

Public Document Pack

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3 March 2021

Performance and Finance Scrutiny Committee

A virtual meeting of the Committee will be held at **10.30 am** on **Thursday, 11 March 2021**.

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

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

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

Tony Kershaw

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Agenda

Part I

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. **Part I Minutes of the last meeting of the Committee**
(Pages 5 - 8)

The Committee is asked to agree the Part I minutes of the meeting held on 22 February 2021 (cream paper).

10.35 am 3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, 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.

4. **Part II matters**

Members are asked to indicate at this stage if they wish the meeting to consider bringing into Part I any items on the Part II agenda.

10.40 am 5. **Responses to Recommendations** (Pages 9 - 10)

The Committee is asked to note the response from the Executive Director of Place Services to recommendations made at the February meeting regarding the Award of Contract: Horsham Enterprise Park Delivery Partner decision.

10.45 am 6. **Quarterly Performance Monitor (QPM) as at end of December 2020** (Pages 11 - 104)

A report by the Director of Finance and Support Services, setting out the Quarter 3 finance and performance position as at the end of December 2020.

The Committee is asked to examine the data and supporting commentary for the QPM report and make any relevant recommendations for action to the Cabinet Member or relevant Scrutiny Committee.

11.45 am 7. **Capital Programme Quarter 3 Performance Monitor Report** (Pages 105 - 124)

A report by the Director of Property and Assets setting out the quarter 3 performance of the Capital Programme as at end of December 2020.

The Committee is asked to review, comment on, and make any relevant recommendations for action to the Cabinet Member for Finance.

12.15 pm 8. **Requests for Call-in**

There have been no requests for call-in to the scrutiny committee within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

12.20 pm 9. **Work Programme Planning and possible items for future scrutiny** (Pages 125 - 136)

The Committee is asked to review its work programme which identifies the priorities to be taken forwards into the next Council year. The work programme attached reflects the outcome of discussions at the committee's Business Planning Group meeting on 1 March 2021.

The Committee is asked to review the extract of the Forward Plan of Key Decisions (Appendix A) and mention any items

believed to be of relevance to the business of the scrutiny committee. An update of any relevant changes to the Forward Plan will be tabled ahead of the meeting.

If any member puts forward such an item, 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.

10. **Date of Next Meeting**

The next meeting of the Committee will be held on 5 July 2021 at 10.30am. Probable agenda items include:

- Election of the Chairman and Vice-Chairman
- Terms of Reference
- Business Planning Group membership
- Quarterly Performance Monitor Q4 2020/21 Report
- Capital Programme Quarter 4 2020/21 Performance Monitor Report

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 23 June 2021.

30 minute break for lunch approx. 12.30pm - 1.00pm

1.00 pm 11. **Award of Contract: Joint Venture Partnership for County Council Property Development** (Pages 137 - 148)

A report by the Director of Property and Assets regarding the proposal to award the contract for the Joint Venture Partnership for County Council property development.

The Committee is asked to review the draft decision report attached as Annexes A and B and make any comments to the Executive Director for Place Services ahead of the decision being taken.

Part II

1.30 pm 12. **Exclusion of Press and Public**

The Committee is asked to consider in respect of the following item whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Part I of Schedule 12A of the Local Government Act 1972, as indicated below, and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

Exempt: paragraph 3, Financial or business affairs of any person (including the authority).

13. **Part II Annex B - Award of Contract: Joint Venture Partnership for County Council Property Development**
(Pages 149 - 170)

Annex B is included for Members of the Committee only (gold paper).

- 3.00 pm 14. **Part II Minutes of the last meeting of the Committee**
(Pages 171 - 172)

The Committee is asked to agree the Part II restricted minutes of the meeting held on 22 February 2021 (attached for Members of the Committee only, gold paper).

To all members of the Performance and Finance Scrutiny Committee

Performance and Finance Scrutiny Committee

22 February 2021 – At a meeting of the Performance and Finance Scrutiny Committee held at 10.30 am by virtual meeting with restricted public access.

Present: Cllr J Dennis (Chairman)

| | | |
|--------------------|-----------------|--------------|
| Cllr Montyn | Cllr M Jones | Cllr Sparkes |
| Cllr Barrett-Miles | Cllr Kitchen | Cllr Waight |
| Cllr Boram | Cllr Lea | Cllr Patel |
| Cllr Bradford | Cllr Smytherman | |

Apologies were received from Cllr Catchpole, Cllr Hillier, Cllr Turner and Cllr Walsh

Also in attendance: Cllr Hunt and Cllr Lanzer

Part I

106. Declarations of Interest

106.1 Cllr Kitchen declared a personal interest in relation to Horsham Enterprise Park as a Member of Horsham District Council and Chairman of that council's planning committee.

107. Minutes of the meeting on 3 December 2020

107.1 Resolved – That the Minutes of the meeting held on 3 December 2020 be approved as a correct record and that they be signed by the Chairman.

108. Part I Minutes of the meeting on 20 January 2021

108.1 Resolved – That the Part I Minutes of the last meeting held on 20 January 2021 be approved as a correct record and that they be signed by the Chairman.

109. Part II Minutes of the meeting on 20 January 2021

109.1 Resolved – That the Part II Restricted Minutes of the last meeting held on 20 January 2021 be approved as a correct record and that they be signed by the Chairman.

110. Part II matters

110.1 Members commented that some of the information in the Horsham Enterprise Report restricted Annex A was already in the public domain. The Chairman explained that the financial sensitivities of the discussion on the item need to be in Part II, and agreed that the Committee's recommendations be published in Part I for transparency.

111. Response to Recommendations

111.1 Resolved – That the Committee notes the response from the Cabinet Member for Finance regarding the Committee's recommendations concerning the Broadbridge Heath Regeneration Scheme.

112. Possible Items for Future Scrutiny

112.1 The Committee considered the extract of the Forward Plan of Key Decisions. No additional items or decisions were identified for addition to the committee's work programme.

113. Date of Next Meeting

113.1 The Committee notes its next meeting will take place on 11 March 2021 at 10.30am by virtual meeting.

114. Award of Contract: Horsham Enterprise Park Delivery Partner

114.1 The Committee considered the report by the Director of Property and Assets which outlines the proposal to appoint the development partner for the Horsham Enterprise Park (HEP) project (copy appended to the signed minutes).

114.2 The Director of Property and Assets outlined the key aspects of the scheme and noted the aim of the project is to create jobs in the Horsham area, enhance the local economy, to secure a financial return for the council, and to retain an interest in the site until complete to ensure it is developed in line with the council's requirements.

114.3 The Committee made comments on the HEP project including those that follow. It:

- Commented that as much information as is legally possible should be included in the public papers to aid transparency for the public.
- Sought clarification of the costs for the project in the current year, as detailed in the Budget 2021/22 papers, and the total cost to the end of the project term. *The HEP Programme Manager confirmed the difference in figures was due to minor slippage in the timing of enabling works and the associated spend, and confirmed the project will still complete within its estimated total costs.*
- Highlighted the importance of the project achieving value for money, bringing future returns, and control being retained by the council to ensure development in line with our requirements.
- Queried the impact on the scheme of the prevailing economic circumstances due to Covid. *The Cabinet Member for Economy and Corporate Resources stated there has been a strong level of commercial interest in the site.*
- Queried how the capital return is described in the papers as contractual and therefore guaranteed or partly conditional on future events. *The Cabinet Member for Finance confirmed the figure contains both contractual and anticipated returns. This investment will provide a capital return for the council which is valuable for future budget planning.*

- Welcomed the progression with this development moving to the next stage, and supported the aims of creating employment and enterprise opportunities in the Horsham area.

In order to consider restricted Annex A, the public and press were excluded from the meeting under Part I of Schedule 12A of the Local Government Act 1972, paragraph 3 Financial or business affairs. The public meeting was closed at 11.07am and the Committee entered private Part II discussion until 12.29pm. The Part I public summary of the Part II restricted discussion is as follows. It:

- Asked questions on the projected outcomes of the project, the procurement process, and progress monitoring.
- Provided comment on the financial and risk information provided.
- Broadly supported the progress of the project.
- Asked that as much information as possible be included in the public account of the decision.

114.7 Resolved – That the Committee:

- 1) Welcome the progress of the scheme and it moving to the next phase by the award of the contract for the development partner;
- 2) Welcome the intention for the scheme's progress being included in quarterly capital programme monitoring report, and request that it include scheme milestones;
- 3) Request that the calculation of costs be clarified to include the full timescale of the project to 2025/26;
- 4) Ask that the report should differentiate between the capital receipts which are contractually guaranteed and those that are conditional;
- 5) Suggest that the presentation of the project risks should include reference to sensitivity analysis for the scheme; and
- 6) Request that information be included in public papers where legally possible to aid transparency.

The meeting ended at 12.29 pm

Chairman

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25 February 2021

Joy Dennis – Chairman
Performance and Finance Scrutiny
Committee
SENT VIA E-MAIL

Dear Joy,

Thank you for your letter dated the 22nd February 2021. I am grateful for the support of the Performance and Finance Scrutiny Committee (PFSC) in taking this important project forward that will deliver the regeneration of a significant site in Horsham.

I set out below my response to the issues PFSC raised for consideration:

- 1) Welcomed the progress of the scheme and it moving to the next phase by the award of the contract for the development partner;

I am grateful for this support.

- 2) Welcomed the intention for the scheme's progress being included in the quarterly capital programme monitoring report, and requested that it include scheme milestones;

The capital programme monitoring report is provided on a quarterly basis for consideration by the Committee. Key programme milestones will be agreed with the delivery partner and progress will be monitored against these.

- 3) Requested that the calculation of costs be clarified to include the full timescale of the project to 2025/26

I can confirm that WSCC capital and revenue costs post financial year 2023/24 are zero. This has been made clear in an explanatory note in the Decision Report.

- 4) Asked that the report should differentiate between the capital receipts which are contractually guaranteed and those that are conditional;

This issue has now been made clearer in the Decision Report. Residential payments are guaranteed contractual amounts; commercial payments are dependent on the financial outturn of each commercial phase and are indicated as 'estimates' in the Decision Report.

- 5) Suggested that the presentation of the project risks should include reference to sensitivity analysis for the scheme;

Sensitivity analysis has been covered in Appendix 4 with three Net Present Value calculations based on nominal, 3.5% discount rate (HM Treasury basis), and a 6.25% discount rate. We included the sensitivity analysis on the discount rate and report makes it clear the return on the commercial element will be confirmed as the project progresses

- 6) Requested that information be included in public papers where legally possible to aid transparency.

We have reviewed the content of the report as I think the reference at the Committee was primarily to the financial table. We consider the financial information is commercial in confidence. However, we will ensure that the name of the contractor, will be made public.

I hope the above adequately responds to the points raised. However should you have any further queries please do not hesitate to contact me.

Yours sincerely,

Lee Harris

Executive Director of Place Services

Report to Performance and Finance Scrutiny Committee

11 March 2021

End of December 2020 (Quarter 3) Quarterly Performance Monitor – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

The Quarterly Performance Monitor (QPM) 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 QPM report attached reflects the position as at the end of December 2020 and includes an update on the high-level implications of the Covid-19 pandemic on the County Council. The estimated cost of the pandemic is in the region of £83.8m which is likely to vary due to changing resource requirements. To the end of December £45.9m of non-ring fenced grants have been received from Government towards the costs associated with the virus. Other specific grants have also been received, as shown in graph 1 in the attached Annex document.

Overall, the forecast year-end revenue position, as at the end of December 2020, is a projected £0.296m underspend which is a decrease of £5.776m from the overspend reported at the end of September.

Of the 47 performance measures, 66% of measures are reporting as 'green', 21% as 'amber' and 13% as 'red'.

The QPM includes an update of the Children First and Fire and Rescue Improvement Plans which continue 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 QPM (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 or Risk Register;
- 5) Using all the information presented the Committee is asked to identify any issues needing further scrutiny relevant to the committee's portfolio area of responsibility;
- 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, or
 - b) Any issues for further scrutiny by one of the other scrutiny committees as appropriate.

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

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 - December 2020 |
| Appendix 1 | Revenue Budget Monitor and Useable Reserves as at end of Dec 2020 |
| Appendix 2 | Covid Grant Funding allocated to West Sussex County Council - as at January 2021 |
| Appendix 3 | Savings Monitor - as at Dec 2020 |
| Appendix 4 | Children First Improvement Plan Update - as at December 2020 |
| Appendix 5 | Fire Improvement Plan Update - as at December 2020 |
| Appendix 6 | Capital Programme Budget Monitor - as at December 2020 |
| Appendix 7 | Workforce Key Performance Indicators – as at December 2020 |
| Appendix 8 | Corporate Risk Register – as at February 2021 |

Background Papers

None

QUARTERLY PERFORMANCE MONITOR – DECEMBER 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 and Local Impact

1. Published figures from the Office for National Statistics (ONS) show that the UK economy shrank by 2.6% in November as England was placed in lockdown for a second time due to the Covid-19 pandemic. This decline in November came after six consecutive months of growth. Since this time, England, along with the other UK nations, have been placed into a third lockdown which has inevitably affected the West Sussex economy and the day to day lives of residents.
2. The UK government has secured a trade deal with the European Union, which took effect from the 1st January 2021. This has given business reassurance and guidance on the way it should trade with other European countries.
3. With regards to the Covid-19 pandemic, the County Council has so far received £45.9m of non ring-fenced grants from the Government towards the costs associated with the virus. In addition, many other specific grants have been announced and allocated to Local Government to help council's fund the cost of the pandemic. As the country is expected to remain in a national lockdown into the Spring, 2021/22 Covid-19 grants have started to be announced which will help Local Government plan how it will continue to support communities and the fight against the pandemic into the new financial year.
4. As previously reported, the Government is allowing councils to defer 2020/21 council tax and business rates deficits. Council's will now be able to repay deficits over the next three years instead of the usual one year. The estimated deficit for West Sussex in 2020/21 currently stands at £20m and this value of repayment is included within the Medium-Term Financial Plan for 2021/22 to 2023/24.
5. As at 23rd October, we estimated the cost associated with the pandemic in 2020/21 to be in the region of £83.8m (this figure excludes the estimated loss of business rates and council tax for 2020/21); however this figure is likely to vary due to the continuing change in resource requirements and the uncertainty of the length of the current national lockdown.
6. 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.

Financial Summary

7. The forecast outturn position for 2020/21 as at the end of December is projecting a **£0.296m underspend, a decrease of £5.776m against the £5.480m overspend reported at the end of September.** A £0.674m underspend is currently reported in relation to normal County Council service budgets and £0.378m 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 remaining £5.676m contingency which is held separately.
8. This decrease in the overall County Council's position of £5.776m since September is due to:
 - A reduction of £0.814m within normal County Council service pressures - as detailed in Table 1 below.
 - An increase of £26.950m on Covid-19 expenditure - as detailed in Table 2 below.
 - An increase of £31.912m in Covid-19 grants and other income towards the costs of the pandemic.
9. Table 1 and Table 2 detail the main changes in projections from September to December 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 September 2020 and December 2020

| Portfolio | Reason for movement between September and December 2020 | Change in Projection |
|--|---|----------------------|
| Non Covid-19 outturn projection reported as at 30th September 2020 | | £0.140m |
| Adults and Health | Staffing vacancies within the Blue Badge Service. | (£0.050m) |
| | In year underspending due to a reduction in customers and services to be transferred to specific reserve to fund anticipated future pent-up demand pressure (£1.0m) | (£0.000m) |
| Economy and Corporate Resources | Reduction in spend in relation to furniture and fittings, security and shredding, reactive cleaning, face to face training provision and other minor underspends | (£0.519m) |
| Education and Skills | Increase in home to school transportation costs and other minor variations | £0.183m |
| Environment | Increase in waste tonnage disposal costs and reduced projected planning income offset by a continued reduction in utility spend in County Council buildings | £0.008m |
| Finance | Additional income for rental of Tangmere Airfield (Covid-19 testing centre), delays in staffing recruitment and other minor variations | (£0.275m) |
| Fire and Rescue and Communities | Additional staffing costs | £0.100m |
| Highways and Infrastructure | Staffing vacancies held during service re-design and other minor variations | (£0.310m) |
| Leader | Restructuring costs | £0.081m |
| Non-Portfolio | Assumed reduction in service leasing expenditure | (£0.032m) |
| Total Non Covid-19 outturn projection as at 31st December 2020 | | (£0.674m) |

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

| Portfolio | Reason for movement between September and December | Change in Projection |
|--|--|----------------------|
| Covid-19 outturn projection reported as at 30th September 2020 | | £56.890m |
| Adults and Health | Continued updating of various spending plans and grant allocations including contain management outbreak funding, rapid testing and workforce capacity | £21.160m |
| Children and Young People | Minor variations | (£0.020m) |
| Economy and Corporate Resources | Minor variations | £0.040m |
| Education and Skills | Reduction in estimated transport provision following continued lockdown predictions | (£4.100m) |
| Environment | Additional waste transportation and disposal costs | £0.770m |
| Finance | Delayed procurement savings | £0.290m |
| Fire and Rescue and Communities | Increase in spending projection following announcement of the Winter Support Grant and other minor variations | £1.730m |
| Highways and Infrastructure | Increase in projected loss of income due to national lockdown periods, estimated spend of Emergency Travel Grant and other minor variations | £1.050m |
| Non-Portfolio | Additional cost of capital projects and other minor variations | £6.030m |
| Total Covid-19 outturn projection as at 31st December 2020 | | £83.840m |

Table 3: Summary of Overall Financial Outturn Position

| Portfolio | Projected Portfolio Variation (excluding Covid-19) | Projected Covid-19 Spend & Income Loss by Portfolio | Projected Outturn Variation |
|------------------------------------|--|---|-----------------------------|
| Adults and Health | (£0.050m) | £50.830m | £50.780m |
| Children and Young People | £0.500m | £4.670m | £5.170m |
| Economy and Corporate Resources | (£1.595m) | £3.860m | £2.265m |
| Education and Skills | £0.510m | £2.480m | £2.990m |
| Environment | £0.520m | £0.990m | £1.510m |
| Finance | £0.054m | £0.600m | £0.654m |
| Fire and Rescue and Communities | (£0.050m) | £4.890m | £4.840m |
| Highways and Infrastructure | (£0.410m) | £4.090m | £3.680m |
| Leader | (£0.050m) | £0.000m | (£0.050m) |
| Non-Portfolio | (£0.103m) | £11.430m | £11.327m |
| Total Projected Expenditure | (£0.674m) | £83.840m | £83.166m |

| Income Allocations | Allocation | Outturn Variation |
|--|-------------------|-------------------|
| Covid-19 Central Government non ring-fenced grant | (£45.853m) | (£45.853m) |
| Other Covid-19 specific grants including: Contained Outbreak Management Fund, Track and Trace, Rapid Test and Trace, Workforce Capacity Grant, Emergency Food Grant, Winter Support Grant, Clinically Extremely Vulnerable, Home to School Transport, Bus Support Services, Travel Demand Management and Wellbeing for Education | (£22.551m) | (£22.551m) |
| Grant allocations expected/ awaiting final determinations – Additional Contained Outbreak Management Fund for January – March 2021 | (£11.286m) | (£11.286m) |
| 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 including Clinical Commissioning Group (CCG) contribution | (£1.072m) | (£1.072m) |
| Total Projected Income | (£83.462m) | (£83.462m) |

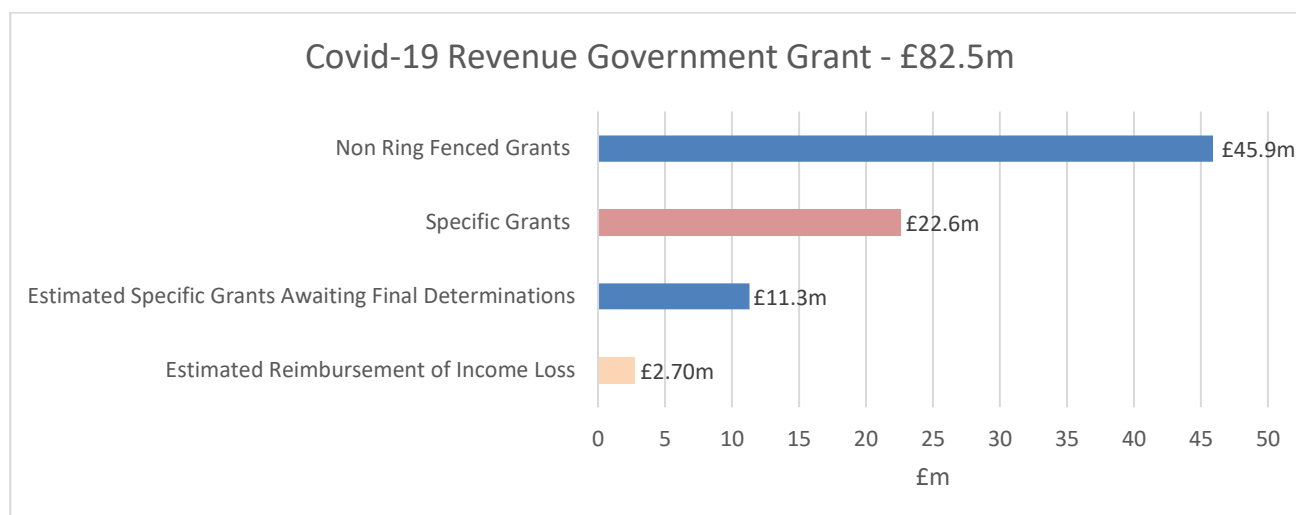
| | Projected Portfolio Variation (excluding Covid-19) | Projected Net Covid-19 Cost | Outturn Variation |
|--|--|-----------------------------|-------------------|
| Total Overall Projected Overspend as at 31st December 2020 | (£0.674m) | £0.378m | (£0.296m) |

| | |
|--|------------------|
| 2020/21 Contingency Budget Remaining | (£5.676m) |
| Note: Potential allocation of funds to the Children First Improvement Reserve – currently declared as an in-year underspend within the Children’s Portfolio. | £2.000m |

Impact of Covid-19

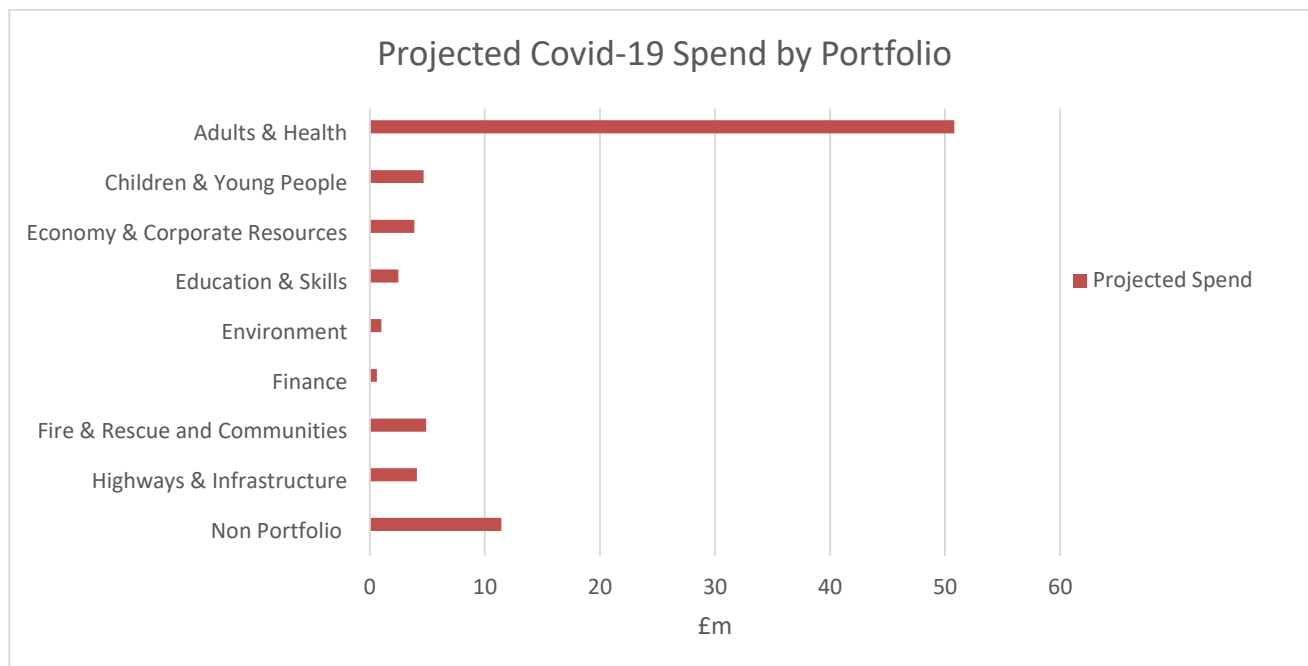
10. The cost of the Covid-19 pandemic to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2020. The 2020/21 estimated cost of the pandemic to the County Council currently stands at £83.8m as at the end of December, increasing to £103.8m when including the estimated loss arising from business rates and council tax.
11. The Government announced a second national lockdown which commenced on the 5th November. The restrictions of this lockdown were more relaxed than back in the Spring, which enabled more shops and businesses to remain open. From the 2nd December, a tiered system of local restrictions was announced which placed West Sussex into the Tier Two category. This resulted in some restrictions on socialising; however, shops, hospitality and businesses remained open for trading. This position changed on the 26th December when West Sussex was placed under Tier Four restrictions which meant that all hospitality and non-essential shops were forced to close.
12. On the 5th January, a third nationwide lockdown was announced. The restrictions currently in place are notably stronger than those in November with hospitality and non-essential shops remaining closed in England.
13. 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 31st December. The impact of the pandemic on the demand for council services still remains under close scrutiny. Understanding our community's requirements and giving needed support during these unprecedented times is of utmost importance. It should be noted that the financial implications of the second and third national lockdown continue to be monitored.
14. 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. **Graph 1** shows the government grant funding received and estimated income losses.

Graph 1: Government Grant Allocations as at January 2021



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

Graph 2: Projected Covid-19 Spend by Portfolio



16. 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** lists the specific decisions taken.

Table 4: Key Decisions Which Impact in Year Expenditure

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

| Key Decision | Description | Funding Source | Date | Key Decision Reference |
|---|--|---------------------------|--|------------------------|
| Allocation of Infection Control Grant | Allocation of the remaining 25% of infection control funding - £3.3m | Specific grant allocation | 16 th July | OKD23 20/21 |
| Emergency Active Travel Fund (Tranche 1) - Temporary Pop-up Cycle Scheme | Implementation of seven cycle schemes to enhance cycling and walking facilities - £0.784m | Specific grant allocation | 21 st July | HI05 20/21 |
| Financial Support to Care Sector | A cross market uplift of 5% (£2.75m) is given in payments to commissioned care providers for 1 st July – 30 th September 2020 | County Council funding | 03 rd August | OKD24 20/21 |
| Provision of Site for Regional Covid-19 Testing Centre | To make available WSCC owned land for a Department of Health and Social Care Regional Testing Site for Covid-19 | Not applicable | 28 th August | FIN03-20/21 |
| Emergency Assistance Grant | £0.737m of funding to support people who are struggling to afford food and essential supplies | Specific grant allocation | 07 th September | FRC01 20/21 |
| Allocation of Additional Funding to Support Response to Covid-19 | Non ring-fenced grant is allocated pro rata to expenditure incurred and ring-funding is allocated in accordance to the purposes and rule specified | Not applicable | 18 th September | County Council |
| Financial Support to Care Sector – Round 2 | Allocation of £10.958m grant to provide continued support to adult social care providers in reducing the rate of Covid-19 transmissions in and between care homes and to support the wider workforce | Specific grant allocation | 27 th October & 20 th November | OKD40 & OKD46 20/21 |
| Winter Grant Scheme | £1.990m of funding to support at least 80% of households with children with the remaining allocation to help other households with or at risk of poverty during the winter | Specific grant allocation | 7 th December | FRC02 20/21 |
| Emergency Active Travel Fund (Tranche 2) | Install more permanent measures to encourage walking and cycling. £1.9m of capital and £0.450m of revenue funding | Specific grant allocation | 1 st February | HI16 20/21 |
| Allocation of Adult Social Care Rapid Funding from Central Government – Lateral Flow Device Testing | Funding to support additional rapid testing of staff in care homes, and to support visiting professionals | Specific grant allocation | 3 rd February | OKD59 20/21 |

17. The impact of the pandemic on the demand for council services continues to be assessed and projections for Outturn 2020/21 and future years will be adjusted accordingly. West Sussex has seen an escalation of Covid-19 cases which is expected to add more pressure on our service provision over the Winter months.
18. Throughout the year, the Covid-19 pandemic has impacted the way the County Council delivers its services to its customers and how it operates internally. Many service areas have had to adapt to different ways of working to enable the business to continue in an efficient and effective manner.
19. As per Government guidelines, the County Council has asked its employees to work from home where possible. To enable the business to deliver its services, new IT software (including Microsoft Teams), has been rolled out which has enabled virtual business meetings to take place and for staff to stay in touch with their teams. Home working has also provided some financial benefits which have been included in the Quarterly Performance Monitor report projections during the year; however, the in-year savings currently identified are collated in **Table 5**.

Table 5: Projected In-Year Underspending from Homeworking / Change in Service Delivery

| Type of Spend / Area | Projected Underspending | Comments |
|---|-------------------------|---|
| Training | (£0.161m) | Saving made from reduction of face to face learning in the first lockdown period in HR and Education. Learning and Development have adapted their training delivery model and are delivering 95% of scheduled training. |
| Staff Travel/ Vehicle Mileage | (£0.886m) | Current estimated in-year saving from staff travel (including £0.750m within social care). Mainly due to reduced face to face visits. |
| Office Spend | (£0.050m) | Stationery savings as a direct result of reduced occupancy within county buildings |
| Utilities | (£0.857m) | Reduction in utility expenditure due to reduced occupancy in the majority of county buildings |
| Facilities Management | (£0.168m) | Reduction in furniture and equipment, security, shredding, reactive and routine cleaning – both customer facing and office services) |
| Members Travel/ Expenses / Refreshments / Training | (£0.100m) | Estimated saving due to remote working and on-line meetings |
| Libraries and Community Services | (£0.300m) | Estimated in-year underspend due to the enforced reduction in services during first national lockdown. |
| TOTAL | (£2.522m) | |

Dedicated Schools Grant Position

20. 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 and corrective adjustment to the High Needs block allocation in year of £0.1m, the current balance in reserves stands at a deficit of £1.3m.
21. The DSG reserve balance is forecast to end the year with a £12.1m deficit. This predicted overspend is due to the in-year pressure the High Needs block continues to experience including the number of pupils with complex needs requiring specialist placements and additional top up funding, increased fees in independent schools, the demand for personal budgets and increased exceptional needs expenditure.
22. 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. This plan will be shared 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 | £50.830m | Assumed funding from Covid-19 grant or County Council contingency | (£50.830m) | |
| Increase number of physical and sensory impairment customers | £0.300m | Underspending within the older people cohort, largely due to a reduction in customers | (£1.000m) | |
| Rising cost of community care packages within the working mental health cohort | £0.300m | Resilience Fund underspend due to the infection control grant temporarily reducing the need of the additional support to the market | (£0.600m) | |
| Additional in-year senior management costs | £0.200m | Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic | (£0.200m) | |
| Proposed underspending allocated into a specific reserve to fund anticipated pandemic rebound pressures in 2021/22 | £1.000m | Staffing vacancies within the Blue Badge service | (£0.050m) | |
| Adults' and Health Portfolio - Total | £52.630m | | (£52.680m) | (£0.050m) |

23. The **Adults and Health portfolio is projecting a £0.050m underspend.** Within this portfolio, the social care budget is projecting a £1.0m underspend due to a reduction in customers and services during the year. It is proposed that this underspend is allocated to a specific reserve to fund future pressures from pent-up demand as we emerge through the pandemic. The presentation above assumes where possible that all pandemic expenditure will be met by

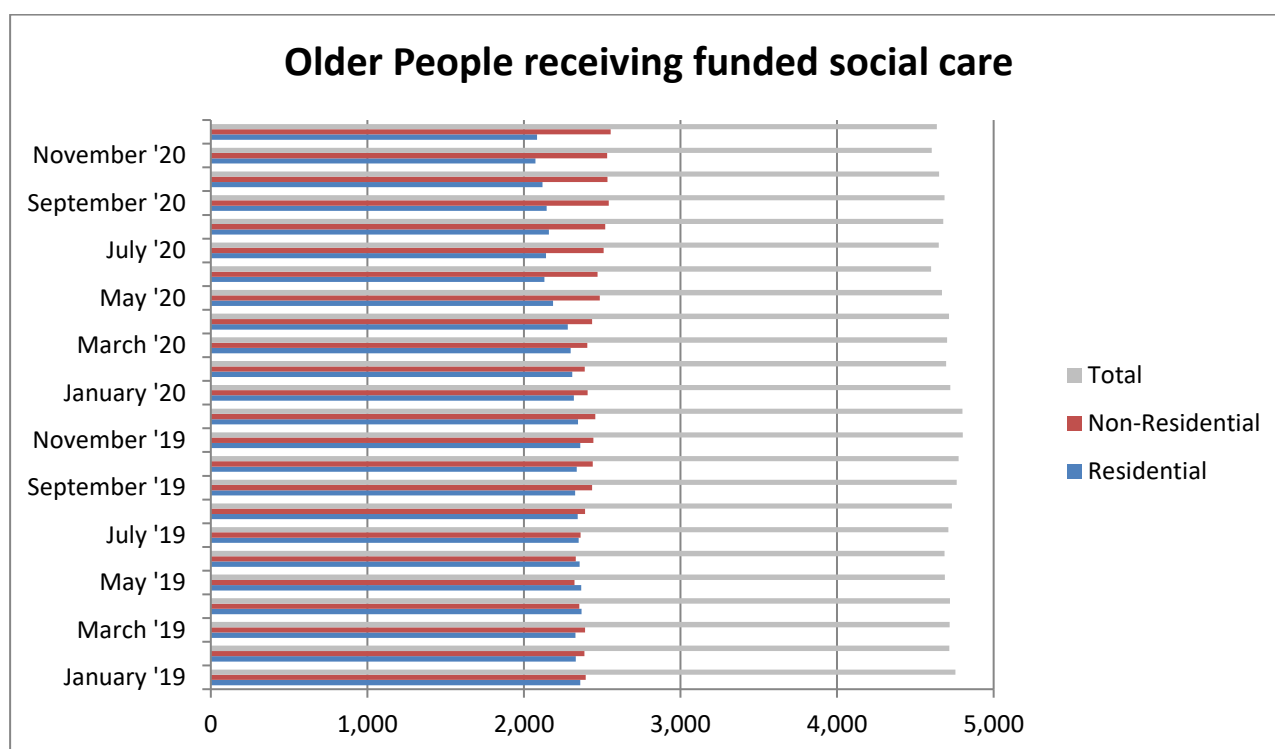
Agenda Item 6

Annex

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.

24. Within social care, the number of older people receiving a funded package of care at the end of December was approximately 4,600. This is around 200 fewer than at the same time last year, as shown in **Graph 3**. Covid-19 is the main explanation for this difference. Deaths averaged 75 per month in the year to March 2019, however during the pandemic, this figure has risen to 90. This number is based on information as at the end of November and so in all probability, it is likely this will prove to be an under-estimate.
25. A significant movement has continued in the proportion of customers who are being supported with a community package rather than in a residential placement. The number of non-residential customers has risen in absolute terms and now stands at over 55% of the cohort (51% December 2019). Although Covid-19 has hastened this, the County Council's policy objective of supporting older people to live independently in the community has also played a part, which makes the outcome a measure of the progress that is being made.

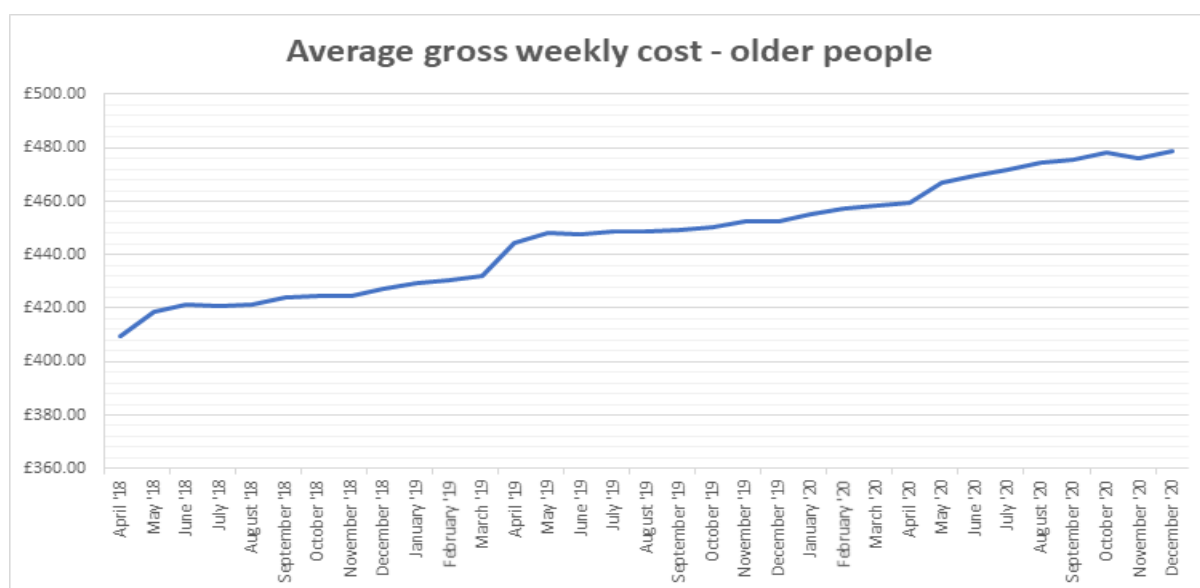
Graph 3: Older People Receiving Funded Social Care



26. Whilst this is the headline position, it should be noted that the reduction is exaggerated by the hospital discharge process that has been put in place across the country in response to Covid-19. This is delaying the time at which people become the responsibility of adult social care and so there is likely to become a point at which some of the fall will reverse. Consequently, it would be premature to assume that there will be a permanent lessening of demand, especially as there are indications of potential unmet needs where people have not come forward for help during the pandemic period.

27. The average gross weekly package cost is now approaching £480, which represents growth of 4.4% during 2020/21 and so is greater than the inflationary uplift agreed by County Council (2.7%). Due to the shift in the mix of packages that are being purchased, use of this average gives a better insight into the underlying rate of change than provided by a comparison of residential and non-residential placements. **Graph 4** shows how the position has moved during the last few years. (Note: The impact of the financial support that is being provided to the market due to Covid-19 is excluded from the 2020/21 figures, since that cost is funded separately and being made available on a time-limited basis.)

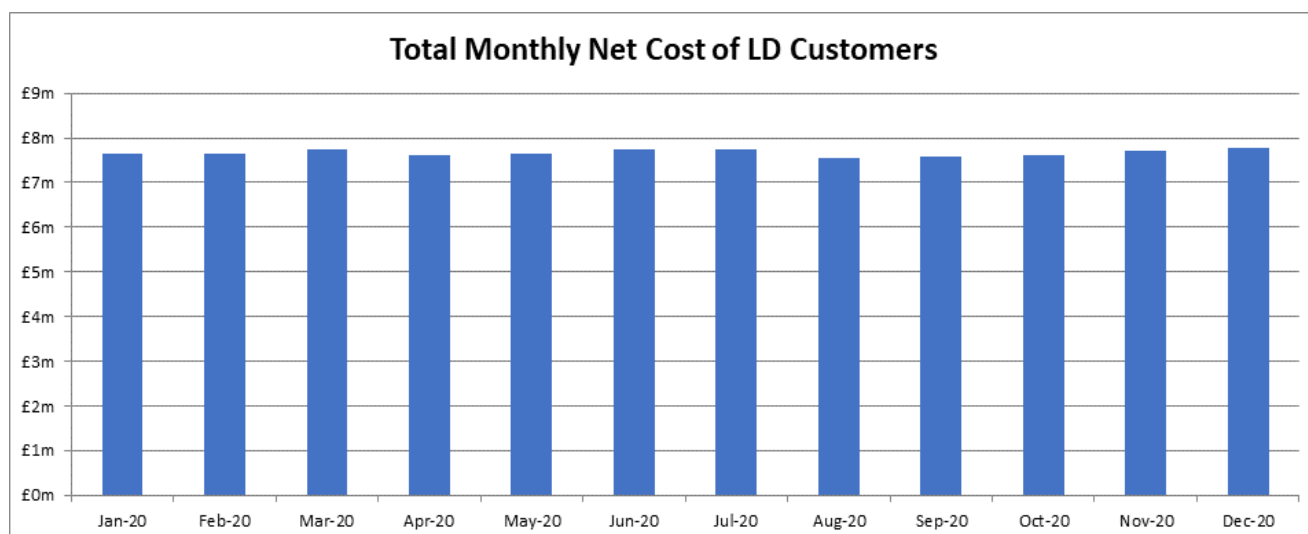
Graph 4: Average Gross Weekly Cost – Older People Residential



28. Rising complexity of needs and the increasingly larger care packages that are needing to be agreed remain the key explanation for the growth trajectory. Covid-19 has exacerbated the situation, for example the proportion of residential placements for which an agreed rate is needing to be paid, rather than the County Council's usual maximum, has risen to 25% from 20% in March. This highlights the extent to which providers are asking for a premium to be paid when new admissions are being made. In the short-term some of this cost is being charged against the County Council's Covid-19 funding, but if those rates cannot be reduced once the pandemic has passed there is obvious potential for it to create an on-going risk for the Adults budget.
29. The County Council spends more on customers with a disability than older people, though it is a customer group that is not subject to the same level of turnover and thus is relatively stable. Although this is not obvious from headline totals which have been affected by purchasing factors related to Covid-19 such as the closure of day services; demand overall taking account of transitions from Children's Services has been steady. The same is true of

care expenditure, as **Graph 5** shows for Learning Disabilities, which is the main spending area.

Graph 5: Total Monthly Net Cost of Learning Disabilities Customers



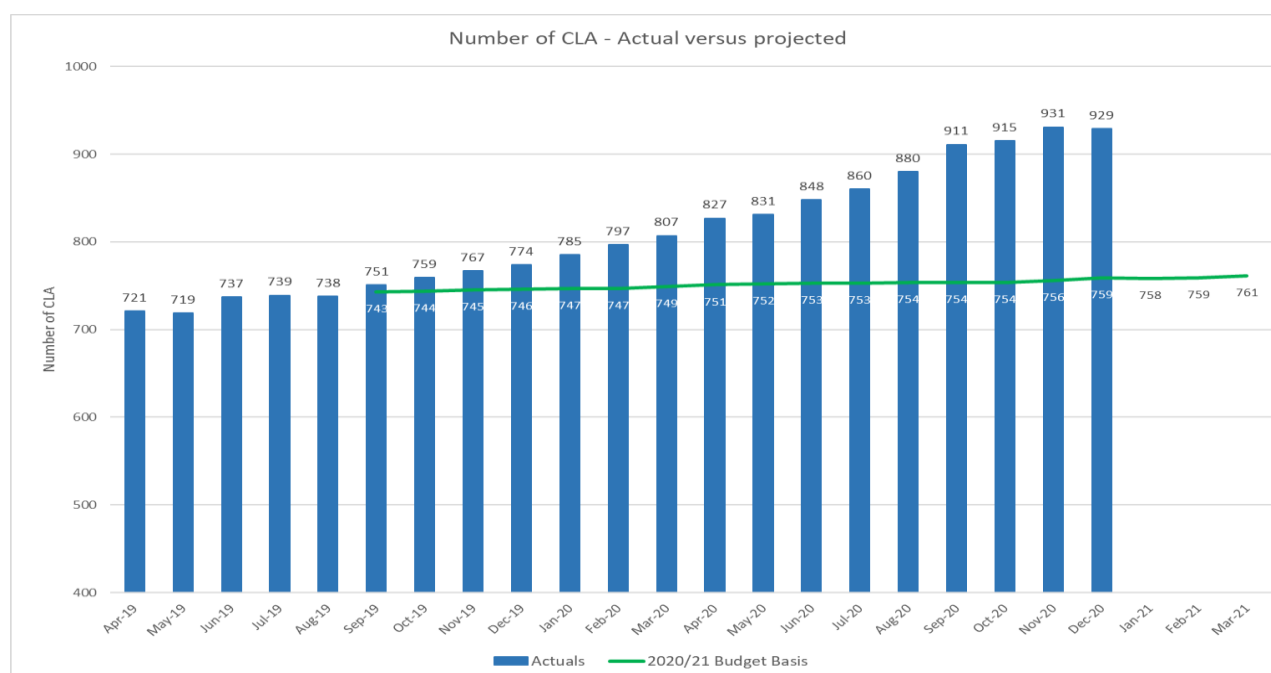
30. In different circumstances, spending at this level would be resulting in an overspend, because of the non-delivery of 2020/21 savings (£1.9m). Covid-19 funding is covering that shortfall as the reprioritisation of staff resources in response to the pandemic have delayed progress, particularly in respect of those changes that are dependent on face-to-face contact with customers. That facility has not extended to the residual £1m of undelivered savings carried forward from previous years; the impact of which is being mitigated by temporary reductions in spending due to services like day care not being available in the contracted way during the pandemic. Through this combination of factors, the Learning Disabilities budget is forecast to be balanced once £0.6m of short-term costs directly attributable to Covid-19 have been charged against the County Council's Covid-19 funding. Whilst this is positive to report, significant work still remains if the savings on which the future sustainability of the budget are dependent are to be realised.
31. Elsewhere within Lifelong Services there is potential overspending of £0.3m within Physical and Sensory Impairment, where customer numbers are 3.7% higher than at the end of March. If adjusted for population growth, this continues to indicate that the prevalence of this disability type is increasing after several years when the proportion has been fairly static.
32. There is estimated overspending of £0.3m on the County Council's share of the Working Age Mental Health Pooled Budget, primarily as a result of rising expenditure on community care packages. This is offset by underspending of £0.6m in the Resilience Fund, because the Infection Control Grant has temporarily reduced the need for the County Council to provide additional support to the market. Reductions in travel expenditure due to the pandemic (£0.2m) are being used to fund additional one-off costs associated with the restructuring and changes in management during the year.

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 | (£4.670m) | |
| Other Covid-19 forecast expenditure | £1.170m | Delayed recruitment to planned posts within the residential service | (£1.650m) | |
| Placement demand pressures for Children Looked After | £5.900m | Increased income expectation for UASC, partly due to increased grant for 18+ | (£0.800m) | |
| Social care staffing | £0.950m | Underspend in Early Help | (£1.200m) | |
| Increase in joint funded cases for children with disabilities with Health | £0.450m | Underspending on Intentionally Homeless | (£1.000m) | |
| Increase in client spend – including Public Law Outline | £0.400m | Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic | (£0.550m) | |
| | | Projected underspend on Children First Improvement Fund | (£2.000m) | |
| Children and Young People Portfolio - Total | £12.370m | | (£11.870m) | £0.500m |

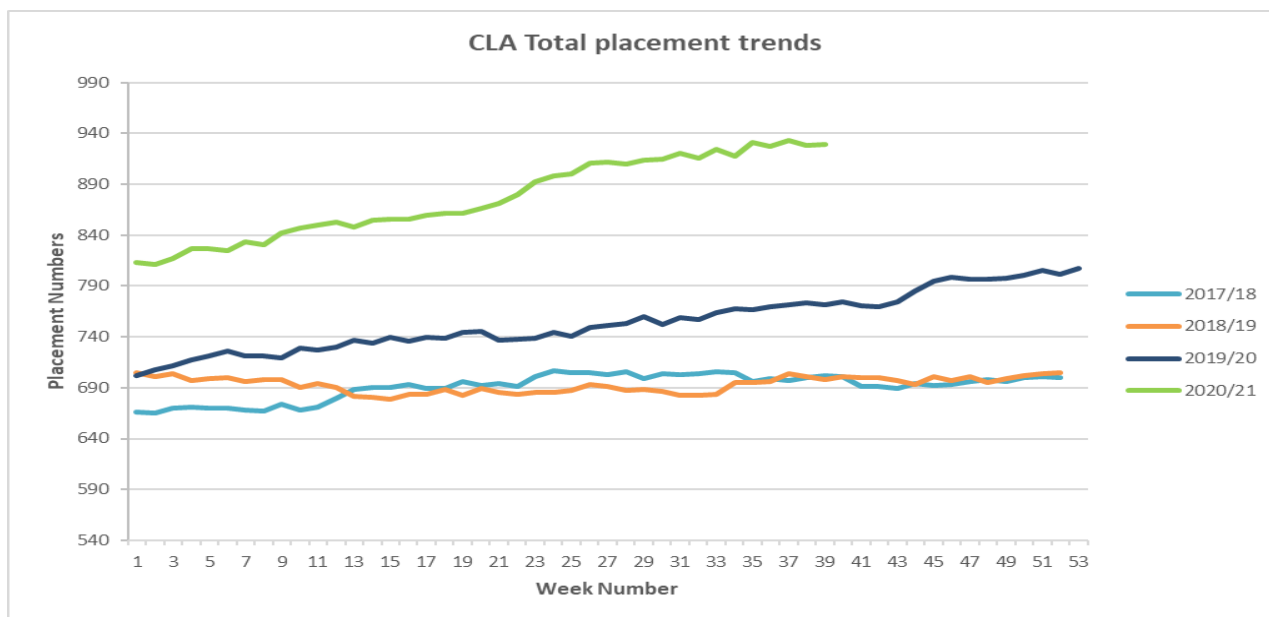
33. **The Children and Young People portfolio continues to project a £0.500m overspend.** The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
34. **Placement demand pressures** – The number of Children Looked After (CLA) increased by a net 18, from 911 in September to 929 by the end of December.

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

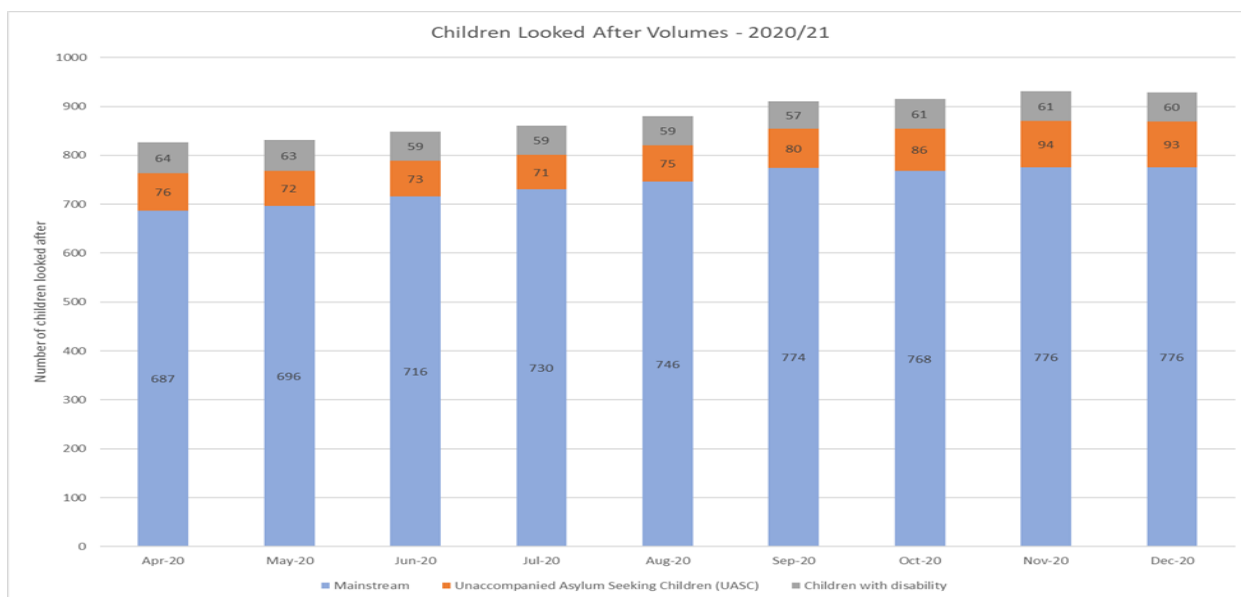


Note: An additional £3m of contingency budget was included in 2020/21 recognising the potential shortfall in funding as the number of children looked after continued to increase from predicted levels earlier in the budget process.

Graph 7: Total Children Looked After - Placement Trends



Graph 8: Volume of Children Looked After between April 2020 – December 2020 by Cohort - (Mainstream/ UASC and Children with Disabilities)



35. Although the rate of increase is lower than experienced in the first half of the financial year, the cost of placements overall has increased by £1.5m which demonstrates the financial impact of a continuing deterioration in the placement mix as well as increased unit costs for some key placement types.
36. For example, in a specific week in December, thirteen children left care and eight children became newly looked after, resulting in a reduction of five children looked after. However, as a number of the children who left care were in a placement type where there is no cost to the Council (e.g. placed for adoption) and of the new cohort, seven of the eight children were placed with external providers, the net impact was to add £0.017m per week to the projected cost of children looked after. This is further increased with a

number of changes to existing placements of other children looked after which resulted in the cost increasing by £0.023m per week (or £1.2m per year). This could be seen as an indicator of increased complexity of need, perhaps as a result of the impact of the pandemic on children and young people's emotional health and wellbeing, although this is difficult to categorically evidence.

37. The projection also includes a forecast for four "solo" placements. This is a new type of placement whereby the care needs of these young people are such that they cannot be accommodated with other young people.
38. The senior management team have now implemented a regular monthly monitoring review of all high cost placements to ensure that the placements are appropriate, proportionate and offer good value for money. The first review will be completed in January.
39. The weighted average unit cost for mainstream external placements was 4.8% higher in December 2020 than in March 2020. One of the key placement types where costs have increased significantly is independent fostering agency (IFA), where the average unit cost for the year to date is 5.5% higher than the average in 2019/20. This is one of the most used placement types, second only to internal foster care placements, so increases in unit costs will have a significant impact.
40. **Joint funding disability cases with Health** - There are a number of children supported by the disability teams where costs are shared with Health through Continuing Health Care (CHC) arrangements. Based on the current information for this financial year, a projected overspend of £0.450m is anticipated within this cohort.
41. **Client Spend – including Public Law Outline** - This is an area of spend which is inherently difficult to forecast, given the volume of transactions and their mostly one-off nature, however it is now clear that overspending is beginning to emerge. Further analysis is underway to determine if any of this spend relates to the pandemic and should be charged to the Covid-19 grant allocations.
42. **Early Help** - The forecast underspend for the Early Help budget has increased by £0.2m. This continues to be due to a number of posts being held vacant due to the pending re-design.
43. **Intentionally Homeless** – The number of families receiving support with accommodation has reduced by three since September. On the 8th January, the Government announced that the eviction ban currently in England is to be extended for a further six weeks until 21st February. It is now clear that there will be further underspending against the Intentionally Homeless budget with an overall £1m underspend now reported.

Graph 9: Intentionally Homeless Services – Accommodation Open Cases



44. **Children First Improvement Fund** – The improvement fund is projected to underspend by £2m in this financial year. This represents a further reduction of £0.5m from the position reported in September.
45. This variation is as a result of three main factors:
- A review of high-cost interim positions has been undertaken and alternative arrangements have been put in place at a lower cost.
 - The 12-month delay in the requirement to form a Children's Trust. Several improvement positions were planned to be funded by a grant from the Department for Education (DfE) to assist the transition into a Trust. Not only will that grant now be deferred, but due to the delay, specific positions will be required for longer to ensure that the service re-design and transition preparation work continues at pace.
 - Some leadership development and staff training that had been planned to be delivered in the last quarter of this financial year has had to be postponed into next year due to the pandemic. This is partly to enable the service to maintain service continuity during the current lockdown, but also because the training is such that it requires face-to-face interaction which is not possible during current restrictions.
46. It is therefore anticipated that expenditure in 2021/22 will increase due to the activity slippage in 2020/21. The current plan assumes that £2m will be transferred into the Children First Improvement Reserve from the Contingency Budget by the 31st March to fund the future programme.
47. 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 | £3.860m | Assumed funding from Covid-19 grant or County Council contingency | (£3.860m) | |
| Facilities Management SLA income shortfall and a reduction in car park income | £0.150m | Public Health contribution for central overhead charges | (£0.900m) | |
| | | Projected in-year underspending from homeworking/ change in service delivery – Reactive cleaning, security, equipment, printing and staff training during the pandemic | (£0.338m) | |
| | | Projected in-year underspending from homeworking/ change in service delivery – Members travel, expenses, refreshments and training during the pandemic | (£0.100m) | |
| | | Reduction in professional fees to support One Public Estate delivery and reduction in revenue spend on Horsham Enterprise Park | (£0.220m) | |
| | | Staffing vacancies and other underspending within the Communications Team | (£0.120m) | |
| | | Minor underspending | (£0.067m) | |
| Economy and Corporate Resources Portfolio – Total | £4.010m | | (£5.605m) | (£1.595m) |

48. The **Economy and Corporate Resources portfolio is currently projecting a £1.595m underspend.** The underspending reported in the portfolio has increased by £0.519m when compared to September. 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.
49. The main movements during the last quarter relate to reduced expenditure on furniture and fittings, security, shredding, reactive cleaning and printing due to less demand and usage of County Council buildings. In addition, the One Public Estate programme has been able to realise an early 2021/22 saving by reducing the cost of professional fees.
50. Also, there is an expected decrease in spend on staff training due to the number of courses which had to be altered at the start of the pandemic. HR have worked quickly to find alternative arrangements to enable training to continue during the year with many courses now available online.

Education and Skills

| Pressures | (£m) | Mitigations and Underspensing | (£m) | Year end budget variation (£m) |
|---|----------------|--|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £2.480m | Assumed funding from Covid-19 grant or County Council contingency | (£2.480m) | |
| Home to School Transport costs; predominantly Special Educational Needs | £0.795m | Staffing vacancies within the School Effectiveness and Inclusion Service | (£0.230m) | |
| Increasing utility costs within the Crawley Schools PFI contract | £0.200m | Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic | (£0.072m) | |
| | | Other minor variations | (£0.183m) | |
| Education and Skills Portfolio –Total | £3.475m | | (£2.965m) | £0.510m |

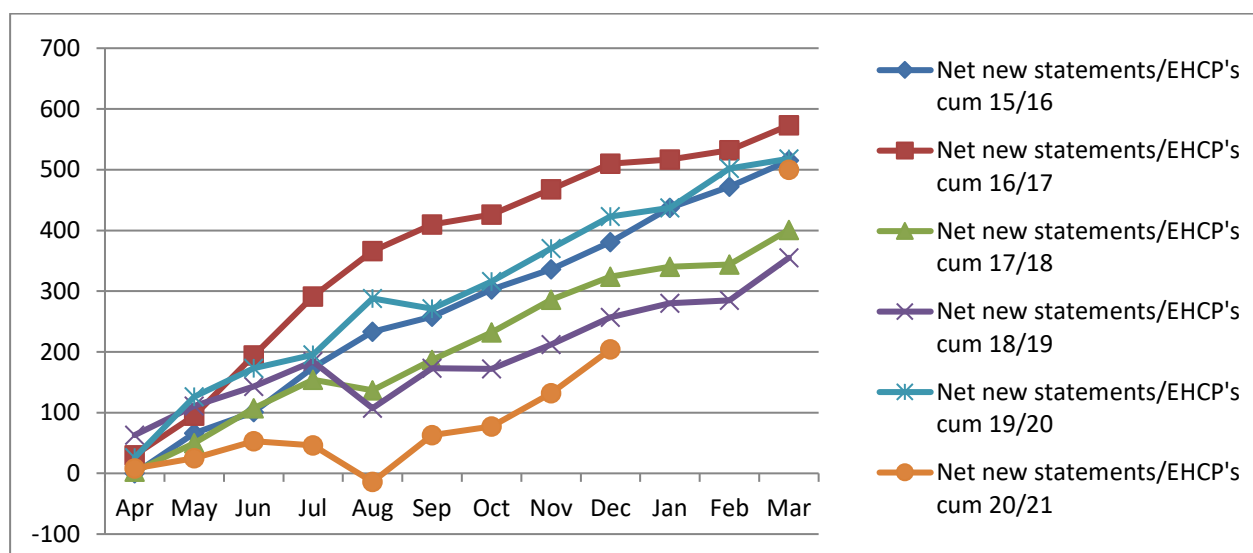
51. The **Education and Skills portfolio is currently projecting a £0.510m overspend**. The overspending reported in the portfolio has increased by £0.183m when compared to September. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
52. The main movement during the last quarter relates to the Home to School Transport Service. The 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 was added to this budget for 2020/21, but despite these additional funds, it is still estimated that this budget will be overspent by £0.8m 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.
53. Staffing underspends relating to vacancies within the School Effectiveness Service and Inclusion Services have reduced slightly, however there have been other mitigations within the portfolio to help offset the overall overspending position.
54. The portfolio's Covid-19 forecast expenditure has been revised, reducing the spending expectations in response to the pandemic following the national lockdowns which have affected the number of children who have required transportation to school.

Dedicated Schools Grant

55. 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).

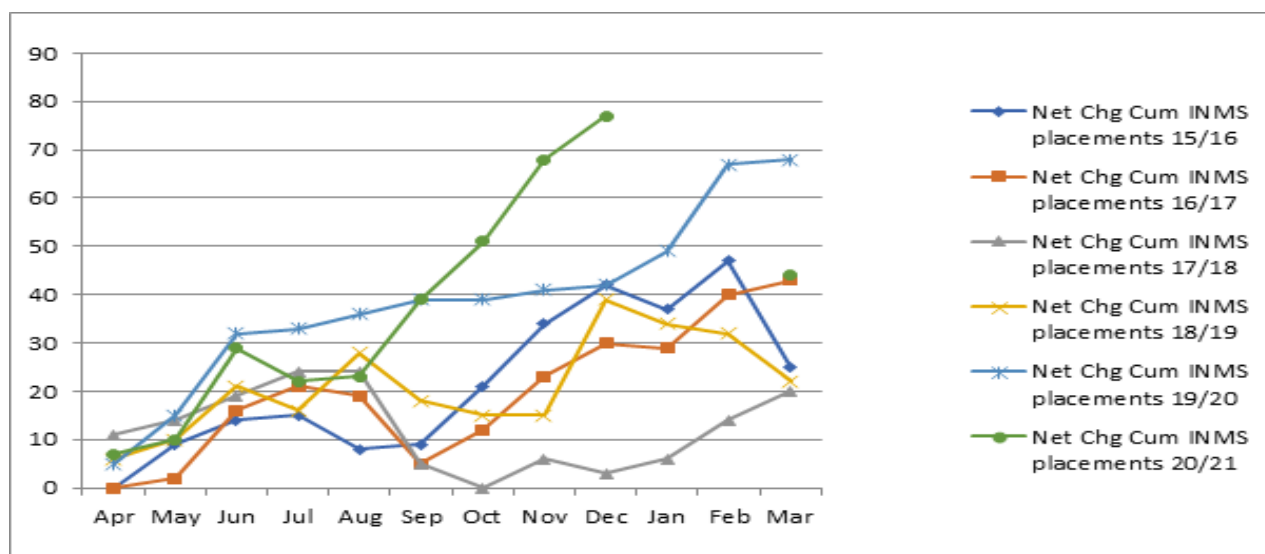
56. The balance on the Dedicated Schools Grant reserves at the beginning of the 2020/21 financial year stood at a deficit (£1.739m). After allowing for the retrospective additional DSG allocation for Early Years of £0.328m made in July, and a £0.064m correction to the High Needs allocation mistakenly allowed for twice in the original budget allocation for 2020/21, **the current balance in reserves stands at a deficit of (£1.347m).**
57. 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).
58. The net increase in EHCP's for the year, as at the end of December 2020, is only 202. This is much lower than at the same stage over the last couple of years, largely due to the assessment process taking longer this year due to the pandemic. As a result, a large number of assessments are still in process and we are expecting numbers to continue to rise sharply over the Spring Term. Despite overall numbers being lower than planned, the number of high cost placements being made in the independent sector are running at almost double the number they have been over the last couple of years, which means our projected overspending is larger than in the past. With much of our planned increase in capacity at our Special Schools and Special Support Centres (SSC's) not becoming operational until September 2023, this pattern is set to continue for the next few years.

Graph 10: Education Health Care Plan (EHCP) – New Assessments



59. This year, despite a £10.7m increase in our High Needs DSG allocation, the High Needs block is still currently forecast to overspend by £11.1m. This is largely due to increased numbers of pre and post 16 pupils with complex needs requiring specialist placements and top up funding, increased fees in independent special schools, the demand for personal budgets and increased exceptional needs expenditure arising from the Children and Family Act 2014.

Graph 11: Cumulative Increase of Independent Non-Maintained School Placements



60. If there are no further savings or overspendings in 2020/21 there will potentially be a **DSG deficit balance of £12.130m** at the end of the financial year.

Table 6: Projected Dedicated Schools Grant Reserves Balance

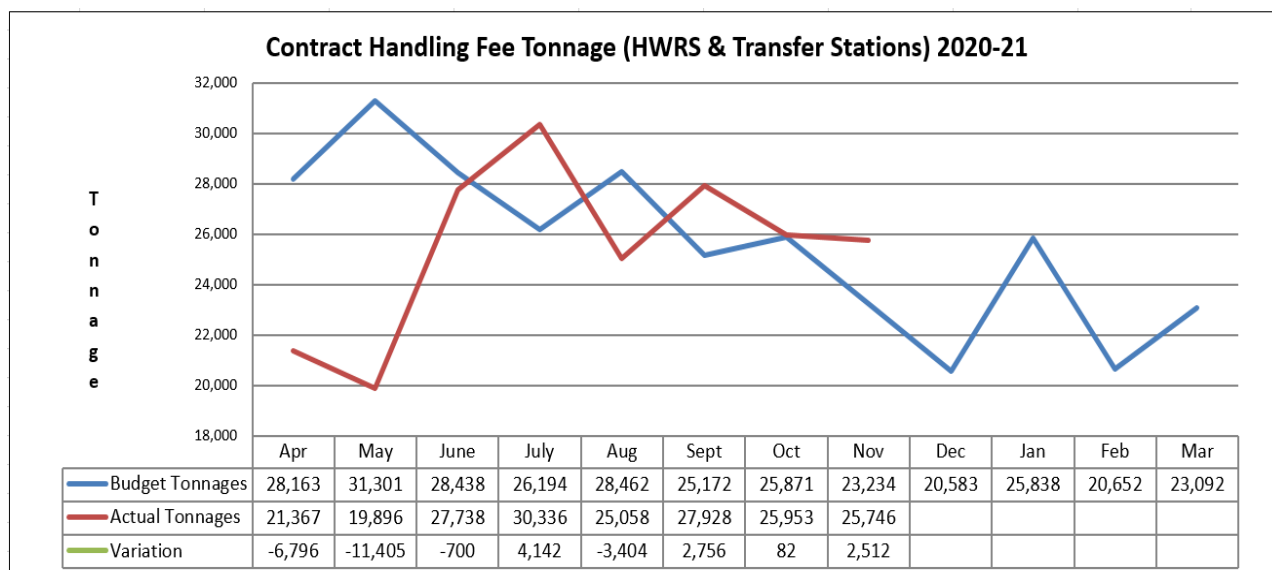
| | Early Years DSG Reserve £m | Schools DSG Reserve £m | General DSG Reserve £m | Total DSG Reserves £m |
|--------------------------------|----------------------------|------------------------|------------------------|-----------------------|
| 2019/20 Opening Balance | Nil | £0.023m | (£1.762m) | (£1.739m) |
| 2019/20 Early Years Adjustment | 0 | 0 | £0.328m | £0.328m |
| 2020/21 High Needs Correction | 0 | 0 | £0.064m | £0.064m |
| Early Years Block | 0 | 0 | 0 | 0 |
| High Needs Overspending | 0 | 0 | (£11.145m) | (£11.145m) |
| Schools Underspending | 0 | (£0.023m) | £0.385m | £0.362m |
| Central Block | 0 | 0 | 0 | 0 |
| 2020/21 Closing Balance | Nil | Nil | (£12.130m) | (£12.130m) |

Environment

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|---|----------------|--|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £0.990m | Assumed funding from Covid-19 grant or County Council contingency | (£0.990m) | |
| Income loss on the sale of energy due to a down-turn in energy market rate | £0.781m | Projected underspend on corporate utility rates in 2020/21 | (£0.193m) | |
| Shortfall in delivery of additional income (part 2019/20 & 2020/21 savings) due to delays in project creation | £0.440m | Projected in-year underspending from homeworking/ change in service delivery – Corporate utility usage | (£0.857m) | |
| Increase in insurance cost at the Mechanical and Biological Treatment Centre | £0.502m | Net reduction in waste (non Covid) | (£0.244m) | |
| Estimated shortfall on recycling income | £0.091m | | | |
| Environment Portfolio –Total | £2.804m | | (£2.284m) | £0.520m |

61. The **Environment portfolio is projecting a £0.520m overspend**, an increase in overspending of £0.008m when compared to September. 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.
62. As previously reported, the Waste Service has been significantly impacted by the pandemic. During the year, the impact of the waste flow has changed dramatically, with more kerbside waste and recycling collected and less HWRS disposal.
63. Currently, the total volume of waste which is expected to be received in year remains unknown. In April and May, the volume and type of waste tonnage changed drastically with less tonnage entering the system due to the closure of household waste recycling sites. **Graph 12** shows the overall total tonnage entering the Household Waste Recycling Sites and Transfer Stations during the year compared to the budgeted volumes.

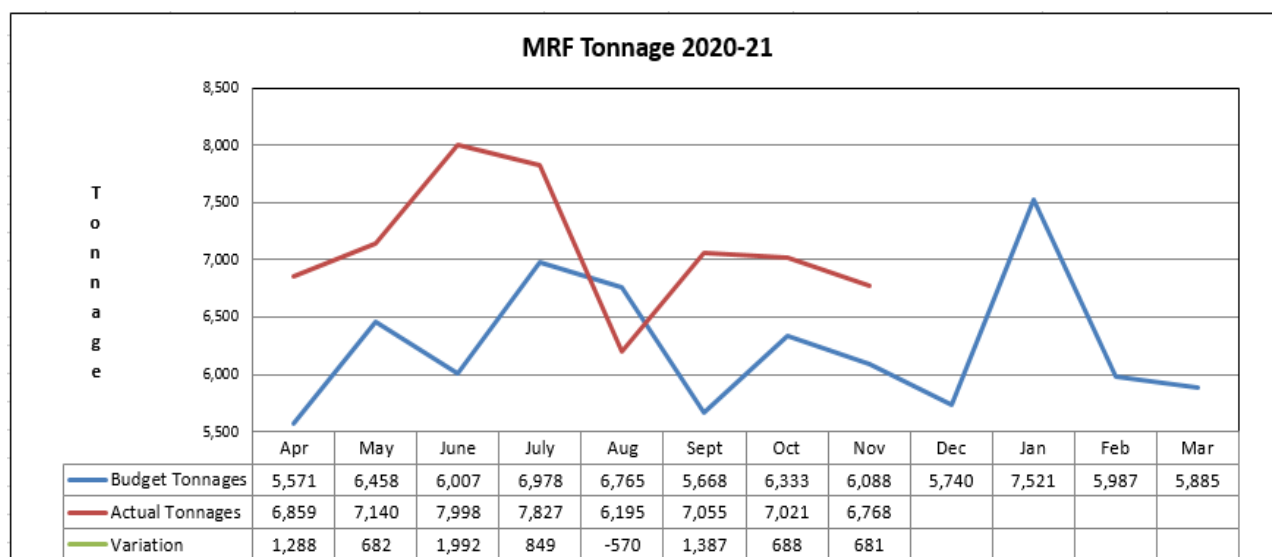
Graph 12: Waste Tonnage Entering Household Waste Recycling Sites and Transfer Stations Compared to Budget



Note: Household Waste Recycling Sites were close during April and May due to the first Covid-19 lockdown.

64. Also, it should be noted that the mix of waste and the increase in kerbside collections has added particular stress to the Material Recycling Facility (MRF) during the year. **Graph 13** demonstrates the stark increase of waste being sent to the MRF when compared the budgeted expectation.

Graph 13: Material Recycling Facility (MRF) Tonnage Compared to Budget



65. Waste tonnage levels have been increasing between September and November, but the volumes sent to landfill have been decreasing. This is a result of the service actively seeking alternative solutions to landfill which has meant that tonnages converted to refuse derived fuel (RDF) between September and November are 39% above projection. Whilst this intervention has helped mitigate the cost impact, the overall result of the increase in waste volumes, as well as the effects of the two lockdowns and tier system, has

increased the handling, transportation and disposal costs. These additional expenses are being charged directly to the Covid-19 grant.

66. The first lockdown resulted in more kerbside waste and impacted our recycling and disposal capacity and with more online Christmas shopping, it is likely that more packaging was produced during the festive season. The effect of this will become apparent in the coming weeks.
67. In addition, a fire at the Crawley Household Waste Recycling Site on the 17th July led to damage at the facility. Repairs to the building took several months and was re-opened on 11th December. The cost of these repairs has been met by our contractor and their insurance.
68. 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 £1.050m underspending this year.
69. In September, we projected an expected over achievement of planning fee income of £0.3m following a strong first six months of income, however since this time, income from Highways Agreements have fallen and the impact of this has brought the full year forecast back into line with the budget. The reduction reflects the variable nature of this income stream and is not thought to be due to the impact of the pandemic, with activity remaining strong and developers continuing to bring schemes forward.

Finance

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|---|----------------|---|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £0.600m | Assumed funding from Covid-19 grant or County Council contingency | (£0.600m) | |
| Non-delivery of additional commercial investment property income saving | £0.275m | Tangmere Airfield rental income (Covid-19 testing site) | (£0.100m) | |
| Minor variations | £0.054m | Staffing vacancies and reduction of in year property management IT system costs | (£0.175m) | |
| Finance Portfolio –Total | £0.929m | | (£0.875m) | £0.054m |

70. The **Finance portfolio is projecting a £0.054m overspend**, a decrease in overspending of £0.275m when compared to September. 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.
71. Recently, several opportunities have emerged which has reduced the portfolio overspending position. These items include an additional income of £0.100m following the use of Tangmere Airfield as a Covid-19 test site, a projected underspending of £0.115m across staffing budgets due to delays in filling vacancies and a £0.060m reduction of in-year costs associated with the replacement of a property management IT system.

Fire and Rescue and Communities

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|---|----------------|--|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £4.890m | Assumed funding from Covid-19 grant or County Council contingency | (£4.890m) | |
| Non-delivery of repurposing of key buildings saving | £0.150m | Projected in-year underspending from homeworking/ change in service delivery – Libraries and Community Services enforced service reduction during the pandemic | (£0.300m) | |
| Additional costs following the closure of the Electrical Services Group | £0.100m | Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic | (£0.033m) | |
| Other minor variations | £0.033m | | | |
| Fire and Rescue and Communities Portfolio – Total | £5.173m | | (£5.223m) | (£0.050m) |

72. The **Fire and Rescue and Communities portfolio is projecting a £0.050m underspend**, a decrease in underspending of £0.100m when compared to September. 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.
73. The main movement relates to redundancy costs associated with the closure of the Electrical Services Group within the Fire and Rescue Service. An update on the Fire Improvement Plan is reported in **Appendix 4**.

Highways and Infrastructure

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|---|----------------|---|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £4.090m | Assumed funding from Covid-19 grant or County Council contingency | (£4.090m) | |
| Ash Dieback emergency felling works | £0.400m | Staffing vacancies following the implementation of service redesign | (£0.260m) | |
| Minor Variations | £0.022m | Reduction in Street Lighting PFI electricity costs | (£0.200m) | |
| | | Projected National Concessionary Fares underspend | (£0.200m) | |
| | | Reduction in fuel during pandemic restrictions | (£0.100m) | |
| | | Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage and training during the pandemic | (£0.072m) | |
| Highways and Infrastructure Portfolio –Total | £4.512m | | (£4.922m) | (£0.410m) |

74. The **Highways and Infrastructure portfolio is projecting a £0.410m underspend**, an increase in underspending of £0.310m when compared to September. 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.

75. Following the implementation of the Highways, Transport and Planning Service redesign, an underspending of £0.260m relating to staffing vacancies is now projected.

Leader

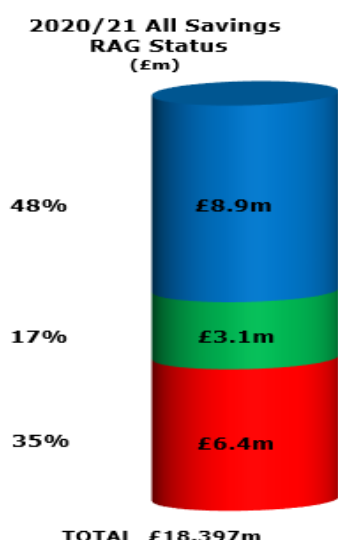
| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|--------------------------------|----------------|--|------------------|--------------------------------|
| Restructuring costs | £0.081m | In year saving from sharing a Chief Executive with East Sussex | (£0.131m) | |
| Leader Portfolio –Total | £0.081m | | (£0.131m) | (£0.050m) |

76. The **Leader portfolio is projecting a £0.050m underspend**, a decrease in underspending of £0.081m when compared to September. The in-year saving which has arisen from sharing a Chief Executive with East Sussex County Council has been partly offset by a one-off cost following the restructuring of the Executive Leadership Team in 2019/20.

Outlook for the Savings Programme

77. The 2020/21 savings target across portfolio budgets is £18.4m. Of this amount, £12.0m (65%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism and £6.4m (35%) is judged as red with no expectation of delivery.

Graph 14: Savings Overview



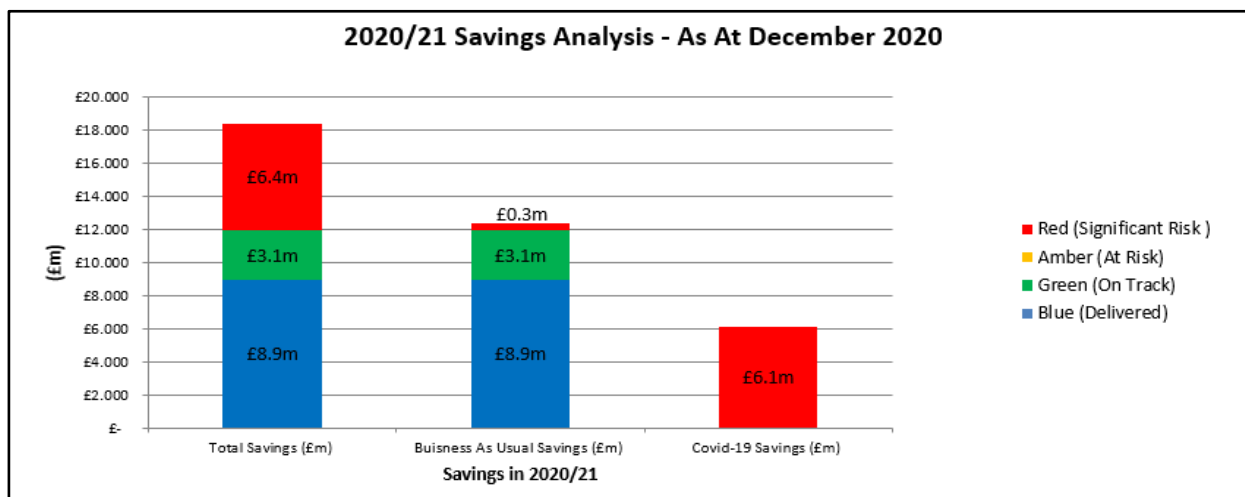
78. The Covid-19 pandemic has affected a number of our in-year savings plans; therefore, to identify these savings separately from the business as usual challenges, **Graph 15** has been created to track the progress. Any saving values judged to be as 'at significant risk' due to the pandemic are reported as 'red' but the impact of the loss is reported in the Central Government Covid-19

Agenda Item 6

Annex

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 15: Analysis of savings as at 31st December 2020



79. **Graph 15** shows that only £0.3m of savings are currently considered to be 'at significant risk' due to business as usual issues and are included in the County Council's overspend projection.
80. £6.1m of the 'at significant risk' savings are included in the Central Government Covid-19 Delta Return. A list of the 2020/21 savings and their current RAG status is reported in **Appendix 5**.
81. 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, £1.1m (46%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism and £1.2m (54%) is judged as red with no expectation of delivery in this year. The red savings are reflected in the forecast outturn position.

Capital Programme

82. 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 (details are included in **Appendix 6**).
83. 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. 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.

84. **Table 7** reports the latest projected position for each of the agreed projects.

Table 7: Updated of the Flexible Use of Capital Receipts – 2020/21

| Project Description | Qualifying Expenditure | Estimated Project Cost as at February 2020 | Estimated Project Cost as at December 2020 |
|------------------------------------|--|---|---|
| Continuous Improvement Expenditure | Investment in transformation across the whole council, <ul style="list-style-type: none"> customer services digital improvements in services. | £0.7m | £0.4m |
| Customer Experience | Investment in specific projects across the Council to improve customer-facing work processes. | £1.4m | £0.1m |
| Recycling Credits | Initiatives with the district and boroughs to incentivise recycling and reduce demand pressure on the Council's Waste Service. | £2.0m | £0.3m |
| 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 | £2.1m |
| Total | | £5.3m | £2.9m |

85. A review of work on these transformational projects found the pandemic has reduced the amount of forecast qualifying expenditure for 2020/21 on these specifically named projects to £2.9m. The reduced estimated expenditure is as a result of changes in teams' work during the pandemic, delays in the recycling credits waste project also due to the pandemic and scope to increase qualifying expenditure on the Fire Improvement project.

Service Transformation Fund

86. 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).
87. The Covid-19 pandemic has affected our ability to deliver all our transformational aspirations, however there are some positive progress on some key areas.
88. The implementation of the SmartCore programme, including the replacement of the existing SAP system with Oracle Fusion has continued to progress. A

Programme Health Check was commissioned in November, which concluded that the programme would benefit from a resetting of the implementation plan. The reset plan has been developed and is now complete and being implemented; with a particular focus on capitalising upon the opportunities to make business processes more efficient and economic. The review on the scope of remaining work and the specific skills required has indicated that additional resource and specialist services are required to bring the project to completion, to be funded from the Service Transformation budget, with a decision report due to be considered in March.

89. 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.
90. 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. In recent weeks, following a joint review by the County Council and Capita, a decision has been taken to transfer IT services back to the County Council as part of our new operating model. It is anticipated that the transfer of these services will be phased, with procurement activities beginning early this year and a full transition of services completed by the summer.
91. 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

92. Further to the workforce Key Performance Indicators (KPI's) detailed in **Appendix 7** and annotated commentary, there are a number of key areas to note:
93. In the September QPM, it was reported that short term sickness absence had been consistently lower since the start of the first government restrictions in March 2020 and the subsequent change to a predominantly home working model. In this quarter, the number of days lost to short-term sickness absence has increased and is now at a level just below the same quarter in 2019. This may indicate that the impact on the workforce and the changes made because of Covid-19 have now been normalised to some extent and we may be seeing a return to sickness levels experienced before the pandemic.

The level of short-term sickness absence during the next quarter will either help to confirm this view or show that this quarter's rise in short-term sickness was an exception.

94. There was a suggestion last quarter that employees using their own desks, chairs and other general office equipment may be a contributing factor rise in short-term sickness attributed to musculoskeletal issues. Musculoskeletal has remained the top reason for short-term sickness this quarter. An assessment has been made on the musculoskeletal sub-categories (back pain, knee injury etc) and this has found that there is general alignment of the sub-categories in their ranking and scale when compared to the same quarter in 2019. This may indicate that the previous link to employees using their own office equipment is not a significant reason for musculoskeletal being the top reason for absence. This area will continue to be monitored.
95. There has been an increase in the percentage of calendar days lost due to anxiety/stress during Covid-19, particularly for long-term sickness. The number of days attributed to this reason for absence are higher this quarter than in the same quarter in 2019. This might indicate that employees are beginning to experience higher levels of anxiety/stress as a result of factors associated with the pandemic and not necessarily work related.
96. For West Sussex County Council overall and for long term sickness, there has been no change in the order of the top four sickness absence categories since the start of the pandemic. The relative scale of each category has remained fairly consistent since March 2020.
97. There has been a noticeable drop in 'respiratory, cold and flu' this quarter with this category ranked as the fourth highest reason for absence compared to the same quarter in 2019 when it was the second highest reason for sickness absence. This might be due to several factors, but social distancing and the wearing of masks and higher reported uptake of the flu vaccine this winter are likely to have been significant contributing factors.

Corporate Risk Register

98. **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.
99. 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 #1 – No Deal Brexit** - Removed from Corporate Risk Register.
 - Recent deal removed this as a concern.
 - Services managing any ramifications of the Brexit deal as BAU through Business Continuity Plans and directorate risk registers.
 - **Corporate Risk #7 – Non-compliance and lack of standardisation in some systems and processes** – Severity decreased from 12 to 8.
 - To reflect effectiveness of mitigating actions.

- **Corporate Risk #11 – Recruiting and retaining staff**– Severity decreased from 16 to 12.
 - To reflect effectiveness of mitigating actions.
 - **Corporate Risk #22 – Financial Sustainability of Council Services** – Severity decreased from 25 to 16.
 - 2021/22 balanced budget approved.
 - Risk now focussed on 2022/23 budget, tolerated, and monitored regularly. Reference to HMIC FRS and Ofsted removed from risk description as an additional financial pressure for 2022/23.
 - **Corporate Risk #50 – Lack of Health and Safety awareness and accountability**– Severity decreased from 16 to 9
 - To reflect effectiveness of mitigating actions.
 - **Corporate Risk #59 – Benefits from transformation are not realised** – Removed from the Corporate Risk Register.
 - Transformation is now being managed by respective services.
 - **Corporate Risk #65 – Corporate leadership, governance and culture** – Severity decreased from 12 to 8.
 - To reflect effectiveness of mitigating actions.
 - **Corporate Risk #67 – Setting up Children’s Trust diverts County Council resources** – Remove from Corporate Risk Register.
 - Due to positive feedback on progress and the announcement to defer judgement for at least a year.
 - Risk not considered a current concern, however the programme will be continuously monitored and reported to the Executive Leadership Team (ELT).
 - **Corporate Risk #68 – Services will fail to deliver existing work plans due to Covid-19 response** – Severity increased from 20 to 25.
 - To reflect increased strain on services and staff.
 - **Corporate Risk #69 – Children’s Services will fail to deliver an acceptable provision to the community** – Severity decreased from 25 to 20.
 - To reflect progress of Children First Improvement Plan and recent Children’s Trust judgement.
 - **Corporate Risk #70 – Lack of capacity to deal with strategic/organisational issues due to Covid-19 response** – Severity increased from 12 to 16.
 - Due to current and future ramifications of the imposed lockdown.
 - **Corporate Risk #71 – Mental and physical wellbeing (and emotional resilience) of staff** – Severity decrease from 16 to 8.
 - To reflect effectiveness of mitigating actions.
100. **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 |
|----------|---|------------------------|---------------|
| CR39a | Cyber-security | 25 | 25 |
| CR58 | Failure of social care provisions | 25 | 25 |
| CR68 | Services will fail to deliver existing work plans due to Covid-19 response | 20 | 25 |
| CR69 | Children's services will fail to deliver an acceptable provision to the community | 25 | 20 |
| CR70 | Lack of capacity to deal with strategic and organisational issues | 12 | 16 |

101. 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 County Council's Covid-19 Response Team. The Corporate Risk Manager presents a summary of risks by theme and workstreams to the Executive Leadership Team (ELT) each month for consideration.
102. **Table 9** summarises the current key corporate Covid-19 risks.

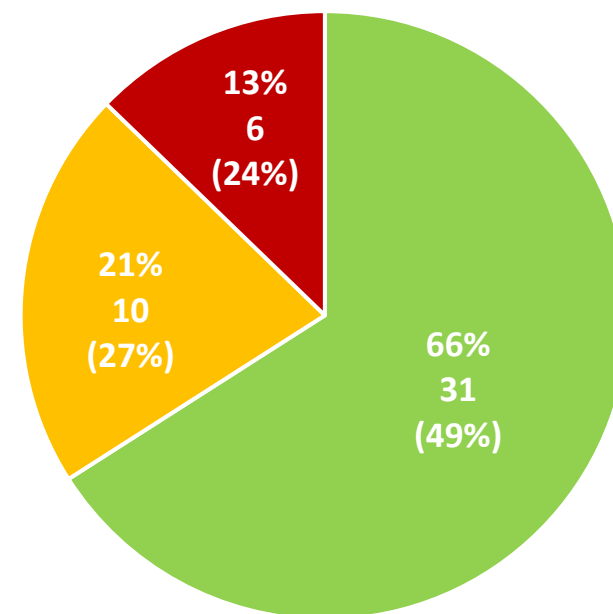
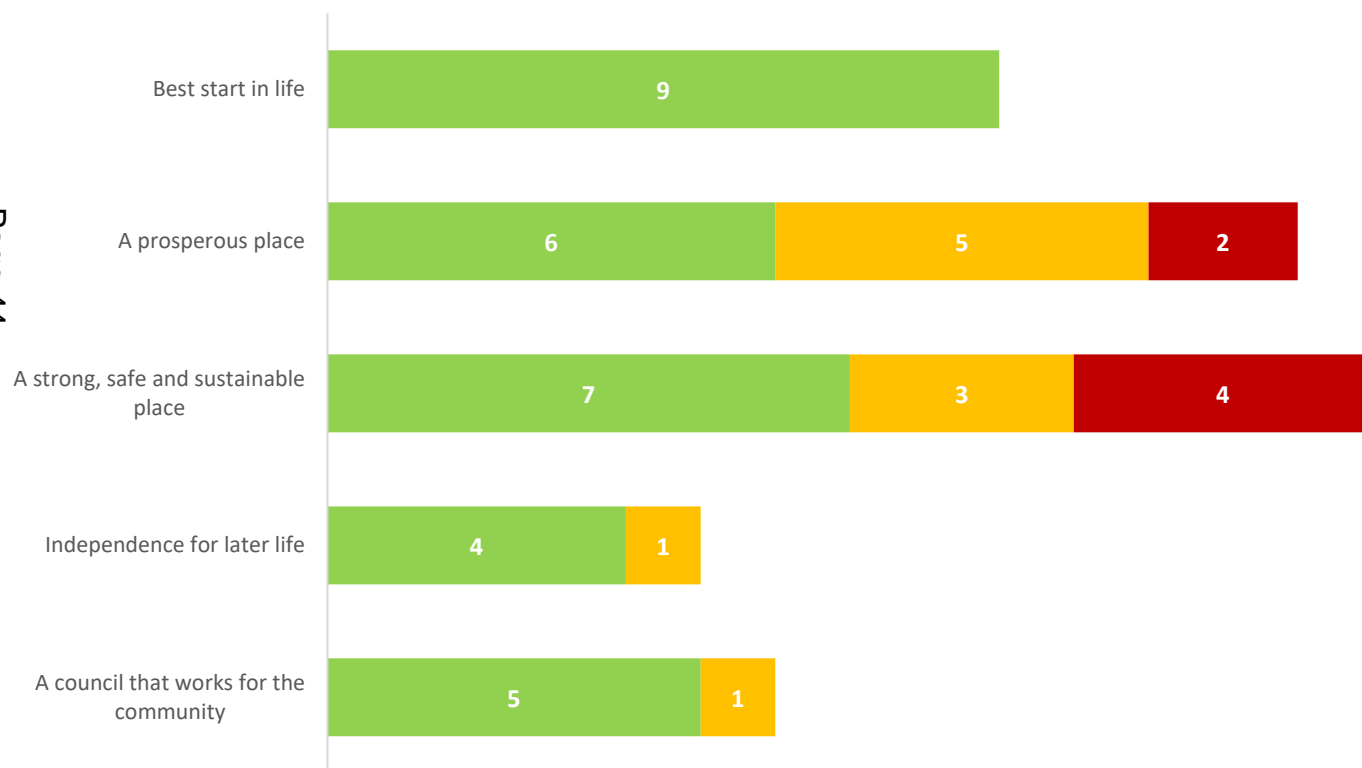
Table 9: Key Corporate Covid-19 Risks

| Key Corporate Covid-19 Risks |
|--|
| Staff Shortage in Adults Services for older people's visits |
| Community Hubs may not have enough staff capacity to manage an increase in demand , resulting in a failure to deliver essential food and medicine to vulnerable people. |
| 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. |

December 2020 QPM Performance Report

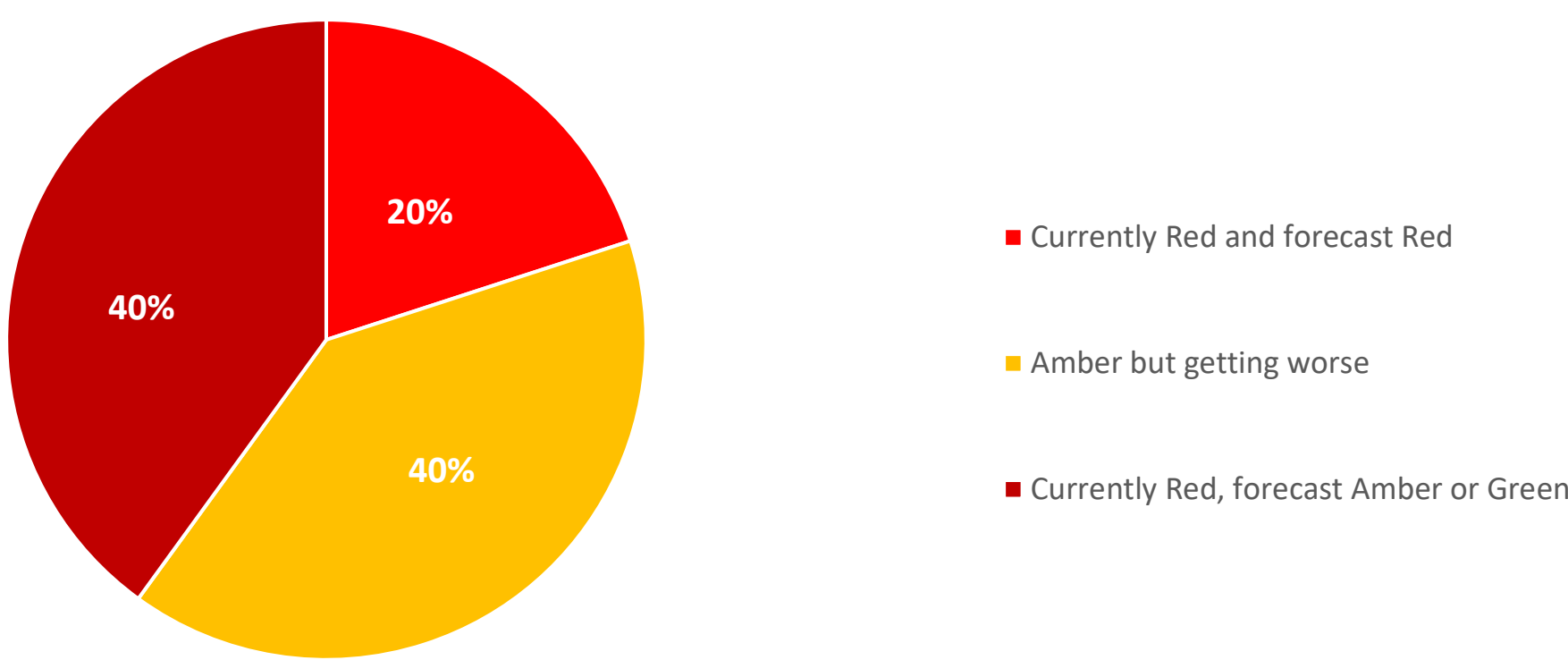
This report provides the latest position against the West Sussex Plan (2017-22) and includes commentary against measures that are not on track to meet their target. The 2019/20 targets have been reprofiled for the year to reflect updated benchmarking data. The [West Sussex Performance Dashboard](#) provides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

2020/21 year-end forecast of our 47 measures of success




*March 2020 outturn in brackets

Exception Report



| Monthly/Quarterly Measures | | | | | | | | | | | | | | | | | |
|----------------------------|---|--|-------------------|------------|--------|---|--------|---|--------|---|--------|---|--------|---|--------|---|-------------------|
| No | Measure | 2022 Target | 2020/21 Milestone | Metric | Jul-20 | | Aug-20 | | Sep-20 | | Oct-20 | | Nov-20 | | Dec-20 | | Year End Forecast |
| 10 | Children Looked After with 3 or more placements during the year | Top Quartile of statistical neighbours by 2022 (currently ≤ 10%) | 11% | Percentage | 10.7% | ↓ | 8.5% | ↓ | 8.5% | ↔ | 9.7% | ↑ | 10.7% | ↑ | 11.8% | ↑ | G |
| 39 | Average time between a child entering care and moving in with their adoptive family | ≤365 days by 2022 | 426 | Number | 511.38 | ↑ | 504.34 | ↓ | 509.65 | ↑ | 514.41 | ↑ | 508.62 | ↓ | 502.97 | ↓ | R |
| 49 | Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission | Top quartile of statistical neighbours by 2022 - 85.3% | 83% | Percentage | | | | | | | | | 81.4% | ↓ | 81.2% | ↓ | A |
| 160 | CLA placed outside LA boundary and more than 20 miles from where they used to live | 15% or less by 2022 | 0.15 | Percentage | | | | | 15.3% | ↑ | | | | | 17.0% | ↑ | G |

| Annual Measures | | | | | | | | | | | | | | |
|-----------------|--------------------|---|-------------------|------------|---------|---|---------|---|---------|---|--|---------|---------|-------------------|
| No | Measure | 2022 Target | 2020/21 Milestone | Metric | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | 2021/22 | 2022/23 | Year End Forecast |
| 21 | Business start-ups | Top quartile of statistical neighbours by 2022 - 11.33% | 11% | Percentage | 10.8% | ↓ | 10.5% | ↓ | 10.4% | ↓ | Due Dec-21  | | | A |

December 2020

In November a number of measures were reintroduced after a period of being suspended due to the impact of Covid19. These are:-

- Healthy weight 10-11-year olds
- Apprentices in West Sussex
- Air Quality Management Areas where air quality is improving
- Households living in temporary accommodation per 1,000 households
- Quality of care **in** homes: care home providers rated good or outstanding by the Care Quality Commission
- Quality of care **at** home: care at home care providers rated good or outstanding by the Care Quality Commission

Highlights


(5) - Families turned around. The new target of 4,600 for 2021 has already been met.


(6) - Healthy weight 10-11-year olds. Although performance has fallen slightly from 70.4% to 69.8%, West Sussex ranks 7th best of all 151 local authorities. England average is now 63.4% and we remain in the top quartile of all Local Authorities.

(35) - Calls to critical fires where the first fire engine met our emergency response standard – performance continues to improve (92.1%) and currently exceeds the target of 89%.


Challenges


Best Start in Life

| Measure No: | 10 | Milestone: 10.5% | Dec-20 | |
|--|----|---|---|---|
| Children Looked After with 3 or more placements during the year | | Top Quartile of statistical neighbours by 2022 (currently $\leq 10\%$) | 11.8% |  |
| Performance | | | Recovery Actions | |
| Of the 17 children added to this cohort in December 7 were within the UASC service who experienced necessary temporary moves upon entering our care as they spend periods in Covid secure accommodation. Five of these children were under the age of 4 and experienced an emergency move at the outset of care proceedings. 11 of the 17 children are over the age of 16 and have had moves between supported accommodation provisions. | | | For the latter group of children, we are working on a 'new needs assessment', to be introduced to ensure placements are better matched to young people's needs and abilities from the start to reduce unnecessary moves. This will take place across January and February 2021. | |

| Measure No: | 160 | Milestone: 15% | Dec-20 | |
|--|-----|--|--------|---|
| CLA placed outside LA boundary and more than 20 miles from where they used to live | | 15% or less by 2022 | 17% |  |
| Performance | | Recovery Actions | | |
| <p>The significant increase in numbers of children entering care has led to a reduction in capacity of local placements.</p> <p>We have also absorbed asylum seeking children from other areas as part of the National Transfer Service who we have had to place out of area, whilst not near to their social workers.</p> | | <p>A review is being undertaken in respect of our fostering service including looking at payments. Proposed changes may make carers more amenable to taking multiple children given the identified challenge that taking additional siblings is not currently met with sufficient funding. This will enable an increase in local placements and a reduction in the need to separate siblings.</p> <p>The Numbers of Children We Care For group meets fortnightly as a subgroup of the wider Permanence Group and is working on issues including the processes and scheme of delegation for children entering care and improving our work in returning children home. The decrease of children in care would mean we would be less likely to need to accept placements at a distance.</p> | | |

A Prosperous Place

| Measure No: | 21 | Milestone: 11.2% | 2020/21 | |
|--|----|--|---------|---|
| Business start-ups | | Top quartile of statistical neighbours by 2022 - 11.33% | 10.4% |  |
| Performance | | Recovery Actions | | |
| The latest Business Demography data, released in November 2020, relates to trends up to 2019. In 2019 the start-up rate in West Sussex was 10.4%, lower than the national (13.2%) and regional (11.9%) average. Over the last 5 years, generally the start-up rate has fallen in line with the national and regional trends. Compared to the 18 upper tier and unitary authorities in the South East Region, West Sussex has one of the lowest start-up rates in the region, and the county does not lie in the top quartile compared with its statistical neighbours. | | Actions including the provision of start-up space and support for businesses to start and grow, as set out in the West Sussex Economic Reset Plan. | | |

| Measure No: | 29 | Milestone: 7.3% | 2020/21 | |
|--|----|---|--------------|---|
| 16-17-year olds who are not in education, employment or training - includes 'unknowns' . | | Top quartile of Local Authorities nationally by 2022 - <3.8% | 9.6% (prov.) |  |
| Performance | | Recovery Actions | | |
| The measure now incorporates those with 'unknown' status. Each year the cohort is reset in September, so the status of all young people is considered "not known" and the process of changing statuses to employment, education or training (EET), NEET or still unknown starts. Therefore, the picture in each authority, depending on their progress can differ widely. For this reason, the DfE use a data average of December, January and February to publish final results. Therefore, the latest result is just an indicator. | | Over 500 young people who are NEET are currently being supported by our team of careers advisers and many are gradually re-engaging with education and training, many building up their confidence and skills by starting on short term employability courses before moving on to more full time education, training or employment opportunities. There remains a number of young people with complex issues for whom we are working with our partners to ensure the right support is made available for them so that they can also progress. | | |

A strong, safe and sustainable place

| Measure No: | 39 | Milestone: 426 | Dec-20 |
|---|-------------------|--|--------|
| Average time between a child entering care and moving in with their adoptive family | ≤365 days by 2022 | 502.97 | ↓ |
| Performance | | Recovery Actions | |
| There has been a slight reduction on time taken for children to move in with their adoptive family. It is possible in future months this number may rise given the extension of court proceedings due to the previous and renewed impact of COVID 19. | | As part of the work of the strategic group, a new workflow for adoption with timescales is being taken to the policy and practice group to ensure clarity of roles, responsibilities and expectations of workers in Children's Services and Adoption South East. | |

Monthly/Quarterly Measures

| Best Start in life | | Target | 20/21 Milestone | H/L | Baseline | Jul-20 | | Aug-20 | | Sep-20 | | Oct-20 | | Nov-20 | | Dec-20 | | Year End Forecast |
|--------------------|--|---|-----------------|-----|----------|----------------|---|--------|---|------------|---|--------|---|--------|---|------------------|---|-------------------|
| 5 | Families turned around | ≥3,940 by 2020 | 4,600 | H | 1,281 | | | | | 4,577 | ↑ | | | | | 4,600 | ↑ | G |
| 8 | West Sussex Children Looked After per 10,000 | Top quartile of statistical neighbours by 2022 - ≤40.5 | 52.00 | A | 41.20 | 49.40 | ↑ | 50.08 | ↑ | 52.18 | ↑ | 52.35 | ↑ | 52.97 | ↑ | 52.80 | ↓ | G |
| 9 | West Sussex children subject to Child Protection Plan for 2 years or more | Top quartile of statistical neighbours by 2022 - ≤1.35% | 2.30% | L | 2.40% | 0.95% | ↑ | 0.91% | ↓ | 0.53% | ↓ | 0.63% | ↑ | 0.42% | ↓ | 0.42% | ↔ | G |
| 10 | Children Looked After with 3 or more placements during the year | Top Quartile of statistical neighbours by 2022 (currently ≤ 10%) | 10.5% | L | 10.7% | 10.7% | ↓ | 8.5% | ↓ | 8.5% | ↔ | 9.7% | ↑ | 10.7% | ↑ | 11.8% | ↑ | G |
| 11 | Review of Child Protection Conferences completed in timescales | ≥99% by 2022 | 99.0% | H | 96.6% | 99.3% | ↓ | 96.4% | ↓ | 97.6% | ↑ | 99.4% | ↑ | 95.8% | ↓ | 98.8% | ↑ | G |
| 12 | Child Sexual Exploitation - cases managed at medium or low levels of risk | ≥80% by 2022 | 100% | H | 75% | | | | | 100% | ↔ | | | | | 100% | ↔ | G |
| 160 | CLA placed outside LA boundary and more than 20 miles from where they used to live | 15% or less by 2022 | 15.0% | L | 13.5% | | | | | 15.3% | ↑ | | | | | 17.0% | ↑ | G |
| 161 | Percentage of Care Leavers that the LA is in touch with | Average of statistical neighbours by 2022 - ≤ 89% | 89.0% | H | 90.3% | | | | | 93.0% | ↔ | 96.0% | ↑ | 93.3% | ↓ | 89.3% | ↓ | G |
| A prosperous place | | Target | 20/21 Milestone | H/L | Baseline | Jul-20 | | Aug-20 | | Sep-20 | | Oct-20 | | Nov-20 | | Dec-20 | | Year End Forecast |
| 23a | Access to superfast fibre broadband | Additional 8,000 premises have access to superfast fibre by 2022 | 0 | H | 1,203 | | | | | 8,199 | ↔ | | | | | Measure Complete | | G |
| 28 | Economically active 16-64 year olds who are employed | Remain in top quartile of statistical neighbours by 2022 - ≥ 80.45% | 80.5% | H | 80.2% | 80.2% (Jun-20) | ↓ | | | Due Jan-21 | | | | | | | | G |

| A strong, safe and sustainable place | | Target | 20/21 Milestone | H/L | Baseline | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 | Year End Forecast | | | | | | |
|--------------------------------------|---|--|-----------------|-----|-----------|--------|--------|--------------|--------|--------|--------|-------------------|---|------------------|---|--------|---|---|
| 35 | Calls to critical fires where the first fire engine met our emergency response standard | 90% by 2022 | 89.0% | H | 87.3% | | | 89.0% | ↓ | | | 92.1% | ↑ | A | | | | |
| 37 | Operation Watershed fund allocated to community projects | 103 projects supported by 2022 | 93 | H | 50 | | | 93 | ↑ | | | 93 | ↔ | G | | | | |
| 38 | Households living in temporary accommodation per 1,000 households | Top quartile of statistical neighbours by 2022 - ≤0.56 | 1 | L | 1.50 | | | 2.3 (Jun-20) | ↑ | | | | | R | | | | |
| 39 | Average time between a child entering care and moving in with their adoptive family | ≤365 days by 2022 | 426 | L | 467 | 511.38 | ↑ | 504.34 | ↓ | 509.65 | ↑ | 514.41 | ↑ | 508.62 | ↓ | 502.97 | ↓ | R |
| 40 | Safe and Well visits carried out for those at highest risk | 19,800 by 2022 cumulative | 15,800 | H | 4,000 | | | 15,487 | ↑ | | | | | 16,474 | ↑ | G | | |
| 41 | Reports of crime in West Sussex - overall crime recorded per 1,000 population | below the regional average by 2022 - 80.5 | 81.8 | L | 56.1 | | | 68.1 | ↓ | | | | | G | | | | |
| 42 | Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS) | 800 reports per annum totalling 4,000 by 2022 | 800 | H | 641 | | | 661 | ↑ | | | | | G | | | | |
| 43 | Renewable energy generated by WSCC | 50% increase on baseline by 2022 | 9,141 MWh | H | 6,094 MWh | | | 12,165 MWh | ↑ | | | | | 13,816 MWh | ↑ | G | | |
| 44 | Carbon reduction achieved by WSCC in tonnes emitted | 50% decrease on baseline by 2022 | 0 | L | 32,022 | | | 15,100 | ↔ | | | | | Measure Complete | ▲ | G | | |
| Independence for later life | | Target | 20/21 Milestone | H/L | Baseline | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 | Year End Forecast | | | | | | |
| 49 | Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission | Top quartile of statistical neighbours by 2022 - 85.3% | 83.0% | H | 79.0% | | | | | 81.4% | ↓ | 81% | ↓ | A | | | | |
| 50 | Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission | Top quartile of statistical neighbours by 2022 - 91.3% | 91.0% | H | 90.0% | | | | | 92.2% | ↑ | 92% | ↓ | G | | | | |

| A council that works for the community | | Target | 20/21 Milestone | H/L | Baseline | Jul-20 | | Aug-20 | | Sep-20 | | Oct-20 | | Nov-20 | | Dec-20 | | Year End Forecast |
|--|--|---|-----------------|-----|----------|--------|---|--------|---|--------|---|--------|---|--------|---|--------|---|-------------------|
| 59 | Freedom of Information requests responded to within time | 95% by 2022 | 95.0% | H | 80.0% | 89.0% | ↑ | 88.0% | ↓ | 80.0% | ↓ | 86.0% | ↑ | 89.0% | ↑ | 89% | ↔ | A |
| 60 | Formal member meetings webcast | Increase by 10% each year to 2022 to 36.4% | 33.8% | H | 26.0% | | | | | 100.0% | ↔ | | | | | 100% | ↔ | G |
| 61 | Residents subscribing to receive online updates on the democratic process | Increase by 100 each year to 2022 from Mar 2019 to 23,458 | 23,358 | H | 18,851 | | | | | 32,742 | ↑ | | | | | 37,568 | ↑ | G |
| 62 | Decision transparency | 75% the number of key decisions published in the Forward Plan at least 2 months prior | 72.5% | H | 64.0% | | | | | 64.0% | ↓ | | | | | 70.0% | ↑ | G |
| 63 | Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes | Increase by 10% each year to 2022 from Mar 2019 | 7,381 | H | 3,986 | 10,728 | ↑ | 10,921 | ↑ | 11,187 | ↑ | 11,521 | ↑ | 12,096 | ↑ | 12,540 | ↑ | G |
| 66 | The County Council's response to recommendations from customer complaint resolutions | 100% by 2022 | 90.0% | H | 94.0% | | | | | | | | | | | 100% | ↔ | G |























Annual Measures

| Best Start In Life | | Target | 20/21 Milestone | Aim H/L | Baseline | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | Year End Forecast | |
|--------------------|---|--|-----------------|---------|----------|---------|---|---------|---|------------|---|------------|-------------------|---|
| 6 | Healthy weight 10-11 year olds | Top quartile of all Local Authorities by 2022 - >67% | 67.0% | H | 70.3% | 70.2% | ↓ | 70.4% | ↑ | 69.8% | ↓ | Due Dec-21 | G | |
| A Prosperous Place | | Target | 20/21 Milestone | Aim H/L | Baseline | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | Year End Forecast | |
| 21 | Business start-ups | Top quartile of statistical neighbours by 2022 - 11.33% | 11.2% | H | 12.20% | 10.80% | ↓ | 10.46% | ↓ | 10.40% | ↓ | Due Dec-21 | A | |
| 22 | Business survival and retention (5 year survival rate) | Top quartile of statistical neighbours by 2022 - >47.24% | 47.0% | H | 43.30% | 47.00% | ↑ | 46.08% | ↓ | 46.70% | ↑ | Due Dec-21 | A | |
| 23b | Coverage of superfast fibre broadband | 96% West Sussex coverage by 2022 | 95.0% | H | 95.0% | 95.6% | ↔ | 95.9% | ↑ | 96.4% | ↑ | 96.7% | ↑ | G |
| 24 | Additional school places delivered | Total school places 127,256 by 2022 | 129,680 | H | 109,017 | 126,143 | ↔ | 127,323 | ↑ | 128,422 | ↑ | 128,457 | ↑ | G |
| 25 | Cycling - total length of cycle path - new installations | 60% increase by 2022 on the amount of new installation | 25.53km | H | 0.00km | 5.57km | ↔ | 11.37km | ↑ | 28.65km | ↑ | 33.60km | ↑ | G |
| 26 | Road conditions - A roads considered poor and likely to require planned maintenance (for a 2 year period) | 5% or less by 2022 | 5% | L | 5% | 3% | ↓ | 4% | ↑ | 4% | ↔ | 5% | ↑ | G |
| 27 | Average gross weekly earnings for full time workers resident in West Sussex (calendar year) | Top quartile of statistical neighbours by 2022 - ≥£593.40 | £593.40 | H | £593.40 | £554.10 | ↓ | £574.90 | ↑ | £602.20 | ↑ | £575.40 | ↓ | A |
| 29 | 16-17 year olds who are not in education, employment or training - measure now includes ' unknowns'. | Top quartile of Local Authorities nationally by 2022 - <3.8% | 7.3% | L | 0.0% | 9.3% | ↔ | 8.8% | ↓ | 11.1% | ↑ | 9.6% | ↓ | A |
| 30 | Apprentices in West Sussex | ≥7,390 by 2022 | 7,038 | H | 5,790 | 4,790 | ↓ | 4,860 | ↑ | Due Mar-21 | | Due Mar-22 | | R |
| 31 | Adults with learning disabilities who are in paid employment | England average or better by 2022 - 6% | 4.9% | H | 2.2% | 3.2% | ↑ | 2.0% | ↓ | 2.1% | ↑ | Due Jul-21 | | R |
| 33 | Economic growth - GVA | Above South East average by 2022 - £30,356 | £30,356 | H | £25,221 | £26,304 | ↑ | £26,589 | ↑ | Due May-21 | | Due Dec-21 | | A |

| A Strong, Safe and Sustainable Place | | Target | 20/21 Milestone | Aim H/L | Baseline | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | Year End Forecast |
|--------------------------------------|---|--|-----------------|---------|----------|---------|---|---------|---|------------|---|------------|-------------------|
| 7 | Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population | Top quartile of statistical neighbours - 183.16 | 191.20 | L | 220.30 | 222.2 | ↑ | 235.1 | ↑ | Due Mar-21 | | Due Mar-22 | R |
| 34 | Air Quality Management Areas where air quality is improving | improvement each year for all 10 areas by 2022 | 10 | H | 9 | 8 | ↔ | 8 | ↔ | 9 | ↑ | Due Dec-21 | A |
| 36 | People killed or seriously injured in road traffic accidents per billion vehicle miles | Top quartile of statistical neighbours by 2022 - ≤54 | 68 | L | 103 | 102 | ↓ | 104 | ↑ | 118 | ↑ | Due Sep-21 | R |
| 46 | Household waste sent to landfill | 9% by 2022 (top quartile) | 10.0% | L | 49.0% | 39.0% | ↓ | 30.2% | ↓ | 18.1% | ↓ | Due Aug-21 | A |
| 48 | Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB | 100% of plans reviewed every 5 years | 100% | L | 100% | 100% | ↔ | 100% | ↔ | 100% | ↔ | Due Apr-21 | G |
| Independence For Later Life | | Target | 20/21 Milestone | Aim H/L | Baseline | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | Year End Forecast |
| 51 | People who use services who say that those services have made them feel safe and secure | 95% by 2022 | 94.0% | H | 82.9% | 87.1% | ↓ | 91.9% | ↑ | 93.0% | ↑ | Due Jul-21 | G |
| 54 | Emergency admissions for hip fractures in those aged 65+, per 100,000 | Maintain at 612 per 100,000 by 2022 | 612 | L | 578 | 569 | ↓ | 560 | ↓ | Due Feb-21 | | Due Feb-22 | G |
| 55 | Social isolation - adult social care users who have as much social contact as they would like | 50% by 2022 | 48.0% | H | 45.8% | 41.2% | ↓ | 46.0% | ↑ | 48.0% | ↑ | Due Jun-21 | G |


Monthly/quarterly measures suspended for the remaining 2020-21

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| Measures for success | | Report Cycle | Target | 2020/21 Milestone | Aim High /Low | Baseline | Feb-20 | Mar-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 >91.5% | 91.0% | H | 81.6% | 87.6%  | 87.6%  | No results due until summer 2021 | This activity has been suspended until Summer 2021 - source - gov.uk press release - 3/12/2020 |
|  | 3 | Pupils attending West Sussex schools that are judged good or outstanding by Ofsted | Monthly | Top quartile of all Local Authorities by 2022 - currently >91.1% | 90.0% | H | 81% | 86.5%  | 86.6%  | No results due until summer 2021 | This activity has been suspended until Summer 2021 - source - gov.uk press release - 3/12/2020 |
|  | 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%  | No results due until summer 2021 | Next data due Jan 2021 for Autumn 2020 |
|  | 13 | West Sussex children placed in residential homes rated good or outstanding | Quarterly | 90% by 2022 | 89% | H | 84% | | 95.8%  | Measure replaced | Measure has been replaced with measure 160 - CLA placed outside LA boundary and more than 20 miles from them where they used to live |
|  | 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%  | Results due from MoJ in Feb 2021 | Ministry of Justice delayed data publication due to Covid, next due Feb 2021 |
| Independence for later life  | | | | | | | | | | | |
|  | 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 | No data due until March 2021 | 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 | Governance Committee in January are discussing whether next round of CLCs should go ahead |
|  | 65 | Level of community grants that support The West Sussex Plan priorities | Quarterly | 100% by 2022 | 100% | H | 100% | | 100%  | No longer measuring | RESULTS ALWAYS 100% Prerequisite that any grants are only made against West Sussex Plan priorities so no longer a meaningful measure. |

Annex
Agenda Item 6

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 | Jun-20 | Note |
|---|---|--------------|-------------------------|-------------------|---------------|----------|--------|--------|--------|---|
|  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% ↑ | No results expected for 2020/21 | published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021 |
|  | 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% ↑ | No results expected for 2020/21 | published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021 |
|  | 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 ↓ | No results expected for 2020/21 | published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021 |
|  | 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  | | | | | | | | | | | |
|  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 | No results expected for 2020/21 | The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results |
| A strong, safe and sustainable place  | | | | | | | | | | | |
|  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 | No results expected for 2020/21 | 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 | No results expected for 2020/21 | No survey undertaken therefore no data is available 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% ↓ | No results expected for 2020/21 | 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 | No results expected for 2020/21 | The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results |
|  57 | Residents who agree that the council provides good value for money | Biennial (Oct 18) | 80% by 2022 | 80% | H | 0% | Biennial | 35% | Biennial | No results expected for 2020/21 | The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results |
|  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 | No results expected for 2020/21 | The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results |

Appendices

- Appendix 1 – Revenue Budget Monitor and Useable Reserves – as at December 2020
- Appendix 2 – Covid Grant Funding Allocated to West Sussex – as at January 2021
- Appendix 3 – Savings Monitor – as at December 2020
- Appendix 4 – Children First Improvement Plan Update – as at December 2020
- Appendix 5 – Fire Improvement Plan Update – as at December 2020
- Appendix 6 – Capital Programme Budget Monitor – as at December 2020
- Appendix 7 – Workforce Key Performance Indicators – as at December 2020
- Appendix 8 – Corporate Risk Register – as at February 2021

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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 | -364,268 | 0 |
| Council Tax Collection Fund | -2,000 | -2,598 | -2,598 | 0 |
| Business Rates | -81,933 | -80,469 | -59,491 | 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 | -13,007 | 0 |
| Covid-19 Emergency Fund | 0 | -25,328 | -25,328 | 0 |
| Covid-19 Income Loss Compensation | 0 | -900 | -900 | 0 |
| New Homes Bonus Grant | -3,713 | -3,713 | -2,786 | -1 |
| Total Financing | -593,857 | -624,905 | -477,216 | -104 |
| | | | | |
| | Approved budget | Latest budget for year | Net spending to date | Projected outturn variation |
| Analysis of Expenditure | £000 | £000 | £000 | £000 |
| Portfolio Budgets | | | | |
| Adults and Health | 209,423 | 223,029 | 143,756 | -50 |
| Children and Young People | 129,571 | 134,166 | 99,961 | 500 |
| Economy and Corporate Resources | 52,805 | 53,284 | 38,096 | -1,595 |
| Education and Skills | 20,815 | 22,004 | 24,613 | 510 |
| Environment | 60,378 | 59,180 | 39,573 | 520 |
| Finance | 13,892 | 14,257 | 13,793 | 54 |
| Fire & Rescue and Communities | 35,732 | 37,239 | 25,895 | -50 |
| Highways and Infrastructure | 35,401 | 37,171 | 27,442 | -410 |
| Leader | 1,452 | 1,458 | 844 | -50 |
| Sub-total | 559,469 | 581,788 | 413,973 | -571 |
| Non-Portfolio Budgets | | | | |
| Capital Financing - Repayment (MRP) | 10,616 | 12,151 | 11,996 | 33 |
| Capital Financing - Interest | 18,103 | 19,525 | 14,699 | -32 |
| Revenue Contribution to Capital - Business Rates Pilot | 500 | 500 | 0 | 0 |
| Revenue Contribution to Capital - Other | 2,377 | 1,603 | 0 | 0 |
| Investment Income | -2,970 | -2,170 | -2,317 | 0 |
| Business Rates Pool | 0 | 0 | 1,386 | 0 |
| Care Leavers Council Tax Support | 25 | 0 | 0 | 0 |
| Contingency | 6,832 | 5,676 | 0 | 0 |
| Transfers to/(from) Reserves - Business Rates Pilot | -500 | 1,787 | 1,787 | 0 |
| Transfers to/(from) Reserves - Other | -595 | 4,045 | 4,045 | 0 |
| Sub-total | 34,388 | 43,117 | 31,596 | 1 |
| Total Net Expenditure | 593,857 | 624,905 | 445,569 | -570 |
| | | | | |
| Total Forecast Variation - underspending | -674 | | | |

| | |
|---|--------------|
| Memo: Contingency | £000 |
| Original Budget | 6,832 |
| September QPM Decision: Funding additional costs of Hay/NJC pay award | -1,156 |
| Available Contingency | 5,676 |

Agenda Item 6

| Balances and Reserves | Balance at 31 Mar 2020 | Balance at 31 Dec 2020 | Projected Balance at 31 Mar 2021 | Projected Annual Movement | Comments on Significant Annual Movements |
|---|---------------------------|---------------------------|--|---------------------------------|---|
| | £000 | £000 | £000 | £000 | |
| Earmarked Reserves: | | | | | |
| Budget Management Reserve | -14,952 | -35,066 | -35,066 | -20,114 | £3m reserves replenishment, £12m Capital Infrastructure, £2.7m final NNDR/CTax |
| Business Infrastructure Reserve | -646 | -646 | -256 | 390 | |
| Business Rates Pilot Fund | -20,463 | -22,250 | -20,750 | -287 | Additional £2.3m estimated 19/20 collection fund surplus; estimated £2m to be applied to capital programme to finance in-year spend |
| Capital Infrastructure | -12,028 | 0 | 0 | 12,028 | Balance transferred to Budget Management Reserve |
| Children First Improvement Plan | 0 | 0 | -2,000 | -2,000 | Projected outturn underspend; proposed to be carried forward via reserves to support improvement plan in subsequent financial years |
| Covid-19 Emergency Fund | -20,525 | -21,505 | 0 | 20,525 | 1st tranche b/f £20.5m; Subsequent grants/compensation £26.2m; 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 | -4,282 | -922 | £1.3m 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 | -801 | 196 | Forecast spend of £1.7m net of Finance portfolio contribution of £1.5m |
| Insurance Reserve | -5,845 | -5,845 | -4,349 | 1,496 | £1.5m anticipated revenue overspending to provide for claim payments to be financed by reserve |
| Interest Smoothing Account | -1,078 | -1,078 | -2,111 | -1,033 | Anticipated outturn surplus to be transferred to reserves to mitigate expected ultra-low returns in 2021/22 and 2022/23 |
| 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 | -1,317 | 200 | |
| Special Support Centres | -1,845 | -1,845 | -1,845 | 0 | |
| Statutory Duties Reserve | -2,437 | -2,437 | -2,256 | 181 | |
| Strategic Economic Plan Reserve | -1,061 | -1,024 | -624 | 437 | |
| Street Lighting PFI Reserve | -23,585 | -23,349 | -23,466 | 119 | |
| Waste MPMC 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 | -1,723 | 621 | Includes planned application of balances on Fire Inspection Improvements (£0.3m) and Deprivation of Liberty Safeguarding (£0.2m) |
| Earmarked Reserves (Excluding Schools) | -167,214 | -173,679 | -150,680 | 16,534 | |
| Dedicated Schools Grant (DSG) Reserve | 1,739 | 1,675 | 12,459 | 10,720 | Projected in-year DSG overspending of £10.8m |
| School Balances | -16,241 | -15,544 | -15,544 | 697 | £0.6m release of year-end debtors to schools (no projection is made for the outturn position on delegated school budgets) |
| Total Earmarked Reserves | -181,716 | -187,548 | -153,765 | 27,951 | |
| General Fund | -20,286 | -20,286 | -20,286 | 0 | |
| Capital Grants Unapplied | -55,587 | -55,587 | -45,400 | 10,187 | Forecast net position of grants/contributions receivable for year and grants/contributions applied to capital programme |
| Capital Receipts Reserve | -3,959 | -3,959 | -259 | 3,700 | Anticipate £3.7m utilisation towards transformational expenditure under flexible use of capital receipts strategy |
| Total Usable Reserves | -261,548 | -267,380 | -219,710 | 41,838 | |

| Covid-19 Grant Funding Allocated to West Sussex County Council - as at 28th January 2021 | | |
|---|----------------------|---|
| Description | Amount £m | Spending Plan |
| Unringfenced Grant: | | |
| Covid-19: emergency funding for local government (first tranche £20.5m, second tranche £15.9m) | 36.4 | |
| Further £500m to support local authorities (July 2020) | 5.0 | To meet additional pressures arising from the pandemic and help continue to deliver frontline services and to avoid cashflow issues. |
| Further £1bn to support local authorities (Oct 2020) | 4.4 | |
| Total Unringfenced Grant | 45.9 | |
| Specific/ Dedicated Grants (WSCC) | | |
| Test and Trace | 3.2 | Led by WS Public Health, implementation of tailored outbreak control plans to reduce and manage the virus across the county. |
| Contain Outbreak Management Fund | 8.9 | To help reduce the spread of coronavirus and support local public health |
| Adult Social Care Rapid Testing Fund | 3.3 | To fund lateral flow testing in adult social care |
| Workforce Capacity Fund | 1.7 | To support local authorities in boosting staffing levels in the care sector |
| Additional Dedicated Home to School and College Transport | 1.1 | To provide sufficient transport capacity so children and young people can attend school and college safely and on time. |
| Winter Support Grant | 2.0 | to provide support over the winter to children and households who are experiencing, or at risk of experiencing, poverty, where they are impacted by the ongoing public health emergency, and where alternative sources of assistance may be unavailable |
| Clinically Extremely Vulnerable | 0.5 | Funding to support the clinically extremely vulnerable |
| 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. |
| 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) | 0.2 | Phase 1 (Revenue - final allocation) installation of temporary cycle lane provision. |
| Funding to Protect and Increase Travel Services (Emergency Active Travel Fund) | 0.5 | Phase 2 (Revenue - indicative allocation) installation of temporary cycle lane provision. |
| Total Specific/ Dedicated Grant | 22.6 | |
| Other Ringfenced and Capital Grants: | | |
| Infection Control Fund | 24.3 | 75% payments to CQC registered care homes and 25% to be allocated across care homes, domiciliary care providers, other care accommodation settings, e.g. shared lives, supported living. |
| Funding to Protect and Increase Travel Services (Emergency Active Travel Fund) | 0.5 | Phase 1 (Capital - final allocation) installation of temporary cycle lane provision. |
| Funding to Protect and Increase Travel Services (Emergency Active Travel Fund) | 1.9 | Phase 2 (Capital - indicative allocation) creation of longer term projects. |
| Total Ringfenced and Capital Grants | 26.7 | |
| Overall Total Grants | 95.2 | |
| Additional ringfenced grant allocations to be confirmed/ allocated | | |
| | 0.0 | |
| Additional unringfenced grant allocations to be confirmed/ allocated | | |
| Estimated reimbursement of lost income | 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). |
| Contain Outbreak Management Fund | 11.3 | Further funding expected - To help reduce the spread of coronavirus and support local public health. |
| | 14.0 | |

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2020/21 Savings - As at December 2020

| Portfolio | Activity | 2020/21 £000 | Dec-20 | Nov-20 | Dec-20 | Narrative | Forecast of saving in 2021/22 |
|-------------------------------|---|-----------------|--------|-----------|-----------|---|-------------------------------|
| Adults & Health | Reduce Local Assistance Network (LAN) | 100 | 100 | B | B | | B |
| Adults & Health | Review options for in house provided services | 180 | 180 | B | B | | B |
| Adults & Health | Housing Related Support | 2,328 | 2,328 | B | B | | B |
| Adults & Health | Staffing Review | 175 | 175 | B | B | | B |
| Adults & Health | Lifelong Services | 1,900 | 1,900 | R Covid19 | 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 | | B |
| Adults & Health | General 1% reduction in staffing budgets | 300 | 300 | G | G | | G |
| Adults & Health | Direct payments/review of assessments/support to self-funders | 1,150 | 650 | R Covid19 | 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 | | | 500 | B | B | | B |
| Adults & Health | Actuarial review of pension contributions | 181 | 181 | B | B | | B |
| Children & Young People | Early intervention reducing demand for high cost services | 400 | 400 | G | G | | G |
| Children & Young People | Lease of vacant properties to reduce intentionally homeless costs | 100 | 100 | G | 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. | A Covid19 |
| Children & Young People | Early Help | 1,000 | 0 | G | B | A number of vacant positions not required have now been deleted, meaning that this saving can be rated as blue (permanently delivered). | A |
| Children & Young People | | | 1,000 | B | B | | |
| Children & Young People | Actuarial review of pensions contributions | 369 | 369 | B | B | | B |
| Economy & Corporate Resources | Centralisation of Learning & Development | 50 | 50 | B | B | | B |
| Economy & Corporate Resources | Lease cars to staff (salary sacrifice) | 100 | 100 | G | 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 |
| Economy & Corporate Resources | Redesign of business processes | 2,400 | 2,400 | R Covid19 | R Covid19 | Staff working on transformation projects have been re-deployed to work on the County Council's emergency Covid-19 response. | |
| Economy & Corporate Resources | Print and post contracts | 100 | 100 | G | B | | B |
| Economy & Corporate Resources | Actuarial review of pensions contributions | 125 | 125 | B | B | | B |
| Education & Skills | Reduce post-16 support service | 100 | 100 | B | 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 | 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 | 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 | | B |
| Environment | Reduce recycling credits | 2,100 | 2,100 | B | B | | B |
| Environment | Further savings on Viridor contract through negotiation | 200 | 200 | G | G | | G |
| Environment | Expansion of solar installation programme | 100 | 100 | R | 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 | | G |
| Environment | Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection | 200 | 200 | G | G | | G |
| Environment | Waste Disposal - Non Resident Restriction/Charge | 250 | 250 | G | G | | G |
| Environment | Solar Farms/Battery Storage | 100 | 100 | R | R | Delays in recruitment have impacted on the delivery of this saving. | A |
| Environment | Planning fee income | 150 | 150 | G | G | Planning fee income (incl Highway Agreements) does not appear to have been impacted by Covid-19 and is on track with budget assumptions. | G |
| Environment | Actuarial review of pensions contributions | 42 | 42 | B | B | | B |

2020/21 Savings - As at December 2020

Agenda Item 6

| Portfolio | Activity | 2020/21 £000 | Dec-20 | Nov-20 | Dec-20 | Narrative | Forecast of saving in 2021/22 |
|---------------------------------|---|-----------------|--------|-----------|-----------|--|-------------------------------|
| Finance | Income Generation - Investment Opportunities | 500 | 275 | R | G | Income shortfall of £275k from commercial investment property is now mitigated by increased income and reduced expenditure elsewhere within Asset and Estates | |
| Finance | | | 225 | G | B | | B |
| Finance | Amazon business accounts | 200 | 200 | R Covid19 | R Covid19 | Procurement staff have been prioritised to work on the Covid-19 emergency response which has affected the resource requirements to deliver this in year saving. However it should be noted that this saving is still expected to be achieved in 2021/22. | A |
| Finance | Charging for Frameworks | 100 | 100 | R Covid19 | R Covid19 | Procurement staff have been prioritised to work on the Covid-19 emergency response which has affected the resource requirements to deliver this in year saving. However it should be noted that this saving is still expected to be achieved in 2021/22. | A |
| Finance | Apprenticeship Levy | 100 | 100 | B | B | | B |
| Finance | Actuarial review of pensions contributions | 55 | 55 | B | B | | B |
| Fire and Rescue and Communities | Reduced library opening hours | 70 | 70 | B | B | | B |
| Fire and Rescue and Communities | Cessation of mobile library service | 90 | 90 | B | B | | B |
| Fire and Rescue and Communities | Revised library logistic service | 15 | 15 | B | B | | B |
| Fire and Rescue and Communities | Partnership & Communications Team | 45 | 45 | B | B | | B |
| Fire and Rescue and Communities | Reduction in Community Safety funded activity | 50 | 50 | G | B | | B |
| Fire and Rescue and Communities | Revised arrangements to deliver Command and Mobilisation services | 1,000 | 1,000 | G | G | | B |
| Fire and Rescue and Communities | Procurement of contract for Fire Uniform | 100 | 100 | G | B | | B |
| Fire and Rescue and Communities | Insourcing of fleet maintenance | 100 | 100 | G | B | | B |
| Fire and Rescue and Communities | Repurposing of key buildings | 150 | 150 | R | R | Undeliverable efficiency saving relating to the Worthing Library Community Hubs project. | |
| Fire and Rescue and Communities | Increased income from Registrars Services | 150 | 150 | R Covid19 | R Covid19 | Service delivery has been impacted by Covid-19 pandemic. | A Covid19 |
| Fire and Rescue and Communities | Actuarial review of pensions contributions | 95 | 95 | B | B | | B |
| Highways and Infrastructure | Cost Recovery (Street Works Permit Scheme) | 20 | 20 | G | B | | B |
| Highways and Infrastructure | Staffing changes | 100 | 100 | G | B | Directorate redesign fully implemented and saving delivered. | B |
| Highways and Infrastructure | On street parking | 300 | 300 | R Covid19 | R Covid19 | On Street parking income is projecting a shortfall of £1.166m due to Covid 19 restrictions as reduced pay and display activity continues to be experienced. | A Covid19 |
| Highways and Infrastructure | Actuarial review of pensions contributions | 30 | 30 | B | B | | B |
| Leader | Actuarial review of pensions contributions | 8 | 8 | B | B | | B |
| Corporate (Non Service) | Interest Income | 250 | 250 | R Covid19 | R Covid19 | Saving at significant risk due to pandemic. | A Covid19 |
| TOTAL | | 18,397 | | | | | |

| Uncompleted Savings from 2019/20 - As at December 2020 | | | | | |
|--|---|---|--------------|-----------|---|
| Portfolio | Activity | Unachieved savings from 2019/20 rolled forward into 2020/21 budget. | | | Comments |
| | | Saving Total brought forward from 2019/20 | Dec-20 | Dec-20 | |
| Adults and Health | Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people (Published Cabinet Member decision) | 150 | 150 | G | Full implementation of the policy changes has yet to happen. The in-sourcing of various support services to the County Council from August has allowed more influence to be exerted over this area. Although a full saving has not been delivered in year, the decision to enable this saving to be made has been taken which should enable it to be fully realised in 2021/22. This saving has been mitigated within the in-year position of the Adults and Health portfolio. |
| Adults and 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 and Health | Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation) | 500 | 500 | R | Plans have been developed, the implementation of which have been delayed by the pandemic but are expected to go ahead in 2021/22. This saving has been mitigated within the in-year position of the Adults and Health portfolio. |
| Adults and Health | Staffing Review - across Children, Adults, Families, Health and Education (People Services) | 125 | 125 | B | |
| Children and 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 and 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 reprocured 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 and 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 and Skills | Developing additional SSCs (Published Cabinet Member decision) | 131 | 131 | R | The two nursery SSCs opened in September 2019 as planned. Although commissioning arrangements had 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 direction that the Castle Trust must cease trading; this has resulted in the Council's decision to cease the current SSC provision. Other planned SSCs are not expected to be operational until September 2023 at the earliest. |
| Highways and Infrastructure | Review of non-statutory elements of the English National Concessionary Transport scheme | 50 | 50 | G | Alternative rail travel no longer provided from October 2020. The in-year savings shortfall is mitigated within the budget. |
| Highways and Infrastructure | Staffing changes | 134 | 134 | B | Directorate redesign fully implemented and saving delivered in 20/21 |
| Highways and 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 and Infrastructure | Income generation - examine scope to increase income from fees and charges, including sponsorship | 100 | 100 | G | Fee and charge income shortfall is now offset by additional income generated from street works inspections and FPNs. |
| TOTAL | | 2,319 | 2,319 | | |

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Children First Improvement Fund - December 2020

| | Full Amount Estimated | Latest Full Amount Estimated | Actual spend in 2019/20 | Planned spend for 2020/21 | Projected spend for 2020/21 | Variation to planned spend 2020/21 | Planned spend for 2021/22 | Planned spend for 2022/23 |
|---|-----------------------------|------------------------------------|-------------------------------|---------------------------------|-----------------------------------|---|---------------------------------|---------------------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Temporary investment in targeted improvement | | | | | | | | |
| Senior Improvement Leads | 1,160 | 1,163 | 446 | 580 | 315 | (265) | 402 | 0 |
| Programme Management and support | 1,500 | 1,286 | 571 | 537 | 715 | 178 | 0 | 0 |
| Practice Improvement/Behaviour Change Programme | 3,600 | 1,251 | 571 | 3,016 | 680 | (2,336) | 0 | 0 |
| Leadership Development & Training Programmes | 500 | 750 | 0 | 500 | 234 | (266) | 516 | 0 |
| Specific Project Consultancy | 1,000 | 309 | 31 | 802 | 85 | (717) | 193 | 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 | 700 | 196 | 0 | 359 | 359 | 145 | 0 |
| Additional Corporate Posts | 0 | 155 | 0 | 50 | 79 | 29 | 76 | 0 |
| Transition to Children's Trust | 0 | 29 | 0 | 0 | 29 | 29 | 0 | 0 |
| Extension to PMO supporting improvement work (new) | 0 | 520 | 0 | 0 | 0 | 0 | 260 | 260 |
| Young People's Voice & Participation (new) | 0 | 78 | 0 | 0 | 78 | 78 | 0 | 0 |
| | 8,148 | 6,418 | 1,915 | 5,485 | 2,651 | (2,834) | 1,592 | 260 |
| Temporary additional capacity (service & corporate); retention offer | | | | | | | | |
| Retention Payments | 2,150 | 2,152 | 2,152 | 0 | 0 | 0 | 0 | 0 |
| Additional Service Posts | 611 | 4,745 | 479 | 130 | 2,699 | 2,569 | 1,537 | 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 | 302 | 161 | 13 | 57 | 44 | 84 | 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 | 141 | 88 | 144 | 0 |
| | 3,839 | 8,123 | 3,183 | 490 | 3,145 | 2,655 | 1,765 | 30 |
| Contingency | 579 | 91 | 0 | 898 | 68 | (830) | 23 | 0 |
| Temporary funding requirement | 12,567 | 14,633 | 5,098 | 6,873 | 5,864 | (1,009) | 3,380 | 290 |
| Permanent increase in base budget | | | | | | | | |
| Cover for ASYE lower caseloads | 1,000 | 1,000 | 1,220 | 1,000 | 1,000 | 0 | 1,000 | 0 |
| Review of Social Work Remuneration/Retention Contingency | 2,000 | 2,000 | | 2,000 | 2,100 | 100 | 2,000 | 3,000 |
| Admin/Business Support for Social Work Teams Estimate | 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 cars etc) | 350 | 350 | 23 | 350 | 300 | (50) | 350 | 350 |
| Additional Service Posts | 337 | 337 | 215 | 309 | 363 | 54 | 472 | 472 |
| Leadership Team redesign | 151 | 151 | 204 | 204 | 204 | 0 | 204 | 204 |
| Transfer of work to Customer Services | | | 0 | 0 | 0 | 0 | 145 | 145 |
| Additional Corporate Posts | | | 0 | 32 | 0 | (32) | 0 | 0 |
| SLT central support team | | 235 | 0 | 0 | 0 | 0 | 235 | 235 |
| | 5,138 | 5,373 | 1,692 | 4,625 | 4,147 | (478) | 5,136 | 5,136 |
| Contingency | 0 | 0 | 0 | 513 | 0 | (513) | 237 | 237 |
| Permanent funding requirement | 5,138 | 5,373 | 1,692 | 5,138 | 4,147 | (991) | 5,373 | 5,373 |
| | | | | | | | | |
| Totals | 17,705 | 20,006 | 6,790 | 12,011 | 10,011 | (2,000) | 8,753 | 5,663 |
| Available funding | | | | 12,011 | 12,011 | 0 | 5,138 | 5,373 |
| Additional funding required | | | | 0 | (2,000) | (2,000) | 3,615 | 290 |
| Funding allocations assumed (as per current MTFS) | | | | | | | | |
| Temporary - (includes £2.0m to be allocated to Improvement Reserve) | | | | | | | 3,380 | 260 |
| Permanent | | | | | | | 235 | |
| Totals | | | | | | | 3,615 | 260 |
| Additional funding required | | | | | | | 0 | 30 |

| |
|---|
| 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 £3.380m of additional temporary and £0.235m of additional permanent funding will be required to fund the project to 2022/23. |
| 2. The current MTFS assumes additional temporary funding of £2.880m (including £1.5m from the Chilrens Improvement Reserve) and permanent funding of £0.235m in 2021/22, followed by £0.260m of temporary funding in 2022/23. These figures were based upon projected requirements at the end of November 2020. Since that date, there have been two key changes which have affected the improvement fund requirements - firstly a 12 month delay in creating a Children's Trust for West Sussex; and secondly the introduction of a third national lockdown in response to the pandemic and the new variant of Covid-19. These two changes have had the impact of slipping planned activities from 2020/21 and increasing the projected expenditure in 2021/22. This is particularly in relation to positions that were intended to be funded by the DfE grant to enable Children's Services to transition to a Trust - funding which won't now be available in 2021/22. In addition, some of the planned leadership development and staff "soft skills" training has now slipped to 2021/22 to enable face-to-face delivery. The financial implications of this lead to a greater underspend being projected for 2020/21 along with a forecast of higher expenditure in 2021/22 than previously reported. |
| 3. The Council's budget plan for 2021/22 currently assumes that a £1.500m underspend on the improvement fund (which was the forecast at the end of November) is transferred to the Children's First Improvement Reserve at the end of the financial year and then used to part-fund the temporary funding requirement in 2021/22. The temporary expenditure now forecast for 2021/22 is £0.500m higher than the budget plan. However, given that the projected underspend in 2020/21 is £0.500m greater than the November projection, there is the option to increase the transfer to the Children's First Improvement reserve to £2.000m. |

Children First Service Improvement Programme: Progress Report - December 2020

Introduction

1. This report updates on the transformation progress made since the last QPM update at the end of September 2020.
2. The programme of improvement has reached its milestones for this year in that objective external evidence has now been received from Ofsted, the Department for Education and the Commissioner for Children's Services, confirming that the service is making progress and is on a trajectory of improvement. Also, having broadly stabilised the service, a new phase of Service Redesign is commencing. This will build, during 2021, the new service which is intended to deliver on the expectation of 'what good looks like'

Ofsted Focused Visit - October 2020

3. Ofsted conducted a Focused Visit between 12-22 October 2020. Inspectors formed a view of the whole service, but in particular they examined the quality and impact of key decision-making across help and protection, children in care and services for care leavers, together with the impact of leadership on service development, including the response to the Covid-19 pandemic.
4. The following is a summary of the Ofsted findings on this occasion:
 - Social workers report a shift in culture and express tentative optimism; there is a sense of ownership and direction. They felt well-supported during the pandemic.
 - Ofsted acknowledged that the service response during the pandemic has been effective and this ensured that children were kept safe.
 - The pace of change and improvement needs to increase; at times, the impact on children has not been sufficient.
 - Ofsted saw an improving picture with regards to practice in some areas; however, there are still too many areas of variable practice in:
 - Children with Disabilities
 - Management and decision-making,
 - Quality of assessments and care planning,
 - Quality of records,
 - Permanence and pre-proceedings,
 - Exploitation and Missing.
 - Ofsted could see some progress against the recommendations from the last inspection.

- There was strength from the corporate approach and multi-agency partnerships during the pandemic, but there is still more to do around key areas of practice.
- Strengths were highlighted with regards to:
 - School attendance during the pandemic,
 - The Virtual School,
 - The Unaccompanied Asylum Seekers Service,
 - Strong relationships with young people in the Leaving Care Service

Management Response and Next Steps

5. The outcome of the Focused Visit is broadly satisfactory, especially in regard to the alignment of the Ofsted view with that of the senior leadership team. The areas of 'variable practice' identified above are receiving very close attention and each has a dedicated improvement plan. Actions being prioritised with immediate effect include:
 - Improvement managers are working in key Ofsted priority areas for maximum impact.
 - Priority is being given to support managers and social workers to embed improved quality of practice so that there is accountability and oversight.
 - Active support is being provided in the Children with Disabilities (CWD) service to respond on the improvements needed. This has included ensuring that all the outstanding assessments for CWD were completed by mid-December 2020.
 - Carrying out a refresh of the Practice Improvement Plan and improvement approach in liaison with Hampshire County Council, the Partner in Practice.
 - Ensuring all practice areas have action plans so that progress can be monitored in a rigorous and timely manner.
6. The future programme of Ofsted scrutiny is now expected to revert to Monitoring Visits on a roughly quarterly basis, with the next visit sometime in early 2021. It is hoped that a regular cycle of visits will provide continuity of Ofsted scrutiny and a clear understanding of the pace of improvement during a very intensive period of service development in 2021.

The Children's Trust

New Statutory Direction

7. On 10 December 2020 the Department for Education (DfE) on behalf of the Secretary of State issued a new Statutory Direction stating Children's Services should remain with the Council for at least a further year, with the move to a Children's Trust 'paused'. The new Direction was published

alongside a second report by the Commissioner (October 2020) which states that there are 'compelling reasons why a company to deliver children's services functions on behalf of the Council is no longer required'.

The Minister's Letter

8. At the same time, Children's Minister Vicky Ford wrote to the Leader of the County Council outlining details of the decision. The Minister said: 'I am encouraged that there is now a new political leadership in respect of Children's Services, supported by strong senior executive appointments, including a new Director of Children's Services. This has undoubtedly been strengthened by the wider work the Council is undertaking to reform the corporate Council, with the support of its corporate improvement partner, East Sussex County Council. The strength of this partnership will evidently be important in creating the conditions in which Children's Services can continue to improve.' The Minister's letter goes on to refer in positive terms to the Ofsted findings during the Focused Visit as evidence of 'a shift in culture and that the building blocks for improvement are being put in place' and to the effective handling of service delivery throughout the pandemic.
9. The new Direction requires the County Council to continue to work under the oversight of the Children's Services Commissioner, John Coughlan who has been confirmed in this role for the next year. Hampshire County Council will continue as the Partner in Practice, supporting further service improvement.

Commentary on the Current Situation

10. These developments demonstrate categorically that the Department for Education, which acts as the legal arbiter on behalf of the Secretary of State for determining the governance of Children's Services, has decided that the County Council has made sufficient progress to justify suspending the enactment of a Children's Trust. The Council has achieved this result in two key areas: first, it has made the necessary constitutional changes and adopted appropriate corporate practice to give assurance of sound and compliant governance; and second, based on the opinions of Ofsted and the Commissioner, it has made enough progress against a trajectory of improvement, together with its declared forward intentions to transform its Children's Services, to justify retaining direct control of them.
11. These events mark a change from normal Department for Education practice of imposing an alternative delivery model on inadequate authorities, although it should be noted that this new situation formally marks only a suspension of the Trust process. Despite the positive indications, the Minister states: 'it is clear that there is still much work to do to address the weaknesses identified in 2019 and bring the standard of service up to the quality that children and families in West Sussex deserve.' This means that the imperative to make continuous positive change, as set out within the Children First Programme is as strong as ever. The Minister's letter concludes: 'There therefore needs to be, over the next twelve months, real determination, effort and energy put into achieving the Council's

improvement plan and demonstrating a tangible and lasting impact on social work practice and outcomes.'

12. The suspension of the Trust process is welcomed from a corporate perspective. In operational terms, it means that senior management and other resources will not now be diverted from the primary task of improving the service over the next twelve months.

Service Improvement Update

13. The following is a summary of recent and forthcoming developments within the service improvement agenda:

Management Assessment and Development Programme

14. Good quality management at all levels is a prerequisite of any effective service. A management assessment and development programme has been formulated to deliver the support and improvements necessary within the service. The assessment element of the programme will start in January 2021 with all managers attending the programme by the end of April 2021, although this may now be impacted by the current national lockdown. Managers will then have access to a bespoke management training and development programme throughout the Spring and Summer. Its main features are:
 - It invests in the staff through an inspirational, high impact development programme.
 - It aligns with the findings of the Ofsted inspection and Commissioner's report, thereby contributing to the necessary process of delayering and simplifying managerial levels.
 - It will support the cultural and practice improvements that managers need to make to bring sustainable, long-lasting change as service leaders.

Hearing and Responding to the Voice of the Child

15. Putting children and young people at the centre of all undertakings is central to the new service vision. The proper integration of the voice of the child into the service model now needs to move to a more comprehensive level. In order to take this agenda forward, an external provider, 'The Care Leaders Fellowship' has been commissioned to provide coaching and training to practitioners, so that understanding and responding to the views of young people is embedded in the fabric of the new service, in ways that are clearly demonstrable.
16. The Care Leaders Fellowship works with local authorities and other agencies to establish the voices and influence of the children they care for and care-experienced children at the heart of their business. The programme which

will run during 2021, will involve developing a strong offer for care-experienced children, with bespoke digital platforms and training forums to develop practice, so that all involved in a corporate parenting role better understand how to build and sustain relationships with children.

Integrated Front Door

17. It is important that an effective and efficient 'front door' to all services is developed and maintained. This includes ensuring that early help provision is properly aligned with the statutory social work activity and these services are therefore joined to provide an integrated front door.
18. The Integrated Front Door will launch at the end of January 2020, with the following features:
 - Creating one pathway within Children's Services for referrals relating to children and young people.
 - Enabling a joined-up approach, with one combined Early Help and Social Care team at the Front Door.
 - Children will receive a service proportionate to their needs, in a timely way.
 - A reduction in the number of transfer points on the child's journey.
 - A reduction in the time from initial contact to outcome.
 - Providing a simplified process for the public and professionals.
 - Potentially reduce unnecessary social work interventions.

Children Looked After and Care Leavers' Strategy

19. The new Children Looked After and Care Leavers' Strategy 2020-2024 was agreed by the Cabinet Member for adoption on 17 December 2020.

Residential Homes

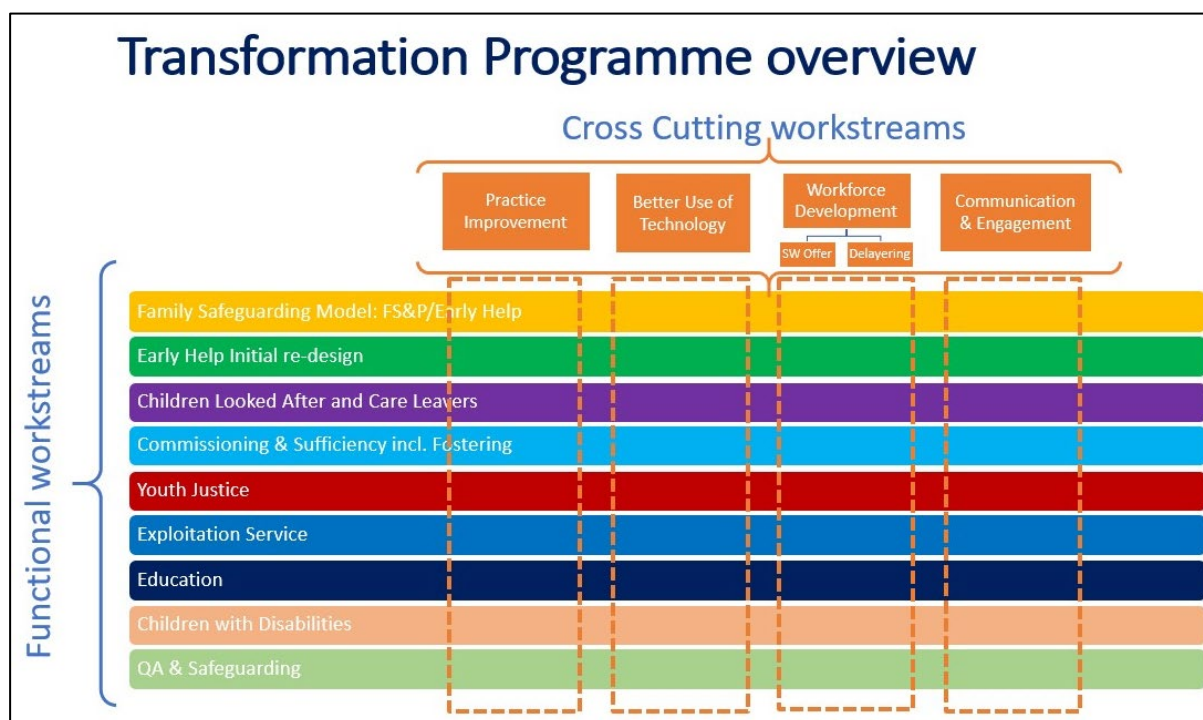
20. The new children's residential homes (Cissbury Lodge and May House in Worthing, and Seaside at Shoreham) remain on course to reopen in the Spring of 2021.

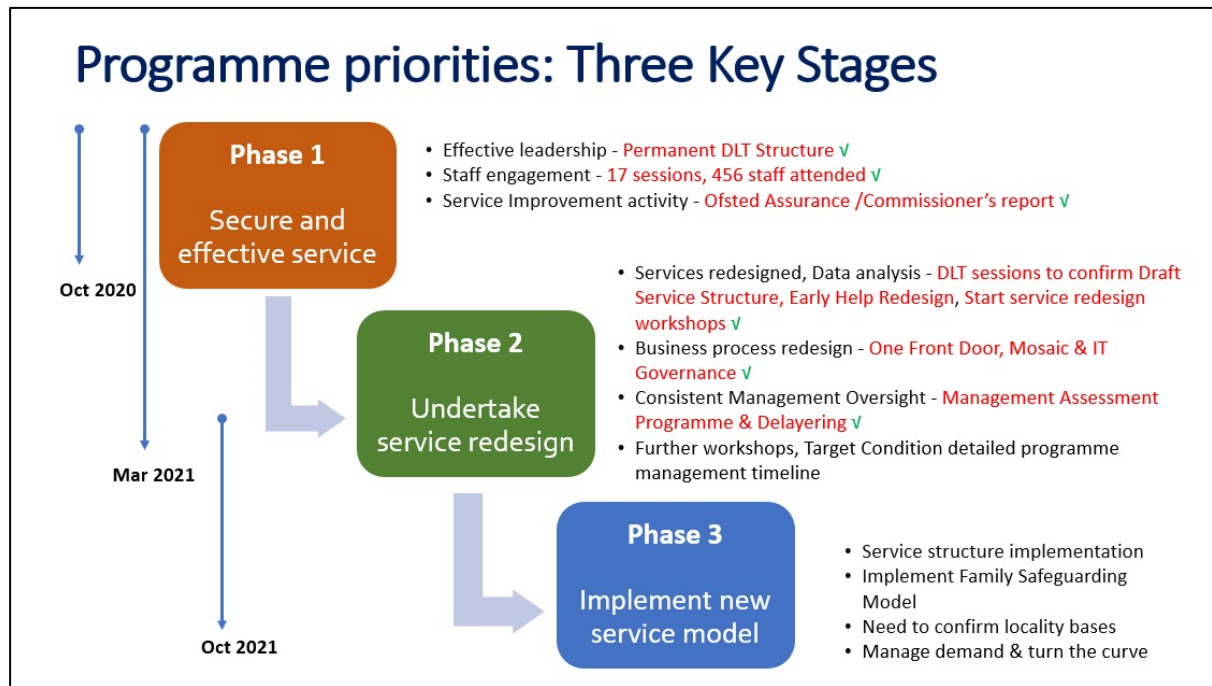
Staff Engagement in Service Redesign

21. In line with the agreed service vision and operational principles, the Departmental Leadership Team has adopted an open and transparent managerial style, with collaborative communication keeping staff informed and engaged within a rapidly changing environment: this benefits morale, with staff more able to take part in a dialogue and move towards a shared understanding of the improvement challenge; they are thereby enabled to contribute fully to the service redesign work.

22. The Update reports to the meetings of this Committee on 24 September and 5 November introduced members to the main elements of the Service Transformation programme. As previously indicated, the service is now in an intensive period of redesign activity. During December 2020 and January 2021, a series of transformation workshops is being run with staff representatives, covering the following service areas:
- Fostering Service
 - Children with Disabilities
 - Children Looked After and Leaving Care
 - Safeguarding and Quality Assurance
 - Family Safeguarding
 - Youth Justice & Exploitation
 - Commissioning
23. The purpose of these workshops is to engage with staff to move from the current service model, towards the new Family Safeguarding model: this represents a crucial phase of the service redesign. It is acknowledged that staff have the knowledge and experience to contribute to the design process, and it is essential that – in common with all stakeholders – they participate actively in the discussions. The programme of activity remains on track for the new service to go live in the Autumn of 2021.

Overview of Transformation Programme and High-Level Progress Update





Fire and Rescue Improvement Plan - December 2020

| Phase 1 Summary | Revised Full Amount Estimated | Actual spend 2019/20 | Planned spending plan for 2020/21 | Projected spend for 2020/21 | Variation to revised spending plan 2020/21 | Planned Spending plan for 2021/22 |
|--|-------------------------------|----------------------|-----------------------------------|-----------------------------|--|-----------------------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Temporary Investment | | | | | | |
| Organisational Development Manager (12 months) | 0 | 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 | 43 | (1) | 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 | 103 | 3 | 0 |
| Development of Performance and Assurance Framework and member training | 39 | 0 | 39 | 0 | (39) | 0 |
| Programme Support Officer x 2 | 73 | 0 | 73 | 73 | 0 | 0 |
| | 333 | 12 | 321 | 284 | (37) | 0 |
| Contingency | 337 | 0 | 141 | 66 | (75) | 196 |
| Permanent Increase in Base Budget | | | | | | |
| Note that in 2020/21 the full year effect is shown as this is the budget which will be required | | | | | Full year effect | Full year effect |
| Prevention Manager | 151 | 23 | 63 | 65 | 2 | 65 |
| Area Manager Protection | 269 | 48 | 96 | 164 | 68 | 125 |
| Diversity and Inclusion Advisor for FRS | 124 | 23 | 47 | 54 | 7 | 54 |
| Workforce Engagement Lead | 120 | 0 | 57 | 63 | 6 | 63 |
| High Risk Safe and Well Visit Specialists x 3 | 201 | 31 | 86 | 84 | (2) | 84 |
| Protection Officers | 562 | 51 | 217 | 294 | 77 | 294 |
| Prevention, Protection, Quality Assurance Trainers | 443 | 23 | 209 | 211 | 2 | 211 |
| Ops Assurance Performance & Audit | 143 | 26 | 59 | 58 | (1) | 58 |
| Resource Coordinator (Resource Office) - crewing office | 181 | 26 | 83 | 72 | (11) | 72 |
| FRS HMI Performance Manager | 156 | 28 | 63 | 65 | 2 | 65 |
| Reinstate Watch Manager B payments to Hay A's - 60 FTE | 607 | 150 | 262 | 195 | (67) | 195 |
| Purchase of Farynor IT system and Licences | 361 | 106 | 131 | 124 | (7) | 124 |
| Assistant Chief Fire Officer | 78 | 0 | 39 | 39 | 0 | 39 |
| Project Manager | 100 | 0 | 55 | 45 | (10) | 45 |
| Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan | 105 | 0 | 55 | 50 | (5) | 50 |
| WSFRS Hub - Principle & Senior Management Support Officer | 67 | 12 | 28 | 27 | (1) | 27 |
| Business Analyst | 105 | 0 | 53 | 52 | (1) | 52 |
| IT equipment and vehicles for additional FTE | 200 | 0 | 100 | 140 | 40 | 100 |
| FRS training budget for protection competency training (for dedicated protection staff) | 93 | 24 | 25 | 44 | 19 | 44 |
| FRS training budget to ensure competence in protection and prevention training (for all appropriate staff) | 61 | 6 | 37 | 18 | (19) | 18 |
| FRS branding and values embedding budget | 67 | 7 | 30 | 36 | 6 | 30 |
| Other | 37 | 37 | 0 | 0 | 0 | 0 |
| Organisational Development Manager | 138 | 19 | 57 | 62 | 5 | 62 |
| HR Advisor | 99 | 19 | 39 | 41 | 2 | 41 |
| | 4,468 | 659 | 1,891 | 2,003 | 112 | 1,918 |
| Total | 5,138 | 671 | 2,353 | 2,353 | 0 | 2,114 |
| Available Funding | | | | | | |
| Base Budget Funding (2020/21 total includes £1.2m flexible use of capital receipts) | | 400 | | 1,600 | | 1,596 |
| One off Funding | | | | 100 | | |
| Fire Improvement Reserve Funding | | | | 282 | | |
| Total Funding Available | | | | 1,982 | | 1,596 |
| Potential Additional Funding Required | | | | 371 | | 518 |

Fire Improvement Plan: September 2020 Update

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. Due to long term sickness, the post of Area Manager Protection has had to be backfilled and as such additional money has had to be drawn from the contingency. In addition, following review of the capacity required to deliver the Fire Safety Enforcement Strategy additional resource was allocated to Protection from the reduced cost of the reinstatement of Watch Manager B roles.
3. The Improvement Plan overall continues to be delivered within the funding approved by Members across the three years of the plan however commitments this year suggests further funding of £0.371m, to meet reprofiled expenditure (including a small contingency) will be required in year. It is proposed that this funding requirement is met from Flexible use of Capital Receipts.
4. There has been a significant amount of work undertaken in the implementation of the improvement plan. The investment to date has enabled across the following areas:
 - Our People;
 - Member Engagement;
 - Business Planning Process and
 - Operational Resilience and Assurance.

Our People

5. The service has a significant programme of work relating to improving issues relating to people, with clear strategic priorities underpinned by a People Action Plan. A restructure created a position for a strategic lead to increase capacity here to ensure cultural change and people aspects are the cornerstone of business processes.
 - A clear vision and mission statement linked to its values and the behaviours staff are expected to display.
 - A new appraisal system links personal objectives, performance and behaviour to the vision and mission and a Core Behaviour Standards & Expectations framework based its values and the NFCC Behaviour Framework.
 - The introduction of a Diversity and Inclusion Advisor and eight Diversity Champions.

- Clear guidance on what constitutes bullying and how complaints will be dealt with has been issued, with staff now using formal processes more frequently to report inappropriate behaviour, demonstrating improved confidence in the service processes.
- An innovative example such as the introduction of a Shadow Board, where members with lived experience of being in an underrepresented group review decision papers and provide input to the Service Executive Board to ensure the impacts on all members of the service are considered.

Business Planning Processes

6. The service has fully reviewed its business planning processes and restructured to create capacity and align new internal governance processes that have reduced bureaucracy and enabling more efficient decision making with clear routes.
 - The service has fully embedded a Performance and Assurance Framework which enables the monitoring and active management of performance against statutory responsibilities from a local level (including links to appraisal objectives to assist staff with understanding how their activity contributes to service objectives) through to public reporting through the scrutiny process.
 - Local Risk Management Data and Plans have been introduced for each station area, which translates service objectives into community activity.
 - Data visualisation has been improved with the introduction of PowerBI and a roadmap for future improved use.
 - Introduction of the Design Authority Group (DAG) to ensure subject matter expert advice is fed into the business planning process and ensures alignment with wider county council business requirements.

Member Engagement

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

Operational Resilience and Assurance

8. The service recognises the critical importance of operational resilience and has made significant progress in assuring this, the service has reintroduced the Assistant Chief Fire Officer position, and introduced a new strategic officer operating model which included upskilling a number of Area Managers to provide resilience to ensure that West Sussex always has resilient operational cover to deal with major and significant incidents.
9. A Service Delivery Centre has been introduced which focuses on ensuring operational resources are prioritised in most efficient way. This has improved the availability of operational assets and also reduced the burden on operational response managers of organising logistics, enabling them to focus on core activity such as training, prevention and protection work.
10. The service recognises the extent of the challenge presented by the retained duty system, which are challenges similarly faced by all fire and rescue services who operate this duty system. They have clear steps in place to improve the resilience of retained appliances, including investment in Retained Liaison Officers to support recruitment and retention, county crewing to utilise off-duty retained staff to cover shortfalls and acquiring new training facilities with an operating model that will guarantee access to retained firefighters at times that reduce the impact on their primary employment.
11. The investment into the service has resulted in significant improvements. In November 2020 a decision was made to close the Independent Advisory Panel as a result of the considerable improvements made by West Sussex Fire and Rescue. The panel recognised that there has been an overwhelming amount of progress since the first meeting on 11th December 2019 and subsequent inspection (HMICFRS) revisit of which recognition was also reported regards the pace of change and positive impact this was having on staff.

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

| Portfolio | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) | (10) | (11) | (12) | (13) |
|---|---|--|---|---------------------------------------|---------------------------------------|-----------------|---|--|--------------------|--------------------|--------------------------------------|--------------------------------------|---|
| | 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 | Actuals to Date | In-Flight Forecast for Remaining Period | Pipeline Forecast for Remaining Period | Full Year Forecast | Over/(Under) Spend | Full Year Forecast as at Quarter One | Full Year Forecast as at Quarter Two | Variance from Quarter Two to current Full Year Forecast |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| | | | | | | | | | | | | | |
| Core Programme | | | | | | | | | | | | | |
| Adults and Health | 1,250 | 1,960 | 3,210 | 368 | 3,578 | 766 | 2,805 | 0 | 3,571 | (7) | 2,578 | 3,882 | (311) |
| Children and Young People | 100 | 1,400 | 1,500 | (102) | 1,398 | 925 | 3,742 | 0 | 4,667 | 3,269 | 3,076 | 5,589 | (922) |
| Economy and Corporate Resources | 570 | 12,502 | 13,072 | 622 | 13,694 | 3,895 | 5,138 | 0 | 9,033 | (4,661) | 12,556 | 14,994 | (5,961) |
| Education and Skills | 12,288 | 7,845 | 20,133 | 2 | 20,135 | 14,994 | 7,980 | 0 | 22,974 | 2,839 | 21,322 | 21,373 | 1,601 |
| Environment | 234 | 0 | 234 | 33 | 267 | 9 | 138 | 0 | 147 | (120) | 267 | 579 | (432) |
| Finance | 4,316 | 6,200 | 10,516 | (3,996) | 6,520 | 1,815 | 2,255 | 0 | 4,070 | (2,450) | 5,020 | 4,940 | (870) |
| Fire and Rescue and Communities | 4,061 | 1,250 | 5,311 | 144 | 5,455 | 4,868 | 1,289 | 0 | 6,157 | 702 | 4,759 | 5,323 | 834 |
| Highways and Infrastructure | 33,763 | 8,300 | 42,063 | (293) | 41,770 | 23,415 | 19,602 | 0 | 43,017 | 1,247 | 42,017 | 44,184 | (1,167) |
| Total Core Programme | 56,582 | 39,457 | 96,039 | (3,222) | 92,817 | 50,687 | 42,949 | 0 | 93,636 | 819 | 91,595 | 100,864 | (7,228) |
| Income Generating Initiatives | | | | | | | | | | | | | |
| Economy and Corporate Resources (Gigabit) | 200 | 0 | 200 | 161 | 361 | 1,040 | 21 | 0 | 1,061 | 700 | 441 | 441 | 620 |
| Environment (YES) | 5,453 | 0 | 5,453 | 545 | 5,998 | 265 | 871 | 0 | 1,136 | (4,862) | 5,998 | 1,796 | (660) |
| Finance (inc Propco) | 0 | 700 | 700 | 1 | 701 | 486 | 1,501 | 0 | 1,987 | 1,286 | 2,337 | 2,347 | (360) |
| Highways and Infrastructure (LED) | 1,000 | 0 | 1,000 | 0 | 1,000 | 124 | 62 | 0 | 186 | (814) | 1,000 | 1,000 | (814) |
| Total IGI | 6,653 | 700 | 7,353 | 707 | 8,060 | 1,915 | 2,455 | 0 | 4,370 | (3,690) | 9,776 | 5,584 | (1,214) |
| Total Capital Programme | 63,235 | 40,157 | 103,392 | (2,515) | 100,877 | 52,602 | 45,404 | 0 | 98,006 | (2,871) | 101,371 | 106,448 | (8,442) |

Capital Narrative - Quarter Three (October to December) 2020/21

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.

Since this time, profiled spend has decreased overall by £2.9m, to give a current full year estimate spending forecast for 2020/21 of £98.0m, with £93.6m on core services and £4.4m on income generating initiatives.

A detailed listing of all the changes to the capital programme are detailed in the Capital Programme Portfolio Quarterly Movements document attached.

Quarterly Update

The main movements to the spending profile between October and December 2020 are detailed below:

Adults and Health – (-£0.311m)

Choices for the Future Part A – (-£0.311m) – Revised estimated costs for 2020/21 from contractors has resulted in budget being slipped into 2021/22 due to Covid-19.

Children and Young People – (-£0.922m)

Cissbury Lodge (-£0.650m), May House (-£0.204m) and Seaside (-£0.213m) – The tenders received were well below our original estimate. Covid-19 has been cited as the main reason for this reduction with contractors quoting lower rates to compete for scarce work. In total, £1.067m has been removed from 2020/21 and a further £0.050m taken away from 2021/22. This superfluous funding has been returned to the capital improvements line to fund future projects subject to business cases.

Brick Kiln Farmhouse - £0.015m – Approval has been given for £0.060m to be allocated from the Children's Social Care Phase 1 Allocation to fund refurbishment works to Brick Kiln Farmhouse. £0.015m is estimated to spend this financial year with the remainder in 2021/22.

High Trees £0.030m, Orchard House £0.070m, Teasel Close £0.030m – Approval has been given for £0.603m from the Children's Social Care Phase 2 capital programme allocation of £5.2m to develop the design (RIBA stages 1 to 4) of three children's homes. £0.130m is estimated to be spent in the current financial year with the remainder in 2021/22.

Economy and Corporate Relations – (-£5.961m)

Gigabit Voucher Scheme – (-£0.300m) – This scheme 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 now expected towards the latter period of the scheme.

Growth Programme – (-£4.000m) – New schemes within the growth programme pipeline section have been slower to come forward than first estimated mainly due to Covid-19, therefore our original estimate has been reprofiled into future years and will be profiled accordingly when future business cases come forward for approval.

Transformation Programme – (-£1.661m) – Latest estimated eligible expenditure has reduced, this will be further refined once current revenue spend is decided if eligible for capitalisation under the CIPFA regulations.

Education and Skills - £1.601m

SEND - £0.307m – A total allocation of £0.880m has been approved to develop the designs for seven special support centres to RIBA Stage 4 following completion of the feasibility studies undertaken by the Multi-Disciplinary Consultants. £0.307m is estimated to spend in the current financial year with the remainder in 2021/22.

Section 106 Schools FFE and IT - £0.660m – The allocation of £0.881m from Section 106 funds to fund furniture, fittings and equipment at named schools in accordance with the requirements of the individual Section 106 Agreements has been approved with £0.660m estimated to spend in the current financial year with the remainder in 2021/22.

S106 Infrastructure Block Allocation - £0.250m – £6.268m from Section 106 Funds has been approved towards the provision of small and medium capital investment projects at schools in accordance with the requirements of the individual Section 106 Agreements. This has been profiled to spend £0.250m in 2020/21 and the remaining balance in 2021/22.

Schools Capital Maintenance - £2.700m – Works have progressed much quicker than first anticipated therefore £2.7m has been accelerated which reflects the fact that the current commitments are substantially in excess of the estimated budget.

Parklands Primary School - £0.276m – Scheme is currently in defects period. Further funding has been approved for additional remedial and latent defect works to achieve full use of the new extension.

Nyewood Primary School - £0.150m – Scheme is progressing quicker than first anticipated therefore funding has been accelerated into 2020/21 from 2021/22.

Shelley Primary School - (-£0.520m) – Tenders have now been received less than the budgeted amount therefore scheme is anticipated to underspend by £0.3m which will go back into the Basic Need pipeline to fund future additional pupil places. The remaining has been re-profiled into 2021/22 to fund the final retention

settlement. Discussions on the final value are currently underway with the contractor.

Rake Primary School (-£0.032m) – Scheme has completed with a small underspend; remaining funding will go back into the basic need pipeline to fund future additional pupil places.

The Forest School - £0.030m – Approval of £0.150m from the Basic Need budget to fund the design work required for RIBA Stages 1 - 4 for Phase 1 of the project to adapt The Forest School to co-educational from September 2021.

The Forest School All Weather Pitch - £0.020m – £0.110m in total has been approved for design fees all funded by Section 106 agreements, £0.020m is profiled to be spent in this financial year with £0.090m profiled in 2021/22.

Steyning FFE - £0.150m – Approval for £0.150m of Section 106 funding has been granted to enable the purchase of additional ICT infrastructure at Steyning Grammar School.

Tanbridge House All Weather Pitch - £0.015m – £0.830m from Section 106 funds has been approved for design fees for the replacement of the All Weather Pitch at Tanbridge House School, £0.015m is profiled in 2020/21 and £0.680m in 2021/22.

Queen Elizabeth II – (-£0.750m) – This project will now enter the construction stage in 2021/22 due to delays in receiving the ground surveys, there is no impact on the delivery date of the scheme therefore £0.750m has been slipped into 2021/22 leaving £50,000 of design fees in 2020/21.

Woodlands Meed – (-£1.100m) – £1.1m has been re-profiled into 2021/22, the original profiling was preliminary however was ambitious at the time considering that a contractor would have been engaged sooner.

Palatine Special School – (-£0.150m) – £0.150m has been slipped into 2021/22 due to delays in reduced site access, sub-contractor availability and to avoid adverse effects on any wildlife. The pre-application design process added further delay due to changes requested by the school and because the consultation period with the school was extended due to Covid-19 pressures and absences. Despite these impacts, completion is still on track for Summer 2022.

Oak Grove College - £0.015m – Approval of £0.060m from the SEND capital budget to enable the appointment of the Multi-Disciplinary Consultant for stages 1 to 4.

Felpham Community College – (-£0.200m) – Project is past practical completion stage, the final retention settlement is still to be agreed with the contractor therefore £0.200m has been moved into 2021/22 whilst these discussions take place.

Crawley Down – (-£0.120m) – Project is past practical completion stage, the final retention settlement is still to be agreed with the contractor therefore £0.120m has been moved into 2021/22 whilst these discussions take place.

Bourne Community College - (-£0.100m) – Project is past practical completion stage, the final retention settlement is still to be agreed with the contractor therefore £0.100m has been moved into 2021/22 whilst these discussions take place.

Environment – (-£0.432m)

Faygate Landfill Site – (-£0.082m) – The outcome of the conceptual model has recommended the requirement for further investigations. Site investigations have been agreed for this financial year with any design and new scheme taking place in future years.

Fairbridge Waste Transfer Site, Japanese Knotweed – (-£0.300m) – After further discussions with the contractor works have slipped to coincide with the spring growth as this is more beneficial to eradicating the Japanese Knotweed.

Carbon Reduction – (-£0.050m) – There have been delays in schemes being progressed due to current uncertainties and seeking clarity on other funding sources such as grants within the Smarthubs funding therefore the funding has been slipped into future years.

Finance – (-£0.870m)

Chichester School Buildings Demolition – (-£0.353m) – This project has not been possible to complete before March 2021 due to delays caused by asbestos and various species such as bats and slow worms being found on site therefore the LEP funding that had been passed to us by Chichester DC for this project has been returned back to them so that they can utilise the funding within the Chichester Growth Programme before the deadline.

Crawley County Buildings Demolition (-£0.256m) – A delay in receiving the tender report has meant that the completion of the contract has been reprofiled into early 2020/21.

Capital Improvements Programme – (-£0.261m) – It is unlikely new schemes will come forward between now and the financial year end so therefore the funding will be reprofiled into 2021/22.

Fire and Rescue and Communities – £0.834m

Fleet – £1.561m – Funding has been accelerated from 2021/22 to 2020/21 as delivery of fleet was quicker than first anticipated.

Horsham Combined Blue Light Centre – (-£0.500m) – The full business case has now been approved; therefore detailed profiling of costs is now more certain. This has resulted in our original estimate from the strategic outline case being slipped into 2021/22.

Fire Improvements – (-£0.227m) – New schemes within the fire improvements programme pipeline section have been slower to come forward than first estimated mainly due to COVID19 therefore our original estimate has been reprofiled into

future years and will be profiled accordingly when future business cases come forward for approval.

Highways and Infrastructure - (-£1.167m)

Footways Improvements Programme - £0.016m – External contributions secured from Chichester District Council and Chichester City Council for additional works therefore the budget has been increased accordingly.

A29 Re-alignment, Bognor Regis, Phase 1 - £0.500m – The detailed design and planning application work has progressed quicker than first estimated therefore funding has been accelerated from 2021/22 to continue works.

On Street Parking – (-£0.073m) – East Grinstead machines are being upgraded rather than replaced so this funding has been moved to the end of the programme in 2022/23.

Flood Management – (-£0.070m) – Hassocks and Shoreham Harbour works taking place in 2021/22, delayed due to Covid19.

Highways Delivery Programme - (-£1.540m) – £1.356m of budget relating to numerous schemes has been reallocated into next year's delivery programme due to a variety of reasons. Schemes have been delivered at a reduced cost; this is because of the increased value for money with the new contract model whilst a small number of schemes have been deferred to next year due to delivery resource. £0.184m of s106 funding has been cancelled out of the delivery programme, £0.120m have completed under budget, this funding will remain with the County Council and will fund future schemes within the same area as and when required, £0.33m has been put on hold by local members whilst an alternative scheme is proposed and finally £0.031m has been cancelled as the scheme is no longer required.

Income Generation Initiatives – (-£1.214m)

Economy and Corporate Relations

Gigabit - £0.620m – Scheme is progressing quicker than first anticipated therefore funding has been accelerated into 2020/21 from 2021/22.

Environment

Your Energy Sussex, Westhampnett Solar Farm – (-£0.040m) – Additional landscaping is now required and will be completed in the Spring.

Your Energy Sussex, Various Schemes in Design - (-£0.200m) – Costs have currently been kept to a minimum where full design has not been confirmed. The business cases for Baystone and Watery Lane to initiate full project design are now scheduled for early in the new financial year.

Your Energy Sussex, Halewick Lane – (-£0.350m) – The phase 1 demolition period for the site is now underway after delays. Expected payments for the subsequent works has being reprofiled into future years.

Your Energy Sussex, Bird Protection – (-£0.070m) – A reduction in budget required due to competitive tendering being received.

Finance

Midhurst Salt Barn - £0.040m – Approval has been given to provide capital works for the storage of salt at WSCC's Stedham depot. The salt was previously stored at Midhurst Depot which is being sold to increase our capital receipts.

Horsham Enterprise Park (-£0.400m) – The project has been delayed due to asbestos removal pushing £0.400m into future financial years.

Highways and Infrastructure

Street Lighting LED – (£0.814m) – The project has been delayed due to legal delays with the Deed of Variation with the works now expected to commence in April 2021.

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Workforce KPIs

2020 Q3
1st Oct 2020 to 31st December 2020

| Indicator | | West Sussex County Council | | | | | |
|--|--|----------------------------|-------------|---------------------------|------------------------------|--|---|
| | | 2020 Q3 | 2020 Q2 | Change since last quarter | Intended Direction of Travel | Target 2019/2020 | Commentary |
| Resourcing & Talent | | | | | | | |
| Employed workforce <small>(Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners and partners)</small> | Total Headcount (total number of people employed over reporting period) | 5,425 | 5,374 | ↑ 51 | N/A | N/A | Headcount and FTE has increased slightly this quarter. There has been a £5.9 million increase in the Employee Paybill for Q3. This is primarily due to an NJC pay award of 2.75% being paid and backdated to April 2020. In the previous quarter, the Employee Paybill for FRS showed a significant increase due to the cost code for COVID-19 related expenditure being placed in FRS. This cost code has now been disaggregated and allocated to the relevant directorate which results in a decrease being shown in FRS and an increase in all other Services. |
| | Active Headcount (number of people employed on 28th of last month of reporting period) | 5,335 | 5,274 | ↑ 61 | N/A | N/A | |
| | Active FTE (on 28th of last month of reporting period) | 4,733 | 4,666 | ↑ 68 | N/A | N/A | |
| | Employee paybill (including on costs and casuals, excluding agency and schools) | £56,343,261 | £50,370,088 | ↑ £5,973,173 | N/A | N/A | |
| Agency (Manpower) | Headcount (Manpower) | 350 | 333 | ↑ 17 | N/A | N/A | Agency headcount and contract spend has remained virtually static from the previous quarter. In Adults Services the headcount is lower than Q2 but the contract spend is higher. This is due to a number of higher grade agency workers being contracted plus an increase in the number of hours worked. |
| | Contract spend | £4,720,279 | £4,636,535 | ↑ £83,743 | ↓ | Reduction of £0.5m since previous year | |
| | Manpower % of total workforce <i>(Total Headcount + Manpower Headcount)</i> | 6.1% | 5.8% | ↑ 0.3% | N/A | N/A | |
| Recruitment | Total number of starters (over reporting period) | 164 | 221 | ↓ -57 | N/A | N/A | There has been a fall in the number of both starters and leavers this quarter with a net gain of starters. The fall in starters in 'all other services' from 139 to 80 is mostly a result of the significant increase last quarter following the insourcing of Service Finance to Resources. |
| Retention | Total number of leavers (over reporting period) | 76 | 108 | ↓ -32 | N/A | N/A | |
| Staff turnover | Rolling turnover rate (average headcount over the previous 3 months, divided by the number of leavers over the last 3 months) | 2.1% | 1.9% | ↑ 0.3% | ➡ | Between 2-3.75% (rolling qtlly target) | Rolling turnover is up slightly and is now just inside the rolling quarterly target of 2%-3.75%. |

| | | | | | | | |
|--|--|-------|-------|------|-----|-----|---|
| Performance & Skill | | | | | | | |
| Training & development | Staff induction completion rates | 80.0% | 76.0% | ↑ 4% | ↑ | 90% | The staff induction completion rate has increased again and the rate is now at 80% and approaching the 90% target. There has been a noticeable increase in the completion rate in Adults Services from 69% in Q2 to 92% in Q3, but also a fall in 'all other services' from 85% in Q2 to 77% in Q3. |
| | Percentage of managers who have undertaken formal appraisal training | 85.0% | 83.0% | ↑ 2% | n/a | 90% | |
| | Percentage of 'did not attend' booked training sessions run through the L&D Gateway | 12.0% | 10.0% | ↑ 2% | ↓ | 5% | There has been an increase overall in the percentage of 'did not attend' a booked training session and the percentage of short term cancellations. There are some significant increases in these percentages shown for individual services, but as mentioned last quarter the percentage can be volatile due to the significant reduction in scale of bookings since the start of the pandemic. |
| | Percentage of short notice (1-10 day) cancellations for booked training sessions run through the L&D Gateway | 11.0% | 8.0% | ↑ 3% | ↓ | 5% | |
| Employee Relations <small>(new cases during the reporting period)</small> | Suspensions | 0 | 0 | ➡ 0 | N/A | N/A | There has been a fall in disciplinary cases from 5 in Q2 to 1 in Q3 and there was an appeal rejected by the Staff Appeals Panel. Otherwise the employee relations figures are similar or the same as those from the previous quarter. |
| | 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 | 1 | 0 | ↑ 1 | N/A | N/A | |
| | Employee grievances | 0 | 0 | ➡ 0 | N/A | N/A | |
| | Disciplinary cases | 1 | 5 | ↓ -4 | N/A | N/A | |
| | Formal capability (performance) | 1 | 2 | ↓ -1 | N/A | N/A | |
| | Formal capability (health) | 0 | 0 | ➡ 0 | N/A | N/A | |
| | Employment tribunals | 0 | 0 | ➡ 0 | N/A | N/A | |

| Adults Services | | Children & Family Services | | Fire & Rescue Service | | All other Services | |
|-----------------|---------|----------------------------|---------|-----------------------|---------|--------------------|---------|
| 2020 Q3 | 2020 Q2 | 2020 Q3 | 2020 Q2 | 2020 Q3 | 2020 Q2 | 2020 Q3 | 2020 Q2 |

| | | | | | | | |
|-------------|-------------|-------------|-------------|------------|------------|-------------|---------------|
| 1,106 | 1,085 | 1,467 | 1,466 | 657 | 650 | 2,248 | 2,173 |
| 1,080 | 1,065 | 1,386 | 1,430 | 646 | 641 | 2,225 | 2,138 |
| 925.7 | 911.9 | 1,232.9 | 1,264.3 | 604.5 | 605.0 | 1,839 | 1,884 |
| £11,406,961 | £10,171,537 | £16,605,245 | £13,891,212 | £6,777,672 | £7,074,740 | £21,553,383 | £19,232,599 |
| 79 | 87 | 172 | 167 | 7 | 7 | 99 | 78 |
| £741,459 | £680,898 | £2,770,453 | £2,843,082 | £47,560 | £40,838 | £1,160,806 | £1,071,717.65 |
| 6.7% | 7.4% | 10.5% | 10.2% | 1.1% | 1.1% | 4.2% | 3.5% |
| 32 | 31 | 34 | 45 | 18 | 6 | 80 | 139 |
| 17 | 15 | 30 | 32 | 11 | 8 | 18 | 53 |
| 2.3% | 1.3% | 2.8% | 2.1% | 2.4% | 1.2% | 1.5% | 2.1% |

| | | | | | | | |
|-----|-----|-----|-----|-----|-----|-----|-----|
| 92% | 69% | 73% | 62% | 92% | 84% | 77% | 85% |
| 93% | 88% | 68% | 64% | n/a | n/a | 93% | 93% |
| 16% | 4% | 13% | 0% | 16% | 5% | 11% | 11% |
| 11% | 0% | 11% | 14% | 4% | 8% | 14% | 7% |
| 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 | 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 1 | 5 | 0 | 0 | 0 | 0 |
| 0 | 0 | 1 | 2 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Indicator | West Sussex County Council | | | | | |
|-----------|----------------------------|---------|---------------------------|------------------------------|------------------|------------|
| | 2020 Q3 | 2020 Q2 | Change since last quarter | Intended Direction of Travel | Target 2019/2020 | Commentary |

| Adults Services | | Children & Family Services | | Fire & Rescue Service | | All other Services | |
|-----------------|---------|----------------------------|---------|-----------------------|---------|--------------------|---------|
| 2020 Q3 | 2020 Q2 | 2020 Q3 | 2020 Q2 | 2020 Q3 | 2020 Q2 | 2020 Q3 | 2020 Q2 |

| Health, Safety & Wellbeing | | | | | | | |
|---|-------------------------------------|---|---|----------|-----|-----|---|
| Level of sickness absence (May retrospectively increase due to late reporting of sickness) | Sick days lost (calendar days lost) | 17,952 | 13,753 | ⬆️ 4,199 | N/A | N/A | Total overall sickness has increased noticeably this quarter and is higher by 4,199 days compared to the previous quarter. However, when compared with the same quarter last year, the increase reduces to 701 days in overall sickness (Q3 2020 17,952 days; Q3 2019 17,251 days). Comparison with the same quarter in the previous year ensures the seasonal nature of illnesses is accounted for. The average sick days per FTE has increased from 2.6 days to 3.3 days sickness but is only slightly higher this quarter when compared with the same quarter last year. |
| | Average sick days per FTE | 3.3 | 2.6 | ⬆️ 0.7 | ⬇️ | TBC | |
| Short term sickness absence (less than 21 calendar days) | Number of calendar days lost | 4,054 | 2,618 | ⬆️ 1,436 | ⬇️ | N/A | There has been a rise of 1,436 days lost due to short term sickness compared with the last quarter, but when compared with the same quarter last year, there has been a fall of 2,365 days. |
| | Top reason for short term absence | Musculoskeletal, Fractures, Injury, Surgery | Musculoskeletal, Fractures, Injury, Surgery | N/A | N/A | N/A | |
| Long term sickness absence (more than 21 calendar days) - see Note below | Number of calendar days lost | 13,898 | 11,135 | ⬆️ 2,763 | ⬇️ | N/A | The top reason for short term absence remains Musculoskeletal following the change from Anxiety/Stress that occurred in Q1. This continuation of Musculoskeletal as the top reason for short term absence is particularly important given the change to employees working from home. This is continuing to be monitored by the New Ways of Working group. For long term sickness, Anxiety/Stress continues to be the top reason for absence. |
| | 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 | 1 | 0 | ⬆️ 1 | ⬇️ | N/A | A significant increase in RIDDORs reported to the HSE, rising from 1 in Q2 to 20 in Q3. 17 of the 20 are for occupation exposure to disease resulting in COVID-19 positive cases; 15 of these 17 occurred in FRS. Of the 3 other RIDDOR reports there was one violence at work incident where a member of staff was hit when assisting a person being supported; and two were separate accidents where the injuries sustained resulted in the employee having more than 7 days off work |
| | Accident | 2 | 1 | ⬆️ 1 | ⬇️ | N/A | |
| | Dangerous occurrence | 0 | 0 | ➡️ 0 | ⬇️ | N/A | |
| | Total RIDDORs reported to HSE | 20 | 1 | ⬆️ 19 | ⬇️ | N/A | |

| | | | | | | | |
|---|---|--|--|---------|--|---|---|
| 5,261 | 4,287 | 6,447 | 4,185 | 1,797 | 1,437 | 4,447 | 3,844 |
| 4.9 | 4.1 | 4.6 | 3.0 | 2.4 | 1.93 | 2.0 | 1.77 |
| 1,273 | 879 | 1,066 | 652 | 427 | 289 | 1,288 | 798 |
| Musculoskeletal, Fractures, Injury, Surgery | Digestion, Reproduction & Glandular systems | Respiratory, Cough, Cold, Flu | Anxiety, Stress, Depression, Mental Health | Unknown | Unknown | Musculoskeletal, Fractures, Injury, Surgery | Anxiety, Stress, Depression, Mental Health |
| 3,988 | 3,408 | 5,381 | 3,533 | 1,370 | 1,148 | 3,159 | 3,046 |
| Anxiety, Stress, Depression, Mental Health | Anxiety, Stress, Depression, Mental Health | Anxiety, Stress, Depression, Mental Health | Anxiety, Stress, Depression, Mental Health | Unknown | Anxiety, Stress, Depression, Mental Health | Musculoskeletal, Fractures, Injury, Surgery | Musculoskeletal, Fractures, Injury, Surgery |
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | 0 | 1 | 0 | 15 | 1 | 0 | 0 |

Workforce Report – December 2020

General

An initial view on the impact of Covid-19 on the workforce was provided in the last report for Quarter 2. This highlighted several areas where Covid-19 might be affecting the workforce such as employee welfare.

With more data available this quarter it is possible to have a firmer view on how Covid-19 is, or isn't, impacting on our workforce.

Last quarter it was reported that short-term sickness absence had been consistently lower since the start of the first government restrictions in March 2020 and the change to a predominantly home working model. This quarter, the number of days lost to short-term sickness absence has increased and is now at a level just below the same quarter in 2019. This might indicate that the impact on the workforce and the changes made because of Covid-19 have now been normalised to some extent and we may be seeing a return to sickness levels experienced before the pandemic. The level of short-term sickness absence during the next quarter will either help to confirm this view or show that this quarter's rise in short-term sickness was an exception.

There was a proposition last quarter that employees using their own desks, chairs and other general office equipment etc. may be a contributing factor rise in short-term sickness attributed to musculoskeletal. Musculoskeletal has remained the top reason for short-term sickness this quarter. An assessment has been made on the musculoskeletal sub-categories (back pain, knee injury etc) and this has found that there is general alignment of the sub-categories in their ranking and scale when compared to the same quarter in 2019. This may indicate that the previous link to employees using their own office equipment is not a significant reason for musculoskeletal being the top reason for absence. This continues to be monitored.

There has been an increase in the percentage of calendar days lost due to Anxiety/Stress during Covid-19, particularly for long-term sickness. The number of days attributed to this reason for absence are higher this quarter than in the same quarter in 2019. This might indicate that employees are beginning to experience higher levels of anxiety/stress as a result of factors associated with the pandemic not necessarily work related.

The situations outlined in the paragraphs above are continuing to be monitored by the New Ways of Working group.

Agenda Item 6

For West Sussex County Council overall and for long term sickness, there has been no change in the order of the top four sickness absence categories since the start of the pandemic. The relative scale of each category has remained fairly consistent since March 2020.

There has been a noticeable drop in 'Respiratory, Cold & Flu' this quarter with this category ranked as the fourth highest reason for absence compared to the same quarter in 2019 when it was the second highest reason for sickness absence. This might be due to several factors, but social distancing and the wearing of masks and higher reported uptake of the flu vaccine this winter are possible to have been significant contributing factors.

The impact of Covid-19 is fluctuating, and we are seeing previous impacts lessen as new potential impacts emerge. The New Ways of Working group is monitoring these impacts as they recede and emerge.

Workforce KPIs

Resourcing and Talent

Headcount and FTE has increased slightly this quarter. There has been a £5.9m increase in the Employee Paybill for Q3. This is primarily due to an NJC pay award of 2.75% being paid and backdated to April 2020. In the previous quarter, the Employee Paybill for FRS showed a significant increase due to the cost code for Covid-19 related expenditure being placed in Fire and Rescue Services. This cost code has now been disaggregated and allocated to the relevant directorate which results in a decrease being shown in Fire and Rescue Services and an increase in all other services.

Agency headcount and contract spend has remained virtually static from the previous quarter. In Adults Services the headcount is lower than Q2 but the contract spend is higher. This is due to a number of higher-grade agency workers being contracted plus an increase in the number of hours worked.

There has been a fall in the number of both starters and leavers this quarter with a net gain of starters. The fall in starters in 'all other services' from 139 to 80 is mostly a result of the significant increase last quarter following the insourcing of Service Finance to Resources.

Rolling turnover is up slightly and is now just inside the rolling quarterly target of 2%-3.75%.

Performance & Skill

The staff induction completion rate has increased again this quarter and the rate is now at 80% and approaching the 90% target. There has been a noticeable

increase in the completion rate in Adults Services from 69% in Q2 to 92% in Q3, but also a fall in 'all other services' from 85% in Q2 to 77% in Q3.

There has been an increase overall in the percentage of 'did not attend' a booked training session and the percentage of short-term cancellations. There are some significant increases in these percentages shown for individual services, but as mentioned last quarter the percentage can be volatile due to the significant reduction in scale of bookings since the start of the pandemic.

Formal appraisal training for managers has shown another increase and is now at 85% and is now five percentage points away from the annual target.

There has been a fall in disciplinary cases from five in Q2 to one in Q3 and there was an appeal rejected by the Staff Appeals Panel. Otherwise the employee relations figures are similar or the same as those from the previous quarter.

Health, Safety & Wellbeing

Total overall sickness has increased noticeably this quarter and is higher by 4,199 days compared to the previous quarter. However, when compared with the same quarter last year, the increase reduces to 701 days in overall sickness (Q3 2020 17,952 days; Q3 2019 17,251 days). Comparison with the same quarter in the previous year ensures the seasonal nature of illnesses is accounted for. The average sick days per FTE has increased from 2.6 days to 3.3 days sickness but is only slightly higher this quarter when compared with the same quarter last year.

There has been a rise of 1,436 days lost due to short term sickness compared with the last quarter, but when compared with the same quarter last year, there has been a fall of 2,365 days.

The top reason for short term absence remains Musculoskeletal following the change from Anxiety/Stress that occurred in Q1. This continuation of Musculoskeletal as the top reason for short term absence is particularly important given the change to employees working from home. This is continuing to be monitored by the New Ways of Working group. For long term sickness, Anxiety/Stress continues to be the top reason for absence.

As reported last quarter, Public Health, HR & Organisational Development and Health and Safety teams have been working to develop a strategic whole Council approach to mental health and to draft a mental health action plan. A working group has been formed to shape and develop this plan.

One of the activities arising from this work has been the creation of Mental Health First Aiders. Employees have been invited to apply to receive training and become Mental Health First Aiders. 80 employees have been selected from those who applied.

Agenda Item 6

Mental Health First Aider training started on the 25th January 2021 and weekly training will be provided with a plan for all 80 employees to be trained by the end of March 2021.

A significant increase in Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDORs) reported to the Health and Safety Executive (HSE), rising from one in Q2 to 20 in Q3. 17 of the 20 are for occupation exposure to disease resulting in Covid-19 positive cases; 15 of these 17 occurred in the Fire and Rescue Service. Of the three other RIDDOR reports there was one violence at work incident where a member of staff was hit when assisting a person being supported; and two were separate accidents where the injuries sustained resulted in the employee having more than seven days off work.

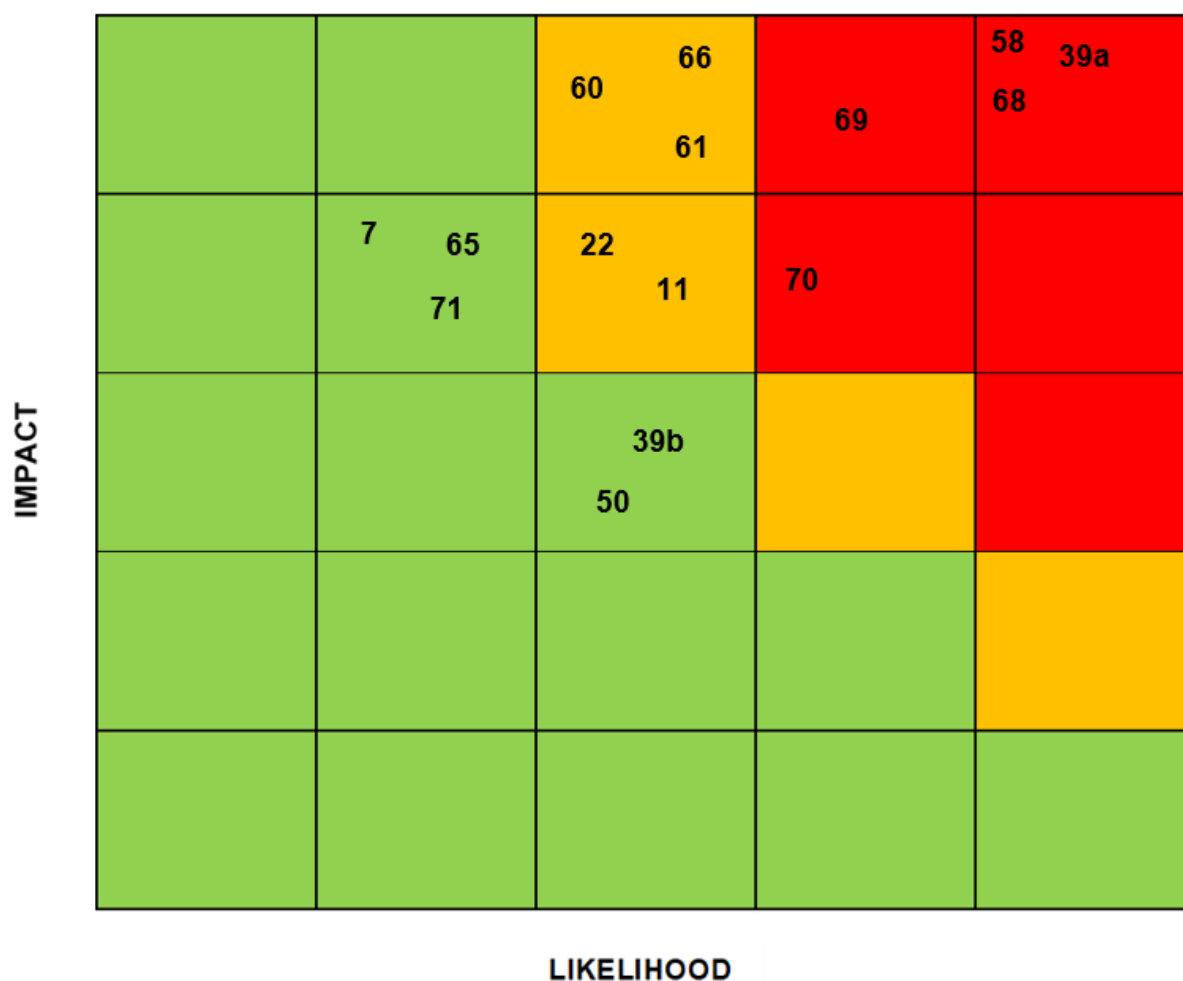
Quarterly Review of the Corporate Risk Register

1 Introduction

- 1.1 The aim of this report is to highlight the key risks and relevant changes to the risk profile/exposure of WSCC.

2 Background and context

- 2.1 The heat map below shows the corporate risks and their current severity/RAG rating (low/medium/high).



- 2.2 During the preceding reporting period there have been the following changes to the corporate risk register.

- **Corporate risk #1** – No deal Brexit - *Removed from corporate risk register.*
 - Recent deal removes this as a concern
 - Services managing any ramifications of the Brexit deal as BAU through Business Continuity Plans and directorate risk registers.

- **Corporate risk #7 – Non-compliance and lack of standardisation in some systems and processes** – *Severity decreased from 12 to 8.*
 - To reflect effectiveness of mitigating actions.
- **Corporate risk #11 – Recruiting and retaining staff** - *Severity decreased from 16 to 12.*
 - To reflect effectiveness of mitigating actions.
- **Corporate risk #22 - Financial sustainability of council services** - *Severity decreased from 25 to 12.*
 - 21/22 balanced budget approved.
 - Risk now focussed on 22/23 budget, tolerated, and monitored regularly. Reference to HMIC FRS and Ofsted removed from risk description as an additional financial pressure for 22/23.
- **Corporate risk #50 - Lack of H&S awareness and accountability** - *Severity decreased from 16 to 9.*
 - To reflect effectiveness of mitigating actions
- **Corporate risk #59 - Benefits from transformation are not realised** - *Removed from corporate risk register.*
 - Transformation is now being managed by respective services.
- **Corporate risk #65 – Corporate leadership, governance, and culture** - *Severity decreased from 12 to 8.*
 - To reflect effectiveness of mitigating actions.
- **Corporate risk #67 – Setting up Children’s Trust diverts council resources** - *Removed from corporate risk register.*
 - Due to positive feedback on progress, and the announcement to defer judgement for at least a year.
 - Risk not considered a current concern, however the programme will be continuously monitored and reported to ELT.
- **Corporate risk #68 – Services will fail to deliver existing work plans due to Covid-19 response** - *Severity increased from 20 to 25.*
 - To reflect increased strain on services and staff.
- **Corporate risk #69 - Children’s services will fail to deliver an acceptable provision to the community** - *Severity decreased from 25 to 20.*
 - To reflect progress of Children First Improvement Plan and recent Children’s Trust judgement.
- **Corporate risk #70 - Lack of capacity to deal with strategic/organisational issues due to Covid-19 response** - *Severity increased from 12 to 16.*
 - Due to current and future ramifications of the imposed lockdown.
- **Corporate risk #71 - Mental and physical wellbeing (and emotional resilience) of staff** - *Severity decreased from 16 to 8.*
 - To reflect effectiveness of mitigating actions.

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

| Risk No | Risk | Score - Prev Qtr | Score |
|----------------|---|-------------------------|--------------|
| CR39a | Cyber-security | 25 | 25 |
| CR58 | Failure of social care provisions | 25 | 25 |
| CR68 | Services will fail to deliver existing work plans due to Covid-19 response | 20 | 25 |
| CR69 | Children's services will fail to deliver an acceptable provision to the community | 25 | 20 |
| CR70 | Lack of capacity to deal with strategic and organisational issues | 12 | 16 |

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. The table below summarises the key corporate Covid-19 risks.

| Key Corporate Covid-19 Risks |
|---|
| Staff Shortage in Adults Services for older people's visits. |
| Community Hubs may not have enough staff capacity to manage an increase in demand, resulting in a failure to deliver essential food and medicine to vulnerable people. |
| 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. |

| 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 placed restrictions and imposed requirements on Local Authotities to support in the management of the COVID-19 pandemic. If local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness. | Chief Executive | 1. Failing to deliver statutory duties. | Mar-20 | 5 | 5 | 25 | Treat | 5 | 2 | 10 | Review and update business continuity and service critical plans. | CLT | ongoing | Business continuity plans periodically reviewed. To date there is sufficient resource to deal with challenges. | 5 | 5 | 25 | Apr-21 |
| | | | 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 | Sufficient funding received to date to deal with the cost. | | | | |
| | | | 5. Increase risk to life. | | | | | | | | | IA to conduct review of lessons learned from 1st wave and communicate. | Director of Finance & Support Services | Feb-21 | Internal Audit have commenced the review. | | | | |
| | | | 6. Information not shared appropriately. | | | | | | | | | Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county. | CLT | ongoing | To be captured in business continuity plans. | | | | |
| | | | | | | | | | | | | | | | | | | | |
| CR70 | There is an increasing demand placed on the senior officers due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with strategic/organisational issues , leading to poor decision making. | Chief Executive | 1. Outcomes for residents not delivered | Aug-20 | 4 | 3 | 12 | Treat | 4 | 3 | 12 | Continue to monitor service resource impact. | ELT | ongoing | Concerns raised through ELT | 4 | 4 | 16 | Apr-21 |
| | | | 2. Residents don't receive support needed. | | | | | | | | | Provision of support to services when required. | SMG | ongoing | Support requests raised through TMG and escalated to SMG if required. | | | | |
| | | | 3. Failing to deliver statutory duties | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| CR71 | As part of the 'new normal' WSCC staff will be expected to continue to work from home (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the mental and physical wellbeing (and emotional resilience) of staff which will lead to an increase in absences and poor service delivery to residents. | Director of Human Resources & Org Dev | 1. Increase in poor physical health of staff. | Aug-20 | 4 | 4 | 16 | Tolerate | 4 | 2 | 8 | Mental health training and support (particularly for managers). | Health and Safety Manager | ongoing | Stress Management corporate guidance, mental health for managers e-learning series, adoption of mental health first aiders across the council and the employee assistance programme (EAP). | 4 | 2 | 8 | May-21 |
| | | | 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. Comms to communicated the requirement to complete the DSE self-assessment and home working assessment. | | | | |
| | | | 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 and newsroom articles. | | | | |
| | | | 4. Poor service delivery to residents. | | | | | | | | | | | | | | | | |
| | | | 5. Increase in number of claims and premiums. | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |

| Risk No | Risk Description | Risk Owner | Risk Impact | Date Risk Raised | Initial Risk | | | Risk Strategy | Target Risk | | | Risk Control/Action | Action Owner | Action Target Date | Risk Update | Current Risk | | | Next Risk Review Date |
|---------|---|---------------------------------------|---|------------------|--------------|------------|-------|---------------|-------------|------------|-------|--|--------------------------------|--------------------|--|--------------|------------|-------|-----------------------|
| | | | | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | | | Impact | Likelihood | Score | |
| CR7 | There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes. | Director of Law & Assurance | 1. Delayed decisions impede service delivery. | Dec-19 | 4 | 4 | 16 | Treat | 2 | 2 | 4 | Data on areas of non-compliance used to inform Directors to enforce compliance with standards. | Director of Law & Assurance | Ongoing | AGS actions approved November 2020 - to be updated for RAAC March 21 | 4 | 2 | 8 | May-21 |
| | | | 2. Service improvement effort impeded. | | | | | | | | | Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice. | Director of Law & Assurance | Ongoing | Audit plan settled and activity in progress | | | | |
| | | | 3. Resources misapplied - poor VFM. | | | | | | | | | Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement. | Director of Law & Assurance | Ongoing | Actions underway as per agreed audit plan | | | | |
| | | | 4. Complaints and claims. | | | | | | | | | | | | | | | | |
| | | | 5. Censure by external inspection. | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| CR11 | Due to recent reports into service operations and senior leadership instability, there is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems recruiting and retaining staff in key skills areas. | Director of Human Resources & Org Dev | 1. Over-reliance on interim and agency staff. | Mar-17 | 4 | 5 | 20 | Treat | 4 | 2 | 8 | Provision of clear financial support for recruitment and retention policy and provisions procedures. | Head of Specialist HR Services | Jul-21 | Partially Completed. Social workers recruitment and retention package in place for 2020. 2021 offer currently under review. Corporate relocation package drafted and being prepared for ELT sign off. Sustainable Social Worker Pay Model being reviewed in light of Trade Union comments. | 4 | 3 | 12 | May-21 |
| | | | 2. Lack of corporate memory. | | | | | | | | | Application of policy and provisions for various hard to fill posts. | Head of HR Bus Ptr & Org Dev | 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. | | | | |
| | | | 3. Inadequate pace/speed of delivery. | | | | | | | | | Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements. | Head of HR Bus Ptr & Org Dev | Apr-21 | Reward & Retention package for Children's Social Workers currently being re-written. Development of Workforce Plan being carried out as part of Children First Improvement Plan. | | | | |
| | | | 4. Low staff morale and performance. | | | | | | | | | Development of comprehensive employee value proposition. | Head of Res Org Dev & Talent | Jun-21 | Part of People Framework Action Plan, will be progressed once initial kick start projects are delivered. | | | | |
| | | | | | | | | | | | | 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, e.g. National Apprenticeships Week. | | | | |
| | | | | | | | | | | | | | | | | | | | |

| Risk No | Risk Description | Risk Owner | Risk Impact | Date Risk Raised | Initial Risk | | | Risk Strategy | Target Risk | | | Risk Control/Action | Action Owner | Action Target Date | Risk Update | Current Risk | | | Next Risk Review Date |
|---------|--|--|--|------------------|--------------|------------|-------|---------------|-------------|------------|-------|---|--|--------------------|---|--------------|------------|-------|-----------------------|
| | | | | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | | | Impact | Likelihood | Score | |
| CR22 | The financial sustainability of council services is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis. | Director of Finance & Support Services | 1. Insufficient government funding to deliver services. | Mar-17 | 4 | 4 | 16 | Tolerate | 4 | 3 | 12 | Pursue additional savings options to help close the budget gap. | Director of Finance & Support Services | Ongoing | A balanced budget proposal for 2021/22 approved by the Full Council on 12th February 2021. . | 4 | 3 | 12 | May-21 |
| | | | 2. Adverse effect on reserves/balanced budget. | | | | | | | | | Monitor the use of additional funds made available to improve service delivery. | Director of Finance & Support Services | Ongoing | Use Quarterly Performance Management report (QPM) | | | | |
| | | | 3. Reputational impact through reduction of service quality | | | | | | | | | Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the TMP and MTFS as appropriate. | Director of Finance & Support Services | ongoing | The QPM report now reflects the impact of Covid-19 and sets out how this impacts specific services and WSCC as a whole. This is underpinned by a bespoke recording approach within SAP, which clearly accounts for the costs incurred and funding received from Government, alongside the Delta return made to MHCLG on a monthly basis. The MTFS planning framework also reflects the potential impact of Covid-19, both from the potential funding and budget pressures perspectives. | | | | |
| | | | 4. Increased liability of service delivery, transferred by external partners due to funding restrictions i.e. supporting homelessness. | | | | | | | | | Financial implications will be monitored and reported separately. Government has provided additional funding to support the local response. | Director of Finance & Support Services | ongoing | This has evolved during the course of the financial year, with additional funding streams becoming available. There has been consistent and comprehensive reporting of the implications for WSCC within the QPM process, which currently indicate a near breakeven position. | | | | |
| | | | 5. Additional unexpected service and cost pressures from savings decisions. | | | | | | | | | | | | | | | | |
| | | | 6. Financial implications for both 2022/23 and the medium term arising from the national emergency circumstances associated with Covid-19. | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| CR39a | As a result of staff accessing unsafe links from external sources and unauthorised/insecure website browsing, the Council's systems will be subjected to a Cyber-Security attack leading to a loss of data or system failure. | Director of Finance & Support Services | 1. The Council suffers significant financial loss or cost. | Mar-17 | 4 | 5 | 20 | Treat | 4 | 4 | 16 | Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats. | Head of IT | Ongoing | Regular comms distributed to all staff. Continuing to drive employees to undertake mandatory annual Information Security and Data Protection education and certification. Adhoc actions taken (as appropriate) in response to level of cyber threat. | 5 | 5 | 25 | May-21 |
| | | | 2. The Council's reputation is damaged. | | | | | | | | | Maintain IG Toolkit (NHS) & Public Service Network security accreditations. | Head of IT | Ongoing | Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity. | | | | |
| | | | 3. Resident's trust in the Council is undermined. | | | | | | | | | Conduct tests including penetration, DR and social engineering. (conducted 6 monthly) | Head of IT | Ongoing | 2021 testing schedule defined and in delivery. | | | | |
| | | | 4. Partners will not share data or information with the Council. | | | | | | | | | Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt. | Head of IT | Ongoing | Proactive stance implemented to ensure a watching brief for threats/updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP). | | | | |
| | | | 5. Punitive penalties are made on the Council. | | | | | | | | | Provide capacity & capability to align with National Cyber-Security centre recommendations. | Head of IT | Ongoing | Training needs assessment regularly undertaken, programme of education developed to ensure IS resources are appropriately skilled and corporate practices followed align to NCSC guidance's. | | | | |
| | | | | | | | | | | | | Transition to a controlled framework for process and practice. | Head of IT | Ongoing | IT service redesign to be carried out due to early return of ITO. | | | | |
| | | | | | | | | | | | | | | | | | | | |

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|---------|--|---------------------------------------|--|------------------|--------------|------------|-------|---------------|-------------|------------|-------|---|-----------------------------|--------------------|---|--------------|------------|-------|-----------------------|
| | | | | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | | | Impact | Likelihood | Score | |
| CR39b | Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met. | Director of Law & Assurance | 1. Individuals or groups come to harm. | Mar-17 | 4 | 5 | 20 | Tolerate | 3 | 3 | 9 | Test the effectiveness of DPIA | Head of Data Protection | Ongoing | Annual business process review via DPIA to confirm compliance or to reflect update/risk assessment if business process elements have shifted since last review. | 3 | 3 | 9 | May-21 |
| | | | 2. The Council's reputation is damaged. | | | | | | | | | Maintain IG Toolkit (NHS) & Public Service Network security accreditations. | Head of IT | Ongoing | Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity. | | | | |
| | | | 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 | Mandatory training implemented to ensure employees are aware of obligations and support available. Data sharing agreements / contractual terms to cover provision of effectively managed DP obligations between WSCC/Suppliers/third parties. | | | | |
| | | | 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 | Head of IT and DP Team leader to liaise with DASS by end March 21 to settle actions | | | | |
| | | | | | | | | | | | | Adopt ISO27001 (Information Security Management) aligned process & practices. | Head of IT | Ongoing | Adoption of ISO27001 is being considered as part of a wider assurance framework being evaluated for implementation to support operation of the Council's internal IT function post the end of the existing IT outsource | | | | |
| | | | | | | | | | | | | Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations. | Director of Law & Assurance | Ongoing | Further DPIA review assessment (for pre May 2018 deployed systems) to coincide with review/novation/transformation (to Cloud) of specific IT systems resultant from the return of the Council's IT outsource contract. | | | | |
| CR50 | WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring. | Director of Human Resources & Org Dev | 1. Increase risk of harm to employees, public and contractors. | Mar-17 | 4 | 5 | 20 | Treat | 3 | 2 | 6 | Purchase, develop and introduce an interactive online H&S service led audit tool. | Health and Safety Manager | ongoing | Site monitoring inspection templates and audit templates to be created in Firmstep. | 3 | 3 | 9 | May-21 |
| | | | 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 | Work on the TNA has been paused. H&S e-learning modules bespoke to the council H&S arrangements are being developed with L&D development colleagues. Course content will be owned by the council instead of off the shelf course material. | | | | |
| | | | 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. Data from inspections and audits once the templates are developed in Firmstep will | | | | |
| | | | 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 | HSW risk profiling template created and being launched in some Directorates. C-19 has prevented full launch across the council. | | | | |

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| | | | | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | | | Impact | Likelihood | Score | |
| CR58 | If there were to be a failure of social care provisions there is a risk that both WSCC funded residents and self-funding residents are not being properly cared for; which may result in death or injury to individuals and significant reputational harm to the council. | Executive Director of Adults and Health | 1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty. | Sep-18 | 5 | 5 | 25 | Treat | 3 | 3 | 9 | Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response. | Head of Contracts & Performance | ongoing | Due to the implications of COVID19 and service resource constraints, the ability to conduct face to face quality assurance checks has reduced. There is now an increased focus on supporting/improving infection control and closer working with the CCG to ensure the right level of support to care homes is delivered. | 5 | 5 | 25 | May-21 |
| | | | 2. CQC action against service provider which could lead to establishment closure at short notice | | | | | | | | | Provision of regular support and communication to care homes to monitor financial sustainability during COVID-19 pandemic. | | | Regular communication (with a COVID19 focus) with care homes to identify risk areas early. Monitoring of deaths and Covid outbreaks in care homes. This action is reviewed and discussed weekly at WSCC IMT. | | | | |
| | | | 3. Financial implication of cost of reprovision following closure of services. | | | | | | | | | Financial analysis of high risk provision - due diligence checks. | | | Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability. | | | | |
| | | | 4. Reduced capacity in the market as a result of failure of provision. | | | | | | | | | In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned. | | | 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. | | | | |
| | | | 5. Delay for those residents who are Medically Ready to Discharge (MRD). | | | | | | | | | Capacity Action plans for residential and non residential services to focus on long and short term actions to improve capacity to support potential contingencies. | | | Combined Placing and Sourcing Team (CPST) in place to monitor market delays and maintain details of demand for care across sectors. Reported twice weekly to Capacity Oversight Group for commissioning decisions. | | | | |
| | | | 6. Non-compliance with Care Act. | | | | | | | | | Administration of central government funding to provide financial support to the sector. | | | Financial support has been provided to the care market through payments to commissioned provision and through administering Infection Control Grant, Rapid Testing Fund and now the ASC Workforce Grant. In addition a standard annual uplift across the whole market has been agreed to be implemented from April 2021. | | | | |
| | | | 7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care. | | | | | | | | | | | | | | | | |

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|---------|--|---|--|------------------|--------------|------------|-------|---------------|-------------|------------|-------|--|---|--------------------|--|--------------|------------|-------|-----------------------|
| | | | | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | | | Impact | Likelihood | Score | |
| CR60 | There is a risk of failing to deliver the HMIC FRS improvement plan , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection. | Chief Fire Officer | 1. Reputational damage | Apr-19 | 5 | 4 | 20 | Treat | 5 | 2 | 10 | Ensure robust project and programme governance in place and monitor delivery. | Chief Fire Officer | ongoing | During the revisit, the HMIC FRS Advisory Board praised the project and programme plans, and PMO governance. They also reported tangible improvements of preventative and protective measures. Further praise was received regarding the accelerated pace of mitigating the risk to public safety. The IAP concluded the demonstration of the progress to date leads them to believe that the steps that WSFRS have taken to improve the service are significant. It will undoubtedly take time to fully embed the improvements, and the service has a clear plan in place to do so. It was therefore concluded to close the Independent Advisory Panel. | 5 | 3 | 15 | Aug-21 |
| | | | 2. Corporate Governance Inspection | | | | | | | | | | | | | | | | |
| | | | 3. Legal implications of not delivering statutory services | | | | | | | | | | | | | | | | |
| | | | 4. Increased risk harm | | | | | | | | | | | | | | | | |
| CR61 | A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm. | Executive Director of Children, Young People and Learning | 1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged. | Jun-19 | 5 | 5 | 25 | Treat | 5 | 2 | 10 | Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention. | Executive Director of Children, Young People and Learning | Ongoing | Improvement activity continues to be embedded within the social work teams. The management assessment programme is now being implemented with all Service Leads being assessed by the end of January. The full programme of assessments will be completed by mid-May 2021. Statutory performance continues to improve but there is still inconsistency across the service. The service continues to work with our improvement partners (HCC) to deliver ongoing improvement activity across children’s social care. The service remains under close scrutiny from the independent Improvement Board and the statutory regulator, Ofsted. | 5 | 3 | 15 | Jul-21 |
| | | | 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 | All improvement activity is overseen and supported by the dedicated Practice Improvement team who report regularly to DLT and the Improvement Board. We continue to revise and improve practice guidance, policy and practice on an ongoing basis. Areas of further development have been identified from the latest Ofsted focused visit and they form a focus for the next phase of the improvement work. | | | | |
| | | | 3. Immediate inspection and Government intervention. | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| CR65 | The review of corporate leadership, governance and culture recommended in the Children’s Commissioner’s report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention. | Chief Executive | 1. Service failure | Dec-19 | 5 | 4 | 20 | Treat | 3 | 2 | 6 | Completion of improvement plan scoping phase. | Chief Executive | Apr-21 | (See CR7) | 4 | 2 | 8 | May-21 |
| | | | 2. External intervention | | | | | | | | | Develop plan to stabilise senior leadership team. | Chief Executive | Apr-21 | 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 | Apr-21 | Member Development Plan approved by Council December 20 and in Reset Plan Feb 21. Leadership support activity scoped and plan settled. | | | | |
| | | | | | | | | | | | | 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. | | | | |

| 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 | |
| CR66 | Due to difficulties in recruiting and retaining suitably qualified and experienced Approved Mental Health Professionals (AMHP) and the increase in demand due to COVID-19, there is a risk that the Council will not carry out their statutory role under the Mental Health Act 1983 (amended 2007) due to being unable to meet the demand for mental health assessments. | Executive Director of Adults and Health | 1. Increased risk of death or serious injury. | Jan-20 | 5 | 5 | 25 | Treat | 5 | 2 | 10 | Development and implementation of new AMHP model (in partnership with the CCG and Sussex Partnership Foundation Trust (SPFT)). | Head of Adult Operations | ongoing | New structure for AMHP service (Hub and Spoke model) approved and implemented as of 1 Jan 21, but requires further embedding to be effective. Operational budget in place. Recruitment and retention challenges currently being mitigated by using locum staff (locum's funded within operational budget). | 5 | 3 | 15 | May-21 |
| | | | 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 | 12 month retention payment implemented. Additional AMHP allowance for Hub staff in process. | | | | |
| | | | 3. Wider impact on health and social care system through delays in carrying out assessments. | | | | | | | | | Recruitment of internal staff to temporarily support current demand and recruitment and retention issues | Head of Adult Operations | Apr-21 | AMHP training courses for staff underway, however throughput of qualified staff slowed due to COVID-19. Funding obtained through Learning and Development budget. | | | | |
| CR69 | If the council fail to make the necessary improvements to progress from the previous ‘inadequate’ rating, there is a risk that children’s services will fail to deliver an acceptable provision to the community. | Executive Director of Children, Young People and Learning | 1. A child is exposed to dangers which could cause harm. | Mar-20 | 5 | 5 | 25 | Treat | 5 | 3 | 15 | 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. The programme is being implemented and is on target as outlined in the Transformation Programme summary. | 5 | 4 | 20 | Jul-21 |
| | | | 2. Significant reputational damage. | | | | | | | | | Continue to work with Hants CC as a partner in practice to improve the breadth of children's service. | Executive Director of Children, Young People and Learning | ongoing | The phase 2 workstream improvement action plan, which is jointly developed by WSCC and HCC is being progressed. 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 | Children First Transformation Director | ongoing | Family Safeguarding model redesign to ensure practice improvements are sustainable and embedded to provide a good level of service is being progressed and is meeting its milestones for implementation. | | | | |
| | | | 4. Legal implications through non-compliance or negligence. | | | | | | | | | | | | | | | | |

Report to Performance and Finance Scrutiny Committee

11 March 2021

Capital Programme Performance Monitor Report – End of December (Quarter 3) 2020/21

Report by Director of Law and Assurance

Summary

The attached report by the Director of Property and Assets provides a status position on the Capital Programme Performance as at end of December 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 3 Performance Monitor Report.

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

Background and Context

- 1.1 This report sets out the position of the Capital Programme Performance at the end of December 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 11 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.

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Appendices

Annex Capital Programme 2020/21 – 2024/25 Quarter 3 Performance Report

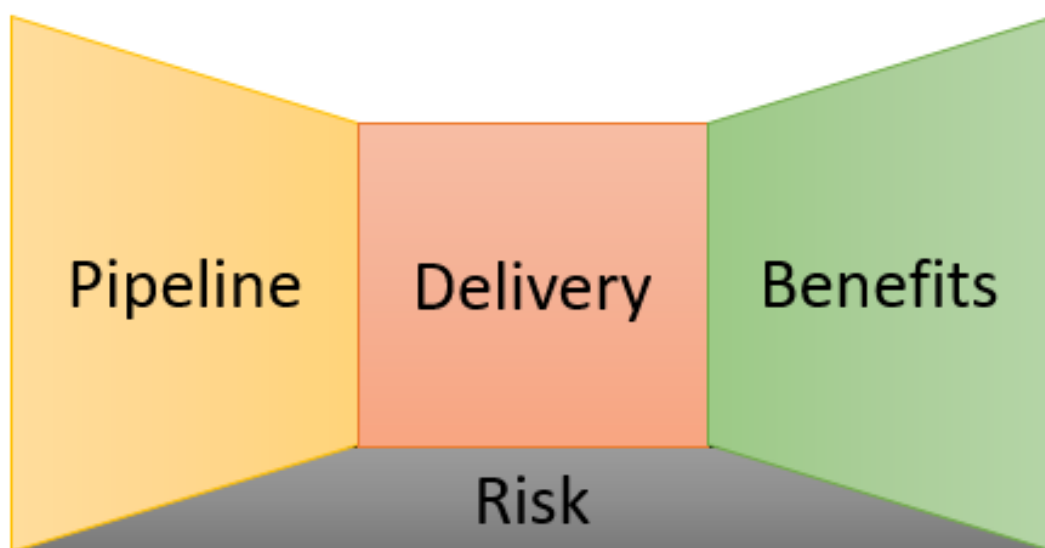
Appendix A Quarter 3 2020/21 Capital Programme Performance by Portfolio Report

Background papers

None

Capital Programme 2020/21 – 2024/25

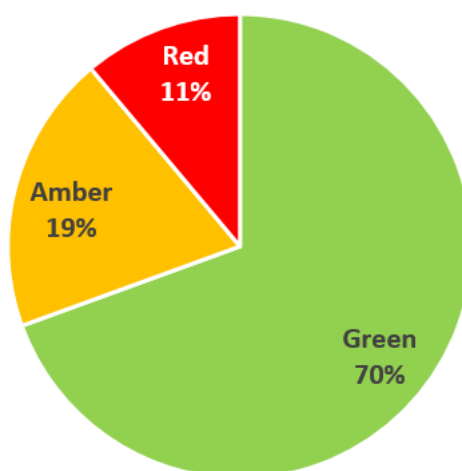
2020/21 Quarter 3 Performance Report



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 processed 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 36 programmes and projects in the Pipeline Stage. At the end of December 2020, four projects reported red, indicating that significant issues in project development required consideration of the projects' deliverability. seven projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project's development.

Pipeline by RAG Status – December 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 | Red – April 2021 | Delay bringing forward Strategic Outline Case following Covid-19 disruption |

| | | | | |
|---|------------|---------------|----------------------------|--|
| NHS Capital Grants – Boundary Close 1 and 3 | Worthing | Nov 20 | Red – April 2021 | Service review of priority use delayed due to Covid-19 pressures |
| Children’s Residential Phase 2 – x3 Children’s Care Homes | Various | October 2020 | Green - decision now taken | Covid-19 related delays in programme development of feasibility studies. Decision taken 6 January 2021 |
| Burgess Hill Place and Connectivity Programme – Church Walk | Mid Sussex | December 2020 | Amber - April 2021 | Further design required following public engagement. Decision anticipated April 2021 |
| Burgess Hill Place and Connectivity Programme – Victoria Park | Mid Sussex | December 2020 | Amber - April 2021 | Further design required following public engagement. Decision anticipated April 2021 |
| Chichester Growth Programme – Relocation of Hockey Pitch | Chichester | April 2020 | Red - TBC | Dependency on delivery-stage demolition of school site, currently paused post-Planning approval |
| Bognor Regis Enterprise Centre | Arun | July 2020 | Red - TBC | Project not viable as proposed due to higher than expected land value and build cost. Options being considered |
| Brookhurst Wood – Site HA | Horsham | TBC | Amber TBC | Strategic review of Waste Contract due in Spring 2021. Negotiations with contractor progressing |
| Electric Vehicle Chargers | Various | Sept 21 | Amber TBC | Procurement issues leading to reconsideration of delivery route |

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

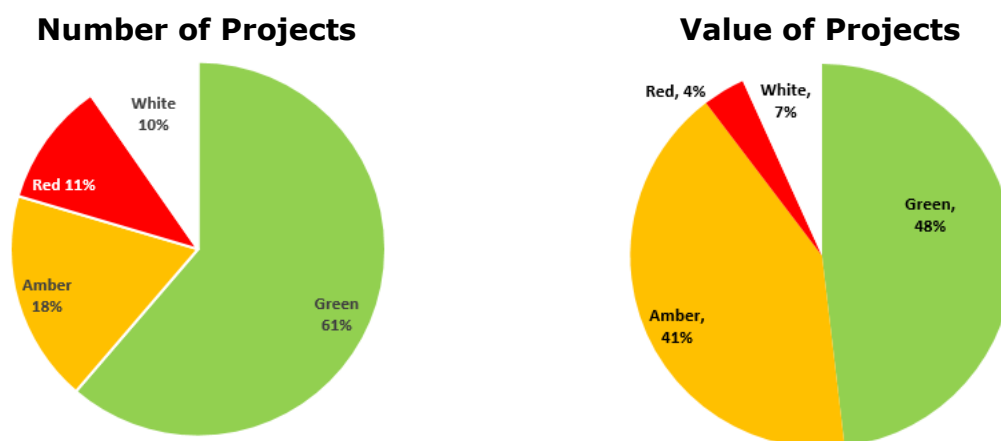
| Projects Removed from Pipeline 2021/22 | | |
|--|------------|--|
| Project | Location | Notes |
| Basic Need – Barnham Primary School | Arun | Project not viable, alternative site for provision of additional places in the area to be considered |
| SEND Strategy – SSCs - Midhurst area | Chichester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

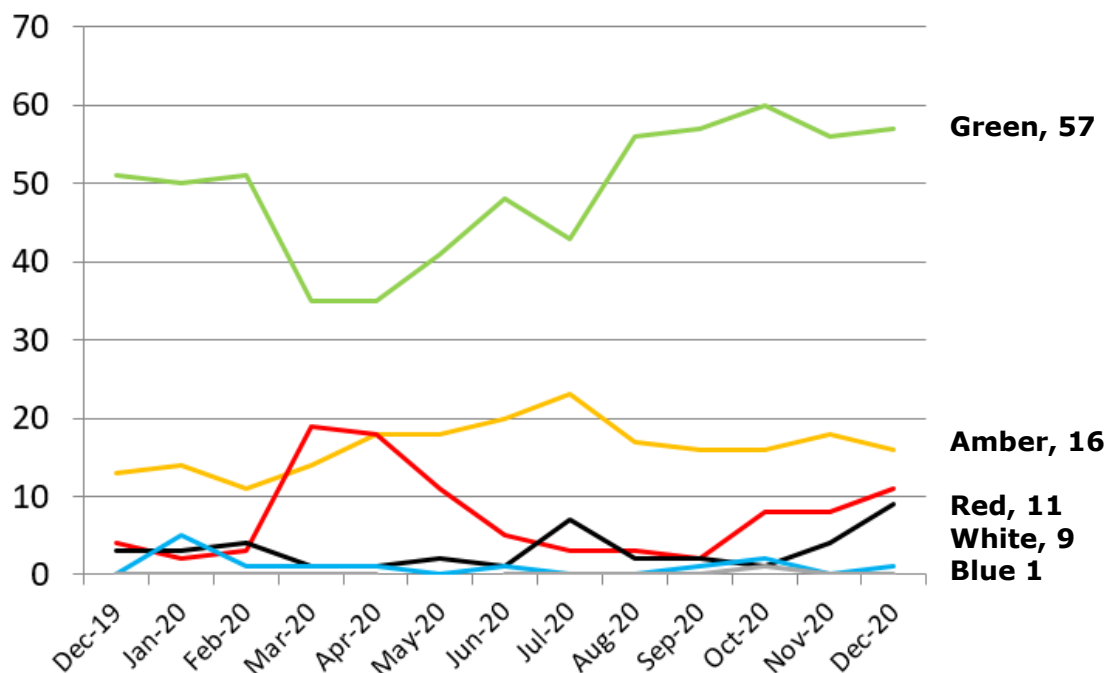
- 2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer "Hub" and a summary and analysis is presented in this report.
- 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 December, 57 projects in delivery were rated **GREEN**. 16 were rated at **AMBER**. Eleven were rated as **RED**. Nine projects did not produce a highlight report and have been reported as **WHITE**.

Projects by RAG status, December 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 December 2020



2.5 No highlight report was received for the following projects:

- No.2 Boundary Close – Adults – construction complete, resolution to grant funding claim expected before project closure, service focused on Covid-19 response
- Felpham Community College – Education – main construction works complete, defects works being addressed, no reason given for lack of highlight report
- S106 Improvement Programme – Education – project recently approved, highlight reports received from January 2021
- S106 Forest School All Weather Pitch design stage – Education - project recently approved, highlight reports received from January 2021
- S106 Slinfold Modular design stage – Education - project recently approved, highlight reports received from January 2021
- S106 Tanbridge School All Weather Pitch design stage – Education - project recently approved, highlight reports received from January 2021
- Accessibility Improvement Programme – Property and Assets – service focused on Covid-19 response
- A259 Bognor Regis to Littlehampton Corridor Improvement – Highways – documentation missed in alignment with new reporting methods

- Haywards Heath South Road (East and West) – Highways – documentation missed in alignment with new reporting methods

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

| Scheme | RAG at 31 Dec | Reason | Impact | Updated position at 1 March 2021 | |
|--|-----------------|---|-----------------------|----------------------------------|--|
| | | | | Updated RAG | Latest Update |
| Demolition of Vacant Buildings – CHSB | Red (10) | Delay caused by ecological survey and asbestos findings leading to funding window not being met. Project to be completed to outcome of Planning | High (time) | RED | Planning approved, options for progressing the project being considered |
| Edward Bryant School – Special Support Centre | Red (3) | Programme to be revised following delay in approvals. Kick-off works progressing. | Low (time) | RED | Revised programme awaited – expected to be no impact on delivery timescale |
| Felpham Community College Special Support Centre | Red (3) | Programme to be revised following delay in approvals. Works mobilising. | Low (time) | RED | Revised programme awaited – expected to be no impact on delivery timescale |
| Ifield Community College Special Support Centre | Red (3) | Delivery programme to be set and managed by PFI contractor. | Low (time) | RED | Initial meeting held with PFI provider, awaiting indicative programme |
| Maidenbower Infants Special Support Centre | Red (3) | Project dependent on decision on future use of the Children and Family Centre. | High (time) | RED | Decision required to enable completion for September 2021 |
| Parklands | Red (32) | Further defects discovered following acoustic testing. | High (quality) | RED | |

| | | Scope and impact to be assessed | | | |
|---|----------------|--|------------------------|--------------|--|
| QEII Silver Jubilee School | Red (3) | Design process delayed due to information missing from surveys and access issues | Med (time) | AMBER | Completion anticipated November 2021. Expansion accommodates existing pupils on roll, therefore no impact on places for September 2021 |
| S106 Lindfield Primary School | Red (1) | Occupation required from September 2021, delivery requires fast-track programme and budget increase to mitigate risk | High (time) | RED | Change Request to add contingency funding to mitigate risk pending decision in March |
| Whitehouse Farm West of Chichester Primary School | Red (1) | Delay due to revised design requirement following planning | Low (time) | GREEN | Revised planning application to be submitted by the developer |
| Carbon Reduction | Red (2) | Parkside Combined Heat and Power unit remains non-operational | Med (quality) | RED | Proposal to align with boiler replacement works subject to confirmation |
| Worthing Community Hub | Red (1) | Delay and additional cost due to required ventilation works | Med (time/cost) | GREEN | Additional budget and timeline approved |

2.7 At the end of December, three projects had been completed in 2020/21:

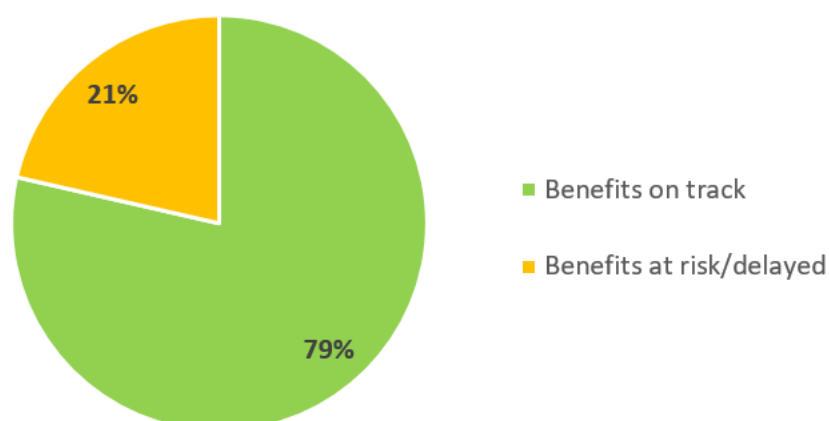
| April | | |
|-----------------------------|----------|---|
| Project | Location | Description |
| Downslink | Various | Programme of improvements to the Public Rights of Way network |
| June | | |
| Project | Location | Description |
| SEND Strategy - Herons Dale | Adur | Development of courtyard area 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 |
| December | | |
| Project | Location | Description |
| Manor Green SEND Strategy | Crawley | Extension to provide 36 additional SEND primary places |

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 December, 55 were reported to be on track for planned delivery, 15 were reported as delayed or "at risk".

Benefits by RAG status – December 2020



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

| Project | Location | Status | Issue | Benefit Outcome Status |
|----------------------------|------------|---------------------------|--|-------------------------|
| A285 Road Safety | Chichester | AMBER AT RISK | Change in reporting methodology by Sussex Police likely to influence performance against target | AMBER |
| Bognor Regis Creative Hub | Arun | AMBER DELAYED | Employment space benefit delayed following Covid-19 site restrictions | BLUE (delivered) |
| | | AMBER DELAYED | Ultrafast digital capacity benefit delayed following Covid-19 site restrictions | BLUE (delivered) |
| NHS Capital Grants No.2 BC | Worthing | AMBER AT RISK | Inflationary uplifts on care and support costs and changes to support requirements reducing savings benefit | AMBER |
| East Preston Junior School | Arun | AMBER UNDER REVIEW | Uptake of new places, 2020/21 pupil admissions data showing reduced PAN against 2019/20. Full realisation planned for September 2022 | GREEN (96.6%) |
| Felpham College | Arun | AMBER DELAYED | Confirmation of new places delivered required | GREEN |
| Forest School | Horsham | AMBER UNDER REVIEW | Uptake of new places, pupil admissions data showing PAN 82%, against target of 95% with full realisation planned for September 2022 | AMBER |

| | | | | |
|---|------------|----------------------|---|----------------------|
| Flintstone Centre Alternative Provision | Arun | AMBER AT RISK | Improved pupil attendance/ engagement in formal education | AMBER |
| | | AMBER | Revenue savings likely to be slightly less than planned | AMBER |
| Gigabit | Various | AMBER AT RISK | Revenue savings to be reviewed – expected to be slightly lower than planned | AMBER |
| Schools Solar PV (full benefits due to mature 2044) | Various | AMBER AT RISK | Currently 81% of Planned renewable energy target realised | AMBER |
| | | | Currently 51% of planned revenue income realised | AMBER |
| | | | Currently 70% of schools savings realised | AMBER |
| Shelley Primary School | Horsham | AMBER | Construction delay due to Covid-19 resulting in delay in delivery | GREEN |
| The Meads School, East Grinstead | Mid Sussex | AMBER AT RISK | Uptake of new places, pupil admissions data showing PAN 82%, against target of 95% with full realisation planned for September 2022 | GREEN (96.4%) |

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 Vehicles | 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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Capital Programme Performance Report

Quarter Three 2020/21

1. Performance by Portfolio

- 1.1 Each of the capital programme projects in delivery is required to submit a highlight report on a monthly basis to consider progress towards delivering the outputs against time, cost and quality. Summaries of the highlight reports by portfolio are available as background papers. At the end of December 2020 there were 11 red highlight reports, 16 amber and 57 green. The performance of project by individual Cabinet Member portfolio is set out below.

2. Adults and Health

- 2.1 Four projects submitted highlight reports at the end of December, all of which were rated green, indicating that the project is reporting to plan. No highlight report was received for No.2 Boundary Close, resulting in the project being rated WHITE.

3. Children and Young People

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

4. Economy and Corporate Resources

- 4.1 Eleven projects submitted highlight reports at the end of December. Seven of the schemes in delivery were rated green, indicating that the project is reporting to plan. Three were rated 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.

| Scheme | RAG at 31 December | Reason | RAG at 1 March | Updated Position |
|---|--------------------|---|----------------|---|
| Burgess Hill Place and Connectivity Programme | AMBER | Delay to design of Church Walk and Victoria Park projects due to requirement for further public engagement | AMBER | |
| Crawley Eastern Gateway | AMBER | Delay due proposed additional design and change of scope. Cost and programme impact being assessed. Change Request expected | AMBER | |
| Demolition of vacant buildings – Chichester High School | RED | Delay caused by ecological survey and asbestos findings leading to funding window not being met. Project to be completed to outcome of Planning | RED | Planning approved, options for progressing the project being considered |
| West Sussex Gigabit | AMBER | Final works delayed - anticipated to complete during January | BLUE | Project complete and closed |

5. Education and Skills

- 5.1 24 projects submitted highlight reports at the end of December. Thirteen of the schemes in delivery were rated green, indicating that the project is reporting to plan. Three 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. Eight were rated as red, indicating that there are significant issues with the projects, requiring corrective action. One project was completed at Manor Green Primary, with 36 additional SEND places provided. No highlight reports were received for Felpham Community College (Amber for January), S106 Improvement Programme, S106 Forest School All Weather Pitch design stage, S106 Slinfold Modular design stage, S106 Tanbridge School All Weather Pitch design stage, resulting in the projects being rated WHITE.

| Scheme | RAG at 31 December | Reason | RAG at 1 March | Updated Position |
|--|---------------------------|---|-----------------------|--|
| Edward Bryant School | RED | Programme to be revised following delay in approvals. Kick-off works progressing | RED | Revised programme awaited – expected to be no impact on delivery timescale |
| Felpham Community College - Special Support Centre | RED | Programme to be revised following delay in approvals. Works mobilising. | RED | Revised programme awaited – expected to be no impact on delivery timescale |
| Ifield Community College PFI - Special Support Centre | RED | Delivery programme to be set and managed by PFI contractor. | RED | Initial meeting held with PFI provider, awaiting indicative programme |
| Maidenbower Infants - Special Support Centre | RED | Project dependent on decision on future use of the Children and Family Centre. | RED | |
| Nyewood CoE School | AMBER | Main extension works reprogrammed as a result of Covid-19 illness and isolation. Revised timescales to be confirmed. | AMBER | Completion expected during March |
| Parklands Primary | RED | Further defects discovered following acoustic testing. Scope and impact to be assessed. | RED | |
| QEII Silver Jubilee School | RED | Design process delayed due to information missing from surveys and access issues. Current programme delay of three weeks. | AMBER | Completion anticipated November 2021. Expansion accommodates existing pupils on roll, therefore no impact on places for September 2021 |
| S106 Lindfield Primary - Design Stage | RED | Occupation required from September 2021, delivery requires fast-track programme and budget increase to mitigate risk | RED | Change Request to add contingency funding to mitigate risk pending decision in March |
| Safeguarding programme | AMBER | Planning issue with Flintstones Centre leading to potential cost pressure, subject to Change Request. Change Request required to add schools and S106 contributions to budget | AMBER | Additional funding from S106 and school contributions to be added to the budget to fund increased cost/ scope |
| Southwater Infants and Junior | AMBER | Sectional completion issued during December. Outstanding works due to be completed April 2021 | GREEN | New units now occupied. Demolition of existing units planned for April |
| White House Farm (land West of Chichester Primary School | RED | Delay due to revised design requirement following Planning. | GREEN | Revised planning application to be submitted by the developer |

6. Environment

6.1 Eight projects submitted highlight reports at the end of December. Six of the schemes in delivery were rated green, indicating that the project is reporting

to plan. Two were rated at amber, indicating that there is an issue having an effect on the project but that it could be dealt with by the project manager or project delivery team.

| Scheme | RAG at 31 December | Reason | RAG at 1 March | Updated Position |
|--|--------------------|---|----------------|--|
| Crawley Homes Solar PV Bird Protection | AMBER | Final property to complete January 2021. | AMBER | Completion delayed due to issues accessing the final property to undertake works |
| Schools Solar PV Installation | AMBER | Quality issues with one installer leading to delay, additional cost and reduction of benefits. Completion of delivery programme remains at end of March 2021. | AMBER | |

7. Finance

- 7.1 Six projects submitted highlight reports at the end of December. Three of the schemes in delivery were rated green, indicating that the project is reporting to plan. Two were rated at amber, indicating that there is an issue having an effect on the 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. No highlight report was received for Accessibility Improvement Programme, resulting in the projects being rated WHITE.

| Scheme | RAG at 31 December | Reason | RAG at 1 March | Updated Position |
|------------------------------------|--------------------|---|----------------|---|
| Carbon Reduction | RED | Parkside Combined Heat and Power unit remains non-operational. Other projects on track. | RED | Proposal to align with boiler replacement works subject to confirmation |
| Minor Asset Improvements Programme | AMBER | Delays to various schemes as a result of Covid-19 affecting access. | AMBER | |
| Willow Park Relocation | AMBER | Delay and potential cost due to opportunity to increase benefits with additional racking storage space, subject to Change Request | GREEN | Change Request approved |

8. Fire and Rescue and Communities

- 8.1 Five projects submitted highlight reports at the end of December. Four of the schemes in delivery were rated green, indicating that the project is reporting to plan. One was rated as red, indicating that there are significant issues with the project, requiring corrective action.

| Scheme | RAG at 31 December | Reason | RAG at 1 March | Updated Position |
|------------------------|--------------------|--|----------------|---|
| Worthing Community Hub | RED | Delay and additional cost as a result of required ventilation works. | GREEN | Additional budget and timeline approved |

9. Highways and Infrastructure

- 9.1 23 projects submitted highlight reports at the end of December. 17 of the projects in delivery were rated green, indicating that the project is reporting to plan. Six were rated as amber, indicating that there is an issue having an effect on the projects but that it can be dealt with by the project manager or project delivery team. No highlight reports were received for A259 Bognor Regis to Littlehampton and Haywards Heath South Road, resulting in the projects being rated WHITE.

| Scheme | RAG at 31 December | Reason | RAG at 1 March | Updated Position |
|---|--------------------|---|----------------|---|
| A2300 Corridor Improvement – Design Stage | AMBER | Homes England delay in securing Section 278 agreement for Northern Arc roundabout impacting dependent A2300 construction programme. Mitigation proposal being developed | GREEN | New programme dates agreed |
| A259 Corridor Improvements | AMBER | Contractor unable to meet timetable for works – work taking place to mitigate impact | GREEN | New programme dates agreed |
| A284 Lyminster Bypass | AMBER | Additional costs to due to Covid-19 being determined. | GREEN | Budget reset to accommodate increased costs due to Covid-19 |
| A29 Realignment | AMBER | Delay in planning application submission due to negotiations regarding land allocations. | AMBER | |
| LED Streetlight Conversion | AMBER | Delay due to shortage of specialist parts. Detailed delivery programme to be developed. | AMBER | Stage 2 contract requires renegotiation. Approach agreed, confirmation required |
| Midhurst Depot | AMBER | Environment Agency requirements beyond budget. Alternative options being considered | AMBER | Alternative options presented to service, pending assessment |

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Performance and Finance Scrutiny Committee Work Programme
March - July 2021 and proposals for 2021/22

| Topic | Corporate or Service priority | Performance, outcome or budget | Timing |
|---|--------------------------------------|---------------------------------------|----------------------------------|
| 2022/23 Budget 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 Council priorities. | Corporate | Budget | January 2022 |
| Quarterly Performance Monitor (QPM) Performance, risk and budget monitoring: ongoing strategic monitoring of finance, performance, workforce and risk. | Corporate | Performance and Budget | Q3 March 2021 EOY July 2021 |
| Capital Programme Quarterly monitoring of the capital programme and specific proposals for priority schemes relevant to the Committee's responsibilities | Corporate | Budget | Q3 March 2021 EOY July 2021 |
| Property Joint Venture Partnership and Development Projects To preview the principles of the partnership, the governance arrangements to ensure transparent and accountable decision-making and monitoring, how risks are monitored and managed and whether the procurement exercise meets the requirements in the original decision report. The Committee may scrutinise individual projects as they arise. On an annual basis the committee will monitor the achievement of the aims of the JV Partnership. | Service | Outcome | March 2021 TBC TBC |
| Economic Plan | Corporate | Outcome | |

| Topic | Corporate or Service priority | Performance, outcome or budget | Timing |
|---|-------------------------------|-----------------------------------|---------------|
| Resetting the economy considered a key priority for the Council therefore BPG requested an item be brought to committee to scrutinise the progress in implementing the Plan. | | | TBC |
| Growth Deal Programme To scrutinise the Growth Deal Programme in terms of an update on the progress of the programme and outcomes achieved. | Corporate | Outcome | TBC |
| New Ways of Working – 2 aspects of working arrangements to be covered at the same meeting People Framework Scrutiny of the progress and actions in developing the People Framework to achieve the outcomes agreed in West Sussex Reset Plan. This is particularly relevant due to the changing work arrangements and practices resulting from the Covid-19 pandemic. Asset Strategy 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. | Corporate | Performance and Outcome | Sept 2021 |
| Treasury Management Scrutiny of the mid-year report 2020/21. PFSC is responsible for this as part of Treasury Management Regulations for wider member review. | Corporate | Budget | November 2021 |
| Scrutiny Oversight and Work Programme <ul style="list-style-type: none"> PFSC's overview of the scrutiny function, best practice and development needs of members. The annual scrutiny work programme prior to County Council approval. The Committee is monitoring implementation of recommendations agreed as part of the 2019 Scrutiny Review and will consider any outcomes of | Corporate | Scrutiny performance and outcomes | Ongoing |

| Topic | Corporate or Service priority | Performance, outcome or budget | Timing |
|---|-------------------------------|--------------------------------|------------|
| the Good Governance project relating to the scrutiny function | | | |
| Business Planning Group 1 March 2020 | | | |
| Informal Session following March meeting Outcome – 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 | March 2021 |
| Re-commissioning of Support Services Report was scheduled to be presented to March committee but the decision timeline has changed. Verbal up-date on progress was provided to the BPG to determine future work programme planning. Outcome – aim is to complete the work in July 2021. Liaison with officers on timing is required to schedule formal scrutiny. Due to elections it may be that a TFG held in public is required to carry out pre-decision scrutiny. | Corporate | Budget | July 2021 |
| Endorsement of Additional Resource: Corporate Business Management Solution | | | |
| Decision included in Forward Plan. Verbal up-date on the decision provided by the Interim Director of Finance. Outcome – BPG agreed that this was a vital project and was key to the outcome of the re-commissioning of support services. BPG request that Members of PFSC are kept up-to-date with the progress of this work and that a project timeline be brought to the next BPG in July to establish the appropriate timing of scrutiny. | Corporate | Performance | July BPG |

| Topic | Corporate or Service priority | Performance, outcome or budget | Timing |
|---|--|--------------------------------------|--------|
| | | | |
| <p>Economy and Growth Programme</p> <p>BPG received a verbal up-date on the progress and actions in achieving the Economy Plan and the Growth Programme to determine future work programme planning requirements.</p> <p>Outcome – presentation slides provided to BPG to be shared with all members of PFSC. That a Member briefing is provided early in the induction programme for Members following the May 2021 elections. BPG to then determine timing of scrutiny.</p> | Corporate | Outcome | TBC |

Extract of the Forward Plan of Key Decisions – 2 March 2021

| Decision Maker | Subject Matter | Date |
|--|---|---|
| Executive Director Place Services | Award of Contract: Crawley Growth Programme Manor Royal Scheme | March 2021 |
| Executive Director Place Services | Award of Contract: Crawley Growth Programme Eastern Gateway Scheme | March 2021 |
| Executive Director Place Services | Award of Contract: Joint Venture Partnership for County Council Property Development | March 2021 |
| Executive Director Place Services | Budget Increase: Crawley Growth Programme Eastern Gateway Scheme | March 2021 |
| Executive Director Place Services | Burgess Hill Place and Connectivity Programme A2300 Improvements: Endorsement Additional Improvements and Allocation of Funding | March 2021 |
| Cabinet Member for Finance, Leader | Performance Monitor (Rolling Entry) | Between April 2020 and March 2021 |
| Cabinet Member for Finance | Review of Property Holdings (Rolling Entry) | Between April 2020 and March 2021 |
| Cabinet | Emergency Central Government Funding (Rolling Entry) | Between February 2021 and February 2022 |
| Cabinet Member for Economy and Corporate Resources | Procurement: Construction Framework Arrangement | March 2021 |
| Cabinet Member for Economy and Corporate Resources | Endorsement of Additional Resource: Corporate Business Management Solution | March 2021 |

Executive Director Place Services

| Award of Contract: Crawley Growth Programme Manor Royal Scheme | |
|---|--|
| <p>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.</p> <p>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.</p> | |
| Decision by | Lee Harris - Executive Director Place Services |
| West Sussex Plan priority | Prosperous Place |
| Date added | 23 April 2020 |
| Month | March 2021 |
| Consultation/ Representations | <p>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.</p> <p>Representation can be made via the officer contact prior to the month in which the decision is to be taken.</p> |
| Background Documents (via website) | None |
| Author | Marie Ovenden Tel: 033 022 23854 |
| Contact | Suzannah Hill Tel: 033 022 22551 |

Executive Director Place Services

| Award of Contract: Crawley Growth Programme Eastern Gateway Scheme | |
|---|--|
| <p>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.</p> <p>The 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.</p> | |

| | |
|--|--|
| The Executive Director Place Services will be asked to award the construction phase of the contract. | |
| Decision by | Lee Harris - Executive Director Place Services |
| West Sussex Plan priority | A Prosperous Place |
| Date added | 23 April 2020 |
| Month | March 2021 |
| Consultation/ Representations | 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. |
| Background Documents (via website) | None |
| Author | Marie Ovenden Tel: 033 022 23854 |
| Contact | Suzannah Hill Tel. 033 022 22551 |

Executive Director Place Services

| Award of Contract: Joint Venture Partnership for County Council Property Development | |
|---|---|
| <p>The Executive Director Officer for Place Services will be recommended to confirm that the County Council enters into a Joint Venture Partnership Agreement with the successful bidder in the procurement process undertaken following decision FR05 19-20 28/06/2019 (effective from 10/07/2019) Procurement - Property Development Enterprise to work in partnership with the County Council.</p> <p>The successful bidder is to provide property development resources and services in order to bring forward for development the identified areas of land in which the Council has an interest, subject to assessment of commercial viability and value in accordance with the Partnership Agreement. The contract term and start date will be confirmed in the report as will the approach to and mechanisms for decisions of the partnership and joint venture arrangements which were part of the procurement process.</p> | |
| Decision by | Lee Harris - Executive Director Place Services |
| West Sussex Plan priority | A Prosperous Place |
| Date added | 14 January 2021 |
| Month | March 2021 |
| Consultation/ Representations | Performance and Finance Scrutiny Committee 11 March 2021 Representation can be made via the officer contact in the month prior to that in which the decision is to be taken. |

Agenda Item 9
Appendix A

| | |
|--|---------------------------------|
| Background Documents (via website) | None |
| Author | Malcolm Mayo Tel: 033022 23031 |
| Contact | Suzannah Hill Tel: 033022 22551 |

Executive Director Place Services

| Budget Increase: Crawley Growth Programme Eastern Gateway Scheme | |
|--|---|
| <p>The 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.</p> <p>Design fees were allocated to each Crawley growth programme project. A design budget increase is required of £800k from within the Eastern gateway allocation of £8.35m. The eastern gateway allocation of £8.35m remains unchanged but the increase in design budget is required to:</p> <ul style="list-style-type: none"> - Undertake further redesign works, accommodate the new town hall schemes interface (Estimated design fee and project management cost are £380k). - Complete liaison work with the utility providers. <p>The Executive Director Place Services will be asked, prior to the award of the construction contract, to increase the Design Budget.</p> | |
| Decision by | Lee Harris - Executive Director Place Services |
| West Sussex Plan priority | A Prosperous Place |
| Date added | 15 February 2021 |
| Month | March 2021 |
| Consultation/Representations | Crawley Growth Board Representation can be made in the month before that in which the decision is due to be taken. |
| Background Documents (via website) | None |
| Author | Marie Ovenden Tel: 033 022 23854 |
| Contact | Suzannah Hill Tel. 033 022 22551 |

Executive Director Place Services

| Burgess Hill Place and Connectivity Programme A2300 Improvements: Endorsement Additional Improvements and Allocation of Funding | |
|---|--|
| <p>In March 2019 a Leader Decision approved the Burgess Hill Place and Connectivity Programme (LDR09 18.19), funding allocation, delivery mechanism and governance for projects to be progressed by the County Council, allowing delegated authority to the Executive Director of Place Services to progress the projects subject to business case.</p> <p>A business case has been drawn up for pedestrian, cycle and Public Rights of Way improvements within the A2300 corridor additional to those being delivered through the existing A2300 Corridor Improvements Scheme. The additional routes will provide improved access to existing and proposed employment areas, the Northern Arc and the wider Public Rights of Way network.</p> <p>The Executive Director Place Services will be asked to support the additional pedestrian, cycle and Public Rights of Way Improvements within the A2300 corridor and agree the allocation of £2.1m of Burgess Hill Place and Connectivity Programme Local Government Funding grant for the delivery of the improvements.</p> | |
| Decision by | Lee Harris - Executive Director Place Services |
| West Sussex Plan priority | A Prosperous Place |
| Date added | 25 February 2021 |
| Month | March 2021 |
| Consultation/ Representations | <p>Burgess Hill Growth Board; Cabinet Member for Economy and Corporate Resources; Cabinet Member for Highways and Infrastructure; Cabinet Member for Environment and local members.</p> <p>Representation can be made via the officer contact.</p> |
| Background Documents (via website) | None |
| Author | Paul Jackson-Cole Tel: 033 022 25445 |
| Contact | Suzannah Hill Tel: 033 022 22551 |

Cabinet Member for Finance, Leader

| Performance Monitor (Rolling Entry) | |
|--|---|
| <p>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 Performance Monitor and any items of financial and performance management within the Monitor.</p> | |
| Decision by | Cllr Marshall, Cllr Hunt - Cabinet Member for Finance, Leader |
| West Sussex Plan priority | A Council that Works for the Community |

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|--|---|
| Date added | 1 April 2020 |
| Month | Between April 2020 and March 2021 |
| Consultation/Representations | Representation can be made via the officer contact. |
| Background Documents (via website) | None |
| Author | Fiona Morris Tel: 033 022 23811 |
| Contact | Suzannah Hill Tel: 033 022 22551 |

Cabinet Member for Finance

| Review of Property Holdings (Rolling Entry) | |
|--|--|
| <p>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 Asset Management Policy and Strategy. 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.</p> | |
| Decision by | Cllr Hunt - Cabinet Member for Finance |
| West Sussex Plan priority | A Council that Works for the Community |
| Date added | 1 April 2020 |
| Month | Between April 2020 and March 2021 |
| Consultation/Representations | Representation can be made via the officer contact |
| Background Documents (via website) | None |
| Author | Elaine Sanders Tel: 033 022 25605 |
| Contact | Suzannah Hill Tel. 033 022 22551 |

Cabinet

| Emergency Central Government Funding (Rolling Entry) |
|--|
| <p>Due to the ongoing public health emergency the County Council has received a number of support packages from Central Government. As funds are received the Council needs to determine arrangements to distribute, allocate or make other preparations for the appropriate use of funds received.</p> <p>The relevant decision maker will be determined by the intended use of the allocated funds. The Council may be required to comply with a number of conditions set out in</p> |

the terms of the grant which may mean decisions need to be taken quickly due to the need to provide timely financial support related to the Covid-19 pandemic. Members will be consulted or advised of planned decisions with as much notice as can be provided.

| | |
|--|--|
| Decision by | Tony Kershaw - Cabinet |
| West Sussex Plan priority | A Council that Works for the Community |
| Date added | 28 January 2021 |
| Month | Between February 2021 and February 2022 |
| Consultation/ Representations | Representations can be made via the officer contact. |
| Background Documents (via website) | None |
| Author | Tony Kershaw Tel: 033 022 22662 |
| Contact | Erica Keegan Tel: 033 022 26050 |

Cabinet Member for Economy and Corporate Resources

| Procurement: Construction Framework Arrangement | |
|--|--|
| <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> | |
| Decision by | Cllr Lanzer - Cabinet Member for Economy and Corporate Resources |
| West Sussex Plan priority | A Council that works for the Community |
| Date added | 24 January 2020 |
| Month | March 2021 |

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Appendix A

| | |
|--|---|
| Consultation/ Representations | Internal and external stakeholders, the incumbent supplier and market suppliers. 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. |
| Background Documents (via website) | None |
| Author | Stephen Allan Tel: 033 022 25192 |
| Contact | Suzannah Hill Tel: 033 022 22551 |

Cabinet Member for Economy and Corporate Resources

| Endorsement of Additional Resource: Corporate Business Management Solution | |
|---|---|
| <p>Cabinet Member decision ECR01 19-20 approved the commencement of a procurement process in November 2019 for services to help deliver a replacement business management system for the Council. Whilst the project has progressed as planned, a review of the scope of remaining work and the specific skills required has indicated that additional resources and specialist services are required to bring the project to completion.</p> <p>The Cabinet Member for Economy and Corporate Resources will be asked to approve the additional measures and resources needed and to delegate authority to the Director of Finance and Support Services to procure the necessary service support.</p> <p>The additional resources required will be funded from the service transformation budget.</p> | |
| Decision by | Cllr Lanzer - Cabinet Member for Economy and Corporate Resources |
| West Sussex Plan priority | A Council that works for the Community |
| Date added | 18 February 2021 |
| Month | March 2021 |
| Consultation/ Representations | Performance and Finance Scrutiny Committee Business Planning Group 01 March if so advised. Representation can be made via the officer contact. |
| Background Documents (via website) | None |
| Author | Alistair Rush Tel: 033022 22002 |
| Contact | Suzannah Hill Tel. 033 022 22551 |

Report to Performance and Finance Scrutiny Committee

11 March 2021

Award of Contract: Joint Venture Partnership for County Council Property Development

Report by Director of Law and Assurance

Summary

At its May 2019 meeting, the Performance and Finance Scrutiny Committee received a paper on the proposal to set up a joint venture arrangement to carry out property development on selected Council sites across the county. The Committee supported the venture in principle and reviewed progress in establishing the partnership and the structure of the arrangement in January 2020.

The Cabinet Member for Finance took a Key Decision in June 2019 to set up an arm's length vehicle and to competitively procure a private sector enterprise to partner the County Council in the joint venture. The attached draft decision report by the Director of Property and Assets proposes to award the contract to the successful bidder from the procurement exercise.

The Committee will consider some elements of the proposal in public but will need to deal with the procurement process, its output and the consequent financial elements of the proposal as confidential business due to the position of the procurement.

Focus for scrutiny

The Committee is asked to consider the draft decision report attached. The key areas of focus for scrutiny are:

- that the principles of the joint venture partnership continue to meet the aims of the County Council in relation to its economic priorities;
- that the governance arrangements for the joint venture are clear and will enable democratically accountable decision-making;

As part of a confidential discussion:

- that the joint venture arrangement is designed so as to meet the aims of the Council's asset strategy;
- that the risks of the joint venture have been identified and are being actively managed.
- that the procurement exercise has achieved the intended outcome set out in the original decision;

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

Background and Context

- 1.1 The decision for the Award of Contract: Joint Venture Partnership for County Council Property Development is scheduled to be taken in March 2021 by the Executive Director Place Services. This follows the procurement process that has been undertaken following decision FR05 19-20 which was taken in June 2019 which recommended entering into a joint venture partnership agreement. This decision was further scrutinised by the committee in January 2020.
- 1.2 The successful bidder will provide property development resources and services to develop identified land in which the Council has an interest, subject to commercial viability and value in accordance with the p agreement. The attached decision report (Annex A) sets out the approach to and mechanisms for decisions of the partnership. A further report for members sets out the procurement process, its output and the expected outcomes and financial impact of the proposal.
- 1.3 The background and context to this item for scrutiny are set out in the attached draft decision report, including resource and risk implications, Equality, Human Rights, Social Value, Sustainability and Crime and Disorder Reduction Assessments. These are contained in two separate reports, one for open discussion and the other containing restricted information which cannot at this stage be put into the public domain.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Annex A Part I Draft decision report for Award of contract: Joint Venture Partnership for County Council Property Development (provided for Members of the committee only)

Appendix 1 Outline of governance for the Joint Venture

Additional Part II Restricted documents are provided (for Members of the committee only) under Item 13: Annex B – Award of contract: Joint Venture Partnership for County Council Property Development.

Background papers

None

Report to Executive Director for Place Services**SUMMARY FOR SCRUTINY****March 2021**

Award of Contract: Joint Venture Partnership for County Council Property Development

Report by Director of Property and Assets

Summary

This report provides background and context to the proposal that the Executive Director Place Services confirms the appointment of the organisation with which the County Council is to enter into a Joint Venture Partnership Agreement in accordance with Cabinet Member decision FR05 19-20 28/06/2019 (Procurement - Property Development Enterprise).

The organisation will become the partnering company in the joint venture with the Council and will provide property development funding, resources and services in order to bring forward for development areas of land in which the Council has an interest, subject to assessment of commercial viability and value, in accordance with a partnership agreement. The report explains the mechanisms for decisions of the partnership and joint venture governance. A separate report contains information, currently confidential, relating to the procurement of the partner and the output of the procurement in relation to the achievement of the aims of the original decision.

Recommendations (for the main report)

That the Executive Director Place Services in consultation with the Cabinet Member for Finance: -

- (1) Approves the appointment of the preferred bidder from the procurement process.
- (2) Proceeds to complete the Partnership Agreement with the selected partner and in accordance with decision FR05 19-20 (Procurement - Property Development Enterprise).
- (3) Proceeds jointly with the Director of Law and Assurance to implement the governance arrangements for the operation of the partnership as set out in this report to meet the requirements of the joint venture arrangement.

Proposal**1 Background and context**

- 1.1 The Cabinet Member Key Decision FR05-19-20, in July 2019, approved a procurement process to select a commercial enterprise to act as a joint venture partner with the County Council for the commercial development of surplus

Council land for shared financial returns. The selection of the initial tranche of sites of Council land, declared surplus and suitable for development, to form part of the joint venture and for inclusion in the procurement exercise was delegated to the Executive Director for Place Services. Bidders were invited to share the development of those sites and the opportunity to do so on future sites which may be approved to come forward.

- 1.2 The decision delegated approval to appoint the preferred bidder to the Executive Director Place Services, in consultation with the Cabinet Member for Finance. In addition, delegation was granted to the Director of Law and Assurance to set up a Limited Liability Company, a wholly owned company (WOC), with all shares held by the Council, which will serve as the partner with the preferred bidder.

2 Proposal details

- 2.1 The procurement process has been completed and the Council has identified a successful bidder. This follows an independently evaluated and moderated process. The next step will be to inform the bidders and proceed to complete the partnership agreement and to establish the mechanisms through which the joint venture will operate. Progress can then be made on the sites which were included in the procurement exercise.
- 2.2 The selected partner will enter a partnership agreement, with the Council's wholly owned company (WOC). The partnership will be a contractual agreement in the form of a limited liability partnership (LLP). The Council will appoint directors to the WOC and, through the WOC, the Council will receive annual company reports, oversee the articles of association and monitor the partnership. The Cabinet Member for finance will retain oversight from the Council and will retain executive authority for key decisions relating to land surplus to Council requirements and their selection for development which will be subject to scrutiny in the normal way.
- 2.3 Decisions on the arrangements for declaring Council land surplus to service needs and for considering options for the land – including whether to pass them to the joint venture for development, will remain within the democratic and open processes of the Council, as Cabinet Member decisions subject to scrutiny and public decision-making.
- 2.4 The initial phase of the project encompasses the ten identified sites set out in the tendering documentation in accordance with the decision in July 2019. They will become subject to the options agreement which requires the partnering company to carry out further work and produce business cases to demonstrate viability and value before proceeding.
- 2.5 Once the partnership is in place the partnering company will be required to commence pre-construction work on each of the 10 sites by moving towards obtaining suitable planning consents and preparing full business cases. It will be required to meet market standard commercial viability tests and open sale land value, which will be independently verified by advisers to the Council, in particular verifying that the construction and land value being proposed is the best consideration.
- 2.6 The partnership agreement requires the partnering company to not only provide but also fund the resources required to manage the joint venture.

- 2.7 Approvals of future surplus land and developments remain as key decisions to be made by the Cabinet Member. The decision to declare land surplus to operational requirements will also contain an outline business case prepared by the partnering company which will set out the development potential. The future sites will only continue progressing if the return amounts set out in the decision remain as stated in the full business case. The returns in all business cases will be verified by advisers acting for the Council.
- 2.8 After initial consideration by the Joint Venture partnership the proposal will be considered by the WOC for confirmation that the development proposal remains within the tolerances agreed in the key decision to make the land available. Following this confirmation the business cases are referred by the WOC to the Cabinet Member to provide assurance of continued performance in line with the key decision.
- 2.9 The governance and process of operating the joint venture are outlined in the appendix. The governance requires that significant items for approval within the partnership are treated as 'reserved' matters, requiring Council approval, together with confirmation of business cases.
- 2.10 The overall oversight of the progress of the joint venture partnership and the achievement of its aims for the Council will be addressed on an annual basis through reports to the Cabinet and to Performance and Finance Scrutiny Committee. More frequent reports may be required as advised.

3 Other options considered (and reasons for not proposing)

- 3.1 The alternative option now is not proceeding with the Joint Venture. The Council would therefore look to dispose of the sites through alternative means. This approach would not maximise the returns from disposal, would take time and mean abandoning the costs incurred to date.

4 Finance

- 4.1 The Cabinet Member Key Decision FR05-19-20 set out a proposed budget of £700,000 in fees for advisers to the Council in the procurement process. The anticipated spend to complete the procurement is £676,000.
- 4.2 The financial details for the joint venture plans are set out in a separate report due to their dependence upon the procurement exercise. In essence the projects should deliver development profit out of sales paid as dividends to the Council through its wholly owned company. The Council provides the land to be developed, at open market sales value and receives the full value of that land. The Council has the option to request early payment, in full or part value, for the land from the partnering company at the time of the development commencing. The alternative is for the Council to receive interest on the land value, payable from development profits, up to the time of development completion.
- 4.3 The partnering company is required to fund the pre-construction, construction and sales costs up to the equal value of the Council land. Any additional funding required above the agreed land value can be supplied by the partnering company or as a commercial loan from the market.

- 4.4 Independent advisers will act for the Council to provide assurance of value, market and risk management at all stages and provide final verification at the point of the option on the land being exercised to develop. This independent inspection is overseen by a Joint Venture Supervisor who will also advise the partners on matters of disagreement.
- 4.5 The Council is not under an obligation to continue offering land to the partnership should it not be satisfied with the returns or market. The Council's share of the financial returns can be selected by the Council to be either Capital or Revenue.

Human Resources, IT and Assets Impact

- 4.6 This decision will not impact the Council in terms of Human Resources and IT. The arrangement offers the potential of strategic assessment of the property assets held by the Council and thereby innovative management of the estate informed by a partner developer to identify opportunities for improved returns.

5 Risk implications and mitigations

- 5.1 The Partnership Agreement is a legal contract to operate the joint venture under shared interest of financial return. Each site has to demonstrate financial viability and market timing/suitability before progressing to development. The Council is not under an obligation to provide sites. The partnering company provides expertise, skilled delivery resources and funding. The Council provides the land. Independent expert advisers will confirm and monitor delivery and the process is overseen by the Joint Venture Supervisor, an independent adviser. Risks associated with the procurement are addressed in a separate report.

6 Policy alignment and compliance

Legal Implications

- 6.1 To facilitate operation of the joint venture, the Director of Law and Assurance is required to incorporate a new trading company (the WOC) as a statutory limited liability company, with its shares wholly owned by the Council.
- 6.2 The wholly owned company (WOC) will be overseen by a Shareholder Group. The Shareholder Group is likely to comprise the Council Leader, Cabinet Member(s), Chief Executive Officer, Executive Director(s), and Directors of Law and Assurance and Finance and Support Services. These details will be addressed in a future decision report.
- 6.3 Its function will be receiving the annual reports and financial statements, considering any changes to the constitution and articles, appointing directors and providing overall direction.
- 6.4 The WOC will be formally registered at Companies House. It will partner with the partnering company on a 50/50 basis in a contract, a limited liability partnership (LLP). This is a contractual arrangement between the WOC and LLP and its operation is governed by the Partnership Agreement.

7. Equality duty and human rights assessment, Climate Change, Crime and disorder, Public health and Social value

- 7.1 The tendering documentation required bidders to address these headings and the responses were evaluated.

Andrew Edwards

Director of Property and Assets


Contact Officer: Malcolm Mayo 07912 597198 and 0330 222 3031
malcolm.mayo@westsussex.gov.uk

Appendices


Appendix 1 – Outline of governance to run the joint venture

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Appendix 1 – Outline of governance to run the joint venture




1) A Forward Plan entry and Key Decision by the Cabinet Member for Finance, to declare the site surplus with the option to include it within the JV will be proposed, providing the outline business case indicates that the development returns are within the commercially acceptable guidelines agreed between the JV partners.




2) The WOC instructs the JV LLP that the site or sites are to be considered for inclusion within the JV. The partnering company funds and progresses the design, cost analysis, planning application, site investigations and produces a full business case with planning consent confirming commercial viability, during the set option period.

The independent advisers to the Council monitor and check commercial standards of return and value.



The full business case, with planning consent and funding arrangements is presented to the WOC together with reports from the independent advisers confirming that commercial standards of return and value are met and within the Key Decision. The WOC confirms to the cabinet member the terms of the Key Decision are maintained and the option can be converted to immediately progressing the development.



3) The WOC instructs the JV LLP to carry out the development with the partnering company maintaining the agreed funding and commercially acceptable returns. The Council's independent Joint Venture Supervisor and advisers continue monitoring/reporting to ensure standards and value are continued through to completion.

The Limited Liability Partnership (JV LLP)

The Council will work through the WOC with the partnering company in the partnership contract, being a 50:50 contract between the Council's WOC and the partnering company, at the JV LLP's management board. The board representatives will comprise up to three Council officers, appointed by Council's WOC and up to three persons appointed by the partnering company. Both parties having equal voting rights. In essence, each has a single vote which is collectively representative of the view from their respective organisations.

The day-to-day operational organisation of the JV LLP is funded and run by the partnering company. The partnering company will provide an operations director to lead and run the joint venture delivery.

The Wholly Owned Company (WOC)

The WOC will have at least one officer director appointed by the Shareholder Group. This person will run the company on behalf of its shareholder, the Council.

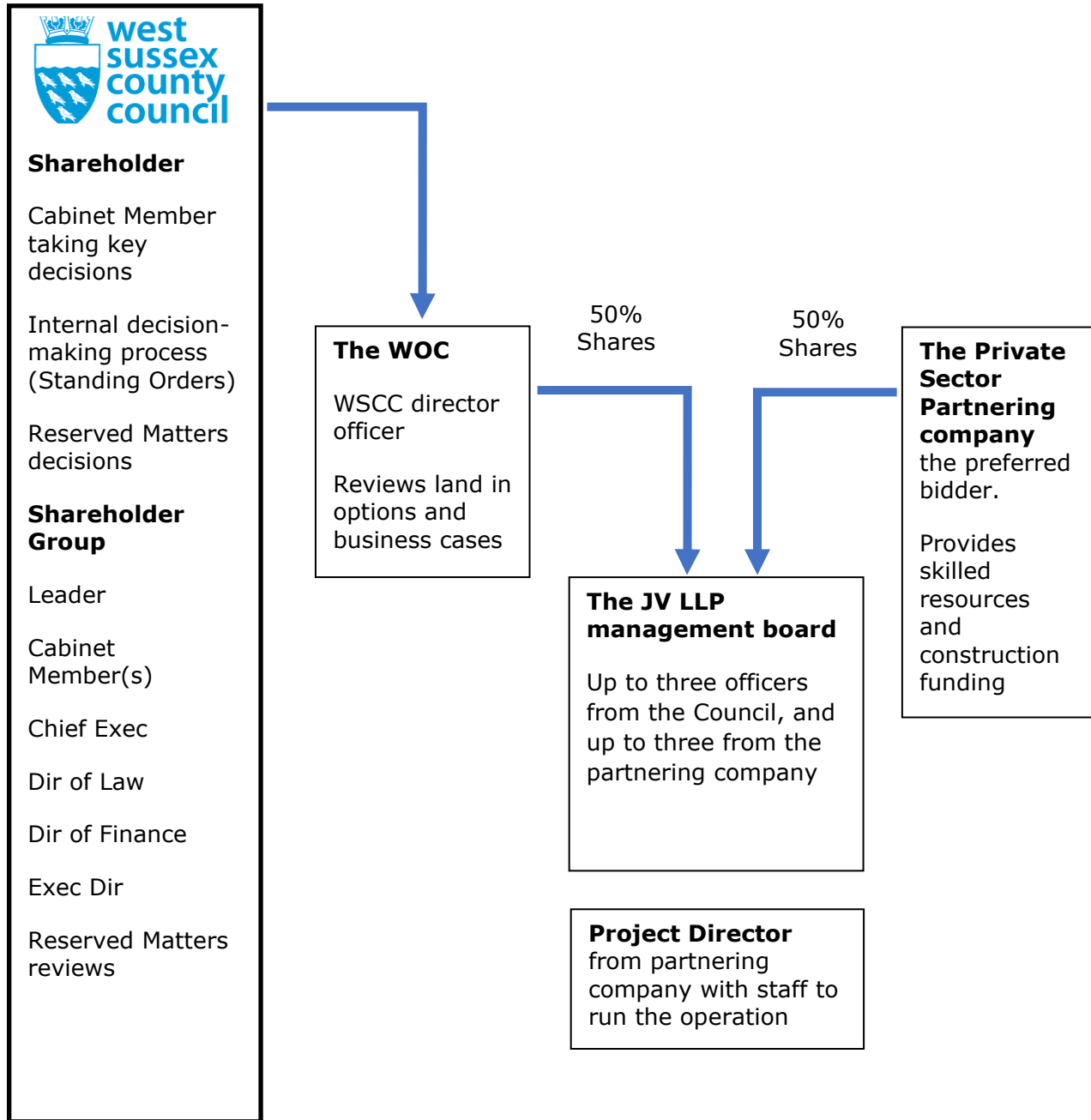
Control of the WOC is through the Shareholder Group, which is defined in the Shareholder Agreement. The Shareholder Agreement will set out the requirement for the director(s) of the WOC to run the company in accordance with the wishes of the Shareholder Group.

As the WOC is established with the single purpose to be the Council's partner in the joint venture, and not to operate for other purposes the Shareholder Agreement will reserve to the Council all significant decisions. These will include annual accounts, all business plans and cases relating to individual developments.

The process of a business case progressing from officers, to directors and thereafter to a cabinet member key decision is similar to that as set out in the Council's Standing Order for a project requiring a key decision.

The JV LLP operation is independently overseen by an appointed industry expert adviser, known as the Joint Venture Supervisor, to ensure standards and commercial rigor is maintained. The Joint Venture Supervisor and fund monitoring surveyors are independent assurance advisers.

The arrangement of companies is: -



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