retention, additional resource to coordinate our available resources and a flexible system to use retained firefighters who are not crewing their allocated fire engines in other parts of the county. The impact of these measures has been difficult to separate from the impact of COVID-19, and we will continue to monitor these as restrictions ease. Improving operational resilience remains a core priority for the service.
67. A key requirement on the service is to prepare firefighters for dealing with each of the risks we have assessed in the IRMP and therefore reasonably foresee. Investing in the training of staff is crucial to meeting our statutory obligations and ensuring that we respond effectively when emergencies happen. The current IRMP has already identified key areas for improvement including live fire training, fire fighter safety, adequate training of firefighters and development of their specialist skills in addition to a lack of provision for an inclusive and diverse workforce. These concerns were echoed by the recent inspection report and is a key focus of our improvement activity. The proposal for a new training facility at Horsham is capable of addressing these issues, providing leading edge technology which will set it apart as a centre of excellence in live fire training in the south of the country.

68. The service has a programme of improvement activity focused around our people, which aims to make the service an employer of choice, offering a fantastic work culture and environment that attracts and retains dedicated employees, championing inclusion and supporting continuous development through creative and innovative learning solutions. The plans aim to build effective leadership at all levels, and to improve the employee experience and wellbeing from the first day of service through to retirement. Plans are in place to improve performance and development ensuring staff have the knowledge and skills to perform well, and access to development activities. We aim to retain and nurture talent by ensuring that all employees are given the opportunity to progress in their career, talent is developed and supported, there are clearly defined career pathways, and our processes around promotions are transparent and consistent.
69. West Sussex County Council, as the Fire and Rescue Authority has a statutory duty to identify the risks within West Sussex and to outline how it plans to meet those risks. This is discharged through the Authority's Integrated Risk Management Plan (IRMP) 2018-22 is a statutory document which is owned by the Fire Authority and delivered by the Fire and Rescue Service. The service has commenced the development of the new IRMP, which will take account of the impact of the pandemic in line with a comprehensive profile of the risks within West Sussex and will set out the future direction of the service post 2022.

Communities

70. West Sussex County Council makes a huge contribution to making West Sussex a great place. In particular we know that residents want us to do more to promote behaviours that are more sensitive to climate change and we have a comprehensive plan to do this through our Climate Change Strategy and emerging Action Plan. They include setting positive examples through our energy saving and generating work.
71. Many businesses and residents have been hit hard by the economic downturn caused by COVID-19 and we have worked with partners to do all we can to support them and to ensure the Government knows the hardship that is being experienced in West Sussex. We have developed a draft Economy Reset Plan to set out what we believe needs to be done.
72. We provide much of the highway and transport infrastructure in the County that enables people and goods to move around West Sussex. We know our network has suffered from lack of investment and is under enormous pressure through the development of new housing right across the county. We have used the opportunity provided by the COVID-19 lockdown to promote and invest in walking and cycling. We have also sustained our investment in digital infrastructure that should improve the capability and resilience of the network and also reduce the need to travel.
73. We dispose of household waste and we know that we need to continue to encourage residents to reduce the amount of waste and, through recycling and composting, to dispose of it in a more environmentally sustainable way. That is why we are, with the support of our District and Borough partners, working up proposals to collect and treat food waste separately to generate clean, green energy.

74. During COVID-19 we worked hard to set up a new community hub service to support the most vulnerable people in West Sussex and our 36 libraries provide a safe and welcoming physical presence across the county. During COVID-19 of course they provided a virtual presence and we have invested in the digital capability.
75. Finally, the County Council has land and buildings in across the county and we are reviewing our estate and looking to release underused, largely brownfield sites for redevelopment.

Highways and Infrastructure

Our ambition

- Progress programmes in the capital programme to improve the highway condition
 - Review parking audits/income from parking
 - Implement walking and cycling schemes
 - Support rural transport
76. Work continued on highways maintenance during the lockdown with a near-normal service delivered, whilst maintaining safe-distancing and ensuring the safety of the workforce and public.
77. The Government announced the bringing forward of previously announced funding for measures to encourage cycling and walking in May.
78. The changes in the amount of travel people undertake and the modes of transport used, arising from the pandemic, will need to be considered as part of Local Transport Planning.
79. Local bus companies received some support as part of the Government's emergency response to the pandemic, but there remain questions about longer-term viability in a context where people are being discouraged from using public transport. Whilst walking and cycling will be important in towns, consideration will need to be given to how access to services is supported in rural areas.
80. The County Council has continued to pay its suppliers during the COVID-19 period in line with Cabinet Office guidance, but at the time of writing this report it is uncertain how much longer these payments will need to be maintained, and when full services can be resumed. This is particularly relevant to buses where patronage remains low.

Transport for the South East

81. Work on the Transport for the South East Transport Strategy and the proposal to the Government have continued during this period with a successful Board meeting held virtually in April where Board members agreed the draft version of the Strategy.
82. A further Board meeting in July will finalise both the strategy and proposal which will then be submitted to the Government. A decision on this year's Department

for Transport grant funding allocation for the technical programme is expected soon.

Environment

Our ambition

- Climate Change Strategy and Delivery Plan – West Sussex County Council to be carbon neutral by 2030, recognising the significant shifts in behaviour during the COVID-19 pandemic
- Develop and deliver viable renewable energy initiatives
- Implement initiatives to reduce waste to landfill
- Separate Food waste collection and processing
- Electric vehicle strategy
- Walking and cycling

Economy

83. The vision for the economy reset is focused on the future of West Sussex, and West Sussex County Council's priority outcomes. The priorities within the adopted Economic Growth Plan 2018-2023 and the associated activities are still relevant and will provide much of the focus. However, it is recognised the economy will not be the same as it was before and there will need to be a review and in some cases a reset of the pre COVID-19 activities to reflect the changed landscape.

84. In addition, there will be new areas of focus, to address where the economy has been particularly adversely affected or where there are opportunities – these include the implications of the aviation crisis on Gatwick airport and the wider area including the large numbers of people who have lost their jobs; the challenges faced by young people transitioning through academic and vocational provision and seeking to enter the labour market; the needs of particular sectors including tourism; the potential to sustain the unintended gains of the lockdown on the environment, including through maximising a digital technology led approach; the potential to build more inclusive and sustainable economies; and the need for a renewed focus on the adult social care market.

85. We need to be mindful of resourcing the economy Reset Plan, and ensure our ambition and approach are realistic. The plan will support the case for additional resources should they become available from the Government. The seven priority themes are underpinned by principles that emphasise digital technology and Clean and Green:

- Theme 1: Protecting and reviving Crawley and the Gatwick Diamond economy
- Theme 2: Protecting and reviving the coastal towns
- Theme 3: Protecting and reviving the rural economy
- Theme 4: Enabling business start-ups, business survival and business adaptation

- Theme 5: Enabling an employment and skills reset
- Theme 6: Protecting and reviving tourism and the visitor economy
- Theme 7: Enabling a health and social care market for the future
- Theme 8: Enabling a digital technology focussed reset
- Theme 9: Embedding climate change and the environment into the reset

86. We will work with partners, including districts and boroughs and the Local Enterprise Partnership to develop and agree our economic reset proposals further over the summer.

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Overview of 2019/20 performance

Measures for success		Report Cycle	Target	2019/20 Milestone	Year-end results
Best start in life					
Outcome - All children and young people are ready for school and work					
1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >74.1%	72.3%	71.9%
2	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - >91.5%	88.5%	87.6%
3	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - >91.1%	89.0%	86.6%
4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.1%	92.7%	90.6%
Outcome - Families and children have a healthy family, home and work life					
5	Families turned around	Quarterly	≥3,940 by 2020	3,940	3,940 (completed Dec 19)
6	Healthy weight 10-11-year olds	Annually (Dec)	Top quartile of all Local Authorities by 2022 - >66.99%	67.1%	70.4% (2018-19)
Outcome - Children and young people feel safe and secure					
8	West Sussex Children Looked After per 10,000	Monthly	Top quartile of statistical neighbours by 2022 - ≤40.5	40.5	46.54
9	West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.35%	2.4%	0.97%
10	Children Looked After with 3 or more placements during the year	Monthly	Top Quartile of statistical neighbours by 2022 - ≤10%	8.5%	11.1%
11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	98.3%
12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Monthly	≥80% by 2022	80%	83%
13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	88%	95.8%
Outcome - Access to education that meets the needs of our community					
14	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 65%	64.9%	62.9%

Measures for success		Report Cycle	Target	2019/20 Milestone	Year-end 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	64.6%	62.7%
16	Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Jun)	Top quartile of statistical neighbours by 2022 - 98.75%	97.0%	94% (2018-19)
17	Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 ->0.09	0.11	0.05
Outcome - Children and young people are able to thrive					
18	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS4	Annually (Apr)	In line with national average of peers KS4 -1.23	-1.2	-1.21
19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 35%	33.0%	47.9%
20	Attainment of disadvantaged pupils is in line with their peers KS4	Annually	In line with national average of peers by 2022 KS4 0.58	0.57	0.76
A Prosperous place					
Outcome - A place where businesses thrive					
21	Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 11.33%	10.9%	10.46% (2018-19)
22	Business survival and retention (5 year survival rate)	Annually (Dec)	Top quartile of statistical neighbours by 2022 - >47.24%	47%	46.08% (2013-18)
Outcome - Infrastructure that supports a successful economy					
23	Access to superfast fibre broadband	Quarterly	Additional 8,000 premises have access to superfast fibre by 2022	8,000	8,199
24	Additional school places delivered	Annually (Mar)	Total school places 127,256 by 2022	131,498	128,422
25	Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	17.93km	28.65km
26	Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Sep)	5% or less by 2022	5%	4% (2017-19)

Measures for success		Report Cycle	Target	2019/20 Milestone	Year-end results
Outcome - A place that provides opportunity for all					
27	Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - \geq £593.40	£573.40	£602.20 (2019)
28	Economically active 16-64 year olds who are employed	Quarterly	Remain in top quartile of statistical neighbours by 2022 - \geq 80.5%	79.4%	81.2% (Q2 2019)
Outcome - A skilled workforce for West Sussex					
29	16-17 year olds who are not in education, employment or training	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - $<$ 1.9%	2.6%	2.4% (in year)
30	Apprentices in West Sussex	Annually (Nov)	\geq 7,390 by 2022	6,703	4,860 (2018-19)
31	Adults with learning disabilities who are in paid employment	Annually (Oct)	England average or better by 2022 - 6%	4.0%	2%
Outcome - A great place to live, work and visit					
32	Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2021 and 2022	75%	70%
33	Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £30,356	£30,356	£26,589 (2018)
A strong, safe and sustainable place					
Outcome - A healthy place					
7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	top quartile of statistical neighbours - 183.16	206.7	235.1 (2018-19)
34	Air Quality Management Areas where air quality is improving	Annually (Dec)	10 Air Quality Management Areas with improved air quality	10	8 (2018-19)
Outcome - A safe place					
35	Calls to critical fires where the first fire engine met our emergency response standard	Quarterly	90% by 2022	89%	87.6%
36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Nov)	Top quartile of statistical neighbours by 2022 - \leq 54	80	104 (2018)
37	Operation Watershed fund allocated to community projects	Quarterly	103 projects supported by 2022	83 cumulative	81

Measures for success		Report Cycle	Target	2019/20 Milestone	Year-end results
Outcome - Strong communities					
38	Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤ 0.56	1.3	1.93 (Sept 19)
39	Average time between a child entering care and moving in with their adoptive family	Monthly	≤ 365 days by 2022	420	488.47
40	Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	11,800	13,833
41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 - 81.8	80.5	71.7
42	Total number of reports received by the Hate Incident Support Services (HISS)	Quarterly	800 reports per annum totalling 4,000 by 2022	800	855
Outcome - Sustainable environment					
43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	16,236 MWh
44	Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	$\leq 16,011$	15,083
Outcome - Sustainable environment					
45	Ultra-low emission vehicles registered for the first time	Annual	Top quartile of statistical neighbours by 2022 - > 1083 registered vehicles	514	496 (2018)
46	Household waste sent to landfill	Annual	9% by 2022	19%	21.75% (Q3)
Outcome - A place of culture, heritage and beauty					
47	Museums and theatres in West Sussex - visitors at attractions	Annually (Jul)	20% increase by 2022	2,035,219	3.7m (2018)
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%	100%
Independence for later life					
Outcome - A good place to grow old					
49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 85.3%	80%	81%

Measures for success		Report Cycle	Target	2019/20 Milestone	Year-end results
50	Quality of care at home: ratio of care at home providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 – 91.3%	88%	90%
Outcome - Older people feel safe and secure					
51	People who use services who say that those services have made them feel safe and secure	Annually (Jun)	95% by 2022	93%	91.9% (2018-19)
Outcome - Older people have opportunities to thrive					
52	Delayed transfers of care from hospital that are attributed to social care	Monthly	2.6 delayed days per 100,000 population per day (nationally set target) by 2018/19	2.6 delayed days per 100,000 population per day	2.95
53	Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >85.7%	86.0%	68.2%
Outcome - People are healthy and well					
54	Emergency admissions for hip fractures in those aged 65+, per 100,000	Annually	maintain at 612 per 100,000 by 2022	612	560 (2018-19)
Outcome - Older people feel part of their community					
55	Social isolation - adult social care users who have as much social contact as they would like	Annually (Jun)	50% by 2022	47%	46% (2018-19)
A council that works for the community					
Outcome - Customer focused					
56	Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	75%	46% (2018)
Outcome - Value for money					
57	Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	75%	35% (2018)
Outcome - Open and transparent					
58	Residents who find it easy to access information, services and support they need	Annually (Sep)	80% by 2022	75%	48% (2018)
59	Freedom of Information requests responded to within time	Monthly	95% by 2022	95%	90.75%
60	Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022 to 36.4%	31.2%	61.4%

Measures for success		Report Cycle	Target	2019/20 Milestone	Year-end results
61	Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022 to 23,458	23,258	25,639
62	Decision transparency	Quarterly	To increase to 75% the number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken	70%	69%
63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022 from Mar 2019	6,710	8,845
Outcome - Listens and acts upon					
64	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	50%	59%
65	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	100%
66	The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	100%
Outcome - Works in partnership					
67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	9	7

Financial Outlook

Overview – National Economic Picture

The UK economy shrank by 20.4% in April, the largest monthly contraction on record following the first full month of the lockdown period due to the COVID-19 pandemic. The Organisation for Economic Co-operation and Development (OECD) has warned that the UK is likely to be the hardest hit by COVID-19 amongst major economies, estimating a slump of 11.5% in 2020. It warns if there was a second peak in the pandemic, the UK economy could contract by as much as 14%.

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

Overview – Local Authority Funding

Following a deferment of the Fair Funding and Business Rate Retention review in 2019/20 local authorities were given a one-year funding settlement for 2020/21. Because of the pandemic, the proposed government Spending Review, Fair Funding Review and Business Rate Retention reforms plans have all been deferred for a further year, leaving considerable uncertainty over the extent and nature of future local government funding.

Collectively, these three inter-related initiatives will fundamentally influence the local government finance environment as they will eventually determine:

- how much funding will be available to public services (including local government) as a whole;
- the means by which that funding will be shared among individual local authorities; and
- how local business rates will be distributed.

Impact on the 2020/21 outturn position

It is still early in the financial year however there are a number of material issues which could impact on our ability to deliver outturn in line with budget. This listing excludes costs and loss of income relating to the COVID-19 pandemic which are reported separately:

Portfolio	Issue
Children and Young People	Increase in Children Looked After (CLA) placements, increase in social care staffing offset by delays in recruitment for residential services personnel.
Education and Skills	Continued unprecedented demand for SEND Home to School transport for EHCP children and inflation costs beyond budgeted levels offset by staffing vacancies.
Environment and Public Protection	Reduction in income expectation on solar and battery projects due to the market rates and

Portfolio	Issue
	schemes in pipeline offset by estimated utilities underspend in year.
All Portfolios	Estimated travel mileage savings - excluding social care (between April to August).
All other Portfolios	Balance of other pressures and mitigations within Portfolio budgets.

Impact Arising from the Covid-19 Pandemic

The estimated costs to the Council as at 19 June 2020 (the date of submitting MHCLG Delta returns) fall into the following portfolio areas.

Table 1: Estimated costs

	A	B	C	D	E	F
by portfolio	2020/21 Budget	Covid-19 2020/21 Exp Pressures	Covid-19 Income Losses	Potential Unachieved Savings	Total Estimated Cost of Covid-19 (B+C+D)	Estimated Cost as a % of Net Budget (E/A)
Adults & Health	£209.42m	£21.42m	£1.62m	£4.59m	£27.64m	13%
Children and Young People	£129.57m	£7.86m			£7.86m	6%
Economy and Corporate Resources	£52.81m	£0.89m		£2.40m	£3.29m	6%
Education & Skills	£20.82m	£1.17m	£1.54m		£2.70m	13%
Environment	£60.38m	£0.17m	£0.13m		£0.30m	0%
Finance	£13.89m	£0.30m			£0.30m	2%
Fire & Rescue and Communities	£35.73m	£0.38m	£2.05m		£2.43m	7%
Highways and Infrastructure	£35.40m	£0.44m	£2.85m		£3.29m	9%
Leader	£1.45m				£0.00m	0%
Total portfolios	£559.47m	£32.63m	£8.19m	£6.99m	£47.81m	£0.00m
Non portfolio	£34.39m	£1.07m	£1.20m		£2.27m	7%
Income Losses Collection Fund & Business Rates		£20.00m			£20.00m	
Total Net Expenditure	£593.86m	£53.70m	£9.39m	£6.99m	£70.09m	12%

These cost estimates exclude the Infection Control and Local Test, Track and Trace costs, as these are supported by separate ring-fenced funding from the Government.

The final impact on the budget is dependent on the speed of the recovery process from the pandemic. The majority of our funds arise from council tax receipts (£486 m) even a 1% increase in residents eligible for support in paying council tax will lead to a reduction in council tax income of £4.9m. Potentially, if the economic downturn is profound, we could experience a greater reduction in council tax increasing our budget gap.

The County Council has to date received government funding of £36.4m towards these estimated full year costs. The announcement by the Government on 2 July of further funding of £500m to support local government is very welcome however, the value of the funding that will be received by the County Council has yet to be confirmed but is unlikely to be sufficient to fully mitigate the risk of the estimated costs shown in the table above. In addition, the Government announced separate support of funding for income losses and plans for allowing the repayment of collect fund deficits over subsequent losses. We are awaiting detail on these initiatives.

Potentially these costs could escalate to £86m for 2020/21 if the direct costs and loss of income worsen.

The Medium-Term Financial Strategy

The current minimum budget gap for 2021/22, reflecting the circumstances arising from COVID-19 and representing the minimum level of savings or additional income to be identified in order to set a balanced budget for next year is £34m and the period over the next three years is £101m. The estimated worst-case scenario is £73m for 2021/22 and the period over the three years is £158m.

Budget Gap 2020/21 to 2023/24

Table 2: Budget Gap - best estimate for current year, optimistic for 21/22 onwards

	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m
Budget Gap - Feb 20	0	15	17	13
Undeliverable savings:				
2020/21	7	7		
2021/22		3		
Pressures:				
COVID - gross	43	7		
New services pressures		8	8	9
Funding:				
Impact on council tax and business rate collection	20	11	3	3
Changes to government funding assumptions		-17	13	0
Total	70	34	41	25
Additional Grant from government	-36			
Budget GAP	34	34	41	25
Total for 20/21 onwards				135
Total for 21/22 onwards				101

Table 3: Budget Gap – best estimate for current year, pessimistic for 21/22 onwards

	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m
Budget Gap - Feb 20	0	15	17	13
Undeliverable savings:				
2020/21	7	7		
2021/22		8		
Pressures:				

	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m
COVID - gross	47	20		
New services pressures	6	8	8	9
Funding:				
Impact on council tax and business rates collection fund	25	33	4	4
Changes to government funding assumptions		-17	30	0
Total	85	73	59	26
Additional Grant from the Government	-36			
	49	73	59	26
Total for 20/21 onwards				207
Total for 21/22 onwards				158

This will potentially change depending upon a variety of factors;

- How deep and long-lasting the anticipated recession arising from the pandemic is and the impact on council tax income.
- The level of further additional funding that might be made available by the Government, including confirmation that current grant funding underpinning essential services, for example social care, will not be withdrawn.
- Whether the recovery from the impact of the pandemic is sustained or whether there is a '2nd Wave'.
- The degree to which 2020/21 net expenditure is contained within the budgets available.
- The more proactive that we are in managing these circumstances, the greater the degree of control that can be exerted over the budget gap both in 2021/22 and the medium term.
- In the event that the worst case scenario were to be realised, i.e. a budget gap of £73m for 2021/22, the scale of change required is of a wholly different degree, in such circumstances there would be a requirement to have private discussions with Ministers about funding levels but clearly, the more that it could be demonstrated that we had been proactive in managing financial risks, the greater the likelihood that lobbying and representations would be well received.

Further Development of the Approach

The main report provides details of the initial areas of search in specific services. This provides some cross-cutting areas and approaches:

- Review of staffing vacancies
- Review of targeted voluntary redundancy to accelerate savings
- Review of services to identify opportunities where the cost of services are high – using benchmarking information.
- **Review of Existing Projects & Plans** – traditionally financial planning builds upon what has gone before, decisions already made are not necessarily revisited, however the pandemic has demonstrated that previous assumptions

and expectations may have been altered forever, for example the degree to which it is possible to provide services in remote working conditions.

- **Review of the Capital Programme** - The Capital Programme is already being reviewed with a view to determining whether 'pipeline' projects should still continue, and this approach would be beneficial in relation to revenue service developments and projects as well, some potential examples could be as follows:
 - Are economic regeneration projects still delivering value for money in circumstances where remote or online working may be more prevalent?
 - Will care within residential settings be forever altered and/or less attractive to the public, if so, how will this change the expenditure profile of care provision, care commissioning, procurement and could there be renegotiation of existing contracts?
 - Do improvement plans all include both an assessment of value for money (economy, efficiency, effectiveness and the environment expanding on the traditional 3Es to reflect the climate change priority) and consequently planned savings and metrics to monitor delivery?
- **Review of New Ways of Working**, whether these are in terms of the use of physical, financial or human resources? This could also potentially provide a useful opportunity to reconsider the opportunities for existing initiatives, such as Smart Core to support broader changes, harnessing technology to deliver further efficiencies?
- **Review of Procurement Pipeline** - What are the options for reviewing procurement pipeline projects? Are there options for either halting or significantly altering procurement exercises, service specifications and risk sharing? Are there opportunities for using framework contracts to a greater extent, i.e. reducing the number of procurement exercises that need to be undertaken, reducing the barriers to service providers bidding, increasing the level of competition, increasing the level of collaborative procurement with partner organisations?
- **Review of Reserves** – What are the options for re-purposing existing earmarked reserves in order to free up resources to support invest to save opportunities and/or to increase the financial resilience and flexibility available?
- **Review of Options for Council Tax Referendum and/or Specific Precepts** – There is a growing focus upon the need to deliver solutions to the longstanding issue of funding adult social care, whilst greater awareness is becoming apparent of the parallel issue of the funding pressures linked with Children's Services. Is the County Council sufficiently prepared to influence and lobby the deliberations around these issues, whether in specific response to existing funding arrangements and/or future Green Papers and/or consideration of increasing the County Council precept by an amount greater than the cap, and/or in broader terms when the reviews of Fair Funding and Business Rates are undertaken?

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West Sussex County Council's Children First Service Improvement Programme: Progress Report – July 2020

Introduction

- 1** I am writing with a further update to all members to coincide with the County Council meeting on 17 July. The service has emerged from one of the most challenging periods of its history, while continuing to deliver services, ensuring safeguarding remains strong, and pressing forward with its improvement work.
- 2** I wish to pay tribute to our staff, who have remained healthy, committed and full of resourcefulness to keep our children and young people safe and connected at this time. When I spoke to the Children and Young People's Services Scrutiny Committee on 4 June, I highlighted the great work of the Young Carers service, and our Pause team continuing to engage with vulnerable young mothers in Early Help. These are but two examples among many that could have been chosen from across the service to highlight the success of our continuity planning, and the tenacity with which staff have stuck to their task.

Covid-19 Response

- 3** Throughout the crisis, operational capacity has never fallen below 90%, and staff have had access to the full range of protective equipment, as well as virus-testing facilities where necessary. Our detailed assessment of risk has allowed us to concentrate resources where most needed, and safeguarding has remained robust. We have taken the opportunity to explore to the full the ability of electronic means to provide connectivity and assurance, both to our care professionals and within the families themselves. Indeed, one of the major discoveries of this period has been the extent to which young people have engaged positively in video conferencing and social media as a means of expressing themselves and supporting their wellbeing: this is a theme touched on by our Youth Cabinet Chair in her report, which is set out at the end of this report.

Covid-19 Recovery

- 4** As was to be expected, the easing of restrictions has generated a surge in demand, and we have had plans in place to address this. The partial reopening of schools, with whom we work very closely, has, as expected, led to an increase in referrals; court work has inevitably been paused and there are backlogs in health assessments to catch up with. We have been paying particular attention to returning our face-to-face visiting to normal levels. It goes without saying that the health and safety of everyone involved remains the paramount consideration.

Service Leadership

- 5** It is a great pleasure to be working with our Executive Director, Lucy Butler, who is in the process of establishing her management team. This includes making permanent appointments to the Assistant Director posts for Corporate Parenting and Quality Assurance – two of the key areas in our drive for improvement.

Ofsted & Children's Trust

- 6** Ofsted has currently suspended its inspection regime due to the Covid-19 crisis, which means a delay in the sequence of Monitoring Visits, probably until the

autumn. However, in common with a number of other authorities, Ofsted inspectors who are currently unable to undertake inspection duties are working within the service in an advisory capacity, which is a welcome source of expertise.

- 7** In regard to the possible Children's Trust, the Department for Education has confirmed that there will be a three-month delay in the timetable.

Creating the Foundations for a Good Service

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

- **Pillar 1 - 'What good looks like':** it is essential for us to set standards of expectation that everyone in the service understands and can measure themselves against.
- **Pillar 2 - Creating the right Environment:** this includes developing 'the social work offer' – comprising competitive remuneration, the best working environment, a balanced workload, the right equipment, professional techniques and support for staff – in other words making West Sussex a place that naturally attracts the best social work talent.
- **Pillar 3 - Improved Service Model:** this is how we frame our entire service offer, recognising the need to manage demand and reduce escalation through a preventive approach, always with children and families at the heart of everything we do. This will be a model that recognises the needs of local areas, and in which we will invite our partners to take their full share.

I will report further on this programme over the coming months.

Strengthening the Workforce within the new model

- 9** The issues that we have been continuously monitoring, including the vacancy gap, the contribution of agency workers, and staff caseloads remain in a broadly satisfactory state. Having achieved this stability, we must push on and design our new service around a set of core principles. One of these is making West Sussex a rewarding place to work in terms of remuneration, high professional standards and organisational efficiency (as set out in Pillar 2 above). We have been running a Recruitment and Retention scheme that will expire later in the year; we now need to design permanent and sustainable new arrangements that give full expression to these principles. In the meantime, it is pleasing to report that we have completed recruitment for our next Newly Qualified Social Worker (NQS) cohort, with 27 NQSWs due to start by September.

Continued Service Improvement

- 10** Notwithstanding the pandemic, a range of improvement activities has continued, including the following:
- A new Children Looked After and Care Leavers Strategy has been produced in consultation with key stakeholders, including the Corporate Parenting Panel, and is due for formal adoption this month. This is very welcome, since it makes a clear promise that those cared for by the authority will have the same expectations as any other child would have, of being involved in decisions about their care, of support to be happy and healthy, of receiving advice, and

full access to education and training in readiness for the adult world. Alongside this we are strengthening our practical service offer to support care leavers.

- Our Improvement Board and Partnership have continued to meet virtually as planned, giving continued oversight of the improvement process. The Partner in Practice work with Hampshire has progressed and is yielding sound results in terms of tightening standards through the auditing of casework.
- A programme of continued staff-training and development has now been organised on a virtual basis.
- In spite of the constraints of the pandemic, in April and May over 80% of the workforce received managerial supervision: this is an essential part of improved learning and performance management.
- Lucy Butler has hosted two virtual Staff Engagement sessions for the entire Children's Social Care, Early Help and Education and Skills workforce.

Youth Cabinet

11 I am delighted to end this update by introducing once again a message from Daisy, the Chair of our Youth Cabinet. It has been a great pleasure for me to get to know our young politicians and find out about the important work that they do. Not only am I deeply impressed by the level of enthusiasm and commitment shown, but I have come to appreciate more fully that as senior politicians we can always learn more about working effectively with young people, to ensure that they do indeed remain right at the heart of all that we do.

With my best wishes for your continued good health.

For information

Jacquie Russell

Cabinet Member for Children and Young People

Contact Officer: Lance John, Business Manager, 033 022 23456

Statement from the Chair of West Sussex Youth Cabinet

The Youth Cabinet has had a month of decision making, with the introduction of new campaigns, roles and organising our schedule. Due to Covid-19, much of our annual plan has been pushed forward, so we have had to make some tough calls regarding events and prior campaign plans. Our Covid-19 Wellbeing campaign came to a close this month, and the impressions on social media have been incredible. We reached 11,000 people over 11 days; this is a fantastic achievement for such a short amount of time. We also initiated our 'Area of Interest' programme, which allows all young people in the Youth Cabinet to work within an area of the actual Cabinet jointly with the Cabinet Member connected. This should be a brilliant new venture for the Youth Cabinet that enables young people to get even more involved in politics and making change. Our first consultation occurred this month as well, with a mental health service asking us for our opinions on their name, 'brand' and wording. It has certainly been a busy month, and with all the planning going ahead, it should be another active few months for the West Sussex Youth Cabinet.

Fire Service Improvement Programme: Progress Report – July 2020

Introduction

- 1** I am writing with a further update to all members to correspond with the County Council meeting on 17 July. I wish to pay tribute to our staff, who have remained committed to maintaining our fire and rescue service in unprecedented times. Because of their dedication, they have still progressed with the service's improvement work, despite the disruption caused by the pandemic, in a proportionate and meaningful way.
- 2** Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) revisited West Sussex Fire and Rescue Service in December 2019 and found that the Service had made tangible improvements to mitigate the risk to public safety. They noted an accelerated pace in improvement activity since October 2019 and that staff reported that they felt supported.

Background

- 3** West Sussex Fire and Rescue Service was initially inspected by the HMICFRS in 2018. The inspectorate identified four causes of concern, as well as ten additional specific areas for improvement that they expected the service to address. An improvement plan was developed to address these areas and is being delivered alongside the existing statutory Integrated Risk Management Plan. The Inspectorate identified ten serious 'Causes of Concern' nationally, of which, four were present in West Sussex. These, along with an additional ten Areas for Improvement remain the core focus, in particular those that have implications for public safety in the areas of prevention and protection. Progress also continues against activity relating to the People area of the inspection and in particular how the service develops and looks after staff. This improvement area has now been fully developed into a People Programme given the extent of the work involved and the crucial nature of the outcomes required.

West Sussex Fire and Rescue Service Improvement Plan Review

- 4** Operating efficiently is crucial in making the best use of resources. The Service recognises that the scale of improvement required is significant and therefore the way this activity is planned and accounted for, in addition to core activity, is an important factor in determining success. The service introduced a Programme Management Office with support from the County Council Transformation Program Office. This has enabled the Service to implement a programme management approach. The published improvement plan has been reviewed at length with input from the teams responsible for delivering against the actions and a revised plan has been published. Revised timelines required a revision to the resourcing of the plan. This has been maintained within the overall three-year allocation of the improvement funding. The review identified further work required, which included further steps to build operational resilience and to improve the supporting structures to deliver this, such as training and risk management. The inspectorate noted the progress and recognised the impact of the programmatic approach in terms of improving the efficiency of the delivery of the plan and the realistic expectations and resource requirements.
- 5** Oversight of the improvement plan is monitored through the Fire & Rescue Services Improvement Board, chaired by the Chief Fire Officer. An Independent

Advisory Board has also been established, which includes membership from the Local Government Association and National Fire Chiefs Council. This is providing independent advice, support and challenge during the services improvement journey.

Protection Activity

- 6** The Protection department is responsible for enforcing Fire Safety legislation, a statutory function of the Fire and Rescue Service. This area was deemed as inadequate in the 2018 inspection. Since then, significant improvement work has been undertaken. The department restructured in November 2019, increasing the capacity of the department by 22% and strengthening the resilience of the team. Two training positions were introduced which will enable the service to respond to the increased competency requirements resulting from recommendations arising from reviews of the sector following Grenfell. The backlog of fire safety audits was cleared in November 2019 and a quality assurance process is now in place to prevent a reoccurrence of the issues identified in the inspection. The investment into the department has increased the resilience of the team, which has enabled the team to respond flexibly throughout the COVID-19 crises. As such, a provision to respond to serious fire safety concerns, twenty-four hours a day, has been maintained throughout.
- 7** A new Fire Safety Enforcement Strategy identifies the risk criteria to prioritise audits. At their revisit, HMICFRS found evidence that the service is making greater use of enforcement powers. This is a positive result of having more capacity within the department. The staff in the Protection team reported to the inspectorate that the service is supportive and have noticed faster progress since October with the appointment of new staff and a greater focus of activity against risk.
- 8** The Service introduced an improved IT risk management system to replace the current ageing database. This investment in a new Fire and Rescue Service specific, tried and tested risk management system and mobile application will improve service effectiveness and efficiency and result in reduced risk and improved public protection.

Prevention of Fire and other Risks

- 9** The HMICFRS found that prevention activity did not always align with a risk identified in the Integrated Risk Management Plan (IRMP). Safe and Well Visits were not being carried out in a timely manner and there was a backlog of 552 high risk checks. The Prevention Team commenced a restructure in November 2019 following £278,980 investment, which has increased capacity of the department by 33%, and strengthened the resilience of the team.
- 10** A new Prevention strategy ensures that the Safe and Well Visits (SWVs) are targeting those most at risk as identified by the IRMP. New procedures with additional monitoring and trigger points prevents a backlog occurring again unexpectedly. The backlog of SWVs was eliminated back in March last year and an additional 6.5 posts have all now been filled significantly increasing capacity of the department.
- 11** Similar to Protection, the new IT solution will also replace an interim recording and monitoring system to manage the allocation and completion of all SWVs. This

will also provide the service with better performance information and will enable robust quality assurance.

- 12** The inspectorate noted the difficulties in ensuring all operational staff fully understand how to conduct Safe & Well Visits and ensuring the quality is consistent. Two prevention training officers have been introduced who have started to address this and will ensure that all residents receive a consistently high quality SWV. During the re-visit Prevention staff told inspectors that they felt supported by the Service, which was encouraging given that the initial inspection was clear that the Service needed to do more in this area. The inspectors noted positively the Service's progress in terms of the publication of the revised processes, the appointment of new staff and the decision to procure the above-mentioned replacement IT system with a clear deliverable timeline to reach full implementation.

People and Culture Improvements

- 13** The HMICFRS had several fundamental concerns about how well the service looks after its people. At the time, the HMICFRS noted that the service was not doing enough to ensure fairness and diversity. There was also little engagement with staff groups, particularly with those from under-represented groups, and in particular, was not doing enough to improve the experiences of women and people with disabilities. Also, the links between staff appraisals, development planning and the service's wider aims and goals was not clear.
- 14** The Service have focused activity relating to the workforce plan into a 'People Programme' which is now a service priority. A restructure of the service has created a position for a strategic lead in this area. This has increased capacity and ensures that cultural change and people aspects are not just considered, rather they are the foundation of our business processes.
- 15** The service's improvement activity in this area is focused around people. It aims to make the service an employer of choice, offering a fantastic work culture and environment that attracts and retains dedicated employees, championing inclusion and supporting continuous development through creative and innovative learning solutions. The plan aims to build effective leadership at all levels and to improve the employee experience and wellbeing from the first day of service through to retirement.
- 16** Plans are in place to improve performance and development ensuring staff have the knowledge and skills to perform well, and access to development activities. The Service aims to retain and nurture talent by ensuring that all employees are given the opportunity to progress in their career, talent is developed and supported, there are clearly defined career pathways, and processes around promotions are transparent and consistent.
- 17** Twenty-Eight values workshops have since been held to embed the values and establish barriers to their adoption and to inform the ongoing work in the People Programme. Clear guidance has been issued on what constitutes bullying and how complaints will be dealt with. This is a feature in our drafted Core Behaviours documentations and future appraisal expectations.
- 18** 'Back to the shop floor day' engagements have been introduced as the HMICFRS described a lack of visible leadership. All our management levels will return to the

'shop floor' of their departments to help build relationships between all staff groups and reverse mentoring opportunities are being explored. Listening groups have been completed and a report has been published to the service. Consequently, staff were then invited to form a working group to develop plans for change as a result. This is moving along at pace.

- 19** Recognising that the organisation is underrepresented by Black, Asian and Minority Ethnic groups and female staff, the Service did not receive a diverse range of job applicants for vacant positions. As a starting point WSFRS decided to appoint a Diversity & Inclusion Adviser to support managers to promote diversity and inclusion and give advice on appropriate actions to take to improve the diversity profile of the workforce, including attraction. This includes working with teams who engage with the community to ensure that all groups are involved in events, are consulted with and given the opportunity to contribute. The Service's Diversity & Inclusion Adviser is now a member of the Asian Fire Service Association (AFSA) Executive Leadership Team, helping to gather and share best practice on a national basis.
- 20** We understand that supporting Health & Wellbeing in the most effective way requires direction and input from a Wellbeing professional. As a result of this the Service created a Health & Wellbeing Manager post, and successfully recruited to this position in June 2020. The Health & Wellbeing Manager will be responsible for managing the Physical Education Officer, ensuring an aligned approach to the physical, mental and emotional health of employees.
- 21** The HMICFRS reported that managers find it difficult to deliver meaningful appraisals and challenge unacceptable behaviour. The Service will be rolling out a wider programme as part of our People Priorities to support managers to challenge effectively, have difficult discussions and to manage situations such as bullying and or harassment in their team. The Service has developed and published Bullying & Harassment guidance that managers are able to use as a reference guide. The Service's Diversity & Inclusion Adviser is working with colleagues in WSCC as part of a bullying & harassment task group to undertake a review of the provisions in place to support staff experiencing bullying and or harassment, and staff who are accused of bullying and or harassing others.
- 22** A key requirement on the service is to prepare firefighters for dealing with each of the risks assessed in the Integrated Risk Management Plan so that these can be reasonably foreseen. Investing in the training of staff is crucial to meeting statutory obligations and ensuring that the Service responds effectively when emergencies happen. The current IRMP has already identified key areas for improvement including live fire training, fire fighter safety, adequate training of firefighters and development of their specialist skills in addition to a lack of provision for an inclusive and diverse workforce. These concerns were echoed by the recent inspection report and are a key focus of the Service's improvement activity. Staff reported they were concerned that they did not have adequate opportunities to practice their skills, which has a secondary impact on culture. The report stated there was an over-reliance on e-learning to deliver changes in operational procedures. This was an issue confounded by limited training facilities and a lack of live fire and high-rise training facilities within the county. The proposal for a new training facility at Horsham is capable of addressing these issues, providing leading edge technology which will set it apart as a centre of excellence in live fire training in the south of the country.

Response

- 23** Understanding risk is important in order for the service to recognise how to reduce this risk and keep people safe. This is done at a county level through our Integrated Risk Management Plan. It is important for the Service to understand how this risk is nuanced at a local level, and also know that staff who work directly in the communities they are protecting are well placed to understand how practical solutions can be found. The Service have developed Local Risk Management Plans for each local fire station community, transforming paper-based static station profiles into an easily accessible community risk database for each geographical fire station locality that can be easily interrogated and filtered. This will allow local fire crews to have direct dialogue with the communities they serve to ensure that station-based planning identifies and reduces local community risk through the local targeting of resources and activities.
- 24** The Service works hard to prevent emergencies from happening, although sadly it is known that incidents still occur. When they do, it is important that the Service are able to get there quickly in order to help. The IRMP sets out the Service's commitments in relation to the standard of emergency response, i.e. how quickly the Service will get to the incident. Meeting these standards has been difficult over recent years and one of our priorities is to build the operational resilience of the service to meet the commitment made, according to the risks within the County. The reduction in the availability of retained firefighters and a complicated group crewing system for wholetime firefighters have made it difficult to ensure the Service is making the most of resources as efficiently as possible. The Service have introduced a 'Service Delivery Centre' (SDC) to address this by centrally co-ordinating and targeting resources to keep as many fire engines fully crewed as possible. They also target interventions to improve the availability of retained firefighters, and to allocate resources to the areas where they are needed the most. This is also aimed at reducing the administrative burden placed on supervisory officers of fire crews, allowing them to focus more on core activity and training. This has begun to make significant improvements allowing the service to maximise the availability of appliances and will enable the most efficient use of crewing resources in support of core prevention and protection activities.
- 25** Completion of transition to Surrey Fire & Rescue Service in a Fire Control partnership arrangement, based at Surrey FRS HQ went live on 4 December 2019. This has been established under a Fire and Rescue Services Act Section 16 agreement which details its governance, performance and funding. This project is now transitioning back from a project environment into Business as usual. Some future collaboration work being discussed with Surrey to continue to make ongoing improvements to ensure that the nearest and quickest most appropriate resource is sent to every incident on West Sussex improving our emergency response standards.

Member Development and Performance and Assurance Framework

- 26** The Service recognises the legislative and national context that emergency services, like the fire and rescue service, operate in is complex and specific. In order to strengthen governance and scrutiny arrangement WSCC now has a dedicated Fire and Rescue Scrutiny committee, ensuring that members have the time and space to fully scrutinise the activity and performance of the Fire and Rescue Service. This has been combined with a new development program for members which commenced on 26 February 2020, helping to support those

charged with scrutiny and governance. The day was well attended and feedback from members was extremely positive. Further scrutiny training was delivered virtually due to lockdown restrictions, prior to the inaugural meeting. This training links into a new Performance and Assurance Framework for Fire and Rescue, which will focus on strategic objectives and outcomes for residents and service users addressing a gap noted by the inspectorate in terms of a lack of clear performance management within the service.

For information

Duncan Crow

Cabinet Member for Fire & Rescue and Communities

Contact Officer: Sabrina Cohen-Hatton, Chief Fire Officer 033 022 23297

Joint leadership arrangement with East Sussex County Council

Background

- 1** In December 2019 the County Council approved the appointment of the Chief Executive of East Sussex County Council to be also Chief Executive of West Sussex County Council as part of a broader proposal for support and assistance for corporate improvement. The agreement started on 6 January 2020 and the aim was for a first review after around three months. There is provision to review the arrangement following the County Council elections in May 2021. The three month review has been delayed by the current public health emergency.
- 2** The arrangement met the County Council's need to secure stable and effective executive leadership within a reasonable time scale and to show that the County Council was acting quickly and responsibly to address identified challenges. The broader arrangement with East Sussex County Council to provide support and capacity to improve was supported through an agreement between the two Councils using s.113 Local Government Act 1972.
- 3** The agreement sets out the aims of the proposal in tackling the County Council's corporate challenges to become more effective and efficient and describes how mutual support and assistance will be available for shared improvement activity. These arrangements have been deployed in a number of ways during the six months of the agreement.
- 4** The arrangement was also proposed so as to make best use of areas of common challenge and shared areas of responsibility and partnership working which already existed between the two Sussex County Councils and the benefits of closer working.

Review of the arrangement

- 5** The Governance Committee has considered whether the arrangement continues to meet the needs of the County Council by reference to the original aims:
 - To achieve early and real stability in the Council's executive leadership;
 - To provide direct mutual support for areas of corporate challenge;
 - To enable the Council to address governance challenges effectively; and
 - To provide assurance to the Government and external agencies that the Council has the capability and capacity to improve.
- 6** The Committee received assurances about activity under each of these aims and the Committee felt that stability has been achieved and maintained and that the joint appointment of chief executive has been a success. The executive leadership team has held joint management events with colleagues in East Sussex and there has been valuable and continuing use of advice, support and the sharing of best practice in most areas of the Council's service operations.
- 7** The good governance review was diverted by the current public health emergency but has now identified a number of valuable work streams to bring improvements to all areas of the Council's governance, culture and ways of working. The current emergency has also reinforced the value of such close working in partnership.
- 8** Part of the learning from the current events will further enable members to evaluate the overall benefits of the arrangement when the opportunity arises for

members to take stock of the impact and of the Council's response to the emergency and the joint working which has been a feature of the activity.

- 9** The Governance Committee has confirmed its support for the continuation of the arrangement with East Sussex County Council. Further detail will be brought to the Committee as part of a future report on the Good Governance Review.
- 10** The arrangement for the joint appointment meant a saving on the previous costs associated with the post of chief executive. No additional costs arise from the operation of the mutual support agreement - all support and cross-council working being undertaken without charging.

For information

Janet Duncton

Chairman of the Governance Committee

Contact Officer: Tony Kershaw, Director of Law and Assurance, 033 022 22662

Background papers

None

Report of Urgent Action: Regulation 19

- 1** Under regulation 19 of the The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 the County Council is required to receive a report from the Leader on any decisions taken under regulation 11. These are key decisions which were not in the Forward Plan and which needed to be taken with less than five clear days' notice. Such urgent decisions can only be taken with the agreement of the relevant Scrutiny Committee Chairman or, in his or her absence, the Chairman of the County Council. Key decisions taken with less than five clear days' notice which are in the Forward Plan are reported via the Executive Decision Database.
- 2** Such action is avoided wherever possible as it circumvents the normal mechanism for publication of decisions and ensuring that members have the opportunity to comment before decisions are taken.
- 3** However, on occasion this is not possible and the County Council is asked to note the following decisions which have been taken by the Director of Law and Assurance with the agreement of the relevant decision-maker and Scrutiny Committee chairman.

Financial Support to the Care Sector

- 4** In response to government guidance and to plan the use of additional funds made available to ensure care market resilience during the current public health emergency, there was a need to make additional funds available to domiciliary and other care providers to enable them to meet additional costs and uncertainties for a limited period.
- 5** A simple across the board approach is being taken rather than one tailored to the needs of individual suppliers in order to achieve a timely response and to avoid administrative burdens. The arrangements are limited to three months and subject to conditions. Any longer-term proposals will be subject to further decision.
- 6** The Director of Law and Assurance, with the agreement of the Interim Executive Director Adults and Health and the Chairman of the Health and Adults Social Care Scrutiny Committee, has used his delegated powers under Standing Order 5.23, to approve cross-market uplifts in payments to care providers for a period of three months from 29 March to 20 June 2020.

Licensing of tables and chairs on the highway - Waiver of charges

- 7** The County Council has responsibility for the control of activity on and use of the highway. This includes areas of highway fronting shops and businesses which may wish to make use of part of the highway to advertise or carry out some of their business. This is particularly the case for cafes and food and drink retailers which may wish to offer outdoor seating areas for customers. The County Council operates a licensing arrangement to better manage the use of the highway by shops and businesses and to ensure that the highway remains available for pedestrians, especially those who may be disabled or who have limited sight.
- 8** In order to encourage the return of small businesses and high street shops to re-

open and to enable physical distancing of customers in outdoor settings the County Council has waived all charges for the licences for tables and chairs on the highway. Licences will continue to be required to ensure the highway use is controlled but no fees will be levied for the current financial year.

- 9** To ensure the highway is controlled for public safety including the need to achieve social distancing and ensure the needs of the mobility impaired are considered, premises owners/managers will be encouraged to apply for a licence for 2020/21. However, due to the impact of Covid-19, the County Council wishes to support the hospitality industry when it restarts hence both the administration fee and licence fee will be waived for any applications received in the 2020/21 financial year.
- 10** The Director of Law and Assurance, with the agreement of the Cabinet Member for Highways and Infrastructure and the Chairman of the Environment and Communities Scrutiny Committee, has used his delegated powers under Standing Order 5.23 to approve the waiver of all fees relating to licences for tables and chairs on the highway with immediate effect and until the end of March 2021.

Allocation of Infection Control Grant

- 11** On 15 May 2020 the Government announced a care home support package backed by a £600m infection control fund. The specified purpose of the grant is to provide support to adult social care providers, including those with whom the Council does not have a contract, to reduce the rate of Covid-19 transmission in and between care homes and support wider workforce resilience to enable improved infection control.
- 12** The West Sussex allocation of this money is £13.363m. The expectation from the Government is that 75% of the money is passported directly to registered care home providers (including those the Council does not already contract with) and the remaining 25% is allocated based on local need. The Council is required to comply with a number of conditions set out in the grant circular distributed by the Government.
- 13** The Director of Law and Assurance, with the agreement of the Interim Executive Director Adults and Health and the Chairman of the Health and Adults Social Care Scrutiny Committee, has used his delegated powers under Standing Order 5.23 to approve the payment to providers of 75% of the Infection Control Grant Funding, in line with Government Guidance and subject to the government grant conditions and providers' acceptance of the terms and conditions of the Council's grant agreement with them, and the allocation of the remaining 25% of the Infection Control Funding being subject to a further key decision based on need within the county and made subject to appropriate grant conditions.

Paul Marshall

Leader

Contact Officer: Helen Kenny, 033 022 22532

Report of Urgent Action

- 1** The Council is asked to note the following action taken by the Director of Law and Assurance, in consultation with the Chairman.

Changes to the Constitution: April 2020

To reflect recently published government regulations that allow local authorities to run formal meetings virtually during the current public health emergency, new Standing Orders were required. A new section of Standing Orders, section 11, for immediate use by the County Council for it to conduct formal business through virtual means such as telephone conferences during the public health emergency was therefore approved.

There was also a need to remove the Adoption Panel from the Council's Constitution as members no longer sit on the Panel.

Changes to the Constitution: May 2020

Following from the changes to the Constitution agreed in April, further clarification of the temporary legislation and learning from the first meetings using virtual methods identified additional areas of best practice which were incorporated into the new Section 11 in Standing Orders.

Changes to the Constitution: June 2020

Additions were made to Section 11 of Standing Orders to cover the content and conduct of the virtual meeting of the County Council to be held on 17 July 2020.

Tony Kershaw

Director of Law and Assurance

Contact Officer: Charles Gauntlett, 033 022 22524

Background papers

[Decision published on 14 April 2020](#)

[Decision published on 1 May 2020](#)

[Decision published on 24 June 2020](#)

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