

To all Members of the County Council

A virtual ordinary meeting of the County Council will be held at **10.30 am** on **Friday, 12 February 2021**.

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 7 - 32)

The Council is asked to confirm the minutes of the ordinary meeting of the County Council held on 11 December 2020.

4. **Appointments**

(a) **Committee 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.

(b) **Independent Remuneration Panel**

Mr Steve Cooper, Mr Kevin Scutt and Mrs Charlotte Pexton were first appointed to the Panel in February, October and December 2017, respectively, for a four-year term.

The Council is invited to appoint them for a second term, to run to February 2025 for Mr Cooper, October 2025 for Mr Scutt and December 2025 for Mrs Pexton.

5. **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 on Children First Improvement Plan** (Pages 33 - 36)

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 on the Fire & Rescue Service Covid-19 Inspection**

The Cabinet Member for Fire & Rescue and Communities will make a statement on Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Covid19 Inspection of the Fire & Rescue Service. Members may ask questions of the Cabinet Member in accordance with Standing Order 2.33.

6. **WSSC Reset Plan 2021/22 to 2024/25** (Pages 37 - 68)

The Council is asked to consider and approve the West Sussex County Council Reset Plan 2021/22 to 2024/25, in the light of a report by the Leader.

7. **Revenue Budget 2021/22 and Capital Programme 2021/22 to 2025/26**

The Council is asked to consider and approve the County Council budget for 2021/22, the Capital Strategy 2021-26 and the Treasury Management Strategy Statement 2021/22, in the light of a report pack by the Cabinet Member for Finance which **is enclosed with the agenda.**

Lunch (In the event that the morning business is finished before lunch the afternoon business will be brought forward as appropriate.)

8. **Pay Policy Statement 2021/22** (Pages 69 - 80)

The Council is asked to approve the Pay Policy Statement 2021/22, in the light of a report from the Governance Committee.

9. **Notices of Motion**

- (a) **Motion on Bus Lanes**

To consider the following motion, submitted by Cllr Michael Jones, notice of which was given on 26 January 2021. **Note:** The Chairman has indicated she intends to refer the motion to the Cabinet Member for Highways and Infrastructure for

consideration. It will therefore not be debated at this meeting.

'This Council considers that licensed Hackney Carriages and private hire taxis offer a means of getting around the county for those who either do not have access to their own vehicle or need to get to places that are not already served by other forms of public transport. This Council considers that licensed Hackney Carriages and private hire taxis carrying more than one passenger results in a reduction of carbon emissions, which contributes towards this Council's ambition to tackle climate change. This Council also believes that this would also assist in reducing traffic congestion at peak times, so would have a substantial impact on reducing pollution in general.

This Council therefore calls on the Cabinet Member for Highways and Infrastructure to:

- (1) Facilitate a 12-month pilot scheme to enable licensed hackney carriages and private hire taxis to utilise the bus lanes in Crawley (excluding the Fastway network of guided bus lanes);
- (2) Report back to the Environment and Communities Scrutiny Committee ahead of the end of the pilot scheme on the benefits or otherwise ahead of a decision whether to make it a permanent arrangement; and
- (3) Explore opportunities when future new developments and infrastructure improvements are programmed and designed to expand the bus lane network around the county to facilitate the reliability and punctuality of the public transport network and contribute towards the reduction of carbon emissions.'

(b) **Motion on Romance Fraud**

To consider the following motion, submitted by Cllr Michael Jones, notice of which was given on 26 January 2021. **Note:** The Chairman has indicated she intends to refer the motion to the Cabinet Member for Fire & Rescue and Communities for consideration. It will therefore not be debated at this meeting.

'This Council recognises that romance fraud has been a growing problem since the start of the coronavirus pandemic, with many people experiencing loneliness potentially being targeted.

Romance fraud is the engineering of a supposed friendship or relationship for fraudulent, financial gain. Criminals invest significant amounts of time into socially engineering their

victims – knowing that as they gain the victim’s trust, their chances of extracting considerable funds from them simultaneously increase.

This Council notes that Sussex Police indicated in October 2020 that nearly £3m had been lost by victims of romance fraud in 128 incidents, with a total of 195 reports of romance fraud being received from January to September 2020. It is concerned to note that this was a 56% rise on the previous year from the same period and that there are estimates that this could be only a fraction of the true extent of the crime, with many victims either too embarrassed to report it, or simply unaware that they have been deceived. Moreover, in 2020 the Times newspaper described Sussex as ‘the nation’s dating fraud capital’.

This Council welcomes the work undertaken so far by the Council’s Community Safety Team to promote awareness and educate on the risks of romance fraud to residents of West Sussex, but calls on the Cabinet Member for Fire & Rescue and Communities to continue to commit to supporting the ‘Get Safe Online’ initiative as well as putting stronger energy, capacity and resource into efforts to support the Sussex Police campaign to provide a seamless solution, through continuing to reach potentially vulnerable residents via virtual means while restrictions on movement remain in place during 2021.’

10. **Governance Committee: Appointment of co-opted Independent member of Regulation, Audit and Accounts Committee and change to Joint Scrutiny Arrangements**
(Pages 81 - 88)

To consider a proposal for the inclusion in the constitution of the Regulation, Audit and Accounts Committee of an independent member and a minor change to the joint scrutiny arrangements, in the light of a report by the Governance Committee.

11. **Report of Urgent Action** (Pages 89 - 90)

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

12. **Question Time** (Pages 91 - 94)

Questions to the Leader and Cabinet Members on matters contained within the Cabinet report, written questions and any other questions relevant to their portfolios. Members may also ask questions of the Leader on anything that is currently relevant to the County Council. The report covers relevant Council business or developments in respect of portfolios arising since the meeting of the Council on 11 December 2020. A supplementary report may be published.

(2 hours is allocated for Question Time)

County Council concludes

Items not commenced by 4.15 p.m. will be deferred to the following meeting.

Director of Law and Assurance
3 February 2021

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West Sussex County Council – Ordinary Meeting

11 December 2020

At the virtual Ordinary Meeting of the County Council held at 10.30 am on Friday, 11 December 2020, the members present being:

Cllr Duncton (Chairman)

| | |
|--------------------|----------------------|
| Cllr Arculus | Cllr Kitchen |
| Cllr Acraman | Cllr Lanzer |
| Cllr Atkins, RD | Cllr Lea |
| Cllr Baldwin | Cllr Lord |
| Cllr Barnard | Cllr Magill |
| Cllr Barrett-Miles | Cllr Markwell |
| Cllr Bennett | Cllr Marshall |
| Cllr Boram | Cllr McDonald |
| Cllr Bradbury | Cllr Millson |
| Cllr Bradford | Cllr Mitchell |
| Cllr Bridges | Cllr Montyn |
| Cllr Brunsdon | Cllr R Oakley |
| Cllr Buckland | Cllr S Oakley |
| Cllr Burgess | Cllr O'Kelly |
| Cllr Burrett | Cllr Oppler |
| Cllr Catchpole | Cllr Oxlade |
| Cllr Cloake | Cllr Patel |
| Cllr Crow | Cllr Pendleton |
| Cllr J Dennis | Cllr Purchase |
| Cllr N Dennis | Cllr Purnell |
| Cllr Edwards | Cllr Quinn |
| Cllr Elkins | Cllr Russell |
| Cllr Fitzjohn | Cllr Smith |
| Cllr Goldsmith | Cllr Smytherman |
| Cllr Hall | Cllr Sparkes |
| Cllr High | Cllr Sudan |
| Cllr Hillier | Cllr Turner |
| Cllr Hunt | Cllr Urquhart |
| Cllr A Jones, MBE | Cllr Waight |
| Cllr M Jones | Cllr Walsh, KStJ, RD |
| Cllr A Jupp | Cllr Whittington |
| Cllr N Jupp | Cllr Wickremaratchi |
| Cllr Kennard | |

51 Award for Member Development

- 51.1 The Chairman reported that South East Employers (SEE) had awarded the County Council the Charter for Member Development. She congratulated Cllr Kennard and the Member Development Group on an excellent achievement.

51.2 Cllr Burrett, Chairman of South East Employers, offered congratulations to the Council on behalf of SEE.

52 Executive Director Adults and Health

52.1 The Chairman welcomed Keith Hinkley, the new Executive Director Adults and Health, to his first Council meeting.

53 Apologies for Absence

53.1 Apologies were received from Cllr Barling, Cllr Barton and Cllr Simmons. Cllr Hall was absent.

53.2 Apologies for the morning session were received from Cllr Purchase who joined the meeting at 2.15 pm. Apologies for the afternoon session were received from Cllr Cloake who left the meeting at 12.50 pm and from Cllr Lea.

53.3 Cllr Millson joined the morning session at 11.00 am. Cllr Purnell joined the meeting at 12.50 pm, having given her apologies for late arrival. Cllr Markwell joined the afternoon session at 3.25 pm. Cllr Smith left the meeting at 2.50 pm, Cllr Goldsmith at 3.35 pm, returning at 4.00 pm, and Cllr Buckland at 4.10 pm.

54 Members' Interests

54.1 Members declared interests as set out at Appendix 1.

55 Minutes

55.1 It was agreed that the minutes of the Ordinary Meeting of the County Council held on 6 November (pages 7 to 36) be approved as a correct record.

56 Appointments

56.1 The Council approved appointments as set out below.

| Committee | Change |
|--|---|
| Performance and Finance Scrutiny Committee | Cllr Montyn as Vice-Chairman in place of Cllr Catchpole |
| Corporate Parenting Panel | Cllr Burgess in place of Cllr Baldwin |

57 Address on Children First Improvement Plan

57.1 Members received an address by the Leader and the Cabinet Member for Children and Young People on the Council's Children First Improvement Plan.

58 Address on Fire & Rescue Service Improvement

58.1 Members received an address by the Cabinet Member for Fire & Rescue and Communities on Fire & Rescue Service improvement.

58.2 In response to a question from Cllr Smytherman, the Cabinet Member agreed to provide an update on the investigation by the Information Commissioner's Officer on the joint control centre.

59 West Sussex County Council Reset Plan

59.1 The Leader moved the report on the latest draft of the West Sussex County Council Reset Plan (pages 41 to 54).

59.2 Resolved –

That the first iteration of the Reset Plan be noted.

60 Motion on Hidden Disability

60.1 At the County Council meeting on 6 November 2020 the following motion was moved by Cllr Edwards, seconded by Cllr Pendleton, and referred to the Cabinet Member for Adults and Health for consideration. A report by the Cabinet Member was included with the agenda (pages 55 and 56).

'Many businesses, emergency services and local authorities have recognised the Hidden Disabilities Lanyard and West Sussex County Council should embrace this too. Anyone with a hidden disability which does not have physical signs, including learning disabilities, lung conditions and chronic illnesses can opt to wear a Hidden Disability Sunflower to show they may require additional help, understanding or extra time to carry out an action. This symbol allows us to give them the help and understanding they may need in their day-to-day lives. This Council calls on the Cabinet Member for Adults and Health to support the following commitments;

- (1) To officially recognise the Hidden Disabilities Sunflower.
- (2) To officially promote what it stands for and its importance in breaking stigma.
- (3) To help promote Hidden Disabilities Sunflower to local businesses and encourage them to formally look at recognising it.
- (4) To promote that the council offices are Hidden Disability friendly and promote the Sunflower on its buildings so people can identify the Council as Hidden Disability friendly.
- (5) To actively promote and encourage local district and borough councils, and town and parish councils to recognise the scheme.'

60.2 An amendment was moved by Cllr A Jupp, seconded by Cllr Kennard and accepted by Cllr Edwards, as set out below:

'Many businesses, emergency services and local authorities have recognised the Hidden Disabilities Lanyard and **it would be good if** West Sussex County Council ~~should embrace this~~ **could do so** too. Anyone with a hidden disability which does not have physical signs, including learning disabilities, lung conditions and chronic illnesses can opt to wear a Hidden Disability Sunflower **if they so wish** to show **that** they may require additional help, understanding or extra time to carry out an action. This symbol ~~allows us to~~ gives them the **opportunity to show that they may need extra** help and understanding they may need in their day-to-day lives. This Council calls on the Cabinet Member for Adults and Health to support the following commitments;

- (1) To ~~officially~~ recognise the Hidden Disabilities Sunflower.
- (2) **Where possible, to** ~~officially~~ promote what it stands for and its importance in breaking stigma.
- (3) To ~~help promote Hidden Disabilities Sunflower to~~ **encourage** local businesses **to recognise it where possible for example by displaying posters** and ~~encourage them to formally look at recognising it.~~
- (4) To ~~promote that the~~ **explore displaying posters and details of the sunflower in our** council offices are Hidden Disability friendly and ~~promote the Sunflower on its buildings so people can identify the Council as Hidden Disability friendly.~~
- (5) To ~~actively promote and encourage~~ **our partners in** local district and borough councils, and town and parish councils to recognise the scheme.'

60.3 The amended motion, as set out below, was agreed.

'Many businesses, emergency services and local authorities have recognised the Hidden Disabilities Lanyard and it would be good if West Sussex County Council could do so too. Anyone with a hidden disability which does not have physical signs, including learning disabilities, lung conditions and chronic illnesses can opt to wear a Hidden Disability Sunflower if they so wish to show that they may require additional help, understanding or extra time to carry out an action. This symbol gives them the opportunity to show that they may need extra help and understanding they may need in their day-to-day lives. This Council calls on the Cabinet Member for Adults and Health to support the following commitments;

- (1) To recognise the Hidden Disabilities Sunflower.

- (2) Where possible, to promote what it stands for and its importance in breaking stigma.
- (3) To encourage local businesses to recognise it where possible for example by displaying posters.
- (4) To explore displaying posters and details of the sunflower in our council offices so people can identify the Council as Hidden Disability friendly.
- (5) To encourage our partners in local district and borough councils, and town and parish councils to recognise the scheme.'

61 Motion on Council Investments

61.1 At the County Council meeting on 6 November 2020 the following motion had been moved by Cllr Millson, seconded by Cllr Walsh, and referred to the Cabinet Member for Finance for consideration. A report by the Cabinet Member was included with the agenda (pages 57 and 58).

'This Council welcomes the fact that the Pensions Committee's investment managers have signed up to the United Nations Principles of Responsible Investment which has been set up by the United Nations Environment Programme Finance Initiative (UNEP FI) to encourage asset owners and asset managers to:

- incorporate environmental, social and governance (ESG) issues into investment analysis and decision making;
- be active owners;
- seek disclosure of ESG issues; and
- promote the principles within the industry.

This Council therefore calls on the Cabinet Member for Finance to follow the lead of the Pensions Committee and to ask the Council's investment advisers to ensure they follow the United Nations Principles of Responsible Investment for all of the Council's investments. This will ensure that West Sussex County Council achieves a more ethical investment policy by incorporating matters like human rights and environmental issues, such as reducing reliance on fossil fuels (in line with the Council's Climate Change Strategy), into its investment decisions.'

61.2 The motion, as set out in minute 61.1 above, was agreed.

62 Motion on Milk at School Break Time

62.1 At the County Council meeting on 6 November 2020 the following motion had been moved by Cllr M Jones, seconded by Cllr Walsh, and referred to the Cabinet Member for Education and Skills for consideration. A report by the Cabinet Member was included with the agenda (pages 59 and 60).

'This Council notes that the number of families relying on support from food banks in some parts of the county has increased by as much as 80% in the last 12 months and that there has been a county-wide increase in applications for free school meals over the last six months compared to last year.

This Council also believes the provision of school milk provides a nutritional boost and keeps children hydrated between breakfast and lunch, helping them to concentrate and learn.

This Council therefore calls on the Cabinet Member for Education and Skills to work with the Cabinet to provide funding to enable the reversal of the decision to cease providing morning break time school milk for the over 5s for 2020/21 with effect from September 2020. It calls on him to utilise the savings achieved over the past six months as a result of members not having to travel to meetings to meet the cost.'

62.2 The motion, as set out in minute 62.1, was lost.

63 Motion on provision of Free School Meals in School Holidays

63.1 At the County Council meeting on 6 November 2020 the following motion had been moved by Cllr M Jones, seconded by Cllr Walsh, and referred to the Cabinet for consideration. A report by the Cabinet was included with the agenda (pages 61 and 62).

'This Council expresses disappointment that the Government has voted against providing free meals for children entitled to free school meals in the October 2020 half term and during future school holidays. This Council also expresses disappointment that none of the West Sussex Members of Parliament who took part in the Parliamentary vote supported the proposal to provide meals during future school holidays, with seven of the eight actively voting against.

This Council recognises that the on-going pandemic is causing hardship and poverty for many families within West Sussex and calls on the Cabinet to follow the example of other councils around the country to step in and provide free meals for children entitled to free school meals during future school holidays during the current pandemic.'

63.2 The Chairman informed the Council that following the receipt of further information about the grants, Cllr Jones, with the agreement of the seconder Cllr Walsh, had agreed to withdraw the motion.

64 Governance Committee: Report of the Independent Remuneration Panel

64.1 The Council considered the report of the Independent Remuneration Panel and recommendations for the scheme of allowances and

expenses from May 2021, in the light of a report from the Governance Committee (pages 63 to 96).

- 64.2 An amendment was moved by Cllr M Jones and seconded by Cllr Walsh.

'The Labour Group and the Liberal Democrat Group generally welcomes the report of the Panel and thanks the Panel for its work during its review of the Member Allowance Scheme. The Labour Group and the Liberal Democrat Group support the Panel's recommendations about sustainability as a move to reducing the County Council's carbon footprint, to support our climate change emergency.

The Labour Group and the Liberal Democrat Group welcomes the IRP's recommendation to freeze allowances in 2021/22 in view of the 'present economic environment in which Council services are being increasingly severely restricted, and constituents are suffering with furlough, loss of business income and possible looming unemployment' (paragraph 31). This is further re-enforced by the decision by the Government to impose a public sector pay freeze for public sector workers which includes all of the workers in services that the county council employs.

In light of this, the Labour Group and the Liberal Democrat Group recognises that recommendations (m) and (p) in the Panel's report may lead to reductions in the special responsibility allowance paid to some future postholders in the roles of senior advisers to cabinet members and minority group leaders.

However, the Labour Group and the Liberal Democrat Group have become concerned that there is an overall lack of consistency in the report relating to the treatment of special responsibility allowances. If it is appropriate to reduce the aforementioned allowances, then it believes it is also appropriate to apply a similar reduction by the same effective amount.

The Labour Group and the Liberal Democrat Group therefore puts forward the following amendment to the Governance Committee's recommendation, in the light of the severe financial pressures and in order to ensure consistency with all special responsibility allowances for councillors, which could save £88,290 compared to the current cost of special responsibility allowances. Combined with the potential reductions in minority group leader of £4,285 and senior adviser to cabinet members' allowances of £7,324, this could total £99,809.

'That the Independent Remuneration Panel's report and recommendations be approved, **but the Council agrees to go further than the IRP's recommended approach to freeze allowances and thereby agrees to reduce the special responsibility allowances paid to the Chairman, Vice-Chairman, Leader, Cabinet Members, Committee Chairmen**

and Foster Panel members by 25% in May 2021. This would have consequential amendments to the IRP's recommendations (g)-(k).'

An extract from Schedule 1 of the Member Allowance Scheme is shown below, illustrating the effect of the proposed amendment.

Schedule 1

Special Responsibility Allowances

| Appointment | Allowance per member £ per annum |
|---|---|
| Chairman of the County Council | 16,247 21,663 |
| Leader of the Council | 25,387 33,849 |
| Vice-Chairman of the County Council | 6,462 8,616 |
| Cabinet Member (and Deputy Leader) | 18,278 24,371 |
| Cabinet Member for Adults and Health | 16,247 21,663 |
| Cabinet Member for Children and Young People | 16,247 21,663 |
| Cabinet Member for Economy and Corporate Resources | 16,247 21,663 |
| Cabinet Member for Education and Skills | 16,247 21,663 |
| Cabinet Member for Environment | 16,247 21,663 |
| Cabinet Member for Finance | 16,247 21,663 |
| Cabinet Member for Fire & Rescue and Communities | 16,247 21,663 |
| Cabinet Member for Highways and Infrastructure | 16,247 21,663 |
| Leaders of Minority Parties with at least three members** | £5,000 |
| Leaders of Large Minority Parties with at least 15 members* | 12,995 |
| Leaders of Medium Minority Parties (five to 14 members)* | 10,640 |
| Leaders of Small Minority Parties (three to four members)* | 4,236 |
| Chairman of the Performance and Finance Scrutiny Committee | 7,164 9,552 |
| Chairman of the Children and Young People's Services Scrutiny Committee | 7,164 9,552 |
| Chairman of the Environment and Communities Scrutiny Committee | 7,164 9,552 |

| Appointment | Allowance per member £ per annum |
|---|---|
| Chairman of the Fire & Rescue Service Scrutiny Committee | 7,164 9,552 |
| Chairman of the Health and Adult Social Care Scrutiny Committee | 7,164 9,552 |
| Chairman of the Planning and Rights of Way Committee | 7,164 9,552 |
| Chairman of the Regulation, Audit and Accounts Committee | 7,164 9,552 |
| Senior Adviser to a Cabinet Member | 5,658 |
| Adviser to a Cabinet Member* | 4,397 3,640 |
| Member of the Fostering Panel | 2,730 3,640 |

* and ** reflect the IRP's recommended levels.'

64.3 The amendment was put to a recorded vote under Standing Order 35.5.

(a) For the amendment – 11

Cllr Buckland, Cllr N Dennis, Cllr M Jones, Cllr Lord, Cllr Millson, Cllr O'Kelly, Cllr Oppler, Cllr Oxlade, Cllr Purchase, Cllr Quinn and Cllr Smytherman.

(b) Against the amendment – 40

Cllr Acraman, Cllr Atkins, Cllr Baldwin, Cllr Barnard, Cllr Barrett-Miles, Cllr Bennett, Cllr Boram, Cllr Bradbury, Cllr Burrett, Cllr Catchpole, Cllr Crow, Cllr J Dennis, Cllr Duncton, Cllr Elkins, Cllr Hillier, Cllr Hunt, Cllr A Jones, Cllr A Jupp, Cllr N Jupp, Cllr Kennard, Cllr Kitchen, Cllr Lanzer, Cllr Magill, Cllr Markwell, Cllr Marshall, Cllr McDonald, Cllr Mitchell, Cllr Montyn, Cllr R J Oakley, Cllr S J Oakley, Cllr Patel, Cllr Pendleton, Cllr Purnell, Cllr Russell, Cllr Sparkes, Cllr Turner, Cllr Urquhart, Cllr Waight, Cllr Whittington and Cllr Wickremaratchi.

(c) Abstentions – 8

Cllr Arculus, Cllr Bradford, Cllr Bridges, Cllr Brunson, Cllr Burgess, Cllr Edwards, Cllr Fitzjohn and Cllr Sudan.

Cllr Barling, Cllr Barton, Cllr Cloake, Cllr Goldsmith, Cllr Hall, Cllr High, Cllr Lea, Cllr Smith, Cllr Simmons and Cllr Walsh were absent for the vote.

64.4 The amendment was lost.

64.5 Resolved –

That the Independent Remuneration Panel's report and recommendations, as set out at Appendix 1 to the report, be approved.

65 Governance Committee: Minor Change to Scrutiny Arrangements

65.1 The Council considered a minor change to the arrangements for scrutiny, in the light of a report from the Governance Committee (pages 97 and 98).

65.2 Resolved –

That the Constitution be amended to provide that scrutiny of the Drug and Alcohol Action Team is by the Health and Adult Social Care Scrutiny Committee rather than the Environment and Communities Scrutiny Committee.

66 Standards Committee: Member Officer Relations Protocol

66.1 The Council considered proposed revisions to the Code of Conduct Section 2, Member Officer Relations Protocol, in the light of a report from the Standards Committee (pages 99 to 110).

66.2 Resolved -

That the revised protocol, as set out at Appendix 1, be approved for inclusion in the Code of Conduct section of the Constitution.

67 Standards Committee Annual Report

67.1 The Council noted a report from the Standards Committee on its activities for the period from May 2019 to April 2020 (pages 111 and 112).

67.2 Resolved -

That the report be noted.

68 Report of Urgent Action

68.1 The report of urgent action taken under regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (pages 113 and 114) was noted.

69 Question Time

69.1 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 (page 115 to 118) and a

supplementary report (supplement pages 1 and 2) and written questions and answers pursuant to Standing Order 2.38 (set out at Appendix 2).

Chairman

The Council rose at 4.30 pm

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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 6 – West Sussex County Council Reset Plan | Cllr Boram | Member of Adur District Council |
| Item 6 – West Sussex County Council Reset Plan | Cllr N Jupp | Member of Horsham District Council |
| Item 6 – West Sussex County Council Reset Plan | Cllr Lanzer | Member of Crawley Borough Council |
| Item 6 – West Sussex County Council Reset Plan | Cllr Walsh | Member of Arun District Council |
| Item 7(a) – Notice of Motion on Hidden Disabilities | Cllr O’Kelly | Member of Chichester District Council |
| Item 7(a) – Notice of Motion on Hidden Disabilities | Cllr Smytherman | Chairman of Dementia Friendly Worthing, President of Sight Support Worthing & Trustee of West Sussex Mind |
| Item 7(b) – Notice of Motion on Council Investments | Cllr Burrett | Deferred member of the Local Government Pension Scheme |
| Item 7(c) – Notice of Motion on Milk at School Break Time | Cllr Smytherman | Foundation Governor of St Mary’s Catholic Primary School & Chairman of Governors of West Sussex Alternative Provision College |
| Item 13 – Question Time | Cllr Brunsdon | Employee of British Airways PLC |
| Item 13 – Question Time | Cllr Burrett | Deferred member of the Local Government Pension Scheme |
| Item 13 – Question Time | Cllr Lanzer | Member of the Local Government Pension Scheme |
| Item 13 – QT paragraph on Food Waste Trial with Arun District Council | Cllr Walsh | Leader of Arun District Council |
| Item 13 – Question Time – written question 1 | Cllr Atkins | Local Authority Governor of Durrington First and Junior Federated Schools |

| Item | Member | Nature of Interest |
|---|---------------|---|
| Item 13 – Question Time – written question 4 | Cllr Hunt | Chairman of Chichester Harbour Conservancy |

Written Questions: 11 December 2020

1. Written question from **Cllr Noel Atkins** for reply by the **Cabinet Member for Education and Skills**

Question

As a local authority governor of Durrington First and Junior Federated Schools (for which I wish to express a personal interest).

The Department for Education (DfE) asked the school how many laptops the school required for disadvantaged children. The school responded by asking for 50 laptops, the DfE then promised them 44 Laptops, which the school had to accept. Then over half term this figure was reduced from 44 laptops to nine laptops without reason. However, to date no laptops have even been received.

Please can the Cabinet Member kindly investigate this situation and also see if it is possible to source some of these laptops through the Council as this is an urgent requirement which is probably affecting all local authority schools in West Sussex.

Answer

At the beginning of the autumn term 2020, the Government announced an extension to the 'Access to technology scheme'. During this period additional laptops would be made available to schools should they face a period of closure. At the beginning of September, the local authority registered a nominated member of staff for each school with the Department of Education (DfE) in order to ensure that schools would be able to access the laptops in an efficient manner.

The allocation of laptops for each school is based on the number of children in the identified year groups of 3 to 11 and the number of children in receipt of free school meals as per the last census. Based on the above criteria, Durrington infants does not have an allocation and the junior school has an allocation of nine laptops.

The school will be invited to order as and when the attendance data submitted to the DfE shows the closure of a bubble or year group due to COVID-19. It is not possible to order the devices in advance of this situation occurring. At present the schools have not been invited to order.

It is possible for the school to query the allocation of devices and in order to do so must provide the DfE with clear evidence that they have more children in need than the data has historically identified. The nominated member of staff has access to the portal and will be able to submit the request and evidence. However, even if these additional devices are agreed by the DfE, they will not be made available until a closure is reported.

For information, during the summer term, the local authority, had an allocation of 1,600 laptops to distribute to disadvantaged students. Three children at Durrington infants/juniors received devices through this scheme as they were identified by their social workers as being in need. Schools were invited to request devices for their disadvantaged children and neither Durrington infants nor Juniors took advantage of this offer.

2. Written question from Cllr Chris Oxlade for reply by the Cabinet Member for Education and Skills

Question

I would be grateful if the Cabinet Member could provide me with a breakdown of information in respect of regarding Education, Health and Care Plans (EHCP) for children in West Sussex for each of the last three full years and 2020 as far as possible:

For each year please confirm:

- (a) How many children applied for an Education, Health and Care Plan (EHCP);
- (b) Of these, how many children were:
 - (i) granted an EHCP; and
 - (ii) were refused an EHCP;
- (c) How many appeals to the SEND Tribunal involving the County Council have there been;
- (d) In respect of the figures provided at (c) above:
 - (i) how many of the cases were successfully overturned as a result of the appeal resulting in the provision of an EHCP; and
 - (ii) how many of the decisions by the County Council not to grant an EHCP were upheld on appeal; and
- (e) How much the County Council has spent on legal fees and costs directly relating to SEND Tribunal appeals?

Answer

- (a) It is important to explain that the process of securing an EHCP has two distinct sections and that the initial application is for consideration of whether an EHC needs assessment (EHCNA) might be suitable and not to 'get' an EHCP. This data shows how many formal requests for EHC needs assessment we received each academic year. These requests must be considered within six weeks and a decision as to whether to assess or not must be made.

The second row in Table 1, below, shows how many were agreed and the third row shows how many were refused.

Table 1 - EHCNA Requests

| | Sept 17 to Aug 18 | Sept 18 to Aug 19 | Sept 19 to Aug 20 | Sept 20 to current (Dec 20) |
|---|------------------------------|------------------------------|------------------------------|--|
| No. of EHCNA requests received that year | 785 | 741 | 790 | 102 |
| No. of EHCNA requests that proceed to EHCNA | 405 | 392 | 411 | 55 |

| | Sept 17 to Aug 18 | Sept 18 to Aug 19 | Sept 19 to Aug 20 | Sept 20 to current (Dec 20) |
|----------------------|------------------------------|------------------------------|------------------------------|--|
| No. of EHCNA refused | 380 | 349 | 379 | 43 |

As context, West Sussex has a high level of refusal in comparison to the national picture. Our percentage of learners with EHCPs as proportion of the whole pupil population has traditionally been slightly above the national picture (0.1%) and is now in line with the national picture. This indicates the challenge for West Sussex is the receipt of appropriate requests rather than 'refusing too many'. This has led to the extensive focused work on the support available in schools without an EHC needs assessment (i.e. support for children with Special Educational Needs and Disabilities). This is with a view to supporting schools to meet the needs of learners from the resources ordinarily available to the school, without recourse to an EHCP. EHCP learners make up 3.1% of the whole school population and it is important that the process of assessment and issue of an EHCP is only required for the most complex learners with long term needs and who require something over and above that ordinarily available at school.

(b) (i) and (ii)

The decision as to whether to issue an EHCP happens at the end of the EHC needs assessment. The table below shows the number where at the end of the assessment we agreed to issue an EHCP. Our database does not report on the number where an EHCP was not issued however the number is very small (less than 10 a year). The number of agreed EHCPs is higher than the number of agreed EHC needs assessments because we also have a referral process of early years pupils that may result in EHC needs assessment.

The process of EHC needs assessment takes up to 20 weeks and so some requests made will feature in one academic year and the decision in the following year.

Table 2 - Number of EHCPs Issued

| | Sept 17 to Aug 18 | Sept 18 to Aug 19 | Sept 19 to Aug 20 | Sept 20 to current (Dec 20) |
|-------------------------------|------------------------------|------------------------------|------------------------------|--|
| Total no. of new EHCPs issued | 616 | 763 | 650 | 187 |

(c) **Table 3 – SEND Tribunals**

| | Sept 17 to Aug 18 | Sept 18 to Aug 19 | Sept 19 to Aug 20 | Sept 20 to current (Dec 20) |
|---------------------------------|---------------------------------|---|--|--|
| Total no. of appeals registered | 90 | 99 | 141 | 32 |
| No. conceded by Local Authority | 32 | 32 | 22 | 11 |
| No. withdrawn by family | 17 | 7 | 5 | 1 |
| No. upheld | 5 | 21 | 32 | 0 |
| No. not upheld/ dismissed | 2 (+ 18 Order by Consent) | 6 (+ 31 Order by Consent + 2 Struck Out | 4 (+ 30 Order by Consent + 1 Struck Out) | 0 |

(d)

- (i) SEN and Disability Tribunals deal with a range matters associated with the EHC needs assessment process and so not all are related to the issue or not of an EHCP.

Rows 3, 4, 5 and 6 in Table 3, above, show the various outcomes of all our appeals.

- (ii) Table 4, below, shows the number of appeals associated with the decision not to issue an EHCP and the outcome of these appeals.

Table 4 - EHCP appeals associated with the decision not to issue an EHCP

| | Sept 17 to Aug 18 | Sept 18 to Aug 19 | Sept 19 to Aug 20 | Sept 20 to current (Dec 20) |
|--|------------------------------|---|------------------------------|--|
| No. of appeals that were against refusal to issue an EHCP (also included in total numbers above) | 2 | 4 | 8 | 0 |
| No. of refusal to issue conceded by Local Authority | 1 | 1 | 3 | 0 |
| No. of refusal to issue withdrawn by family | 0 | 0 | 0 | 0 |
| No. of refusal to issue upheld | 0 | 0 | 1 | 0 |
| No. of refusal to issue not upheld/ dismissed | 1 | 3 (2 Order by Consent, 1 dismissed) | 1 Order by Consent | 0 |

- (e) Officer time relating to work undertaken by the Special Educational Needs Team (SENAT) is part of the Authority's business as usual and officers in that team do not operate a time/cost recording system.

Legal officers do record time spent on individual cases, but that time is not converted to costs.

The Local Authority has spent the following resources on Legal Counsel for a SEN Tribunal matter for each year:

Table 5 - SEN Tribunal Costs: Legal Counsel

| | Sept 17 to Aug 18 | Sept 18 to Aug 19 | Sept 19 to Aug 20 | Sept 20 onwards |
|------------------------------|------------------------------|------------------------------|------------------------------|----------------------------|
| Expenditure on Legal Counsel | £5,514.80 | £7,980 | £6,490 | £2,205 |

However, Counsel is only sought for the most complex of appeals, therefore not those registered against the decision not to assess or not to issue an EHCP.

3. Written question from Cllr Brian Quinn for reply by the Cabinet Member for Environment

Question

I understand that the Ramblers' 'Don't Lose Your Way' campaign have searched maps covering England and Wales and found 852 miles of rights of way in West Sussex which were missed off the record of rights of way when local authorities drew it up in the 1950s and 1960s and therefore remain unrecorded. I understand that unless they are registered by the Government's deadline of 1 January 2026, they will not be protected as public rights of way.

The ability to connect with nature and explore the countryside and open spaces around us has taken on greater significance of late in view of the restrictions imposed because of the pandemic. This coupled with the increasing need to deliver 1000s of houses in West Sussex means it is more important than ever to ensure we create and protect better walking routes to enable everyone to explore the countryside and our towns and cities on foot.

Does the Cabinet Member agree with me that we should do all we can to support this campaign and will she, therefore, write to the Government and ask if they will extend the 2026 deadline for registering historic paths by at least five years?

Answer

The County Council is responsible for the formal registration of public rights of way – referred to as the definitive map. The deadline for applying to add to or amend the map based on historic evidence is currently 1 January 2026. The purpose of introducing a cut-off date was to provide a level of certainty to landowners.

There is provision within the legislation which allows for the 2026 cut-off date to be extended to 2031. Various stakeholder groups are campaigning for the extension to

be made. The legislation also allows for the making of regulations to cater for applications that have been submitted to the County Council before the cut-off date but not yet investigated and decided.

It is not known how many paths may potentially be subject to applications before the deadline. There are approximately 2,500 miles of public rights of way in West Sussex, so an addition of up to 852 miles would mean an increase of around 30%. The County Council currently has a waiting list of applications to add paths to the definitive map – at present there are 12 applications that rely on historic evidence. More applications are expected in the run up to 1 January 2026.

The investigation and decision making for an application is a lengthy and resource intensive process. Investigations can take many years due to the strict legal requirements that must be met and the need for a public inquiry if objections are received to an order or an appeal is lodged.

Any increase and enhancement to the network is to be welcomed in terms of public access to the countryside but this would also lead to a corresponding increase in pressure on Council resources to process applications and manage the network.

The uncertainty around the cut-off date is not helpful for user groups or the County Council. It would, therefore, be helpful for the County Council to seek assurance from the Secretary of State on the position with regard to an extension of the cut-off date and associated regulations. The stakeholder groups are engaging fully with the public and government on the matter of an extension to the cut-off date. As the County Council is the decision maker on applications a neutral stance in relation to this point is recommended.

4. Written question from Cllr Michael Jones for reply by the Cabinet Member for Finance

Question

I understand the County Council is proposing to utilise land in Chichester that it owns to facilitate the proposed upgrade to the A27 and Stockbridge Link Road which resulted in a legal process. Please could the Cabinet Member confirm this and summarise the Council's intentions regarding the land. Furthermore, can he tell me the outcome of the legal process and provide a breakdown of all costs including any legal costs and any direction to pay costs.

Answer

The County Council has an obligation to advise and co-operate with all district and borough councils in the preparation of their local development plans. This is the case with Chichester District Council which has asked the County Council to consider the potential allocation of land under its control for the District Council's plan and a possible option to develop a link road to the A27 from the south at Stockbridge. The County Council's consideration of options is still at a very early stage and its intentions are, therefore, not decided.

No legal process has arisen in relation to the actions and discussions in connection with the District Council's local plan.

A separate dispute arose some time ago between the County Council and a tenant on part of the land now under consideration as set out above. If this is the 'legal process' being referred to I will arrange for the member to receive such information about the costs arising from that process as are available.

5. Written question from Cllr Michael Jones for reply by the Cabinet Member for Fire & Rescue and Communities

Question

I have a number of concerns relating to the West Sussex Fire & Rescue Service and would be grateful if the Cabinet Member could:

- (a) Explain why the Statement of Assurance and Annual Report shows 9,522 incidents attended in West Sussex in 2019/20, but the national incident recording system shows 9,620 incidents attended in West Sussex;
- (b) Confirm the proposed establishment for wholetime and on-call firefighters at the new Horsham fire station, and what the minimum wholetime strength on duty will be at the new station; and
- (c) Explain why in the first quarter of this financial year response times for areas of the County classed as 'high risk' were the worst they have been since 2015/16 with targets not met in respect of 20% of calls, and furthermore can he outline what steps are being taken to improve the situation.

Answer

- (a) As our Statement of Assurance and Annual Report articulates our performance in line with our Integrated Risk Management Plan, it is West Sussex specific. Therefore we report only on incidents within the West Sussex boundary in the Statement of Assurance and Annual Report. West Sussex Fire & Rescue Service (WSFRS) **attended** 9,522 incidents **in West Sussex** in 19/20. There was a **total** of 9,582 incidents within West Sussex, made up of those attended by WSFRS (9,522) and those attended solely by other fire and rescue services (60). We attended 234 incidents in other fire and rescue services, outside of the borders of West Sussex, although we were not necessarily the only fire and rescue service that attended.

The Home Office counts the entire number of Incident Records we submit i.e. for West Sussex incidents we attend plus any incidents over the border where the other Fire & Rescue Service did not attend. The **98 incidents** are incidents outside West Sussex (therefore, outside of the scope of the Annual Report and Statement of Assurance) where we were the **only fire and rescue service** that attended.

- (b) The establishment for the on-call and whole-time for Horsham is not set to change following the development of the new Fire Station and training centre.
- (c) Each year we re-calculate the high, medium and low risk areas in the critical fire risk map, using various data including the occurrence of fires in the last three years. Areas can change from high to medium risk and vice versa dependent on the changing risk in the area. Therefore, direct comparisons cannot be made between High Risk Areas from one year to the next, as they

may relate to different locations and therefore subject to different travel times and conditions.

The service is committed to improving operational resilience and has taken steps to improve the way that operational resources are managed to maximise the availability of fire engines. We are also taking steps to improve the availability of retained fire engines, which will further improve response times.

6. Written question from Cllr Chris Oxlade for reply by the Cabinet Member for Fire & Rescue and Communities

Question

I would be grateful if the Cabinet Member could:

- (a) Confirm that currently the Fire Control Centre in Surrey is the most inadequately staffed fire and rescue service control room in the UK given that it is having to manage over 230% more calls than the former West Sussex Fire Control whilst still operating with the same maximum of six staff per shift.

And given that there is likely to be an even greater increase in workload when East Sussex begin to use the same Fire Control Centre, can the Cabinet Member also tell me:

- (b) What level of staffing increase he considers adequate to ensure West Sussex emergencies will still be managed quickly and effectively and explain his rationale;
- (c) When '999' operators cannot get a response from Surrey Fire Control which other Fire & Rescue Service Control(s) they are instructed to connect the caller to;
- (d) How long '999' operators are required to wait before connecting West Sussex callers to another Fire & Rescue Service Control;
- (e) Which other Fire & Rescue Service Control Centre has access to details of West Sussex addresses and live availability of West Sussex Fire & Rescue Service resources, and whether they also have the ability to mobilise those resources without first contacting Surrey Fire Control; and
- (f) Set out what potential risks had been identified prior to the switch to the new control centre in December 2019, and in respect of each of them confirm whether those risks have subsequently materialised and also indicate which of those risks have been addressed and which of those risks have yet to be overcome and represent an on-going risk that is being taken.

Answer

West Sussex Fire & Rescue Service undertook detailed analysis in partnership with Surrey Fire & Rescue Service during 2018/19. This ensured the fire control was adequately staffed to serve the communities of Surrey and West Sussex. The staffing levels were increased when West Sussex cut over to the Joint Fire Control (JFC) proportionately and in line with the technology used within the control room. The analysis considered the technological benefits that the Joint Fire Control systems

utilises including its automated processes. The staffing level increase and advanced technological systems allow the control staff to spend more time receiving calls for help and provide safety advice to the public where appropriate during emergencies. West Sussex Fire & Rescue Service will work with East Sussex and Surrey Fire & Rescue Services to determine the appropriate staffing requirements to meet the needs of the three services.

All fire controls hold 'buddy' arrangements with other fire and rescue control centres, in unusually high demand and spate conditions the calls for help automatically transfer to the buddy fire service who answers the call and subsequently processes the call. This ensures all emergency incidents are handled quickly and on a priority basis.

All safety critical areas were implemented prior to the cut over of West Sussex to the Joint Fire Control on 4 December 2019. All elements of the fire control business case have now been delivered.

West Sussex are committed to continuously improving our services. After cut over to the Joint Fire Control several improvements have been completed including how we manage the availability of our staff and our assets. We have seen significant improvements in the mobile communication connections to the computers in the cabs of fire engines. This provides seamless transition of safety critical data and mobilising instruction messages between fire engines and the Joint Fire Control, supporting our commitment to improve fire fighter and public safety.

We have now delivered the Dynamic Cover Tool in the Joint Fire Control enabling visual dynamic heat map of risk and resources to efficiently move our resources around the county according to risk. This capability takes West Sussex forward utilising the most up to date mobilising arrangements available.

7. Written question from Cllr Brian Quinn for reply by the Cabinet Member for Fire & Rescue and Communities

Question

In January 2019 a Cabinet Member decision was taken to allocate £5m capital funding to develop and progress a number of community hubs (formerly called 21st century libraries) in order to generate revenue savings and capital funds. I understand that good progress is being made with the Worthing Community Hub. I would be grateful if the Cabinet Member could tell me:

- (a) What progress is being made with what I understand to be around nine other potential community hub sites for which a viability study was carried out;
- (b) Whether the member project board put in place to oversee this work is still meeting (if not, when did it last meet);
- (c) How much of the £5m capital funding allocated to this project remains allocated to the community hubs project and how it is proposed it will be spent;
- (d) The extent to which the community hubs project relates to the proposal outlined at the recent cabinet meeting which could see some parish councils taking over library buildings and maintaining a small library self- service offer; and

- (e) How much in revenue savings and capital funds the community hubs project:
- (i) has already delivered; and
 - (ii) is projected to deliver?

Answer

- (a) Viability studies have been completed on a range of County Council assets, including libraries and Children's Services sites. Options for bringing services together under one roof must consider our current circumstances, including the Children's Services improvement work and recovery from the pandemic.

Good progress has been made in the wider strategy to bring services together, making services more accessible for residents and ensuring value for money, for example our newest library in Burgess Hill which opened a year ago this month and houses the birth and death registration service, Citizens Advice and other local community groups. This was achieved without the Council needing to draw down on the £5m Community Hubs capital budget.

- (b) The member project board was set up to guide the Hubs strategy in the development phase and no longer meets because the Worthing project moved into delivery phases. The last board to oversee the Community Hub work met on 10 July 2019.
- (c) The capital budget allocation for implementing the community hub project at Worthing Library is £2.4m, which includes all fees and associated construction/refurbishment work. The Council's capital budget will be approved in February 2021 and balance of £2.6m remaining in the capital budget will be decided then.
- (d) The community hubs project and any proposals to work with some parish councils to share library spaces share the overall objective of bringing services together under one roof, making services more accessible for residents and ensuring value for money.
- (e) Worthing Community Hub is due to open in spring 2021 and, therefore, has seen no benefits released from the original strategy.

The potential benefits are set out below, but delivery of these savings will be dependent on the wider review of County Council assets and, therefore, have not been included in any Financial Planning assumptions:

- £380,000 potential net capital receipt (asset disposal).
- £73,000 estimated in revenue savings (rates and rent savings delivered against corporate estates budget).

Question Time: 11 December 2020

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

Best Start in Life

Cabinet Member for Children and Young People

The Cabinet Member answered a question on the Exceptional People in Care Awards, from Cllr Burgess.

A Prosperous Place

Cabinet Member for Highways and Infrastructure

The Cabinet Member answered questions on the following matters:

Active travel fund, from Cllr O'Kelly.

Gritting the highways network, from Cllr M Jones.

A Strong, Safe and Sustainable Place

Cabinet Member for Environment

The Cabinet Member answered questions on the food waste trial, from Cllr Walsh.

Cabinet Member for Fire & Rescue and Communities

The Cabinet Member answered questions on Crawley Fire Station, from Cllr Quinn.

A Council that works for the Community

Cabinet Member for Finance

The Cabinet Member answered questions on written question 4 from Cllr Fitzjohn, Cllr M Jones and Cllr Montyn.

Following confirmation from Cllr M Jones that his request for information did relate to the 'legal process' referred to in the last paragraph of the answer, the Cabinet Member said he would arrange for the information to be sent.

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West Sussex County Council's Children First Service Improvement Programme: Progress Report – February 2021

Introduction

- 1 I am providing a further update to all members to coincide with the County Council meeting on 12 February 2021.

Covid-19 Response

- 2 The service continues to work effectively with vulnerable children and their families during this third national lockdown. Throughout the pandemic, risk assessments have been carried out and RAG-ratings kept up to date for all cases. Our programme of visits to children has been carefully aligned to their level of vulnerability, with face-to-face visits as standard for children in need or on a child protection plan, and for initial assessments. School attendance for vulnerable children is being closely monitored. Volumes of casework – for instance in child protection – remain steady. Staff numbers continue to be stable and staff are well-provisioned with personal protective equipment (PPE). The mental as well as physical wellbeing of our workforce remains a key consideration for management and this has included delivering three on-line engagement sessions open to all staff, hosted by the Departmental Management Team during late January and February.

Staff Vaccination

- 3 It is very pleasing to report that, at the time of writing, vaccination appointments for all front-line children's services staff are being rolled out by the NHS. Our social workers and other care staff have demonstrated incredible commitment during the past months and I am pleased that they are now being prioritised for the vaccine.

Ofsted Monitoring Visit

- 4 Following the satisfactory outcome of the Ofsted Focused Visit in October 2020, a sequence of shorter Monitoring Visits will take effect. It is our intention that these will enable Ofsted and the Department for Education to validate our continuing service improvement and identify any areas where a greater focus is required. The first of these visits had been scheduled in the first week of March, but the current Covid-19 lockdown has caused this timetable to be changed and at the time of writing we are awaiting a replacement date from Ofsted. However, preparations for Ofsted and improvement activity continue at pace.

Partnership Working in Children's Services

- 5 I have sought in these updates to include a broad range of relevant topics and on this occasion, I thought it would be useful to remind members of one of the key elements in our improvement journey, namely the establishment and maintenance of strong partnerships. We now have very strong inter-agency arrangements in place to ensure that the work of all partners supporting vulnerable children and families is comprehensively coordinated and that there is a high standard of common working and shared expertise. To oversee the partnership improvement programme arising from the Ofsted judgement, the **Children's Improvement Partnership Board** is chaired by the Commissioner for Children's Services and attended by Police, Schools, Health and District Council representatives. To address all aspects of continuing service delivery there is the **Children First Board**, a sub-

group of the Health and Wellbeing Board and reporting to it, which is chaired by myself as Cabinet Member for Children and Young People. This has an appropriately broad base of membership, which includes children and young people, their parents and carers, schools and colleges and the community and voluntary organisations that make such a vital contribution to our combined work at a local level.

- 6** The other key partnership body is the **Safeguarding Children Partnership (SCP)**, which also has high-quality collaborative arrangements in place. The Partnership is now established and compliant with recent legislation intended to strengthen inter-agency working on safeguarding children. It makes a substantial contribution to achieving elements of the overall Children First Practice Improvement Plan. The SCP is led by three statutory agencies, the Police, the West Sussex Clinical Commissioning Group and the County Council. The Director of Children's Services is the delegated lead for this Council. The SCP has an Independent Chair and Scrutineer (Dr Chris Robson) who has statutory responsibilities within the legislation. It ensures that effective partnership arrangements are indeed in place and through testing and evaluation promotes high common standards of working and the sharing of best practice. The key practice priorities of the Partnership are Neglect, Child Exploitation, and effective Multi-Agency Safeguarding Practice.
- 7** The co-ordinated contributions of all partners are essential to our improvement journey, and I am both grateful to them, and committed to doing all I can to further strengthen the current arrangements.

Early Help Review

- 8** Following consideration by the Scrutiny Committee on 7 January and subject to Cabinet approval on 23 February, it is intended to launch a public consultation on the Early Help re-design proposal, which would commence in March and run for 10 weeks.
- 9** I fully recognise that this proposal is already creating a great deal of public interest and comment. While I acknowledge the part that children and family centres have played within their local communities in the past, I want to stress again that this proposal is concerned with creating a 'new kind of service', one that better addresses the needs of the most vulnerable in a Covid and post-Covid world and frees up more of our resources so that we can get closer to the customer. I hope that as many people as possible will examine our reasoning and engage in the debate and I would encourage all members to promote the consultation in their local areas. I also look forward to hearing further from partner organisations with ideas about the uses that can continue to be made of buildings in the County Council's control to support multi-agency outcomes for children and families.

Residential Services Update

- 10** The completion of construction of the three new residential homes remains on target for late March 2021, with registration and reopening expected to follow in April. The three open homes have continued to operate effectively despite the challenges of the pandemic, with all residential staff due to receive the vaccine promptly. We have continued with our residential review and the restructure of the service: this is also proceeding according to plan and we are currently recruiting for new residential service staff.

- 11** The work that the homes have been doing with children has been highly praised following two recent Ofsted assurance visits - one at Teasel Close in October 2020 and another at Orchard House in December. Ofsted have recognised how these homes promote 'the development of caring, warm and supportive relationships', respecting each child's unique needs. One child told the inspectors: "This home has changed my life" and "They have taught me to trust again". Despite the current constraints, the children in all homes have continued to achieve and to flourish, and it is a particular pleasure to receive testimony of this kind.

Single contact for concerns about children and young people

- 12** I would like to draw to all members' attention that there is now a single telephone number and email address for professionals and the public to report any kind of concern relating to children, as follows:

Telephone number: 01403 229900

Email address: WSChildrenservices@westsussex.gov.uk

- 13** This simplifies existing arrangements and will improve outcomes for vulnerable children, ensuring that their needs are reviewed and responded to quickly by a joined-up Early Help and Social Care team.

Conclusion

- 14** This month I have highlighted some key topics but as always, the full range of service improvement activity is continuing at pace. It is exciting to see the many different parts of a necessarily complex pattern coming together and increasingly gaining coherence. I remain very confident about the delivery of the overall improvement plan, and that it is a strong plan, which will give the best outcomes for our vulnerable children and young people.

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,
lance.john@westsussex.gov.uk

Statement from the Chair of West Sussex Youth Cabinet

February 2021

Whilst 2020 was the year of the 'unprecedented', the Youth Cabinet pushed through and laid the foundations for this new year, and for years to come. With three new campaigns, and our existing projects thriving – it's safe to say we're making progress here in West Sussex.

Our Mental Health campaign is on the planning path of a webinar that will educate young people on where to get help, why to seek help and opening up a conversation about mental health issues. We feel that mental health support needs to be readily available to all young people during a third lockdown. Watch out for more news on this soon! Similarly, our Political Engagement campaign is hosting some webinars in February covering political understanding, our political system and promoting discourse. These are running in conjunction with our ongoing podcast, which covers topical debates every week. Unfortunately, the Environment campaign is still limited in the practical campaigning they can do, beach cleans etc. However, we are working closely with the Marine Conservation Society and the Bees Conservation society to plan three workshops covering how we can protect the coast, where our products come from and how to reduce your carbon footprint. All of the above campaigns are present on our social media with various challenges and posts!

After Make Your Mark, we gained three campaign topics, and as a county came first in the country for voter participation. Going into 2021 we are now campaigning towards free university, homelessness, and supporting domestic violence victims - which was Rishi, one of the youth cabinet members proposals. We are currently exploring all of our options within these projects and the most effective ways to tackle them.

Our knife crime posters are going out to schools and youth facilities. This is a significant achievement for the youth cabinet, and we are confident they will work towards keeping young people safe in their communities.

We have continued our work with Sussex Police, Housing, Safeguarding the Children First Board and Children and Young People's Services Scrutiny Committee and consultations, and are looking forward to the future of our roles within these meetings.

Above all, we have persevered in supporting young people and accentuating their voice during difficult times, and that is something we are immensely proud of.

WSSC Reset Plan (2021/22 to 2024/25)

Background and context

- 1** Our experience of supporting communities through Covid-19 has helped the County Council consolidate and strengthen the progress that had already started. In the first wave of the pandemic, staff were redeployed, partnership working was accelerated, and we have transformed our digital capability, supporting a predominantly remote workforce. As we continue to deal with the ongoing pandemic, we are building on what have done in 2020 and reflecting it in the Reset Plan.
- 2** Although we have made significant progress in key service areas like Children's Services, Fire & Rescue as well as with our corporate governance, we must not forget where we were before the pandemic. We know we needed to change and the good governance project 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 collective 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.
- 3** We have demonstrated to ourselves and to others during Covid-19 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 co-operation 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.
- 4** 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.
- 5** The process we have taken to develop this plan has brought together our policy, business, financial planning and risk management processes. The plan 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 we may need to make in the face of huge resource and demand challenges and a continued uncertain future.

Principles

- 6** Given the financial challenge we face and the changing nature of demand on our services, we know we have to reset our priorities now, but we must do it in a way that is collaborative and inclusive. As such, we have developed the Reset Plan with staff, partners and elected members to ensure we go on the journey together and make the plan real and focused on the most important things we all need to do in West Sussex. We must do all of this by making the best use of the funding we have.
- 7** We have been working to a set of principles agreed at full Council in July 2020, which underpin the approach we are taking.

Table 1: Principles

| Principle | What we are aiming for |
|---|---|
| 1. Led and made in West Sussex reflecting residents, communities and businesses needs and building on our strengths | <ul style="list-style-type: none"> • A plan with a sense of identity for West Sussex • A plan that is developed and owned by our staff, partners and elected Members |
| 2. Strong learning from our own and others' experiences including COVID-19 | <ul style="list-style-type: none"> • Pausing, listening and reflecting great work we know about • Reflecting what our communities need most from us |
| 3. Based in realistic optimism and a sustainable business plan (performance, resources and risks) | <ul style="list-style-type: none"> • We have a sense of direction and are clear on what we are doing and how we will know we've been successful • We prioritise what we do and deliver within the smaller budget envelope we now have |
| 4. Held together consistently with a focus on agreed priorities | <ul style="list-style-type: none"> • A plan that focuses on the outcomes we want to see for West Sussex and we can say which priority we deliver on and the role WSCC staff play to achieve them |
| 5. Providing clarity about what successful outcomes look like in 12 months' time. | <ul style="list-style-type: none"> • We have a clear set of measures that everyone understands and will tell us if we've been successful |

Developing the Reset Plan

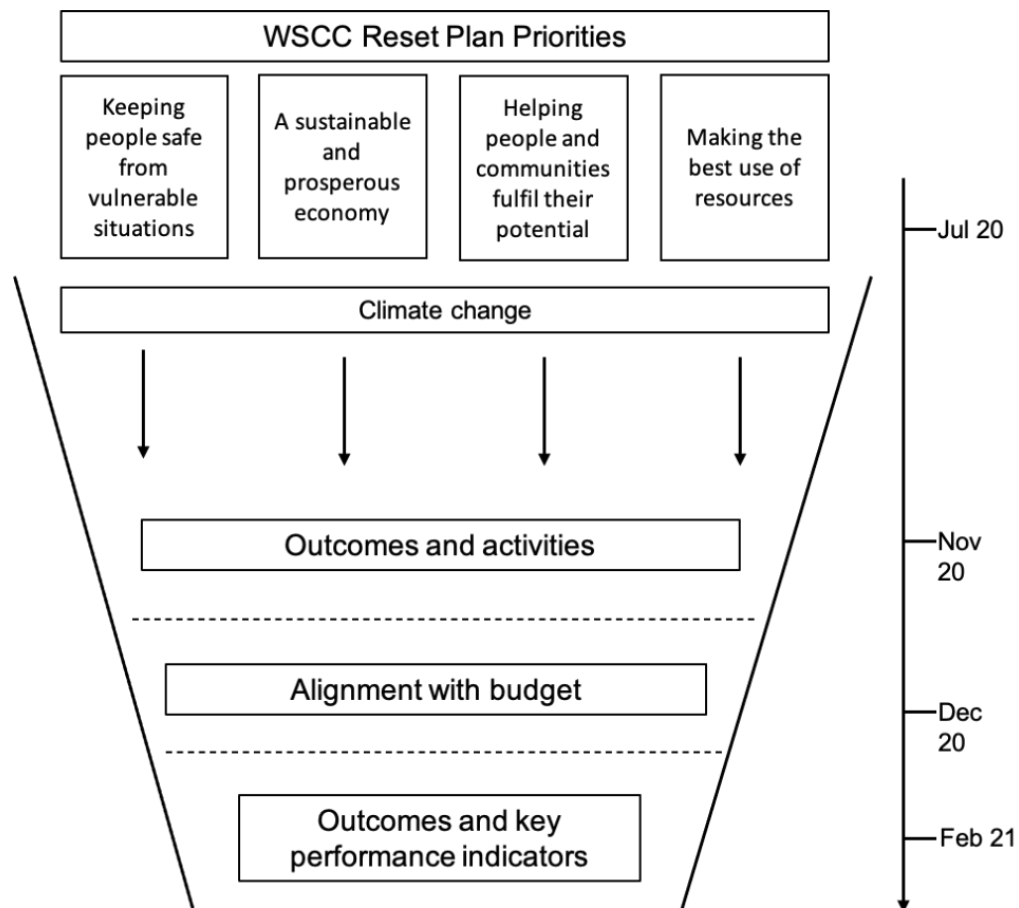
8 A collaborative approach has been taken to developing the Reset Plan, by involving staff, partners and elected members in the process and using the research we have already done with residents (including during Covid-19) to reflect what we should focus on and why. We have used our learning from the Good Governance Project and existing improvement activity already taking place across the organisation to develop the content. This has meant that we have a plan that is being 'led and made in West Sussex' and can be built upon further. The following activities have been part of the process:

- **Covid-19 resident research (Summer 2020)** – we have used the survey conducted after the first wave of the pandemic to gauge what is important to residents and what needs to be prioritised in the plan
- **Workshops with WSCC staff and external partners (October 2020)** – workshops involving the top 100 senior managers in WSCC and more than 50 partners from across West Sussex have provided an opportunity to build a plan that is both reflective of what WSCC will do on its own and in partnership with others
- **Webchat with WSCC staff (October 2020)** – Becky Shaw hosted an online conversation with WSCC staff where staff were able to ask questions and suggest what they thought should be reflected in the plan

- **The Big Exchange (October 2020)** – WSCC staff were able to post ideas and suggestions on what they wanted to see in the plan using on an online platform available to all staff
- **Community conversations (October 2020)** – led by the WSCC Communities team, 20 semi-structured interviews were conducted with voluntary and community sector organisations and other local public bodies
- **Elected member engagement (November 2020)** – we hosted an all-Member workshop where we shared the first iteration of the plan and captured views on the content. Feedback has been captured in the second iteration of the plan
- **Engagement with MPs and District and Borough Council Leaders (November 2020)** – we have shared the first iteration of the plan with local leaders and MPs and sought feedback, which has been fed into the plan
- **Scrutiny (December 2020)** – the Performance and Finance Scrutiny Committee responded to a recommendation from the Cabinet to develop a set of principles and methods for the scrutiny of the Plan once it has been approved. These are reflected in paragraph 11 below and have been used to develop the key performance indicators (KPIs) and targets in the plan.

9 Figure 1 below summarises the iterative approach we have taken to develop the plan since its development was agreed by full Council in July 2020.

Figure 1: the iterative approach to developing the plan



Reset Plan priorities and delivery outcomes

10 The process we have taken has enabled us to iterate the four priority outcomes underpinned by the theme of climate change agreed by full Council in July 2020. Through the engagement we have been able to shape the outcomes we want to see and update these in this iteration to reflect the feedback we have received in the past few months. The priorities and revised outcomes are set out in Table 2 below.

Table 2 – Reset Plan priorities and outcomes

| Priority | Outcomes we want to achieve |
|---|---|
| 1. Keeping people safe from vulnerable situations | <ul style="list-style-type: none"> • A timely and proportionate approach to prevention • Support to people when they need it |
| 2. A sustainable and prosperous economy | <ul style="list-style-type: none"> • Resetting and rebooting the local economy • Achieving social value in West Sussex • Sustainable growth by developing modern infrastructure • Supporting people to develop the skills they need for the future • A sustainable economy that tackles climate change • Working in partnership |
| 3. Helping people and communities to fulfil their potential | <ul style="list-style-type: none"> • Access to excellent education and learning • Tackling inequality • Promoting and enabling independence • Safe, connected and cohesive communities |
| 4. Making the best use of resources | <ul style="list-style-type: none"> • Working together as 'one council' • Getting the best from our people • Maximising our income and the productivity of our assets • Value for money • Working in partnership |

Monitoring performance and impact

11 It is important that we are able to measure our performance and the impact that the activities in the plan will have over the four-year period. There are two distinct roles here:

- **Cabinet** - to set the priorities, outcomes and activities in the plan, along with a set of key performance indicators and targets that will be used to measure its performance and hold council officers to account.
- **Scrutiny committees** – to use the key performance indicators and targets set by the Cabinet to monitor the impact that parts of the plan aligned to the relevant committee’s remit is having across West Sussex, and in doing so hold the Cabinet to account on the delivery of the plan.

-
- 12** In line with Principle 1 in Table 1, in November 2020 the Cabinet recommended that the Performance and Finance Scrutiny Committee consider the expectations and principles that should drive scrutiny of corporate performance and how scrutiny committees could be supported in that task. The committee took forward this recommendation at their meeting in December 2020 and put forward some overarching principles on performance management to be followed:
- KPIs need to be ambitious and SMART (specific, measurable, achievable, realistic, timebound)
 - The plan needed to include 'value for money' indicators to retain focus on financial management
 - Where possible, ensure KPIs are able to be benchmarked for comparison with statistical neighbours
 - Where possible, ensure KPIs allow for trend analysis to track progress year-on-year
- 13** We have used these recommendations and industry best practice to shape a range of key performance indicators and targets that will help measure the impact we will have on the outcomes set out in the plan. There are 53 KPIs which are set out alongside the Reset plan priorities and outcomes **at Appendix 1**. These KPIs are few in number as they are designed to be the top indicators that WSCC services will use to track progress against the Reset Plan. Services will continue to use more detailed KPIs (including statutory indicators) in more detailed business plans that will sit under the Reset Plan. More details are in paragraph 15 below.
- 14** The KPIs set out in the plan vary depending on the nature of what is being delivered or achieved. For example, some KPIs track year-on-year progress towards a goal over the duration of the plan; some track projects that will be delivered by a certain date and therefore do not have a year-on-year target after that date; and some have targets where particular years need to be defined once we are clear on issues that are outside of our control, e.g. national policy. In all cases, we will keep the KPIs and targets under review on a regular basis and add, remove or update KPIs to ensure we continue to measure impact in the right way.

Delivering the Reset Plan

- 15** 2020 has shown us how important it is to plan for the future but remain flexible enough to respond quickly to the changing needs of our communities and the demands on WSCC. The Reset Plan is no different and needs to be a plan that is live and can be updated to focus on what is needed.
- 16** At this juncture, we will now begin planning for the implementation of the Reset Plan, ensuring we continue to take the learning from the Good Governance project forward. This will include putting in place the structures and governance inside WSCC to oversee delivery of the plan and a regular cycle of planning, implementation and review to ensure the plan remains live and reflective of WSCC priorities. WSCC will develop a set of business plans containing more detail on how and when the activities in the Reset Plan will be delivered, and any further KPIs that will be used to track progress at a more operational level. In line with our commitment to transparency, we will continue to publish progress against the Reset Plan KPIs on the Council's website.

- 17** This business planning and performance management routine will support the Cabinet to retain oversight of the plan, while also enabling Scrutiny Committees to hold the Cabinet to account.

Consultation, engagement and advice

- 18** We have taken a collaborative approach to developing the plan, using existing research with residents and engaging WSCC staff, partners and elected members in the process.
- 19** Further consultation, engagement and advice will take place as the plan is implemented.

Finance

- 20** The approach set out above is in alignment with the development of the Medium Term Financial Strategy for West Sussex County Council and supports the delivery of a balanced budget for 2021/22 in accordance with the Council’s statutory duty.
- 21 Appendices 2A and 2B** set out how and where the Council currently spends its money in 2020/21. Once the budget for 2021/22 has been agreed, these figures will be updated to reflect the current budget of the Council. The Reset Plan will be delivered within the Council’s budget envelope.

Risk implications and mitigations

- 22** It is critical that the Council has a corporate plan in place, as it articulates the purpose of the organisation, its areas of focus and priorities, the core outcomes it wants to achieve for residents and how it will measure success. Crucially, it also determines where the organisation will spend its money and therefore must be aligned to the budget and medium term financial strategy. The following risks have been identified and mitigations put in place:

Table 3 – risks and mitigations

| Risk | Mitigating Action (in place or planned) |
|---|--|
| Not having a corporate plan | We have taken an iterative approach to developing the plan, with the first version approved by full Council in December 2020. This final version of the plan will commence from April 2021 and will replace the existing West Sussex Plan. |
| The budget is not aligned to the Reset Plan | The budget process has run alongside the Reset Plan process throughout its development. The Reset Plan is deliverable within the resources that WSCC currently has. |
| It is not clear what success looks like | This final version of the plan contains a set of key performance indicators and targets over the four-year period (where applicable) which sets out what success looks like. |

Policy alignment and compliance

- 23** The Reset Plan will become WSCC's corporate plan and will therefore be the foundation for policy development, governance and compliance.
- 24** Climate change is an underpinning theme in the Reset Plan and has been considered at every stage of the plan's development. The Council's Climate Change Strategy is a core part of the draft plan and the KPIs relating to climate change are highlighted in the plan.
- 25** The Council's Social Value Framework is referenced in the draft plan and will be a core part of how we get the most for local people from the £600m that the Council spends each year.

Recommended

That the WSCC Reset Plan (2021/22 to 2024/25), as set out at Appendix 1, be approved.

Paul Marshall

Leader of the Council

Contact Officer: Becky Shaw, Chief Executive, 033 222 22620

Appendices

- Appendix 1 – WSCC Reset Plan
- Appendices 2A and 2B – How we spend our money 2020/21 (revenue and capital)
- Appendix 3 – Plan for assessing equality impact

Background papers

None

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WSSC Reset Plan (2021/22 – 2024/25)

Introduction

West Sussex needs to operate in a different context to that prior to the Covid-19 pandemic. Like the rest of the country the effects have already been significant and are far from over. In 2020, almost 800 people died from Covid-19 across the county. At the peak of the first wave, more than 133,000 people in West Sussex were furloughed from their jobs, with Crawley having one of the highest take-up rates in the country. Big employers like Gatwick Airport have seen a 61.3% drop in revenues in the first six months of 2020 and around 40% of employees had lost their jobs at the airport at the end of October 2020. The number of claims for Universal Credit have grown by 2.5 times in some parts of the county between March and November 2020.

The longer term physical health, mental health, social and economic impacts are yet to be fully seen. With this new context comes revised action and West Sussex County Council (WSSC) has risen to the challenge.

We have worked alongside partners to put in place the support needed to our communities, including:

- Healthcare,
- Social care,
- Housing and emergency accommodation,
- 'Community hubs' across the county to help people access to food, prescriptions and other essentials when they needed it most.

We have also seen unexpected benefits including cleaner air, less noise, neighbourliness, and an appreciation of the environment our residents live in.

This new context means WSSC needs to build a new model of priorities for the next four years and beyond – one that focuses everything we are able to do on achieving good health and wellbeing for our residents.

In order to be fit for the future we must do two things.

First, we need to build on the improvement journey in Children's Services, Fire and Rescue and Good Governance that we had already started before the pandemic, We must ensure across all areas of our work that we:

- Put residents and communities at the heart of everything we do;
- Create strong and visible leadership;
- Work closely with communities and partners;
- Invest in and value the staff that work for WSSC;
- Make the way we work as a Council as straightforward as possible for the communities we serve.

Second, we must strengthen our support to those who need it most it most, but manage this within the financial challenges we face. This means we will need to:

- Prioritise our key services
- Ensure we effectively manage the demand on our services
- Make sure our resources go to where they are needed most
- Ensure we always get the best value for money from our resources, in the short and the long term

The new uncertain world that we are still getting used to living in requires a plan that takes all of the learning and progress we have made and focuses on the **most important things that our communities need**.

This reset plan acts as a **framework for WSCC to operate** in a way that means we are clear on what we want to achieve and what we will do to achieve the priorities, but we are flexible to respond to whatever comes our way.

This plan and the way we have put it together **reflects the changing nature of our role** – a deliverer, convenor or enabler of whatever is needed to serve our communities.

We have spoken to community groups, undertaken research with residents to understand the effects of Covid-19 and what they need going forward, and involved WSCC staff and almost 50 of our local partners in the process to shape **four key priorities and outcomes**, underpinned by responding to the challenges of climate change.

How to read this plan

This plan sets out where WSCC will focus its efforts over the next four years. It is set out and organised around four priorities with an underpinning theme of climate change. When reading this plan the key things to note are as follows:

- **Priorities** – these are the key areas of focus for all WSCC services. All directorates in the Council will deliver on or enable one or more of these priorities to be delivered. Under each priority is a list of activities that reflect the type of work we will do or continue to do.
- **Outcomes** – outcomes are the things we will achieve for people who live and work in West Sussex. All directorates in the Council will deliver on or enable one or more of these outcomes to be achieved.
- **Key performance indicators and targets** – these are the things we will use to measure the progress and impact we are having or have had to achieve the outcomes set out in the plan. They cover the four-year period of the plan and will be reported on quarterly and updated annually. KPIs marked with a 'CC' reflect those that are focused on the underpinning theme of climate change.

Priorities, outcomes, activities, KPIs and targets

Keeping people safe from vulnerable situations

We know that there will be times in people's lives when they require extra support and help. We will be there in those moments to ensure that appropriate and timely support is provided to manage risk and prevent any further escalation of need. We will focus our activity in the following areas:

- Children's services – we will continue to take a 'whole family' approach to ensuring children are safe, with families supported by multi-agency 'early help hubs' to provide coordinated early support.
- Children first improvement plan - we will keep children with their families wherever possible, to ensure quality of family life and reduce reliance on costly short-term placements. Where this isn't possible, we will ensure we find a safe and supportive environment for children to live and thrive.
- Fire and Rescue Service – through the Integrated Risk Management Plan, we will prevent fire wherever possible, through fire safety checks targeted at those who need it most and wider public awareness campaigns.
- Trading standards – we will respond to reports of predatory trading against members of the community and prevent them from becoming repeat victims.
- The West Sussex Safeguarding Adults Board and its partners will work together to ensure that those adults with care and support needs who may be experiencing, or are at risk of, abuse or neglect are appropriately safeguarded. We will use our learning from the Covid-19 pandemic to increase our efficiency and reach to more WSCC residents who need Deprivation of Liberty Safeguards and work with stakeholders to achieve a smooth transition to the new Liberty Protection Safeguards in spring 2022.
- West Sussex Local Offer – we will continue to deliver information, advice and guidance for children, families and young people with SEND up to 25 years old.
- Adults and older people – we will provide early support in the community and close to home, including support to carers
- Fire and Rescue – we will continue to conduct 'safe and well' visits for people who need it most, including fitting smoke alarms and fire detection equipment free of charge.

- Information sharing – we will build on and retain the improved data and information sharing arrangements seen during the Covid-19 pandemic, to identify and provide support to people as early as possible.

Outcomes, key performance indicators and targets

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|---|---|---------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| A timely and proportionate approach to prevention | 1. Percentage of re-referrals to Children’s Social Care within 12 months of the previous referral | 23.7% (Nov 20) | 23% | 22% | 21% | 20% |
| A timely and proportionate approach to prevention | 2. Percentage of Early Help Plans closed with outcomes met and without ‘step-up’ to social care | 71% (Dec 19 – Nov 20 rolling year) | 72% | 74% | 77% | 80% |
| A timely and proportionate approach to prevention | 3. Percentage of fire safety inspections of business premises (as determined by the Risk Based Inspection Programme) carried out per year | 100% (936 inspections in 20/21) | 100% (Target no. to be agreed) | 100% (Target no. to be agreed) | 100% (Target no. to be agreed) | 100% (Target no. to be agreed) |
| A timely and proportionate approach to prevention | 4. Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a proactive intervention from the Trading Standards Service | 100% | 100% | 100% | 100% | 100% |
| A timely and proportionate | 5a. Uptake of flu vaccine in over 65s or at risk | 74.2% (2019/20) | 75% | 75% | 75% | 75% |

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|---|---|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| approach to prevention | | | | | | |
| A timely and proportionate approach to prevention | 5b. Update of flu vaccine in 'at risk' groups | 45.8% (2019/20) | 47% | 50% | 53% | 55% |
| A timely and proportionate approach to prevention | 6. Healthy weight of 10-11 year olds | 69.8% (2019/20) | To be confirmed | To be confirmed | To be confirmed | To be confirmed |
| Support to people when they need it | 7. Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index | 10.7% (Nov 20) | 10% | 10% | 10% | 10% |
| Support to people when they need it | 8. Support for care leavers to achieve their aspirations – percentage of care-leavers aged 19-21 who are in Employment, Education or Training | 62% (Nov 20) | 64% | 66% | 70% | 70% |
| Support to people when they need it | 9. Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months | New measure (no baseline) | 80% | 83% | 86% | 90% |

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|-------------------------------------|---|---|-----------------------|-----------------------|-----------------------|-----------------------|
| Support to people when they need it | 10. Number of 'safe and well' visits undertaken for those at highest risk | 4669 (FY 2019-20) | 4000 | 4000 | 4000 | 4000 |
| Support to people when they need it | 11. Percentage of contacts to adult social care that progress to a social care assessment | 67% | 63% | 60% | 57% | 55% |
| Support to people when they need it | 12. Percentage of adult social care assessments that result in a support plan | 5.7% | 6% | 6.3% | 6.6% | 7% |
| Support to people when they need it | 13. Percentage of safeguarding concerns that become a Section 42 enquiry | 53.45% (2 nd quarter 20-21) | 56.12% | 58.92% | 60.87% | 63.91% |
| Support to people when they need it | 14. Time to complete outstanding 'deprivation of liberty' cases | 4.4 Months (FY 19-20) | 4.4 Months | 4.4 Months | 4.4 Months | 4.4 Months |

A sustainable and prosperous economy

A sustainable and prosperous economy in West Sussex is key to the future wellbeing of the county and it has never been more important for us to focus on this given the ongoing economic impact of Covid-19. Ensuring that businesses are supported to recover and grow, that local people have access to well-paid employment, and that the conditions are right for enterprise and innovation will have a positive impact on the long term health of residents and on the potential of young people. We will focus our activity in the following areas:

- We will deliver the Council's Economy Reset Plan, focussing on the economic challenges faced by different places in the county; on supporting new and existing businesses, and those sectors hit hard by COVID-19; on employment and skills activities to support and create jobs; and on digital technology to boost the economy. Climate change and the environment will underpin the economy reset approach.
- Social value framework – we will ensure our procurement processes are accessible to local providers in order to maximise the use of local suppliers in our supply chains and secure added economic, social and environmental benefits for our residents. For example, jobs and opportunities for local people and access to education, training and support.
- West Sussex Transport Plan – we will review the plan and set out a new strategy for the transport network up to 2036 to enable active travel and access to education, employment and services, and decarbonise the transport system while protecting the local environment.
- Digital infrastructure – we will work with the Department for Culture, Media and Sport and the telecoms market to accelerate and extend investment in the county to build digital infrastructure and access networks in line with the government's target.
- We will work with employers, education and training providers to progress skills and employment opportunities to support residents and the local economy in the medium and longer term.
- We will deliver commitments in our Climate Change Strategy, in particular positioning the county as a place for innovation in green energy. We will take advantage of natural capital investment funding when available and encourage and enable the community and businesses to innovate and make decisions which optimise use of resources and reduce carbon impact.
- West Sussex growth deals – we will continue to deliver on existing deals with Districts and Borough Councils, which aim to support town centre growth, unlock housing and employment sites and attract investment. We will seek to refresh deals that are due to expire after their 5-year term.

Outcomes, key performance indicators and targets

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|--|---|-----------------|-----------------------|------------------------|------------------------|------------------------|
| Resetting and rebooting the local economy | 15. Enterprises supported to start, revive, innovate and grow | 950 | 1,500 | To be decided in 21/22 | To be decided in 22/23 | To be decided in 23/24 |
| Achieving social value in West Sussex | 16. New tenders over the value of £500,000 include 'social value' criteria as part of the evaluation, in line with the Council's social value framework | 20% | 40% | 60% | 80% | 80% |
| Sustainable growth by developing modern infrastructure | 17. Length of new cycle paths across the County (CC) | 7km per year | 7.5km per year | 7.5km per year | 7.5km per year | 7.5km per year |
| Sustainable growth by developing modern infrastructure | 18. Percentage length of A and B roads that require maintenance | 15% (20/21) | 14.5% | 14% | 13.5% | 13% |
| Sustainable growth by developing modern infrastructure | 19. Highway defects repaired within required time scale | 96% (20/21) | 96% | 96% | 96% | 96% |

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|--|--|---------------------|-----------------|-----------------|-----------------|----------------|
| Sustainable growth by developing modern infrastructure | 20. Percentage of premises able to access gigabit-capable connectivity by 2025 (working towards government target of 85% by the end of 2025) | 12% | To be confirmed | To be confirmed | To be confirmed | 72% |
| Supporting people to develop the skills they need for the future | 21. The percentage of young people attaining Grade 4 and above for Maths and English GCSE by the age of 16 years old | 66.2% | 67% | 67.5% | 68% | 69% |
| A sustainable economy that adapts to climate change | 22. Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC) | 33,912 (2019/20) | 30,521 | 29,910 | 28,116 | 25,867 |
| A sustainable economy that adapts to climate change | 23. Household waste recycled, reused or composted (CC) | 53% | 54% | 55% | 56% | 57% |
| Working in partnership | 24. Number of growth deals in place with district and boroughs | 6 | 6 | 6 | 6 | 6 |

Helping people and communities to fulfil their potential

Enabling people and communities to fulfil their potential is at the heart of the Council’s ambition for everyone who lives and works in West Sussex. To achieve this, we need to generate, improve and sustain the conditions and environment that will enable people to be independent, and communities to feel safe and be safe, to benefit from a prosperous, sustainable economy and to lead healthy, fulfilling lives. We will focus our activity in the following areas:

- School effectiveness strategy – we will continue to support our schools on their improvement journeys and build on the success of having 248 of 288 West Sussex schools currently rated by Ofsted as good or outstanding.
- Careers advice – we will continue to support the 500 young people not in education, employment or training and provide apprenticeships with WSCC where possible encourage others to do the same.
- Lifelong learning – we will work with education providers to support them in running accessible learning and development opportunities.
- We will support the formation of ‘local neighbourhood community networks’ in parts of the county where health and socio-economic inequality exists in order to reduce reliance on costly acute health and social care services.
- Libraries – we will continue to deliver activities to support literacy and learning for children, families and older people, preventing isolation. We will work with local communities on how we can deliver these services innovatively.
- Public Health Wellbeing Programme – through our partnership with all seven district and borough councils, we will support people to maintain and improve their health and wellbeing through advice and support within their local area that is person-centred and addresses health inequalities that exist across the county.
- We will work with Communities and partners to further embed and develop a Community led support approach to the delivery of adult social care. Harnessing people’s strengths and connecting them with their community. By promoting people’s independence and wellbeing, we will prevent, reduce or delay their need for ongoing funded care services.
- Residential and nursing care – we will aim to support people to remain as independent as possible, for as long as possible in their own homes. However where residential care is needed, we will work collaboratively with the care market to ensure that what is needed is available and is of good quality.

- Supported accommodation – we will work in collaboration with housing providers to develop alternative accommodation options with care, including extra care housing, enabling more people to remain in their own home.
- Day services – we will develop and deliver a new model that uses fewer building based day services but ensures that people have support to access the right activities and opportunities in their local community.
- Shared Lives scheme – we will increase the number of people living in this family-based accommodation model.
- Reablement – we will increase capacity and deliver a more efficient service to ensure more people are able to remain as independent as possible in their own home.
- Dementia – in partnership with West Sussex CCG, districts and boroughs and the VCS, we will combine efforts to ensure the right accommodation and support is available, to live independently, including support to carers.
- Digital technology – using the latest assistive technology we will enhance people’s independence and wellbeing and keep people safe in their own home for longer.
- Disabled facilities grant – we will continue working with district and borough councils to improve disabled people’s access to grant funding to adapt their homes, so they are more accessible and help to maintain their independence.
- Fire and Rescue Service Integrated Risk Management Plan – at the heart of the plan is the prevention of fire and ensuring community safety, ensuring a workforce who are well prepared, improving the safety of firefighters and providing a workplace that considers safety and dignity. We will continue to deliver on this core commitment and protect people through a timely response to incidents.
- We will work with the local community & community networks to improve individual’s digital inclusion, health & wellbeing through enhanced digital skills.
- Voluntary and Community Sector – we will review current commissioned arrangements to ensure the limited funding WSCC can provide goes to where it is needed most in the sector to support safe and cohesive communities.
- Tackling crime – we will work collaboratively with partners such as the Police to reduce criminality and raise awareness amongst the public to prevent crime and keep our communities safe.

Outcomes, key performance indicators and targets

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|--|--|-----------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Access to excellent education and learning | 25. Percentage of schools with OFSTED rating 'good' or 'outstanding' | 87.6% | 88.5% | 90% | 90.5% | 91% |
| Access to excellent education and learning | 26. Percentage of pupils and students accessing OFSTED 'good' or 'outstanding' schools | 86.6% | 88% | 89% | 90% | 91% |
| Access to excellent education and learning | 27. Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2 | 62.7% | 64% | 68% | 71% | 72% |
| Access to excellent education and learning | 28. Average attainment 8 score of students at Key Stage 4 including English and Maths | 46.9 | 47.5 | 48.3 | 49 | 49.5 |
| Access to excellent education and learning | 29. Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2 | 26% | 24% | 20% | 16% | 14% |
| Access to excellent education and learning | 30. Combined percentage of 16-17-year olds that are Not in Education, Education and Training or whose activity is not known (3-month average Dec-Feb annually) | 11.7% | 7% | 6.5% | 6% | 5.5% |
| Tackling inequality | 31. Healthy life expectancy for men | 64.6 years | Targets to be agreed | Targets to be agreed | Targets to be agreed | Targets to be agreed |

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|-------------------------------------|--|---|--|----------------------|----------------------|----------------------|
| | | (2016-18) | | | | |
| Tackling inequality | 32. Healthy life expectancy for women | 64.3 years (2016-18) | Targets to be agreed | Targets to be agreed | Targets to be agreed | Targets to be agreed |
| Promoting and enabling independence | 33. Use of virtual/digital library services by residents | 4.45m | 4.5m (to regain pre-Covid baseline) | TBC | TBC | TBC |
| Promoting and enabling independence | 34. Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic | 34,000 people reached by middle of 2020 | 35,000 (one-year target) | To be confirmed | To be confirmed | To be confirmed |
| Promoting and enabling independence | 35. Number of people completing evidence-based falls prevention programmes | Baseline to be agreed | Targets to be agreed | Targets to be agreed | Targets to be agreed | Targets to be agreed |
| Promoting and enabling independence | 36. Percentage of adults that did not need long term support after a period of reablement support | 85.5% (19-20) | 89.8% | 94.29% | 99% | 100% |
| Promoting and enabling independence | 37. Percentage of adults that purchase their service using a direct payment | 36.5% | 38.3% | 40.4% | 42.6% | 44.7% |
| Promoting and enabling independence | 38. Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months | 72.7% | 75.8% | 79.6% | 83.6% | 87.8% |
| Promoting and enabling independence | 39. The percentage of adults with a learning disability in paid employment | 2.1% (19-20) | 3.6% | 3.8% | 4% | 4.2% |

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|--|--|--|-----------------------|-----------------------|-----------------------|--|
| Promoting and enabling independence | 40. The percentage of adults in contact with secondary mental health services living independently with or without support | 70% | 73.5% | 77% | 81% | 85% |
| Safe, connected and cohesive communities | 41. Killed and seriously injured casualties per billion vehicle miles | 120 (average from 2014-18 vs traffic data from 2019 (pre C-19)) | 115 | 111 | 106 | 102 |
| Safe, connected and cohesive communities | 42. Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard | 86.9% (FY 2019-20) | 89% | 89% | 89% | 89% |
| Safe, connected and cohesive communities | 43. Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard | 73.6% (FY 2019-20) | 80% | 80% | 80% | TBC (IRMP to be updated at this date) |
| Safe, connected and cohesive communities | 44. Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service | Baseline to be measured in 2021/22 | TBC | TBC | TBC | TBC |

Making the best use of resources

Running throughout this plan is a theme of making the best use of the resources at our disposal. When deciding how to deploy our resources, or working with partners to deliver our collective ambitions, we will use the priorities expressed in this plan to inform our decisions, using data and information that is available on our residents' needs to deliver the right things efficiently. WSCC, like our partners, is committed to achieving best value for residents. This means we have to work better, we more efficient and get the best from what we have to manage increasing demand in a different way. We will focus our activity in the following areas:

- Good governance review – we will act on the findings of the review to remove silos and work across team boundaries and deliver the best for our residents, ensuring governance and the way we make decisions is fit for purpose.
- People framework – our staff will have the confidence and support to deliver change and continuous improvement; all staff will be treated with dignity and respect; all staff will have consistent and high quality performance and development conversations; and we will attract, recruit and retain the staff we need to deliver public services for the residents of West Sussex. We will underpin staff development with themes of equality, diversity and inclusion.
- We will maximise the use of our assets by disposing of surplus assets and looking creatively and how we might use our assets to support economic growth (e.g. sharing space in our buildings with start-ups). For retained assets, we will reduce our overall energy consumption to meet our ambition of being a net carbon zero organisation by 2030.
- We will continue to benchmark the unit costs of our services and maximise every pound spent and achieve value for money.
- We will look to combine or share approaches and services to achieve greater efficiency.

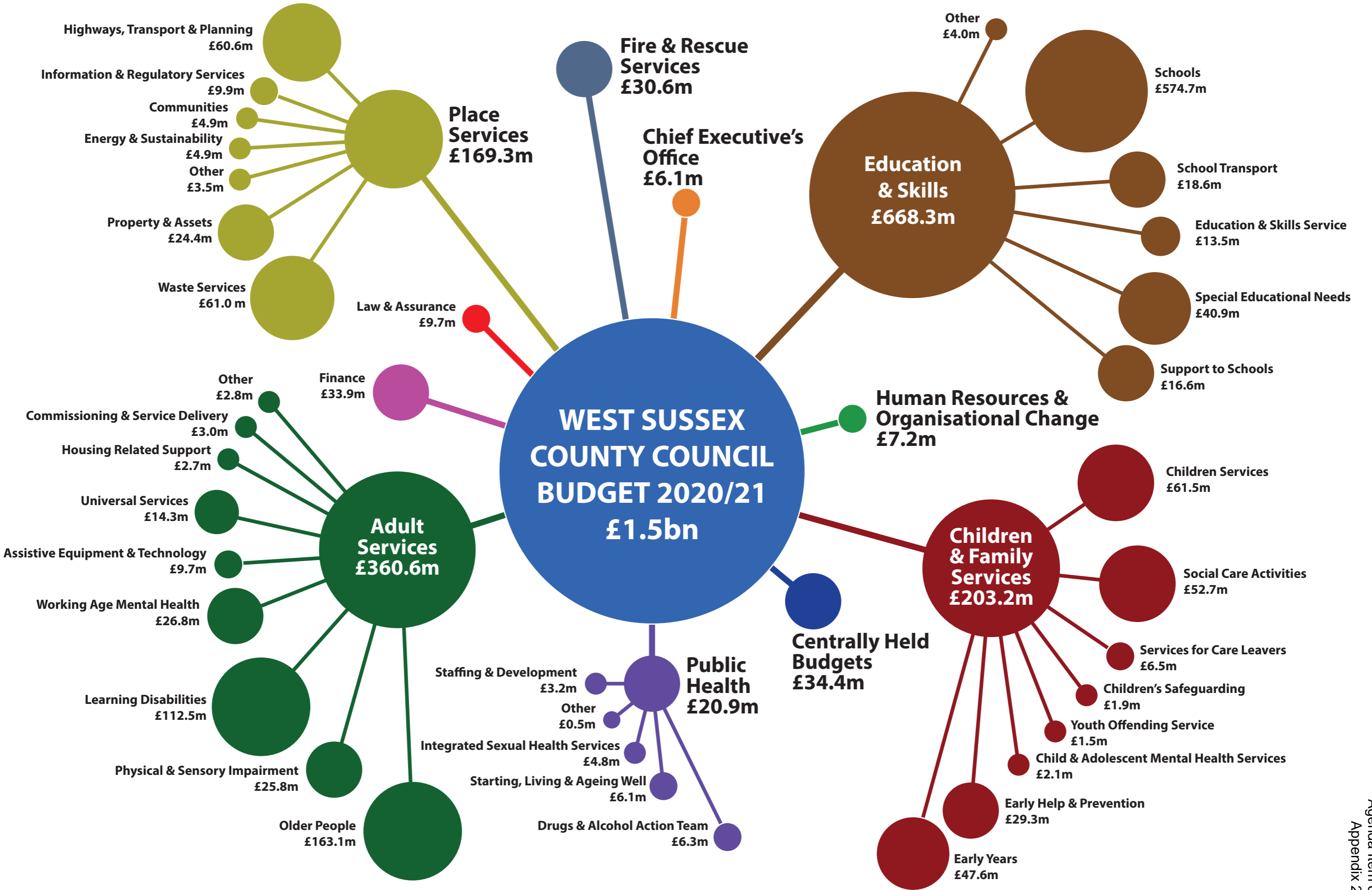
Outcomes, key performance indicators and targets

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|--|---|------------------------------------|------------------------|------------------------|------------------------|------------------------|
| Working together as one Council | 45. All member training and development needs identified and training completed within 12 months of 2021 election (future year targets and measures to be set by the Member Development Group) | N/A | 100% | TBC | TBC | TBC |
| Working together as one Council | 46. New Code of Governance published, assisting the public, staff and elected members to navigate the Council's decision making process | N/A | By 2021 elections | N/A | N/A | N/A |
| Getting the best from our people | 47. Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously" | 73% | 75% | 78% | 80% | 85% |
| Getting the best from our people | 48. Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues" | 86% | 86% | 87% | 88% | 90% |
| Maximising our income and the productivity of our assets | 49. Square metres of operational property (e.g. offices, libraries, fire stations etc) that are in use | 285,000 m ² | 270,750 m ² | 257,000 m ² | 245,000 m ² | 233,000 m ² |
| Value for money | 50. The aggregated unit cost of our services compared to our statistical neighbours | Baseline to be measured in 2021/22 | TBC | TBC | TBC | TBC |

| Outcome | KPI(s) | Baseline | 2021/22 target | 2022/23 target | 2023/24 target | 2024/25 target |
|------------------------|---|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Value for money | 51. Percentage of digital services available from WSCC to support self-service | 62% (Pre-Covid) | 60% | 70% | 75% | 80% |
| Working in partnership | 52. For key decisions on contracts over £500,000 include an appraised option for partnership working to assess opportunities for efficiency | To be confirmed | 20% | 40% | 80% | 100% |

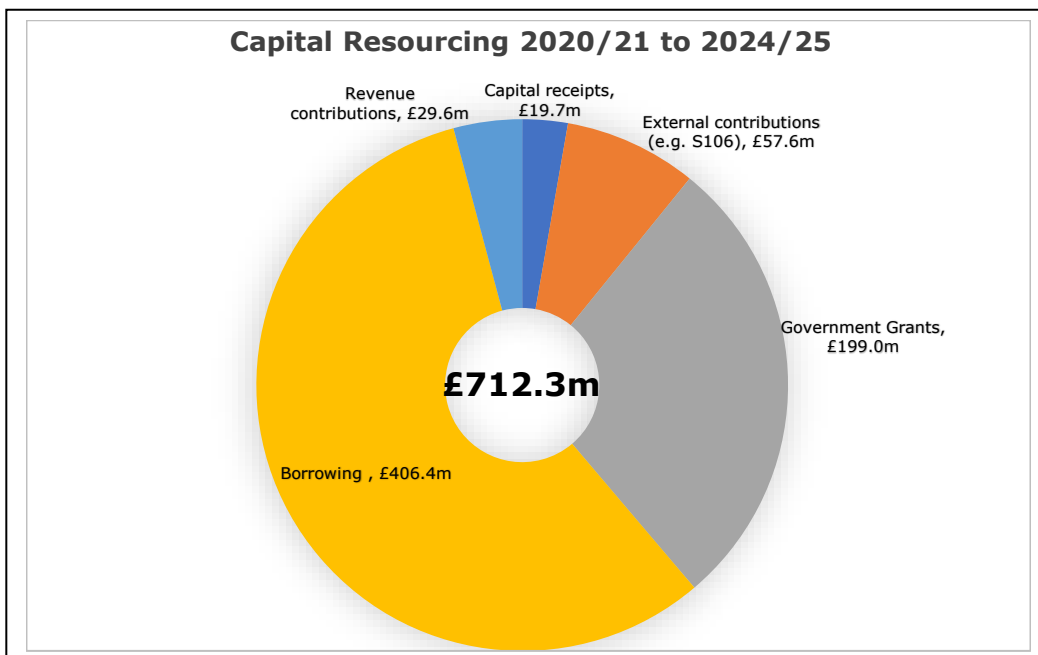
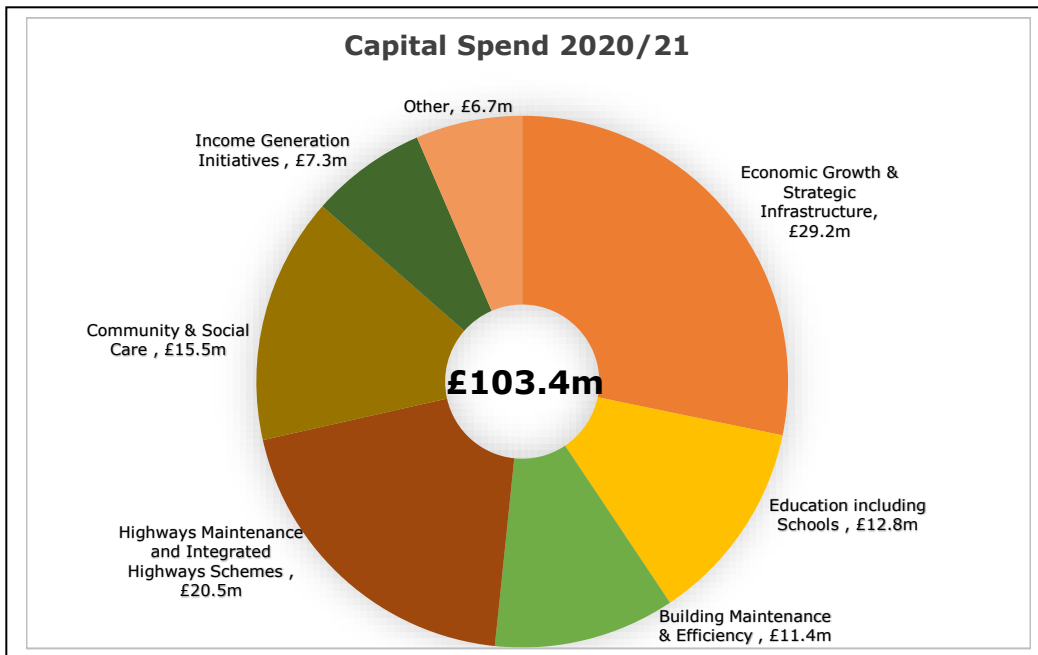
Note – KPIs marked (CC) are measures relating to tackling climate change

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Capital Programme 2020/21



Economic Growth & Strategic Infrastructure £29.2m

- £8.2m to enhance the corridor capacity on the A259, East Arun
- £7.2m to enhance the corridor capacity on the A2300, Burgess Hill
- £4.6m for town centre improvements in Burgess Hill, Crawley and Worthing
- £2.5m to increase the number of premises in the county that can access gigabit broadband

Education including Schools £12.8m

- £8.3m to increase pupil places across our primary and secondary schools
- £1.8m to increase pupil places for the provision of special educational needs
- £1.0m to build a new Woodlands Mead school

Building Maintenance & Efficiency £11.4m

- £2.8m investment in improvements to building maintenance and efficiency
- £7.4m investment in improvements to our school buildings maintenance and efficiency

Highways Maintenance and Integrated Highways Schemes £20.5m

- £11.3m of structural maintenance to maintain and improve the roads network
- £2.2m on community Highways schemes
- £1.5m to improve the footways network
- £1.2m to improve traffic control systems and signals

Community & Social Care £15.5m

- £5.3m on transformational projects including the procurement of a business Management solution
- £1.4m for the County Council's fleet of vehicles, including Fire and Rescue, Highways and Transport and Social Care vehicles
- £1.6m on delivering a Community Hub facility in Worthing
- £1.4m creating additional Children's Social Care residential places
- £1.1m to progress the design of a new Fire Station in Horsham

Income Generation Initiatives £7.3m

- £5.4m investment in solar energy creating a revenue return
- £1.0m investment into Street Lighting LED resulting in future lower costs

Other £6.7m

- £6.0m set aside for new schemes that come forward as capital improvements.

WSCC Reset Plan – approach to assessing equality impact during implementation

West Sussex County Council is committed to equality of opportunity, valuing diversity and eliminating unlawful discrimination. This commitment is embedded in the four priorities within the West Sussex Rest Plan.

West Sussex County Council will meet its obligations under the Equality Act 2010. The County Council recognises its duty (the Public Sector Equality Duty) to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it and
- foster good relations between people who share a protected characteristic and people who do not share it.

In the development and in the implementation of plan the Council will ensure that decision-makers will, in a timely way, have due regard to these commitments and can show how this has been done and an equality impact assessment will be completed where needed. The plan recognises the need for the assessment of proposed actions against the public sector equality duty to be carried out separately for each activity or intervention by reference to the likely or expected impact of that activity. Consultation and engagement activity and the evaluation of available data will be used in a focused way to understand the potential impact of proposals.

Some core information about the communities of West Sussex may provide a starting point:

- **Age** – West Sussex has an older population compared with England. In 2018, 23% of the population (195,500 people) were aged 65 years or over, compared with 18% nationally. A notable exception below county level is Crawley, where less than 14% of the population is 65+ years and 22% are aged 0-15 years.
- **Disability** – Using data from a national survey, the portion of the population with a disability equates to 21% of the total population, ranging from 3% of 0-4 year-olds to 60% of people aged 80+ years.
- **Ethnicity** – Population level data is available from the Census. In 2011, 89% of the county population were White British, higher than England (80%). Crawley is, again, notably different from the rest of the county, with 72% White British and 5.2% and 4.3% from Indian and Pakistani backgrounds respectively.
- **Gender/Transgender** - 51% of the West Sussex population is female, reflecting the longer life expectancy of women. In the older age groups the gap is greater, with 55% of 65+ year-olds and 63% of 85+ year-olds being female. There is an absence of reliable data at a national or local level relating to the number of people who have/are seeking gender re-assignment or identify with a different gender than they were assigned at birth. Nationally the Government have stated a tentative estimate of 200,000 to 500,000 people broadly described as transgender.

- **Marital Status/Civil Partnership** –The Census 2011 described the marital/civil partnership status of residents. In West Sussex, 51% of people aged 16+ were married or in civil relationships, 29% single, 10% divorced, 8% widowed, and 2% separated.
- **Pregnancy and Maternity** – In West Sussex, in 2018, there were 8,540 births, 38 of which were to mothers aged 18 years or under.
- **Religion/Belief** – 66% of people in West Sussex stated they had a religious belief (lower than England - 68%). Crawley had a higher percentage of people who stated their religion as Hindu (5%) or Muslim (7.5%)
- **Sexual Orientation** - Nationally (in 2016) ONS estimated that 2.5% of the UK population aged 16 or above identified as lesbian, gay, bisexual or 'other'. Using this assumption, this represents 17,500 people aged 16+ in West Sussex

The approach will also recognise that there are other groups in the population which are at known higher risk of poorer health and wellbeing outcomes due to the lifestyle, background or other circumstances and these groups will also be considered as part of the impact evaluation to inform decision making.

Impacts of the proposed change

All West Sussex County Council Reset Plan targets aim to deliver positive outcomes for the people of West Sussex. A number of the measures in the Council Plan are aimed to have a positive impact upon the lives of groups of people with protected characteristics. There should not be any negative impacts on any group with a protected characteristic. This will be tested as plans are developed and implemented.

The work of developing proposals to deliver the aims of the re-set plan will include arrangements to ensure an understanding of all potential impacts on those with protected characteristics and the responsibilities of the Council under the public sector equality duty. This will ensure that those who prepare proposals for consideration, those who have the task of scrutinising proposals and those charged with taking decisions carry out these tasks with the information they need to ensure the Council's equality and diversity commitments are met.

Pay Policy Statement 2021/22

Background and context

- 1 The Localism Act requires each local authority to produce a Pay Policy Statement (the 'statement') explaining its approach to the pay of its 'chief officers' and its 'lowest paid' employees and the relationship between the two. The statement has to be published and accessible to the public. The statement must be approved annually before 31 March each year prior to the financial year to which it relates.

Proposal details

- 2 **Appendix 1 to this report**, the Pay Policy Statement 2020/21, sets out the pay determination arrangements for staff. Only minor changes to the Pay Policy Statement are proposed since it was last amended in June 2020 and these are summarised below. The changes are highlighted in italic and strike-through text in Appendix 1:
 - (a) Throughout the document references to Human Resources and Organisational Change have been changed to Human Resources and Organisational Development to reflect a change in the name of the department.
 - (b) Paragraph 6.2: Text amendment to clarify that the Chief Executive is an employee of East Sussex County Council.
 - (c) Paragraph 6.3: Text updated to reflect the next date a pay review is due for employees on SMG grades at tiers 2 and 3 and a change in wording to provide flexibility in how performance is assessed should the appraisal scheme change.
 - (d) Paragraph 10.1 and 11.1: text has been amended to reflect the requirements of the Public Sector Exit Pay Regulations 2020. The Regulations set a limit of £95,000 on severance payments, with provisions to relax the cap in certain circumstances and subject to the approval of Ministry of Housing and Local Government and HM Treasury. The County Council is required approve payments that exceed the £95,000 limit prior to seeking the necessary authorisation from the government departments.
- 3 The pay multiples between the highest paid salary and the median earnings and between the highest paid salary and the lowest paid staff are **set out at Appendix 2**. With effect from 6 January 2020 the County Council's Chief Executive has also been the Chief Executive of East Sussex County Council with the two roles being carried out together and salary costs shared between authorities. With these arrangements in place the highest paid salary in the County Council is not for the post of Chief Executive, as has been the case in previous years. The reference figure used for the pay multiples as at 31 March 2020 is that of the highest paid West Sussex County Council employee.
- 4 In accordance with the requirements of the Public Sector Exit Pay Regulations 2020 the approval of the County Council is required in any case where it is proposed that a request to relax the cap on exit payments be sought. In any such case a meeting of the Council shall be called. This may need to be an extraordinary meeting should the Chairman be in agreement. It may also be

necessary for the meeting to consider the exclusion of press and public if this is required to comply with personal data obligations or as may otherwise be advised in any particular case. The Council will be provided with a report to explain the basis for the approval being sought.

Recommended

- (1) That the proposed revisions to the Pay Policy Statement, as set out in Appendix 1, be approved; and
- (2) That the arrangements for dealing with any request related to the exit payment cap under the Public Sector Exit Pay Regulations 2020 be approved.

Janet Duncton

Chairman of the Governance Committee

Contact Officer: Colin Chadwick, Head of HR Specialist Services, 0330 2223283, colin.chadwick@westsussex.gov.uk

Appendices

- Appendix 1: Pay Policy Statement
- Appendix 2: Pay multiples

Background papers

None

West Sussex County Council Pay Policy Statement

For financial year 1 April 2020~~1~~ - 31 March 2021~~2~~
As approved by the County Council on TBC.

1. Aim of the Pay Policy

- 1.1 The County Council's pay policy aims to ensure value for money whilst enabling the County Council to deliver high quality services to the residents of West Sussex.
- 1.2 The County Council seeks to set pay rates that are competitive but will determine pay at an appropriate level in accordance with relevant legislation, overall affordability, and other relevant factors in recruiting and retaining its workforce.

2. Governance Arrangements

- 2.1 The Governance Committee determines the terms and conditions of employment for all staff.
- 2.2 The Scheme of Delegation provides for the Director of Human Resources and Organisational **Development** Change to manage, review and apply the County Council's Human Resources strategy and policies and to apply, with the Chief Executive, the appropriate pay and conditions for the appointment of staff. The responsibilities of members are as described in this Statement.
- 2.3 The Chief Executive is required to keep the Governance Committee informed of any matters of significance relating to staff terms and conditions.

3. Scope of the Pay Policy Statement

- 3.1 This pay policy statement meets the statutory duty to provide the County Council with a description of the policy on staff remuneration for annual approval. It provides information on remuneration arrangements for staff directly employed by the County Council, excluding staff in schools.
- 3.2 The County Council defines its lowest paid employees as those staff paid on the first spinal column point of the County Council's pay grades for National Joint Council (NJC) for Local Government Services staff.
- 3.3 The relationship between the remuneration of the lowest paid employees and that of the Council's senior officers is as described in this statement and by reference to published data requirements.

4. Grading, or Fixed Pay Point, Structure

- 4.1 For the officer on Strategic Management Grade (SMG) Tier 1 (i.e. the Chief Executive/Head of Paid Service) a single fixed pay point and grading is determined by the Leader *and* Cabinet Member for Finance, with advice from the Director of Human Resources and Organisational **Development** Change, with reference to benchmarking remuneration arrangements, including Hay

evaluation scores, of relevant comparator organisations. This arrangement applies where the post holder is an employee of the County Council.

- 4.2 For the period covered by this Statement the payment for the services of the Head of Paid Service (the Chief Executive) will be by way of a payment to East Sussex County Council, which will be the employer of the person appointed to the post and who also holds the equivalent post at East Sussex. That Council will determine the salary in consultation with this Council's Leader and Cabinet Member for Finance. This Council will be responsible for paying half of the salary and associated on-costs of the post.
- 4.3 For staff on Strategic Management Grades (SMG), Tiers 2 and 3 (i.e. Executive Directors and Directors), a single fixed pay point and grading is determined by the Chief Executive and the Director of Human Resources and Organisational **Development Change** (other than in the case of the Director of Human Resources and Organisational **Development Change** – in which case it will be the Chief Executive alone), using (a) the local SMG job assessment method and (b) reference to benchmarking remuneration arrangements, including Hay evaluation scores, of relevant comparators where available. This method applies a number of weighted criteria and internal and external benchmarking.
- 4.4 For staff on Strategic Management Grade (SMG) Tier 4 (i.e. Heads of Service or equivalent posts that report in to a SMG Tier 1, 2 or 3 post) a single fixed pay point within SMG Tier 4 Hay pay range is determined using (a) the HAY job evaluation scheme (b) reference to benchmarking remuneration arrangements of relevant comparators (c) the levels of skills and experience of the role holder.
- 4.5 For staff on Hay Grades the County Council uses the Hay job evaluation scheme to allocate jobs to the appropriate Hay pay grade.
- 4.6 For staff on NJC pay grades the County Council uses the NJC formal job evaluation procedures to allocate roles to the appropriate council pay grade.
- 4.7 For staff appointed on Uniformed Fire Fighters, Teachers (Centrally Employed), Soulbury and Youth Worker terms and conditions, grading is established using national frameworks.
- 4.8 Salaries for staff who have transferred into the authority under Transfer of Undertakings (Protection of Employment) Regulations (TUPE) or Cabinet Office Statement of Practice (COSOP) arrangements are those applicable at time of transfer and, by agreement, may also be determined in accordance with the local pay framework described above.
- 4.9 NJC and Hay pay grades are published on the County Council's website.

5. Pay Progression

- 5.1 Staff on NJC and Hay grades are eligible for annual incremental increases to base pay until they reach the top of the grade for their role. There is no further base pay progression once the employee reaches the maximum of the grade, with the exception of a small number of staff who retain an entitlement to an additional long service increment, in accordance with the rules of a scheme which is no longer current.

- 5.2 Incremental progression is subject to 'satisfactory' performance and this will be defined within the Council's Performance Management Policy/Procedure.
- 5.3 Pay progression for Uniformed Fire and Rescue Service, Teachers (Centrally Employed), Soulbury and Youth and Community Worker roles is based on assessment against national standards and/or terms and conditions of service.
- 5.4 Pay progression for newly qualified social workers is determined by the Continuous Professional Development (CPD) and Pay Progression Policy. Progression is subject to satisfactory completion of an Assessed and Supported Year in Employment (ASYE).
- 5.5 Pay progression can also be achieved where an agreed career grade scheme is in place. Employees must satisfy specified criteria.
- 5.6 In exceptional circumstances staff increments may be accelerated within an employee's grade at the discretion of the Director in consultation with the Director of Human Resources and Organisational **Development** Change on the grounds of special merit or ability.
- 5.7 The pay progression arrangements for staff who have transferred into the authority with protected terms and conditions are those applicable at time of transfer.

6. Local Pay Awards

- 6.1 There is no automatic annual cost of living increase for staff on SMG or Hay grading arrangements.
- 6.2 Pay awards for Strategic Management Grade, Tier 1 are determined locally through an agreement with East Sussex County Council **whilst the postholder is employed by that Council**. Any pay increase will be subject to reference to benchmarking remuneration arrangements of relevant comparators. Any pay award will follow consultation with the officer concerned.
- 6.3 Pay awards for staff on Strategic Management Grades, Tiers 2 and 3 are determined locally by the Chief Executive and Director of Human Resources and Organisational **Development** Change (other than in the case of the Director of Human Resources and Organisational **Development** Change – in which case it will be the Chief Executive alone). Pay reviews are undertaken every 2 years with the next review due April 2022. Any pay increase will be subject to ~~(a) good or exceptional~~ **satisfactory** performance in an appraisal and performance based on delivery of corporate objectives and/or ~~(b) reference to benchmarking remuneration arrangements of relevant comparators~~. Any pay award will follow consultation with the staff concerned.
- 6.4 The pay awards for staff on Strategic Management Grades, Tier 4, are determined locally and are approved by the Chief Executive in consultation with the Director of Human Resources and Organisational **Development** Change. Any pay award will follow consultation with the staff concerned.
- 6.5 The pay awards for staff on Hay pay grades are determined locally and are approved by the Chief Executive in consultation with the Director of Human

Resources and Organisational **Development Change**; and following consultation with the staff concerned and UNISON.

- 6.6 The total sum available for any pay increase for staff is decided annually by the Cabinet Member for Finance on the recommendation of the Chief Executive, in consultation with the Director of Finance and Support Services, (S151 Officer) and Director of Human Resources and Organisational **Development Change**. This is based on consideration of appropriate market and other relevant information, including the performance of the County Council and affordability.
- 6.7 In exceptional circumstances; and as approved by the Leaders of East Sussex and West Sussex County Councils in the case of SMG Tier 1; and as approved by the Chief Executive in the case of SMG Tier 2 to 4 and Hay grades - an unconsolidated additional payment may be made to recognise exceptional performance.

7. Market Supplements

- 7.1 The County Council may pay a market supplement, in addition to base salary, in order to recruit or retain staff with special skills, experience or knowledge.
- 7.2 Market supplements are applied, reviewed and withdrawn in accordance with the County Council's market supplement policy which is published on the County Council's website.

8. Remuneration on Appointment and Promotion

- 8.1 It is the County Council's policy to appoint at the minimum of the relevant pay range – where a pay range as opposed to a single spot pay point **applies** exists, unless:
- the individual is deemed to be immediately capable of performing the role at the optimum level required for the post;
 - the market value for the individual's experience and/or skills demands a higher entry point;
 - appointment above the minimum of the grade is required to ensure pay parity with other employees performing the role, with similar skills and experience; or
 - nationally determined arrangements apply to remuneration on recruitment and promotion.
- 8.2 The Governance Committee has delegated the authority to determine standard terms and conditions for staff and to delegate to appropriate roles the determinations of salaries on appointments as set out in this Statement.

9. Other elements of the Remuneration Package

9.1 Allowances and Enhancements

The County Council pays allowances to staff for additional responsibilities and duties as required to deliver services. The Allowances and Enhancements Policy is published on the County Council's Website.

Allowances for Uniformed Firefighters, Teachers (centrally employed by the County Council), Soulbury and Youth and Community Workers are determined in accordance with national arrangements, and as amended locally.

Staff who have transferred into the authority are covered by the applicable terms in place at time of transfer and as amended locally.

The Director of Law and Assurance is the Returning Officer for County Council elections and is eligible to receive election fees for carrying out these duties.

9.2 Annual Leave

Annual leave entitlements vary according to the terms and conditions of employment. Annual Leave entitlements are published on the County Council's website.

9.3 Pension Scheme

Membership is determined by the relevant conditions of service and is subject to the rules of the scheme. The County Council operates the following pension schemes: Local Government Pension Scheme (LGPS), the Teachers' Pension Scheme (TPS) the Teachers' Pension Scheme 2015, the Fire Fighters Pension Scheme (now closed to new entrants) (FPS), the New Fire Fighters Pension Scheme (NFPS) (now closed to new entrants), the Firefighters' Pension Scheme 2015, the NHS Pension Scheme and the 2015 NHS Pension Scheme.

9.4 Abatement of Pension

Staff who are employed or re-employed by the County Council and who are in receipt of pension either under the Local Government Pension Scheme (LGPS), or the Fire Fighters Pension Scheme (FPS and NFPS) are subject to the rules on abatement of pension for the relevant scheme. The Abatement of Pension Policy is published on the County Council's website.

9.5 Staff in receipt of an NHS or Teachers' pension are subject to the relevant Pension Scheme Regulations on abatement.

10. Termination of Employment

10.1 ~~The County Council has determined that a vote by the Council on severance payments above a defined threshold is not required. This is due to the fact that the Governance Committee determines all pay policies including those affecting severance payments. In accordance with arrangements agreed by the Committee a panel of members will be consulted in relation to any proposal for a severance payment to a senior officer over £100,000.~~ ***Should a severance payment be proposed that exceeds the threshold as defined in the Public Sector Exit Pay Regulations 2020, approval of the County Council shall be sought prior to seeking any external authorisation required by the regulations.***

10.2 Redundancy

The County Council's policy on redundancy, redundancy payments and re-employment is determined by the Governance Committee and is available on

the County Council's website.

Staff who have transferred into the authority are covered by the applicable terms in place at time of transfer.

11. Settlements of employment-related claims

- 11.1 In exceptional circumstances, and specifically so as to settle a claim or potential dispute, the Director of Law and Assurance can agree payment of a termination settlement sum in consultation with the Director of Human Resources and Organisational ***Development Change, subject to any requirements of the regulations referred to in paragraph 10.1.***

12. Pay Protection

- 12.1 The County Council's pay protection policy is approved by the Governance Committee. The policy provides a mechanism for assisting employees to adjust to a reduction in pay as a result of organisational change, job evaluation or redeployment as a result of ill health or disability.
- 12.2 Staff who have transferred into the authority with protected terms and conditions are covered by the applicable terms in place at time of transfer.

13. Remuneration of staff on a Contract for Services, or engaged via a third-party Agency

- 13.1 The County Council intends that individuals engaged via a Contract for Services are remunerated at a rate consistent with pay of directly employed staff performing a comparable role. However, the County Council may reflect market factors in remuneration levels, whilst ensuring value for money.

14. Employment Tax

- 14.1 The Council encourages the direct employment of staff and pays them via the payroll system in order to ensure that appropriate deductions for income tax and national insurance contributions are made. However, in exceptional circumstances individuals may be engaged through a Contract for Services in accordance with the relevant legislation.

15. Publication of information on the remuneration of staff; or individuals engaged via Contracts for Service

- 15.1 The County Council publishes information relating to the remuneration of staff over a level defined by Government guidance in the Annual Report and Accounts and on the West Sussex Data Store on the County Council's website. In addition, the County Council publishes the pay ratio between the highest paid salary and the lowest salary and this information is available on the County Council's website. ~~For the purposes of the period covered by this Statement the reference salary will be the payment made to the Chief Executive during the period in which the post holder was directly employed by the County Council.~~

- 15.2 Gender pay reporting will be published annually in accordance with legislative requirements.
- 15.2 The County Council will ensure that all of its arrangements for managing personal data in relation to staff contractual, payment and performance arrangements are managed in accordance with all Data Protection legislation and the County Council's current Data Protection Policies. The County Council is committed to ensuring the security and maintaining the confidentiality of all personal staff data.

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Pay Multiples

| Date | Highest Paid | Median Pay | Median Pay: Pay Ratio (to highest paid) | Lowest Pay | Lowest Pay: Pay Ratio (to highest paid) |
|----------|--------------|------------|---|--------------|---|
| 31/03/20 | £150,000 | £26,095 | 1:5.75 | £17,364 | 1:8.24 |
| 31/03/19 | £190,000 | £24,750 | 1:7.68 | £16,394 | 1:11.59 |
| 31/03/18 | £190,000 | £23,850 | 1:7.97 | £15,014 | 1:12.65 |
| 31/03/17 | £190,000 | £24,095 | 1:7.89 | £14,514 | 1:13.09 |
| 31/03/16 | £153,717 | £23,763 | 1:6.46 | £13,614 | 1:11.29 |
| 31/03/15 | £152,666 | £23,580 | 1:6.47 | Not reported | Not reported |
| 31/03/14 | £119,366 | £19,696 | 1:6.06 | Not reported | Not reported |

Notes:

- (1) Pay multiples:
 - (a) As specified in the Local Government Transparency Code 2015, the 'pay multiple' compares the taxable earnings of the highest paid employee to the median full time equivalent taxable earnings of all employees (excluding staff based in schools) at the specified date.
 - (b) 'Lowest pay' is the full-time equivalent lowest taxable earnings of all employees (excluding schools) at the specified date.
- (2) The variation in the median pay level for all other staff between 2014 and 2015 is due to the way the median has been calculated. The calculation has taken into account guidance available at the time of publishing.
- (3) The salary of the highest paid employee is used for the purposes of the pay multiples. With effect from 6 January 2020 the County Council's Chief Executive has also been the Chief Executive of East Sussex County Council with salary costs shared between authorities. Consequently, the highest paid salary in the County Council is not for the post of Chief Executive, as has been the case in previous years.

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Governance Committee: Appointment of co-opted Independent member of Regulation, Audit and Accounts Committee and change to Joint Scrutiny Arrangements

Appointment of co-opted Independent member of Regulation, Audit and Accounts Committee

Background and context

- 1** The Regulation, Audit and Accounts Committee's (RAAC's) constitution currently provides for a committee of seven members, including a minority group chairman. The political makeup of the committee reflects the proportionality on the County Council, in line with the Local Government and Housing Act 1989.
- 2** A review of local authority audit arrangements was carried out in 2020 by Sir Tony Redmond, entitled 'Local Authority Financial Reporting and External Audit, an independent review'. The outcome of the review was reported to RAAC in September 2020, including the recommendation that independent members should be appointed to local authority audit committees. The Review reported on current arrangements:

'Whilst the vast majority of local authorities interviewed were supportive of the principle of appointing independent members, only about 40% of Audit Committees currently have done so. The reported experience of having independent members on Audit Committees was mixed. In some cases, they provided useful challenge, but some authorities reported that the effectiveness of independent members was hampered by their lack of sector specific knowledge. A particular challenge for authorities is attracting independent members with the relevant technical experience. This challenge can sometimes be greater depending on an authority's geographical location. Some PCCs have found that the introduction of Joint Audit Committees, which are seen as more prestigious, has made Audit Committee membership more attractive to appropriately qualified independent members, but there is still not an abundance of suitable applicants for vacant positions.

- 3** RAAC was enthusiastic about appointing a non-voting co-opted independent member with audit skills to assist the committee in its approach to audit and other areas of its responsibility.

Proposal details

- 4** It is recommended that RAAC be enabled to appoint its own non-voting, co-opted independent member, in line with the general provision for committees in Standing Order 2.19 and the Local Government Act 1972 section 102. The proposed change to the Committee's constitution is **set out at Appendix 1**. Travel expenses will be payable.
- 5** The expectation is that the position would be non-voting in line with the Local Government and Housing Act 1989 and that the appointee should be non-political (i.e. not a member of a political party) to reinforces the independent nature of the audit function.
- 6** The proposed appointment and terms of office set out at Appendix 1 are based on similar arrangements for independent members of the Independent Remuneration Panel and for the Pension Advisory Board.

7 The job description **set out at Appendix 2** is based on that of similar positions in other councils. It is proposed that the arrangements for recruitment and advertising be delegated to the Director of Law and Assurance and Director of Finance and Support Services, ending with a member appointment with the following steps:

- (i) February 2021 – Finalise job description and settle remuneration.
- (ii) March 2021 – Advertise the post.
- (iii) April 2021 – Shortlisting by Directors and interview by the Chairman and Vice-Chairman of RAAC.

Recommended

- (1) That the changes to the constitution of the Regulation, Audit and Accounts Committee, as set out at Appendix 1, be approved; and
- (2) That the Director of Law and Assurance and the Director of Finance and Support Services be given delegated authority to make arrangements to finalise the job description, advertise and take all other steps necessary to recruit to the role, for which travel expenses will be payable;

Minor change to Joint Scrutiny Arrangements

Background and context

8 Arun District Council has given notice that it will be adopting the committee system of governance from May 2021 removing separate scrutiny committees. The County Council's Constitution is affected in one minor way.

Proposal details

9 The current wording of the Joint Scrutiny Steering Group in Part 3, Appendix 19 of the Constitution states that the members from borough and district councils will be their chairmen of overview and scrutiny committees. It is proposed to amend this wording as follows with effect from 1 May 2021:

'The Chairmen of the West Sussex County Council Scrutiny Committees and the Chairmen of the Overview and Scrutiny Committees of the West Sussex borough and district councils, ***or in the case of a Council operating the committee system, the chairman of a committee.***'

10 This is proposed on the basis that committees at Arun will still undertake scrutiny of council services and should have equal opportunity of taking part in joint scrutiny projects in future.

11 At the same time as considering the impact of the changes to the Joint Scrutiny Steering Group membership, the portfolios of scrutiny committees were also reviewed. One change is recommended.

Recommended

- (3) That the changes to the constitution of the Joint Scrutiny Steering Group, with effect from 1 May 2021, as set out in paragraph 9 above.

Janet Duncton

Chairman of Governance Committee

Contact Officer: Charles Gauntlett, Senior Adviser, 033 022 22524
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Appendices

- Appendix 1 – Changes to the constitution of the Regulation, Audit and Accounts Committee
- Appendix 2 – Job description for the independent cop-opted member of the Regulation, Audit and Accounts Committee

Background papers

None

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Change to the constitution of the Regulation, Audit and Accounts Committee

Changes shown in bold, italic text

Extract from Part 3, Appendix 5 of the Constitution

Regulation, Audit and Accounts Committee

Constitution

Seven members of the County Council ***and one non-voting co-opted independent member***. Quorum is three ***members of the Council***. The Chairman will be a minority group member in accordance with Standing Order 2.13.

Note: The purpose of the audit function of the Committee is to provide independent assurance of the adequacy of risk management framework and the associated control environment, independent scrutiny of the County Council's financial and non-financial performance to the extent that it affects the Council's exposure to risk and weakens the control environment, and to oversee the financial reporting process.

The non-voting co-opted independent member should have experience of audit and financial management, preferably with knowledge of local authorities and will be appointed by the Committee on the recommendation of the Chairman and Vice-Chairman of the Committee. The term of office is four years, renewable twice with the agreement of the Committee.

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Job Description for Co-opted Independent Member of West Sussex County Council's Regulation, Audit and Accounts Committee

Applicants for the position should have experience of audit or finance work and preferably experience of local authorities.

The purpose of the audit function of the Committee is to provide independent assurance of the adequacy of risk management framework and the associated control environment, independent scrutiny of the County Council's financial and non-financial performance to the extent that it affects the Council's exposure to risk and weakens the control environment, and to oversee the financial reporting process.

Role Profile

1. Participate in meetings of the Committee, normally four meetings per year, normally on a Monday morning from 10.30 am to 1 pm.
2. Support the Committee by offering constructive challenge on reports being considered by the Committee, and support others to do the same.
3. challenge and provide expertise related to finance, accounts or audit and corporate governance.
4. Keep informed of issues facing the Council and local authorities generally.
5. Help the Committee to review and monitor its own effectiveness.
6. Participate in training events related to the work of the committee.

Person Specification

1. Experience either:
 - (a) as an accountant or auditor or working with statutory accounts, preferably at a senior level; or
 - (b) significant experience as an Audit Committee member or non-executive director in a large or complex organisation.
2. Understanding of finance or accounts, preferably in a public sector environment.
3. Ability to be objective and impartial, and to exercise good judgement.
4. Ability to digest and understand complex financial information.
5. Ability to analyse evidence and ask the right questions to hold the organisation to account.
6. Ability to influence others to provide appropriate challenge.
7. Effective interpersonal skills with strong influencing and communication skills.

Applicants must not be an employee of West Sussex Council.

Applicants must not be members of a political party.

Applicants should submit a CV and supporting statement setting out why they are applying for the position. These will be considered and a shortlist will be prepared by the Director of Law and Assurance and the Director of Finance and Support Services.

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.

COVID Winter Grant Scheme

- 4** A £170m COVID Winter Grant Scheme has been announced by the Department of Work and Pensions to support those most in need across England with the cost of food, utilities and other essentials. The County Council's share of the grant is £1,989,591.80 which is to cover the period from 1 December 2020 until 31 March 2021. At least 80% of the total funding must be ring-fenced to support households with children, with up to 20% of the total funding to other households experiencing, or at risk of experiencing, poverty during the winter period of the pandemic.
- 5** The Director of Law and Assurance, with the agreement of the Cabinet Member for Fire & Rescue and Communities and the Chairman of the Environment and Communities Scrutiny Committee, has used his delegated powers under Standing Order 5.23 to approve the allocations from the COVID Winter Grant Scheme and arrangements for distribution and support to include a review at the end of January 2021. He has also authorised the Director of Communities, in consultation with the Director of Finance and Support Services, to rebalance the allocation according to greatest need in the event that the funds allocated prove insufficient, and otherwise to administer the allocated fund following the review of January 2021.
- 6** The reason for urgency was the County Council, having received COVID Winter Grant Scheme Government funding, needed to respond with a live scheme from 1 December 2020.

Commissioning additional community capacity to support hospital discharge during the Covid-19 pandemic

- 7** The Sussex resilience forum has declared a major incident due to the impact of the Covid-19 pandemic on the capacity of the NHS resources to manage demand.

- 8** Pressures on acute and community hospitals are intense and to support this the Council has been working in partnership with the Clinical Commissioning Group (CCG) to manage access to community provision both via the Home First (care at home) model and referral and admission to care homes. The CCG and Council are working within the parameters of the Hospital Discharge guidance issued by the Government on 21 August 2020 which has established a discharge to assess model which enables people to be discharged from hospital when they are medically fit and for their ongoing care needs to be assessed at home or in an interim setting within given timescales.
- 9** The Director of Law and Assurance, with the agreement of the Cabinet Member for Adults and Health and the Chairman of the Health and Adults Social Care Scrutiny Committee, has therefore used his delegated powers under Standing Order 5.23 to approve the sourcing of accommodation with live in care to support hospital discharge during the Covid-19 pandemic.
- 10** The reason for urgency was that the current numbers of people who are medically ready for discharge is at an unprecedented level and the Council is seeking to respond to this by creating additional community capacity through a 'Care Hotel' model.

Paul Marshall

Leader

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Cabinet Report: Delivering the West Sussex Plan 2017-22

This report sets out the key strategic decisions, policy and programme initiatives, consultations, government announcements and key events within each Cabinet portfolio area to deliver our strategic priorities.



Best Start in Life

Cabinet Member for Children and Young People – Jacquie Russell

- A new [Children Looked After and Care Leavers' Strategy](#) (PDF, 718KB) has been published. The Strategy, developed in collaboration with children, staff and practitioners, sets out the principles and priorities to deliver improved outcomes for children looked after and care leavers. It provides the strategic direction of the County Council in terms of meeting its obligations as Corporate Parents.

Cabinet Member for Education and Skills – Nigel Jupp

- Parents and carers have been kept updated on the latest position via the [Schools and Education webpage](#) following the range of government announcements related to the national lockdown for schools. This has helped provide clarity during the rapidly changing situation experienced since the start of term and has proved popular, receiving over 4,000 hits during the first week of January alone.



A Prosperous Place

Leader – Paul Marshall

- At **regular meetings with the county's MPs**, Cabinet Members have continued to highlight the challenges faced in setting the 2021/22 budget as well as the pressure and potential impact on services to residents. In addition, the Leader and Cabinet Members continue to raise specific issues with relevant Ministers as and when they arise and have, for example, recently written to the Parliamentary Under Secretary of State for Children and Families, Vicky Ford, about the funding of early years provision. The County Council is working with organisations such as SE7 and the County Councils Network to promote a collective voice for West Sussex on these challenging issues.

Cabinet Member for Highways and Infrastructure – Roger Elkins

- The County Council has received an **additional £2,351,250 from the Department for Transport's Active Travel Fund** (ATF) in support of various active travel schemes and improvements across the county. The Cabinet Member has made a [decision](#) to deliver the A24 Findon Valley to Findon Village shared cycleway/footway; consult on a permanent cycleway scheme for Shoreham, with design proposals for Upper Shoreham Road (with a view to securing funding for construction from a future ATF phase); develop a programme of 'school gate' travel improvements aimed at promoting active travel, reducing reliance on cars and helping to protect school bus travel; and a programme of small-scale active travel improvements, such as footway widenings or enhanced crossing points.
- **Bus pass rules have been relaxed** to help pensioners and vulnerable people get to early-morning COVID-19 vaccination appointments - concessionary bus pass holders can travel for free in West Sussex before 9.30 am. The [relaxation](#) will continue until schools fully reopen.

Cabinet Member for Economy and Corporate Resources – Bob Lanzer

- Experience West Sussex, in partnership with the County Council, launched the **#SummerInWestSussex campaign** on 27 December. It features an [inspiring one minute film](#) as part of the ongoing commitment to support the tourism and hospitality industry so hard hit by COVID-19. The focus is on the summer season to encourage early bookings for businesses, whilst being mindful of the on-going restrictions due to the pandemic. The work of Experience West Sussex has been highlighted with the news that West and East Sussex have been named number two in the UK and number 11 worldwide as inspirational places to visit in 2021, by the respected Conde Nast Traveller Magazine.
- **Digital connectivity in the county** via mobile data networks is becoming just as important as broadband in some areas but can be constrained by a lack of 4G coverage. An innovative approach is being taken to explore and understand existing mobile coverage across the 'big four' mobile network operators using a tracking device and antenna fixed onto refuse vehicles to collect data and identify mobile 'not-spots'. This is complete in Adur & Worthing; Chichester. Horsham, Crawley and Mid Sussex will soon follow. The aim is to reduce the digital divide and add public value by increasing mobile coverage in 'not-spot' areas and increase internet connectivity in areas also affected by poor broadband.



A Strong, Safe and Sustainable Place

Cabinet Member for Fire & Rescue and Communities – Duncan Crow

- A grant of £1,989,591.80 has been awarded to the Council by the Government's [COVID-19 Winter Grant Scheme](#) to support children, families and the most vulnerable across West Sussex with the cost of food, utilities and

other essentials during the winter period of the pandemic. The County Council's [Community Hub](#) is available to anyone needing support or experiencing hardship due to COVID-19. Residents can contact the Hub in confidence by calling 033 022 27980 or by completing the [online form](#).

Cabinet Member for Environment – Deborah Urquhart

- **'Who Loves a Pollinator?'** is a webinar being hosted by the County Council on 18 February (7.00 pm to 9.00 pm). Presenters include Professor Dave Goulson (founder of the Bumblebee Conservation Trust, author) from the University of Sussex, Sussex Wildlife Trust, Wilder Horsham and Youth Cabinet members. Residents, community groups and other organisations will gain useful information and advice about how they can support pollinators locally. This event supports the Pollinator Action Plan and the launch of the highways-led 'Improving your Local Places and Spaces. To attend - register on this [website](#).
- The **national census** happens every 10 years and the next one takes place on Sunday, 21 March 2021. The resulting population estimates underpin the planning and provision of public services and getting the best possible response rates is vital to many areas including planning and development, public health and social care, education, transport, housing, emergency services, libraries, waste collection and disposal. The aim is that [Census 2021](#) will be the last of its kind, given the digital data currently available and likely to be available by 2031.



Independence for Later Life

Cabinet Member for Adults and Health – Amanda Jupp

- A new commitment to housing has been launched at an online [West Sussex County Council Housing Conference](#). A Memorandum of Understanding has been written in partnership by the County Council, district and borough councils and the NHS. It will build on recent collaborative work to understand how best to support the wellbeing of people in West Sussex by developing the types of housing services required to address their needs and reduce health inequalities.
- As the local job market faces continued uncertainty due to the impact of the pandemic many local people are looking for jobs in new sectors. The County Council's [Proud to Care](#) team are experts in care recruitment offering a 121 service where candidates are matched to jobs in their local area based on their skills and experience. The Proud to Care website enables a [search for local jobs](#) and features information and advice about care work including [case studies](#) of local care workers.
- [The Working Together annual report for residents of West Sussex setting out how adult social care services performed during 2019/20](#) has been published. Developed in partnership with people who use the County Council's services, family and friend carers and other stakeholders, the Local Account details the

Council's work during the year and demonstrates its achievements, priorities and challenges. It also explains how the budget was spent and outlines current activities and plans for the future.



A Council that works for the Community

Cabinet Member for Economy and Corporate Resources – Bob Lanzer

- **Keeping residents informed** during the COVID-19 pandemic has been of paramount importance to advise on the status of the County Council's services and to promote the Keep West Sussex Safe campaign. The weekly residents' e-newsletter now has more than 195,000 residents signed up to receive it ([registration](#) is available on the County Council's website), with numbers increasing weekly. Feedback from residents has been positive with a number of compliments received.

Cabinet Member for Finance - Jeremy Hunt

- No update due to the revenue and capital budget being considered at the full Council meeting.

Contact Officer: Helen Kenny, Head of Democratic Services, 033 022 22532, helen.kenny@westsussex.gov.uk

Background papers

None