

# Public Document Pack

**Tony Kershaw**

Director of Law and Assurance

If calling please ask for:

Lisa Sampson on 033 022 28193

Email: [lisa.sampson@westsussex.gov.uk](mailto:lisa.sampson@westsussex.gov.uk)

[www.westsussex.gov.uk](http://www.westsussex.gov.uk)

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



25 November 2020

## Performance and Finance Scrutiny Committee

A virtual meeting of the Committee will be held at **10.30am** on **Thursday, 3 December 2020**.

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

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

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

**Tony Kershaw**

Director of Law and Assurance

## Agenda

10.30 am      1.      **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

2.      **Minutes of the last meeting of the Committee** (Pages 5 - 16)

The Committee is asked to agree the minutes of the meeting held on 10 September 2020 (cream paper).

3.      **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference which have emerged since the publication of the agenda.

- 10.40 am      4.      **Responses to Recommendations** (Pages 17 - 20)
- a) The Committee is asked to note the response from the Chairman of RAAC regarding concerns raised at the September meeting of this Committee in relation to audit planning and internal control testing, specifically in relation to Adult Mental Health Services.
- b) The Committee is asked to note the response from the Cabinet Member for Economy and Corporate Resources to the recommendations made by the Recommissioning of the Contract for Support Services TFG in relation to the IT Outsourcing contract.

- 10.45 am      5.      **Quarter 2 Total Performance Monitor (TPM)** (Pages 21 - 100)
- A report by the Director of Finance and Support Services setting out the quarter 2 performance and finance position as at the end of September 2020.
- The Committee is asked to examine the data and supporting commentary for the Quarter 2 TPM and make any relevant recommendations for action to the Cabinet Member or relevant scrutiny committee.

- 11.45 am      6.      **Quarter 2 Capital Programme Performance Monitor Report** (Pages 101 - 116)
- A report by the Executive Director of Place Services setting out the performance of the Capital Programme in Quarter 2 2020/21.
- The Committee is asked to review, comment on and make any relevant recommendations for action to the Cabinet Member for Finance.

**Break of 45 minutes, approx. 12.15 - 1.00pm**

- 1.00 pm      7.      **West Sussex: Reset Plan** (Pages 117 - 136)
- Chief Executive to provide an update on the West Sussex Reset Plan. The Committee is to focus on the expectations and principles for how scrutiny of the corporate plan outcomes should work.
- The Committee is asked to consider the draft plan attached as Appendix A and focus on the following areas for discussion:
- What does good monitoring of the Reset Plan look like?
  - Are there any principles or expectations which should guide scrutiny of the outcomes of the Reset Plan?
  - What support do you as scrutiny members need to assist you in scrutinising the outcomes of the Reset Plan?

1.45 pm      8.      **Budget Update** (Pages 137 - 162)

Director of Finance and Support Services to provide an update on work towards setting the Budget and savings proposals for 2021/22, and a verbal update on the comprehensive spending review. The attached Medium-Term Financial Strategy report was presented to Cabinet on 24 November.

The Committee is asked to scrutinise the content of the report setting out the budget position of the County Council and make any recommendations for action to the Cabinet, relevant Cabinet Member, or Director of Finance and Support Services. Key areas for scrutiny include:

- The updated budget position, including the financial implications of COVID-19 and recognition of the service areas impacted;
- The actions being considered to address the budget pressures in order to set a balanced budget for 2021/22 and beyond, i.e.
  - a) the savings as presented in the report and
  - b) how to resolve the remaining £23.4m gap;
- Consider how the budget will meet the priorities to be agreed in the West Sussex Reset Plan.

3.00 pm      9.      **Requests for Call-in** (Pages 163 - 166)

There was one request for call-in to the Scrutiny Committee within its constitutional remit since the date of the last meeting – Award of contract: Enabling works contract, Horsham Enterprise Park OKD39 (20/21). The Director of Law and Assurance concluded that no valid grounds for a call-in had been provided in accordance with Standing Orders. The call-in request was therefore declined.

The Director of Law and Assurance will report any requests since the publication of the agenda papers.

3.10 pm      10.      **Work Programme Planning and Possible Items for Future Scrutiny** (Pages 167 - 180)

The Committee is asked to review its current draft work programme for the remainder of the County Council term. The work programme attached reflects the outcome of discussions at the committee's Business Planning Group meeting on 3 November 2020.

The Committee is asked to review the Forward Plan entries relevant to its remit (Appendix A), and mention any items which they believe to be of relevance to the business of the Scrutiny Committee. If any member puts forward an item for scrutiny, the Committee's role at this meeting is to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

3.20 pm      11.      **Date of Next Meeting**

The next meeting of the Committee will be held on 20 January 2021 at 10.30 am by virtual meeting. Probable agenda items include:

- Final West Sussex Reset Plan
- Draft Budget 2021/22, including draft capital strategy2021/22-2025/26, and Treasury Management Mid-Year Report 2020/21 and draft Strategy for 2021/22

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 8 January 2021.

**To all members of the Performance and Finance Scrutiny Committee**

## **Performance and Finance Scrutiny Committee**

10 September 2020 – At a meeting of the Performance and Finance Scrutiny Committee held at 10.30 am at Virtual meeting with restricted public access.

Present: Cllr J Dennis (Chairman)

Cllr Catchpole	Cllr M Jones	Cllr Turner
Cllr Barrett-Miles	Cllr Kitchen	Cllr Waight
Cllr Boram	Cllr Montyn	Cllr Walsh, left at 2pm
Cllr Bradford	Cllr Smytherman	
Cllr Edwards	Cllr Sparkes	

Apologies were received from Cllr Crow and Cllr Urquhart

Absent: Cllr Barling

Also in attendance: Cllr Hunt, Cllr Lanzer, Cllr Marshall, Cllr Elkins, Cllr A Jupp, Cllr N Jupp and Cllr Russell

### **Part I**

#### **79. Declarations of Interest**

79.1 Cllr Lanzer declared a personal interest in relation to the Economic Recovery Plan [Gatwick] as a Member of Crawley Borough Council.

79.2 Cllr Sparkes declared a personal interest in relation to the Economic Recovery Plan as an Executive Member of Worthing Borough Council.

#### **80. Minutes of the last meeting of the Committee**

80.1 Resolved – That the Minutes of the meeting held on 9 July 2020 be approved as a correct record and that they be signed by the Chairman.

#### **81. Responses to Recommendations**

81.1 The Committee received a response from the Cabinet Member for Finance to the recommendations made by the reconvened Contracts Management TFG.

81.2 Resolved – That the Committee notes the response.

#### **82. Q1 Total Performance Monitor**

82.1 The Committee considered the Quarter 1 Total Performance Monitor (TPM) report from the Director of Finance and Support Services (copy appended to the signed minutes).

82.2 The Cabinet Member for Finance introduced the report, noting it is the first full quarterly report showing the effect of COVID-19. Key spend

increases are expected in the children looked after (CLA) service and home to school transport. Cases of COVID are rising in the UK and the chance of a second wave with further lockdown would greatly affect both the national and local economy.

82.3 The Chairmen of the service scrutiny committees present were invited to present a brief update on the current issues and work of their committees.

82.4 The Director of Finance and Support Services introduced the finance aspect of the report, highlighting that financial performance is very challenging at the current time and the council are lobbying for additional COVID funds. The Medium-Term Financial Strategy (MTFS) section of the report looks forward at the issues faced and the uncertainty of funding.

82.5 The Committee made comments in relation to the TPM finance report including those that follow. It:

- Expressed concern that incidences of unsafe practice and failure to meet statutory duties have not been picked up by management or shown in the performance measures and audit processes, particularly in relation to mental health services. Further agreed the Regulation, Audit and Accounts Committee (RAAC) should be asked to review the audit planning processes in order to highlight issues earlier in relation to both financial and operational control processes.
- Questioned whether empty residential care beds provided through the block contract could be used for respite care and how the Adult Services budget could be balanced without a reduction in service given the significant increase in costs. *The Cabinet Member for Adults and Health recognised the decrease in numbers accessing residential care at the moment which was due to a national concern and confidence in the care sector during the COVID-19 situation. It was also recognised that organising respite care during the COVID crisis has been difficult.*
- Commented that proper adult social care funding is needed, and queried if the service are managing with the existing levels of mental health staff or needing to increasingly rely on volunteers. *The Cabinet Member for Adults and Health confirmed there is a shortage in the service and work is underway in trying to attract more support. Redundancies at Gatwick Airport as a result of COVID have provided some recruitment opportunities for care workers, and the service are working with local schools, colleges and universities to promote Healthcare as a career option. A website 'Proud to Care' has been developed to encourage recruitment in the sector. The Council continues to lobby Government for proper social care funding.*
- Supported bringing the situation in relation to care market pressures to the Governments' attention and supported the HASC Enquiry Day in January which will also consider looking at care market pressures.
- Commented on the increased demand in the Children Looked After (CLA) and High Needs Block services. Queried whether a change in policy or socio-economics had caused the increase in numbers of

CLA, whether the numbers of CLA were expected to continue to rise given the public health pandemic, and queried in relation to the increased budget gap in both services whether the right delivery models were in place to provide these essential services. *The Cabinet Member for Children and Young people explained that there was a significant increase in demand for CLA placement, with the service further under pressure due to COVID-19. An Access to Resources Panel has been set up to ensure a good delivery plan and value for money but the benefit of this will not be seen until the next financial year. The service finance is affected by the three children's homes currently closed for refurbishment; these are due to re-open in March 2021 which will reduce costs. The Cabinet Member for Children and Young People undertook to provide further information on the causes of the increased numbers of CLA.*

- Queried whether the right delivery model was in place for a cost effective service provision given the increase in numbers of children with an Education, Health and Care Plan (EHCP) and the budget strain on schools. *The Cabinet Member for Education and Skills commented that the delivery model was not as effective as it could be, as 650 children attend Independent or out of county schools rather than schools within West Sussex. Research is being completed on future special education needs demand which will provide useful information for school place planning; engagement with Further Education colleges in the county to gauge their special educational needs demand will also being undertaken.*
- Commented that the High Needs Block from the Dedicated Schools Grant (DSG) is significantly raised and queried how this compares to neighbouring counties. *The Cabinet Member for Education and Skills will provide detailed figures to the Committee. The Director of Finance and Support Services commented the overspend for DSG is not as high as other authorities but that lobbying Government for sufficient funding should continue.*
- Recognised there is to be a cross-cutting Home to School Transport Task and Finish Group, with details of remit and Terms of Reference to be discussed with officers and the Chairman of CYPSSC shortly.
- Queried what the cost to the Council has been for addressing Ash Dieback, and how this has been addressed with private landowners adjacent to public highways. *The Cabinet Member for Highways and Infrastructure commented that inspections are underway but that costs could be significant, and undertook to provide figures to the Committee.*

82.6 The Interim Director of HR and Organisational Change introduced the Workforce section of the TPM, highlighting that the council should be proud of the workforce who have been under pressure, with many staff re-deployed, adapting or stepping-up to additional roles. An increase in mental health sickness has been seen and there is a drive for staff to recognise and talk about mental health. Support for flexible working has been provided which has also reduced the council's carbon footprint.

82.7 The Committee made comments in relation to the TPM workforce report including those that follow. It:

- Queried whether staff training has continued and moved to an online/virtual platform, whether this has been effective, and if this

should be a model for the future. *The Interim Director of HR and Organisational Change confirmed most training has moved online and much more is being re-designed to go virtual too.*

- Acknowledged the Council is facing significant change, and queried if the HR capacity needed to cope with the extra projects, process changes and workload is known. The Committee looks forward to seeing the People Framework at a future meeting and inputting feedback to it. *The Cabinet Member for Economy and Corporate Resources noted that an understanding of demand is required and that the People Framework will address culture change as well as helping to ensure the right staff and skills are in place for future operation.*

82.8 The Director of Finance and Support Services introduced the Transformation and Risk aspects of the report, and noted that the Capital aspect of the TPM report would be discussed during the Capital Programme Performance Monitor item. The Risk Register highlights some new risks regarding COVID including pressure on council staff, in particular senior staff.

82.9 The Committee made comments in relation to the TPM Transformation and Risk sections including those that follow. It:

- Queried regarding Corporate Risk 1 (No-deal Brexit) whether the estimated potential knock-on cost and organisational pressures for the Council of such an outcome are known, whether these are quantifiable, and queried whether the Council have made clear to the Government the potential effects. *The Cabinet Member for Finance recognised changes to service demand on the workforce, for example in Social Care and Trading Standards, and confirmed that the Council is working with others on a response to Government. The Director of Finance and Support Services explained work was previously undertaken however this will require revision in light of COVID-19. It has been factored into the Reset work but is a live risk issue.*
- Queried what is being done to support local businesses who may experience hardship due to Brexit export or market changes. A response will be sought from the Cabinet Member for Economy and Corporate Resources.
- Queried regarding Corporate Risk 71 (staff continuing to work from home during the pandemic) whether this will change in light of recent Government advice to return to workplaces. Queried whether an assessment of staff productivity in the office versus from home has been undertaken, and encouraged an evidence-based approach to future working practice. *The Director of Finance and Support Services commented that working practice is being discussed and lessons learned; both methods have advantages and drawbacks, which can differ between departments and individuals. The Director of Property and Assets also explained to the committee that there are three criteria for staff returning to work from Council offices; operational, well-being and physical environment. The offices cannot function at the same density as in the past due to ensuring safe social distancing requirements.*
- Requested that the Committee be updated on the increased risk seen to Corporate Risk 22 (financial stability of Council services).



- Acknowledged the new Corporate Risk 70 (increased demand placed on the senior officers) due to the ongoing threat of COVID-19.

82.10 The Head of Intelligence and Performance introduced the performance aspect of the TPM report, highlighting that the performance indicators have been reviewed; those that cannot be adequately measured at the current time due to COVID-19 have been suspended, and some additional indicators have been added.

82.11 The Committee made comments in relation to the TPM performance report including those that follow. It:

- Commended officers on a well-presented and useful explanation of the suspended performance measures. Commented that it was pleasing that many measures were amended to enable ongoing performance monitoring.
- Queried whether the performance monitoring data included in relation to road condition should include all roads, B C and unclassified roads, not just 'A' roads. *The Cabinet Member for Highways supported the monitoring of the wider network if affordable and will keep the Committee informed of the processes and performance data in place.*
- Commented regarding measure 33 (Economic Growth – GVA) that an amber prediction for the end of the year seemed optimistic given the current circumstances.

82.12 The Chairman commented that uncertainty is the over-arching theme in the TPM on the ongoing situation with COVID-19, plus the uncertainty over a potential second wave in addition to the uncertainty over Brexit. Key issues and areas of concern will continue to be picked up by scrutiny committees and Task and Finish Groups.

82.13 Resolved:

- 1) That the Committee express concern on the unsafe practices not being picked up by management or through audit processes, particularly in relation to mental health services, and recommend that the Regulation, Audit and Accounts Committee (RAAC) review the audit planning and processes to highlight issues earlier in relation to both financial and operational control processes;
- 2) That the Committee support the work of the Cabinet Member for Adults and Health in bringing the situation in relation to care market pressures to the Governments' attention and support the HASC Enquiry Day in January, including care market pressures on their Agenda;
- 3) That the Committee request the Cabinet Member for Children and Young People provides further details to the Committee on the large increase in demand in relation to Children Looked After;
- 4) That the Committee recognise there is to be a cross-cutting Home to School Transport TFG, with details of remit and Terms of Reference to be discussed with officers and Cllr Barling, Chairman of CYPSSC, next week;

- 5) That the Committee look forward to seeing the People Framework at a future meeting and inputting feedback to it;
- 6) That the Committee request information on how the Council is preparing and supporting local businesses in relation to Brexit; and
- 7) That the Committee request information on productivity in relation to officers working from home versus working from the office.

### **83. Q1 Capital Programme Performance Monitor Report**

83.1 The Committee considered the Quarter 1 Capital Programme Performance Monitor report by the Director of Property and Assets (copy appended to the signed minutes).

83.2 The Capital Programme Manager introduced the report on the position at the end of June 2020, highlighting that the report appears to show a return to business as usual on construction projects following COVID-19 site restrictions. A relatively high proportion of amber reports may reflect an enhanced sensitivity to risk and high degree of uncertainty for projects with longer delivery programmes.

83.3 The Committee made comments in relation to the Capital Programme Performance Monitor report including those that follow. It:

- Queried whether the Barnham Primary School pipeline project is stalled or undeliverable. *The Capital Programme Manager explained a viability assessment indicated the project is undeliverable but that alternatives options are being explored to provide additional school places in the area.*
- Noted that approval had been given to allocate £4.175m to the Horsham Enterprise Park (HEP) project and queried whether the project had been reviewed in light of changes due to COVID-19. *The Capital Programme Manager commented that the funds are for enabling works to prepare the site ahead of then deciding how to progress it. The Director of Property and Assets commented that all pipeline-stage projects are kept under review as they are developed. It was noted that the situation for the HEP site remained favourable for development as previously outlined. The Cabinet Member for Finance commented indications were that commercial interest remains in the HEP site.*
- Queried in relation to the Worthing Public Realm Design Stage scheme whether the highlight report had now been received. *The Capital Programme Manager confirmed the handover with Worthing Borough Council is still ongoing; the monthly highlight report had been received and was reported 'green'.*
- Requested clarification of the update for the Rural Connectivity Programme. *The Capital Programme Manager undertook to request further information for the Committee from the service.*

83.4 Resolved - That the Committee notes the Quarter 1 Capital Programme Performance Monitor report and recognises that the report reflects the uncertainty of the current time.

## 84. West Sussex: Reset and Reboot

84.1 The Committee received a report by the Leader giving an overview of the reset and reboot priorities post COVID-19, as presented to Council in July (copy appended to the signed minutes).

84.2 The Leader introduced the report, commenting that COVID-19 has significantly interrupted the Council's plans and service delivery. A recent significant rise in cases could lead to a second wave of COVID over the winter, the extent of which is unknown. The Reset document evaluates what key services are needed for the future, and all Members will be included in the ongoing development of the document before it goes for approval by Full Council in December 2020.

84.3 The Committee received an update on the Reset and Reboot project from the Chief Executive. Building upon the Reset document, the Reboot document will be the integrated plan regarding performance, finance, and risk associated with the reset plans and will be based on local evidence. It will include service improvements, be underpinned by a focus on climate change, and incorporate best learning from the COVID-19 experience. The Reboot aims to support all Members in their roles, ensure Members and officers work well together, and ensure the Council works efficiently with other Partners. It will also support core operational standards for officers (including the People Framework) and work is already underway on the action plan which will underpin this; the action plan will go for Cabinet approval later this year and then come to the Committee for comment.

84.4 The Committee made comments in relation to the reset and reboot project including those that follow. It:

- Highlighted the need for rapid access to COVID-19 testing within the county, and encouraged the Council to work with the NHS to set up local provision. *The Chief Executive explained the Council are lobbying hard on this locally, regionally and nationally. There is also a critical need for laboratory testing capacity and the Council are working closely with partners on solutions.*
- Commented that devolution is referred to in the Policy Context of the Reset, and the County Councils Network (CCN) recently published an evaluation by PwC of the implications of local government reorganisation in two tier counties. Queried what conclusions have been drawn from that for West Sussex and, rather than continuing with a 'wait and see' approach, should the Council now be preparing or updating earlier work on this issue in order to be able to respond to the White Paper once published. *The Leader explained he is a member of the CCN and South East 7 Leader Group where devolution is regularly discussed. Conversations with district and borough council Chief Executives are unlikely without a framework from Government within which to hold discussions and, given the current difficulties for councils in maintaining their services during COVID-19, discussion of devolution at this time would be a distraction. There are opportunities and potential benefits in unitary status but the second tranche is expected to focus on the Midlands.*

- Noted some concern that there has been no consultation with district and borough councils on devolution. The Committee supported devolution discussion being set aside for the future given the current COVID-19 situation facing councils. *The Leader noted the concern and comments.*
- Commented that significant governance, IT, and service provision work had been identified at the Council prior to the additional effect of COVID-19. Queried if there is sufficient resource and appetite for possible organisational change to deliver a modern and effective Council for the future. *The Chief Executive explained that change to the organisation will be led by the services, rather than by a transformation programme or team. There needs to be a concentration on key areas rather than lots of individual projects. A key change will be to simplifying the decision making process. The tier and span of management will be considered so that change to organisational culture will be driven by good managers with clarity of purpose, backed up by clear employment policies. The Council needs to be better at 'finishing things'.*
- Commented regarding Corporate Risk 71 [staff will be expected to continue to work from home] whether this expectation will change once Government guidance changes, and whether staff will be supported to continue to work from home if they are in favour and it realises service or corporate benefits. *The Chief Executive said that productivity would be the key factor in assessing the benefits of working from home versus the office, and it must also be balanced against the temptation for staff to work longer hours at home which can be an issue. Staff views are being gauged and, while some roles do need to be office-based, many are saying they are more focused when working from home.*

84.5 Resolved:-

- 1) That the Committee support the lobbying at regional and national level to improve the capacity of the COVID-19 test and trace system, particularly in relation to laboratory testing capacity; and
- 2) That the Committee recognise an effective conversation cannot take place on devolution until a framework is issued by the Government.

## **85. Economy Reset Plan**

85.1 The Committee considered the Economy Reset Plan report by the Executive Director for Place Services (copy appended to the signed minutes).

85.2 The Cabinet Member for Economy and Corporate Resources introduced the report, offering thanks to the small Economy Team for their good work. West Sussex in normal times has a strong economy overall although with some area disparities in economic performance. The Economy Reset Plan will provide an update of the Economic Growth Plan 2018-2023 to reflect the impact of COVID-19. The focus is now on re-building the economy by working in partnership to influence others, especially addressing the impact across the different economic areas as well as sectors hardest hit including aviation, hospitality and tourism, and

adult social care, with selective intervention where needed and appropriate. Additional emphasis will be given to the adoption of digital technology and wider employment and skills, and commitment will be maintained to the Growth Deals with districts and borough councils. The Council supports the aim to 'build back better' with a strong green theme. The Economy Reset Plan was reported to Cabinet in July and has since had input from partners; the feedback was positive and is now being collated.

85.3 The Committee made comments in relation to the Economy Reset Plan including those that follow. It:

- Queried what encouragement the Council will give to small companies who wish to expand and embrace the apprenticeship schemes, what support is being given to young people to take up apprenticeships, and whether work experience schemes can be promoted with businesses and the Council. *The Cabinet Member for Economy and Corporate Resources confirmed the Council continue to promote apprenticeships to schools and colleges in addition to the Government Kick Start programme, and the Council also continue to recruit their own apprentices. £150,000 from the National Apprenticeship Levy was awarded to STEM businesses in the county last year.*
- Queried the impact seen on those employed in the supply chain to Gatwick Airport. Queried what is being done to improve the diversification of the economy to avoid over-reliance on the airport in the future, particularly around the new Green Deal and green economy. *The Cabinet Member for Economy and Corporate Resources confirmed the impact has been substantial and that the Crawley area had the highest proportion of job losses or furloughed staff in West Sussex. The Council are working with organisations including Coast 2 Capital and the Local Enterprise Partnership (LEP) to encourage innovation and diversification across sectors. The Council are also lobbying the Government to support Gatwick's 'five asks' of Government – it is estimated that recovery for Gatwick will take five years.*
- Queried how coastal resorts and tourism can be improved, whether the Council could work with the younger generation on this e.g. the Youth Cabinet and University students, and to what extent the Council support holiday providers in the County. *The Cabinet Member for Economy and Corporate Resources highlighted that water sport opportunities were successfully marketed in 2019 via the Experience West Sussex project, in addition to the 'Rediscover West Sussex' campaign more recently in partnership with district and borough councils to encourage domestic tourism.*
- Queried how the Council is engaging with the rural economy and whether the Experience West Sussex campaign could be given a higher profile to promote West Sussex as a 'foodie' destination. Noted that West Sussex has a number of vineyards and Michelin starred restaurants, and promoting these would lead to a higher spend from visitors. *The Cabinet Member for Economy and Corporate Resources noted the comments and encourages promoting the county as a 'foodie' destination.*
- Commented that the Council needs to take advantage of the progress being made in terms of digital technology as a result of COVID-19 but must also ensure that groups, specifically the older

generation, are not isolated or alienated by this. *The Cabinet Member for Economy and Corporate Resources is aware of this as many face a major disadvantage if not digitally-able. The Gigabit funding granted by the Department of Culture, Media and Sport has been valuable for boosting online access in West Sussex, however exclusion from internet access can also be due to geographic restrictions and the Council are working hard toward fuller coverage for superfast broadband.*

- Expressed concern that the job retention scheme due to end shortly may lead to more redundancies, particularly in the Gatwick Diamond area. *The Cabinet Member for Economy and Corporate Resources confirmed engagement with central Government on quarantine arrangements and the aviation sector have been responsive, and lobbying continues via the All-Party Parliamentary Group.*
- Noted the increase in residents working from home is an opportunity to promote supporting and shopping with local businesses, and also brings environmental benefits from reduced commuting.
- Queried how investment in our region is being promoted to attract incoming investment. *The Cabinet Member for Economy and Corporate Resources noted business and visitor attractions plus leisure opportunities helps to promote West Sussex as a good place to live and work, as well as improved digital infrastructure and hard connectivity such as the improvements to the Brighton mainline and Croydon bottleneck.*
- Queried in relation to partner briefing and engagement (Appendix B), how key partners and stakeholders have responded. *The Cabinet Member for Economy and Corporate Resources confirmed positive feedback from the LEP and district and borough councils. Feedback is being collated with responses including support for additional focus is required in coastal areas and around Gatwick, and for high streets. The Council could consider lobbying on sensible digital taxation to create a levelling of the difference between digital platforms and the high street.*
- Expressed concern that better skills and learning are needed to drive up earnings in West Sussex and attract foreign investment. *The Cabinet Member for Economy and Corporate Resources confirmed the education sector is represented on the LEP and agreed that many ways to diversify are beneficial.*
- Commented that many local businesses are just about surviving, with limited capacity for attending seminars, and queried whether the Council would consider funding signposting information and qualified business experts to help produce business plans so businesses can apply for funding. *The Cabinet Member for Economy and Corporate Resources noted the suggestion and highlighted that business support links are available on the Council's COVID webpages. The Economic Growth Manager explained the Council do not play a direct role in business support but the Government funds Growth Champions via Coast 2 Capital and the LEP which businesses can access.*
- Commented that strategic transport improvements were essential to support the economy in the south of the county, particularly in relation to the A27 in order to improve through routes, congestion,

and air quality. *The Cabinet Member for Economy and Corporate Resources agreed these Highways Agency improvements were a key priority, but cautioned that a pragmatic local consensus is required in order for the schemes to progress and secure funding.*

85.4 The Chairman commented that the Economy Reset Plan is an extremely important strand of the reboot programme, as the local economy has to be rebuilt. Whilst the Plan is a significant amount of work for officers, the delivery of success from the Plan is not something the Council can control and the outcomes will rely heavily on working with partners. The Committee would like more information on timescales for the desired outcomes and how performance is going to be measured.

85.5 Resolved:-

- 1) That the Committee support the promotion of tourism in the county particularly around the coastal towns, high-spend activities such as vineyards and restaurants, and the encouragement of staycations;
- 2) That the Committee support the encouragement of incoming investment to the county through the promotion of West Sussex as an attractive and positive area to live and work;
- 3) That the Committee support and encourage the promotion of high skills and education in the area; and
- 4) That the Committee support the diversification of the economy.

85.6 Following this item the Chairman summarised the substantive items heard by the Committee today, as they support each other as well as the current reset/reboot focus of the Council, and asked for any additional over-arching comments from Members which were made as follows:

- Agreement that both Improvement Plan reports were too high-level and did not provide the detail necessary to be able to comment upon them.
- Agreement that all reports would benefit from a 'programme approach' with milestones for progress, with performance and accountability measures, so that Members can gauge progress and achievements.

## **86. Forward Plan of Key Decisions**

86.1 The Committee considered the Forward Plan of Key Decisions (copy appended to the signed minutes).

86.2 Resolved – That the Forward Plan be noted.

## **87. Date of Next Meeting**

87.1 The Committee notes its next meeting will take place on 3 December 2020, commencing at 10.30am by virtual meeting.

The meeting ended at 3.07 pm

## Agenda Item 2

Chairman



26 October 2020

To:

Joy Dennis, Chairman Performance and Finance Scrutiny Committee

SENT VIA E-MAIL

Dear Joy

### **Audit Planning and Internal Control Testing**

Thank you for your letter dated 17th of September 2020. I have set out responses to the points you made below:

1. At the recent meeting of the Performance and Finance Scrutiny Committee (PFSC) on 10 September 2020 concern was raised around 'unsafe practices' not being recognised early by managers or through Internal Audit processes. The issue was specifically raised in relation to Adult Mental Health Services.

It is not the role Internal Audit in any sector, private or public, to provide assurance over every control in the business. It is the role of management to ensure the adequacy of internal controls across their line of business. Internal Audit helps management ensure the controls are adequate and working as planned. Management needs to direct Internal Audit to areas where they have concerns. The Chief Internal Auditor explains this process annually to the committee when he presents the Internal Audit plan to the committee.

It is also worthy of note (and is explained in the internal audit plan) that internal audit are only one source of assurance. In the case of AMHPS an alternative source of assurance (external consultant) was used to review the service area. This does not make it a failing that internal audit did not pick this up moreover that an alternative source of assurance was used.

2. The committee agreed that I should write to you asking your committee to consider/review the audit planning process and whether the Internal Audit team could test both financial and non-financial operational controls to identify any issues early for managers to rectify.

The internal audit team have recently been subject to an external quality assessment review from the Institute of Internal Auditors who have reported that they meet all Standards across the IPPF, PSIAS and LGAN. This includes a

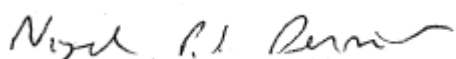
significant focus on planning and engagement. Furthermore, the Audit Committee approved the audit plan in July and reviewed the proposed work programme at its September meeting and is satisfied with its content.

If PFSC would like a detail review comparing the content of WSCC Internal Audit against other County Council's Internal Audit plan to respond to the concern regarding the balance of financial and non-financial operational controls this work could be undertaken, however, it will reduce the number of days available to complete the proposed audit programme. Please could you advise me if your committee would like to put this proposal to RAAC.

3. It is also recognised that audit planning processes need to be reviewed to ensure early review of particular areas of concern that are raised through the risk register.

The Chief Internal Auditor cross references the proposed work programme with the risk register. Additional concerns raised in-year, such as Covid 19, are agreed between management and internal audit and reported to RAAC at the next meeting. For the Adult Mental Health Service specifically, once management identified the problem and commenced developing a solution there is no added value in inviting Internal Audit to do a review. The scheduling of the audit in Q3 is well time as IA can provide assurance on the new processes.

Kind regards,



Nigel Dennis  
Chairman  
Regulation, Audit and Accounts Committee

**Cllr Bob Lanzer**  
**Cabinet Member for Economy and**  
**Corporate Resources**

Telephone: 0330 22 22871  
e-mail: bob.lanzer@westsussex.gov.uk

Room 102  
County Hall  
Chichester  
West Sussex  
PO19 1RQ



www.westsussex.gov.uk

Joy Dennis  
Chairman  
Recommissioning of the Contract for Support Services TFG.

24 November 2020

Dear Joy,

**REF: Recommendations of Recommissioning of the Contract for Support Services TFG**

Thank you for your letter of 18 November concerning the recommendations made by the TFG on 16 November:

- 1. That the TFG agree with the early return of the ITO contract using the multi-source option as set out as option 4 in the draft decision report. The TFG recognise that this is an important project to move forward and this is the best way to achieve efficiency and align with the Council's Reset Plan.*
- 2. The TFG recommend that evidence to support the £750,000 per annum savings estimate must be included within the final decision report.*
- 3. The TFG consider the management of the project and on-going service to be a key success factor in the multi-source option. They therefore recommend that good leadership of the internal team is crucial to the success of the service and that robust recruitment is undertaken.*
- 4. They also recognised that the internal team may not have the skills set and experience to be able to manage contract performance effectively, so this should be considered in recruitment to the team.*

I welcome the support of the TFG in carrying out the pre-decision scrutiny of proposals to insource and recommission through new contracts the Information Technology services currently provided by Capita in the Outsource Contract, as set out in option 4 of the draft decision report considered by the TFG.

In response to recommendation 2, information to support the £750,000 per annum savings estimated will be sought out and included in the final decision report.

In response to recommendations 3 and 4, I agree that the management of the project and on-going service will be a key success factor. Any training of and recruitment to the internal team will reflect the need to deploy the necessary skillsets and experience to support this goal.

Yours sincerely,

A handwritten signature in blue ink that reads "Bob Lanzer".

Cllr Bob Lanzer  
Cabinet Member for Economy and Corporate Resources

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## **Performance and Finance Scrutiny Committee**

**3 December 2020**

### **End of September (Quarter 2) Total Performance Monitor – Focus for Scrutiny**

#### **Report by Director of Law and Assurance**

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### **Summary**

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

The TPM report attached reflects the position as at the end of September 2020 and includes an update on the high-level implications of the COVID-19 pandemic on the County Council. The Council has received £45.8m of non-ring fenced grants to date from the Government to cover the cost of the pandemic. It is estimated that the cost to the County Council so far is in the region of £56.9m.

Overall, the forecast year-end revenue position, as at the end of September 2020, is a projected £5.480m overspend. This is a £11.049m decrease from the overspend predicted at the end of June.

Of the 39 'active' performance measures, 67% of measures are reporting as 'green', 23% as 'amber' and 10% as 'red'.

The TPM includes an update of the Children First and Fire and Rescue Improvement Plans which have continued to be a priority.

At the request of the Committee the latest Risk Register is also included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

### **Focus for scrutiny**

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

- 1) The on-going impact of the COVID-19 emergency situation on the Council's financial resilience and performance;
- 2) The effectiveness of measures taken to manage the Council's financial position and the non-delivery of identified savings;
- 3) Consideration of the 2020/21 performance indicators and targets;
- 4) Any areas of concern in relation to the workforce indicators;
- 5) Any issues reported through the Risk Register;

- 6) Any issues raised by other Scrutiny Committees (through the Chairmen of these Committees); and
- 7) Identification of:
  - a) Any specific areas for action or response by the relevant Cabinet Member,
  - b) Any issues for further scrutiny by this Committee (or by one of the other scrutiny committees, as appropriate).

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

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## **1. Background and context**

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

### **Tony Kershaw**

Director of Law and Assurance

### **Contact Officer**

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

### **Appendices**

- |            |  |
|------------|--|
| Annex      | Quarterly Performance Monitor - September 2020   |
| Appendix 1 | Revenue Budget Monitor to the end of September 2020                                    |
| Appendix 2 | Covid-19 Grant Funding allocated to West Sussex County Council - as at 21 October 2020 |
| Appendix 3 | Children First Service Improvement Programme: Progress Report September 2020           |
| Appendix 4 | Fire Improvement Plan: September 2020 Update   |
| Appendix 5 | 2020/21 Savings - As at September 2020   |
| Appendix 6 | 2020/21 Capital Monitor as at the end of September 2020                                |
| Appendix 7 | Workforce Report - September 2020  |
| Appendix 8 | Quarterly Review of the Corporate Risk Register – September 2020                       |

### **Background Papers**

None

## **QUARTERLY PERFORMANCE MONITOR – SEPTEMBER 2020**

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

### **Overview – National Economic Picture**

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

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

## Overview – Local Authority Funding

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

## Financial Summary

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



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

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

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

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

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

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

**Table 3: Summary of Overall Financial Outturn Position**

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

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

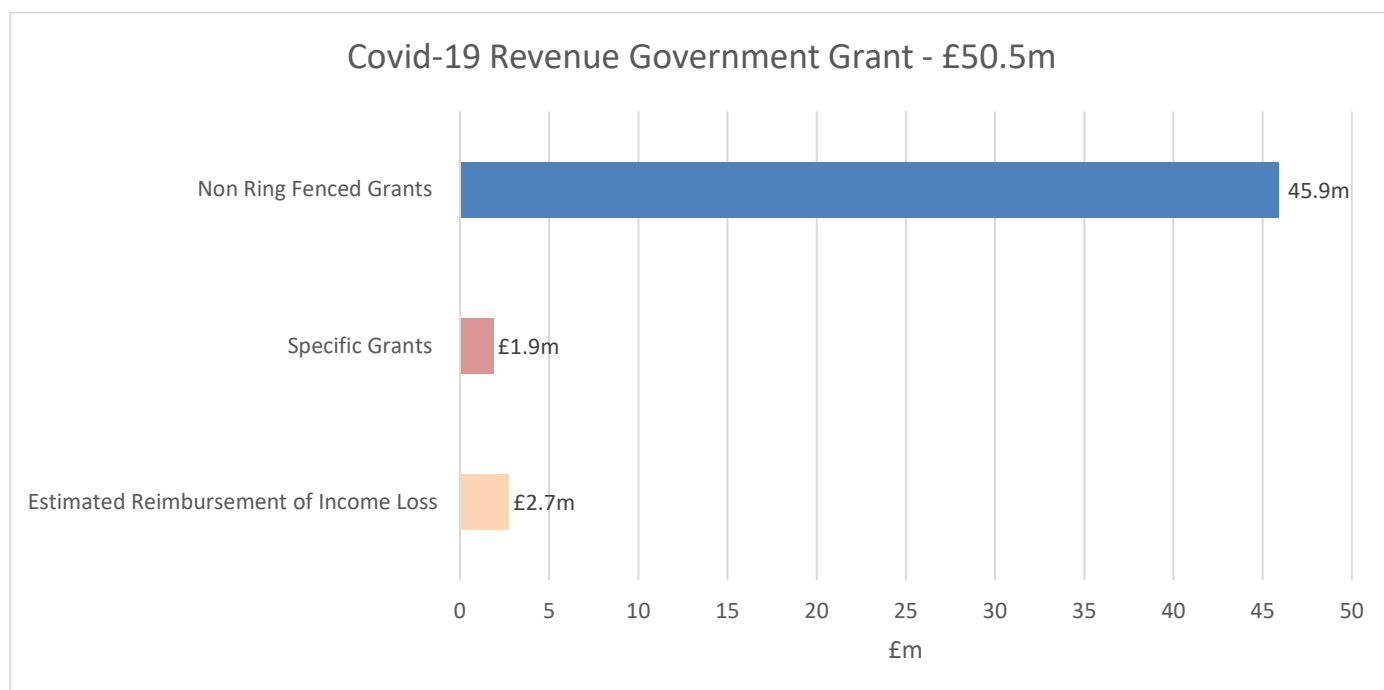
	Projected Portfolio Variation (excl Covid-19)	Projected Net Covid-19 Cost	Outturn Variation
<b>Total Overall Projected Overspend as at 30<sup>th</sup> September 2020</b>	<b>£0.140m</b>	<b>£5.340m</b>	<b>£5.480m</b>

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

## Impact of Covid-19

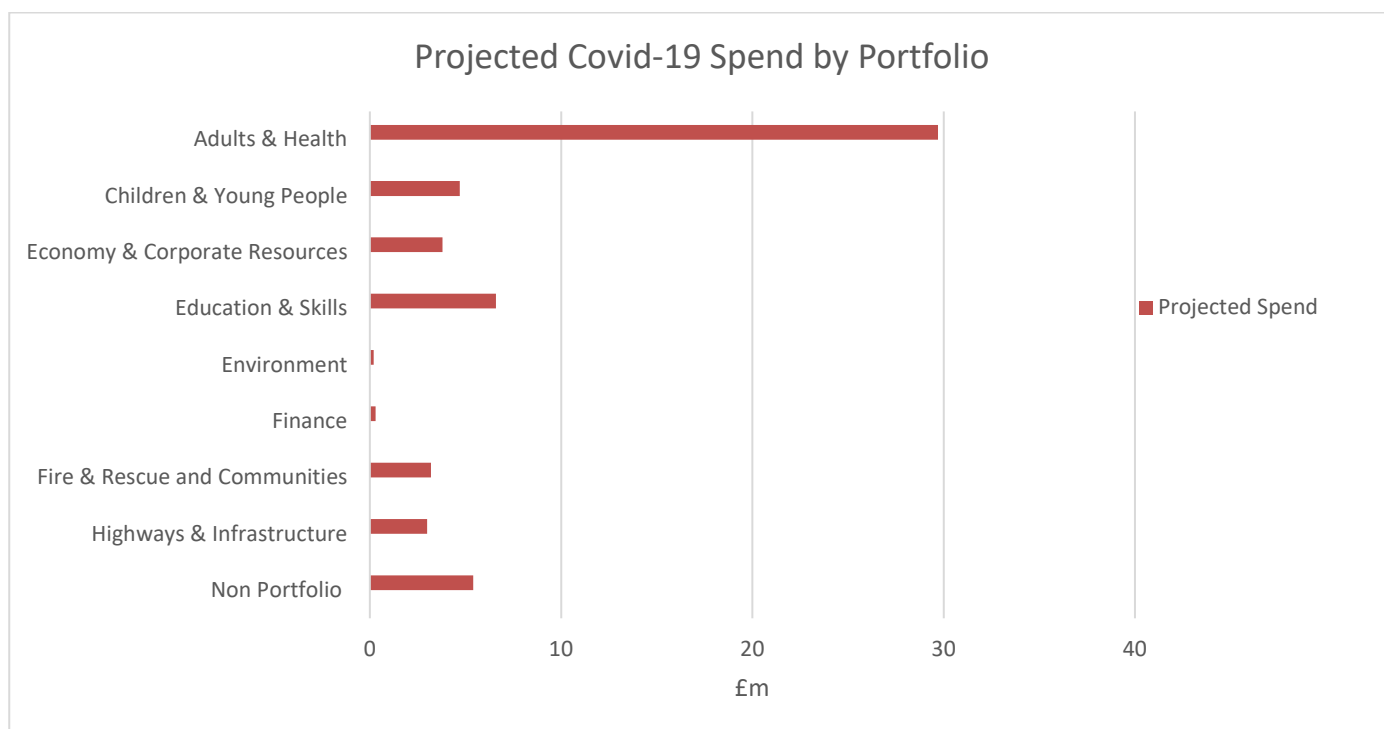
13. The cost of Covid-19 to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2020. The 2020/21 estimated cost of the pandemic to the County Council is £56.9m at the end of September, increasing to £76.9m when including the estimated loss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

**Graph 1: Government Grant Allocations as at October 2020**



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

**Graph 2: Projected Covid-19 Spend by Portfolio**



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

**Table 4: Key Decisions Which Impact in Year Expenditure**

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

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

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

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

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

## Dedicated Schools Grant Position

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

## Finance by Portfolio

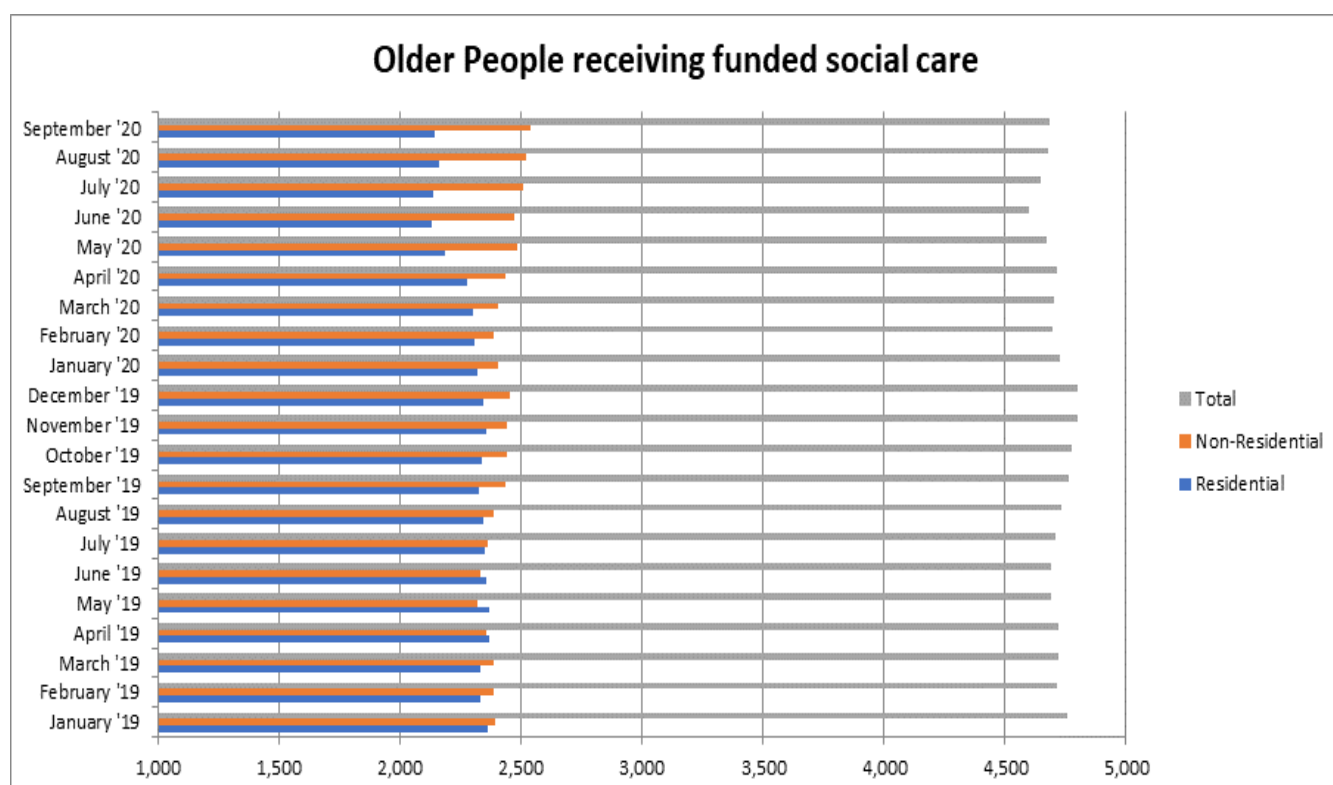
### Adults and Health

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

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

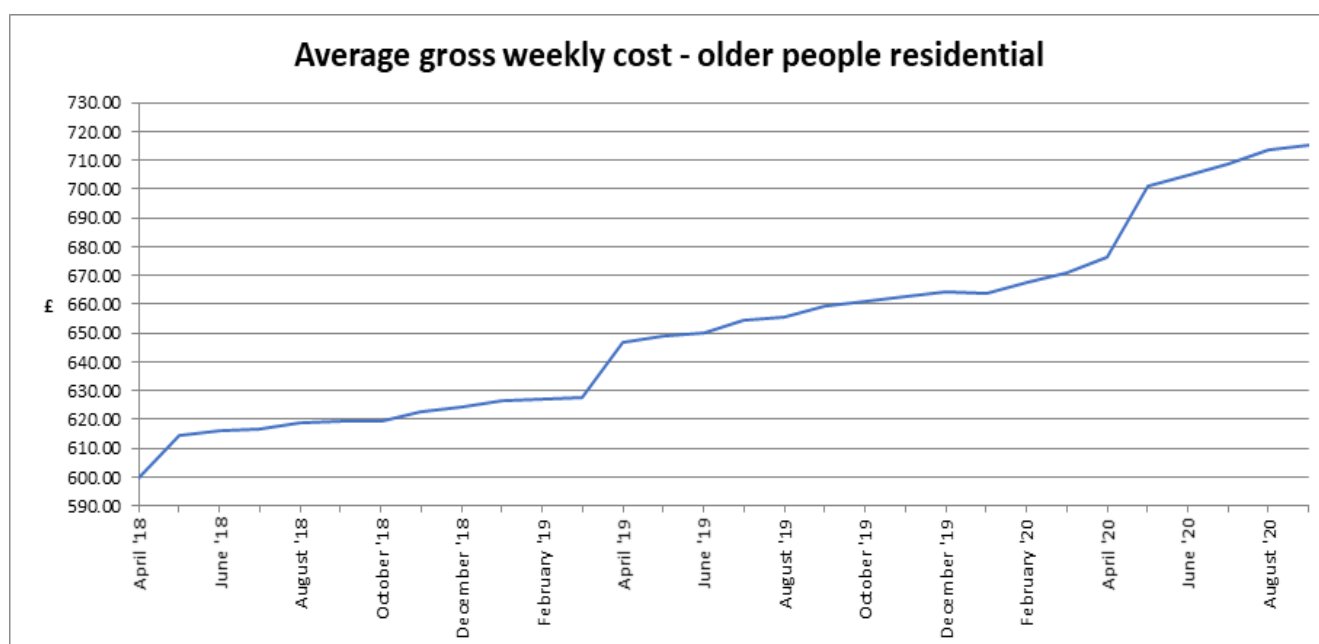
customer numbers. Also important to note is the extent to which the proportion of customers in a non-residential package has grown – this now stands at 54% (51%, September 2019) and is indication of the progress that is being made towards enabling more older people to live independently in the community.

**Graph 3: Older People Receiving Funded Social Care**

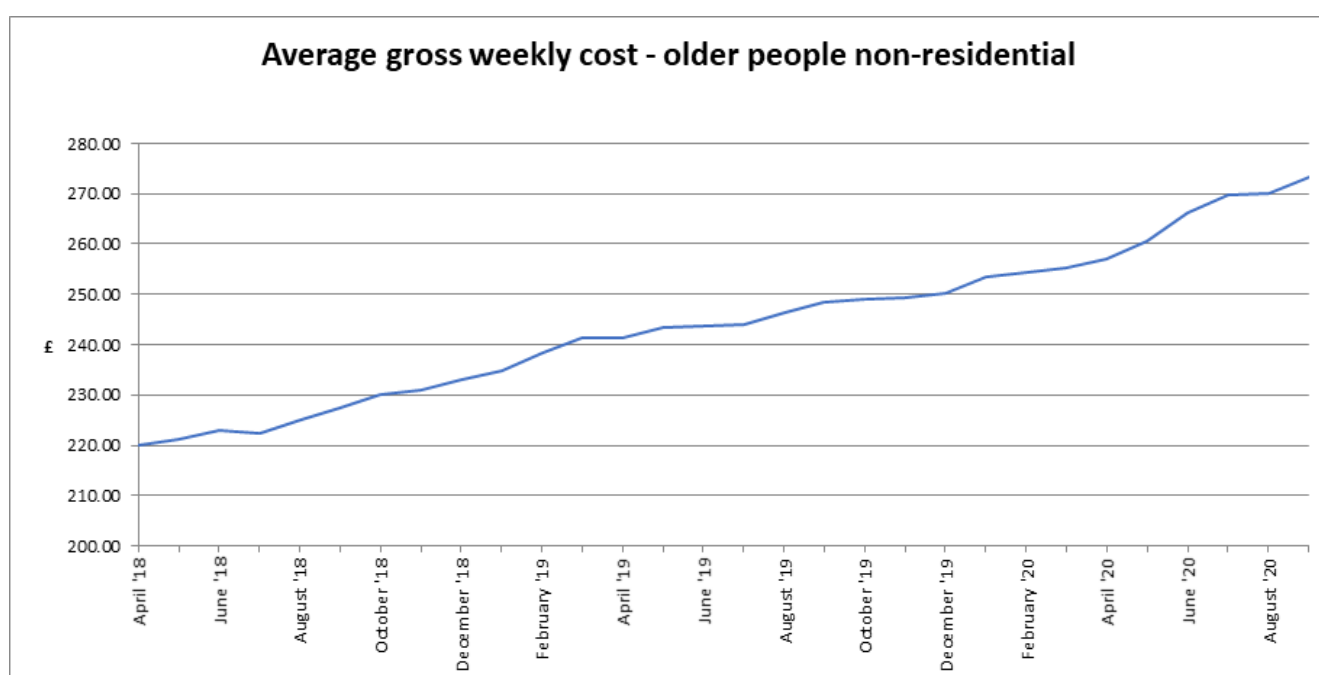


26. However average weekly package costs have continued to rise at a rate greater than the inflationary uplifts that the County Council agreed for 2020/21. These increases are not happening uniformly and are being driven by factors that vary between different parts of the County and different care types,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

**Graph 4: Average Gross Weekly Cost – Older People Residential**



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



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



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

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

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

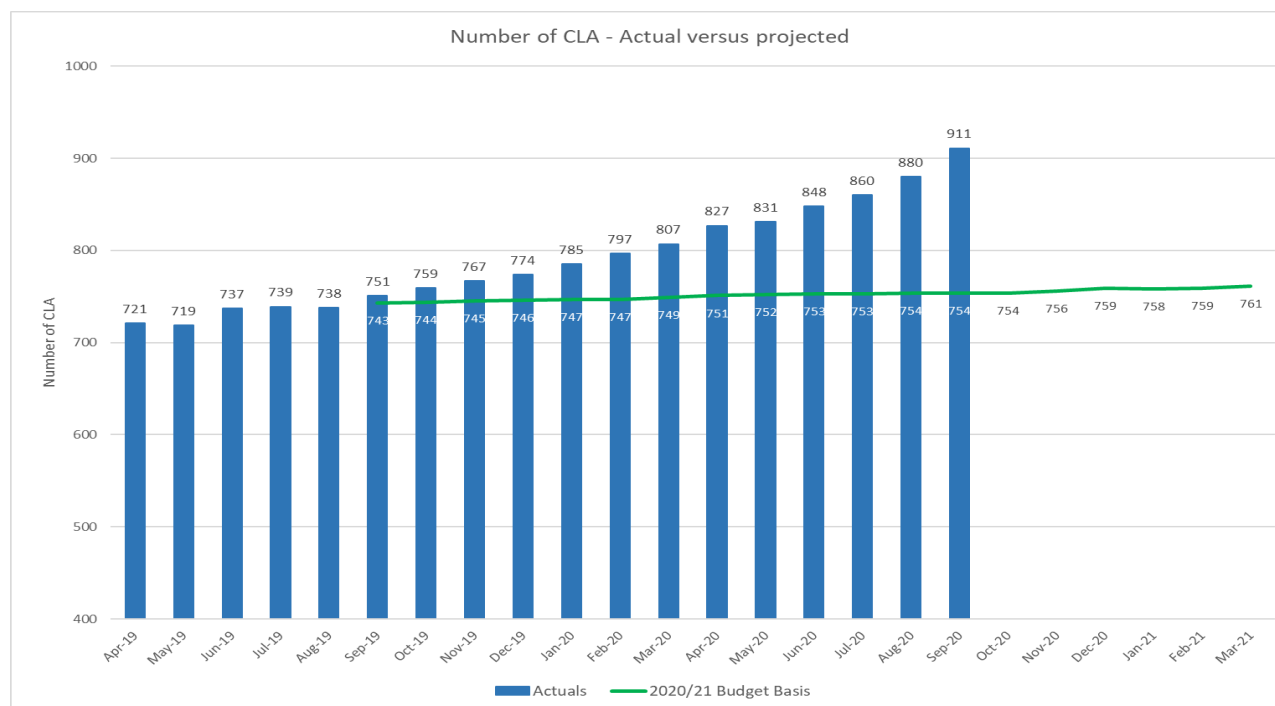
## Children and Young People

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

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

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

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



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

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

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

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

**Graph 7: Intentionally Homeless Services – Accommodation Open Cases**



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

## Economy and Corporate Resources

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

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

## Education and Skills

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

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

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

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

### **Dedicated Schools Grant**

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

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

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

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

**Table 6: Projected Dedicated Schools Grant Reserves Balance**

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

## Environment

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

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



## Finance

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

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

## Fire and Rescue and Communities

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

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

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

## Highways and Infrastructure

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

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

### Leader

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

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

### Non Portfolio

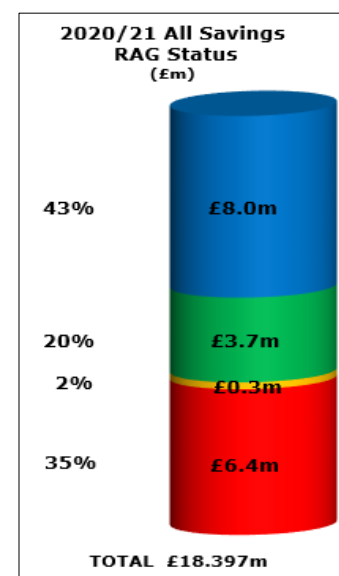
68. The Council's budgeted investment income for 2020/21 was £3.0m. As result of the Bank Rate reduction (from 0.75% to 0.10%) and prevailing market conditions over the last six months, the Council forecast that lost investment income would total £1.2m in 2020/21. Consequently, £1.2m has been claimed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

## Outlook for the Savings Programme

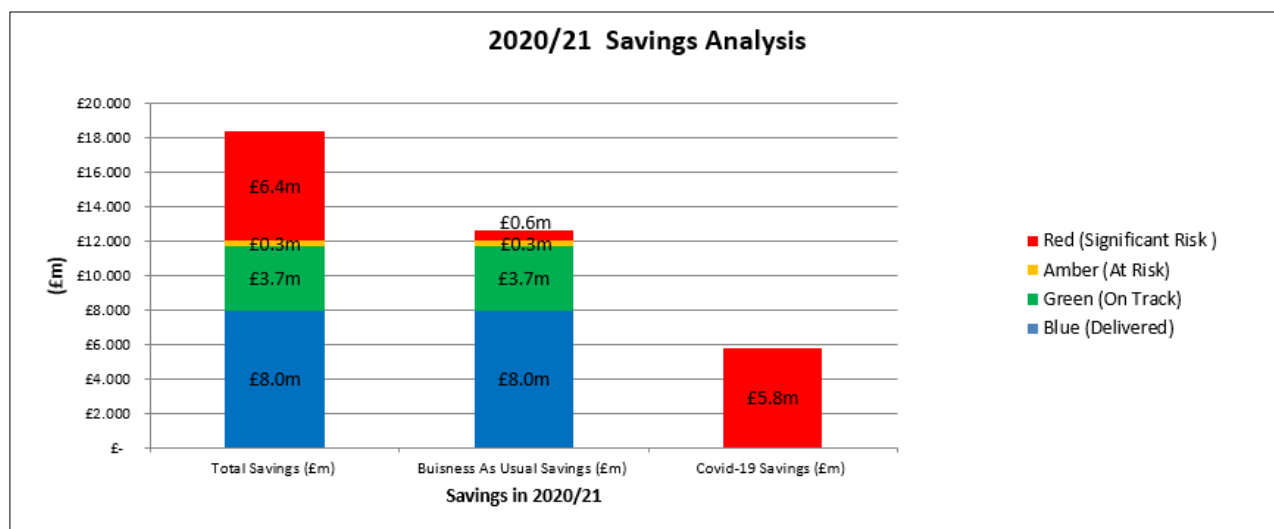
70. The 2020/21 savings target across portfolio budgets is £18.4m. Of this amount, £11.7m (63%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; £0.3m (2%) is judged as amber where further work is required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

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

**Graph 8: Savings Overview**



**Graph 9: Analysis of savings as at 30<sup>th</sup> September 2020**



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

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

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

## Capital Programme

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

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

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

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

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

## **Transformation Programme**

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

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

## Workforce

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

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

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

## Corporate Risk Register

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

**Table 8: Corporate Risks with Severity above the Tolerance Threshold**

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

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

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

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

**Table 9: Key Corporate Covid-19 Risks**

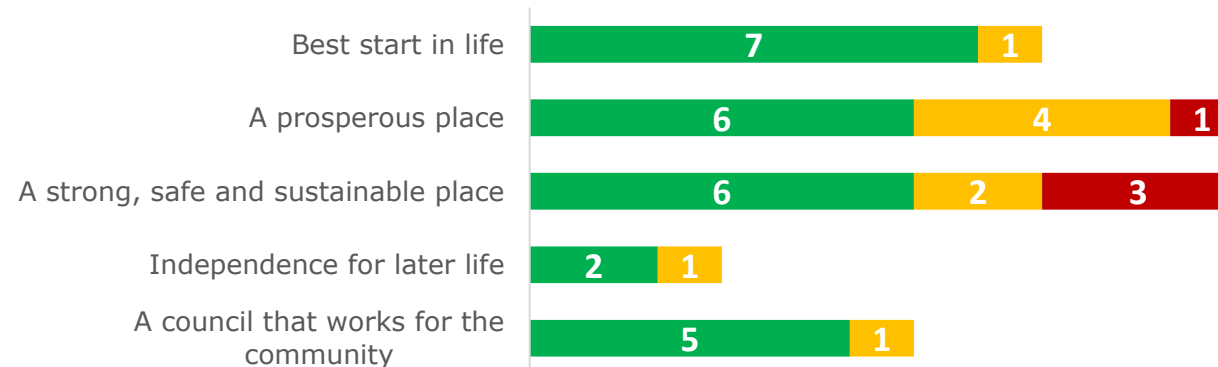
Key Corporate Covid-19 Risks
<p><b>Staff Shortage</b> in Adults Services for older people's visits</p> <p>Community Hubs may not have enough <b>staff capacity to manage an increase in demand</b>, resulting in a failure to deliver essential food and medicine to vulnerable people.</p> <p>Once restrictions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



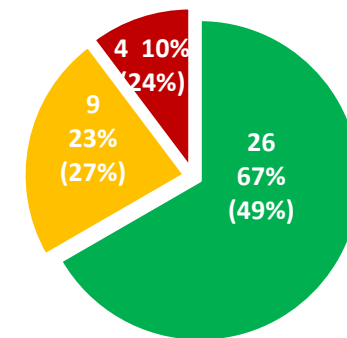
# September 2020 QPM Performance Report

This report provides the latest position against the West Sussex Plan (2017-22) and includes commentary against measures that are not on track to meet their target. The 2020/21 targets have been reprofiled for the year to reflect updated benchmarking data. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail.

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






March 2020 outturn in brackets




Exceptions Report

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

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

Annual measures

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

September 2020

## Highlights

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

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

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

## Challenges

### A strong, safe and sustainable place

36 People killed or seriously injured (KSI) in road traffic accidents per billion vehicle miles	Target Top quartile of statistical neighbours by 2022 2020-21 milestone target 68	2019 <div style="border: 2px solid black; padding: 5px; display: inline-block;">118 ↑</div>
<b>Performance</b>	<b>Recovery actions</b>	
<p>Performance has increased to 118 for 2019 compared to 104 in 2018 and compared to England average of 79 KSI per billion vehicle miles.</p> <p>In May 2019, Sussex Police began recording their collision data in a new national database called CRaSH which has changed how it records casualty severity and this has led to a significant upturn in the number of casualties who might have previously been recorded as "Slight" now being recorded as "Serious". This change means KSI outturns now recorded are not directly comparable with previous data.</p> <p>Between 1 January and 31 August 2020, the total number of collisions dropped 21% against the same period last year and the number of casualties dropped 25%. This reduction will mainly be a result of the Lockdown earlier this year. The KSI total remains similar to last year's total for the same period, with the data now being recorded in CRaSH apparently cancelling out any Lockdown reduction.</p>	<p>It should be recognised that the benefits from road safety engineering schemes take time to translate into reductions in the casualty figures.</p> <p>On-going road safety engineering schemes, education, training and publicity include:</p> <ul style="list-style-type: none"> <li>• Our partnership with The Sussex Safer Roads Partnership, which promotes a wide range of behavioural change programmes.</li> <li>• Our Road Safety Facebook page, which allows us to engage with the community on road safety issues, run educational campaigns and generates discussion and dialogue between road users.</li> <li>• Thirteen locations were treated last year as part of an annual local safety programme that looks to make road improvements to areas that have a historically higher number of road traffic accidents. Measures ranged from signing improvements, resurfacing with high skid resistant materials to altering junction layouts.</li> </ul>	

Pedal cyclist KSIs have increased on previous years, this is related to a large increase in cycling that began during the Lockdown; the authority, with funding from central government, is trialling 'Pop-Up' cycle routes with an aim to improve the cyclist's safety and encourage a shift from cars to bikes.	
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39. Average time between a child entering care and moving in with their adoptive family	Target 365 days by 2022 2020-21 milestone - 426 days	Sept 2020 509.65 ↑
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Performance	Recovery actions
Performance has increased. This figure is always impacted by a number of children who 'fall out' of the reporting dataset and for August they have decreased. Covid-19 continues to lead to the delay of some transitions of children to their adoptive family.	West Sussex continues to liaise closely with Adoption South East (ASE) to identify adopters for children at an early stage. Adopter resource is good, with the challenge being identifying adopters for siblings. ASE has committed to parallel interagency planning for siblings to ensure they are able to move to their adoptive families as soon as possible.

## A council that works for the community

59. Freedom of Information requests responded to within time	Target 95%	Sept 2020 80% ↓
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Performance	Recovery actions
103 requests were due to be responded to in September of which 82 were responded to on time.	A reminder was circulated to all staff week commencing 5th October that there is a statutory responsibility to answer within 20 days and that the relaxation in place since the Covid outbreak was being removed. Staff were asked to ensure they respond in a timely fashion to any requests for information.

62. Decision Transparency	Target 75% by 2022 2019-20 milestone target 72.5%	Sept 2020 64% ↓
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Performance	Recovery actions
It should be noted that two decisions were in the plan for 55 days rather the target of 56 (2 months) and published a day later would have changed the figure to 71%.  Overall average for the 1 <sup>st</sup> half year is 79%, exceeding the target. There will always be the challenge of urgent decisions, which will have an impact on the overall figure.	Democratic Services will continue to support services to ensure that key decisions are listed in the Forward Plan for at least two months and it is hoped that support and training provided by the service will see the target of 75% being achieved consistently by the target date of March 2022.

Monthly/Quarterly Measures

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

Monthly/Quarterly Measures

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








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

# Annual Measures

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



























# Annual Measures

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















Monthly/quarterly measures suspended for the remaining 2020-21















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










Agenda Item 3  
Annex

Monthly/quarterly measures suspended for the remaining 2020-21

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

Annual measures suspended for the remaining 2020-21

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

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

## **Appendices**

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

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	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Precept	-485,691	-485,691	-242,846	0
Council Tax Collection Fund	-2,000	-2,598	-2,598	0
Business Rates	-81,933	-80,469	-40,550	0
Business Rates Collection Fund	0	-2,221	-2,221	0
Section 31 Business Rates Grant	-3,177	-6,617	-6,617	-103
Business Rates Pool	0	-25	0	0
Social Care Support Grant	-17,343	-17,343	-8,671	0
Covid-19 Emergency Fund	0	-15,902	-20,879	0
New Homes Bonus Grant	-3,713	-3,713	-1,857	-1
<b>Total Financing</b>	<b>-593,857</b>	<b>-614,579</b>	<b>-326,239</b>	<b>-104</b>
	Approved budget	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
<b>Portfolio Budgets</b>				
Adults and Health	209,423	211,037	104,061	0
Children and Young People	129,571	129,534	58,365	500
Economy and Corporate Resources	52,805	52,323	31,784	-1,076
Education and Skills	20,815	21,448	-3,600	327
Environment	60,378	60,483	26,502	512
Finance	13,892	15,278	7,199	329
Fire & Rescue and Communities	35,732	44,112	23,200	-150
Highways and Infrastructure	35,401	36,008	15,038	-100
Leader	1,452	1,452	486	-131
<b>Sub-total</b>	<b>559,469</b>	<b>571,675</b>	<b>263,035</b>	<b>211</b>
<b>Non-Portfolio Budgets</b>				
Capital Financing - Repayment (MRP)	10,616	10,616	0	65
Capital Financing - Interest	18,103	18,103	9,782	-32
Revenue Contribution to Capital - Business Rates Pilot	500	500	0	0
Revenue Contribution to Capital - Other	2,377	3,449	0	0
Investment Income	-2,970	-2,570	-1,550	0
Business Rates Pool	0	0	1,386	0
Care Leavers Council Tax Support	25	0	0	0
Contingency	6,832	6,832	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-500	1,787	1,787	0
Transfers to/(from) Reserves - Other	-595	4,187	4,187	0
<b>Sub-total</b>	<b>34,388</b>	<b>42,904</b>	<b>15,592</b>	<b>33</b>
<b>Total Net Expenditure</b>	<b>593,857</b>	<b>614,579</b>	<b>278,627</b>	<b>244</b>
<b>Total Forecast Variation - overspending</b>	<b>140</b>			

<b>Contingency</b>	<b>£000</b>
Original Budget	6,832
<b>Available Contingency</b>	<b>6,832</b>

# Agenda Item 5

## Appendix 1

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



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

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

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## **Children First Service Improvement Programme: Progress Report September 2020**

### **Introduction**

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

### **Leadership and Management in Children's Services**

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

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

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

### **Ofsted, Commissioner & Children's Trust**

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

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

### **Being a Good Service – and a Good Place to Work**

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

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

### **The Programme for the Autumn**

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

### **Conclusion**

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

# Agenda Item 5

## Appendix 3

Children First Improvement Fund - September 2020

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

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

### Notes:

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

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

## **Fire Improvement Plan: September 2020 Update**

### **Introduction**

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

### **Prevention and Protection**

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

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

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

### **Looking after our People and Future Learnings**

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



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

Phase 1 Summary	Revised Full Amount Estimated	Actual spend 2019/20	Planned spending plan for 2020/21	Projected spend for 2020/21	Variation to revised spending plan 2020/21	Planned Spending plan for 2021/22
	£000	£000	£000	£000	£000	£000
<b>Temporary investment</b>						
Organisational Development Manager (12 months)	0	0	0	0	0	0
HR Advisor (6 months)	0	0	0	0	0	0
Wellbeing Advisor/Lead - initial two year fixed term contract	44	0	44	44	0	0
Prevention Business Analyst (6 months)	0	0	0	0	0	0
Business Analyst for Fire Safety Transformation (6 months)	0	0	0	0	0	0
Prevention Data Analyst (12 months)	0	0	0	0	0	0
Data Cleansing & Analysis Officer (12 months)	0	0	0	0	0	0
Insight Officer to deliver AFA review (12 months)	47	0	47	47	0	0
External resource to clear risk based improvement programme - 680 inspections at £200 per inspection	0	0	0	0	0	0
Fire Safety Support Officer - To book planned audits and manage reports (12 months)	0	0	0	0	0	0
FRS Project support FC20 delivery and HMICFRS improvement plans - (until 31st March 2020)	0	0	0	0	0	0
Employers Network for Equality Inclusion – 15 workshops and report	30	12	18	18	0	0
Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes	100	0	100	100	0	0
Development of Performance and Assurance Framework and member training	39	0	39	39	0	0
Programme Support Officer x 2	73	0	73	73	0	0
	333	12	321	321	0	0
<b>Contingency</b>	337	0	141	141	0	196
<b>Permanent increase in base budget</b>						
<b>Note that in 2020/21 the full year effect is shown as this is the budget which will be required</b>					Full year effect	Full year effect
Prevention Manager	156	23	63	63	0	70
Area Manager Protection	242	48	96	96	0	98
Diversity and Inclusion Advisor for FRS	119	23	47	47	0	49
Workforce Engagement Lead	123	0	57	57	0	66
High Risk Safe and Well Visit Specialists x 3	215	31	86	86	0	98
Protection Officers	489	51	217	217	0	221
Prevention, Protection, Quality Assurance Trainers	446	23	209	209	0	214
Ops Assurance Performance & Audit	145	26	59	59	0	60
WSFRS Hub - Principle & Senior Management Support Officer	69	12	28	28	0	29
Resource Coordinator (Resource Office) - crewing office	191	26	83	83	0	82
FRS HMI Performance Manager	155	28	63	63	0	64
Reinstate Watch Manager B payments to Hay A's - 60 FTE	674	150	262	262	0	262
Purchase of Farynor IT system and Licences	284	106	131	131	0	47
Assistant Chief Fire Officer	78	0	39	39	0	39
Project Manager	121	0	55	55	0	66
Business Analyst	117	0	53	53	0	64
Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan	121	0	55	55	0	66
IT equipment and vehicles for additional FTE	200	0	100	100	0	100
FRS training budget for protection competency training (for dedicated protection staff)	101	24	25	25	0	52
FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)	80	6	37	37	0	37
FRS branding and values embedding budget	67	7	30	30	0	30
Other	37	37	0	0	0	0
Organisational Development Manager	136	19	57	57	0	60
HR Advisor	102	19	39	39	0	44
	4,468	659	1,891	1,891	0	1,918
<b>Total</b>	<b>5,138</b>	<b>671</b>	<b>2,353</b>	<b>2,353</b>	<b>0</b>	<b>2,114</b>
<b>Available Funding</b>						
Base Budget Funding (2020/21 total includes £1.2m flexible use of capital receipts)		400		1,600		1,596
One off Funding				100		
Fire Improvement Reserve Funding				282		
<b>Total Funding Available</b>				<b>1,982</b>		<b>1,596</b>
<b>Potential Additional Funding Required</b>				<b>371</b>		<b>518</b>

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

# Agenda Item 5

## Appendix 5

### 2020/21 Savings - As at September 2020

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

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

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

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

## **Capital Narrative – Quarter Two (July to September) 2020**

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

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

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

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

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

### **£0.547m - Additional 2020/21 schemes**

- £0.547m Emergency Active Travel Fund

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

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

### **£5.397m - Slippage of schemes:**

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

Quarter Two movements by portfolio are detailed below:



### **Adults and Health – £1.304m**

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

### **Children and Young People – £2.513m**

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

### **Economy and Corporate Relations - £2.438m**

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

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

### **Education and Skills – £0.051m**

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

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

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

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

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

#### **Environment – £0.312m**

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

#### **Finance – (-£0.080m)**

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

#### **Fire and Rescue and Communities - £0.564m**

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

#### **Highways and Infrastructure – £2.167m**

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

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

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

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

**Income Generation Initiatives – (£4.192m)**

**Finance - £0.010m**

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

**Environment – (-£4.202m)**

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

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

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## **Workforce Report – September 2020**

### **General**

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

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

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

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

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

### **Workforce KPIs**

#### Resourcing & Talent

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

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

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

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

#### Performance & Skill

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

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

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

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

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

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

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

### Health, Safety & Wellbeing

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

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

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

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

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

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



Workforce KPIs

2020 Q2  
1st July 2020 to 30th September 2020

Indicator		West Sussex County Council					
		2020 Q2	2020 Q1	Change since last quarter	Intended Direction of Travel	Target 2019/2020	Commentary
Resourcing & Talent							
Employed workforce  (Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners and partners)	Total Headcount (total number of people employed over reporting period)	5,374	5,257	↑ 117	N/A	N/A	There has been an increase in headcount. A significant proportion of this increase was the result of in-sourcing of Service Finance from Capita.
	Active Headcount (number of people employed on 28th of last month of reporting period)	5,274	5,179	↑ 95	N/A	N/A	
	Active FTE (on 28th of last month of reporting period)	4,666	4,589	↑ 76	N/A	N/A	The Employee Paybill in Fire & Rescue Service shows an increase of £918k but this is not an increase in spending by FRS. When the pandemic started a cost code was set up to charge all spend that was incurred as a direct consequence of COVID-19 so this expenditure could be identified and collated. This cost code was placed in FRS and it still resides there, hence the increase in the Employee Paybill in FRS.
	Employee paybill (including on costs and casuals, exluding agency and schools)	£50,370,088	£49,361,718	↑ £1,008,370	N/A	N/A	
Agency (Manpower)	Headcount (Manpower)	333	309	↑ 24	N/A	N/A	There has been an increase in agency headcount and contract spend this quarter with the increase in contract spend being in proportion with the headcount increase i.e. not a general shift in level of seniority. The largest increase in headcount has occurred in Children & Family Services (+12) and this resource is for two transformation funded projects. Manpower agency workers as a percentage of the total workforce has increased to 5.4% (5.1% in Q1)
	Contract spend	£4,636,535	£4,109,120	↑ £527,415	↓	Reduction of £0.5m since previous year	
	Manpower % total workforce	5.4%	5.1%	↑ 0.3%	N/A	N/A	
Recruitment	Total number of starters (over reporting period)	221	89	↑ 132	N/A	N/A	In line with the rise in headcount there has been significant increase in starters in Resources due to the insourcing of Service Fianance (+65). There has been a net increase (Starters minus Leavers) in Place Services (+25); Adult Services (+16); and Children & Family Services (+13). Turnover is up to 1.9% and is now just below the quarterly target rate of 2%-3.75%.
Retention	Total number of leavers (over reporting period)	108	86	↑ 22	N/A	N/A	
Staff turnover	Rolling turnover rate (average headcount over the previous 3 months, divided by the number of leavers over the last 3 months)	1.9%	1.5%	↑ 0.4%	➡	Between 2-3.75% (rolling qtly target)	

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

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

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

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

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

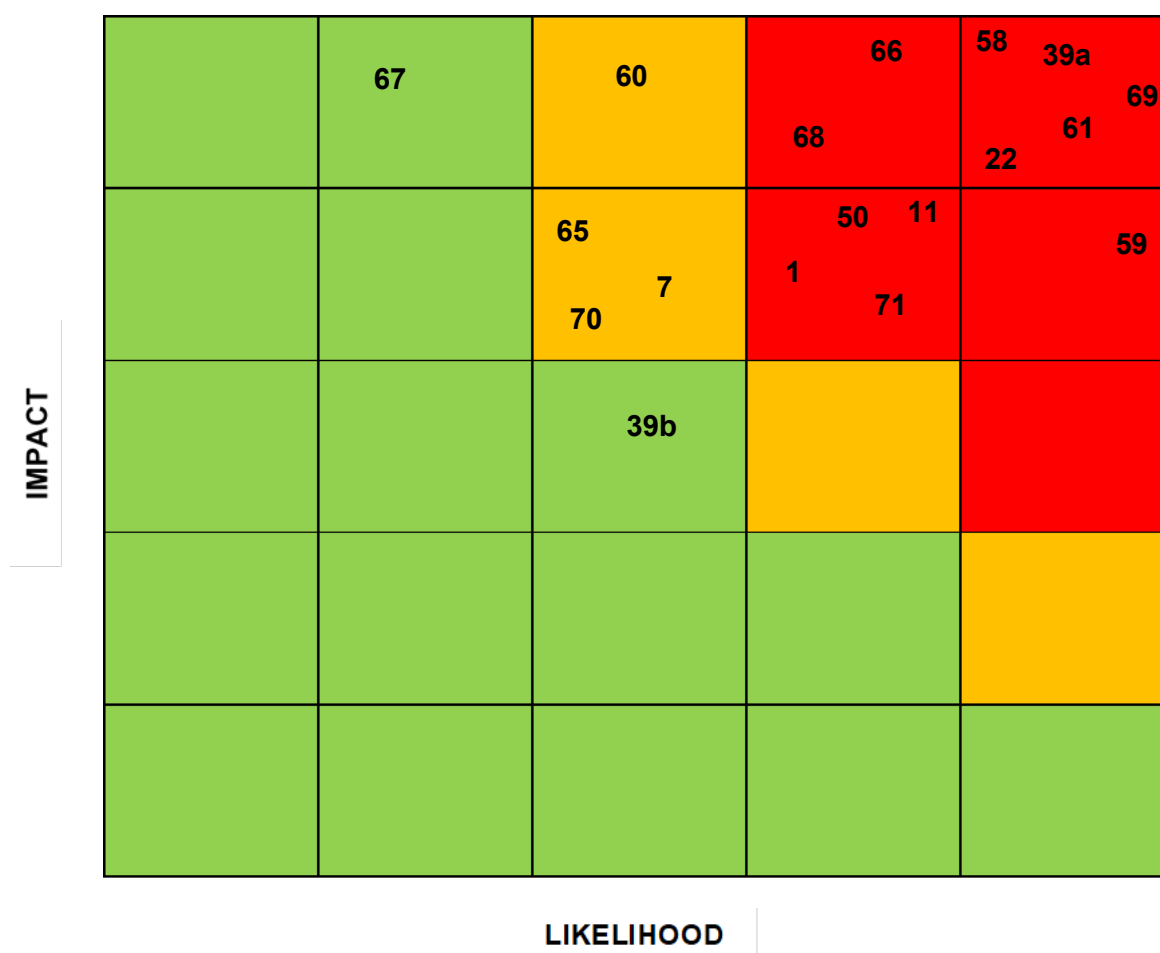
Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2020 Q2	2020 Q1	2020 Q2	2020 Q1	2020 Q2	2020 Q1	2020 Q2	2020 Q1

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

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

## Quarterly Review of the Corporate Risk Register – September 2020

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



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

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

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

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

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

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR68	The government have eased COVID-19 lockdown restrictions and are allowing all businesses to open, resulting in increased footfall in the county. If there were to be <b>further waves of the COVID-19</b> pandemic there is a risk that services will be insufficiently agile/flexible to respond to government and PHE guidelines/directives.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	3	15	Review and update business continuity and degradation plans.	CLT	ongoing	Business continuity plans to be reviewed. conducted once recovery plan/framework produced.	5	4	20	Nov-20
			2. Negative reputational impact.									Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).	Chief Executive	ongoing	Outcomes to inform Tactical Management Group (TMG), Strategic Management Group (SMG), and Local Health Resilience Partnership (LARP) for action/info.				
			3. Residents don't receive support required.									Develop communications when required to manage expectations of staff and residents on WSCC response position.	Head of Communications	ongoing	Collaboration and agreement on services provision messages with directorates and ELT through current COVID-19 mechanisms (TMG and SMG).				
			4. Insufficient budget/budget exceeded.									To continue to lobby government groups to influence funding decisions.	Chief Executive	Ongoing					
			5. Increase risk to life.									IA to conduct review of lessons learned from 1st wave and communicate.	Director of Finance & Support Services	Sep-20	Internal Audit have commenced the review.				
			6. Information not shared appropriately.																
CR70	There is an <b>increasing demand placed on the senior officers</b> due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with directorate and organisational issues, leading to poor decision making.	Chief Executive	1. Outcomes for residents not delivered	Aug-20	4	3	12	Tolerate	4	3	12	Continue to monitor service resource impact.	ELT	ongoing	Concerns raised through ELT	4	3	12	Nov-20
			2. Residents don't receive support needed.									Provision of support to services when required.	SMG	ongoing	Support requests raised through TMG and escalated to SMG if required.				
			3. Failing to deliver statutory duties																
CR71	As part of the 'new normal' <b>WSCC staff will be expected to continue to work from home</b> (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the mental and physical wellbeing (and emotional resilience) of staff which will lead to an increase in absences and poor service delivery to residents.	Director of Human Resources & Org Change	1. Increase in poor physical health of staff.	Aug-20	4	4	16	Treat	4	2	8	Mental health training and support (particularly for managers).	Health and Safety Manager	ongoing	Stress Management Corporate Guidance and Employee Assistance Program.	4	4	16	Nov-20
			2. Increase in poor mental health of staff.									DSE assessments carried out and regularly reviewed.	Health and Safety Manager	ongoing	Directorates responsible for completion of staff assessments.				
			3. Increase in staff absence.									Appropriate comms to ensure officers are equipped to support staff.	Health and Safety Manager	ongoing	HSW messages being published regularly via One Voice.				
			4. Poor service delivery to residents.									Inclusion of staff wellbeing guidance in Performance Management framework.	Health and Safety Manager	Oct-20					
			5. Increase in number of claims and premiums.																
CR1	The impact of a <b>no deal Brexit</b> may result in service delivery issues in Council services.	Chief Executive	1. Uncertainty on staff available to deliver council services i.e. care workers.	Nov-17	4	4	16	Tolerate	4	4	16	Regular meetings to review current national and organisational status.	ELT	ongoing	Health Protection Team and Education Team to liaise weekly. Information communicated to SMG.	4	4	16	Nov-20
			2. Uncertainty on local businesses.									Brexit implications across all current corporate risks is being carried out. The Resilience and Emergency Team is engaged in planning across the South east.	Chief Executive	ongoing	Gather data to inform impact of negotiations; liaise with network to share information; work with businesses to show ongoing commitment. Directorates to collate data to be used for analysis once Brexit is fully understood. Risk re-assessed 6 monthly or in event of significant Brexit statements.				
			3. Impact of growth projections.																
			4. Supply chain uncertainty in contracts.																
			5. Potential demand on resilience teams.																

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR7	There are governance systems which inhibit effective performance and a culture of <b>non-compliance</b> and also a lack of standardisation in some <b>systems and processes</b> . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Module on political management and systems for CLT and CMT to be developed and provided.	Director of Law & Assurance	Sep-20	In train	4	3	12	Sep-20
			2. Service improvement effort impeded.									Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	Further draft AGS to July RAAC (endorsed in Mar)				
			3. Resources misapplied - poor VFM.									Systems and processes to be simplified and guidance for specific procedures to be refreshed with output from Governance review (CR65).	Head of Democratic Services	Jul-20	Report to Governance Committee 6 July.				
			4. Complaints and claims.									Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	Director of Law & Assurance	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.				
			5. Censure by external inspection.									Audit plan focussing reviews on key corporate support systems to identify key areas in need of improvement.	Director of Law & Assurance	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.				
CR11	Due to recent reports into service operations and senior leadership instability, there is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems <b>recruiting and retaining staff</b> in key skills areas.	Director of Human Resources & Org Change	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	3	12	Simplifying processes for recruiting and engaging with potential applicants for hard to fill posts.	Head of Res Org Dev & Talent	Sep-20	Partially completed. Recruiter licences for Linked-in and Reed purchased and being used to source candidates/reach out to candidates directly. "Engage" module to go live by Sept 20. Recruitment campaign pages launched for Children's Social Care, Adults Social Care, Occupational Therapy, Educational Psychologists.	4	4	16	Dec-20
			2. Lack of corporate memory.									Provision of clear financial support for recruitment and retention policy and provisions procedures.	Head of Specialist HR Services	Oct-20	Partially Completed. Social workers recruitment and retention package in place for 2019. 2020 offer currently under review. Corporate relocation package drafted and being prepared for ELT sign off. Sustainable Social Worker Pay Model signed off by ELT Aug 2020.				
			3. Inadequate pace/speed of delivery.									Application of policy and provisions for various hard to fill posts.	Head of HR Bus Ptr & Org Change	Ongoing	Use of R&R package to recruit children's social workers. Relocation support for hard to fill roles awaiting sign off by ELT. Use of apprenticeships to build talent pipelines e.g. social worker, occupational therapist, management programmes.				
			4. Low staff morale and performance.									Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.	Head of HR Bus Ptr & Org Change	Jan-21	Reward & Retention package for Childrens Social Workers currently being re-written. Development of Workforce Plan being carried out as part of Children First Improvement Plan.				
												Development of comprehensive employee value proposition.	Head of Res Org Dev & Talent	Jan-21	Part of People Framework Action Plan				
												Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Head of Res Org Dev & Talent	Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising.				

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR22	The <b>financial sustainability of council services</b> is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis, and the recent Ofsted and HMIC FRS reports.	Director of Finance & Support Services	1. Insufficient government funding to deliver services.	Mar-17	4	4	16	Treat	4	3	12	Pursue additional savings options to help close the budget gap.	Director of Finance & Support Services	Ongoing	Savings are being delveoped as part of the budget process for 2021/22	5	5	25	Nov-20
			2. Adverse effect on reserves/balanced budget.									Request additional funding from the relevant government departments to help deal with service improvement in Children's and Fire and Rescue.			No further funding is forthcoming				
			3. Reputational impact through reduction of service quality									Monitor the use of additional funds made available to improve service delivery.			The utilisation of grant received from government in response to Covid-19 is reported through the Total Performance Monitor.				
			4. Increased liability of service delivery, transferred by external partners due to funding restrictions i.e. supporting homelessness.									To continue to lobby government groups to influence funding decisions.			The Chief Executive actively participates in calls to government emphasising the need for appropriate funding for local authorities.				
			5. Additional unexpected service and cost pressures from savings decisions.									Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the TMP and MTFS as appropriate.			The impact of Covid-19 is reported in the TPM and reflected in the MTFS				
			6. Financial implications for both 2020/21 and the medium term arising from the national emergency circumstances associated with Covid-19.																
CR39a	As a result of staff accessing unsafe links from external sources and unauthorised/insecure website browsing, the Council's systems will be subjected to a <b>Cyber-Security</b> attack leading to a loss of data or system failure.	Director of Finance & Support Services	1. The Council suffers significant financial loss or cost.	Mar-17	4	5	20	Treat	4	4	16	Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Head of IT	Ongoing	Role specific training delivered to children's services due to analysis of breach data received. Regular comms distributed to all staff. Included as annual refresher. Interim course to communicate essential/key information as soon as possible. Password review completed. Phishing emails sent out and responses evaluated. New awareness campaign being developed. Vendor identified and commissioned to provide services to counter cyber threat.	5	5	25	Dec-20
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.			Joint submission to NHS Digital in the 2019 assessment by the Data Protection Team; to cover ensure IGTK incorporates Information Security, along with Info Governance. PSN accreditation submitted. PSN connection to be reprocured.				
			3. Resident's trust in the Council is undermined.									Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)			2020 health check to be commissioned.				
			4. Partners will not share data or information with the Council.									Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.			Full audit not carried out by IA 2019. Instead a full review took place in May 2019 of progress against actions from the 2018 audit. Ethical Hacker training being carried out. Review of advanced threat management solution.				
			5. Punitive penalties are made on the Council.									Provide capacity & capability to align with National Cyber-Security centre recommendations.			Maintain watching brief for updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP).				
												Transition to a controlled framework for process and practice.			Review of ISO27001 and ISO9001 to determine appropriateness.				



Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR39b	<b>Data protection responsibilities.</b> The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure <b>obligations</b> are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of IT	Ongoing	To be conducted annually	3	3	9	Sep-20
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Head of IT	Ongoing	Joint submission to NHS Digital in 2019 assessment by the Data Protection Team; to ensure IGTK incorporates Information Security, with Information Governance. PSN accreditation submitted.				
			3. Resident's trust in the Council is undermined.									Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.	Director of Law & Assurance	Ongoing	Processes settled. Most impact assessments completed. DPIA to be conducted annually.				
			4. Partners will not share data or information with the Council.									Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	Head of IT	Ongoing	As part of GDPR reviews of existing arrangements.				
			5. Punitive penalties are made on the Council.									Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	Head of Data Protection	Ongoing					
												Adopt ISO27001 (Information Security Management) aligned process & practices.	Head of IT	Ongoing					
												Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	Director of Law & Assurance	Ongoing	IT to identify applicable systems and provide support in resolving any risks of non-compliance.				
CR50	WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a <b>lack of H&amp;S awareness and accountability</b> by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.	Director of Human Resources & Org Change	1. Increase risk of harm to employees, public and contractors.	Mar-17	4	5	20	Treat	4	2	8	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	ongoing	Current inspection template to be created in Firmstep.	4	4	16	Dec-20
			2. Increase number of claims and premiums.									Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.	Health and Safety Manager	ongoing	Partially completed. Fire Warden training and H&S eLearning included in annual refresher training from 1 Feb 19. TNA produced with suite of courses required identified. Modules for induction & asbestos awareness now live.				
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.	Health and Safety Manager	ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents.				
			4. Increase in staff absence.									Regular engagement with other LA's on best practice and lessons learned.	Health and Safety Manager	Ongoing					
												Develop and introduce a more comprehensive risk profile approach and front-line service based audits	Health and Safety Manager	Ongoing					

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					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR58	If there were to be a <b>failure of social care provisions</b> there is a risk that both WSCC funded residents and self-funding residents are not being properly cared for; which may result in death or injury to individuals and significant reputational harm to the council.	Executive Director of Adults and Health	1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty.	Sep-18	5	5	25	Treat	3	3	9	Consideration of opportunities to provide services in house to enable contingency for provider failure.	Cx Lead	Sep-20	Cost identified for in house provision significant and not therefore progressed further at this stage. Exploring other options for emergency provision. Waiver completed to source emergency care through agency providers as part of COVID19 planning. Awaiting agreement of terms and conditions with providers prior to implementing.	5	5	25	Sep-20
			2. CQC action against service provider which could lead to establishment closure at short notice									Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Contracts & Performance	ongoing	Information used to support emergency planning and inform quality processes.				
			3. Financial implication of cost of reprovision following closure of services.									Scoping and implementation of a multi agency failure prevention team.	Joint Strategic Director of Cx	ongoing	Agreement was made in October 2019 with the CCG Chief Nurse to proceed with the joint programme. Workshop took place Dec 19 with agreement on the need for a joint residential/ nursing contract, exploration of income generation opportunities and potential of increased offer to providers who agree to managed rates.				
			4. Reduced capacity in the market as a result of failure of provision.									Financial analysis of high risk provision - due diligence checks.	Head of Contracts & Performance	ongoing	Working with strategic contracts to identify key providers for more regular financial checks.				
			5. Delayed Transfer of Care (DIOC)									Development and embedding of multi agency Quality, Safeguarding and Improvement Group, Strategic Provider Concerns meeting and mechanisms to focus on specific providers where concerns arise.	Head of Safeguarding and Quality	ongoing	QSIG established. Working towards embedding these mechanisms and confirming benefit in terms of preventative focus.				
			6. Non-compliance with Care Act.									In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	Head of Adult Operations	ongoing	Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.				
			7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.									Capacity Action plans for residential and non residential services to focus on long and short term actions to improve capacity to support potential contingencies.	Cx Lead	ongoing	Number of people awaiting care is captured within daily performance management information which provides an indication on capacity, whilst wider updates on the action plan are paused during COVID19 in light of other priorities.				
CR59	<b>Benefits from transformation</b> are not realised within projected timescales because of a lack of robust and effective portfolio governance adversely impacting on in-year budget pressures.	Director of Finance & Support Services	1. Financial pressures through non-delivery of savings.	Nov-17	4	4	16	Treat	3	3	9	Review current programme to ensure robust project and programme plans are developed to implement changes and savings.	Director of Finance & Support Services	ongoing	Future benefits are being reviewed as part of the budget setting process.	4	5	20	Nov-20
			2. Failure to improve customer services.									Develop effective benefits tracking process.	Director of Finance & Support Services	ongoing	Process completed and approved in time for new financial year, however due to COVID-19 this process may need changing.				
			3. Inefficient and ineffective business processes.									Develop detailed programmes in collaboration with Directors to deliver required changes.	Director of Finance & Support Services	ongoing	Engagement conducted and programmes agreed in time for new financial year, however due to COVID-19 plans and governance arrangements may need changing.				
			4. Failure to deliver required cultural changes.																

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
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CR60	There is a risk of failing to deliver the <b>HMIC FRS improvement plan</b> , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage	Apr-19	5	4	20	Treat	5	2	10	Ensure robust project and programme governance in place and monitor delivery.	Chief Fire Officer	ongoing	During the revisit, the HMIC FRS Advisory Board praised the project and programme plans, and PMO governance. They also reported tangible improvements of preventative and protective measures. Further praise was received regarding the accelerated pace of mitigating the risk to public safety.	5	3	15	Nov-20
			2. Corporate Governance Inspection																
			3. Legal implications of not delivering statutory services																
			4. Increased risk harm																
CR61	A 'serious incident' occurs resulting in the <b>death or serious injury of a child</b> where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Executive Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.	Jun-19	5	5	25	Treat	5	2	10	Implement Practice Improvement Plan (PIP).	Executive Director of Children, Young People and Learning	Ongoing	PIP currently being refreshed after 5 months progress of successful delivery.	5	5	25	Sep-20
			2. Subject to investigation and further legal action taken against the Council.									Provide proactive improvement support to services to assure effective safeguarding practices.	Executive Director of Children, Young People and Learning	ongoing	Specialist provider commissioned to support social workers in Children Looked After Service and Family, Support and Protection Service (in place by April 2020).				
			3. Immediate inspection and Government intervention.																
CR65	The review of <b>corporate leadership, governance and culture</b> recommended in the Children’s Commissioner’s report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure	Dec-19	5	4	20	Treat	3	2	6	Completion of improvement plan scoping phase.	Chief Executive	Jul-20	(See CR7)	4	3	12	Sep-20
			2. External intervention									Develop plan to stabilise senior leadership team.	Chief Executive	Sep-20	Identifying actions to reduce risk of senior leadership churn.				
			3. Poor value for money									Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers.	Director of Law & Assurance	Jan-21	Scoping underway with LGA and external partners. Member Development Plan approved by Governance Committee Jun 20.				
												Implementation of governance changes as approved by Council (17.12.19)	Director of Law & Assurance	Apr-21	Those for immediate implementation are complete. Others scheduled to meet Councils decision.				
CR66	Due to a <b>lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP) and the increase in demand</b> due to COVID-19, there is a risk that the Council will not carry out their statutory role under the Mental Health Act 1983 (amended 2007) due to being unable to meet the demand for mental health assessments.	Executive Director of Adults and Health	1. Increased risk of death or serious injury.	Jan-20	5	5	25	Treat	5	2	10	Development and implementation of new AMHP model (in partnership with the CCG and Sussex Partnership Foundation Trust (SPFT)).	Head of Adult Operations	Jan-21	Mental Health specific Transformation Plan has been developed which incorporates Amed and HP service re-design. Dedicated Programme Manager in post. Progressing through governance process. New structure for AMHP service (Hub and Spoke model) developed and operational budget approved. Proposed to implement from 1st Jan 21.	5	4	20	Nov-20
			2. WSCC subjected to legal action on behalf of customer or through employment tribunal.									Recruitment of AMHP's to support with current demand.	Head of Adult Operations	ongoing	Funding agreed to enable interim recruitment of AMHP's until end-Dec 20.				
			3. Wider impact on health and social care system through delays in carrying out assessments.																
CR67	The project to set up a company (known as a <b>Children's Trust</b> ) to provide children's services on behalf of WSCC significantly <b>diverts council resources</b> (capacity and capability) from core service delivery, to focussing on improving the quality of children's services.	Chief Executive	1. Progress of children's services improvement is slowed or limited by splitting of resources and energy.	Feb-20	5	5	25	Tolerate	5	2	10					5	2	10	Dec-20
			2. Delivery of Council services interrupted/impacted.																
			3. Impact on Corporate improvement.																

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
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CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that <b>children's services will fail to deliver an acceptable provision to the community.</b>	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	4	20	Deliver Children First Improvement Plan.	Senior Improvement Lead	ongoing	The Children First Improvement Plan has been developed to incorporate three key pillars to ensure an improved level of service: Pillar 1 - Everyone knows 'what good looks like'; Pillar 2: Creating the right environment for good social work to flourish; Pillar 3 : Deliver an Improved Service Model. Monthly reports to Improvement Board.	5	5	25	December 2024
			2. Significant reputational damage.									Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.			Joint work between WSCC and HCC has resulted in the development of a comprehensive phase 2 workstream improvement action plan. Regular steering group to track and monitor progress and report into the into Improvement Board.				
			3. Reduced confidence by residents in the Councils ability to run children's services.									Implement the Children First Service transformation model			Family Safeguarding model redesign being developed to ensure practice improvements are sustainable and embedded to provide a good level of service.				
			4. Legal implications through non-compliance or negligence.																

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## **Report to Performance and Finance Scrutiny Committee**

**3 December 2020**

### **Capital Programme Performance Monitor Report – End of September (Quarter 2) 2020/21**

#### **Report by Director of Law and Assurance**

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#### **Summary**

The attached report by the Director of Property and Assets provides a status position on the Capital Programme Performance as at end of September 2020.

#### **Focus for scrutiny**

The Committee is asked to review the content of the report and comment on any areas of concern. If appropriate the committee to make any relevant recommendations for action to the Cabinet Member in relation to the Capital Programme Quarter 2 Performance Monitor Report.

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

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#### **Background and Context**

- 1.1 This report sets out the position of the Capital Programme Performance at the end of September 2020. It shows that of the projects in delivery 57 are reported as being on track (green), 16 are reporting an issue that can be managed by the project manager/project delivery team (amber), and 2 have significant issues that require corrective action (red). The report provides details of the red and amber projects.
- 1.2 The background and context to this item for scrutiny are set out in the appendices (listed below). As it is a report dealing with internal or procedural matters only, the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw  
**Director of Law and Assurance**

**Contact Officer**

Susanne Sanger, Senior Advisor (Democratic Services), 033 022 22550,  
susanne.sanger@westsussex.gov.uk

**Contact for Capital Programme Monitor**

Matt Hall, Capital Programme Manager, 033 022 22539,  
matt.hall@westsussex.gov.uk

**Appendices**

**Annex** Capital Programme 2020/21 – 2024/25 Quarter 2 Performance  
Report

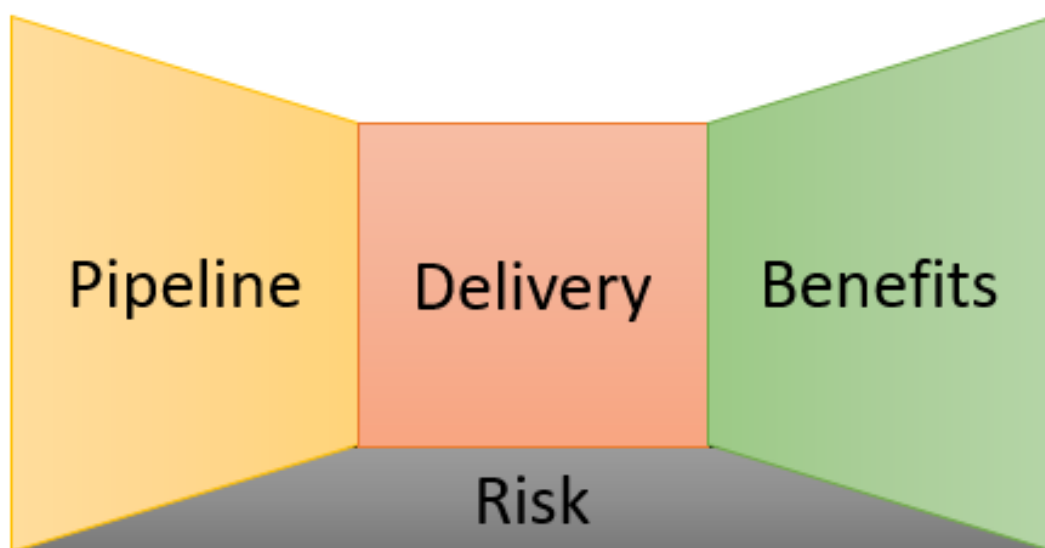
**Appendix A** Quarter Two 2020/21 Capital Programme Performance by Portfolio  
Report

**Background papers**

None

# **Capital Programme 2020/21 – 2024/25**

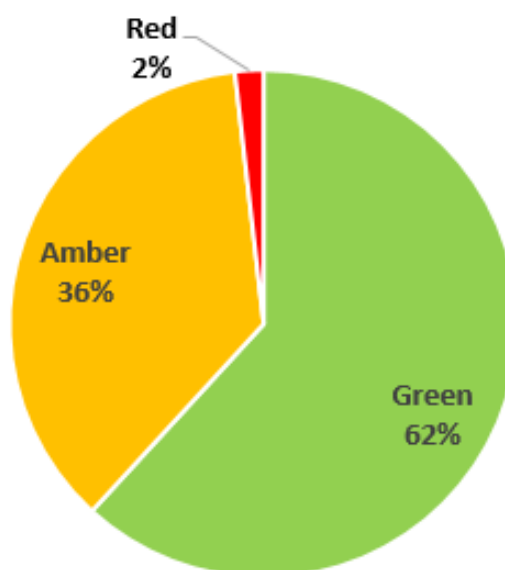
## **2020/21 Quarter 2 Performance Report**



## 1. Pipeline

- 1.1 Projects that remain in a development stage are considered to be in the pipeline of the five-year capital programme. A standard approach towards developing demand from service asset strategies into deliverable projects includes two key gateway stages:
- Viability – where desktop studies identify the art of the possible, in order to scope an early long-list of options,
  - Feasibility – where a shortlist of options is selected for further study.
- 1.2 Following these stages, an options appraisal is considered via a business case and process in accordance with approval capital governance. If considered a priority, a preferred option is progressed for delivery stages of design and construction.
- 1.3 The Capital Programme Office (CPO) is currently monitoring the development of 56 programmes and projects in the Pipeline Stage. At the end of September 2020, 1 project reported red, indicating that significant issues in project development required consideration of the project's deliverability. 20 projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project's development.

**Pipeline by RAG Status – September 2020**



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

Pipeline				
Project	Location	Gateway Clearance Planned	Current Profile	Notes
Adults Residential Services Phase 1	Various	September 2020	Amber December 2020	Delay bringing forward Strategic Outline Case



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

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

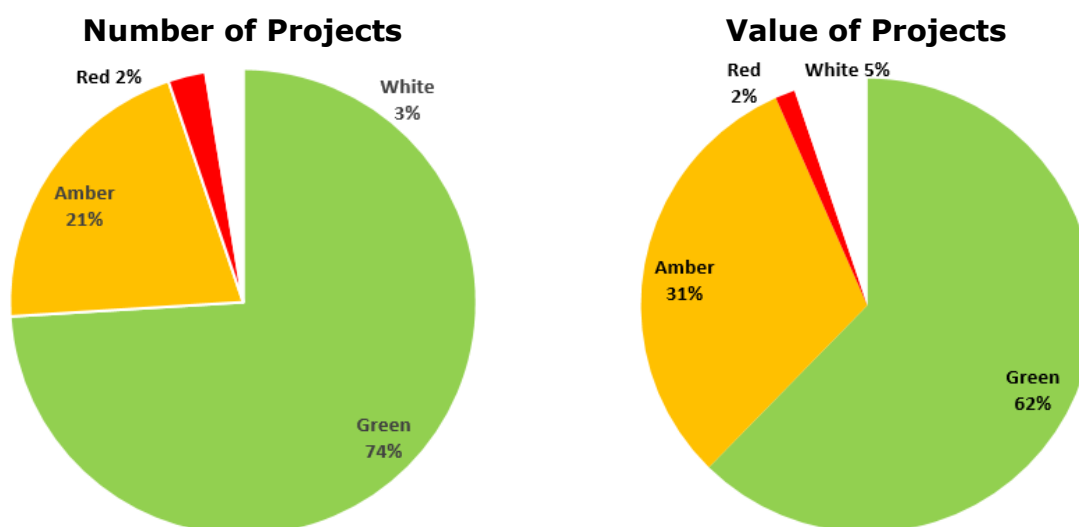
Projects Removed from Pipeline 2021/22		
Project	Location	Notes
Basic Need – Barnham Primary School	Arun	Project not viable, alternative site for provision of additional places in the area to be considered

SEND Strategy – SSCs - Midhurst area	Chichester	Project not viable, alternative provision for SEND places in the area to be considered
Hobbs Field	Horsham	Project initially brought forward as OPE enabler and part of Adults Residential Strategy. OPE opportunities not being pursued further, Adults strategic requirements subject to review. Project removed.

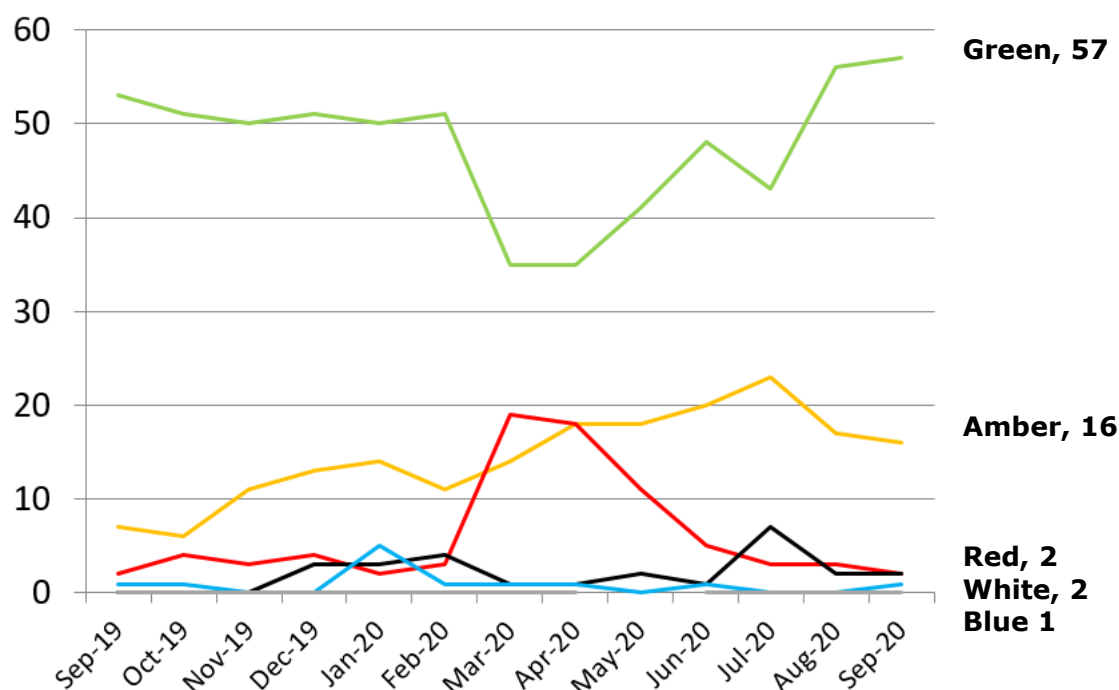
## 2. 2020/21 Delivery

- 2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer "Hub" and a summary and analysis is presented in this report.
- 2.2 The highlight reports provide a colour-coded rating for each project as follows:
- **GREEN** - the project is reporting to plan
  - **AMBER** - there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team
  - **RED** - there are significant issues with the project, requiring corrective action
  - **WHITE** - no highlight report was submitted
  - **BLUE** - a project had reached practical completion
  - **GREY** - a project has been withdrawn from the programme
- 2.3 At the end of September, 57 projects in delivery were rated **GREEN**. 16 were rated at **AMBER**. 2 were rated as **RED**. Two projects did not produce a highlight report and have been reported as **WHITE**.

### Projects by RAG status, September 2020



- 2.4 The graph below sets out monthly RAG statuses over the previous year:  
**13-Month Rolling Monthly Actual Number of Projects in Delivery by RAG status to September 2020**



- 2.5 No highlight report was received for the following projects:

- Converged Fibre
- Felpham Community College

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

Scheme	RAG at 30 Sept	Reason	Impact	Updated position at 20 November 2020	
				Updated RAG	Latest Update
Demolition of Vacant Buildings – CHSB	<b>Red (7)</b>	Delay and potential additional costs from ecological survey and asbestos find	<b>High (time)</b>	<b>RED</b>	Funding will not be spent by deadline. Decision to be taken regarding funding of existing works and extent of further works, pending re-evaluation of options

Parklands	<b>Red (29)</b>	Contractor engaged in identifying and resolving remaining issues. Change Request pending	<b>High (time/cost)</b>	<b>AMBER</b>	Decision taken 13 November, subject to call-in period expiry on 24 November
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2.7 At the end of September, three projects had been completed in 2020/21:

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

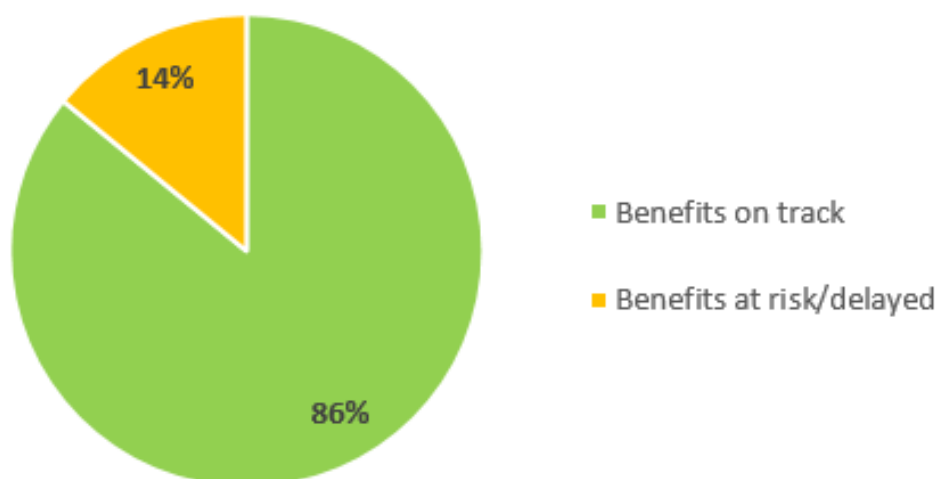
### 3. 2020/21 Benefits

- 3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.
- 3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond project closure. Project benefits and measures are identified in each project's Full Business Case, along with review dates for monitoring their delivery and the benefit owners. The delivery of benefits is scrutinised by the service-specific officer "Hub" and progress is reported to the Capital and Assets Board.
- 3.3 The Benefits Tracker is currently monitoring 71 benefits to be delivered between now and March 2045.
- 3.4 A RAG rating is provided for each of the benefits:
- **BLUE** – benefits have been delivered
  - **GREEN** – benefits remain on track to be delivered
  - **AMBER** – benefits will still be delivered but may be delayed, reduced or there may be unexpected disbenefits
  - **RED** – benefits have not been delivered as anticipated

- **GREY** – benefits have been withdrawn from the tracker

3.5 Of the benefits remaining in the tracker at the end of September, 61 were reported to be on track for planned delivery, 10 were reported as delayed or “at risk”.

### Benefits by RAG status – September 2020



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

Project	Location	Status	Issue	Benefit Outcome Status
A285 Road Safety	Chichester	<b>AMBER AT RISK</b>	Change in reporting methodology by Sussex Police likely to influence performance against target	<b>AMBER</b>
Bognor Regis Digital Hub	Arun	<b>AMBER DELAYED</b>	Employment space benefit delayed following Covid-19 site restrictions	<b>GREEN</b>
		<b>AMBER DELAYED</b>	Ultrafast digital capacity benefit delayed following Covid-19 site restrictions	<b>GREEN</b>
NHS Capital Grants No.2 BC	Worthing	<b>AMBER AT RISK</b>	Inflationary uplifts on care and support costs and changes to support requirements reducing savings benefit	<b>AMBER</b>
East Preston Junior School	Arun	<b>AMBER UNDER REVIEW</b>	Uptake of new places, pupil admissions data showing current PAN 85%, against target of 95% with full realisation planned for September 2022	<b>GREEN</b>
Felpham College	Arun	<b>AMBER DELAYED</b>	Delivery of new places delayed	<b>GREEN</b>
Manor Green Primary	Crawley	<b>AMBER DELAYED</b>	Temporary accommodation in place following delay in completion of construction	<b>GREEN</b>

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

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

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

#### 4. Risk

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

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## Quarter Two 2020/21 Capital Programme Performance by Portfolio Report

### 1. Performance by Portfolio

- 1.1 Each of the capital programme projects in delivery is required to submit a highlight report on a monthly basis to consider progress towards delivering the outputs against time, cost and quality. Summaries of the highlight reports by portfolio are available as background papers. At the end of September 2020 there were 19 red highlight reports, 14 amber and 35 green. The performance of projects by individual Cabinet Member portfolio is set out below.

### 2. Adults and Health

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

Scheme	RAG at 30 September	Reason	RAG at 20 November	Updated Position
NHS Capital Grants – BC	<b>AMBER</b>	Agreement reached regarding outstanding grant, project to be closed in October	<b>AMBER</b>	Finalised terms remain to be resolved.

### 3. Children and Young People

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

### 4. Economy and Corporate Resources

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

Scheme	RAG at 30 September	Reason	RAG at 20 November	Updated Position
Burgess Hill Place and Connectivity Programme	<b>AMBER</b>	Budget showing overspend due to A2300 LEP allocation being channelled through the account	<b>AMBER</b>	Change request pending

Demolition of vacant buildings – CHSB	<b>RED</b>	Delay and potential additional costs due to ecological study findings. Options being considered.	<b>RED</b>	Funding will not be spent by deadline. Decision to be taken regarding funding of existing works and extent of further works, pending re-evaluation of options
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## **5. Education and Skills**

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

<b>Scheme</b>	<b>RAG at 30 September</b>	<b>Reason</b>	<b>RAG at 20 November</b>	<b>Updated Position</b>
Bourne Community School	<b>AMBER</b>	Works complete, ongoing drainage issues being managed being addressed within defects period	<b>COMPLETE</b>	Project complete
Crawley Down	<b>AMBER</b>	Works complete, ongoing security system, flooring and external landscaping issues being managed being addressed within defects period	<b>COMPLETE</b>	Project complete
Parklands Primary	<b>RED</b>	Project complete but persistent significant defects remain. Change request for additional budget subject to Key Decision.	<b>AMBER</b>	Decision taken 13 November, subject to call-in period expiry on 24 November
Safeguarding programme	<b>AMBER</b>	Additional works requested by schools planned and subject to Change Request to add school contributions	<b>AMBER</b>	
Southwater Infants and Junior	<b>AMBER</b>	Issues relating to drainage and Health and Safety causing delay to the programme	<b>AMBER</b>	
Thorney Island	<b>AMBER</b>	Project behind schedule, leading to re-planning of Hall replacement to Easter. School aware of delay and supportive of approach	<b>AMBER</b>	
White House Farm (land West of Chichester Primary School	<b>AMBER</b>	Technical review highlighted compliance issues to be resolved during design stage	<b>RED</b>	Developer unwilling to address quality concerns
Woodlands Mead College	<b>AMBER</b>	Delay due to detail required during design stage and compliance issues with energy model	<b>AMBER</b>	Delay in signing off Stage 2 report. Stage 3 commenced at risk

## 6. Environment

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

<b>Scheme</b>	<b>RAG at 30 September</b>	<b>Reason</b>	<b>RAG at 20 November</b>	<b>Updated Position</b>
Crawley Homes Solar PV Bird Protection	<b>AMBER</b>	Delay to completion of final property checks, expected during October	<b>AMBER</b>	Access difficulties on one property leading to further delays, expected to be complete December
Schools Solar PV Installation	<b>AMBER</b>	Quality issues with one installer leading to delay, cost and reduction of benefits for affected installations	<b>AMBER</b>	

## 7. Finance

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

## 8. Fire and Rescue and Communities

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

Scheme	RAG at 30 September	Reason	RAG at 20 November	Updated Position
Library Self-Service Terminals	<b>AMBER</b>	Delay due to Covid-19 site restrictions. Additional budget items to be confirmed	<b>AMBER</b>	

## 9. Highways and Infrastructure

- 9.1 23 projects submitted highlight reports at the end of September. 19 of the projects in delivery were rated green, indicating that the projects are reporting to plan. Four were rated as amber, indicating that there are issues having an effect on the projects but that they can be dealt with by the project manager or project delivery team.

Scheme	RAG at 30 September	Reason	RAG at 20 November	Updated Position
A2300 Corridor Improvement – Design Stage	<b>AMBER</b>	Covid-19 site restrictions expected to impact on time and cost	<b>AMBER</b>	
A29 Realignment	<b>AMBER</b>	Delay in Planning process, expected to be resolved in November	<b>AMBER</b>	
LED Streetlight Conversion	<b>AMBER</b>	Unavailability of equipment leading to delay in delivery, installation and benefits to be reprofiled at Stage 2 contract in October	<b>AMBER</b>	Savings being reprofiled
Signals	<b>AMBER</b>	New Fibre Optic cabling increasing costs and causing delay for road widening works.	<b>AMBER</b>	Change request pending

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## **Performance and Finance Scrutiny Committee**

**3 December 2020**

### **West Sussex: Reset Plan**

#### **Report by Director of Law and Assurance**

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### **Summary**

Cabinet in November received a report (Appendix A) from the Leader presenting the draft West Sussex Reset Plan. This version was developed through engagement with officers and partners building on the framework approved by County Council in July. The views and additional ideas of all members were sought at a session on 12 November 2020. Work has yet to be done to incorporate input from the day into a further iteration of the plan and this may not be finalised ahead of its presentation to Council on 11th December.

The other critical piece of work to be carried out is the drafting of measures or key performance indicators by which the proposed new priorities and outcomes are to be assessed. The final plan, including measures, will be presented to County Council alongside the budget for approval at County Council in February 2021.

During January it is expected that each of the service scrutiny committees will be able to focus attention on the priorities and outcomes specific to their area of council business and to consider how scrutiny of performance may best be achieved and it is hoped that this will inform the proposals for performance measures for inclusion in the plan's final draft.

As the plan has yet to emerge in its final draft and has some way to go before presentation to full Council in the new year it is not ready for scrutiny. It is significant however that the future role of scrutiny in relation to the performance management of the Council's agreed outcomes and measures has yet to be debated or settled. The Committee is asked by the Cabinet to lead that task and to help the service scrutiny committees to provide their input to the final draft.

The Committee is asked to consider the expectations and principles which should drive scrutiny of corporate performance and how scrutiny committees can be supported in that task and in their contribution to setting performance measures.

### **Focus for scrutiny**

The Committee is asked to consider the draft plan attached as Appendix A and focus on the following areas for discussion:

- What does good monitoring of the Reset Plan look like?
- Are there any principles or expectations which should guide scrutiny of the outcomes of the Reset Plan?

- What support do you as scrutiny members need to assist you in scrutinising the outcomes of the Reset Plan?

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

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## **1. Background and context**

- 1.1 The background and context to this item for scrutiny are set out in the attached report considered at the Cabinet meeting in November. As this is an internal overview report for the scrutiny committee the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments will be addressed as part of the overall Reset Plan and within individual projects and work streams.

### **Tony Kershaw**

Director of Law and Assurance

### **Contact Officer**

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

## **Appendices**

Annex West Sussex Reset Plan decision report - as presented to Cabinet on 24 November

Appendix A Draft Reset Plan

Appendix B Timeline

## **Background Papers**

None

**Report to Cabinet****November 2020****WSCC Reset Plan****Report by Chief Executive****Electoral division(s): All**

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**Summary**

This report sets out the process that is being taken to develop West Sussex County Council's Reset Plan – the corporate plan for the organisation. It presents the first iteration of the plan following a process of engagement with staff, elected Members, partners and residents from across the county.

The first draft of the plan takes the priority outcomes agreed by Full Council in July 2020 and develops the more specific outcomes we want to achieve and the activities that the Council will lead, deliver, enable or facilitate to do so. This work is set in the backdrop of a significant financial challenge over the next four years, in which we will need to save more than £100m. The Reset Plan is being developed alongside the budget and medium term financial strategy, meaning the outcomes and activities in the plan will be delivered within the available resources.

**Recommendations**

Cabinet is recommended to:

- (1) Approve the first iteration of the Reset Plan for further consideration by the County Council at its December meeting (attached at Appendix A)
  - (2) Approve the timeline for ongoing development of the Reset Plan, (attached at Appendix B)
  - (3) Invite each of the scrutiny committees to consider in January 2021 how the Reset Plan's measures and performance information can be set and used to enable effective scrutiny of the Council's aims and agreed outcomes relevant to their areas of business; and to invite Performance and Finance Scrutiny Committee to provide guidance to the scrutiny committees in terms of principles and methods for effective scrutiny of performance to assist them in that task.
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## **1 Background and context**

- 1.1 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.
- 1.2 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.
- 1.3 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 cooperation across the health and social care sector and the formation of the community hubs, that we can work well with partners. Things are different already, but we need to keep changing to build on the progress we have made.
- 1.4 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.
- 1.5 The Reset process brings together our policy, business, financial planning and risk management processes. It will be the vehicle for the County Council's decision making and planning to ensure we are making the very best use of the resources available, understanding the value for money we deliver and focussed on our priority outcomes. It will also ensure we understand the implications of the tough choices that will need to be made in the face of huge resource and demand challenges and also uncertainty.

## **2 Principles**

- 2.1 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 are developing the plan with staff, partners and 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.
- 2.2 We have been working to a set of principles agreed at Full Council in July, which underpin the approach we are taking.



Table 1 – Principles

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

### **3 Developing the Reset Plan**

- 3.1 Our approach to developing this first iteration of the Reset Plan has been to involve staff, partners and elected members in the process, and use the research we have already done with residents (including during Covid-19) to reflect what we should focus on and why, and use our learning from the Good Governance Project and improvement activity already taking place across the organisation. 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:

- Workshops with WSCC staff and external partners – 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 – 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 – 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 – led by the WSCC Communities team, 20 semi-structured interviews were conducted with voluntary and community sector organisations and other local public bodies
- Covid-19 resident research – 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
- Elected member engagement – an all-Member session was hosted on 12 November 2020 sharing the first draft of the plan and capturing views on the content of the plan. This will be reported to the Cabinet at its meeting on 24<sup>th</sup> November and further for the report to the County Council in December.
- Scrutiny – the invitation to Performance and Finance Committee on 3<sup>rd</sup> December is to help set some principles and methods for the scrutiny of the Plan once it has been approved and this will be built upon by the other Scrutiny Committees in January by reference to the sections of the plan relevant to their business.

#### **4 Reset Plan priorities and delivery outcomes**

- 4.1 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. These are set out in Table 2 below alongside the specific outcomes we want to achieve.

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"> <li>• Early help to prevent needs escalating</li> <li>• Support to people when they need it</li> <li>• Independence in later life</li> <li>• Working in partnership</li> </ul>
2. A sustainable and prosperous economy	<ul style="list-style-type: none"> <li>• Resetting and rebooting the local economy</li> <li>• Achieving social value in West Sussex</li> <li>• Sustainable growth by developing modern infrastructure</li> </ul>

	<ul style="list-style-type: none"> <li>• Supporting people to develop the skills they need for the future</li> <li>• A sustainable economy that tackles climate change</li> <li>• Working in partnership</li> </ul>
3. Helping people and communities to fulfil their potential	<ul style="list-style-type: none"> <li>• Access to excellent education and learning</li> <li>• Tackling inequality</li> <li>• Promoting and enabling independence</li> <li>• Safe, connected and cohesive communities</li> </ul>
4. Making the best use of resources	<ul style="list-style-type: none"> <li>• Working together as 'one council'</li> <li>• Getting the best from our people</li> <li>• Maximising our income and the productivity of our assets</li> <li>• Value for money</li> <li>• Working in partnership</li> </ul>

- 4.2 The draft of the plan in Appendix A sets out activities we will undertake to achieve these outcomes and deliver on the priorities.

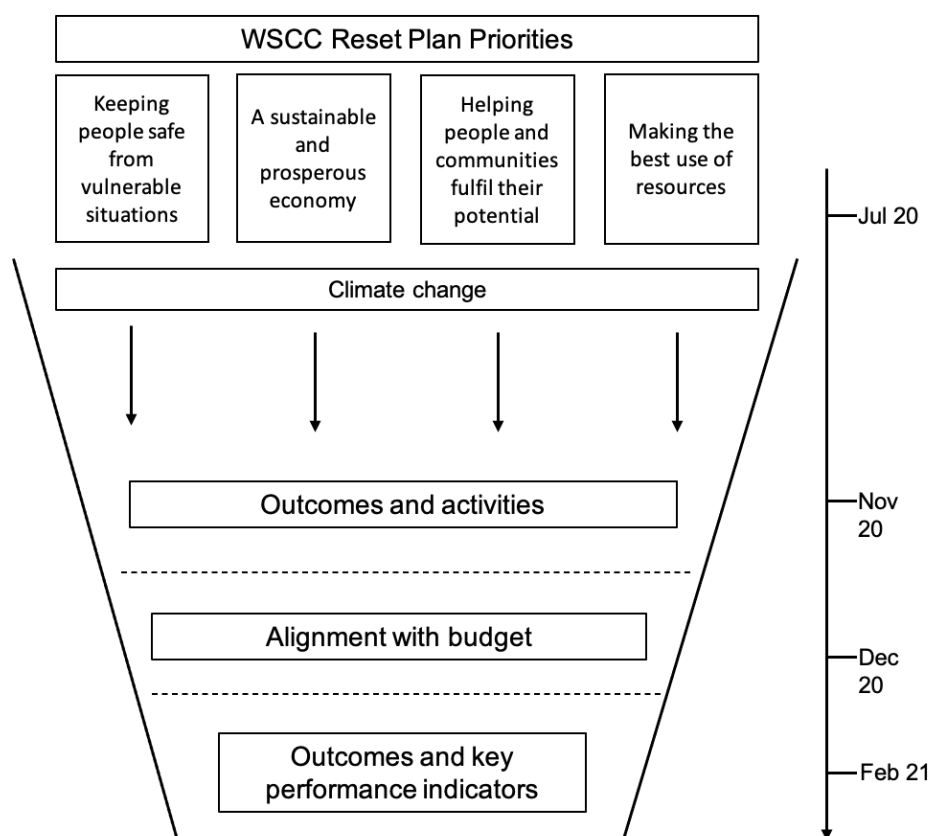
## 5 Iterating the Reset Plan

- 5.1 Over the next two months we will continue iterating the plan. The next set of activities include:

- All-member engagement – using the feedback from the all-member workshop on 12 November to update the plan
- Delivery planning – planning the activities we are going to undertake in more detail, with timescales and alignment to outcomes and budget
- Key performance indicators – development of key performance indicators that sit alongside the outcomes and priorities and will act as measures of success
- Equality impact assessment – an assessment of the impact of the overall plan on residents and communities in West Sussex
- Scrutiny of the reset plan – working with the performance and finance scrutiny committee to provide guidance to all scrutiny committees on principles and methods for effective scrutiny of the reset plan

- 5.2 Figure 1 below sets out the process we are taking alongside the high level timescales.

Figure 1 – the iterative approach to developing the plan



## 6 Consultation, engagement and advice

- 6.1 We have taken a collaborative approach to developing the first draft of the plan, using existing research with residents and engaging WSCC staff, partners and elected members in the process.

## 7 Finance

- 7.1 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.
- 7.2 In the next phase of developing the plan, we will be continuing to align the budget planning and Reset Plan processes.

## 8 Risk implications and mitigations

- 8.1 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 and mitigations are in place:

Table 3

<b>Risk</b>	<b>Mitigating Action (in place or planned)</b>
Not having a corporate plan	The first iteration of the Reset Plan is now complete and the ongoing input from Members, staff, partners and residents will be used to update the plan, which will go to Full Council in February 2021.
The budget is not aligned to the Reset Plan	The budget process has run alongside the Reset Plan process throughout its development and will continue to do so as the budget proposals are developed through to Full Council in February 2021.
It is not clear what success looks like	We are now developing the key performance indicators that will sit alongside the priorities, outcomes and activities published in the draft plan. These will be used to measure the success of the plan.

## 9 Policy alignment and compliance

- 9.1 The Reset Plan will become WSCC's corporate plan and will therefore be the foundation for policy development, governance and compliance.
- 9.2 We will be undertaking a high-level equality impact assessment as part of the next stage of work to iterate the Reset Plan.
- 9.3 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.
- 9.4 The Council's Social Value Framework (2019) 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.

**Contact Officer:** Becky Shaw, Chief Executive,  
[becky.shaw@westsussex.gov.uk](mailto:becky.shaw@westsussex.gov.uk), 0330 222 2620

### Appendices:

Appendix A – Draft Reset Plan

Appendix B – Timeline

### Background Documents:

None

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## WSSC Reset Plan – Summary of Priorities, Outcomes and Activities

### 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. Almost 700 people have died from Covid-19 across the county since January 2020. At the peak of the first wave, more than 133,000 people were furloughed from their jobs. Big employers like Gatwick Airport have seen a 61.3% drop in revenues and have already made 600 staff redundant. The rate of claims for Universal Credit tripled in some parts of the county between March and August 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 ensure people had 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 we had already started before the pandemic, in key services like Children's Services and Fire and Rescue. We must:

- Put residents at the heart of everything we do;
- Create strong and visible leadership;
- Work closely with partners;
- Invest in and value the staff that work for WSCC;
- 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 but do so with less money. **WSCC will need to save more than £100m over the next four years**, of which almost half of this will need to be saved from April 2021. This means we will need to:

- Prioritise the most important things to do,
- Manage the demand on our services better,
- Make some tough choices so that our resources go to where they are needed most.

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 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.



## Priorities, outcomes and what we will do to achieve these

Priority	Outcome	What WSCC will do to achieve the outcome	KPIs
<b>1. Keeping people safe from vulnerable situations</b>	Early help to prevent needs escalating	<ul style="list-style-type: none"> <li>Children's early help service – 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</li> <li>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</li> </ul>	To be added once budget has been finalised
	Support to people when they need it	<ul style="list-style-type: none"> <li>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, for example through adoption, foster care and special guardianships</li> <li>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</li> <li>Adults and older people – we will provide early support in the community and close to home, including support to carers.</li> <li>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</li> <li>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</li> </ul>	
	Independence in later life	<ul style="list-style-type: none"> <li>Residential and nursing care – we will use these settings for short term care (e.g. reablement) and less for longer term care, in order to reduce cost and provide better quality of life</li> <li>Supported accommodation – we will use schemes like extra care sheltered accommodation for longer term care</li> </ul>	

		<ul style="list-style-type: none"> <li>• Day services – we will develop and deliver a new model that uses fewer day centres but ensures the right day activities are provided</li> <li>• Shared Lives scheme – we will increase number of people living in this family-based accommodation model</li> <li>• Reablement – we will increase capacity and deliver a more efficient service to ensure people return home safely with the support they need after crisis (e.g. a hospital stay)</li> <li>• Dementia – in partnership with West Sussex CCG, districts and boroughs and the VCS, we will combine efforts to enable the right accommodation and support to live independently, including support to carers</li> <li>• Digital technology – using the latest assistive technology we will keep people safe in their own home for longer</li> </ul>	
<b>2. A sustainable and prosperous economy</b>	Resetting and rebooting the local economy	<ul style="list-style-type: none"> <li>• Economy Reset Plan (2020) – we will lobby, lead, enable, partner, support and/or deliver what we can to get the local economy back on its feet. In particular we will focus on supporting existing and new business start-ups; getting people back into employment from hard-hit sectors such as Aviation, Horticulture, Tourism and Health and Social Care; opportunities for better digital infrastructure and technology; while embedding a zero-carbon approach throughout.</li> </ul>	
	Achieving social value in West Sussex	<ul style="list-style-type: none"> <li>• Social value framework 2019 – we will ensure our procurement processes that enabled £600m of WSCC to be spent each year are accessible to local suppliers, maximise the use of local providers in our supply chains and secure added economic, social and environmental benefits. For example, jobs and opportunities for local people and access education, training and support.</li> </ul>	
	Sustainable growth by developing modern infrastructure	<ul style="list-style-type: none"> <li>• West Sussex Transport Plan (2011-26) – through this strategy for highways and transport infrastructure we will ensure people can move safely quickly to access education, training and employment opportunities, while encouraging people to walk, cycle and use public transport to lower the carbon footprint</li> <li>• Digital infrastructure – we will lobby for investment in the county to build digital infrastructure and access networks; and work with District and Borough Councils to adopt digital technologies, services and skills to benefit the economy, businesses and residents.</li> </ul>	

	Supporting people to develop the skills they need for the future	<ul style="list-style-type: none"> <li>We will work with education providers and local businesses to support them in running appropriate and accessible learning and development opportunities to support the local economy in the medium and longer term, with a particular focus on post-18 education and training</li> </ul>	
	A sustainable economy that adapts to climate change	<ul style="list-style-type: none"> <li>We will deliver on the Green Economy commitment in our Climate change strategy – in particular promoting green tourism, taking advantage of natural capital investment funding when available, encouraging and enabling sustainable business growth and supporting green innovation amongst business</li> <li>We will position the county as a place for innovation in green energy</li> </ul>	
	Working in partnership	<ul style="list-style-type: none"> <li>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.</li> </ul>	
<b>3. Helping people and communities to fulfil their potential</b>	Access to excellent education and learning	<ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>Lifelong learning – we will work with education providers like Chichester College to support them in running accessible learning and development opportunities</li> </ul>	
	Tackling inequality	<ul style="list-style-type: none"> <li>We will support the formation of ‘local 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</li> </ul>	

	Promoting and enabling independence	<ul style="list-style-type: none"> <li>Public Health Wellbeing Programme – through our partnership with all seven district and borough councils, we will ensure people have a safe home, that public transport is accessible (linked to our Bus Strategy), affordable and efficient, and that walking and cycling are viable options for local journeys. We will support more social prescribing in line with our approach to prevention.</li> <li>Disabled facilities grant – we will continue working with district and borough councils to provide funding to people who need additional support to maintain their independence</li> <li>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.</li> </ul>	
	Safe, connected and cohesive communities	<ul style="list-style-type: none"> <li>Fire and Rescue Service Integrated Risk Management Plan – at the heart of the plan is a prevention of fire and ensuring community safety. We will continue to deliver on this core commitment</li> <li>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</li> <li>Tackling crime – we will work with partners such as the Police to reduce criminality and raise awareness amongst the public to prevent crime and keep our communities safe</li> </ul>	
<b>4. Making the best use of resources</b>	Working together as 'one council'	<ul style="list-style-type: none"> <li>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.</li> </ul>	
	Getting the best from our people	<ul style="list-style-type: none"> <li>People framework – we will focus on developing our staff in four areas – leadership and management; performance and development; wellbeing values and ways of working; talent and resources. We will underpin staff development with themes of equality, diversity and inclusion.</li> </ul>	
	Maximising our income and the productivity of our assets	<ul style="list-style-type: none"> <li>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.</li> </ul>	

	Value for money	<ul style="list-style-type: none"> <li>We will continue to benchmark the unit costs of our services and maximise every pound spent through our commissioned contracts, including achieving social value using our 2019 framework</li> </ul>	
	Working in partnership	<ul style="list-style-type: none"> <li>We will look to combine or share approaches and services to achieve greater efficiency, as we are already doing in, for example, our improvement partnership with Hampshire County Council in Children's Services and Surrey County Council in Fire and Rescue Services</li> </ul>	

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## Timeline for developing the Reset Plan

Date	Item	Details
<b>October 20</b>		
12/10/20	Workshop – Keeping people safe from vulnerable situations	Workshop with CMT and partners
14/10/20	Workshop – A sustainable and prosperous economy	Workshop with CMT and partners
15/10/20	Online webchat with Becky Shaw	Staff Webchat with Becky to contribute to the Reset Plan
19/10/20	Workshop – Helping people and communities fulfil their potential	Workshop with CMT and partners
21/10/20	Workshop – Making best use of resources	Workshop with CMT on how WSCC resources should be used
October	Big Exchange Wall	Online noticeboard to WSCC staff to post their thoughts on the plan
<b>November 20</b>		
12/11/20	All member briefing day	Workshop to further iterate the priority outcomes and activities
13/11/20	West Sussex MPs meeting	First draft of the plan shared for comment and input together with budget update
19/11/20	West Sussex Leaders Meeting (D&Bs)	First draft of the plan shared for comment and input together with budget update
24/11/20	Public Cabinet Meeting	Draft plan agreed by Cabinet alongside budget update
<b>December 20</b>		
03/12/20	Performance and Finance Scrutiny Committee	Scrutiny of budget proposals and discussion/agreement on principles and methods for future scrutiny of Reset Plan by all Scrutiny Committees
11/12/20	Full Council	First full draft considered by Full Council
December	Delivery planning	Planning activities in more detail, alignment with budget, KPIs, equality impact assessment
December	Staff and partner engagement	Further engagement on latest version of the plan and input into delivery planning process
<b>January 21</b>		
January	Delivery planning	Continuation of delivery planning from December
27/01/21	Public Cabinet Meeting	Final draft of Reset Plan and Budget agreed by Cabinet
<b>February 21</b>		
12/02/21	Full Council	Final draft of Reset Plan and Budget agreed

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## **Performance and Finance Scrutiny Committee**

**3 December 2020**

### **Budget Update**

#### **Report by Director of Law and Assurance**

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### **Summary**

The attached report has been requested by the committee's Business Planning Group to provide an update on the budget position for 2021/22 ahead of scrutiny of the draft budget by the committee in January 2021. The report is provided by the Director of Finance and Support Services and outlines the current situation in relation to the estimated budget position and options to meet the budget gap. The report was presented to Cabinet on 24 November 2020 to seek approval to progress the savings proposed in the report.

### **Focus for scrutiny**

The Committee is asked to scrutinise the content of the report setting out the budget position of the County Council. Key areas for scrutiny include:

- The updated budget position, including the financial implications of COVID-19 and recognition of the service areas impacted;
- The actions being considered to address the budget pressures in order to set a balanced budget for 2021/22 and beyond, i.e.
  - a) the savings as presented in Table 3 of the report and
  - b) how to resolve the remaining £23.4m gap;
- Consider how the budget will meet the priorities to be agreed in the West Sussex Reset Plan.

If appropriate the committee to make any relevant recommendations for action to the Cabinet.

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

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### **Details**

The attached report provides a summary of the estimated budget position for 2021/22 and future years. It reflects the information presented to all Members at the budget session in October. The report shows that there is currently an estimated budget gap of £23.4m for 2021/22.

The report is written ahead of the Comprehensive Spending Review announcement which is expected on 25 November. It is important for Members to recognise the particularly challenging circumstances for setting the budget this year with a number of uncertainties around funding.

## Agenda Item 8

The Council is also in the process of agreeing a Reset Plan which will determine the future priorities of the Council. Use of resources is one of the priorities in the Plan and addresses the importance of ensuring the available resources, including finances, are structured to enable the delivery of the council's priorities. The principles for agreeing the budget are set out in paragraph 1.4 of the attached Annex.

The timeline for agreeing the savings proposals and draft budget is set out in paragraph 2.11 of the attached report.

The background and context to this item for scrutiny are set out in the attached Annex. As it is a report dealing with internal financial matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

### **Tony Kershaw**

Director of Law and Assurance

### **Contact Officer**

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

### **Contact for financial implications**

Katharine Eberhart, Director of Finance and Support Services, 033 022 22087

### **Appendices**

Annex 1      Update on the Medium Term Financial Strategy as presented to  
                  Cabinet on 24 November 2020  
                  Appendix A - Strategic Decisions supporting information  
                  Appendix B - List of Business as usual savings

### **Background papers**

None

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## **Report to Cabinet**

**November 2020**

### **Update on the Medium Term Financial Strategy**

#### **Report by Director of Finance and Support Services**

**Electoral division(s): All**

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#### **Summary**

This report provides an update on the progress to updating the Medium Term Financial Strategy and to developing a balanced budget proposal ahead of the Council's budget setting meeting in February 2021.

This update is presented in recognition that the Comprehensive Spending Review for 2021/22 will take place on 25<sup>th</sup> November 2020, which will clarify material matters regarding the funding of local government for the next financial year. The implications of the Comprehensive Spending Review and the subsequent publication of the Local Government Settlement will be key to determining how the remaining budget gap for 2021/22 can be addressed.

The ability of the county to encourage growth in the economy, the number of businesses operating from within the county and the level of employment within the county directly impact upon the finances of West Sussex County Council. The amount of council tax and business rates income collected directly contributes to the funding of services provided by West Sussex County Council. The latest developments in relation to the Covid-19 pandemic have the potential to add to the financial risks facing West Sussex County Council, depending upon how long the restrictions are required and their consequent impact upon the economy and employment within the county. In a similar manner, the end of the Brexit transition period in January 2021 and the uncertainty as to whether the UK can agree a trade deal with the European Union, also have the potential to affect the financial outlook of West Sussex County Council.

West Sussex County Council is required to set a balanced budget for each financial year by statute. The current budget gap for 2021/22 is £23.4 million. This gap represents the difference between the level of anticipated funding available to the Council, versus the anticipated levels of expenditure after taking account all identified savings and budget pressures.

This report sets out the savings proposals that require a Member decision, in recognition that the impact of the proposal will have a direct impact upon the service offer to the public. The report is seeking Cabinet endorsement to progress the development of the proposed savings proposals. Details of those proposals are set out in Table 3, with further detail provided within Appendix A.

## **Recommendations**

It is recommended Cabinet

- (1) agree to progress the proposed savings set out in Table 3.
- (2) note that the Comprehensive Spending Review for 2021/22 will take place on 25<sup>th</sup> November 2020 followed by the Finance Settlement, which will directly impact the final decisions required of Members in setting a balanced budget for 2021/22.

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## **Proposal**

### **1 Background and context**

- 1.1 The Medium Term Financial Strategy (MTFS) has been under review since the summer of 2020, culminating in the second Members Budget Workshop held on 22<sup>nd</sup> October 2020. This is an annual process, which has been delayed this year as a consequence of the impact of the Covid-19 response during the national lockdown earlier in the year and the on-going uncertainty about future funding levels for local government nationally.
- 1.2 West Sussex County Council faces a particularly challenging set of circumstances this year, not least of which is the financial impact arising from the pandemic, both in 2020/21 and in terms of any on-going impact in future years, but also in terms of the scale of the pressures for growth in the budget and the continued uncertainty about the outcomes of the Comprehensive Spending Review, the Fair Funding Review, the Review of Business Rates and the future funding of adult social care.
- 1.3 One of the responses to the impact of the pandemic has been to develop a Reset Plan, in conjunction with partners, details of which are contained within a separate item on this agenda, however it is important to recognise the key priorities that form part of that plan and which inform the development of the MTFS.

There are four distinct priorities that will be focused upon, underpinned by climate change. These priorities provide a framework for West Sussex County Council to focus on the most important things for our communities and within each sit a set of clear outcomes. Use of resources is the fourth priority and addresses the importance of ensuring the available resources, including finances, are structured to enable deliver of the council's priorities.

- 1.4 The principles underpinning the approach to setting the budget over the medium term are as follows:
  - The budget will be sustainable in future years
  - There will not be an on-going reliance of reserves
  - Any use of reserves to balance the budget will be repaid
  - The budget will support the priorities of the developing West Sussex reset plan and reflect the need for comprehensive service improvement and redesign over the medium term
  - The council's financial planning will cover a period of at least four years

- Estimates will be used for pay and price inflation and additional costs to provide services due to demographic changes
- Any future loss of specific government grant will result in the stopping of expenditure on outcomes previously financed by the grant
- The budget process will seek to ensure the council is providing value for money increased productivity and is clear about return on investment

#### National Context and MTFS Assumptions

- 1.5 Delays in national decisions about the future of local government financing have continued, primarily because of the dramatically changing circumstances arising from the Covid-19 pandemic, requiring the Government to respond in a more agile and reactive manner, which has been reflected in the various funding streams made available to local authorities at different times since March 2020.
- 1.6 The changing circumstances arising from the pandemic have longer term impacts upon the fiscal outlook nationally and consequently the Comprehensive Spending Review, originally planned to provide certainty about public sector expenditure and funding for the medium term, will now only cover 2021/22. The economic impact of leaving the European Union in January 2021, following the transition period, has also yet to be factored into the Comprehensive Spending Review, reflecting the on-going uncertainty about whether a trade deal will be struck, which will also have a material impact upon public finances.
- 1.7 The Government has announced the one year Comprehensive Spending Review will be on Wednesday 25<sup>th</sup> November, with the intention of providing a focus on the following areas;
- *providing departments with the certainty they need to tackle Covid-19 and deliver our Plan for Jobs to support employment*
  - *giving our vital public services enhanced support to continue to fight against the virus alongside delivering first class frontline services*
  - *investing in infrastructure to deliver our ambitious plans to unite and level up the country, drive our economic recovery and Build Back Better."*

This will underpin the publication of the Local Government Settlement that will provide the detail of the funding of local government in 2021/22, including whether the existing grant funding, for example for social care, will be maintained in 2021/22 and whether local authorities will be provided with any further flexibility in relation to increasing council tax.

- 1.8 In addition the Fair Funding Review, which will determine how central funding should be distributed amongst local authorities to ensure equity, and the Business Rates Review, which will determine the level of funding that will be raised and how this will be distributed amongst local authorities, have also been pushed back until the fiscal outlook is clearer.
- 1.9 In addition to the delays in these broad policy areas, there is continued uncertainty about the future funding of adult social care, pending the publication of a national policy and plan to address this issue for the longer term. Currently, there are significant funding streams that are not currently guaranteed to be available in 2021/22.

1.10 Unfortunately, the continued uncertainty about the funding of local government makes the task of reviewing the MTFS more challenging and means that the announcement of the Local Government Finance Settlement, scheduled for early December 2020, has become an even more critical element in developing a balanced budget for 2021/22 and updating the MTFS for the following three financial years.

1.11 The County Council Network (CCN) published its analysis of the CCN Autumn Budget Survey in November 2020. It reflected that in 2021/22,

“CCN member councils face a pre-Covid underlying funding gap of £1.4bn. As a result of potential losses in unrecoverable council tax and business rates, this gap could increase to £2.2bn next year. A separate survey of County Treasurers shows councils have identified £485m of savings so far to fill this gap.”

The report went on to state that,

“Only one in five CCN member councils are ‘confident’ they can deliver a balanced budget next year without ‘dramatic’ reductions to services.”

These findings, along with the recent issuing of a s114 notice by the London Borough of Croydon, emphasise the scale of the financial challenges currently facing local authorities and the importance of longer term clarity about local government funding arrangements.

1.12 What is clear is that there has been a significant adverse impact upon businesses and employment within West Sussex as a consequence of the pandemic. As the national furlough scheme and other national support approaches come to an end and evolve, there is the possibility that the economic outlook will continue to deteriorate, at least for the short-term, which could result in lower levels of both council tax and business rates being collected, which directly impact upon the financial resilience of West Sussex County Council.

1.13 Throughout the review of the MTFS assumptions have been made about the outcome of these and other issues that impact upon the financial outlook for the MTFS. These assumptions are summarised in Table 1 below.

Table 1 – Assumptions Underpinning the Review of the MTFS

<b>Assumption</b>	<b>Financial Implications</b>
Government funding will be the same as in 2020/21	That the funding gap will not worsen as a consequence of reduced funding streams.
Covid-19	Any service costs relating to the pandemic will be met by the Government.
Council Tax	That the current cap on increases in Council Tax (1.99%) will be maintained.
Taxbase	That there will be no growth in the taxbase, i.e. that the level of income derived from council tax will not increase as a consequence of an increase in households.

Business Rates	That there will be no growth in the level of business rates income in 2021/22.
Inflation	Pay will increase by approximately 2.5%, offset by a reduced employer pension contribution. Goods & Services costs will increase in line with September 2020 inflation indexes.
Social Care Funding	That this will be maintained at the same level as in 2020/21.

### Budget Gap

- 1.14 The MTFS has been refreshed to reflect the assumptions outlined above but also to reflect updated information in relation to anticipated levels of growth, for example increased demand arising from demographic or other changes, income, for example as a consequence of revised charges for services, and savings, including updated estimated savings that had already been included within the MTFS and the addition of new proposals for inclusion.
- 1.15 All local authorities are required by statute to set a balanced budget each financial year, consequently any budget gap between the available funding and the proposed level of expenditure needs to be bridged.
- 1.16 The current budget gap for 2021/22 is set out within Table 2. below.

Table 2. Budget Gap for 2021/22 to 2024/25

	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Opening funding	593.9	588.5	584.6	607.2
Changes:				
Council tax increase	9.7	14.9	15.4	15.8
Settlement Funding Assessment	1.6	-17.2	7.2	7.4
Business rates	-5.9	0	0	0
New Homes Bonus	-2.1	-1.6	0	0
Collection fund	-8.7	0	0	6.7
<b>Revised funding</b>	<b>588.5</b>	<b>584.6</b>	<b>607.2</b>	<b>637.0</b>
Opening expenditure	593.9	588.5	584.6	607.2
Inflation	9.7	12.2	14.0	14.0
Reserves	-3.0	8.0	8.0	8.0
Corporate/budget adjustments	-5.9	3.2	1.2	1.2
<b>Revised expenditure</b>	<b>594.7</b>	<b>611.8</b>	<b>607.8</b>	<b>630.3</b>
<b>Budget Gap</b>	<b>6.2</b>	<b>27.3</b>	<b>0.6</b>	<b>-6.7</b>
Additional pressures	37.4	16.6	16.6	12.6
	43.6	43.9	17.2	5.9
Estimate of savings being offered	-20.2	-8.3		
<b>Budget Gap net of savings</b>	<b>23.4</b>	<b>35.6</b>	<b>17.2</b>	<b>5.9</b>

- 1.17 Table 2 highlights that changes to funding streams and existing expenditure plans left a budget gap of £6.2 million however, despite £20.2 million of savings proposals being identified, the additional pressures identified of £37.4 million means that the budget gap has increased to and remains at **£23.4** million at this point in time.
- 1.18 The impact arising from the impact of the Covid-19 pandemic will materially affect the council tax and business rates funding streams, the assumptions applied are that there will be no growth in the income received from these sources in 2021/22, which reflects the adverse economic impact upon business generation and employment within the county.
- 1.19 In February 2020, when the MTFS was updated as part of setting the budget for 2020/21, the assumption was that increases in council tax would add £52.6 million to the level of funding available to WSCC across the period 2021/22 to 2023/24, currently it is estimated that, over the same period, council tax income will only rise by £40 million, a reduction of £12.6 million. This reduction reflects the loss of growth in the tax base and the potential increase in the number of people applying for council tax relief because they are now experiencing financial hardship.
- 1.20 Events are clearly still evolving in relation to the pandemic, but it is anticipated that there will be an adverse impact upon business rates collection arising from the recession, particularly in relation to the Gatwick Diamond but also in relation to the hospitality economy along the coastal region of the county. Currently it has been assumed that the baseline of Business Rates will be maintained, however this would mean a reduction in funding available to WSCC in 2021/22 of £5.9 million relative to the MTFS forecast funding levels at the time the 2020/21 budget was set in February 2020.
- 1.21 The pandemic has also adversely affected the collection fund. The collection fund is the repository for the income derived from both council tax and business rates. If the level of income collected falls below the assumed collection rate, the collection fund incurs a deficit which has to be repaid. It has been estimated that the collection fund will incur a deficit in 2020/21 as a consequence of the Covid-19 pandemic. The government has recognised this and consequently decided for local authorities to repay this deficit across three years rather than as a single sum in the following financial year. This arrangement eases the burden, but the total value of the burden continues to require funding through the budget process. The total deficit to be funded across the three years 2021/22 to 2023/24 is estimated to be £20 million, resulting in reduced funding of £6.7 million in each of the three years.
- 1.22 Combined, the reduction in funding arising from the impact of Covid-19 upon council tax, business rates and the collection fund in 2021/22 is estimated to be £25.2 million (council tax £12.6 million, business rates £5.9 million and collection fund £6.7 million).
- 1.23 The Government has provided additional funding to support the loss of income experienced by local authorities in 2020/21 as a consequence of the Covid-19 pandemic, announcing in July 2020 that;



*"Where losses are more than 5% of a council's planned income from sales, fees and charges, the government will cover them for 75p in every pound lost."*

The Council currently estimates that it will lose £9.6 million in 2020/21, which would be in addition to any loss incurred on the Collection Fund, referred to previously in paragraph 1.21. The government announced a proposed sharing of business rates and council tax losses when announcing the support of income losses, but the details have not yet been announced.

- 1.24 Looking ahead beyond 2021/22, the estimated budget gap in 2022/23 increases to £35.6 million and across the whole of the MTFS represents a gap of £82.1 million. This reflects a growing risk to the financial resilience of the County Council across the MTFS period and the need to make material changes to the way in which the statutory responsibilities of the Council are delivered.

## 2 Proposal details

- 2.1 The options for savings presented to Members for decision as part of the Budget Workshop held on 22<sup>nd</sup> October amount to £4.593 million in 2021/22 and a further £2.553 million in 2022/23. If these options are not approved, the budget gap will widen to £28.0 million for 2021/22. For reference these options are summarised in Table 3. below, with more detail provided within Appendix A.

Table 3. Savings Proposals Requiring Member Approval

<b>Savings Proposals</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
<b>Cabinet Member for Adults and Health</b>		
1. Review of in-house residential services	640	-
2. Review of Shaw day services	250	-
3. Review of Lifelong services day services	1,120	1,120
4. Public Health Grant	370	88
Sub-total	2,380	1,208
<b>Cabinet Member for Children and Young People</b>		
5. National House Project		1,000
6. Increase in Council's top slice of Early Years DSG to compensate for lost Central DSG grant funding used for wider benefit of children and young people	450	-
7. Delaying work on management layers in the children's services department	-	tbc
Sub-total	450	1,000
<b>Cabinet Member for Economy and Corporate Resources</b>		
8. IT service redesign	500	-
Sub-total	500	0
<b>Cabinet Member for Education and Skills</b>		
9. Not reopening the Public Cafe (removal of budget pressure)	-	-
Sub-total	0	0
<b>Cabinet Member for Environment</b>		
10. Introduce measures to reduce the amount of DIY waste presented at Household Waste Recycling Sites (HWRS)	250	250
11. Review of the HWRS network	95	95
Sub-total	345	345
<b>Cabinet Member for Fire &amp; Rescue and Communities</b>		

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12. Working with parish councils in specific areas to review the library service offer available in communities	70	-
13. Removal of Community Initiative Fund (CIF) and amendments to CLC arrangements	248	-
Sub-total	318	0
<b>Cabinet Member for Highways and Infrastructure</b>		
14. Reduction in discretionary bus passes	200	-
15. Ending community highways schemes	50	-
16. Review highway and transport fees and charges	200	-
17. Reduce public transport support	150	-
Sub-total	600	0
<b>Cabinet Member for Finance</b>		
18. Review of the Property Estate	tbc	
<b>Grand Total</b>	<b>4,593</b>	<b>2,553</b>

- 2.2 The remaining savings options identified to date total £15.5 million (Appendix B) and comprise of second year savings of options already decided and efficiency savings that do not lead to a reduction in service delivery.
- 2.3 Due to where we are in the calendar, it is imperative that officers can begin the process of developing these proposals as soon as possible, in order to avoid the possibility that the saving identified cannot be fully delivered in 2021/22, since this would potentially mean that the Council's budget would be out of balance and prompt consideration of the need for a s.114 notice.
- 2.4 The purpose of the s.114 notice is to make it clear to members of the council it faces a serious financial situation and all expenditure beyond the statutory minimum level of service for vulnerable residents will stop. In line with the revised guidelines issued by CIPFA following the commencement of the pandemic, prior to issuing the s.114 the Director of Finance and Support Services will first have a dialogue with the MHCLG to try to find a solution.
- 2.5 The continuation of the existing grant funding has been assumed within the MTFS budget gap, meaning that if this is not confirmed there will be an additional budget pressure of approximately £17 million.
- 2.6 If additional flexibility is provided in relation to the potential increase in council tax, this could provide a material benefit to the MTFS, recognising that each 1% increase in council tax represents approximately £4.9 million in additional income. To raise council tax levels above the cap set by government would require a referendum. It would not be possible to hold a referendum in the time available before agreeing the budget and therefore if a referendum is agreed by residents, adjusted bills would need to be issued to residents or the increase would not take place until 2022/23. There are considerable costs associated with holding a referendum.
- 2.7 It is also possible that the Government could consider introducing a degree of public sector pay restraint, which could have the effect of reducing the budget pressures, recognising that currently the budget gap includes an assumption that pay will increase by 2.5% in 2021/22, each 0.5% reduction in this assumption would reduce the budget gap by approximately £1 million.

- 2.8 Any remaining budget gap can be bridged by a combination of a number of factors, albeit some of them are dependent upon the outcome of the Local Government Settlement;
- a) Use of reserves – which by definition would be a one-off option, meaning that the budget gap for 2022/23 would widen, as the reserves would need to be replenished, but that there would also be less flexibility available in a financial year when the budget gap is estimated to be even wider.
  - b) Revising down pressures – re-examining the basis for the estimated growth and/or taking a different approach to the level of risk that should be managed within the budget. If a higher degree of risk is accepted in order to support approval of a balanced budget, there would need to be an explicit recognition that officers and Members would need to accept responsibility for managing within the budget agreed.
  - c) Identifying further savings – at this stage of the process any savings identified would probably only provide a part-year effect, since there would be little opportunity to develop a costed proposal and implement it ahead of April 2021. There is a potential advantage nonetheless in exploring this further as a precursor to the exercise to bridge the budget gap for 2022/23 onwards.
  - d) It is possible, but difficult to predict with any confidence, that the Local Government Settlement may provide additional flexibility, whether via additional direct funding, via grants, or by relaxing the council tax cap or removing it altogether. Every 1% increase in Council Tax would potentially deliver £4.9 million in additional income.
- 2.9 A combination of all of these options would be ideal, providing a balance between effective risk management and maintenance of financial resilience and sustainability. In the longer term, options are being explored and considered that would reflect the learning derived from the enforced working from home arrangements arising from the Covid-19 pandemic. This will include a review of working arrangements and the consequent impact upon the Council's accommodation requirements, as well as the potential income generating opportunities for investment.
- 2.10 Lobbying government is critical to ensure the financial challenges facing the council are clear. Communication is undertaken through multiple channels including:
- The Leader is engaging regularly with West Sussex MPs to seek their support in raising matters of concern with Government, including the significant financial challenge the County Council is facing, with an in-depth conversation taking place on 13 November.
  - The Leader has written to Cabinet Ministers, most recently on 20<sup>th</sup> October, highlighting the specific financial challenge faced by West Sussex County Council – and the impact COVID-19 is having.
  - The Chief Executive is one of 9 regional CEOs who represent Local Government and have a direct route to Ministers and Senior Officials in the Ministry of Housing Communities and Local Government.

## Agenda Item 8

### Annex

- As part of the South East 7, the Leader is working with other Leaders to make the case for the South East as Government develops recovery thinking.
- Through the County Councils Network we are seeking to make the case for additional funding for authorities who are facing particular challenges with demand-led services such as adults social care and children's social care.
- Officers are working through their professional representative organisations (the Association of Directors of Adults Social Services, the Association of Directors of Children's Services, the Society of County Treasurers, etc) to lobby on service-specific issues.

2.11 The following steps will be undertaken to progress the budget:

3 <sup>rd</sup> December 2020	Performance and Finance Scrutiny Committee (PFSC)
Mid December 2020	Ministry of Housing, Communities & Local Government Finance Settlement
January 2021	Scrutiny Committees to review proposals as developed
14 <sup>th</sup> January 2021	Member Day on the budget proposals including the capital programme
20 <sup>th</sup> January 2021	PFSC review of the budget proposals including the capital programme
27 <sup>th</sup> January 2021	Public Cabinet presentation of the budget proposals including the capital programme
12 <sup>th</sup> February 2021	County Council to agree the revenue budget and capital programme

### **3 Consultation, engagement and advice**

- 3.1 Plans for formal public consultation will be formulated in relation to those options confirmed for further consideration which trigger a requirement for such consultation. The Forward Plan will set out which proposals will lead to formal consultation arrangements. Stakeholder and specific customer engagement may also be considered important to provide the fullest information base for future decisions in specific areas and those proposals will also be suitably identified within the Forward Plan.
- 3.2 All proposals will be available for further Member scrutiny in line with the usual arrangements prior to the final consideration by the Cabinet Member.

### **4 Finance**

- 4.1 As this is a Budget Report the financial consequences are covered within the body of the report.

### **5 Policy alignment and compliance**

- 5.1 The approach set out above is in alignment with the Reset Plan for West Sussex County Council and supports the delivery of a balanced budget for 2021/22 in accordance with statutory duty.

**Katharine Eberhart**  
**Director of Finance & Support Services**

**Contact Officer:** Alistair Rush, Interim Deputy Director of Finance, 0330 222 7116, alistair.rush@westsussex.gov.uk

**Appendices:**

Appendix A - Strategic Decisions supporting information  
Appendix B - List of Business as usual savings

**Background papers**

None

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## Strategic Decisions Supporting Information

### 1. Review of in-house residential services £640,000

#### Proposal:

- In 2018 'Choices for the Future' transformation programme for in-house services was approved by the Adults Cabinet Member. Within the programme there was a commitment to review the in-house residential services. The County Council is developing an accommodation strategy, and this will be an ideal opportunity for the in-house to be part of this piece of work. There are significantly fewer referrals being made to residential services due to initiatives like Home First. It is anticipated there could be opportunities to redevelop some sites into extra care housing or release for a capital receipt.

#### Key Risks:

- Public opposition to changes to services, which might include decommissioning residential establishments.
- The need to promote the County Council's independence priorities and to achieve public acceptance of the diminishing role of buildings-based facilities

### 2. Review of Shaw day services - £250,000

#### Proposal:

Shaw day services are provided at six of the 12 care homes that are operated by Shaw Healthcare as part of a block contract on behalf the County Council. Before Covid-19 pandemic closed the services on the 25<sup>th</sup> March 2020, 92 people were registered to attend the six services which were operating at an average of 45% attendance against capacity. This meant that the County Council was paying for places that were not being used. Since March operational staff report that now only 50 people are either able to or want to return to the same day service provision meaning that demand has significantly reduced further.

A review of the services was already in train as part of a previous savings plan relating to a Cabinet Member decision taken in May 2018 (AH02 18/19). It is proposed to extend this to assess whether all the Shaw Healthcare day services are required, whether they provide the best use of public money, and if not, what should change in order to deliver better outcomes for people.

#### Key Risks:

- Need to ensure appropriate support available for customers to make choices around their individual outcomes
- Public opposition to perceived loss of services

### 3. Review of Lifelong services day services - £2,240,000 (£1,120,000 in 21/22)

#### Proposal:

The County Council has a clear strategic intent to reduce dependence on building based day services for people with learning disabilities and to ensure that people, wherever possible, are able to access local community provision.

There is a renewed focus on enabling independence and increasing employment opportunities. There is therefore an intention to significantly reduce the spend on building based services to create the savings above. This will be phased, in part due to the reduced use of day provision during Covid and the emergence of new ways of offering support; the opportunities afforded by the re-procurement of services at the end of the current contract in March 2022; and continued development of the Council provided day services. The new models of support are being worked up collaboratively with current providers and wider stakeholders including customers and families.

**Key Risks:**

- Public opposition to changes in provision
- The need to promote the County Council's independence priorities and to achieve public acceptance of the diminishing role of buildings-based facilities
- The need to make alternative arrangements for some customers, which will be dependent on commissioning activity and the availability of supply in the community. Elements of it are likely to require market and/or community development and implementation of the Supporting Lives Connecting People model.

**4. Public Health Grant - £508,000 (£370,000 in 2021/22)**

The proposed savings from the repurposed public health grant will be repurposed to help fund other services provided by the county for public health outcomes.

**a.) Social Care Support Contracts - £408,000 (£270,000 in 2021/22) for all social support contracts**

**Help at Home proposal:**

The Help at Home contract has provided a subsidised home support service to people since 2013. It provides help to vulnerable older people who do not meet the Care Act threshold with basic household tasks, i.e. cleaning, shopping etc. Customers are provided with up to a maximum of 1-2 hours per week at a subsidised hourly rate. The current overall contract delivers to a customer base of approximately 677. The existing customer base is static in nature meaning that many customers have remained in the service on a long-term basis.

The model is not aligned with the current model of community led support for adults and as part of the current WSCC Social Support recommissioning programme, this service is being decommissioned. The current proposed plans for decommissioning aim to minimise risk to service users, minimise additional demand for adult social care and minimise any potential reputation damage. It involves a tapered withdrawal of the service with delivery actually ceasing in April 2022 and will be accompanied by ongoing assessment of service user needs and integration with community support.

It would be possible to speed up the decommissioning process so that the service ceases to deliver in July 2021 when the new contract period commences, resulting in 9 month savings in 2021/22 of £0.22m.

**Key Risks:**



In order to mitigate the risks of ceasing service delivery in July 2021 work will need to be carried out with the providers to assess and support service users.

Additional social support contract savings have been identified including through reducing variation in unit costs. This has resulted in an additional £50k savings resulting in overall social support contract savings of £0.27m in 2021/22.

**b.) Reduction in Wellbeing Programme - £100,000 (total budget £2,116,000)**

**Proposal:**

The West Sussex Wellbeing Programme is the flagship partnership between public health in West Sussex County Council and District and Borough Councils. With a total budget of £2,116,000, it is the main, large scale prevention programme in the county and the contact point for adults to access a wide range of support via self-referral or following signposting from a front line professional. It takes forward a number of commitments set out in the Joint Health and Wellbeing Strategy. Most of the activity within the programme is concentrated on tackling overweight and obesity in adults of all ages. A Cabinet Member decision (effective from 12/11/18) endorsed the three-year partnership agreement which is now in its second year. That report stated that the budget would be set annually. The Cabinet Member wrote to District and Boroughs (April 2019) committing to maintaining the funding levels for three years. At a later date additional resources were allocated to wellbeing to support service developments (smoking cessation and NHS health checks) the savings, referred to here, impact on the latter sum so the commitment in the letter remains unaffected.

The programme has been significantly disrupted during COVID and will take time to recover, it is expected to underspend this financial year. There are aspects of the business plans which have ceased or not started due to COVID which would be halted permanently to achieve the savings. For example, NHS health checks have not been taking place during the pandemic so additional resource for them is underspent. Public health intend to develop proposals with the partners regarding where to take this money from (both geographically and across the interventions offered) in order to minimise the adverse impacts on the health of local population, on reducing inequalities and on the strength of the partnership.

**Key Risks:**

The savings risk damaging the established partnerships, impacting the rate of recovery of the service (which was severely disrupted by community hub workload in some areas). This reduces investment in interventions which prevent or reduce the serious consequences of Covid for those with lifestyle risk factors (linked to deprivation and BAME). It should be noted that the national obesity strategy launched in July makes reference to these services and pathways.

**5. National House Project – £1,000,000 (2022/23)**

**Proposal:**

The National House Project is a social enterprise built with young people leaving care, providing sustainable homes and a community of support that enables young people to have confidence in themselves and their future. Although all attempts are currently made to register young people's local connection (housing register) where there is duty from a District/Borough, the response and success has historically (and to date) been inconsistent and very rarely provides Care Leavers with the offer of accommodation when they need it, therefore, the Council largely relies on the private rental sector to provide Care Leavers with independent accommodation. The private rental market is buoyant, and landlords will often choose other applicants over and above Care Leavers leaving little or no appropriate option for West Sussex young people. The cost of accommodation for young people represents one of the highest challenges to local authority budgets. National House Projects deliver improved outcomes for young people at lower costs and reduces demand on wider local authority and partner agency budgets with fewer tenancy breakdowns, improved emotional, physical and mental health and less contact with criminal justice services.

Savings of up to £0.2m per annum could be achieved for every residential placement avoided, meaning maximum savings potential of £2m per annum based on a cohort of 10 young people. However, in reality not all young people will be stepped down from residential placements, but potentially foster placements which cost significantly less, therefore savings are more likely to be in the region of £1m to reflect this mix.

#### **Key Risks:**

Partner agencies do not agree or commit to the project, resulting in the Council being unable to offer this to Care Leavers. Dependency on care planning to deliver the savings linked to this project. Social Work practice will need to change to encourage planning for adulthood and independence.

#### **6. Increase in Council's top slice of Early Years DSG to compensate for lost Central DSG grant funding used for wider benefit of children and young people - £450,000**

##### **Proposal:**

To compensate for the continued reduction of DSG grant for the Central Services Schools block used to fund support to the MASH, Early Help services and Education Area Inclusion and Improvement Boards the council could increase the total funds to be topsliced from the DSG Early Years block. Under the Early Years funding regulations 95% of the Early Years funding for 3 and 4 year olds must be passed through to Early Years providers, but the remaining 5% can be topsliced by the County Council towards the overheads incurred in running the service. Since we are currently only topslicing 4% of this budget, we can under the national regulations look to increase our share by a further 1% (£0.450m).

In order for the County Council to increase its topslice a reduction in the level of payments currently paid to Early Years providers will be required. Following the introduction of the new Early Years National Funding Formula (EYNFF) in 2017/18, the DSG funding rates paid to the Council remained frozen until the current year when they were increased by 8p per pupil. This increase was passed on in full to providers last year. It is estimated this proposal would

effectively mean that the hourly rate being paid to providers would be 5p per pupil lower than that paid during 2020/21 prior to considering any increase in funding for 2021/22.

**Key Risks:**

The impact on the financial resilience of nursery schools will need to be evaluated.

Schools Forum will need to be consulted and likely to be critical of the proposals.

**7. Delaying work on management layers in the children's services department - £tbc (2022/23)**

**Proposal:**

In response to the Commissioner's report and recommendations made in 2019 we continue to improve our services to ensure the best outcomes for children and young people. Their needs are at the heart of all our decisions.

An important part of this work is to make our management structures clearer and in line with industry standard to ensure we have streamlined reporting lines and responsibility levels. Some savings may be possible though it is unclear how much until the modelling work is complete

**8. IT service redesign - £500,000**

**Proposal:**

The current contract for IT services concludes at the end of September 2022 and work on options demonstrate the benefits to the council by moving to a new provision model at an earlier date and the council and Capita have mutually agreed to seek an earlier date. The proposed approach will better support the delivery of council services and the ability to transform its services to provide a modern, responsive and flexible digital, data and technology service.

**Key Risks:**

- Migration to multi supplier model results in fragmentation of service model with reduction in quality due to lack of end to end accountability
- Delays to overall programme result in an extension of the Capita contract with inflated costs/risk transfer
- Technical ICT constraints over the transition period leads to either a reduction in service quality or a cost overrun in terms of implementation

**9. Not reopening the Public Cafe (removal of budget pressure) - £Nil**

**Proposal:**

The use of the Martlets has been in decline and last year the restaurant had a £60k budget deficit. This decline has been due to a number of factors, but in particular:

- A thriving high street that features a high number of modern eateries and café venues, including mainstream chains and local businesses.
- The Martlets is old and has tired décor and equipment. To modernise the facility would take considerable funds, without a guarantee of increasing profitability as well as a long pay-back period on the investment.

If we keep things as they are then forecasts show that the budget deficit will continue to increase, and trade continue to decrease.

Currently with the majority of county hall staff working from home, the restaurant is closed and the staff are not at work. The restaurant is therefore costing the Council £2.7k per week in wages.

Future use of the building will be decided under a separate project that will be led by the Corporate Landlord. The building could continue to be used as meeting space /developed as meeting space, car park, additional office accommodation, etc.

**Key Risks:**

If this decision is taken there will need to be further more detailed work undertaken to identify the local provision of catering for meetings.

Not having a staff restaurant on campus will allow for staff to support the Chichester high street café and restaurant scene, adding additional trade value to those businesses, and encouraging staff to be healthy by taking a break from their work station and having a regular daily walk.

The campus is also well stocked with kitchenettes that allow staff to bring their own lunches, re-heating and storage facilities, and access to making their own hot and cold drinks.

**10. Introduce measures to reduce the amount of DIY waste presented at Household Waste Recycling Sites (HWRS) - £500,000 (£250,000 in 2021/22)**

**Proposal:**

Only certain types of waste are legally defined as 'household waste'. The Council must provide facilities with reasonable access for residents to dispose of this type of waste on a free of charge basis. Other types of waste such as soil, hard-core, plasterboard, and car/van tyres are legally defined as 'non-household waste' for which a collection or disposal charge can be applied. Currently the Council charges for tyre disposals but not the other defined chargeable waste.

The County Council did approve the charging of non-household waste in the changes to the services, opening hours and charges at Household Waste and Recycling Sites and the introduction of two enforcement officers to tackle fly-tipping report in 2016/17 - Key Decision RS08 (16/17); however following a statement by the Secretary of State for Environment, Food and Rural Affairs in the Spring of 2017 that the government was going to review its guidance with regards to the charges that can be made at local civic amenity sites and with specific reference to the disposal of DIY materials, the disposal charges were suspended. Currently, other local authorities charge for this type of waste disposal including Hampshire, Dorset, Surrey and East Sussex.

**Key Risks:**

Further discussions with the contractor would need to take place to fully understand the impact on the contract and therefore the level of savings available.

#### **11. Review of the HWRS network - £190,000 (£95,000 in 2021/22)**

##### **Proposal:**

To reduce the Household Waste Recycling Site (HWRS) network in West Sussex by the closure of two permanent sites. It is anticipated that these closures would save around £0.190m per year, with £95k deliverable in 21/22. The saving anticipates that these closures take effect from 1st October 2021.

##### **Key Risks:**

Further discussions would need to take place with the contractor before firm figures could be agreed. There is a change process within the Recycling and Waste Handling Contract (RWHC) that would need to be adhered to. This process will allow more accurate calculation of the savings that could be made by closing certain HWRSs, taking into account any fixed costs that would still need to be paid, the impact on the contractor and any associated financial adjustments, and the displacement of the waste to other sites.

As a PFI, the County Council must also discuss these proposed changes with the Department for Environment, Food and Rural Affairs (DEFRA). The County Council must not, without DEFRA's prior written approval, agree or make any material changes to the terms of the PFI contract the consequence of any relevant change may, in certain circumstances, result in suspension, reduction or removal of revenue support. Any plan for any such changes must be raised in advance and confirmed either by submission of a Variation Business Case or confirmed as non-material by DEFRA (and, where appropriate, HM Treasury) before the changes are agreed with the PFI contractor or implemented. Early engagement with DEFRA on this proposal will therefore be required.

The timing of the closures would impact the saving profile.

#### **12. Working with parish councils in specific areas to review the library service offer available in communities - £70,000**

##### **Proposal:**

Certain Parishes have expressed an interest in using the library buildings as a Parish Hub. The opportunity exists to discuss Parishes potentially taking over the building and maintaining a small library self-service offer which they oversee. The way in which this might work would be dependent on discussions with the individual Parish. Depending on those discussions, savings could also be made on stock, deliveries, IT and supervision.

##### **Key Risks:**

Communities preferred model is that Parish-run libraries remain part of a network of libraries and therefore there could be resistance to this change.

#### **13. Removal of Community Initiative Fund (CIF) and amendments to CLC arrangements - £248,000**

##### **Proposal:**

a. To abolish CIF and the crowdfunding platform and remove supporting post.

b. To remove CLCs and to delete the posts and resources (e.g. venue hire, member/staff travel and subsistence) required to support them. The loss of a three per year forum for community engagement by local members to be replaced with more flexible and responsive arrangements to maintain local democratic links to communities:

Community Forums:

- Meeting twice per year, as a forum for the public to ask questions and debate local issues or enable consultation.
- Resources available between meetings to facilitate ad hoc community links, feedback and consultation.

Seven District based forums:

Coterminous with district/borough councils, each meeting 3 times per year.

**Key Risks:**

a. None, community support to local causes and projects and promotion by local members can be achieved through other arrangements without the need for additional or pump priming grants from County Council resources.

b. None, local member community engagement can be achieved, and decisions can be processed in a more cost effective but equally transparent way.

**14. Reduction in discretionary bus passes - £200,000**

**Proposal:**

WSCC is an outlier in that it provides additional free travel options for disabled users and their carer on buses.

This change would result in concessionary travel no longer being provided for disabled people outside of the core hours of the scheme (off peak during the week and all weekend) and ceasing to provide passes to carers/companions who are not of an age to qualify for an older persons bus pass. Removing this benefit would have an impact upon those people who fall into the criteria for passes and choose or need to travel outside of the core hours.

**Key Risks:**

Risks are primarily around the ability of certain groups to travel for employment and education.

There is a risk that the removal of the bus passes will lead to additional costs within Adult and Children Services which would need to be explored before implementation. For example, within Adults additional costs for travelling to employment or education would need to be considered when calculating means tested income, potentially reducing the amount due to the County Council.

**15. Ending community highways schemes - £50,000**

**Proposal:**

The County Council currently promotes community highway schemes (CHS) and community traffic regulation orders (CTROs) as a way for local communities to access funding to provide changes to the highway network that they feel will enhance their locality. This is a discretionary function of the highway authority.

CHS and CTROs are primarily capital funded but the initial assessment of bids has to be carried out with the local highway teams as a revenue cost. This will result in reducing the total resource available across the local highway teams.

**Key Risks:**

Likely to have an impact on the reputation of the authority and generate poor public reaction to the change.

**16. Review highway and transport fees and charges - £200,000**

**Proposal:**

In addition to existing fees and charges a number of areas have been identified where there is opportunity to charge. These include:

- Charging for S59 agreements (excess traffic on highway) - helping us protect our asset
- Charge for licences – various
- Non-refundable fee for assessment of vehicle cross overs
- Pre S278 access to development sites
- Increase inspection and enforcement of compliance of utilities activities with legislation

**Key Risks:**

- Reputational
- Impact on levels of activity

**17. Reduce public transport support - £150,000**

**Proposal:**

Reducing supported bus services will have an impact particularly in rural communities. Whilst usage is low for many services this is also the only mode of transport for many and would be difficult to fully back fill with community transport universally. Contracts are held with operators and these would be terminated to implement the saving.

**Key Risks:**

- Risks include
- Public perception for some elements
- Impact on levels of activity
- Willingness to proceed to prosecution for failure to comply

**18. Review of the Property Estate - tbc**

**Proposal:**

The impact of Covid 19 has demonstrated that we do not need all of the corporate assets that we currently hold in order to deliver frontline and administrative services. Whilst this forms part of a bigger piece of work there is scope to significantly reduce property holdings with the corresponding costs.

**Key Risks:**

Failure to get agreement to relocate staff to either working from home or other sites. Failure to reduce office based working at other assets to free up space. As yet unquantified costs of alternative accommodation and relocation pending decisions by Services on their post Covid office dependency.



## Business as Usual Savings

	2021/22	2022/23
	£000s	£000s
1. Non-residential customers to remain at home with reduced package	890	2,610
2. Redirecting residential customers to home-based care		2,020
3. Increase supply and use of shared lives carers	448	
4. Supported Living - transfer of customers from residential provision	1,059	
5. Increase number of customers supported by live-in care	106	
6. Reduce use of single person services for customers where shared services may be suitable	114	
7. Public Health – use of uncommitted Public Health Grant/other changes within existing contracts	840	
8. Absorption of demand growth for adult social care from older people through demand management	4,361	
9. In-house residential programme – reduced independent placement costs	200	100
10. Reduce the number of solo placements and retainers	100	95
11. Improved commissioning for children's social care service	1,800	750
12. Early help restructure ( <i>year 2 savings</i> )	950	
13. Lease of vacant properties to reduce intentionally homeless costs	100	
14. Savings following investment in foster carers allowances		tbc
15. Reduction in professional fees to support One Public Estate delivery	50	
16. Review of Economy project budgets	100	
17. Digital Infrastructure - 1 FTE Vacancy Freeze	45	-45
18. Facilities Management - associated services	40	
19. Reshaping communications offer	200	
20. Reduction in print facilities	tbc	
21. Reduction in corporate stationary requirements	100	
22. Licencing savings following reprocurement of ERP Solution	400	
23. Reduction in legal costs required for child protection cases	200	
24. HR service redesign	300	

25. Review of agency, mileage allowances & apprenticeship levy	500	
26. Home to school transport – increased internal fleet and greater taxi competition	500	
27. Improve school trading offer ( <i>year 2 savings</i> )	150	
28. Review Countryside Fees and Charges	20	
29. Community support for the mobile Household Waste Recycling Sites (HWRS)	50	
30. Restructure of waste budgets	128	
31. Restructure of Electricity Budget	190	
32. Development of battery storage site	100	
33. Charge for monitoring travel plans	50	
34. Finance service redesign following implementation of ERP		250
35. Asset & Estates holding of staffing changes	96	-66
36. Reduction in business rates payable on corporate estate	100	
37. Increased income from copy certificates for registrars services	150	
38. Review of Partnerships & Communities Team	70	
39. Use of one off funding to support highways and transport priorities	500	
40. Concessionary fares (buses, ENCTS) – reduced demand	400	
41. Reduce graffiti contributions to Town and Parish Councils	50	
42. On street parking ( <i>year 2 from earlier decision</i> )	76	75
<b>Overall Total</b>	<b>15,533</b>	<b>5,789</b>

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## **Performance and Finance Scrutiny Committee**

**3 December 2020**

### **Rejected Call-in – Award of Contract: Enabling works Horsham Enterprise Park**

#### **Report by Director of Law and Assurance**

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### **Summary**

A call-in request relating to proposals for the enabling works for the Horsham Enterprise Park ([link to decision](#)) has been considered and rejected by the Director of Law and Assurance in his role as Monitoring Officer. As set out in the Constitution, the reasons for any call-in requests rejected by the Monitoring Officer are published in the papers for the next meeting of the relevant scrutiny committee.

### **Focus for scrutiny**

The Committee is asked to note the reasons for the rejection of the call-in request as set out below.

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## **1. Reasons for Rejection**

- 1.1 The Monitoring Officer confirms that the request for a call-in of the decision by the Executive Director Place Services in relation to enabling works for the Horsham Enterprise Park has been rejected.
- 1.2 The call-in request was made on the grounds that new information has come to light since the issue was scrutinised by the Committee in January 2020.

## **2. Monitoring Officer's Assessment**

- 2.1 The call-in request is considered by reference to the factors set out in Standing Order 8.32, the pre-conditions for the request set out in Standing Order 8.29-31 having been met. Those factors are:
  - The matter has previously been considered by the scrutiny committee
  - New information has come to light since such consideration
  - It is a matter the committee would be expected to consider
  - A delay to the decision would likely significantly damage the interests of the Council.

In relation to these factors the position or conclusion I adopt is:

- 2.2 **The matter has been previously considered by a scrutiny committee:**

- 2.2.1 The matter has previously been considered by the relevant scrutiny committee as indicated in the request. The commitment to the expenditure on the enabling works for the development was approved by the Cabinet Member for Finance after scrutiny by Performance and Finance Scrutiny Committee in January 2020. The proposed officer key decision is simply implementing that decision.
- 2.2.2 It is notable for the purpose of this request that the commitments scrutinised by the committee in January included entering a development agreement through the procurement of a development partner and plans for enabling works and the allocation of capital funds for that purpose. The committee gave the project and these next steps careful consideration. This led to the project proceeding and for a complex procurement process to be set in motion. This has proceeded through the subsequent ten months.
- 2.2.3 The current proposed officer decision is simply to implement the decision previously committed and to facilitate the project endorsed by the earlier decision. The proposal for these works has therefore been known since that earlier decision was taken and has accordingly been in the Forward Plan and therefore on notice to all members and to the public and available for preview through scrutiny.

### **2.3 New information has come to light:**

- 2.3.1 The question of whether new information has come to light since that scrutiny in January is central to the call-in request. For the purpose of this request the information said to be new and relevant to the decision needs to be examined.
- 2.3.2 It is suggested that the property market, commercial and residential, has changed and that the country is in recession. This is not contested but those changes have been taking effect for several months and the country went into recession some time ago and well before this proposed decision was issued.
- 2.3.3 It may be the case that the way in which residents work and live will be changed by the impact of the pandemic but it is less clear how those general changes are said to have direct relevance to the decision under consideration. That is not therefore an aspect of new information that appears to have a direct bearing on the decision.
- 2.3.4 The same conclusion must be reached in reference to the reference to changes to the housing requirements of the district council. The County Council's project has been prepared by reference to the district's local plan and received planning permission in that context. The scheme's housing provision has already therefore been settled. Whilst the council's local plan housing requirements may change in future, this will not have an impact on this project and cannot have a bearing on its planning consent. This reference does not therefore amount to relevant new information pertinent to the decision subject to this request.

2.3.5 It may well be the case that the economic landscape of the county and the country has changed over the last few months but the issue of whether this decision requires additional scrutiny should be as a result of new information affecting it in a direct or material way. The new information must have more direct bearing on the specific decision. Those making the request are of the view that these significant changes to economic circumstances and the local economy are relevant to the County Council's plans for the site and have a bearing on the implementation of the decision taken by the Cabinet Member in January. The request appears therefore to be to seek a broader scrutiny of the overall scheme and the economic assessments driving it.

## **2.4 It is a matter the committee would be expected to scrutinise:**

2.4.1 On the question of whether this is a matter the committee would expect to scrutinise the position is that it has previously done so. It has expressed a strong interest in the subject of the Council's investment and development plans. It is a matter of general public interest, affects a significant site of keen local interest and with important economic implications for the area, affecting a wide number of residents across the district and with wider economic implications for the County. It is therefore a matter the committee would have expected to continue to scrutinise. The specific proposal is however limited to the procurement of enabling works which has previously been scrutinised.

## **2.5 A delay to the decision would likely significantly damage the interests of the Council:**

- 2.5.1 I have taken advice on the progress and status of the procurement process and the related development negotiations in order to consider the impact of any delay to a decision. I have already noted that the decision has been planned and expected since the original cabinet member decision in January and it has been in the Forward Plan for the required period to ensure that members and the public are able to consider it in advance and seek preview scrutiny if so advised. That is the purpose of the Forward Plan.
- 2.5.2 All of the additional information referred to in the call-in request was known about or was becoming clear during that period and whilst the proposal was in the Forward Plan of key decisions. It is therefore a concern that the request for scrutiny has arisen only on the emergence of the detailed decision report.
- 2.5.3 In relation to the possible impact on the interests of the Council the position is that the decision forms a critical stage in a long running procurement exercise which itself sits within a tightly drawn development programme if the Council's scheme objectives are to be realised. The letting of the contract is planned to lead to work commencing on site on 23rd November for which the contractor is already mobilising. That start date would in turn lead to the handing over of the site to the selected developer in March 2021. It is the case that a call-in meeting would inevitably cause delay to that timetable.
- 2.5.4 The discussions with potential bidders for the development partner have been long running and were in place at the time of the earlier scrutiny. Understandably they are complex and finely balanced. They too are working within the long-established timetable and they will be preparing cashflow

analyses based on the enabling work plans. Those arrangements would also be disrupted by a delay to the enabling works start date.

- 2.5.5 As part of the dialogue with potential development partners detailed briefings on ground conditions, infrastructure and the enabling works are already fixed to meet the deadlines for the submission of complex and long developed bids within the procurement exercise. That dialogue and critical timetable would be disrupted by a delay due to a call-in debate.
- 2.5.6 The final element of the complex project planning is the discussion with potential pre-let occupiers of the developed site. Those sensitive and complex discussion have been running for some time. The commercial considerations and financial and property planning by such organisations are at a critical stage and those discussions may be adversely affected by any delay caused by a call-in.

### **3. Conclusion**

- 3.1 Taking all these considerations carefully into account in accordance with the factors listed in Standing Orders the conclusion I must reach is that the delay caused by granting this call-in request would be likely to cause significant damage to the interests of the Council. It would cause late disruption to a long-planned procurement exercise. It would also delay works by a contractor for which mobilisation has been undertaken. It would also disrupt very sensitive and critical negotiations with potential investors in the site which inform their complex commercial plans.
- 3.2 Whilst the issues of new information are, to an extent, valid and relevant they have arisen over a significant period since the economic impacts of the pandemic began to be experienced earlier in the year and they do not justify their presentation as information to justify a delay in the implementation of this decision so late in the process. There will have been opportunities to call for scrutiny of the overall Horsham Enterprise Scheme at any stage since the emergence of these economic impacts and, more specifically, since the inclusion of this proposal in the Forward Plan. This particular plan for enabling works and the associated investment has been expected since the commitments made after scrutiny in January 2020.
- 3.3 For the above reasons and consideration of the relevant factors the call-in request is declined.

#### **Tony Kershaw**

Director of Law and Assurance

#### **Contact Officer**

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

#### **Background papers**

None

## Performance and Finance Scrutiny Committee Work Programme

**December 2020 – March 2021**

<b>Topic</b>	<b>Corporate or Service priority</b>	<b>Performance, outcome or budget</b>	<b>Timing</b>
<b>West Sussex Reset Plan</b> <ul style="list-style-type: none"> <li>To consider the expectations and principles which should drive scrutiny of corporate performance and how scrutiny committees can be supported in that task.</li> </ul>	Corporate	Outcomes	December 2020
<b>West Sussex Reset Plan</b> <ul style="list-style-type: none"> <li>Final Plan to be considered alongside budget</li> </ul>	Corporate	Outcomes	January 2021
<b>2021/22 Budget</b> <ul style="list-style-type: none"> <li>Draft Budget - scrutiny of the draft budget including, Treasury Management and Capital Strategies to meet priorities and implications of budget reductions and saving requirements. To be linked to the reset of Council priorities.</li> </ul>	Corporate	Budget	January 2021
<b>Total Performance Monitor</b> <ul style="list-style-type: none"> <li>Performance, risk and budget monitoring: Ongoing strategic monitoring of finance, performance, workforce and risk.</li> </ul>	Corporate	Performance and Budget	Q2 December 2020 Q3 March 2021
<b>Capital Programme</b> <ul style="list-style-type: none"> <li>Quarterly monitoring of the capital programme and specific proposals for priority schemes relevant to the Committee's responsibilities</li> </ul>	Corporate	Budget	Q2 December 2020 Q3 March 2021
<b>Horsham Enterprise Park</b> <ul style="list-style-type: none"> <li>To preview the Business Case in relation to the project ahead of the Development Partner being appointed.</li> </ul>	Service	Budget	February 2021
<b>Property Joint Venture and Development Projects</b> <ul style="list-style-type: none"> <li>To preview the principles of the partnership including how the financial arrangements are</li> </ul>	Service	Budget	March 2021

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
<p>managed/determined, the governance arrangements to ensure transparent and accountable decision-making and monitoring, how it is decided what projects are included within the JV and the cost/benefit analysis.</p> <p>The Committee may scrutinise individual projects as they arise.</p>			TBC
<p><b>Economic Reset Plan</b></p> <ul style="list-style-type: none"> <li>Final version of the Plan presented to November Cabinet, shared virtually with the Committee in November 2020.</li> <li>Resetting the economy considered a key priority for the Council therefore BPG requested an item be brought to committee in March. To scrutinise the progress in implementing the Plan.</li> </ul>	Corporate	Performance and budget	March 2021
<p><b>Growth Deals</b></p> <ul style="list-style-type: none"> <li>To scrutinise the Growth Deal Programme in terms of an update on the progress of the programme and outcomes achieved.</li> </ul>	Corporate	Performance and budget	March 2021
<p><b>Capita Performance</b></p> <ul style="list-style-type: none"> <li>Change of focus due to work being undertaken to plan for the end of the Capita contract in Sept 2022. Scrutiny TFG established - Recommissioning of contract for support services. Meetings to take place between Sept 2020 and Feb 2021. IT Outsource element of the contract to report direct to Cabinet Member in November 2020 (response to recommendations to be reported to Dec PFSC). Support Services Outsource to report in February/March 2021.</li> </ul>	Corporate	Budget	Sept 2020 to February 2021
<p><b>Scrutiny Oversight and Work Programme</b></p> <ul style="list-style-type: none"> <li>PFSC's overview of the scrutiny function, best practice and development needs of members. The annual scrutiny work programme prior to County Council approval.</li> <li>The Committee is monitoring implementation of recommendations agreed as part of the 2019 Scrutiny Review and will consider any</li> </ul>	Corporate	Scrutiny performance and outcomes	Ongoing



Topic	Corporate or Service priority	Performance, outcome or budget	Timing
outcomes of the Good Governance project relating to the scrutiny function			
<b>Business Planning Group</b>			
<b>12 November 2020 PFSC Project Day</b> <b>Outcome</b> – agreed to be used for an All Member session on the Reset Plan.	Corporate	Performance	Nov 2020
<b>Informal Briefing Sessions</b> <b>Proposal</b> – to hold an informal session to brief Members of the Committee on scrutiny role in performance management. To be re-considered following debate at December PFSC meeting. <b>Proposal</b> – to hold an informal session at the end of the March committee meeting to reflect on how scrutiny has worked in the past year and to identify any scrutiny priorities to be included in the committee's work programme for 2021/22.	Corporate	Performance	January 2021 TBC  March 2021
<b>Multi-disciplinary Consultant (MDC)</b> <ul style="list-style-type: none"> <li>To scrutinise the effectiveness of the MDC, in its support to projects within the Capital Programme.</li> </ul> <b>Outcome</b> – BPG satisfied with performance of the MDC, scrutiny not required at formal committee. Presentation shared virtually with committee in November 2020 for information and any questions.	Service	Performance	BPG Nov 2020
<b>Asset Strategy</b> Scrutiny of the progress and actions taken since the Asset Strategy was agreed and any amendments required due to changing work practices resulting from the Covid-19 <b>Outcome</b> – BPG agreed to carry forward this item to the 2021/22 work programme as not a priority for March meeting.	Corporate	Budget	TBC 2021-22
<b>Treasury Management</b> Scrutiny of the mid-year report 2020/21. PFSC is responsible for this as part of Treasury	Corporate	Budget	Virtually in

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
<p>Management Regulations for wider member review.</p> <p><b>Outcome</b> – mid-year report shared virtually in November 2020 with the Committee for comment and approval. No breaches recorded to end of September 2020.</p>			November 2020

# Extract of the Forward Plan of Key Decisions – published 13 November 2020

Page No	Decision Maker	Subject Matter	Date
 <b>A Prosperous Place</b>			
	Executive Director Place Services	Endorsement of Design Fees for Burgess Hill Stations and Western Gateway Improvements	November 2020
	Executive Director Place Services	Award of Contract: Crawley Growth Programme Eastern Gateway Scheme	December 2020
	Executive Director Place Services	Award of Contract: Crawley Growth Programme Manor Royal Scheme	December 2020
	Executive Director Place Services	Award of Contract Partial Demolition Crawley County Buildings	December 2020
 <b>A Strong, Safe and Sustainable Place</b>			
	Cabinet Member for Economy and Corporate Resources	Procurement of an Occupational Health Service Contract	November 2020
 <b>A Council that works for the Community</b>			
	Cabinet Member for Finance, Leader	Total Performance Monitor (Rolling Entry)	Between April 2020 and March 2021
	Cabinet Member for Finance	Property Review (Rolling Entry)	Between April 2020 and March 2021
	Cabinet	Endorsement: West Sussex County Council Economy Reset Plan 2020-2024	November 2020
	Cabinet Member for Economy and Corporate Resources	Procurement: Concession Contract SmartHubs Work Package 8	November 2020
	Cabinet	West Sussex Plan Re-set	November 2020
	Cabinet Member for Economy and Corporate Resources	Insourcing Information Technology from the Information Technology Outsource contract	December 2020
	Cabinet Member for Economy and Corporate Resources	Procurement: Construction Framework Arrangement	December 2020

## A Prosperous Place

### Executive Director Place Services

<b>Endorsement of Design Fees for Burgess Hill Stations and Western Gateway Improvements</b>	
<p>The Mid Sussex Growth Deal identifies a set of priorities for economic growth in Burgess Hill including the Burgess Hill Place and Connectivity Programme, comprising a package of projects aimed at creating safe, direct and attractive walking and cycling routes and high-quality public spaces to encourage people to choose to walk, cycle and use public transport, delivered in partnership with Mid Sussex District Council.</p> <p>In March 2019 the Leader approved the Burgess Hill Place and Connectivity Programme <a href="#">LDR09</a> (18.19) and following approval of the business case by the Coast to Capital Local Enterprise Partnership, delegated authority is given to Executive Director of Place Services to progress the projects.</p> <p>Subsequent to completion of Preliminary Design and Public Engagement in June 2020, the Burgess Hill Stations and Western Gateway projects are to progress to detailed design with combined design and project management fees of £619k requiring a Key Decision.</p> <p>The Executive Director Place Services will be asked to agree the Detailed Design and Project Management fees of £619k for the Burgess Hill Stations and Western Gateway project using the current Burgess Hill Place and Connectivity Programme capital programme allocation.</p>	
<b>Decision by</b>	- Executive Director Place Services
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added</b>	1 October 2020
<b>Month</b>	November 2020
<b>Consultation/ Representations</b>	<p>Burgess Hill Growth Board, Burgess Hill Members Steering Group, Burgess Hill Place and Connectivity Programme Public Engagement</p> <p>Representation can be made via the officer contact in the month prior to that in which the decision will be taken.</p>
<b>Background Documents</b> (via website)	
<b>Author</b>	Paul Jackson-Cole Tel: 033 022 25445
<b>Contact</b>	Suzannah Hill tel. 033 022 22551

### Executive Director Place Services

**Award of Contract: Crawley Growth Programme Eastern Gateway Scheme**

In August 2017 the Leader approved the Crawley Growth Programme [LDR04 17.18](#) and following approval of the business case by the Coast to Capital Local Enterprise Partnership, delegated authority to the (then entitled) Executive Director Economy, Infrastructure and Environment to progress the projects.

The £8.35m Eastern Gateway scheme is a key project within the growth programme and seeks to improve connectivity between the town and key development sites in the vicinity of the proposals including the Town Hall, County Buildings, Crawley College and Telford Place. In February 2019, the Executive Director approved the commencement of the tender process to secure a design and build Contractor through the WSCC Highways Design and Build framework. The design contract (stage 1) was awarded to Volker Fitzpatrick.

The Executive Place Services will now be asked to award the construction phase of the contract and endorse the final budget allocation not exceeding £8.35m. The budget is from within the Crawley Growth Programme total allocations.

<b>Decision by</b>	Lee Harris - Executive Director Place Services
<b>West Sussex Plan priority</b>	Prosperous Place
<b>Date added</b>	23 April 2020
<b>Month</b>	December 2020
<b>Consultation/ Representations</b>	Community engagement and online feedback opportunities were undertaken May to July 2018. The Crawley Growth Board will be consulted on final designs.  Representation can be made via the officer contact prior to the month in which the decision is to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Marie Ovenden Tel: 033 022 23854
<b>Contact</b>	Suzannah Hill Tel: 033 022 22551

### Executive Director Place Services

#### **Award of Contract: Crawley Growth Programme Manor Royal Scheme**

In August 2017 the Leader approved the Crawley Growth Programme [LDR04 17.18](#) and following approval of the business case by the Coast to Capital Local Enterprise Partnership, delegated authority to the (then entitled) Executive Director Economy, Infrastructure and Environment to progress the projects. The Manor Royal Highways improvement scheme is comprised of two parts: Part 1- Manor Royal County Oak one-way scheme and London road junction improvements; Part 2 – provision of a Bus lane in the Manor Royal road.

The Executive Director Place Services will be asked to award the construction phase of the contract and endorse the final/total budget allocation to the highways improvement scheme. The total budget will not exceed £3.308m (bus lane, highways and bus lane extension). The budget is from within the Crawley Growth Programme total allocations.

<b>Decision by</b>	Lee Harris - Executive Director Place Services
<b>West Sussex Plan priority</b>	Prosperous Place
<b>Date added</b>	23 April 2020
<b>Month</b>	December 2020
<b>Consultation/ Representations</b>	A public engagement exercise ran for four weeks from 5 February 2019 to 5 March 2019. The Crawley Growth Board will be consulted on final designs.  Representation can be made via the officer contact prior to the month in which the decision is to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Marie Ovenden Tel: 033 022 23854
<b>Contact</b>	Suzannah Hill Tel: 033 022 22551

#### Executive Director Place Services

<b>Award of Contract Partial Demolition Crawley County Buildings</b>	
<p>In August 2017 the Leader approved the Crawley Growth Programme <a href="#">LDR04 17.18</a> and following approval of the business case by the West Sussex Local Enterprise Partnership, delegated authority to the Executive Director Economy, Infrastructure and Environment to progress the projects. Crawley County Buildings partial demolition is a key project within the growth programme.</p> <p>A full demolition was approved in July 2019. A change request was submitted March 2020 to reduce the full demolition to a partial demolition in order to mitigate costs associated with the abortive relocation of the Coroners Service into Bartons Primary School. A partial demolition of the County Buildings will prepare the site for prospective developers.</p> <p>The Executive Director Place Services will be asked to approve the award of contract to the preferred provider to deliver the demolition works.</p>	
<b>Decision by</b>	- Executive Director Place Services
<b>West Sussex Plan priority</b>	Prosperous Place
<b>Date added</b>	1 September 2020
<b>Month</b>	December 2020
<b>Consultation/ Representations</b>	Crawley Growth programme Growth board; Crawley OPE programme team; Current occupiers of Centenary House, Crawley.  Representation can be made via the officer contact in the month prior to that in which the decision is to be taken.

<b>Background Documents</b> (via website)	none
<b>Author</b>	Marie Ovenden Tel: 033 022 23854
<b>Contact</b>	Suzannah Hill Tel. 033 022 22551

## A Strong, Safe and Sustainable Place

### Cabinet Member for Economy and Corporate Resources

<b>Procurement of an Occupational Health Service Contract</b>	
<p>An occupational health service forms part of the Councils' overall people strategy ensuring that there are systems in place so that employees' health and wellbeing is well supported and managers can make informed decisions on the fitness of employees to work.</p> <p>The current contract for the provision of occupational health services, which started in October 2016, covers the corporate requirement and is also accessed by some schools and District and Borough councils in West Sussex.</p> <p>The contract is due to expire on 30 September 2021 and it is proposed that the Council commences a procurement process to identify and select a new provider from 01 October 2021 and beyond. The proposed contract length is 3yrs + 1yr + 1yr (total 5 years) with a total value of approximately £1.5m.</p>	
<b>Decision by</b>	Cllr Lanzer - Cabinet Member for Economy and Corporate Resources
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added</b>	26 October 2020
<b>Month</b>	November 2020
<b>Consultation/Representations</b>	Representation can be made via the officer contact in the month prior to that in which the decision is to be taken.
<b>Background Documents</b> (via website)	
<b>Author</b>	Colin Chadwick Tel: 033 022 23283
<b>Contact</b>	Suzannah Hill Tel. 033 022 22551

## A Council that works for the Community

### Cabinet Member for Finance, Leader

<b>Total Performance Monitor (Rolling Entry)</b>	
The Monitor details the Council's performance in relation to revenue and capital spending, savings, workforce projections, performance and risk by portfolio against the Cabinet's key priorities. The Leader and Cabinet Member for Finance will be recommended to approve the Total Performance Monitor and any items of financial and performance management within the Monitor.	
<b>Decision by</b>	Cllr Hunt - Cabinet Member for Finance, Cllr Marshall - Leader
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added</b>	1 April 2020
<b>Month</b>	Between April 2020 and March 2021
<b>Consultation/ Representations</b>	Representation can be made via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Fiona Morris Tel: 033 022 23811
<b>Contact</b>	Suzannah Hill 033 022 22551

#### **Cabinet Member for Finance**

<b>Property Review (Rolling Entry)</b>	
The County Council's Future West Sussex Plan set out its ambition to minimise the burden of local taxation, delivering the best outcomes for residents with the money it spends, whilst living within its means. In 2018 the County Council agreed to adopt an <a href="#">Asset Management Policy and Strategy</a> . An objective of the strategy is to acquire, manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities.	
<b>Decision by</b>	Cllr Hunt - Cabinet Member for Finance
<b>West Sussex Plan priority</b>	A Council that works for the Community
<b>Date added</b>	1 December 2007
<b>Month</b>	Between April 2020 and March 2021
<b>Consultation/ Representations</b>	Representations can be made via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Elaine Sanders Tel: 033 022 25605
<b>Contact</b>	Suzannah Hill: Tel. 030022 22551



## Cabinet

<b>Endorsement: West Sussex County Council Economy Reset Plan 2020-2024</b>	
<p>The County Council's <a href="#">Economic Growth Plan 2018-2023</a> sets out the Council's priorities and opportunities for economic growth in West Sussex. Work has progressed over the past two years and positive outcomes have been achieved. With the emergence of COVID-19 it has been agreed to 'reset' the Economic Growth Plan to provide the framework for the Council's response to the impact of the pandemic on the economy, businesses and residents. The economy reset will also inform the County Council's Corporate Plan Reset in due course. The Reset Plan will be delivered within existing budget allocations for the economy.</p> <p>Cabinet will be asked to endorse an update of the West Sussex Economic Growth Plan 2018-2023 as the 'Economy Reset Plan 2020 - 2024'.</p>	
<b>Decision by</b>	Cllr Marshall, Cllr N Jupp, Cllr Russell, Cllr Urquhart, Cllr Lanzer, Cllr A Jupp, Cllr Hunt, Cllr Crow - Cabinet
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added</b>	16 October 2020
<b>Month</b>	November 2020
<b>Consultation/Representations</b>	<p>Partner engagement August 2020. Performance and Finance Scrutiny Committee September 2020.</p> <p>Representation can be made in the month prior to that in which the decision is to be taken.</p>
<b>Background Documents</b> (via website)	none
<b>Author</b>	Carolyn Carr Tel: 033 022 23836
<b>Contact</b>	Suzannah Hill 033 022 22551

## Cabinet Member for Economy and Corporate Resources

<b>Procurement: Concession Contract SmartHubs Work Package 8</b>
<p>The SmartHubs Work Package 8 project forms part of the Innovate UK funded SmartHubs programme which will be delivered by a consortium and provide a range of energy solutions across West Sussex.</p> <p>The objective of SmartHubs work package 8 is to deliver 250 domestic solar PV &amp; battery systems (e.g. for social housing), 100 light commercial solar PV &amp; battery systems (e.g. for the Council, schools and potentially other public sector buildings) and 250 EV charge points across West Sussex. There will be no capital cost to the Council to deliver this project. The Council anticipates financial benefit from reduced electricity costs in the corporate estate.</p>

The Cabinet Member will be asked to endorse the procurement of a concession contract for a maximum 25-year period with a suitable provider and to delegate authority to the Director of Environment and Public Protection to award the contract and to agree lease terms with the successful provider allowing them access to County Council assets for the duration of the contract term.	
<b>Decision by</b>	Cllr Lanzer - Cabinet Member for Economy and Corporate Resources
<b>West Sussex Plan priority</b>	A Council that works for the Community
<b>Date added</b>	16 October 2020
<b>Month</b>	November 2020
<b>Consultation/ Representations</b>	Innovate UK manage the grant allocation and Connected Energy lead on the programme.  Representation can be made via the officer contact in the month prior to that in which the decision is due to be taken
<b>Background Documents</b> (via website)	none
<b>Author</b>	Steve Read Tel: 033 022 22654
<b>Contact</b>	Suzannah Hill 033 022 22551

## Cabinet

West Sussex Plan Re-set	
<p>Cabinet will be asked to recommend the approval of the new West Sussex Plan by the County Council in December 2020. The Plan will re-set the County Council's priorities and outcomes for the year from April 2021.</p> <p>The Plan will build on the <a href="#">framework</a> approved by the County Council in July 2020 which identified the main priorities around which the plan will be built and the principles which will drive its development. It will capture existing activities of the County Council and those delivered with its partners as well as identifying those ambitions and outcomes which will be new. It will map the timetable for delivering these activities and describe the measures on which to judge the County Council's performance in achieving them. It will show how the activities are to be funded and managed within budgetary requirements whilst striving to deliver outcomes that are ambitious, realistic and achievable, particularly within the context of continued uncertainty, challenges and pressures associated with the local and national impact of the global pandemic.</p>	
<b>Decision by</b>	Cllr Urquhart, Cllr Russell, Cllr N Jupp, Cllr Marshall, Cllr Elkins, Cllr Crow, Cllr Lanzer, Cllr A Jupp, Cllr Hunt - Cabinet
<b>West Sussex Plan priority</b>	A council that works for the community

<b>Date added</b>	8 October 2020
<b>Month</b>	November 2020
<b>Consultation/Representations</b>	All Members at a member day All partners All staff through workshops.  Representations concerning this proposed decision can be made to the Cabinet via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Becky Shaw
<b>Contact</b>	Natalie Jones-Punch Tel: 033 022 25098

### Cabinet Member for Economy and Corporate Resources

<b>Insourcing Information Technology from the Information Technology Outsource contract</b>	
<p>It is proposed to insource and recommission through new contracts the services currently provided by Capita through Outsource contract ("ITO"). The current contract concludes at the end of September 2022 and the early work on options indicates benefit to the council by moving to a new provision model at an earlier date. The proposed approach will better support the delivery of council services and the ability to transform its services to provide a modern, responsive, and flexible digital, data and technology service. In addition, it is anticipated the new model will be delivered in a reduced cost envelope delivering a £750k per annum financial benefit.</p> <p>The intention will be for a phased insource, with the objective of procurement activity commencing in late 2020, and the transition of services concluding by summer 2021. A decision report will be prepared to detail the services to be recommissioned and the services to be provided in house and outline the process and timelines of the recommended options.</p> <p>The Cabinet Member for Economy and Corporate Resources will be asked to endorse the proposed in-sourcing arrangements.</p>	
<b>Decision by</b>	Cllr Lanzer - Cabinet Member for Economy and Corporate Resources
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added</b>	13 November 2020
<b>Month</b>	December 2020
<b>Consultation/Representations</b>	Cabinet Member for Finance; Recommissioning of Contract for Support Services Task and Finish Group 16 November 2020.  Representation can be made via the officer contact in the month prior to that in which the decision is to be taken.

<b>Background Documents</b> (via website)	None
<b>Author</b>	Stewart Laird Tel: 033022 25310
<b>Contact</b>	Suzannah Hill - Tel: 033022 22551

### Cabinet Member for Economy and Corporate Resources

<b>Procurement: Construction Framework Arrangement</b>	
<p>The County Council carries out repair, maintenance and refurbishment work throughout the corporate estate, a construction framework arrangement is required to deliver work around and within the County Council buildings. This will include repairs and refurbishment as well as new build requirements where needed. It will enable the County Council to place works orders with a variety of qualified contractors to deliver works that fall outside of the current maintenance contract.</p> <p>The anticipated spend through the new Framework is approximately £48m over a maximum term of 4 years. The value of the Framework is greater than £4,733,252 ex VAT so, in order to comply with the requirements of EU/UK law (the Public Contract Regulations 2015) and the County Council's Standing Orders on Procurement and Contracts, an OJEU procurement must be run to establish a new Framework Agreement.</p> <p>The Cabinet Member will be asked to agree to the commencement of a procurement process to begin in September 2020, contract to be awarded in January 2021 and commence on 1 February 2021 and to delegate to the Director of Property and Assets, the authority to award contract/contracts. Further forward plan entries and decision reports will be published as appropriate.</p>	
<b>Decision by</b>	Cllr Lanzer - Cabinet Member for Economy and Corporate Resources
<b>West Sussex Plan priority</b>	A Council that works for the Community
<b>Date added</b>	24 January 2020
<b>Month</b>	December 2020
<b>Consultation/Representations</b>	<p>Internal and external stakeholders, the incumbent supplier and market suppliers.</p> <p>Representation concerning this proposed decision can be made via the officer contact prior to the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Stephen Allan Tel: 033 022 25192
<b>Contact</b>	Suzannah Hill Tel: 033 022 22551