

Public Document Pack

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2 September 2020

Performance and Finance Scrutiny Committee

A virtual meeting of the Committee will be held at **10.30 am** on **Thursday, 10 September 2020**.

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

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

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

Tony Kershaw
Director of Law and Assurance

Agenda

- 10.30 am 1. **Declarations of Interest**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
- 10.30 am 2. **Minutes of the last meeting of the Committee** (Pages 5 - 14)
- The Committee is asked to agree the minutes of the meeting held on 9 July 2020 (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.

- 10.35 am 4. **Responses to Recommendations** (Pages 15 - 16)
- The Committee is asked to note the response from the Cabinet Member for Finance to recommendations made by the reconvened Contracts Management TFG.
- 10.40 am 5. **Q1 Total Performance Monitor** (Pages 17 - 108)
- A report by the Director of Finance and Support Services setting out the finance, performance, Improvement Plan, workforce, and risk positions of the authority as at the end of June 2020.
- The Committee is asked to examine the data and supporting commentary for the Quarter 1 TPM and make any recommendations for action to the relevant Cabinet Member or Scrutiny Committee. The Committee should particularly focus on the impact of the COVID-19 pandemic affecting the financial, performance and risk to the Council, and the suggested changes to performance measures and targets.
- The Chairmen of the service scrutiny committees will be invited to inform the Committee of any financial, performance or risk issues identified within their portfolio areas over the past quarter.
- 11.55 am 6. **Q1 Capital Programme Performance Monitor Report** (Pages 109 - 126)
- A report by the Director of Property and Assets setting out the Capital Programme performance as at the end of June 2020.
- The Committee is asked to review 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 1 Performance Monitor Report.
- Break for lunch - 45 minutes**
- 1.15 pm 7. **West Sussex: Reset and Reboot** (Pages 127 - 178)
- A report by the Leader giving an overview of the planned reset and reboot of the West Sussex Plan priorities post COVID-19, as presented to Council in July. Chief Executive to provide a verbal update to the report.
- The Committee is asked to scrutinise the report and make any relevant recommendations to the Cabinet and Chief Executive. The Committee should have a particular focus on the underlying values and principles, change in service priorities, and the involvement and input of the wider Membership in the reset and reboot before it is finalised.

- 2.00 pm 8. **Economic Recovery Plan** (Pages 179 - 214)
- A report by the Executive Director for Place Services detailing the Council's Economic Recovery Plan post COVID-19 and reset of plans and priorities.
- The Committee is asked to review the Economic Recovery Plan post COVID-19 in relation to the Council's reset of plans and priorities, and make any relevant recommendations to the Cabinet Member and Executive Director. The Committee should have a particular focus on the impact of COVID-19 on the West Sussex economy, the longer-term framework and the priorities identified for the year ahead, the resources required to achieve the plan, how the Council is working with partners, and how achievements will be measured and monitored.
- 3.00 pm 9. **Requests for Call-in**
- There have been no requests for call-in to the Scrutiny Committee and 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.
- 3.05 pm 10. **Forward Plan of Key Decisions** (Pages 215 - 254)
- Copy of the Forward Plan dated 1 September 2020.
- An extract of any Forward Plan entries published between the agenda dispatch and the date of the meeting will be tabled at the meeting.
- The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its constitutional remit.
- 3.10 pm 11. **Possible Items for Future Scrutiny**
- Members to raise any items which they believe to be of relevance to the business of the Scrutiny Committee and suitable for scrutiny, for example those raised with them by constituents or arising from central government initiatives etc.
- 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.
- 3.15 pm 12. **Date of Next Meeting**
- The next meeting of the Committee will be held on 3 December 2020 at 10.30am. Probable agenda items include:
- Quarter 2 Total Performance Monitor
 - Quarter 2 Capital Programme Performance Monitor
 - Review of the draft West Sussex People Framework
 - Review of the final West Sussex: Reset and Reboot

Any Member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 23 November 2020.

To all members of the Performance and Finance Scrutiny Committee

Performance and Finance Scrutiny Committee

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

Present:	Cllr J Dennis (Chairman)	
Cllr Catchpole	Cllr M Jones	Cllr Turner
Cllr Barling, left at 11.26am	Cllr Kitchen	Cllr Waight
Cllr Barrett-Miles, left at 1.46pm	Cllr Montyn	Cllr Walsh
Cllr Boram	Cllr Smytherman, left at 1.45pm	
Cllr Bradford	Cllr Sparkes	

Apologies were received from Cllr Edwards

Also in attendance: Cllr Hunt and Cllr Lanzer

Part I

70. Declarations of Interest

70.1 Cllr Walsh declared a personal interest in relation to the Financial Impacts of COVID-19 item as Leader of Arun District Council.

70.2 Cllr Smytherman declared a personal interest in relation to the 2020/21 Scrutiny Work Programme item [climate change] as a Member of Worthing Borough Council.

70.3 Cllr M Jones declared a personal interest in relation to the In-sourcing financial services from Support Services Outsource Contract item as a member of Unison.

71. Minutes of the last meeting of the Committee

71.1 Resolved – That the Minutes of the meeting held on 22 May 2020 be approved as a correct record and that they be signed by the Chairman.

72. Financial Implications of Covid-19

72.1 The Committee considered the financial implications of COVID-19 report from the Director of Finance and Support Services (copy appended to the signed minutes).

72.2 The Director of Finance and Support Services introduced the report and highlighted that the report reflects the state of affairs at publication; since 2 July further Government funding has been announced and an additional £500m will be available to local authorities to replace loss of income or to pay the deficit on collection funds, however the allocation of this has not yet been detailed. The projected budget gap for 2020/21 and Medium-term Financial Strategy (MTFS) will be updated once the detailed allocation of funds is known. At this time a budget gap for 2020/21 is

predicted on an estimated scale of £34m to £50m. Uncertainty remains around the cost of the COVID-19 response, future economic recovery within the county, and the expected receipt from Council Tax as a result of increased unemployment. The financial situation is currently reactive, with Government funds coming after the necessary spend; the Council would welcome further support from the Government and, in particular, more funding certainty for the current and next financial year.

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

- Welcomed this update report providing Members with a strategic overview of the effect of COVID-19 on the Council's finances, and thanked the Finance team for their work in such uncertain times.
- Queried whether there was any indication as to the Government's intentions regarding funding of the COVID-19 effort, and whether it aims to reimburse the additional expense fully or partly. *The Cabinet Member for Finance commented that the initial indication was for expense to be fully funded; the Council has received £36.4m to date and awaits a further announcement. Modelling commissioned by the County Council Network estimates council tax revenue will be 5-6% lower than expected which would equate to the Council's income being reduced by £25m.*
- Commented that the report does not enable scrutiny of the estimated costs and forecast predictions for future years, and requested that future reports must include the key assumptions that underlie the forecasted figures and issues, and also address the risk around the assumptions.
- Commented that given the emergency nature of the impact on finances, could the normal rules preventing councils from borrowing to fund revenue expenditure be relaxed in order to allow a loan or bond to be taken over a long period. *The Cabinet Member for Finance explained this had been discussed with officers but no new guidance has been given; a letter was sent to the Chancellor recently raising this point and lobbying for flexibility.*
- Suggested an alternative approach of relaxing the capitalisation of revenue expenditure so the COVID-19 impact could be capitalised from revenue expenditure instead. *The Cabinet Member for Finance explained the capitalisation is restricted to use for transformational purposes.*
- Expressed concern regarding the growing shortfall expected from the Council Tax precept this year, commented that district and borough councils are also facing a growing shortfall from Council Tax collection, and queried whether the Council would consider sharing the burden of deficit with the district and borough councils rather than taking a full precept amount. *The Cabinet Member for Finance commented that discussions continue however district and borough councils haven't reported issues with payment of the agreed precept. The Director of Finance and Support Services confirmed regular dialogue is in place with district and borough councils, and that government is developing a process to spread the deficit owed over three years.*
- Expressed concern regarding the impact upon residents resulting from the need to use either reserve funds or serious service reductions required to fund the budget deficit, which will compound

upon service reductions over the previous ten years. Commented that use of reserves should be considered rather than reducing services, or alternatively consider prudent borrowing to take advantage of low interest rates. *The Cabinet Member for Finance commented that the use of reserves will be considered but that the Council must maintain financial resilience. Prudent borrowing will be considered pending further funding announcements from the Government expected in the autumn Budget Statement.*

- Sought reassurance that the Council are not near to issuing a Section 114 notice. *The Cabinet Member for Finance commented that the Council is not needing to issue a section 114 notice at this point in time. The Director of Finance and Support Services added that the biggest issue the Council faces is uncertainty. The gap for this year and the next three years is estimated in the papers to be presented at Full Council on 17 July and, assuming there is no second wave of COVID-19, a gap at the lower end could be resolved without significant reductions to frontline services. Certainty on the budget gap should increase through the autumn as the effect of a potential reduction in Council Tax revenue becomes clearer.*
- Supported continued lobbying of the Government for extra funding and certainty of funding. *The Cabinet Member for Finance encouraged all Members to lobby their MP on the need for clarity and certainty for Local Government.*
- Chairman encouraged all Members to attend and input their priorities to the budget plans at the Member Budget Day on 31 July.
- Queried in relation to the potential reduction to the Local Enterprise Partnership (LEP) funding necessary to deliver significant road schemes within the county, whether road schemes are likely to receive less funding and if so which schemes. A Member sought reassurance the A259 scheme at Littlehampton/Angmering will continue. *The Cabinet Member for Economy and Corporate Resources explained the Government has withheld one third of LEP funds and requested projects be re-justified; the Council confirmed to the LEP all projects could be completed and is awaiting confirmation from the LEP that funding will be received. Information will be provided for the Committee on the schemes being funded by the LEP.*
- Queried what work has been undertaken with the business sector to determine the likely route and speed of economic recovery. *The Cabinet Member for Economy and Corporate Resources explained engagement with forums and stakeholders has been undertaken to create an Economy Recovery Plan which aims to address issues in the Gatwick Diamond, Sussex rural economy, and coastal town areas. The Plan will go before Cabinet in July for endorsement followed by consultation with stakeholders. The Plan will come before this Committee for comment at its September meeting, and then for Cabinet's final endorsement in October.*
- Commented that British Airways (BA) and Gatwick Airport Limited are the largest employers in West Sussex and, following uncertainty on BA's continued operation at Gatwick, queried whether the Council has sufficient oversight and influence regarding BA's operation. Expressed concern that BA have cancelled the travel voucher scheme offered at the beginning of the COVID-19

lockdown. *The Cabinet Member for Economy and Corporate Resources undertook to look into the matters raised.*

- Expressed concern that Adult Social Care may see increased demands as a result of COVID-19 for the current and future years, queried how the MTFS is being used to consider this, and encouraged lobbying of Government for extra funding for social care. *The Director of Finance and Support Services confirmed the latest MTFS projections will be given at July Full Council. Pressures are expected via increased cost and increased demand, and this will remain under review through the budget process.*
- Queried whether there are plans in place to support the care market or individual care homes in West Sussex if needed. *The Director of Finance and Support Services explained that the Adults team are working to understand the pressures and risk that COVID-19 presents within adult social care and the local care market.* The Chairman of the Health and Adults Social Care Scrutiny Committee (HASC) confirmed that the Committee are monitoring this matter.

72.4 Resolved:

- 1) That the Committee welcome the Economic Recovery Plan coming to the Committee for scrutiny at its September meeting;
- 2) That the Committee support the continued lobbying of Government for extra funding and certainty, particularly in relation to social care;
- 3) That the Committee recognise the Council's need to look at ways to meet our budget gap, that this should include the potential use of reserves and prudent borrowing if relevant, and that any savings should form part of the ongoing budget considerations;
- 4) That all Members be encouraged to attend and input their priorities to the budget plans at the Member Budget Day on 31 July;
- 5) That future papers on COVID-19 finance must include the underlying assumptions and risks so an assessment around that can be made by the Committee;
- 6) That the Cabinet Member for Economy and Corporate Relations provide information on the LEP schemes and projects; and
- 7) That the Committee recognise the need for clarity from government on the funding details.

73. Treasury Management Annual report

73.1 The Committee considered the Treasury Management Annual Report 2019/20 from the Director of Finance and Support Services (copy appended to the signed minutes).

73.2 The Cabinet Member for Finance introduced the report and noted that it is reporting on the position before most of the effects from COVID-

19 were seen. The Cabinet Member thanked the treasury management team for a well-managed year with no breaches of the Strategy.

73.3 The Financial Reporting Manager introduced the report, highlighting that Brexit was a key issue for treasury management activities throughout 2019/20, and the market volatility due to COVID-19 was only evident at the end of the year. Borrowing rates are low, but bank interest rates have also fallen; pooled investment funds were performing well and have helped to mitigate the lower rate of return, but they should be viewed over the long term.

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

- Thanked the treasury management team for a very comprehensive report and their diligent management throughout the year.
- Commented in relation to the £100m borrowed to pay for internal borrowing that this was a wise and well-timed decision which created a return in a challenging financial environment.
- Queried how risk is monitored, and how often this is reviewed and policy changed as a result. *The Financial Reporting Manager explained the treasury team receive regular risk updates provided by the Council's advisor which the team follow closely in addition to updates from the Chartered Institute of Public Finance and Accountancy (CIPFA) and other professional bodies.*

73.5 Resolved:

- 1) That the Committee thank officers for a very comprehensive report and good management of the funds over 2019/20; and
- 2) That the Committee recognise the impact of COVID-19 and the need to reflect the implications in future budget plans and the Treasury Management Strategy.

74. 2019/20 Scrutiny Annual Report and 2020/21 Work Programme

74.1 The Committee considered the 2019/20 Scrutiny Annual Report from the Director of Law and Assurance (copy appended to the signed minutes).

74.2 The Head of Democratic Services introduced the report which has an updated format to make it more accessible and focused on outcomes. Scrutiny activity at the Council has continued through the COVID-19 pandemic, unlike a number of other councils, and this should be highlighted as a success.

74.3 The Committee made comments in relation to the 2019/20 Scrutiny Annual Report including those that follow. It:

- Thanked officers for a helpful report, and thanked Democratic Services staff for their excellent Member support through the year.
- Commented, as only 19 responses were received out of 70 Members, that perhaps the Member Scrutiny Survey is overlooked and suggested small feedback workshops by Committee or political group may give a better rate of feedback. *The Head of Democratic*

Services commented that feedback workshops or sessions after the last Committee meeting of the year could be considered.

- Commented that the Report cannot show the outcomes of the difference scrutiny makes to service outcomes for residents, and suggested that successes should be noted in the Committee meetings. *The Head of Democratic Services agreed that showing soft influence is a challenge for all councils, and welcomed comments on how to do this. Framing results and considering possible outcomes at the work planning stage could be useful.*
- Noted the feedback that less than half of Members responding to the survey felt scrutiny reflects issues of greatest public concern/importance, and queried whether the survey comments provided guidance on how Business Planning Groups could improve this aspect. *The Head of Democratic Services will share the details of the survey with the Committee Chairmen and BPGs, but there were no comments received to explain this point.*
- Queried how many suggestions for scrutiny topics were received from the public via the website form and how many were taken up. Suggested that potential matters for scrutiny could be requested from the public via pro-active press releases put out ahead of Business Planning Group (BPG) meetings, via standing item on County Local Committee (CLC) meeting agendas, or by including public questions at Scrutiny Committee meetings. *The Head of Democratic Services explained suggestions were mostly received from members of the public via their local Member, but also from interested partner agencies, charities etc. Scrutiny committees all have a standing agenda item for Members to raise suggestions, and any Member can make a suggestion directly to a Committee Chairman or Committee member.*
- Highlighted the need for better business and agenda planning to ensure timely and effective influence, as reports provided are sometimes superseded before the meeting takes place, and the importance of scrutiny focusing on the policy and strategy issues rather than detailed delivery methods.
- Regarding the Council's organisational culture and attitude, commented that there are still some concerns around this, evidenced by Unison not being formally recognised for negotiating annual pay reviews by the Council. *The Head of Democratic Services commented that the Governance Committee was reporting to Full Council in July on the organisation culture and should also highlight the timeliness of reports coming to Committee.*
- Queried whether any joint scrutiny was planned with district and borough councils in the wake of the COVID-19 pandemic. *The Head of Democratic Services confirmed there is a network in place to consider joint scrutiny if suggested topics arise.*

74.4 The Committee considered the 2020/21 Work Programme report from the Director of Law and Assurance (copy appended to the signed minutes).

74.5 The Head of Democratic Services introduced the 2020/21 work programme, and highlighted the need for the programme to be flexible at this time, whilst remaining mindful of Member and officer capacity to support demands on the scrutiny committee work programmes. The

scrutiny committee Chairmen outlined the priorities of their committees as supported by their committee work programmes.

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

- Queried whether there will be further opportunities after the Committee's September meeting to review the Council's Reset process, and suggested this be included in the Committee's November Project Day. The Chairman confirmed the Reset process will be a focus of the Committee's Project Day in November.
- Queried whether, subsequent to the July Budget/Savings Member Day, there will be a further Member Day on the Budget. *The Director of Finance and Support Services confirmed the 2021/22 budget progress could also be incorporated into the Committee's November Project Day.*
- Sought reassurance that opportunities will be scheduled for scrutiny of the reset Capital Programme and proposals for the prioritisation of schemes. *The Cabinet Member for Finance confirmed this will happen as part of the budget process.*
- Queried whether the Treasury Management Strategy 2021/22 should be scrutinised earlier than December/January. *The Cabinet Member for Finance confirmed this is part of the usual budget process as it needs to reflect the Council's borrowing requirements and would therefore be presented for scrutiny in January. No significant changes are expected, however if this became the case it could be brought forward if necessary.*
- Commented that the cross-cutting Home to School Transport Task and Finish Group (TFG) should be a priority due to increased costs from COVID-19. *The Head of Democratic Services explained the formation of this TFG is due to be discussed soon, and details will be confirmed to the Committee in due course.*
- Agreed that the proposed Scrutiny Committee Work Programmes were appropriate and prioritised the most critical items.
- Commented that joint scrutiny with district and borough councils on climate change could be considered. The Chairman of the Environment and Communities Scrutiny Committee (ECSC) agreed this was a good suggestion, and confirmed that the Committee will give it consideration and review with service leads.

74.7 The Chairman thanked officers for a comprehensive report and acknowledge the increased volume of scrutiny that will be required as a result of the COVID-19 effect on Council finances.

74.8 Resolved:

- 1) That the Committee agree the PFSC work programme, and support the service Scrutiny Committee work programmes;
- 2) That the Committee recognise the importance of agenda planning around the timing of items coming to Committee, the importance of scrutiny focusing on policy and strategy issues rather than detailed delivery methods, the need to develop a mechanism to highlight the outcomes of scrutiny and the difference it makes to our residents, the need to look at different ways of gathering Member feedback on

the effectiveness of scrutiny, and the need to find ways to engage with the public and receive their priorities for scrutiny;

- 3) That Members of the Committee should attend the Committee's Project Day on 12 November which will include details of the plans and priorities of the reset work, and an update on the 2020/21 budget process; and that
- 4) The Committee noted that the Environment and Communities Scrutiny Committee would consider climate change as a topic for future scrutiny.

75. In-sourcing financial services from Support Services Outsource Contract

75.1 The Committee considered the Insourcing financial services from Support Services Outsource (SSO) Contract report from the Director of Finance and Support Services (copy appended to the signed minutes).

75.2 The Cabinet Member for Economy and Corporate Resources introduced the report and informed the Committee that the proposed in-sourcing of the financial services team would offer greater flexibility and enable the team to offer improved features to customers, including implementing the Minimum Income Guarantee (MIG).

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

- Commented that the report states the increased pension costs of £160k will be from the "Current cost envelope for service delivery", and queried what changes will be made to make the £160k available. *The Director of Finance and Support Services confirmed the exact cost rise due to pension auto-enrolment will not be known until the end of the TUPE process, but the salary and pension costs will be met from the Council's Capita contract budget.*
- Commented that the information is incomplete and insufficient, that the report is not very clear on the financial and resource implications of the decision, and requested clarity on how the estimated saving will be realised. *The Director of Finance and Support Services clarified that the proposed in-source aims to achieve qualitative improvements rather than financial savings. A reduction in the Capita contract price has been agreed to take into account the cost of the staff TUPE'ing to the Council (excluding pension costs). A benefit was agreed on top of this to fund a Project Manager to oversee the transfer and manage the backlog of work. The in-source is a neutral situation and no saving is due to be made as part of this.*
- Requested that the decision report be clarified ahead of the Cabinet Member taking the decision, in particular to clarify the financial and staffing implications and the costs involved to in-source the service.
- Queried the reason driving the decision which appears to be being taken quickly given the SSO contract is due to end in two years. *The Cabinet Member for Economy and Corporate Resources explained it is a pragmatic approach and shows a readiness to review service planning. Discussions on in-sourcing financial*

services have been ongoing for some time already; there is no urgency to the decision other than to fit into the timetabled process.

- A Member commented his own research has shown there are delays in obtaining information requested from Capita to enable Council staff to effectively recover debt, which often prejudices recovery, and queried how much has not been recovered due to Capita delays. *The Cabinet Member for Economy and Corporate Resources will look into this matter for the Committee.*
- A Member commented his own research has shown safeguarding matters are often identified by Council staff that have not been picked up in Capita processes, including potential mis-use of funds by representatives, which results in delays in raising safeguarding alerts and queried whether this is a reason for the in-sourcing. *The Cabinet Member for Economy and Corporate Resources will look into this matter for the Committee.*
- Sought clarity on the £350k lost by the Council as a result of the 18month delay in implementing the decision taken to reduce the MIG rate. *The Director of Finance and Support Services explained there have been issues preventing implementation of the MIG as planned, and following discussions with Capita the agreement to in-source financial services will allow the Council to begin its implementation.*
- A Member requested that the Leader give consideration to asking external researchers and Unison to examine the Council's outsourcing project as a whole, to establish the true cost of the Council's move to outsource services and the subsequent piecemeal in-sourcing of services at later dates. Commented that such changes to services often results in human suffering and delays to service provision. *The Cabinet Member for Economy and Corporate Resources commented that the focus should be on internal scrutiny of the decision rather than recommending external research via Consultants. The Director of Finance and Support Services added that the Council have commenced procuring a benchmarking exercise to help inform the work of the TFG due to meet in the summer to look at the future of the SSO contract and that this point could also be covered by the TFG.*

75.4 Resolved:

- 1) That the Committee recognise the reasons for the decision are more qualitative than financial;
- 2) That the Committee request the decision report be updated before the decision is taken by the Cabinet Member for Economy and Corporate Resources in order to clarify the financial implications of the decision; and
- 3) That the Committee support the proposal decision for in-sourcing financial services provided the extra financial implication information is included in the Cabinet Members decision report.

76. Forward Plan of Key Decisions

Agenda Item 2

76.1 The Committee considered the Forward Plan of Key Decisions (copy appended to the signed minutes). No additional items for scrutiny were identified.

76.2 Resolved – That the Forward Plan be noted.

77. Possible Items for Future Scrutiny

77.1 A Member commented that the Committee may wish to scrutinise the stalled progress of developing the Novartis site in Horsham which is of local concern. The Committee agreed to bring the request to the next Business Planning Group meeting for discussion and supported Novartis being added to the Committee's work programme for agreement by Full Council.

77.2 The Chairman agreed to the propose climate change scrutiny being added to the ECFSC work programme for agreement by Full Council.

78. Date of Next Meeting

78.1 The Committee notes its next meeting will take place on 10 September 2020, commencing at 10.30am.

The meeting ended at 2.26 pm

Chairman

28 August 2020

Cllr Joy Dennis – Chairman
Performance and Finance Scrutiny Committee

BY EMAIL

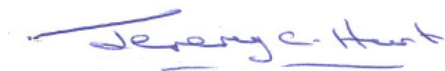
Dear Joy,

Ref. Reconvening Contracts Management TFG

Many thanks for forwarding to me the outcome of the Contracts Management TFG that reconvened in November 2019. I note the recommendations as set out below (taken from the report at paragraph 2.9) and I am happy to give my support in principle to those actions and note that officers are pursuing those outcomes:

- that the online training package currently under development is made compulsory for all officers with contract management responsibilities.
- supported a review of the model and resources when it was fully implemented to ensure there is sufficient resource available across the whole organisation.
- that the scoring process for identifying the business-critical contracts is explained to BPGs and that in future a summary report should accompany the performance templates. This should draw out key issues and any areas of concern for the BPG.
- requested that all Members are provided with information on social value and what actions are being taken to implement the requirements.

Yours sincerely,



Jeremy Hunt
Cabinet Member for Finance

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Performance and Finance Scrutiny Committee

10 September 2020

End of June (Qtr1) Total Performance Monitor – Focus for Scrutiny Report by Director of Law and Assurance

Summary

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

The TPM report attached reflects the position as at the end of June 2020 and includes an update on the high level implications of the COVID-19 pandemic on the County Council. The Council has received £41.4m (excluding specific ring-fenced grants) to date from the Government to fund the COVID-19 emergency response.

Overall, the forecast year-end revenue position, as at the end of June 2020, is a projected £16.529m overspend. £5.779m of this projected overspend relates to normal County Council service pressures and £10.750m is the estimated shortfall between the cost of the pandemic and the funding supplied from central government. This forecast overspending excludes the £6.832m Contingency Budget currently unallocated.

If additional funding is not received from the government to cover the estimated shortfall in COVID-19 spend and if the general overspend is not addressed in year, it is likely that the Budget Management Reserve will need to be used to balance the budget.

A report is to be submitted to Council in September which will detail the COVID-19 costs incurred to date. The report will also detail the required in-year budget amendments to allocate the government grant to specific portfolio areas where additional pandemic costs have been sustained.

There have been changes to the performance reporting measures due to the impact of COVID-19 on the Council's priorities and activities. The 67 measures of success contained within the West Sussex Plan have been categorised into 'active', 'amend', or 'suspended' groupings. In some circumstances new measures are being considered and included where it is useful to track priority service activities through to the end of 2020-21.

Of the remaining 39 'active' performance measures, 66% of measures are reporting as 'green', 24% as 'amber' and 10% as 'red'.

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

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

Focus for scrutiny

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

1. The 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 update to the 2020/21 performance indicators and the amended targets;
4. Any areas of concern in relation to the workforce indicators;
5. Any issues reported through the Risk Register;
6. Any issues raised by other Scrutiny Committees (through the Chairmen of these Committees); and
7. Identification of:
 - a) Any specific areas for action or response by the relevant Cabinet Member,
 - b) Any issues for further scrutiny by this Committee (or by one of the other scrutiny committees, as appropriate).

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

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 Total Performance Monitor Report Quarter 1 as at 30 June 2020

- Appendix 1 Revenue Budget Monitor to the end of June 2020
- Appendix 2 COVID-19 Grant Funding allocated to WSCC - as at 21 July
- Appendix 3 Medium Term Financial Planning – July 2020
- Appendix 4 Children First Improvement Plan – June 2020 Update
- Appendix 5 Fire Improvement Plan – June 2020 Update
- Appendix 6 2020/21 Savings - As at June 2020
- Appendix 7 Capital Narrative – Quarter One (April to June) 2020
- Appendix 8 Workforce Key Performance Indicators – 2020/21 Q1
- Appendix 9 Quarterly Review of the Corporate Risk Register - June 2020

Background Papers

None

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TOTAL PERFORMANCE MONITOR – JUNE 2020

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

Overview – National Economic Picture

1. The latest figures from the Office for National Statistics has announced that the UK economy shrank by 19.1% in the three months to May 2020, the largest contraction on record following the lockdown period due to the Covid-19 pandemic. The Organisation for Economic Co-operation and Development (OECD) has warned that the UK is likely to be the hardest hit by Covid-19 amongst major economies, estimating a slump of 11.5% in 2020. It warns if there was a second peak in the pandemic, the UK economy could contract by as much as 14%.
2. In addition, the UK government has 'formally confirmed' that the transition period with the EU will come to an end on the 31st December with no further extension period to the current agreement.
3. In these unprecedented times, it is vital that local authorities remain financially resilient and vigilant to threats against their ambitions and their limited financial resources. With regards to the Covid-19 pandemic, the County Council has so far received £41.4m of non-ring-fenced grants allocations from the government towards the costs of the pandemic. This includes the County Council's share of the £500m allocation announced by the Secretary of State for Local Government on the 2nd July. In addition to this funding allocation, the Secretary of State also announced:
 - plans to reimburse councils for 75% of income loss where more than 5% of planned takings from fees and charges have not been collected; and
 - deferral in paying council tax and business rate deficits – councils will be able to pay this expenditure over three years instead of the usual one year.
4. A detailed list of the ring-fenced and non ring-fenced grant allocations and estimated values are listed in **Appendix 2**. A paper will be presented to Full

Council in September 2020 setting out the process to add these grants to the in-year 2020/21 budgets which were originally approved in February 2020.

5. As at 22nd July, we estimate the cost associated with the pandemic in 2020/21 to be in the region of £54.1m. Discussions with the Ministry of Housing, Communities and Local Government (MHCLG) will continue as we lobby for additional funding to cover the full cost of the pandemic in West Sussex.

Overview – Local Authority Funding

6. Following a deferral of the Fair Funding and Business Rate Retention reviews in 2019/20, local authorities were given a one-year funding settlement for 2020/21. Due to the pandemic, the planned Spending Review, Fair Funding Review and Business Rate Retention Reforms Plans have all been delayed. Collectively, these three inter-related initiatives would have been able to reform fundamentally the local government finance environment as they determine:
 - how much funding would be available to public services (including local government) as a whole;
 - the means by which that funding would be shared among individual local authorities, based on new arrangements for assessing their spending needs and their ability for raising resources (such as through council tax);
 - how local business rates would be distributed.
7. On the 21st July, the Chancellor of the Exchequer announced a Comprehensive Spending Review which will set UK government departments' resource budgets for the years 2021/22 to 2023/24 and capital budgets for the years 2021/22 to 2024/25. The review is due to be published in the autumn which will help to set parameters for the extent and nature of future local government funding. Until the outcome is known, this delay leaves a significant amount of uncertainty in the work being undertaken in planning future years' budgets.

Planning for the Future

8. The County Council's current Medium Term Financial Plan continues to be updated with the latest developments. **Appendix 3** gives the latest optimistic and pessimistic scenario plans for 2020/21 to 2023/24. With the information currently available it estimates the budget gap over these four years to be between £135m - £207m. These scenarios will continue to be revised as more detail is known.

9. The County Council is committed to deliver a new Corporate Reset Plan to refocus and prioritise activities which also underpins changes to how the County Council works with its partners. This new business plan will include the resources available to meet the outcomes to be delivered during the next three years.
10. There are four Priority Outcomes, as detailed in Table 1 below, with key contributing service areas. In the full plan, each priority outcome will be supported by a number of delivery outcomes, which will shape the Reset Plan's performance measures, indicators and targets used for regular performance reporting. The Climate Change Strategy for 2020 to 2030, which was adopted by Cabinet in July, will be a predominant theme within the Reset Plan alongside the balance of resources.

Table 1: Reset Plan Priority Outcomes and Service Areas

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

11. The financial landscape for local authorities in the short and medium term is challenging. The Covid-19 pandemic coupled with potential economic turbulence over the medium term is adding stress to the already significant funding and resource pressures local authorities face after a decade of imposed austerity measures.

Financial Summary

12. The forecast outturn position for 2020/21 as at the end of June is currently reporting a **£16.529m overspend**. This total includes the estimated additional costs and loss of income due to the Covid-19 pandemic. £5.779m of this projected overspend relates to normal County Council service pressures and £10.750m is the estimated shortfall between the cost of the pandemic and the funding supplied from central government. Please note these figures exclude the use of the £6.832m contingency which is held separately.
13. A detailed explanation of the current financial position is reported in Table 2 below:

Table 2: Summary of Overall Financial Outturn Position

Portfolio	Projected Portfolio Variation (excl Covid-19)	Projected Covid-19 Spend & Income Loss by Portfolio	Outturn Variation
Adults and Health	£0.000m	£29.540m	£29.540m
Children and Young People	£5.000m	£5.740m	£10.740m
Economy and Corporate Resources	(£0.071m)	£2.773m	£2.702m
Education and Skills	£0.595m	£7.290m	£7.885m
Environment	£0.712m	£0.300m	£1.012m
Finance	£0.275m	£0.300m	£0.575m
Fire and Rescue and Communities	(£0.200m)	£3.460m	£3.260m
Highways and Infrastructure	(£0.400m)	£2.410m	£2.010m
Leader	(£0.131m)	£0.000m	(£0.131m)
Non Portfolio	(£0.001m)	£2.270m	£2.269m
Total Projected Expenditure	£5.779m	£54.083m	£59.862m

Income Allocations	Allocation	Outturn Variation
Covid-19 Non Ring-fenced Grant (<i>£41.410m non ring-fenced allocation and, £0.690m CCG grant funding</i>)	(£42.100m)	(£42.100m)
Estimated reimbursement of loss (75% of income loss where more than 5% of planned takings from fees and charges have not been collected)	(£1.233m)	(£1.233m)
Total Projected Income	(£43.333m)	(£43.333m)

	Projected Portfolio Variation (excl Covid-19)	Projected Net Covid-19 Cost	Outturn Variation
Total Overall Projected Overspend As At 30th June 2020	£5.779m	£10.750m	£16.529m

Contingency Budget Available	(£6.832m)
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Total Net Projected Overspend if Contingency Budget is Applied	£9.697m
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As reported in paragraph 3, plans have been announced by the government to reimburse council's for 75% of income loss where more than 5% of planned takings from fees and charges have not been collected, we are still awaiting specific details of this scheme, however we have estimated the value of reimbursement to be in the region of £1.2m and this is included in the projection above.

In addition, the government has also announced that councils can defer paying council tax and business rate deficits. Councils will now be able to repay deficits over the next three years instead of the usual one year. The estimated deficit for 2020/21 currently stands at £20m and this value of repayment is included within the Medium Term Financial Plan (MTFP) calculations for 2021/22 to 2023/24.

The above Table 2 reports the non-ring-fenced funding allocations from government. There are also a number of ring-fenced grants which are detailed in **Appendix 2**. These grants include infection control, test and trace, fire contingency and protect and increase travel services.

14. It is very difficult to know what the exact cost of the pandemic in 2020/21 will be, however we have calculated a range which is detailed in Table 3 below.

Table 3: Estimated Overspend Range for 2020/21

Scenario Details	£m
Optimistic Scenario:	
Covid-19 pressures (includes undeliverable savings)	£50.0m
Service pressures	£0.0m
Government Covid-19 funding	(£41.0m)
Revised budget gap - Optimistic	£9.0m
Pessimistic Scenario:	
Covid-19 pressures (includes undeliverable savings)	£54.0m
Service pressures	£6.0m
Government Covid-19 funding	(£41.0m)
Revised budget gap - Pessimistic	£19.0m
The pessimistic scenario above assumes:	
<ul style="list-style-type: none"> • £4.0m of additional Covid-19 demand pressures; and • £6.0m of non Covid-19 portfolio overspend 	

Portfolio and Non-Portfolio Position – Excluding Covid-19

15. The projected portfolio and non-portfolio variation (excluding Covid-19) is currently reporting a £5.779m overspend. Table 4 below describes the main features of the non-Covid 19 overspend:

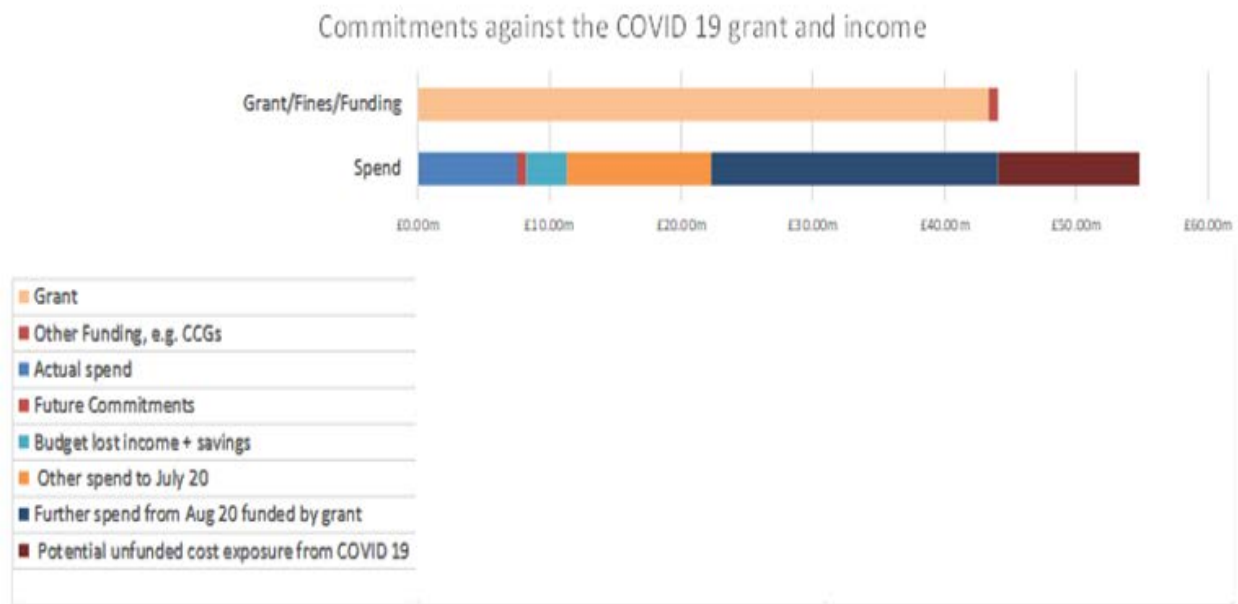
Table 4: Summary of Position (excluding Covid-19)

Portfolio and Non Portfolio	Issue	Impact
Children and Young People	Increase in Children Looked After (CLA) placements, increase in social care staffing offset by delays in recruitment for residential services personnel.	£5.000m
Education and Skills	Continued unprecedented demand for SEND Home to School transport for Education, Health and Care Plans (EHCP) children and inflation costs beyond budgeted levels offset by staffing vacancies. Increased utility costs at Crawley PFI schools.	£0.595m
Environment and Public Protection	Reduction in income expectation on solar and battery projects due to the market rates and schemes in pipeline offset by estimated utilities underspend in year and reduction in waste tonnages.	£0.712m
All other Portfolios	Other smaller variations (details reported within the Finance by Portfolio section below).	(£0.527m)
Non Portfolio	Minor variation	(£0.001m)
Total		£5.779m
<ul style="list-style-type: none"> • With reference to the savings programme, there are savings of £0.7m which are judged as 'at significant risk with no expectation of delivery' included in the overall overspending position detailed above. • The £5.779m overspend projection excludes savings impacted by Covid-19. Savings which cannot be met in year due to the pandemic are included in the Covid-19 overspend total. 		

Impact of Covid-19

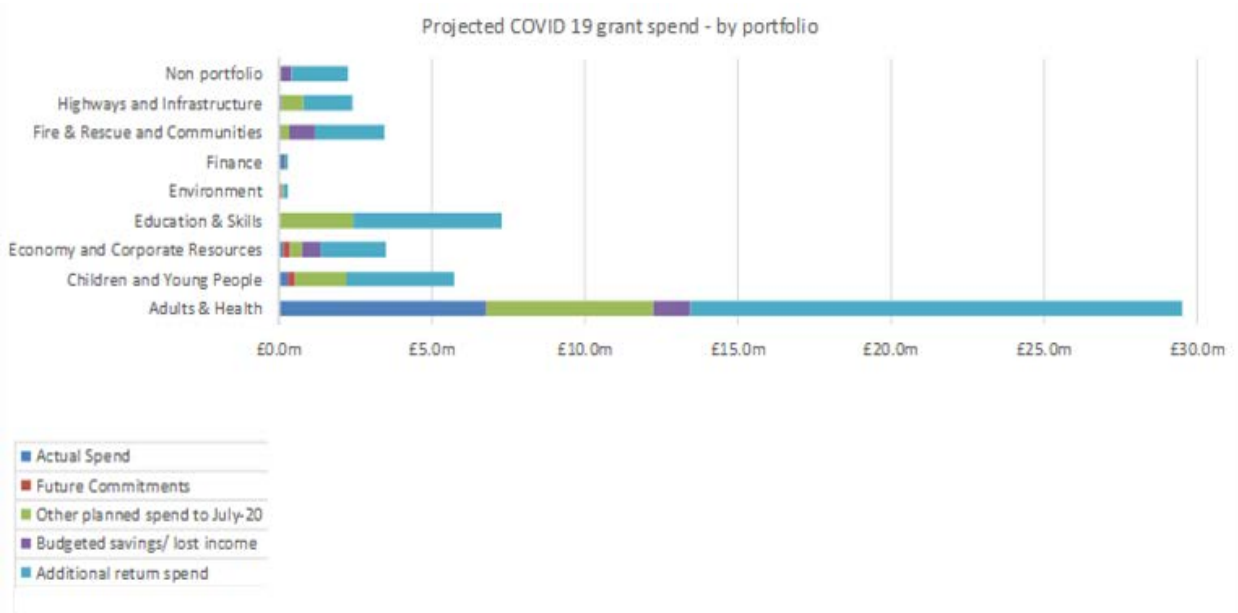
16. The cost of Covid-19 to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2020. A report on the expenditure incurred and attributed to government funding received will be submitted to Full Council later in the year. The latest estimated cost of the pandemic in 2020/21 to the County Council is £54.1m.
17. Costs are reported monthly to central government through a document known as a Delta Return. In line with the guidance issued by government, future costs are based on the assumption there is no second wave of the pandemic. The impact of the pandemic on the demand for council services should become clearer as we progress through the autumn and projections for outturn for 2020/21 and future years will be adjusted accordingly.
18. Graph 1 below demonstrates the estimated difference between government grant funding received (£41.4m plus other specific ring-fenced grants) compared to the estimated financial costs to the Council, which reflects a potential additional cost in 2020/21 of approximately £10.8m.

Graph 1: Commitments against Covid-19 Grant and Income



19. Graph 2 (below), shows the projected Covid-19 spend or loss of income by Portfolio.

Graph 2: Projected Covid-19 Grant Spend by Portfolio



20. A number of Key Decisions have taken place during the pandemic to enable grant allocations from government to be distributed, enabling infrastructure works for greater distancing in the community and to support critical care sector services. Table 5 lists the specific decisions taken.

Table 5: 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	County Council funding	27 th April	AH02 20/21
Waiver of charges - Licensing of tables and chairs on the highway	Waiver all fees relating to licences for table and chairs on the highway until the end of March 2021	County Council funding	08 th June	HI03 20/21
Allocation of Infection Control Grant	Allocation of 75% of the £13.363m infection control fund	Specific grant allocation	12 th June	OKD17 20/21
Allocation of Infection Control Grant	Allocation of the remaining 25% of infection control funding	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	Specific grant allocation	21 st July	HI05 20/21
Financial Support to Care Sector	A cross market uplift of 5% 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
Emergency Active Travel Fund (Tranche 2)	Install more permanent schemes identified in Local Cycling and Walking Infrastructure Plans	Specific grant allocation	TBC	TBC

21. Opportunities to mitigate the overspend will continue to be investigated. 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.
22. Within the council, assumed underspending on travel, mileage claims, p-card spend, staff training, post and print and Members' expenses resulting from remote working have all been included within the current outturn projection. Other areas under review include the provision within Public Health where lower activity levels will have affected service provision during recent months; this includes sexual health services and health visitor visits. In addition, any savings arising from the development of the 2021/22 budget will be examined to see if it can be delivered early.

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

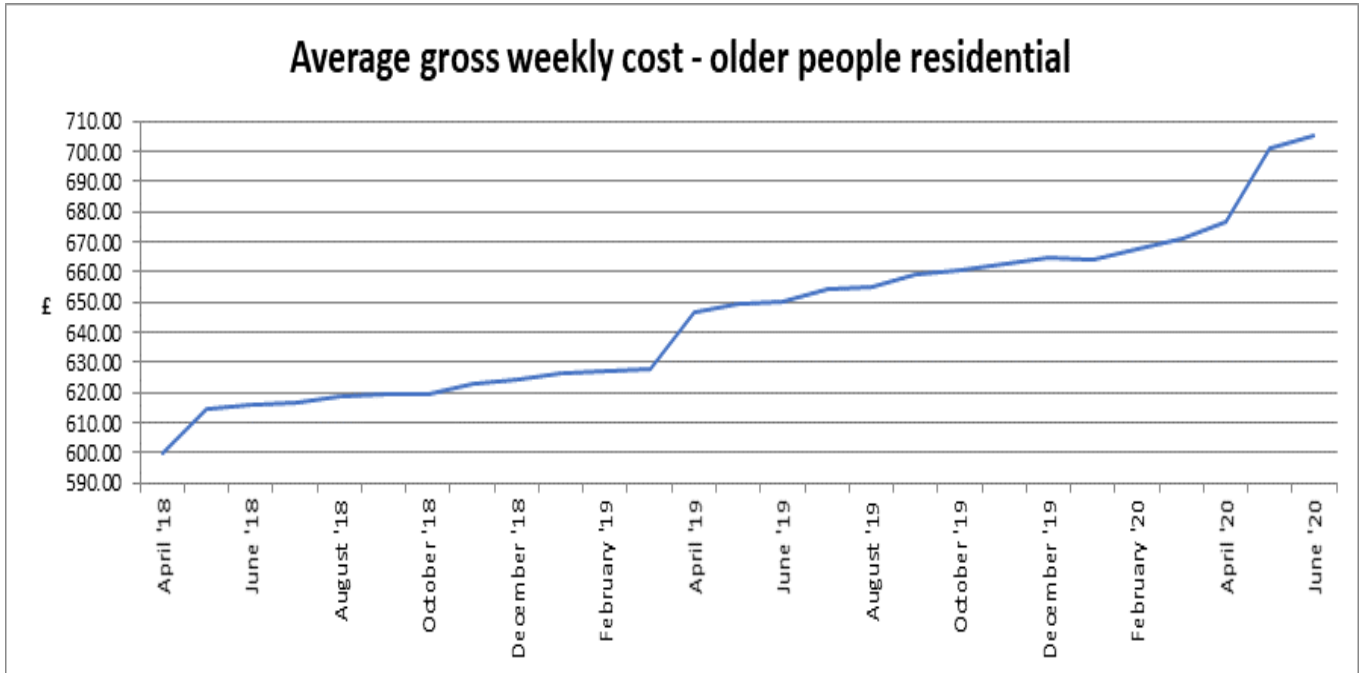
Finance by Portfolio

Adults and Health

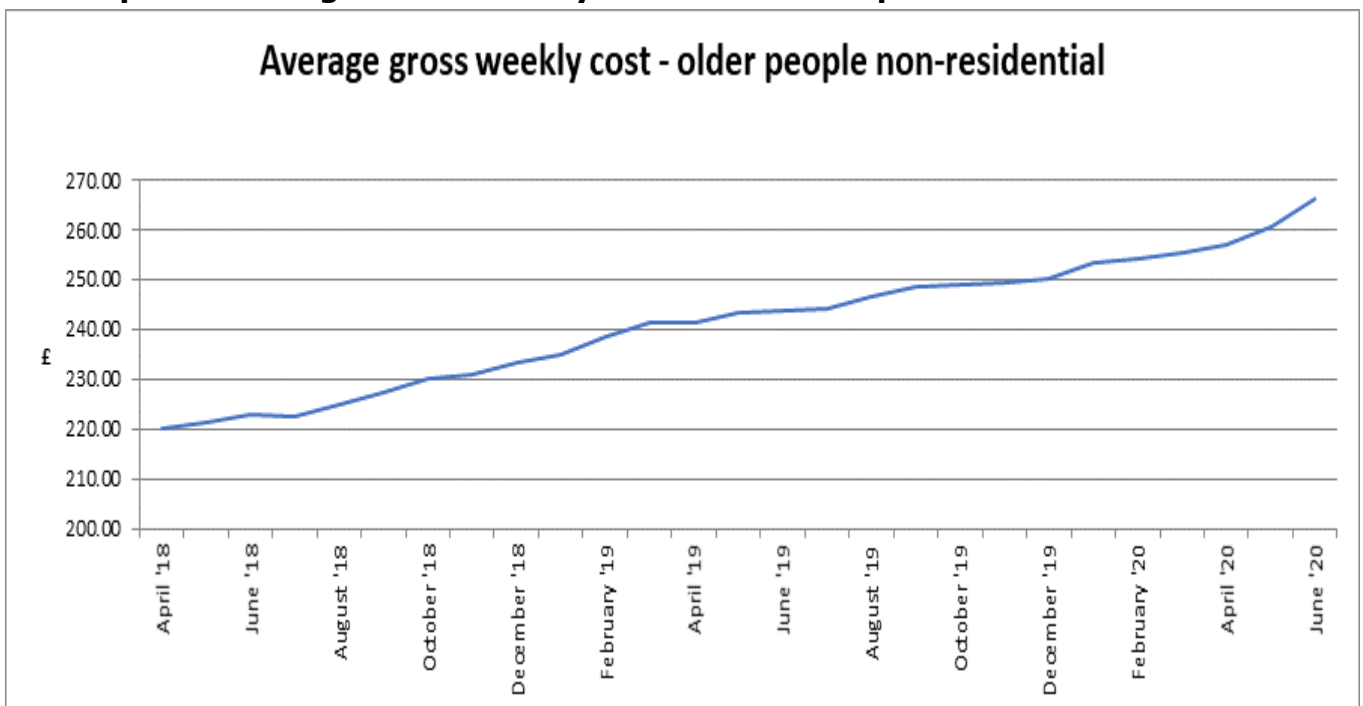
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£29.540m			
Adults' and Health Portfolio - Total	£29.540m		(£0.000m)	£29.540m

24. The **Adults and Health portfolio is currently projecting a £29.540m overspend** which all relates to the forecast cost of the Covid-19 pandemic. The pandemic is making it extremely difficult to forecast the outturn position. It is clear that the number of older people receiving funded social care has fallen significantly; in line with the impact that Covid-19 has had on that group of the population. Currently numbers are around 140 lower than would be expected, though this is partly due to the hospital discharge process which is in operation, resulting in some people becoming the responsibility of adult social care at a later time than otherwise would have happened. In addition, customer turnover due to the pandemic has left a significant number of unoccupied beds in the Shaw contract, which produces no immediate benefit for the budget because of the block nature of that arrangement.
25. In addition, unit costs are rising, especially for older people. The graphs below show the average gross weekly cost both of a residential and non-residential package:

Graph 3: Average Gross Weekly Cost – Older People Residential



Graph 4: Average Gross Weekly Cost – Older People Non- Residential



26. Compared to the end of March, the rate of increase is 5.1% for residential and 4.3% for non-residential. Those figures exclude the effect of the temporary financial support that the County Council has paid providers because of Covid-19. Part of the explanation for those increases is attributable to the annual fee uplifts that the County Council agreed to pay from April 2020. However, even if that impact is discounted, this still translates into underlying real terms growth of around 3.4% and 1.2% respectively.

27. Given the financial impact of the pandemic on care providers, price increases for new customers are not unexpected and, for the duration of the crisis, these will be met through the County Council's Covid-19 funding, therefore the risk is less about the short term pressure, but the need for exit strategies to be prepared to ensure that temporary increases in cost do not become a recurring pressure.
28. It is important to recognise that the current situation is also presenting a number of opportunities; for example, the arrangements that have been put in place with the West Sussex Clinical Commissioning Group have produced a number of successes, particularly in terms of the hospital discharge process and the creation of a joint placement team. If these can be sustained in the longer run, there will be potential to deliver improved value for money. Alongside that the proportion of customers with a non-residential package has increased from 51% to 54% since March. In view of the cost differential compared to a residential placement, this has the ability to generate further financial benefit, particularly if people with more complex needs are being supported to live in the community in cost effective ways; as well as providing a better outcome for residents, enabling them to stay independent for longer.
29. The interplay between demand and costs will continue to evolve over the coming months and inevitably it means that there are a range of positions over which the Adults outturn could fall. Equally relevant in that connection are the following:
- **Duration of Covid-19 funding.** The cost of the exceptional actions that have been taken in adult social care during the crisis period have been met from the County Council's Covid-19 funding or from additional resources agreed by the West Sussex Clinical Commissioning Group. For purposes of this monitor, it is assumed that this position will continue and/or that any extension of time-limited elements of the support offer will be subject to it being affordable.
 - **Pent-up demand.** There are people who are not being supported as usual, e.g. because of the closure of day services and limitations on the availability of respite care. The longer that this lasts, the greater is the possibility of customer breakdowns that could result in the need for more costly interventions.
 - **Market-related factors.** At the end of June, there were approximately 750 vacancies across West Sussex in care homes for older people. Notwithstanding the support package that the County Council has made available, a prolonged continuation of that situation will increase the risk to the financial viability of those services with the knock-on effects this could create for the cost of care.

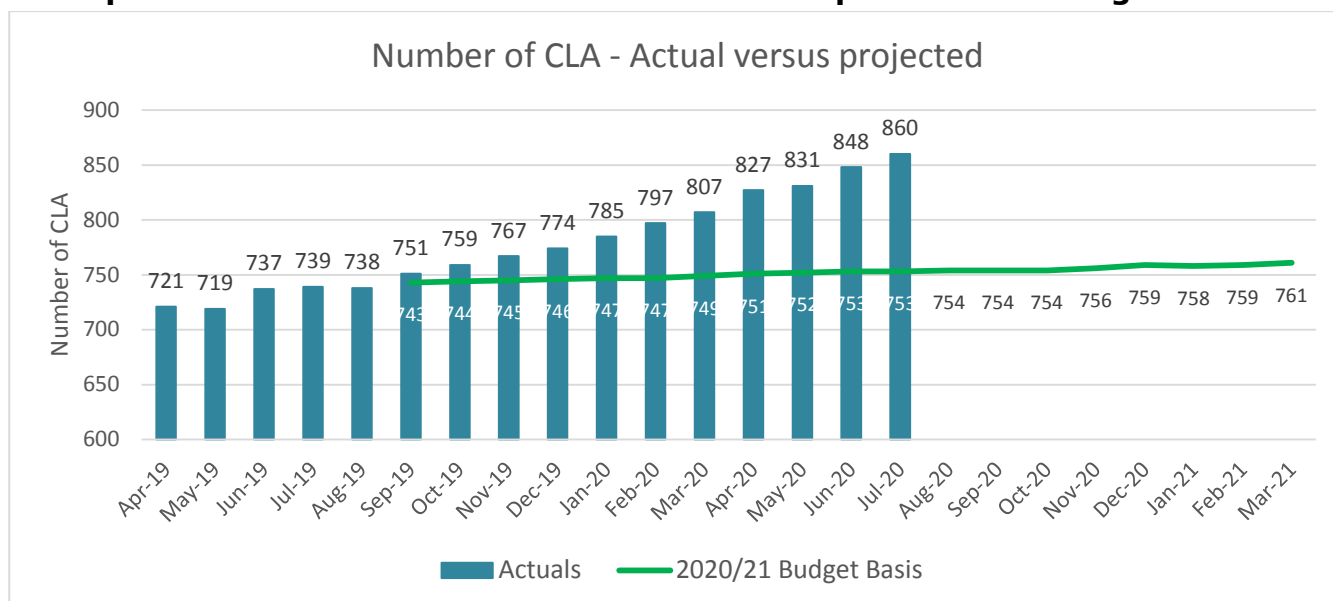
30. Although this commentary has focused on Covid-19, the outlook for the Adults budget includes other key considerations which will be central to the outturn position and these lend themselves to more direct control by the County Council.
- **Savings.** The need to prioritise time because of the pandemic has led to a number of savings activities being paused. This also extends to some of the actions that had been planned to allow the cost of demand pressure to be managed within existing resources. Covid-19 funding has been allocated to mitigate the impact of this to date. Assuming all of those plans can be reactivated at the point when the crisis period ends, the risk to the budget should be minimised. There is an amount of £4.6m in full year effect terms attached to those actions, which is heavily dependent on progress in two areas - Lifelong Services (£1.9m) and older people's demand management (£2m). Whilst service colleagues report that plans are moving forwards, the scale of the changes that are necessary means that this is not without complication.
 - **Customer contributions towards care.** Due to social distancing, there is a backlog of about 150 customers where it has not been possible to complete a financial assessment. In addition there are circa 6,000 people whose contributions have not been uplifted in 2020/21, which means the amount that the County Council is collecting does not take into account the likes of the 3.9% increase in the state pension which applied from 1st April. This compounds the risk that the budget continues to face from legacy issues relating to the policy change that the County Council agreed in respect of the Minimum Income Guarantee. It is estimated that an amount of around £3m is bound up in these issues. All this income is recoverable and the in-sourcing of various services in August will give the County Council greater control and flexibility.
31. Despite the huge uncertainty facing the Adults budget, it is highly likely that the outcome will involve a mix of swings and roundabouts. Ultimately the actual balance of these will be dictated as much by how the County Council responds to its opportunities as it will by the challenges that lay ahead. When combined with the step downwards effect on spending from the current reduction in customer numbers, this means that a balanced budget is still a feasible prospect in 2020/21. In the event that this does not arise, uncommitted resources remain within the Improved Better Care Fund which could be used to manage any overspending. Although this would carry an opportunity cost, since that money would no longer be available to pump-prime transformational spending, it would avoid any detrimental effect on the County Council budget overall.

Children and Young People

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£5.740m	Delayed recruitment to planned posts within the residential service	(£1.500m)	
Placement demand pressures for Children Looked After - (range between £5.2m - £7.7m)	£6.200m	Increased grant income expectation for 18+ unaccompanied asylum seeking children	(£0.650m)	
Social care staffing	£1.300m	Underspending in Early Help Service	(£0.350m)	
Children and Young People Portfolio - Total	£13.240m		(£2.500m)	£10.740m

32. The **Children and Young People portfolio is currently projecting a £10.740m overspend**. £5.740m of this projection relates directly to the portfolio's forecast Covid-19 pandemic costs, largely in relation to anticipated costs for intentionally homeless and costs associated with increased staffing, with the remaining £5.0m estimated overspend relating to normal service delivery pressures; the details of which are described below.
33. **Placement demand** - Despite an increase in the budget of £12.4m in 2020/21 for children looked after placements, an overspend of £6.2m is currently projected. The demand projections which led to the £12.4m increase were based on the position at September 2019 and although a continued increase was forecast, the number of children and the value of placements have outstripped the estimate. The demand modelling forecasted the number of CLA at the end of March 2020 would reach 749 – however, at the end of March 2020 they stood at 807. Graph 5 (below) demonstrates the variation between the budget setting CLA numbers and the actual number of children becoming looked after.

Graph 5: 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.

34. Adding to the increase in volumes, the deterioration of the internal to external purchasing mix continued throughout 2019/20 meaning that the average cost of a placement is higher than if the purchasing mix had been able to be maintained. This issue has been further exacerbated by the effect of Covid-19 on the ability of our in-house foster carers as more were unable to take children into placement due to their personal circumstances (shielding family members).
35. At this early stage of the year, it is likely that there will be a significant overspend in 2020/21 due to the continued pressure on placement demand for Children Looked After. The current risk against placements is forecast at £6.2m this month, with a risk range between £5.2m and £7.7m.
36. In relation to Children Looked After placements, the following information should be noted:
 - The Access to Resource Panel has been established and held its first meeting on 17th April 2020. This is part of a longer-term strategy to ensure value for money is achieved whilst meeting the needs of children, including both children in the care of the local authority as well as those children on the edge of care. It will take some time for the panel to embed and for practice to change, and hence although a positive step forward it is unlikely that the panel will have a significant impact on placement volumes or cost in the current financial year.
 - In support of the above panel, the children’s contracts and commissioning teams (previously managed through the Adults and

Health portfolio) have been brought under the direct line management of children's services and combined with the existing placement finding team. Through this new arrangement it is expected that practice improvements will enable better identification of unmet care needs, leading to the commissioning of more appropriate services.

- During the pandemic, referrals to Social Care have been significantly lower than otherwise would have been expected. A large proportion of referrals come from schools, so perhaps this decrease is not entirely unexpected. However, now schools have begun to return there is likely to be a significant increase in demand and we are already seeing this in the most recent referral figures. It also needs to be noted that despite Covid-19, the numbers of children looked after and the number of children that are subject of a child protection plan have continued to rise. As court proceedings have been delayed (due to Covid-19) there has been a reduction in the number of children reaching a permanent outcome such as adoption. . This leads to a slowing down of throughput, in that children are remaining in care or the subject of plans for longer, leading to increased cost. Also, we have also seen a rise in the number of children coming into care under voluntary arrangements with their parents.
 - Given that the rate of increase in numbers of children looked after has been higher during the first part of this financial year than in the previous one, it is not unreasonable to anticipate that numbers will increase still faster once these cases work their way through this system. This combined with the expected peak in demand once lockdown is eased further and schools return as fully as possible, makes the outlook for the placements budget less than positive.
37. **Grant increase for 18+ unaccompanied asylum-seeking children** - On the 10th June 2020, government issued details of revised grant rates in relation to supporting former unaccompanied asylum-seeking children (UASC) who are now care leavers. Under previous arrangements, the Council fully funded the support to the first 25 qualifying young people and then received a weekly grant of between £150 and £200 to support number 26 and above. With the revised funding arrangements now in place, the Council will receive a flat rate of £240 per week for every qualifying young person receiving support. This has led to an increased income expectation of £0.650m for this financial year.
38. **Early Help** - The budget is currently projected to underspend by £0.350m in 2020/21. This is the projected position after the £1m saving has been applied in relation to the Early Help redesign, and is due to a reduction in business travel as staff are working remotely, reduced spend on families in need as buildings have been temporarily closed, staffing vacancies and additional one off income from the government's Troubled Families scheme.

39. **Social work staffing** - The current overspending projection of £1.3m is based on the current orders and future plans for agency staff, as well as welcoming 35 newly qualified social workers into their Assessed and Supported Year in Employment (ASYE) in September. The proportion of employed staff to agency staff remains mostly unchanged from the position in April 2019, where 83.3% of social worker positions were filled by employed staff and 16.7% by agency staff. For June 2020, those figures stand at 82.6% employed and 17.4% agency.
40. **Staffing in Residential Homes** - The overarching strategy for the use of the Council-run children's homes was the subject of an approved key decision in 2019/20. That strategy involves the re-modelling of some of the homes closed in 2018 and a new operating model for the Service going forward. The new operating model required investment to sustain the staffing levels required to run the new service, and that investment will in time be returned through cost avoidance by buying fewer placements in the external market. However, due to the Covid-19 pandemic and the need for the residential service to respond, there has been a delay in moving to the new operating model in the homes which remain open as well as some delays to the capital programme of works on the closed homes. All of this has led to significant underspending being projected on the new staffing structures within the residential service of £1.5m, which provides a useful partial mitigation against the placement budget pressures
41. **Savings outlook** – In relation to the £1m saving against the Early Help redesign, which is to be delivered this year, £0.5m is on track to be delivered due to the current level of vacant posts which will not be required under the new model. The remaining £0.5m is currently at risk because it is possible that the pandemic will introduce some delays into the staff consultation process for phase 1, meaning that some of the saving may be delayed until 2021/22.
42. The £0.1m saving arising from the use of vacant Council-owned properties to accommodate intentionally homeless families is also rated 'at risk'. Legal agreements in relation to the arrangement are yet to be signed, before work can commence to bring the properties up to habitable standards. There is potential that this work could be impacted by Covid-19.
43. An update on the Children's Improvement Plan is reported in **Appendix 4**.

Economy and Corporate Resources

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£2.773m	Underspend from the bi-election budget and reduction in members expenses (travel, training & refreshments)	(£0.100m)	
Facilities Management SLA income shortfall and a reduction in car park income	£0.150m	Staffing vacancies and other underspending within the Communications Team	(£0.100m)	
		Other minor variations	(£0.021m)	
Economy and Corporate Resources Portfolio – Total	£2.923m		(£0.221m)	£2.702m

44. The **Economy and Corporate Resources portfolio is currently projecting a £2.702m overspend.** £2.773m of this forecast spend relates directly to the estimated cost of the Covid-19 pandemic response within the portfolio. This amount includes £1.2m of undeliverable savings for the redesign of business processes, additional IT provision, costs incurred by facility management in building and cleaning maintenance.
45. In addition, a small service net underspend of £0.071m is forecast within the portfolio from staffing vacancies with the Communications Team and savings on members expenses (mileage, training and refreshments) during the lockdown period. These underspends are partly offset by a shortfall in income within Facilities Management from school's service level agreements (SLA) for grounds maintenance, caretaking, engineering and furniture/ supplies and public parking income.

Education and Skills

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£7.290m	Staffing vacancies within the School Effectiveness Service	(£0.200m)	
Home to School Transport costs; predominantly Special Educational Needs	£0.647m	Other minor variations	(£0.052m)	
Increasing utility costs within the Crawley Schools PFI contract	£0.200m			
Education and Skills Portfolio –Total	£8.137m		(£0.252m)	£7.885m

46. The **Education and Skills portfolio is currently projecting a £7.885m overspend.** £7.290m of the projection relates directly to the portfolio's forecast Covid-19 pandemic costs, with the remaining £0.595m estimated overspend relating to normal service delivery pressures which are detailed below.

47. The Home to School Transport service overspent by £1.350m in 2019/20 due to increased complexities, demand and costs experienced since the start of the 2017/18 academic year. An additional £1.0m has been added to this budget for 2020/21, but despite these additional funds it is still estimated that this budget will be overspent by £0.647m 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. Staffing underspends of £0.2m due to vacancies within the School Effectiveness Service and other minor variations have assisted to reduce the overall overspend projection.
48. In addition, a pressure of £0.2m has arisen on the Crawley PFI budget due to increasing utility costs. The County Council is responsible for meeting utility price uplifts for the three schools that are within the Crawley PFI contract and the unit rates have increased considerably in recent years. The impact was temporarily absorbed by the Crawley PFI Reserve in 2019/20; however, it is not possible to do this on an on-going basis.

Dedicated Schools Grant

49. 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). With the exception of the Early Years Block which mostly sits within Children’s Services, the remaining expenditure is incurred by Education.
50. The balance on the Dedicated Schools Grant reserves at the beginning of the 2020/21 financial year stood at a deficit -£1.739m. The 2019/20 Early Years budget allocation has still to be amended for the data in the January 2020 census; this adjustment is expected in July 2020. A breakdown of the current balance is set out in Table 6 below:

Table 6: 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	?	?
2019/20 Current Balance	Nil	£0.023m	(£1.762m)	(£1.739m)

51. The DSG conditions of grant for 2020/21 require all Local Authorities with a deficit to submit a plan for managing it to their Schools Forum. The Education and Skills Funding Agency (ESFA) are intending to produce guidance, together with a template for such a plan, later in the year.
52. **Schools Block** – Apart from £2.9m which was held back to fund pupil growth this September the rest of the Schools Block was delegated to schools. Following the admissions round in March/April 2020, £2.8m has been allocated to 27 primary schools and 25 secondary schools (including 12 primary and 12 secondary academies) from this Growth Fund this year. A further £0.1m is also likely to be incurred in relation to top-up summer term funding and agreed costs for new Basic Need academies that are filling incrementally year on year. As a result, it is currently estimated that the Growth Fund will balance this year. This has been achieved by capping funding allocations in line with the decision made by Schools Forum following the schools 2019 autumn consultation.
53. A £0.077m overspending is being projected on the Schools Block for unbudgeted rates adjustments at a number of schools.
54. **High Needs Block** – 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).
55. This year, despite a £10.7m increase in our High Needs DSG allocation, the High Needs Block is still currently forecast to overspend by £7m this year. This is largely due to two factors:
 - Secretary of State for Education did not agree to the Local Authority's request to transfer £2.4m from the Schools Block to the High Needs Block,
 - The full year effect of the 502 new EHCP placements made last year; this was in excess of the 350 increase that was budgeted for when the original budget was set in September 2019.
56. Following a consultation in October 2019, the Department for Education has confirmed that DSG deficits should not be covered by Local Authority general funds, unless the Local Authority applies for and receives permission from the Secretary of State to do so; but should be recovered from future DSG income. As a result, it is expected that this £7m projected overspend will be added to the £1.7m deficit already within the DSG reserves as at the end of 2019/20.
57. The main reasons for the High Needs spending pressures in West Sussex are:

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

Environment

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£0.300m	Estimated reduction on corporate utilities usage and rates	(£0.300m)	
Income loss on the sale of energy due to a down-turn in energy market rate	£0.950m	Reduction in tonnage volumes during April and May	(£0.904m)	
Shortfall in delivery of additional income (part 2019/20 & 2020/21 savings) due to delays in project creation	£0.350m			
Increase in insurance cost at the Mechanical and Biological Treatment Centre	£0.502m			
Estimated shortfall on recycling income	£0.114m			
Environment Portfolio –Total	£2.216m		(£1.204m)	£1.012m

58. The **Environment portfolio is projecting a £1.012m overspend**. £0.3m of the projection relates directly to the portfolio's forecast Covid-19 pandemic costs, largely including costs associated with household waste recycling sites and loss of income for planning, with the remaining £0.712m estimated

overspend relating to general service delivery pressures which are detailed below.

59. As experienced last financial year, the market value of energy has dropped dramatically in the last 12 months. The current projection assumes that these low rates will continue at this level for the remainder of the financial year and will therefore translate into an income shortfall of around £0.950m. A review into our solar and battery strategy is underway with options being considered on how to maximise income generation at Westhampnett and Tangmere. In addition, due to recruitment delays in 2019/20, there is a shortfall in the income which can be generated from new projects in year with a further £0.350m reported as unachievable.
60. It is expected that the County Council's utilities expenditure will be lower in 2020/21 which will help mitigate some of the reduced income. With some County Council buildings being closed or having reduced occupancy and with the global reduction in energy prices, it is expected that there will be a saving on the utilities budget in year, currently estimated at a £0.3m reduction; however this will continue to be reviewed as the year progresses.
61. The waste service has been significantly impacted by the pandemic. All the West Sussex Household waste recycling sites were closed on the 23rd March and started to re-open (at a reduced service) from 11th May. The impact of the waste flow through our systems has changed dramatically with more kerbside waste collections and less household waste recycling site disposal. Currently, the volume of waste that will be received in year remains unknown; there may be a lag in tonnage volume due to residents not disposing waste which may cause a future 'spike' to emerge, or there may be a genuine reduction of tonnage in 2020/21; this will become clearer over the coming months. However, the tonnage saving from April and May of £0.904m is included in the overall projection.
62. The cost of insuring the Mechanical and Biological Treatment Centre has increased by £0.5m. This increase in the cost of the provision has led to urgent discussions to review the insurance coverage specifications and to look at other potential options.
63. In the last half of the 2019/20 financial year, the sale of paper fibre recyclate reduce dramatically due to hardened quality acceptance criteria by China which affected the global market. In April 2020, the value of paper/ card reduced further to minus -£25.00, however the value of this commodity seems to have strengthened in the UK market due to the Covid-19 pandemic's impact on imports; and in May, the value increased to a positive +£22.00. It is likely this upsurge in rate will be temporary, and will fall again once shipping and imports start to operate. Unfortunately other commodities have seen a decline since the start of the pandemic. Plastic bottles and aluminium and tin cans have all

reduced in value, likely due to the reduction in required raw materials for manufacturing in recent months. Due to the uncertainty and reviewing the first two months of income, an estimated income shortfall of £0.114m included within the projection.

Finance

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£0.300m			
Non-delivery of additional commercial investment property income saving	£0.275m			
Finance Portfolio –Total	£0.575m		(£0.000m)	£0.575m

64. The **Finance portfolio is projecting a £0.575m overspend**. £0.3m of this projection relates directly to the portfolio’s forecast Covid-19 pandemic costs, largely for additional requirements for personal protective equipment, with the remaining £0.275m shortfall relating to the loss of income that had been expected to be generated through the acquisition of additional commercial investment property, which is currently paused. An income generation target of £0.5m was included in the 2020/21 budget, of which, £0.225m is delivered from existing commercial property and £0.275m was due to be delivered from further acquisitions.

Fire and Rescue and Communities

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£3.460m	Expected underspending within library and communities services due to the reduced services provided during the pandemic.	(£0.200m)	
Fire and Rescue and Communities Portfolio – Total	£3.460m		(£0.200m)	£3.260m

65. The **Fire and Rescue and Communities portfolio is projecting a £3.260m overspend**. £3.460m of the projection relates directly to the portfolio’s forecast Covid-19 pandemic costs, including costs associated with the community response and loss of income for registrars, libraries, records office and fire service, with £0.2m of forecast underspending relating to the savings generated from providing reduced services within libraries and community and partnership services during the lockdown period.

66. An update on the Fire Improvement Plan is reported in **Appendix 5**.

Highways and Infrastructure

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£2.410m	Projected National Concessionary Fares underspend	(£0.200m)	
		Reduction in Street Lighting PFI electricity costs	(£0.200m)	
Highways and Infrastructure Portfolio –Total	£2.410m		(£0.400m)	£2.010m

67. The **Highways and Infrastructure portfolio is projecting a £2.010m overspend.** £2.410m of the projection relates directly to the portfolio's forecast Covid-19 pandemic costs and £0.4m of underspending generated from regular portfolio activities.
68. The English National Concessionary Travel Scheme is projecting a £0.2m underspend due to the continuation of the gradual reduction to estimated journey numbers – this was identified prior to the Covid-19 lockdown implementation. The last update from our consultant before the lockdown indicated an estimated 0.1m reduction to 9.1m journeys in 2020/21.
69. The summer electricity rates for the Street Lighting PFI have been confirmed, leading to a projected underspend of £0.2m. Prices have fallen by an average of 6.5% across the electricity supply for the service, reflecting the current market conditions.
70. Elsewhere within the portfolio, there is an emerging pressure due to a requirement to carry out urgent tree felling works relating to Ash Dieback, which is a fungal disease likely to infect all ash trees in West Sussex. Sample inspections are currently being undertaken at sites where trees are significantly affected to assess whether urgent felling is needed in advance of the establishment of a full felling and replanting programme. An update on the outcome of the inspection will be provided later in the summer.

Leader

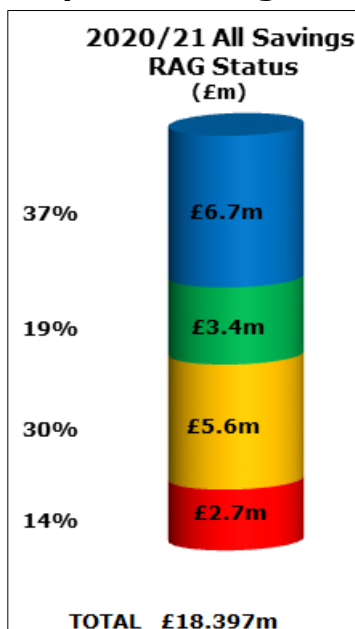
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
		In year saving from sharing a Chief Executive with East Sussex	(£0.131m)	
Leader Portfolio –Total	£0.000m		(£0.131m)	(£0.131m)

71. The **Leader portfolio is projecting a £0.131m underspend** in year due to the saving from sharing a Chief Executive with East Sussex alongside an expected in year reduction in mileage expenses.

Outlook for the Savings Programme

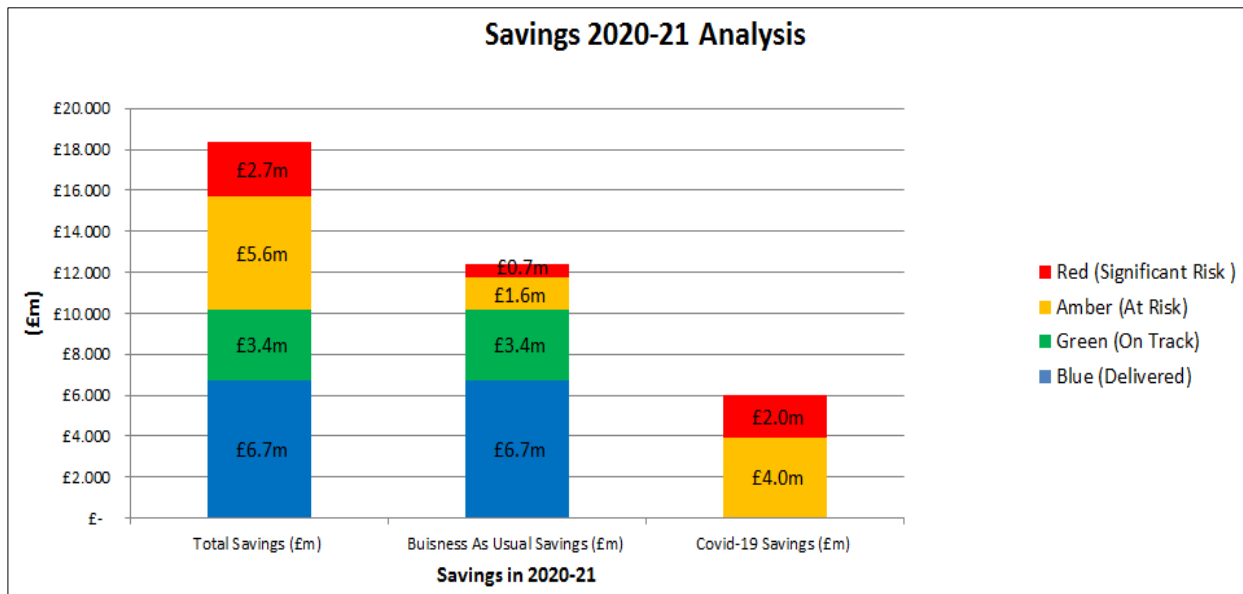
72. The 2020/21 savings target across portfolio budgets is £18.4m. Of this amount, £10.1m (56%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; £5.6m (30%) is judged as amber where further work is required to ensure the saving can be achieved and £2.7m (14%) is judged as red with no expectation of delivery.

Graph 6: Savings Overview



73. 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, we have created graph 7 to track the progress. Any saving values judged to be as 'at significant risk' due to the pandemic are reported as 'red' but the impact of the loss is reported in the central government Covid-19 Delta Return. Any saving values which are judged to be 'at significant risk' due to business as usual circumstances are also marked as 'red', however, the expected loss of saving is included in the council's business as usual overspend projection.

Graph 7: Analysis of savings as at 30th June 2020



74. Graph 7 shows that only £0.7m of savings are currently considered to be 'at significant risk' due to business as usual issues and are included in the council's overspend projection, with a further £1.6m currently reported as 'at risk'.
75. Within the central government Covid-19 Delta Return, £2.0m of the 'at significant risk' savings are included in the projection, with £4.0m of 'at risk' savings also under review. A list of the 2020/21 savings and their current RAG status is reported in **Appendix 6**.
76. 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 6**. Of this amount, £0.3m (13%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; £1.1m (48%) is judged as amber where further work is required to ensure the saving can be achieved and £0.9m (39%) is judged as red with no expectation of delivery. The red savings are reflected in the forecast outturn.

Capital Programme

77. 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 forward funded and spent in 2019/20, revising the capital programme to £100.9m. Since this time, profiled spend has increased overall by £0.5m, to give a current full year estimate spending forecast for 2020/21 of £101.4m, with £91.6m on core

services and £9.8m on income generating initiatives. The significant movements over the quarter include the following.

£11.4m reductions:

- £1.0m for withdrawal of Hobbs Field as the wider One Public Estate project is not continuing;
- £1.1m delays to rural connectivity and converged fibre;
- £1.5m for re-profiling managing Covid-19 site restrictions costs;
- £4.7m delay to A259 Corridor Capacity Enhancement;
- £1.8m re-profiling of West of Horsham scheme; plus
- £1.3m other scheme reductions

£11.9m additions:

- £1.7m for approved works at Cissbury Lodge;
- £7.3m for additional grant funded Highways annual works programme;
- £1.6m enabling works at Horsham Enterprise Park; plus
- £1.3m other scheme additions.

78. A copy of the capital budget monitor and narrative is detailed in **Appendix 7**.

79. Within the Capital programme, the County Council agreed to use £5.3m capital receipts in 2020/21 to fund specific transformation projects. In addition, expenditure on further activities to which the Council could apply flexible use of capital receipts was included in the report agreed by County Council, including customer experience, smartcore, community hubs, support in foster care capacity, waste recycling, transformation support and support for young people not in education, employment or training.

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

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

80. Work has begun to review the qualifying criteria on these projects due to the impact of the pandemic on our transformational areas. There are a number of projects which have been affected, including the value of capital receipts that can be charged to Customer Experience and Transformation teams due to change in work during the pandemic and delays in the recycling credits waste project, also due to the pandemic.
81. Overall, there is no concern regarding the overall qualifying expenditure, however the revised assessment will need to be documented and approved by County Council in the autumn.

Transformation Programme

82. 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 platform (SAP replacement) (£1.5m).
83. We are progressing well on the implementation of our new enterprise resource platform and predict we will incur £1.5m of costs during the financial year. The implementation date is expected to be in early autumn 2021, although this date will be kept under review as we deal with the impact of Covid-19. The total budget for the project is £2.7m of which £0.1m has been spent to date.
84. As a result of the current pandemic, our move to working remotely and improving our use of technology has developed. As a result the costs associated with improving the digital capabilities is unlikely to exceed £0.5m. The remaining budget will be returned to the service transformation fund. There are £2.4m of savings associated with these projects in year, however, due to delays from the pandemic it is anticipated that only £1.2m will be delivered in 2020/21. Work has now recommenced to progress these projects.
85. As we draw to the end of our main outsourcing arrangement 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 has commenced on this substantial project to explore options to determine the best outcome for service delivery for our residents. Specifically, the future of the provision for IT services is particularly complex as the provision of these services have not been considered since the outsourcing in 2010. 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.

86. Officers are currently working on the profile of this spend, and the potential financial requirement will become clearer as work progresses over the summer and an update will be provided in the September TPM report.

Workforce

87. Further to the workforce Key Performance Indicators (KPI's) detailed in **Appendix 8** and the annotated commentary, there are a number of key areas to note.
88. The Covid-19 lockdown started just before this reporting quarter and this has affected several KPIs. The job market stagnated, resulting in a significantly lower number of starters and leavers experienced in previous quarters. The resultant reduction in rolling turnover is below the target range but this is not considered a concern given the current extenuating circumstances.
89. There has also been an adverse effect on the level of sickness absence and a higher percentage of sickness absence being attributed to mental health. Details are provided in the Health, Safety and Wellbeing section below.
90. The impact of Covid-19, the lockdown period and the impact of recovery measures are being monitored.
91. **Resourcing and Talent** - As mentioned above, the number of starters and leavers is significantly lower than previous quarters, and whilst this has affected the rolling turnover, the net balance means that Headcount and FTE levels have remained virtually identical to those in Q4 2019.
92. Agency headcount is down from last quarter which has decreased the percentage of Manpower workers within the workforce by 1.1% to 5.1%. Contract spend has increased by £0.290m. The drop in Manpower headcount and increase in contract spend can mostly be attributed to Covid-19 with less people needing to be contracted in several areas but longer hours worked by those that are working; and resourcing for the Children's improvement programme.
93. **Performance and Skill** – The Covid-19 lockdown has affected the figures for the percentage of 'did not attend' and 'short term cancellations'. The service delivery model has been changed with face-to face events largely cancelled following lockdown. Some of these events were subsequently held online. This change in delivery has resulted in less attendee cancellations and lower levels of non-attendance which is why the percentages for cancellation and non-attendance have fallen significantly.

94. **Health, Safety and Wellbeing** – There has been a significant reduction in the level of short-term sickness. It is too early at this stage to determine whether the shift in the workforce largely working from home due to Covid-19 restrictions has contributed to this reduction, however this will be investigated.
95. There has been a change in the levels of sickness days lost attributed to 'Anxiety, Stress, Depressions & Mental Health' with this sickness type making up a higher percentage of days lost in Q1 2020/21 than the average for the 2019/20 financial year and also the same quarter in that year.
96. The impact of Covid-19 on employee well-being and absence due to sickness, particularly mental health, is being monitored.
97. The top reason for short term sickness in Adults Services is shown as 'Unknown' - this is due to a significant number of records stating 'Unknown' in April and this is sufficiently high to affect the average across the quarter. Otherwise the top reason would be Anxiety, Stress, Depressions and Mental Health'.

Corporate Risk Register

98. **Appendix 9** 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. Two new risks have been added to the Corporate Risk Register:
 - CR70 – Senior officer demand due to Covid-19; and
 - CR71 – Mental and physical health of staff due to working at home
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

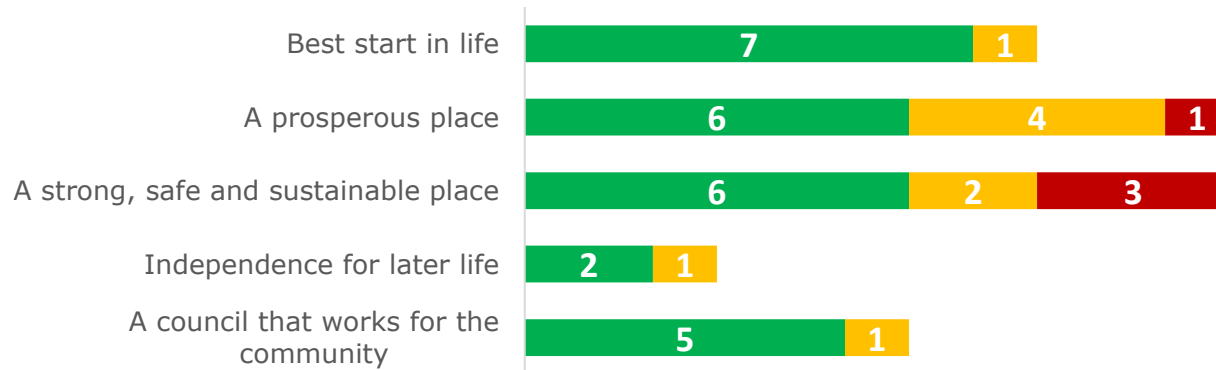
Risk No.	Risk Description	Score - Previous Quarter	Score
CR61	Death/serious injury of a child (Council failing in their duty)	25	25
CR66	Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)	25	25
CR68	Covid-19 and risk to the delivery of WSCC's services	25	25
CR69	Children's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

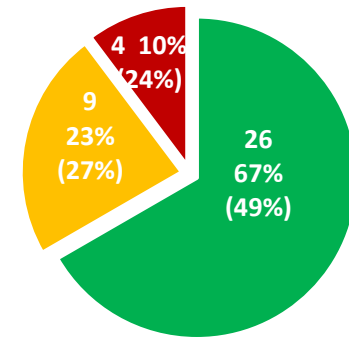
June 2020 TPM Performance Report

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.

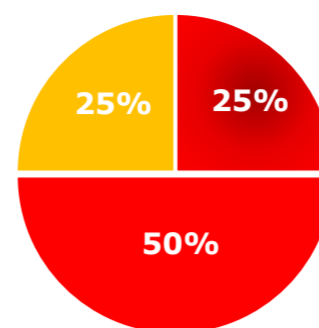
2020/21 year-end forecast of our 39 measures of success



March 2020 outturn in brackets






Exception Report - external measures




- Currently Red and forecast Red
- Currently Red, forecast Amber or Green
- Amber but getting worse

Monthly/Quarterly Measures

Measures for success		2022 Target	2020/21 Milestone	Mar-20	Apr-20	May-20	Jun-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% or less)	10.50%	11.1% ↑	10.8% ↓	10.3% ↓	11.1% ↑	A
 39	Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	395	488.47 ↑	495.17 ↑	495.5 ↑	497.35 ↑	R
 59	Freedom of Information requests responded to within time	95% of FOIs within 20 working days by 2022	95%	90.75% annual average	71% ↓	85% ↑	82% ↓	A

Annual measures

Measures for success		2022 Target	2020/21 Milestone	2017/18	2018/19	2019/20	2020/21	Year End Position
 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%				11.1%	A

June 2020 Performance Highlights and Challenges Report

Changes to the West Sussex Plan June Performance Report

Changes to the reporting of measures due to the impact of covid-19 pandemic on council priorities and activity.

There are 67 measures of success contained in the West Sussex Plan. Each of these have been categorised to be:

1. Unchanged – the measure is still relevant and can be reported
2. Amend – the measure is still relevant; however, the target has been reset to reflect current circumstances or the definition has been updated to maintain its relevance
3. Suspended – either the data is no longer being collected or published or the measure is not being prioritised due to the pandemic response

New measures are being considered and included where it is useful to track priority service activity through to the end of 2020-21.

Summary of changes by Directorate

Adults & Health

Five out of 11 indicators remain active.

The following six indicators have been suspended:

	Measure	Reason
38	Households living in temporary accommodation per 1,000 households	Government action on homeless during covid has changed the priority
49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	CQC have paused their routine inspections due to covid
50	Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	
52	Delayed transfers of care from hospital that are attributed to social care	NHS suspended the collection of DTOC data during covid
53	Older people (aged 65+) who were still at home 91 days after discharge from hospital	The CRS contract is operating far more effectively than the strict definition of this indicator and improved measure will be included in reset
67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Not a priority during covid as partnership focus is on joined up response

Adults and Health as part of their work on their development plan feeding into the reset plan and developing additional indicators that will highlight the impact of the work, most notably on the prevention agenda.

Chief Executive Office

One out of three indicators remain active.

The following two indicators have been suspended:

	Measure	Reason
32	Residents who feel happy with West Sussex as a place to live, work or visit	The West Sussex biennial survey is not due to be undertaken until 2021. The communications team have undertaken extensive residents survey exploring the impact of covid however that does not provide the data to update these specific measures.
57	Residents who agree that the council provides good value for money	

Children, Young People and Learning

Two out of 20 indicators remain active.

Two new measures have been introduced:

	Measure	Reason
160	The percentage of Children Looked After that are placed outside LA boundary and more than 20 miles from where they used to live.	Children First priority to ensure the number of children is maintained below the stat-neighbour average level
161	The percentage of Care Leavers that the LA is in touch with.	Children First priority to ensure we maintain contact with our Care Leavers

Five measures have been amended as follows:

	Measure	Reason
5	Families turned around	The target has been revised to reflect current planned activity in Early Help
8	West Sussex Children Looked After per 10,000	The target has been amended to be average of statistical neighbours.
12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Target now reflects current practice that 100% of children identified have a plan in place to manage risk and vulnerability.

39	Average time between a child entering care and moving in with their adoptive family	Milestone target changed to 426 days; ultimate 2022 target remains unchanged
10	Stability of Children Looked After (3 or more placements during the year)	Target amended from top quartile of statistical neighbours to 10%

The following 13 indicators have been suspended:

	Measure	Reason	
2	West Sussex schools that are judged good or outstanding by Ofsted	Ofsted inspection of schools not happening during covid	
3	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted		
4	Attendance of West Sussex Children Looked After at their school	Impacted by school opening during covid	
6	Healthy weight 10-11-year-old`s	National programme halted due to covid	
1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Progress and attainment data publication will be impacted by DfE arrangements to deal with cancellation of tests and exams	
13	West Sussex children placed in residential homes rated good or outstanding		
14	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths		
15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths		
16	Countywide take up of free early education and childcare		
17	Key Stage 4 Progress 8 score		
18	Children Looked After (12 months+) achieving educational outcomes in line with their peers		
20	Attainment of disadvantaged pupils is in line with their peers		
19	Reoffending rates for children and young people (aged 10 to 17)		Ministry of Justice cancelled data publication due to covid

Law and Assurance

Three out of five indicators remain active.

Two measures have been suspended:

	Measure	Reason
64	Residents' issues considered by County Local Committees	CLC meetings are not taking place during covid

65	Level of community grants that support The West Sussex Plan priorities	Prerequisite that any grants are now only made against West Sussex Plan priorities so no longer a meaningful measure.
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Place Services

19 out of 25 indicators remain active.

Six measures have been suspended:

	Measure	Reason
30	Apprentices in West Sussex	Tracking data impacted by covid. Skills strategy as part of Economy Plan will considering new and relevant measures as part of reset plan.
34	Air Quality Management Areas where air quality is improving	Superseded with other service priorities during covid.
44	Carbon reduction achieved by WSCC in tonnes emitted	Target achieved. Climate Change and Environment Strategy activity will identify replacement for reset plan.
47	Museums and theatres in West Sussex - visitors at attractions	Data unavailable due to covid
56	Level of satisfaction of the services received by our residents	The communications team have undertaken extensive residents survey exploring the impact of covid however that does not provide the data to update these specific measures.
58	Residents who find it easy to access information, services and support they need	

West Sussex Fire and Rescue Service

Two out of three indicators remain active.

One measure has been suspended:

	Measure	Reason
45	Ultra-low emission vehicles registered for the first time	Impact of covid on new vehicle registration and lack of available data

WSFRS are developing are Performance and Assurance Framework that will identify key indicators that will be added to a subsequent TPM performance report.

Performance Report

The June 2020 Performance report that follows provides contains the latest data, exceptions and service narrative for the 39 active, amended or new indicators identified above.

Highlights

(11) - Review of Child Protection Conferences completed in timescales. All reviews were held within timescales this month and exceeded our target by achieving 100%.

(51) - The proportion of people who use services who say those services have made them feel safe and secure. Provisional results of 93% show we have improved performance this year and are close to meeting our target of 95% by 2022.


(55) - Adult social care users who have as much social contact as they would like. Provisional results of 48% show we have improved compared to last year and have met our milestone target.

(60) - Formal member meetings webcast. Due to the covid-19 pandemic, there is a requirement for all formal member meetings to be webcast in order to qualify as valid meetings. This means we achieved 100% of meetings webcast, greatly exceeding our target.

(62) - The number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken. There was a 6% improvement this quarter to 74%, and as a result we are now exceeding our milestone target of 72.5%.

Challenges

Best start in life

10. Children Looked After with 3 or more placements during the year	Target 10% by 2022 2020-21 milestone target 10.5%	Jun 2020 11.1% 
Performance	Recovery actions	
Some children in this cohort are children who have moved from emergency placements, to foster placements then recently to adoptive placement within a year. Whilst performance has increased, since the inception of the new permanence panel process at the end of March 2020 over 45 children have had their foster placement agreed as permanent.	Work is still being undertaken by commissioning and via the Access to Resources panel to ensure children are in the right placements and with the right support to meet their needs and reduce disruption.	

A prosperous place

(22) Business Survival and retention

Response from Cabinet member to address business survival rates, as requested at PFSC on 22nd May.

The ONS dataset around business births, deaths and survival rates is the Business Demography dataset, it is released annually, down to local authority geography. The latest data is for 2018, and the next release of data that will cover 2019 is expected to be released in November 2020.

The latest data as reported on the West Sussex Performance Dashboard suggests that the five-year survival rates in 2018 – for those businesses that started up in 2013 was 46.1%, higher than the average for the South East and nationally. The highest rate was seen in Adur at 51.7% and lowest in Crawley at 40.2%. However, it is evident that the five-year survival rates for those companies starting in 2013 are lower than the previous couple of years i.e. the 5-year survival rates for those companies starting up in 2012 and in 2011. This was a trend seen in the regional and nationally. In all cases were higher however, than the rates for businesses started in 2009 and 2010, and West Sussex continues to see higher rates than the regional and national averages.


Five-year Business Survival rates					
	2009-2014	2010-2015	2011-2016	2012-2017	2013-2018
West Sussex	46.1	43.4	46.6	47.0	46.1
England	41.8	41.4	44.0	43.1	42.5
South East	43.8	43.5	46.0	44.8	44.6

It is anticipated that survival rates will likely reduce as COVID-19 takes its toll during 2020, and potentially beyond. These trends will not become apparent until the 2020 data is released which will be towards the end of 2021. In the meantime, other data that is available to us through subscription and which can help to understand business start-up and closures is from FAME, that gives information on companies and unincorporated businesses throughout the UK. Certainly, the trends suggest that in from 23rd March 2020- 31st May 2020 there was a 17% fall in the number of new business incorporations compared with the same period in 2019 in West Sussex, and in March 2020 there were 226 more dissolved companies in the county than March 2019. The trends suggest that survival rates of those companies started in 2015 are likely to be lower than previous years, and in time, FAME may be able to help consider that in a bit more detail, though it does take time for the information to filter through to the data base.


There current Economic Growth Plan 2018-2023 and the draft Economy Reset Plan include activities to support business births (starts) and business survival and growth including:

- The development of the Horsham Enterprise Park, to include an enterprise hub and space for businesses to grow
- The Track Creative Digital Hub, to support creative digital businesses in Bognor Regis and coastal West Sussex through the provision of new flexible workspace as well as targeted business support;
- The Growth Deals with the Districts and Boroughs contributing to ensuring employment space and town centres meet the needs of businesses
- The £11m ERDF funded Hot House programme led by the University of Chichester and with the County Council a key partner, is supporting pre start-ups and start-ups, and established businesses in the Coast to Capital LEP area;














- The LEADER Programme 2015-2020 covering the county has awarded £2,955,186 to 83 projects supporting rural businesses and the rural economy;
- Experience West Sussex, the countywide tourism partnership hosted by the County Council, is leading a range of activities to support tourism and hospitality businesses through the challenges of COVID-19 for the sector.

29. 16-17-year olds who are not in education, employment or training now <u>includes</u> 'unknowns'	Target Top quartile of all Local Authorities by 2022 2020-21 milestone target- 6.2%	March 2020 
Reasons for performance	Recovery actions	
At the end of April 2020, we are seeing a decrease on last year's NEET figures but an increase in the Not Knowns. Each September, the cohort is set to "not known" and the process of changing status to employment, education or training (EET), NEET or still unknown starts. Therefore, the picture in each authority, depending on how far the process is along, will have wildly different percentages during September, October and November. For this reason, the average of December, January and February is used in the DfE publicly available data.	<p>Whilst we have identified more young people who are NEET, we are able to ensure we can offer support in a far more targeted way to help young people struggling to fulfil their career potential.</p> <p>Around 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, building up their confidence and skills by starting on short term employability courses before moving on to full time education, training or employment.</p> <p>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.</p> <p>We are working to improve our tracking process, putting in place a year-long programme of tracking, and making better use of social media and technology to reach young people.</p>	







A strong, safe and sustainable place

39. Average time between a child entering care and moving in with their adoptive family	Target 365 days by 2022 2020-21 milestone target 426 days	Jun 2020 
Performance	Recovery actions	
This measure's timeframe has slightly increased since May 2020. However, easing of Covid-19 restrictions means that more children will be able to move to their adoptive families going forward.	CLA managers and Adoption providers are prioritising permanency planning for children and are working closely with Regional Adoption Agency, Adoption South East (ASE) to make matches for West Sussex children with ASE approved adopters. Adopter resource is good, with the deficit in resource being for siblings. ASE has committed to parallel interagency planning for these children.	

Monthly/Quarterly Measures





Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Forecast (Year End)
Best start in life												
	5 Families turned around	Quarterly	≥3,940 by 2020	4,600	H	1,281		3,940			Data Lag	G
	8 West Sussex Children Looked After per 10,000	Monthly	Average of statistical neighbours by 2022 - ≤52	52	L	41.2	45.9 ↑	46.54 ↑	47.91 * ↑	48.14 * ↑	48.54 * ↑	G
	9 West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.35%	≤2.3	L	2.4%	1.1% ↓	0.97% ↓	1.10% ↑	1.0% ↓	0.77% ↓	G
	10 Stability of Children Looked After (3 or more placements during the year)	Monthly	≤ 10% by 2022	10.5%	L	10.7%	10.1% ↑	11.1% ↑	10.8% ↓	10.3% ↓	11.1% ↑	A
	11 Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	99.1% ↑	98.3% ↓	100% ↑	98.3% ↓	100% ↑	G
	12 Child Sexual Exploitation - children identified have a plan in place to manage risk and vulnerability.	Quarterly	100%	100%	H	75%					100% ↑	G
	160 CLA placed outside LA boundary and more than 20 miles from where they used to live	Quarterly	15% or less by 2022	15%	L	13.5%		13.5%			15.3% ↑	G
	161 Percentage of Care Leavers that the LA is in touch with	Quarterly	Average of statistical neighbours by 2022 - ≤ 89%	89.0%	H	90.30%		90.30%			Due Sept 2020	G
A prosperous place												
	28 Economically active 16-64 year olds who are employed	Quarterly	Top quartile of statistical neighbours by 2022 - ≥ 80.45%	80.45%	H	80.2%		80.7% ↑			Due Oct 2020	G
A strong, safe and sustainable place												
	35 Calls to critical fires where the first fire engine met our emergency response standard	Quarterly	90% by 2022	89%	H	87.3%		86.7% (full yr av.)			91.5% ↑	A

Monthly/Quarterly Measures



Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Forecast (Year End)
 37	Operation Watershed fund allocated to community projects	Quarterly	103 projects supported by 2022	93	H	50		81 ↑			85 ↑	G
 39	Effective CLA Permanency Planning (Average time between a child entering care and moving in with their adoptive family)	Monthly	≤365 days by 2022	426	L	466.69	488.17 ↓	488.47 ↑	495.17 ↑	495.5 ↑	497.35 ↑	R
 40	Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	15,800	H	4,000		13,833 ↑			14,448 ↑	G
 41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	Below the regional average by 2022 - 80.5	81.8	L	56.07		71.7 ↑			71.8 ↑	G
 42	Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	Quarterly	800 reports per annum totalling 4,000 by 2022	800	H	641		855 ↑			294 ↑	G
 43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh		16,236 mwh ↑			6,695 mwh ↑	G

A council that works for the community



 59	Freedom of Information requests responded to within time	Monthly	95% by 2022	95%	H	80%	83% ↓	90.75% annual average ↑	71% ↓	85% ↑	82% ↓	A
 60	Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022 to 36.4%	33.8%	H	26%		61.4% ↑			100% ↑	G
 61	Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022 from Mar 2019 to 23,458	23,358	H	18,851		25,639 ↑			29,942 ↑	G
 62	Decision transparency	Quarterly	75% of key decisions published in the Forward Plan at least 2 months prior to decision being taken	72.5%	H	64%		69% ↓			74% ↑	G

Monthly/Quarterly Measures










Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Forecast (Year End)
 63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022 from Mar 2019	7,381	H	3,986	8,101 ↑	8,845 ↑	9,401 ↑	10,233 ↑	10,412 ↑	G
 66	The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%		Due Oct 2020			Due Oct 2020	G

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














Annual Measures

Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	2020/21	Forecast (Year End)	
A prosperous place											
21	Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 11.33%	11.2%	H	12.2%	10.8% ↓	10.46% ↓	Due Dec 2020	Due Dec 2021	A
22	Business survival and retention (5 year survival rate)	Annually (Dec)	Top quartile of statistical neighbours by 2022 - >47.24%	47%	H	43.3%	2012-17 47% ↑	2013-18 46.08% ↓	Due Dec 2020	Due Dec 2021	A
23b	Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	95%	H	95%	95.6%	95.9% ↑	96.4% ↑	Due Oct 2020	G
24	Additional school places delivered	Annually (Oct)	Total school places 127,256 by 2022	129,680	H	109,017	126,143	127,323 ↑	128,422 ↑	Due Oct 2020	G
25	Cycling - total length of cycle path - new installations	Annually (Mar)	60% increase by 2022 on the amount of new installation	25.53km	H	0km	5.57km	11.37km ↑	28.65km ↑	28.65km →	G
26	Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Nov)	5% or less by 2022	5%	L	5%		2016-18 3% ↓	2017-19 4% ↑	Due Nov 2020	G
27	Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≥£593.40	£593.40	H	£593.40	£554.10 (2017) ↓	£574.90 (2018) ↑	£602.20 (2019) ↑	Due Nov 2020	G
29	16-17 year olds who are not in education, employment or training - measure now includes ' unknowns'.	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - <3.8%	7.3%	L			2.7%	2.4% ↓	11.1% (in year)	A
31	Adults with learning disabilities who are in paid employment	Annually (Jul)	England average or better by 2022 - 6%	4.9%	H	2.2%	3.2% ↑	2% ↓	2.1% →	Due Jul 2021	R
33	Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £30,356	£30,356	H	£25,221	£26,304 ↑	£26,589 ↑	Due Dec 2020	Due Dec 2021	A







Annual Measures

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


Monthly/quarterly measures suspended for the remaining 2020/21

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










Monthly/quarterly measures suspended for the remaining 2020/21

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

Annual measures suspended for the remaining 2020/21

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

Annual Measures

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

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Annex

- Appendix 1 – Revenue Budget Monitor and Useable Reserve – as at June 2020
- Appendix 2 – Covid Grant Funding Allocated to West Sussex – as at July 2020
- Appendix 3 – Medium Term Financial Planning and Assumptions – as at July 2020
- Appendix 4 – Children First Improvement Plan Update – as at June 2020
- Appendix 5 – Fire Improvement Plan Update – as at June 2020
- Appendix 6 – Savings Monitor – as at June 2020
- Appendix 7 – Capital Programme Budget Monitor – as at June 2020
- Appendix 8 – Workforce Key Performance Indicators – as at June 2020
- Appendix 9 – Corporate Risk Register – as at July 2020

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000		£000	£000
Precept	-485,691	-485,691	-121,423	0
Council Tax Collection Fund	-2,000	-2,598	-2,598	0
Business Rates	-81,933	-80,469	-21,033	0
Business Rates Collection Fund	0	-2,221	-2,221	0
Section 31 Business Rates Grant	-3,177	-6,617	-6,617	0
Business Rates Pool	0	-25	0	0
Social Care Support Grant	-17,343	-17,343	-4,336	0
Covid-19 Emergency Fund	0	-15,902	-15,902	0
New Homes Bonus Grant	-3,713	-3,713	-928	-1
Total Financing	-593,857	-614,579	-175,058	-1
Analysis of Expenditure	Approved budget	Latest budget for year	Net spending to date	Projected outturn variation
	£000		£000	£000
Portfolio Budgets				
Adults and Health	209,423	209,424	45,401	29,540
Children and Young People	129,571	129,655	31,288	10,740
Economy and Corporate Resources	52,805	52,805	20,538	2,702
Education and Skills	20,815	21,458	4,149	7,885
Environment	60,378	60,378	8,696	1,012
Finance	13,892	13,917	3,565	575
Fire & Rescue and Communities	35,732	35,732	7,869	3,260
Highways and Infrastructure	35,401	35,401	6,263	2,010
Leader	1,452	1,452	235	-131
Sub-total	559,469	560,222	128,004	57,593
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	10,616	10,616	0	0
Capital Financing - Interest	18,103	18,103	4,868	0
Revenue Contribution to Capital - Business Rates Pilot	500	500	0	0
Revenue Contribution to Capital - Other	2,377	2,377	0	1,070
Investment Income	-2,970	-2,970	-595	1,200
Business Rates Pool	0	0	1,000	0
Care Leavers Council Tax Support	25	0	0	0
Contingency	6,832	6,832	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-500	1,787	1,787	0
Transfers to/(from) Reserves - Other	-595	7,488	17,112	0
Sub-total	34,388	44,733	24,172	2,270
Total Net Expenditure	593,857	604,955	152,176	59,863
Total Forecast Variation - overspending				59,862

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

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Appendix 1

Balances and Reserves	Balance at 31 Mar 2020	Balance at 30 June 2020	Projected Balance at 31 Mar 2021	Projected Annual Movement	Comments on Significant Annual Movements
	£000	£000	£000	£000	
Earmarked Reserves:					
Budget Management Reserve	-14,952	-35,066	-35,066	-20,114	Includes £2.6m early savings, £3m reserves replenishment, £12m Capital Infrastructure, £2.5m final NNDR/CTax
Business Infrastructure Reserve	-646	-646	-256	390	
Business Rates Pilot Fund	-20,463	-22,250	-19,420	1,043	Forecast spend £3.3m (fibre ducting/rural connectivity) net of additional £2.3m estimated 19/20 collection fund surplus
Capital Infrastructure	-12,028	0	0	12,028	Balance transferred to Budget Management Reserve
Covid-19 Emergency Fund	-20,525	-36,426	0	20,525	1st tranche £20.5m; 2nd tranche £15.9m; all forecast to be applied to costs / foregone income in-year
Economic Growth Reserve	-1,297	-1,297	-1,047	250	
Elections Reserve	-400	-600	-600	-200	
Highways Commuted Sums	-3,360	-3,982	-4,482	-1,122	£1.5m forecast sums receivable by Planning Services during year; assumed £0.4m applied to eligible Highways schemes
Highways On-Street Parking	-1,650	-1,650	-1,650	0	
Infrastructure Works Feasibility	-997	-2,512	-300	697	Forecast spend of £2.2m net of portfolio contribution of £1.5m
Insurance Reserve	-5,845	-5,845	-5,845	0	
Interest Smoothing Account	-1,078	-1,078	-1,078	0	
Recycling & Waste PFI Reserve	-10,741	-10,541	-10,541	200	
Schools Sickness & Maternity Insurance Scheme	-1,933	-1,933	-1,933	0	
Service Transformation Fund	-11,810	-6,868	-6,868	4,942	£4.9m applied to Economy and Corporate Resources portfolio for estimated in-year transformation programme costs
Social Care Support Grant 2018/19	-1,517	-1,517	-1,017	500	£0.5m forecast to be applied to Adults and Health portfolio in-year
Special Support Centres	-1,845	0	0	1,845	Balance applied to capital programme for SEND Development Programme scheme
Statutory Duties Reserve	-2,437	-2,437	-2,437	0	
Strategic Economic Plan Reserve	-1,061	-1,024	-306	755	Estimated expenditure of £0.4m on Economic Growth projects and £0.4m on Propco Joint Venture set-up
Street Lighting PFI Reserve	-23,585	-23,349	-23,466	119	
Waste MRMC Reserve	-26,700	-25,350	-25,350	1,350	£1.4m applied to Environment portfolio for estimated in-year lifecycle expenditure
Other Earmarked Reserves	-2,344	-2,385	-1,465	879	Includes planned application of balances on Fire Inspection Improvements (£0.3m) and Deprivation of Liberty Safeguarding (£0.2m)
Earmarked Reserves (Excluding Schools)	-167,214	-186,756	-143,127	24,087	
Dedicated Schools Grant (DSG) Reserve	1,739	1,739	8,856	7,117	Projected overspending on DSG as per June 2020 budget monitor of £7.1m
School Balances	-16,241	-15,598	-15,598	643	£0.6m release of year-end debtors to delegated school budgets
Total Earmarked Reserves	-181,716	-200,615	-149,869	31,847	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-55,587	-55,587	-38,372	17,215	Forecast net position of grants/contributions receivable for year and grants/contributions applied to capital programme
Capital Receipts Reserve	-3,959	-3,959	0	3,959	Anticipate full utilisation towards transformational expenditure under flexible use of capital receipts strategy
Total Usable Reserves	-261,548	-280,447	-208,527	53,021	

Covid-19 Grant Funding allocated to West Sussex County Council - as at 21 July

Description	Amount £	Spending Plan
Unringfenced Grant:		
Covid-19: emergency funding for local government (first tranche £20.5m, second tranche £15.9m)	36.4	To meet additional pressures arising from the pandemic and help continue to deliver frontline services and to avoid cashflow issues.
Further £500m to support local authorities	5.0	
Total Unringfenced Grant	41.4	
Ringfenced Grant:		
Infection Control Fund	13.4	75% payments to CQC registered care homes and 25% to be allocated across care homes, domiciliary care providers, other care accommodation settings, e.g. shared lives, supported living.
Additional funding for local authorities to support new test and trace service	3.2	Led by WS Public Health, implementation of tailored outbreak control plans to reduce and manage the virus across the county.
Funding to protect and increase travel services (indicative allocation subject to bid submission)	3.9	Temporary cycle lane provisions and bus support provision to improve access to services during and after lockdown.
Total Ringfenced Grant	20.4	
Overall Total Grant	61.8	

Additional ringfenced grant allocations to be confirmed/ allocated		
Fire Covid-19 contingency fund	tbc	Additional Fire spend can be claimed when supporting communities if all other tbc funding sources have been utilised. Notice of intention submitted in June but not expected to have any allowable costs for September claim.
Additional unringfenced grant allocations to be confirmed/ allocated		
Estimated reimbursement of lost income (to be confirmed)	1.2	To reimburse sales fees and charges from closure of Council services - following application of absorbed loss threshold.
Funding to assist those struggling to afford food and other essentials	0.7	Staffing support, and provision of food to those struggling to afford food (post July), and advice and information for future support.
	2.0	

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Medium Term Financial Planning – July 2020

1. Covid-19 is having a significant impact across the County's economy, which inevitably extends to the County Council's financial position. The table below sets out the current optimistic and pessimistic budget gap estimates which form part of the County Council's Medium Term Financial Planning assumptions. These estimates remain under constant review to take account of the latest developments and government announcements. As set out in the main body of the report, the projected non-Covid pressures will be met by the revenue contingency budget.

Table 1: Budget Gap – July 2020

Budget Gap – July 2020	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	Total (£m)
Budget Gap - February County Council 2020	0	15	17	13	45
Optimistic Scenario:					
Covid-19 pressures (includes undeliverable savings)	50	14			64
Service pressures		12	8	9	29
Council tax and business rate funding	0	18	3	3	24
Government funding	-41	-17	13	0	-45
Revised budget gap – optimistic	9	42	41	25	117
Pessimistic Scenario:					
Covid-19 pressures (includes undeliverable savings)	54	27			81
Service pressures	6	16	8	9	39
Council tax and business rate funding	0	41	4	4	49
Government funding	-41	0	13		-28
Revised budget gap - pessimistic	19	99	42	26	186

- The financial plan is developed using a number of assumptions to deal with the uncertainty. The key assumptions in the creation of the scenarios are detailed in Table 2 below.

Table 2: Scenario Assumptions – July 2020

Scenario Assumptions	Optimistic	Pessimistic
Impact of costs of Covid-19 affect 2021/22	£14m	£27m
Additional costs of Track and Trace over grant allocation	None	£1m
Reduction in Council Tax base	2.5%	5%
Reduction in Business Rate income	None	£10m
Council Tax cap is 2%, no Adult Social Care Precept	Same	Same
Additional service demand pressures	£12m	£16m
Social Care Grant funding	Maintained	Stopped
Price inflation and pay inflation	Price 1.3% Pay 2.75%	Price 1.3% Pay 2.75%

- The uncertainty in government funding is set out the main TPM report. As we progress through the autumn, we will receive clarity on our funding from government for 2021/22 and any change from the current 2% council tax cap. As the review of fair funding and business rates is delayed, uncertainty in government funding for 2022/23 and 2023/24 will remain until next year. We are also still waiting for the government's green paper; outlining a long term solution to fund social care.
- It is uncertain how the Covid-19 pandemic will progress, and for our modelling purposes, we are assuming there are no further lockdown measures and the employment levels in our residents and business rate income will return to levels expected in 2020/21 over the financial planning period. The economic recovery and any further increase in demand for council services is not known and the ranges currently being projected are set out in the table above.
- We continue to track the potential impact on our council tax base through regular updates from our districts and boroughs as well reviewing monthly

information detailing applications for Job Seekers Allowances and Universal Credit for the County. We are also following updates on businesses provided by our districts and boroughs, Gatwick Diamond, Coast 2 Capital and other forums.

6. It is not clear how the pandemic will impact our demand led social care services. Potentially the crisis will escalate plans to enable more residents to be cared for at home rather than residential care, improving outcomes for clients and reduced costs. However, the on-going costs of care, either residential or home care are uncertain and may continue to rise as providers adjust service delivery to ensure guidance to health and safety guidelines.
7. The impact on demand for children's services is not known. The number of referrals has reduced when schools closed and potentially demand could increase when school's open.
8. Also the impact unemployment on individuals and families as the furloughed scheme comes to an end and businesses adapt their operating model to survive in the current economic climate will become more apparent as the autumn progresses.
9. We will continue to lobby government for sufficient funding to cover the pressures arising from the pandemic, including future year's pressures, including the potential use of capital flexibilities for Covid-19 costs. Further updates will be provided in the autumn to Cabinet as we receive more information from government.

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Children First Improvement Plan – June 2020 Update

1. The 2020/21 budget provided £12m of funding; £5.1m base funding and £6.9m temporary funding, to continue to deliver on the Improvement Plan approved by Members in July 2019 and to specifically address the areas of concern resulting from the Ofsted inspection and subsequent Commissioner's report.
2. In April 2020 our new permanent Executive Director for Children's Services, Lucy Butler, joined the Council and is now in the process of establishing her permanent senior leadership team. A successful recruitment process has recently taken place for permanent appointments to Assistant Director posts for Corporate Parenting and Quality Assurance – two of the key areas of focus for the improvement work.
3. The most important task now before us is to create the conditions for a service that we can genuinely call 'Good'. This is demonstrated by three 'pillars':
 - **Pillar 1 - 'What good looks like'**: it is essential for us to set standards of expectation that everyone in the service understands and can measure themselves against.
 - **Pillar 2 - Creating the right Environment**: this includes developing 'the social work offer' – comprising competitive remuneration, the best working environment, a balanced workload, the right equipment, professional techniques and support for staff – in other words making West Sussex a place that naturally attracts the best social work talent.
 - **Pillar 3 - Improved Service Model**: this is how we frame our entire service offer, recognising the need to manage demand and reduce escalation through a preventive approach, always with children and families at the heart of everything we do. This will be a model that recognises the needs of local areas, and in which we will invite our partners to take their full share.
4. One of the underpinning issues to address is strengthening the workforce within the new model. The issues that have been continuously monitored, including the vacancy gap, the contribution of agency workers, and staff caseloads, remain in a broadly satisfactory state. Having achieved this stability, the service redesign for the new model needs to be developed around a set of core principles. One of these is making West Sussex a rewarding place to work in terms of remuneration, high professional standards and organisational efficiency (as set out in Pillar 2 above). The

current retention payment scheme will expire later in the year; permanent and sustainable new arrangements now need to be developed in line with these principles.

5. Notwithstanding the pandemic, a range of improvement activities has continued, including the following:
 - A new Children Looked After and Care Leavers Strategy has been produced in consultation with key stakeholders, including the Corporate Parenting Panel, and is due for formal adoption this month. This is very welcome, since it makes a clear promise that those cared for by the authority will have the same expectations as any other child would have, of being involved in decisions about their care, of support to be happy and healthy, of receiving advice, and full access to education and training in readiness for the adult world. Alongside this we are strengthening our practical service offer to support care leavers.
 - Our Improvement Board and Partnership have continued to meet virtually as planned, giving continued oversight of the improvement process. The Partner in Practice work with Hampshire has progressed and is yielding sound results in terms of tightening standards through the auditing of casework.
 - A programme of continued staff-training and development has now been organised on a virtual basis.
6. In relation to the development of the Children's Trust, the Department for Education has confirmed that there will be a three-month delay in the timetable, hence work will recommence in August to work on Memorandum of Understanding which will be considered at Cabinet in October 2020.
7. Overall, the improvement fund is currently projected to be fully spent by the end of the financial year. With the appointment of the permanent Executive Director for Children's Services, the allocation of funding to specific lines within the plan has been reviewed and revised. The main area of change relates to reducing the consultancy spend on 'Targeted Improvement Funding For Practice Improvement/ Behaviour Change Programme' and instead using this investment to employ experienced agency staff into social worker teams to work within the practice setting to improve practice and change behaviour within key areas. It is important to note that the funding is still being used for its intended purpose; however the delivery of this activity is being enacted with experienced agency staff working in practice rather than consultancy staff.

8. In addition, a request for further funding for IT system changes and improvements to enable a single view of the child will be included as part of the budget process for 2021/22.

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Appendix 4

Children First Resource Plan - June 2020

	Revised Full Amount Estimated	Actual spend in 2019/20	Planned spending plan for 2020/21	Projected spend for 2021/22	Variation to revised spending plan 2020/21	Spending Plan for 2021/22
	£000	£000	£000	£000	£000	£000
Temporary investment in targeted improvement						
Senior Improvement Leads	669	446	580	223	357	-
Programme Management and support	1,129	571	537	558	21	-
Practice Improvement/Behaviour Change Programme	1,251	571	3,016	680	2,336	-
Leadership Development Programme	500	-	500	500	-	-
Specific Project Consultancy	31	31	802	-	802	-
Communications Lead	-	-	-	-	-	-
Complaints Officer	22	22	-	-	-	-
Neglect Strategy work	112	78	-	34	34	-
Casework Audits	-	-	-	-	-	-
Improvement Leads	397	196	-	201	201	-
Additional Corporate Posts	95	-	50	95	45	-
Estimate for IT Systems improvements	-	-	-	-	-	-
Transition to Childrens Trust	429	-	-	429	429	-
	4,635	1,915	5,485	2,720	2,765	
Temporary additional capacity (service & corporate); retention offer						
Retention Payments	2,152	2,152	-	-	-	-
Additional Service Posts	3,392	479	130	2,913	2,783	-
HR Support	140	140	-	-	-	-
Commissioning Support	136	94	46	42	4	-
Additional Corporate Posts	264	161	13	103	90	-
Admin/Business Support for Social Work Teams	120	-	120	120	-	-
Leadership Team redesign	314	157	128	157	29	-
Mosaic Improvement	132	-	53	132	79	-
	6,650	3,183	490	3,467	2,977	
Contingency	686	-	898	686	212	
Temporary funding requirement	11,972	5,098	6,873	6,873	-	
Permanent increase in base budget						
Cover for ASYE lower caseloads	1,000	1,220	1,000	1,000	-	1,000
Review of Social Work Remuneration/Retention	2,000	-	2,000	2,000	-	2,000
Admin/Business Support for Social Work Teams	700	30	700	700	-	700
Backfill for Social Work Apprentices	600	-	30	30	-	30
Workforce Retention Initiatives (staff parking; pool)	350	23	350	350	-	350
Additional Service Posts	337	215	309	309	-	309
Leadership Team redesign	151	204	204	204	-	204
Additional Corporate Posts	-	-	32	32	-	32
	5,138	1,692	4,625	4,625	-	4,625
Contingency	-	-	513	513	-	513
Permanent funding requirement	5,138	1,692	5,138	5,138	-	5,138
Totals	17,110	6,790	12,011	12,011	-	5,138
Available funding			12,011	12,011	-	5,138

In 2019/20, £6.790m of funding was allocated and spent on the Children's Improvement Programme; £0.595m less than originally allocated. The unspent £0.595m was returned to the 2019/20 contingency budget.

In 2020/21, County Council agreed £12.011m of funding for the Improvement Plan. £5.138m is permanent funding which is within the base budget allocation for the portfolio and £6.873m of temporary funding for this financial year.

Fire Improvement Plan – June 2020 Update

1. The 2020/21 budget provided £1.8m of funding; £0.6m base funding and £1.2m funded from flexible capital receipts, to continue to deliver on the Improvement Plan approved by Members in July 2019 and to specifically address the areas of concern raised by HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) when they re-visited West Sussex Fire and Rescue Service (WSFRS) on 19th February 2020.
2. The Inspectorate also commented after their visit that the Service had made tangible improvements to mitigate the risk to public safety. They noted an accelerated pace and that staff reported that they felt supported.
3. There was a strong message from an NFCC delegation in a letter to the Minister that the timelines of the original improvement plan presented to Members in July 2019 were too ambitious and therefore some activity was re-phased and moved to subsequent years, requiring the associated budget to move with it. Therefore, £0.282m was set aside in a reserve to meet the additional costs in 2020/21 as a result of the re-phasing of the original timeline.
4. The Improvement Plan at this early stage of the financial year suggests further funding of £0.371m will be required in year; although it is acknowledged that this value is likely to change as plans are finalised. Options are being considered for how this potential funding requirement will be met.
5. As stated above, the Service continues to address the four main causes of concern raised by the Inspectorate and the progress and resources applied within the plan are summarised below:

Preventing Fire and Other Risks

“HMICFRS found that prevention activity does not always align with a risk identified in the Integrated Risk Management Plan (IRMP). Home fire safety checks are not being carried out in a timely manner and there is a backlog of 552 high risk cases”

6. The service needed to achieve two main things to address this area. They needed to ensure safe and well checks were targeted to those most at risk, and then to achieve them in a timely manner.
7. As a result eight posts have been added to Prevention and significantly increased capacity within the team. The backlog of safe and well visits was

eliminated back in March last year, although we do anticipate having some new pent up demand as a result of Covid-19, as staff were not able to visit homes during the lockdown period. However, all Fire and Rescue Service's will be in a similar position and the service is exploring options for meeting this within their current resource allocation as part of its recovery planning. We expect the additional capacity created in the team to enable us to deal with any anticipated pent up demand.

Protecting the Public Through Fire Regulation

"The inspectorate noted that the service does not have a robust methodology for the risk-based inspection programme that identifies its highest risk premises. The database used to manage premises information is unreliable affecting the accuracy of the information. The service is unable to carry out the number of audits of high-risk premises that it commits to as part of its programme and Outdated IT systems were causing considerable challenges in terms of maintaining appropriate data sets and working efficiently and were hampering activity in both Prevention and Protection."

8. A core problem for the service was having insufficient capacity within protection teams to be able to carry out the number of audits that were required. The department restructured in November 2019, and additional capacity was introduced in the team (seven additional inspecting officer positions, two managers and two trainers). All of these positions are now filled and the backlog of fire safety audits was cleared in November 2019.
9. The Farynor IT system has been introduced and a test system is now live with a full roll out over the summer. Farynor will allow the service to deliver prevention and protection activities in the most efficient way using more up to date technology, allowing for increased accuracy in reporting as well as enabling a focus on areas of highest risk. There is a risk of a slight delay because of CAPITA availability due to Covid-19, however the project team is planning around this to minimise impact.

Promoting the Right Values and Culture

"West Sussex FRS staff sometimes act in ways that go against its core values. This is leading to bullying in the workplace."

10. We have appointed an Equalities, Diversity and Inclusion officer to enable a cross service approach to increased awareness and inclusion. This includes increased positive action and community engagement activities to attract a workforce that is more reflective of the communities we serve. We have recently recruited a Wellbeing officer to further complement this activity with a focus on staff wellbeing including mental health first aid. New Personal Protective Equipment has been rolled out across the service and work has been done on building the service identity.

Ensuring Fairness and Promoting Diversity

“West Sussex FRS does not engage with or and seek feedback from staff to understand their needs. We found this to especially be the case with some under-represented groups. When staff raise issues and concerns the service does not respond quickly enough.”

11. A new Fire and Rescue Service structure went live on 1st April 2020 to address the Improvement challenges and provide a clear overview of the teams to all staff. We have grown our activity relating to our workforce plan into a ‘People Programme’ which is a Service priority. The restructured service created a position for a strategic lead to increase capacity here and ensure that cultural change and people aspects are not just considered but are the cornerstone of our business processes.

Agenda Item 5
 Fire and Rescue Improvement Plan - Phase 1 Summary (June 2020)
 Appendix 5

	Revised Full Amount Estimated	Actual Spend 2019/20	Planned Spending for 2020/21	Projected Spend for 2020/21	Variation to Spending Plan 2020/21	Planned Spending for 2021/22
	£000	£000	£000	£000	£000	£000
Expenditure						
Equipment	100	0	100	100	0	0
HR	239	39	96	96	0	104
Improvement	1,626	116	807	807	0	703
People	193	35	110	110	0	48
Prevention	604	76	254	254	0	274
Protection	1,113	146	489	489	0	478
Response	803	227	288	288	0	288
Risk	268	26	116	116	0	126
Training	192	6	93	93	0	93
Total	5,138	671	2,353	2,353	0	2,114
Funding						
Base Budget				500		1,596
Fire Improvement Reserve				282		
Flexible Capital Receipts				1,200		
Total Funding Available				1,982		1,596
Potential Additional Funding Required				371		518

2020/21 Savings - As at June 2020

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Appendix 6

Portfolio	Activity	2020/21 £000	Jun-20 £000	Jun-20	Narrative
Adults & Health	Reduce Local Assistance Network (LAN)	100	100	B	
Adults & Health	Review options for in house provided services	180	180	B	
Adults & Health	Housing Related Support	2,328	2,328	B	
Adults & Health	Staffing Review	175	175	B	
Adults & Health	Lifelong Services	1,900	1,900	A Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.
Adults & Health	Recprocurement of the Integrated Sexual Health Service (ISHS) contract	250	250	B	
Adults & Health	General 1% reduction in staffing budgets	300	300	G	
Adults & Health	Direct payments/review of assessments/support to self-funders	1,150	1,150	A Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.
Adults & Health	Actuarial review of pension contributions	181	181	B	
Children & Young People	Early intervention reducing demand for high cost services	400	400	G	
Children & Young People	Lease of vacant properties to reduce intentionally homeless costs	100	100	A Covid19	Legal agreements between WSCC & YMCA have now been signed and a timetable of work to bring the properties up to habitable standard is being developed. This work may be delayed by Covid-19, however it is too early in the year to have certainty around this. A further update will be brought in July.
Children & Young People	Early Help	1,000	500	A Covid19	Phase 1 plans are well developed, however timescale for staff consultation may be delayed due to Covid-19. A further update will be brought in July.
Children & Young People			500	G	A number of positions are currently vacant which has enabled 50% of this saving to be reported as on track at this time.
Children & Young People	Actuarial review of pensions contributions	369	369	B	
Economy & Corporate Resources	Centralisation of Learning & Development	50	50	B	
Economy & Corporate Resources	Lease cars to staff (salary sacrifice)	100	100	A	Implementation plans were put on hold due to the Covid-19 pandemic. Currently, there is no signed contract with the proposed supplier. Further discussions regarding the nature of this proposal are taking place, however this saving is expected to be mitigated in year by other means - i.e. reduction in training costs.
Economy & Corporate Resources	Redesign of business processes	2,400	1,200	A	Staff working on transformation projects have been re-deployed to work on the County Council's emergency Covid-19 response.
Economy & Corporate Resources			1,200	R Covid19	
Economy & Corporate Resources	Print and post contracts	100	100	G	
Economy & Corporate Resources	Actuarial review of pensions contributions	125	125	B	
Education & Skills	Reduce post-16 support service	100	100	B	Vacant posts being held within Post-16 Support Service. Posts will be removed following restructure of team at end of ESIF funding in December 2020.
Education & Skills	Improve School Trading Offer	125	125	R Covid19	On hold due to Covid-19 pandemic. It has not been possible to trade with schools during the summer term.
Education & Skills	SEND Transport Review	200	200	B	Full year effect of a review of solo taxis carried out at the beginning of the academic year (Sept 2019).
Education & Skills	Actuarial review of pensions contributions	19	19	B	
Environment	Reduce recycling credits	2,100	2,100	B	
Environment	Further savings on Viridor contract through negotiation	200	200	R	Recent discussions with Viridor have not been fruitful in finding additional savings.
Environment	Expansion of solar installation programme	100	100	R	Delays in recruitment have impacted on the delivery of this saving.
Environment	Reduce waste going to landfill through further variations to Mechanical Biological Treatment facility	75	75	G	
Environment	Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	200	200	G	
Environment	Waste Disposal - Non Resident Restriction/Charge	250	250	G	
Environment	Solar Farms/Battery Storage	100	100	R	Delays in recruitment have impacted on the delivery of this saving.
Environment	Planning fee income	150	150	A Covid19	Activity likely to be impacted by Covid 19 restrictions.
Environment	Actuarial review of pensions contributions	42	42	B	
Finance	Income Generation - Investment Opportunities	500	275	R	Acquisition of further commercial investment property is currently paused.
Finance			225	G	
Finance	Amazon business accounts	200	200	A	
Finance	Charging for Frameworks	100	100	A	
Finance	Apprenticeship Levy	100	100	B	
Finance	Actuarial review of pensions contributions	55	55	B	

Agenda Item 5

2020/21 Savings - As at June 2020

Appendix 6

Portfolio	Activity	2020/21 £000	Jun-20 £000	Jun-20	Narrative
Fire and Rescue and Communities	Reduced library opening hours	70	70	B	
Fire and Rescue and Communities	Cessation of mobile library service	90	90	B	
Fire and Rescue and Communities	Revised library logistic service	15	15	B	
Fire and Rescue and Communities	Partnership & Communications Team	45	45	B	
Fire and Rescue and Communities	Reduction in Community Safety funded activity	50	50	G	
Fire and Rescue and Communities	Revised arrangements to deliver Command and Mobilisation services	1,000	1,000	G	
Fire and Rescue and Communities	Procurement of contract for Fire Uniform	100	100	G	
Fire and Rescue and Communities	Insourcing of fleet maintenance	100	100	G	
Fire and Rescue and Communities	Repurposing of key buildings	150	150	A Covid19	Project delays due to Covid-19 pandemic.
Fire and Rescue and Communities	Increased income from Registrars Services	150	150	R Covid19	Service delivery has been impacted by Covid-19 pandemic.
Fire and Rescue and Communities	Actuarial review of pensions contributions	95	95	B	
Highways and Infrastructure	Cost Recovery (Street Works Permit Scheme)	20	20	G	
Highways and Infrastructure	Staffing changes	100	100	G	Highways, Transport & Planning Redesign: redundancy costs are no longer expected.
Highways and Infrastructure	On street parking	300	300	R Covid19	Activity likely to be impacted by Covid-19 restrictions.
Highways and Infrastructure	Actuarial review of pensions contributions	30	30	B	
Leader	Actuarial review of pensions contributions	8	8	B	
Corporate (Non Service)	Interest Income	250	250	R Covid19	Saving at significant risk due to pandemic.
TOTAL		18,397	18,397		

Uncompleted Savings from 2019/20 - As at June 2020

Portfolio	Activity	Unachieved savings from 2019-20 rolled forward into 2020-21 budget.			Comments
		Saving Total brought forward from 2019-20	Jun-20	Jun-20	
Adults & Health	Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people (Published Cabinet Member decision)	150	150	A	Full implementation of the policy changes remains subject to agreement between the County Council and Capita.
Adults & Health	Revenue savings from capital investment re - Westergate	100	100	R Covid19	Construction delays due to Covid-19 will lead to the saving being realised at a later date.
Adults & Health	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	500	R Covid19	Plans have been developed, the implementation of which have been delayed by Covid-19.
Adults & Health	Staffing Review - across Children, Adults, Families, Health and Education (People Services)	125	125	B	
Children & Young People	Provision of care leavers accommodation (Published Cabinet Member decision)	290	290	A	This saving is now unlikely to be made in the way originally described. Clarification is currently being sought about alternative methods of securing the saving.
Children & Young People	16+ Placement Reprourement Savings Implement-Children Looked After commissioning strategy	190	190	A	This relates to the reprourement of placements for children in care aged 16+. Clarification is currently being sought about the procurement timeline to ensure full savings delivery in 2020/21.
Economy & Corporate Resources	Increased utilisation of the Apprenticeship levy	175	145	R	We are unable to pursue this potential income source as we are not an accredited Apprenticeship Levy training provider. £30k mitigation found on a permanent basis.
			30	B	
Education & Skills	Developing additional SSCs (Published Cabinet Member decision)	131	131	A	The two nursery SSCs opened in September 2019 as planned. Although commissioning arrangements have been put in place for the SSC at Greenway Primary School, the school is currently being re-brokered to a new multi-academy trust following the RSC's direction that the Castle Trust must cease trading. As a result, the Council has taken the decision to cease the current SSC provision. The SSC at Midhurst Primary School has also been delayed and is not yet fully operational.
Highways & Infrastructure	Review of non-statutory elements of the English National Concessionary Transport scheme	50	50	G	
Highways & Infrastructure	Staffing changes	134	134	G	
Highways & Infrastructure	Highway operations service level review	374	374	A Covid19	Saving previously expected to be made in 2020-21, however, likely to be impacted by Covid-19. For example social distancing requirements are leading more work gangs being required to complete emergency works.
Highways & Infrastructure	Income generation - examine scope to increase income from fees and charges, including sponsorship	100	100	R	It was not possible to deliver this saving in 2019-20 and is considered unlikely that the target will be met in 2020-21. Options for mitigation will be explored.
TOTAL		2,319	2,319		

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Capital Narrative – Quarter One (April to June) 2020

In February 2020, County Council approved a capital programme of £103.392m. £2.515m of expenditure, originally profiled to spend in 2020/21, was forward funded and spent in 2019/20, bringing the revised capital programme to £100.877m. Since then, profiled spend has increased overall by £0.494m to give a current full year estimated expenditure of £101.371m.

The significant movements over the quarter include the following.

£11.4m reductions:

- £1.0m for withdrawal of Hobbs Field as the wider OPE project is not continuing;
- £1.1m delays to rural connectivity and converged fibre;
- £1.5m for reprofiling managing COVID-19 site restrictions costs;
- £4.7m delay to A259 Corridor Capacity Enhancement;
- £1.8m reprofiling of West of Horsham scheme; plus
- £1.3m other scheme reductions

£11.9m additions:

- £1.7m for approved works at Cissbury Lodge;
- £7.3m for additional grant funded Highways annual works programme;
- £1.6m enabling works at Horsham Enterprise Park; plus
- £1.3m other scheme additions.

Quarter One movements are detailed below:

Adults and Health – (-£1.000m)

Adult Services - Hobbs Field – (-£1.000m) – Project initially put forward ahead of wider Adults’ Residential Services review to explore One Public Estate opportunities. As the OPE project is not being pursued, the project will be considered along with the wider residential requirements.

Children and Young People – £1.678m

Cissbury Lodge – £1.678m – A further £2.853m has been approved for the construction work and associated costs to refurbish, remodel and reopen Cissbury Lodge children’s home. The total budget is expected to spend in this

financial year; therefore an additional £1.678m has been added to the existing estimate.

Economy and Corporate Resources – (-£1.138m)

Rural Connectivity – (-£0.339m) and Converged Fibre – (-£0.799m) – A conservative forecast of expenditure has been provided for these pipeline projects due to current circumstances; more detailed profiling will come forward once a full business case is submitted.

Education and Skills – £1.187m

Woodlands Meed - £0.558m – Approval has been given to add £19.500m to the scheme budget for the replacement of the Woodlands Meed College building on its existing site with its existing capacity of 100 pupils. This brings the total budget for the scheme to £20.000m. An additional £0.558m has been added to the £1.000m in year forecast with the remainder of the budget profiled into future years.

Thorney Island - £0.279m – Approval has been given for £0.857m to be allocated from the Schools Basic Need Capital Programme to deliver an expansion to the school hall and improved circulation. The scheme is expected to spend in full this financial year and therefore an additional £0.279m has been added to the original estimate.

Sompting Village Primary - £0.350m – Approval has been given to deliver temporary additional capacity to Sompting Village Primary School to accommodate a bulge class.

Finance and Resources - (-£1.500m)

Capital Improvements Programme – (£1.500m) – Additional costs anticipated due to management of Covid-19 site restrictions and remobilisation. At present, no further demands on the budget for 2020/21 have been notified, so a portion of the estimated spend has been reprofiled into future years.

Fire and Rescue and Communities – (-£0.696m)

Fire Equipment – (£0.034m) – Programme of works has been slightly delayed due to Covid19 therefore the funding has been reprofiled into future years.

Worthing Community Hub – (-£0.662m) – Project budget has been reduced based on the recent tender report, this funding will be returned to Community Hubs pipeline budget to fund future schemes within this programme.

Highways and Infrastructure – £0.247m

Highways and Transport Delivery Programme – (-£0.023m) – Frith Road project has completed under budget and therefore £0.023m of section 106 has been cancelled from the programme and returned to fund future road schemes.

Downslink – (-£0.162m) – £0.162m of grant funding has been cancelled from the programme due to works being procured with an alternative supplier at a reduced cost.

On Street Parking - £0.100m – A business case was approved to fund the upgrade of 115 machines across West Sussex with £0.100m to be spent in 2020-21.

Annual Works Programme – £7.269m – Additional grant money has been received for the AWP and the works scheduled have been increased.

A259 Corridor Capacity Enhancement, East Arun – (-£4.649m) - Scheme has been delayed due to public inquiry, there are also risks and uncertainty being reported by utility companies around commencement of utility diversions currently planned from January 2021 regarding the programming of works.

A284 Lyminster Bypass (£-0.514m) - Scheme has seen delays in proceeding with CPO publication which brings the potential impact of a public inquiry.

West of Horsham (-£1.772m) – Reprofiting has been required in the third phase of the programme, the A24 Robin Hood junction works, is subject to decision report approval, and construction works are now not anticipated to commence until early in 2021.

Income Generation Initiatives - Economy and Corporate Relations - £0.080m

Bognor Regis Hub – £0.080m – Project is close to completion. However additional costs have been realised in the last few months due to Covid19, so £0.080m has been added to the budget to take the project to completion.

Income Generation Initiatives - Finance and Resources - £1.636m

Horsham Enterprise Park – £1.636m – Approval has been given to allocate a further £4.157m for site enabling works and infrastructure upgrades, professional services, internal project and contract management, and statutory approvals, £2.336m is expected to be spent in 2020/21 with the remainder in future years.

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

Portfolio	(1)	(2)	(3)	(4)	(5)	(6) (7) (8) (9)			(10)	
	20/21 In-Flight Capital Programme (February County Council)	20/21 Pipeline Capital Programme (February County Council)	20/21 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2019/20	Total 20/21 Revised Capital Programme	Forecast				Variance
	Actuals to Date	In-Flight Forecast for Remaining Period	Pipeline Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend					
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Core Programme										
Adults and Health	1,250	1,960	3,210	368	3,578	560	2,018	0	2,578	(1,000)
Children and Young People	100	1,400	1,500	(102)	1,398	60	3,016	0	3,076	1,678
Economy and Corporate Resources	570	12,502	13,072	622	13,694	718	6,262	5,576	12,556	(1,138)
Education and Skills	12,288	7,845	20,133	2	20,135	1,401	19,576	345	21,322	1,187
Environment	234	0	234	33	267	(11)	278	0	267	0
Finance	4,316	6,200	10,516	(3,996)	6,520	125	4,264	631	5,020	(1,500)
Fire and Rescue and Communities	4,061	1,250	5,311	144	5,455	1,292	2,217	1,250	4,759	(696)
Highways and Infrastructure	33,763	8,300	42,063	(293)	41,770	7,121	34,896	0	42,017	247
Total Core Programme	56,582	39,457	96,039	(3,222)	92,817	11,266	72,527	7,802	91,595	(1,222)
Income Generating Initiatives										
Economy and Corporate Resources (Gigabit)	200	0	200	161	361	171	270	0	441	80
Environment (YES)	5,453	0	5,453	545	5,998	(51)	6,049	0	5,998	0
Finance (inc Propco)	0	700	700	1	701	61	2,276	0	2,337	1,636
Highways and Infrastructure (LED)	1,000	0	1,000	0	1,000	31	969	0	1,000	0
Total IGI	6,653	700	7,353	707	8,060	212	9,564	0	9,776	1,716
Total Capital Programme	63,235	40,157	103,392	(2,515)	100,877	11,478	82,091	7,802	101,371	494

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Workforce KPIs

2020 Q1
1st April 2020 to 30th June 2020

Indicator	West Sussex County Council					
	2020 Q1	2019 Q4	Change since last quarter	Intended Direction of Travel	Target 2019/2020	Commentary

Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2020 Q1	2019 Q4	2020 Q1	2019 Q4	2020 Q1	2019 Q4	2020 Q1	2019 Q4

Resourcing & Talent							
Employed workforce (Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners and partners)	Total Headcount (total number of people employed over reporting period)	5,257	5,293	↓ -36	N/A	N/A	Headcount and FTE levels have remained virtually identical to those in Q4 of the previous FY. There has been a slight increase in the employee payroll.
	Active Headcount (number of people employed on 28th of last month of reporting period)	5,179	5,188	↓ -9	N/A	N/A	
	Active FTE (on 28th of last month of reporting period)	4,589	4,562	↑ 27	N/A	N/A	
	Employee payroll (including on costs and casuals, excluding agency and schools)	£49,361,718	£49,303,813	↑ £57,904	N/A	N/A	
Agency (Manpower)	Headcount (Manpower)	309	385	↓ -76	N/A	N/A	Overall agency headcount is down from last quarter which has decreased the percentage of Manpower workers within the workforce by 1.1% to 5.1%. Contract spend has increased by £290k. The drop in Manpower headcount and increase in contract spend can mostly be attributed to: COVID-19 with less people needing to be contracted in several areas but longer hours worked by those that are working; and resourcing for the Children's improvement programme.
	Contract spend	£4,109,120	£3,815,941	↑ £293,179	↓	Reduction of £0.5m since previous year	
	Manpower % total workforce	5.1%	6.2%	↓ -1.1%	N/A	N/A	
Recruitment	Total number of starters (over reporting period)	89	162	↓ -73	N/A	N/A	There has been a significant reduction in the number of starters and leavers this quarter and this is almost certainly a direct impact of COVID-19. With such a significant reduction, the rolling turnover has fallen to 1.5% which is below the quarterly target.
Retention	Total number of leavers (over reporting period)	86	168	↓ -82	N/A	N/A	
Staff turnover	Rolling turnover rate (average headcount over the previous 3 months, divided by the number of leavers over the last 3 months)	1.5%	2.9%	↓ -1.4%	→	Between 2-3.75% (rolling qtlly target)	

1,083	1,120	1,456	1,455	647	639	2,071	2,106
1,059	1,073	1,427	1,410	642	627	2,051	2,078
905.5	917.1	1,258.6	1,239.8	597.3	569.5	1,828	1,835
£10,390,140	£10,497,242	£13,870,716	£13,776,714	£6,156,065	£5,941,929	£18,944,797	£19,087,928
93	144	157	168	6	9	62	64
£842,858	£731,104	£2,616,991	£2,348,608	£39,479	£35,688	£609,791.69	£700,541.25
7.5%	11.0%	9.2%	9.6%	0.9%	1.4%	2.5%	2.5%
16	23	18	45	17	17	38	77
20	37	32	59	4	14	30	58
1.7%	3.2%	2.1%	3.7%	0.6%	2.2%	1.3%	2.4%

Performance & Skill							
Training & development	Staff induction completion rates	67.0%	64.0%	↑ 3%	↑	90%	Formal appraisal training for managers was paused when COVID-19 lockdown started and therefore no figure has been provided this quarter. The COVID-19 lockdown started just before this reporting quarter and this has affected the figures for the percentage of 'did not attend' and 'short term cancellations'. Face-to face events were cancelled following lockdown. Some of these events were subsequently held online and some of these were reduced in length. This change in delivery resulted in less attendee cancellations and lower levels of non-attendance.
	Percentage of managers who have undertaken formal appraisal training	n/a	81.0%	↑ n/a	n/a	90%	
	Percentage of 'did not attend' booked training sessions run through the L&D Gateway	4.0%	12.0%	↓ -8%	↓	5%	
	Percentage of short notice (1-10 day) cancellations for booked training sessions run through the L&D Gateway	8.0%	11.0%	↓ -3%	↓	5%	
Employee Relations	Suspensions	0	0	→ 0	N/A	N/A	There has been a decrease in disciplinary cases and to a less extent, employee grievances. A slight increase in the number of formal Capability and Employment Tribunals. It is difficult to determine the impact of COVID-19, if any, at this stage.
	Dismissals (exc redundancy ie ER)	0	0	→ 0	N/A	N/A	
	Staff Appeals panel: upheld	0	0	→ 0	N/A	N/A	
	Staff Appeals panel: rejected	0	1	↓ -1	N/A	N/A	
	Employee grievances	4	6	↓ -2	N/A	N/A	
	Disciplinary cases	4	11	↓ -7	N/A	N/A	
	Formal capability (performance)	1	0	↑ 1	N/A	N/A	
	Formal capability (health)	1	0	↑ 1	N/A	N/A	
Employment tribunals	1	0	↑ 1	N/A	N/A		

60%	50%	67%	67%	80%	N/A	60%	61%
n/a	90%	n/a	63%	n/a	71%	n/a	89%
9%	11%	4%	14%	0%	3%	4%	12%
14%	13%	10%	10%	0%	23%	8%	12%
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	4	6	0	0	0	0
2	2	1	3	1	0	0	6
0	0	1	0	0	0	0	0
0	0	1	0	0	0	0	0
0	0	1	0	0	0	0	0

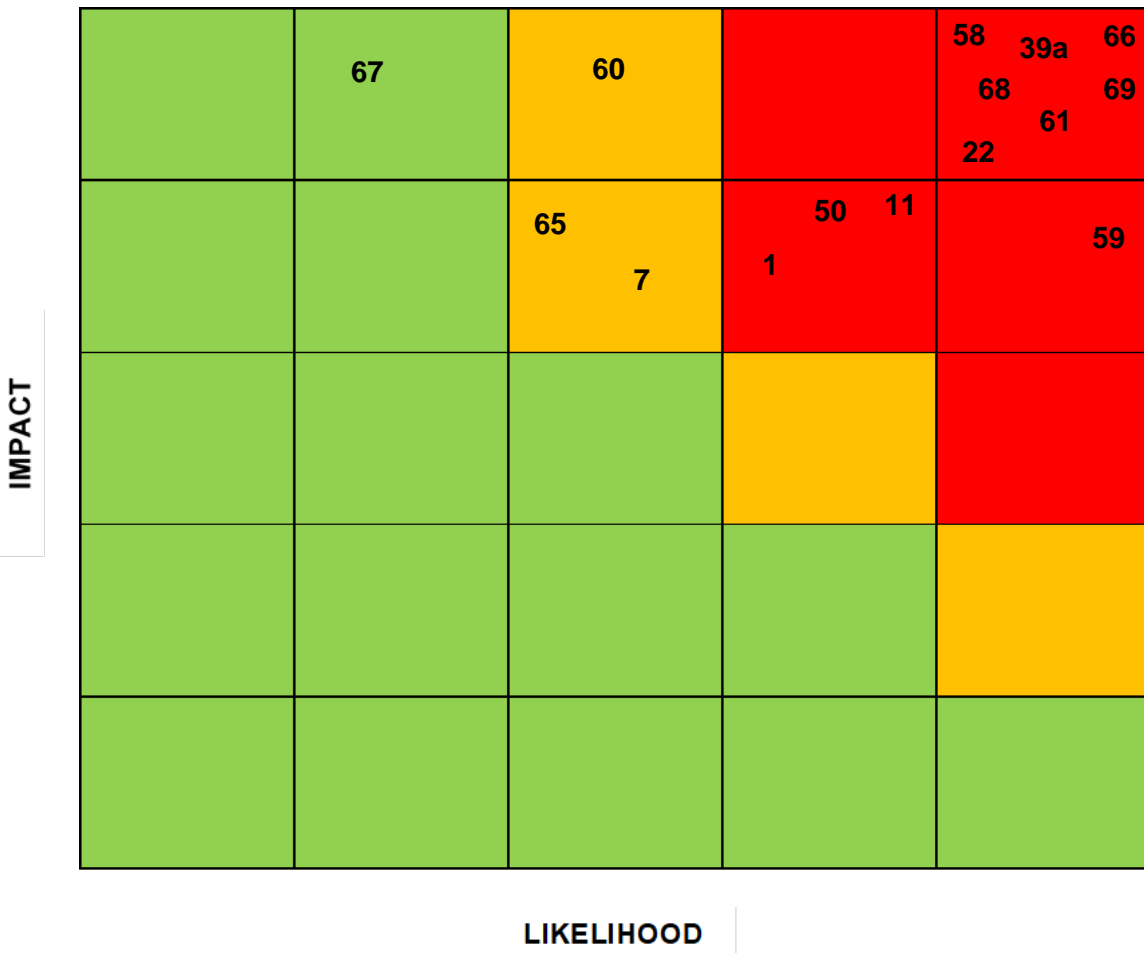
Indicator	West Sussex County Council					
	2020 Q1	2019 Q4	Change since last quarter	Intended Direction of Travel	Target 2019/2020	Commentary

Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2020 Q1	2019 Q4	2020 Q1	2019 Q4	2020 Q1	2019 Q4	2020 Q1	2019 Q4

Health, Safety & Wellbeing											
Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	14,474	17,272	↓	-2,798	N/A	N/A	COVID-19 lockdown started just before this Q1 2020/21. There has been a significant reduction in the level of short term sickness. It is too early at this stage to determine whether the shift in the workforce largely working from home due to COVID 19 restrictions has contributed to this reduction. It is possible and will be investigated.			
	Average sick days per FTE	2.8	3.2	↓	-0.5	↓	TBC				
Short term sickness absence (less than 21 calendar days)	Number of calendar days lost	2,668	5,345	↓	-2,677	↓	N/A	There has been a change in the levels of sickness days lost attributed to 'Anxiety, Stress, Depressions & Mental Health' with this sickness type making up a higher percentage of days lost in Q1 2020/21 than the average for the 2019/2020 financial year and also the same quarter in that year. The top reason for short term sickness in Adults Services is shown as 'Unknown' - this is due to a significant number of records stating 'Unknown' in April and this is sufficiently high to affect the average across the quarter. Otherwise the top reason would be Anxiety, Stress, Depression & Mental Health'.			
	Top reason for short term absence	Anxiety, Stress, Depression, Mental Health	Respiratory, Cough, Cold, Flu		N/A	N/A	N/A				
Long term sickness absence (more than 21 calendar days) - see Note below	Number of calendar days lost	11,806	11,927	↓	-121	↓	N/A	The impact of COVID-19 on employee well-being & absence due to sickness, particularly Mental Health is being monitored.			
	Top reason for long term absence	Anxiety, Stress, Depression, Mental Health	Musculoskeletal, Fractures, Injury, Surgery		N/A	N/A	N/A				
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)	Violence at work	0	0	→	0	↓	N/A	There has been 1 notifiable accident this quarter. This occurred in FRS where a Firefighter injured their back during a training scenario and was off work for more than 7 days.			
	Accident	1	1	→	0	↓	N/A				
	Dangerous occurrence	0	0	→	0	↓	N/A				
	Total RIDDORs reported to HSE	1	0	↑	1	↓	N/A				
		4,950	4,823			4,110	4,846	1,264	2,328	4,150	5,275
		4.72	4.5			2.9	3.4	1.7	3.21	2.0	2.5
		1,052	1,568			729	1,464	235	432	652	1,881
	Unknown	Respiratory, Cough, Cold, Flu	Anxiety, Stress, Depression, Mental Health	Respiratory, Cough, Cold, Flu	Other / Chose Not to Disclose	Unknown	Anxiety, Stress, Depression, Mental Health	Respiratory, Cough, Cold, Flu			
		3,898	3,255			3,381	3,382	1,029	1,896	3,498	3,394
	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery			
		0	0			0	0	0	0	0	0
		0	0			0	0	1	1	0	0
		0	0			0	0	0	0	0	0
		0	0			0	0	1	0	0	0

Quarterly Review of the Corporate Risk Register - June 2020

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



3. During the preceding quarter there have been the following changes to the corporate risk register.
 - Corporate risk #7 - Non-compliance and lack of standardisation in some systems and processes
 - Severity decreased from 16 to 12
 - Due to effects of ongoing mitigating actions
 - Corporate risk #22 - Financial sustainability of council services
 - Severity increased from 20 to 25
 - Due to Covid-19 ramifications
 - Corporate risk #39a - Cyber-Security

- Severity increased from 20 to 25
- Increased external website access by staff
- Corporate risk #39b - Data protection responsibilities
 - Severity decreased from 12 to 9
 - Due to effects of ongoing mitigating actions
 - Risk now tolerated
- Corporate risk #58 - Failure of social care provisions
 - Severity increased from 20 to 25
 - Due to Covid-19 ramifications
- Corporate risk #65 - Corporate leadership, governance and culture
 - Severity decreased from 20 to 12
 - To reflect completed mitigating actions
- Corporate risk #67 – Children’s Trust diverting council resources
 - Severity decreased from 20 to 10
 - To reflect completed mitigating actions
 - Risk now tolerated

4. 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
CR61	Death/serious injury of a child (Council failing in their duty)	25	25
CR66	Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)	25	25
CR68	Covid-19 and risk to the delivery of WSCC's services	25	25
CR69	Children’s services will fail to deliver an acceptable provision to the community	25	25
CR39a	Cyber-security	20	25
CR58	Failure of social care provisions	20	25
CR22	Financial sustainability	16	25
CR59	Benefits from transformation are not realised	20	20
CR1	No deal Brexit	16	16
CR11	Recruit and retain staff	16	16
CR50	Insufficient health & safety governance	16	16

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

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial			Risk Strategy	Target			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR68	The government have eased Covid-19 lockdown restrictions and are allowing all businesses to open, resulting in increased footfall in the county. If there were to be further waves of the Covid-19 pandemic there is a risk that services will be insufficiently agile/flexible to respond to government and PHE guidelines/directives.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	3	15	Review and update business continuity and degradation plans.	CLT	Ongoing	Business continuity plans to be reviewed. conducted once recovery plan/framework produced.	5	4	20	Nov-20		
			2. Negative reputational impact.									Sustained involvement and influence in Local Resilience Forum (LRF) and Local Health Resilience (LHRP) Partnerships engagement.			Chief Executive					Ongoing	Outcomes to inform Tactical Management Group (TMG) and Strategic Management Group (SMG) for action.
			3. Residents don't receive support required.									Develop communications when required to manage expectations of staff and residents on WSCC response position.			Head of Communications					Ongoing	Collaboration and agreement on services provision messages with directorates and ELT through current Covid-19 mechanisms (TMG and SMG).
			4. Insufficient budget/budget exceeded.									To continue to lobby government groups to influence funding decisions.			Chief Executive					Ongoing	
			5. Increase risk to life.									IA to conduct review of lessons learned from 1st wave and communicate.			Director of Finance & Support Services					Sep-20	
			6. Information not shared appropriately.									Review Financial Implication of Covid-19.			Director of Finance & Support Services					Ongoing	Reported regularly to ELT and Cabinet. BAU. Closed Aug 20.
												Ensure management of specific Covid-19 risks to service areas.			ELT					Ongoing	TMG risk register has been produced and is being reviewed daily. Escalation of risks to SMG when necessary. BAU. Closed Aug 20.
CR70	There is an increasing demand placed on the senior officers due to the ongoing threat of Covid-19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with directorate and organisational issues, leading to poor decision making.	Chief Executive	1. Outcomes for residents not delivered	Aug-20	4	3	12	Tolerate	4	3	12	Continue to monitor service resource impact.	ELT	Ongoing		4	3	12	Nov-20		
			2. Residents don't receive support needed.									Provision of support to services when required.			SMG					Ongoing	Support requests raised through TMG and escalated to SMG if required.
			3. Failing to deliver statutory duties.																		
CR71	As part of the 'new normal' WSCC staff will be expected to continue to work from home (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the mental and physical wellbeing (and emotional resilience) of staff which will lead to an increase in absences and poor service delivery to residents.	Director of Human Resources & Org Change	1. Increase in poor physical health of staff.	Aug-20	4	4	16	Treat	4	2	8	Mental health training and support (particularly for managers).			Stress Management Corporate Guidance and Employee Assistance Program.	4	4	16	Nov-20		
			2. Increase in poor mental health of staff.									Policy/protocol for requesting IT and office furniture.									
			3. Increase in staff absence.									Policy for staff returning to work.									
			4. Poor service delivery to residents.									DSE assessments carried out and regularly reviewed.									
			5. Increase in number of claims and premiums.									Appropriate comms to ensure officers are equipped to support staff.									HSW messages being published regularly via One Voice.

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial			Risk Strategy	Target			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current			Next Risk Review Date
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CR1	The impact of a no deal Brexit may result in service delivery issues in Council services.	Chief Executive	1. Uncertainty on staff available to deliver council services i.e. care workers.	Nov-17	4	4	16	Tolerate	4	4	16	Regular meetings to review current national and organisational status.	ELT	Ongoing	Health Protection Team and Education Team to liaise weekly. Information communicated to SMG.	4	4	16	Nov-20
			2. Uncertainty on local businesses.									Brexit implications across all current corporate risks is being carried out. The Resilience and Emergency Team is engaged in planning across the South East.	Chief Executive	Ongoing	Gather data to inform impact of negotiations; liaise with network to share information; work with businesses to show ongoing commitment. Directorates to collate data to be used for analysis once Brexit is fully understood. Risk re-assessed 6 monthly or in event of significant Brexit statements.				
			3. Impact of growth projections.																
			4. Supply chain uncertainty in contracts.																
			5. Potential demand on resilience.																
CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Module on political management and systems for CLT and CMT to be developed and provided.	Director of Law & Assurance	Sep-20	In train.	4	3	12	Sep-20
			2. Service improvement effort impeded.									Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	Further draft AGS to July RAAC (endorsed in Mar)				
			3. Resources misapplied - poor VFM.									Systems and processes to be simplified and guidance for specific procedures to be refreshed with output from Governance review (CR65).	Head of Democratic Services	Jul-20	Report to Governance Committee 6 July.				
			4. Complaints and claims.									Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	Director of Law & Assurance	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.				
			5. Censure by external inspection.									Audit plan focussing reviews on key corporate support systems to identify key areas in need of improvement.	Director of Law & Assurance	Ongoing	Discussed as part of Audit planning. Review of information generated. TK to engage audit to determine output.				
CR11	Due to recent reports into service operations and senior leadership instability, there is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems recruiting and retaining staff in key skills areas.	Director of Human Resources & Org Change	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	3	12	Simplifying processes for recruiting and engaging with potential applicants for hard to fill posts.	Head of Res Org Dev & Talent	Sep-20	Partially completed. Recruiter licences for LinkedIn and Reed purchased and being used to source candidates/reach out to candidates directly. "Engage" module to go live by Sept 20. Recruitment campaign pages launched for Children's Social Care, Adults Social Care, Occupational Therapy, Educational Psychologists.	4	4	16	Aug-20
			2. Lack of corporate memory.									Provision of clear financial support for recruitment and retention policy and provisions procedures.	Head of Specialist HR Services	Jun-20	Partially Completed. Social workers recruitment and retention package in place for 2019. 2020 offer currently under review. Corporate relocation package drafted and waiting for ELT sign off. Sustainable Social Worker Pay Model signed off by ELT Aug 2020.				
			3. Inadequate pace/speed of delivery.									Application of policy and provisions for various hard to fill posts.	Head of HR Bus Ptr & Org Change	Ongoing	Use of R&R package to recruit children's social workers. Relocation support for hard to fill roles awaiting sign off by ELT. Use of apprenticeships to build talent pipelines e.g. social worker, occupational therapist, management programmes.				
			4. Low staff morale and performance.									Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.	Head of HR Bus Ptr & Org Change	Sep-20					
												Development of comprehensive employee value proposition.	Head of Res Org Dev & Talent	Jan-21	Part of People Framework Action Plan.				
												Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Head of Res Org Dev & Talent	Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising.				

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CR22	The financial sustainability of council services is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the Covid-19 crisis, and the recent Ofsted and HMIC FRS reports.	Director of Finance & Support Services	1. Insufficient government funding to deliver services.	Mar-17	4	4	16	Treat	4	3	12	Pursue additional savings options to help close the budget gap.	Director of Finance & Support Services	Ongoing		5	5	25	Aug-20			
			2. Adverse effect on reserves/balanced budget.									Request additional funding from the relevant government departments to help deal with service improvement in Children's and Fire and Rescue.								Director of Finance & Support Services	Ongoing	
			3. Reputational impact through reduction of service quality.									Monitor the use of additional funds made available to improve service delivery.								Director of Finance & Support Services	Ongoing	
			4. Increased liability of service delivery, transferred by external partners due to funding restrictions i.e. supporting homelessness.									To continue to lobby government groups to influence funding decisions.								Chief Executive	Ongoing	
			5. Additional unexpected service and cost pressures from savings decisions.									Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the TMP and MTFS as appropriate.								Director of Finance & Support Services	Ongoing	
			6. Financial implications for both 2020/21 and the medium term arising from the national emergency circumstances associated with Covid-19.									Financial implications will be monitored and reported separately. Government has provided additional funding to support the local response.								Director of Finance & Support Services	Ongoing	
CR39a	As a result of staff accessing unsafe links from external sources and unauthorised/insecure website browsing, the Council's systems will be subjected to a Cyber-Security attack leading to a loss of data or system failure.	Director of Finance & Support Services	1. The Council suffers significant financial loss or cost.	Mar-17	4	5	20	Treat	4	4	16	Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Head of IT	Ongoing	Role specific training delivered to children's services due to analysis of breach data received. Regular comms distributed to all staff. Included as annual refresher. Interim course to communicate essential/key information as soon as possible. Password review completed. Phishing emails sent out and responses evaluated. Follow up exercise completed April '19. New awareness campaign being developed.	5	5	25	Aug-20			
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.								Head of IT	Ongoing	Joint submission to NHS Digital in the 2019 assessment by the Data Protection Team; to cover ensure IGTK incorporates Information Security, along with Info Governance. PSN accreditation submitted.
			3. Resident's trust in the Council is undermined.									Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)								Head of IT	Ongoing	Password review completed. Phishing emails sent out and responses evaluated. Follow up exercise completed April '19. New awareness campaign being developed. IT Health check undertaken with observations to be addressed.
			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	Full audit not carried out by IA 2019. Instead a full review took place in May 2019 of progress against actions from the 2018 audit. Ethical Hacker training being carried out. Review of advanced threat management solution.
			5. Punitive penalties are made on the Council.									Provide capacity & capability to align with National Cyber-Security centre recommendations.								Head of IT	Ongoing	Maintain watching brief for updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP).
												Test the effectiveness of DPIA for software systems deployed after 25 May								Head of IT	Ongoing	To be conducted annually.
												Adopt ISO27001 (Information Security Management) aligned process & practices.								Head of IT	Ongoing	

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CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA.	Head of IT	Ongoing	To be conducted annually.	3	3	9	Sep-20			
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.								Head of IT	Ongoing	Joint submission to NHS Digital in 2019 assessment by the Data Protection Team; to ensure IGTK incorporates Information Security, with Information Governance. PSN accreditation submitted.
			3. Resident's trust in the Council is undermined.									Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.								Director of Law & Assurance	Ongoing	Processes settled. Most impact assessments completed. DPIA to be conducted annually.
			4. Partners will not share data or information with the Council.									Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.								Head of IT	Ongoing	As part of GDPR reviews of existing arrangements.
			5. Punitive penalties are made on the Council.									Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.								Head of Data Protection	Ongoing	
												Adopt ISO27001 (Information Security Management) aligned process & practices.								Head of IT	Ongoing	
												Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.								Director of Law & Assurance	Ongoing	IT to identify applicable systems and provide support in resolving any risks of non-compliance.
CR50	WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.	Director of Human Resources & Org Change	1. Increase risk of harm to employees, public and contractors.	Mar-17	4	5	20	Treat	4	3	12	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	Jun-20		4	4	16	Aug-20			
			2. Increase number of claims and premiums.									Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.								Health and Safety Manager	Ongoing	Partially completed. Fire Warden training and H&S eLearning included in annual refresher training from 1 Feb 19. TNA produced with suite of courses required identified. Courses to be commissioned include bespoke modules for induction & asbestos awareness.
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.								Health and Safety Manager	Ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents.
			4. Increase in staff absence.									Carry out a Health at Work needs assessment.								Health and Safety Manager	Ongoing	Strategic Health & Wellbeing Strategy and Action Plan being developed. (led by Public Health).
												Regular engagement with other LA's on best practice and lessons learned.								Health and Safety Manager	Ongoing	
												Develop and introduce a more comprehensive risk profile approach and front line service based audits.								Health and Safety Manager	Ongoing	

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

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial			Risk Strategy	Target			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR60	There is a risk of failing to deliver the HMIC FRS improvement plan , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage. 2. Corporate Governance Inspection. 3. Legal implications of not delivering statutory services. 4. Increased risk harm.	Apr-19	5	4	20	Treat	5	2	10	Ensure robust project and programme governance in place and monitor delivery.	Chief Fire Officer	Ongoing	During the revisit, the HMIC FRS Advisory Board praised the project and programme plans, and PMO governance. They also reported tangible improvements of preventative and protective measures. Further praise was received regarding the accelerated pace of mitigating the risk to public safety.	5	3	15	Nov-20
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. 2. Subject to investigation and further legal action taken against the Council. 3. Immediate inspection and Government intervention.	Jun-19	5	5	25	Treat	5	2	10	Implement Practice Improvement Plan (PIP). Provide proactive improvement support to services to assure effective safeguarding practices.	Executive Director of Children, Young People and Learning Executive Director of Children, Young People and Learning	Ongoing Ongoing	PIP currently being refreshed after 5 months progress of successful delivery. Specialist provider commissioned to support social workers in Children Looked After Service and Family, Support and Protection Service (in place by April 2020).	5	5	25	Sep-20
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. 2. External intervention. 3. Poor value for money.	Dec-19	5	4	20	Treat	3	2	6	Completion of improvement plan scoping phase. Develop plan to stabilise senior leadership team. Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers. Implementation of governance changes as approved by Council (17.12.19).	Chief Executive Chief Executive Director of Law & Assurance Director of Law & Assurance	Jul-20 Sep-20 Jan-21 Apr-21	(See CR7). Identifying actions to reduce risk of senior leadership churn. Scoping underway with LGA and external partners. Member Development Plan approved by Governance Committee June 20. Those for immediate implementation are complete. Others scheduled to meet Councils decision.	4	3	12	Sep-20
CR66	Due to a lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP) 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. 2. WSCC subjected to legal action on behalf of customer or through employment tribunal. 3. Wider impact on health and social care system through delays in carrying out assessments.	Jan-20	5	5	25	Treat	5	2	10	Full policy and process review. Business Case to be produced for dedicated Hub and Spoke AMHP service.	Head of MH Improvement Head of Adult Operations	Jul-20 Jul-20	Rapid Improvement Operational Plan. Interim post recruited.	5	5	25	Sep-20
CR67	The project to set up a company (known as a Children's Trust) to provide children's services on behalf of WSCC significantly diverts council resources (capacity and capability) from core service delivery, to focussing on improving the quality of children's services.	Chief Executive	1. Progress of children's services improvement is slowed or limited by splitting of resources and energy. 2. Delivery of Council services interrupted/impacted. 3. Impact on Corporate improvement.	Feb-20	5	5	25	Tolerate	5	2	10					5	2	10	Sep-20

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial			Risk Strategy	Target			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current			Next Risk Review Date			
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CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	4	20	Deliver Children First Improvement Plan.	Senior Improvement Lead	Ongoing	The Children First Improvement Plan has been developed to incorporate three key pillars to ensure an improved level of service: Pillar 1 - Everyone knows 'what good looks like'; Pillar 2: Making it easier; Pillar 3 : Working together.	5	5	25	Sep-20			
			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	Steering group established to report progress of the 9 workstreams into Improvement Board. Hants CC continue to provide support to implement the 3 pillars as a partner in practice.
			3. Reduced confidence by residents in the Councils ability to run children's services.																			
			4. Legal implications through non-compliance or negligence.																			

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Report to Performance and Finance Scrutiny Committee

10 September 2020

Capital Programme Performance Monitor Report – End of June (Quarter 1) 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 June 2020.

Focus for scrutiny

The Committee is asked to review the content of the attached 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 1 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 June 2020. It shows that of the 68 projects in delivery 35 are reported as being on track (green), 14 are reporting an issue that can be managed by the project manager/project delivery team (amber) and 19 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 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.

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Appendices

Annex Capital Programme 2020/21 – 2024/25 Quarter 1 2020 Performance Report

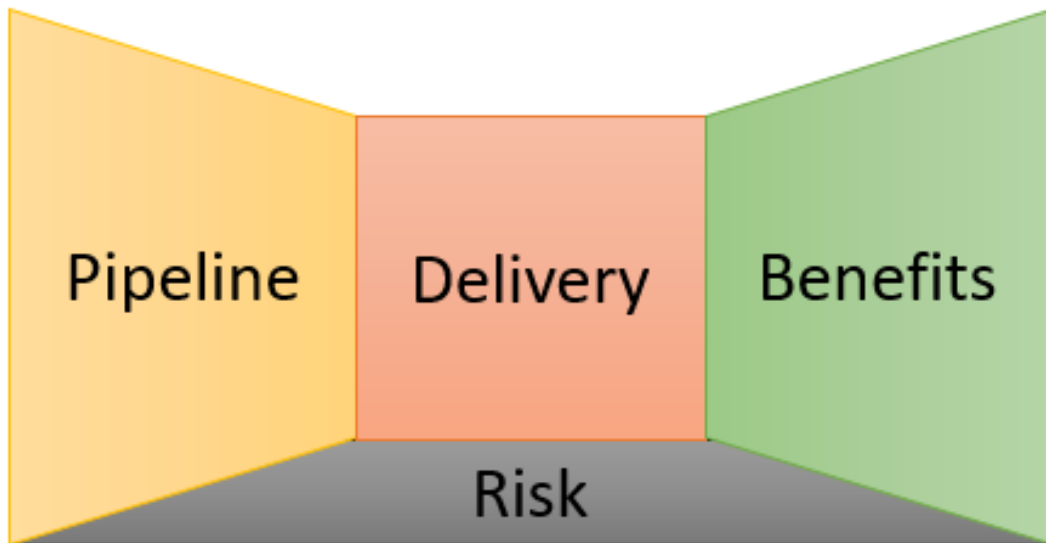
Appendix A Quarter 1 2020/21 Performance by Portfolio Report

Background papers

None

Capital Programme 2020/21 – 2024/25

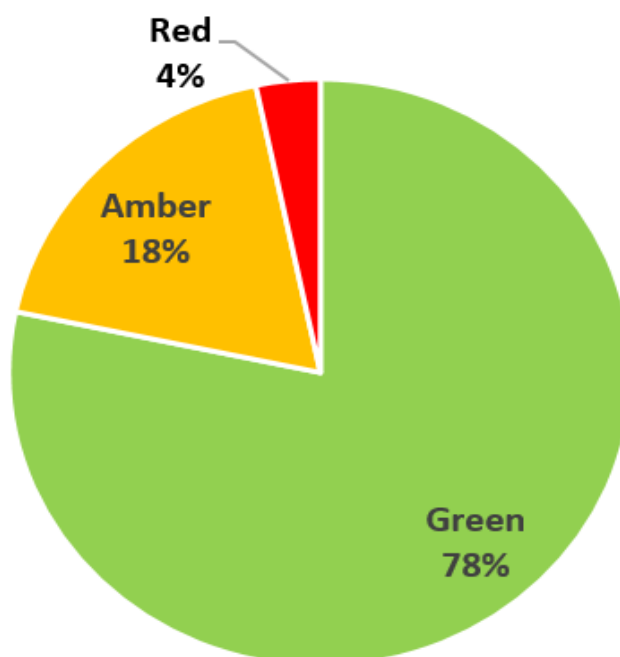
Quarter 1 2020 Performance Report



1. Pipeline

- 1.1 Projects that remain in a development stage are considered to be in the pipeline of the five-year capital programme. A standard approach towards developing demand from service asset strategies into deliverable projects includes two key gateway stages:
- Viability – where desktop studies identify the art of the possible, in order to scope an early long-list of options,
 - Feasibility – where a shortlist of options is selected for further study.
- 1.2 Following these stages, an options appraisal is considered via a business case and process in accordance with approved 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 60 programmes and projects in the Pipeline Stage. At the end of June 2020, 2 projects reported red, indicating that significant issues in project development required consideration of the project's deliverability. 11 projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project's development.

Pipeline by RAG Status – June 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
Hobbs Field	Horsham	Nov 2020	Red TBC	Project to be reconsidered as part of wider Adults Residential Strategy
No. 1 and 3 Boundary Close	Worthing	April 2020	Amber Sept 2020	Additional options added to feasibility stage, expected to report in September
Rural Connectivity Programme	Various	March 2020	Amber TBC	Publication of national guidance leading to rethink of programme to ensure strategic alignment
Chichester Growth Programme – Relocation of Hockey Pitch	Chichester	April 2020	Red TBC	Dependency on school site demolition leading to delay
Bognor Regis Enterprise Centre	Arun	July 2020	Amber Sept 2020	Feasibility options outside of budget, alternative options being considered
Barnham Primary School	Arun	May 2020	Amber Aug 2020	Viability study indicates difficulty with expansion on site, alternative options to meet predicted demand being considered within the locality
SEND Strategy Chichester Schools x2	Chichester	TBC	Amber N/A	Permanent expansion plans on hold pending consideration of further options for provision
		TBC	Amber N/A	
Faygate Leachate Treatment Plant	Horsham	TBC	Amber N/A	Conceptual model to be developed. Options appraisal and decision timetable to be confirmed
Brookhurst Wood – Site HA	Horsham	TBC	Amber TBC	Strategic review of Waste Contract due in Summer 2020, programme to be developed
Baystone Farm Solar and Battery Storage	Horsham	TBC	Amber TBC	Opportunities for hydroelectric technology and benefits sharing with adjacent sites being considered. Risks relating to grid connection points and utilities being managed

Broadbridge Heath	Horsham	July 2020	Amber TBC	Marketing works progressing but delays in site surveys due to Covid-19 site restrictions requiring programme re-profile
South Road, Haywards Heath	Mid Sussex	TBC	Amber TBC	Project dependent on external funding opportunities

2. 2020/21 Delivery

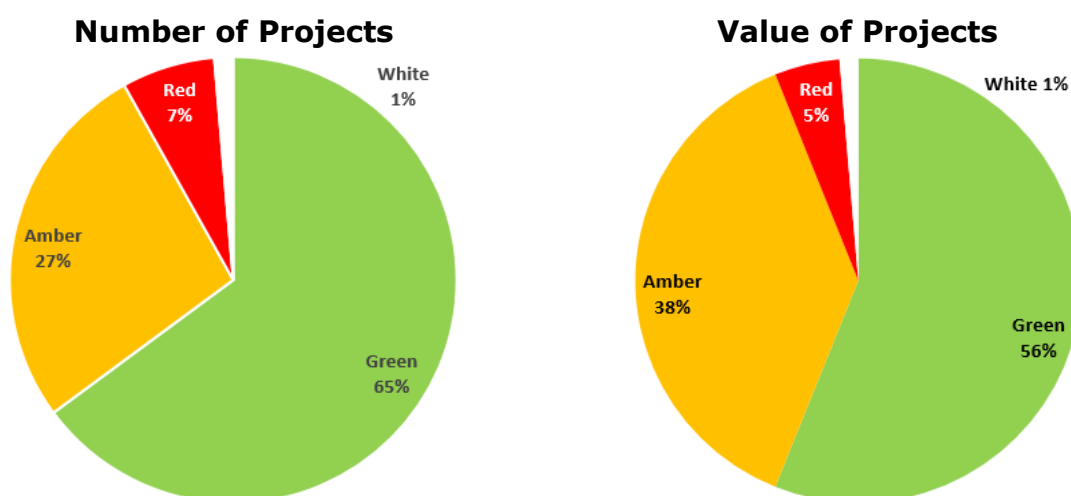
2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer "Hub" and a summary and analysis is presented in this report.

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

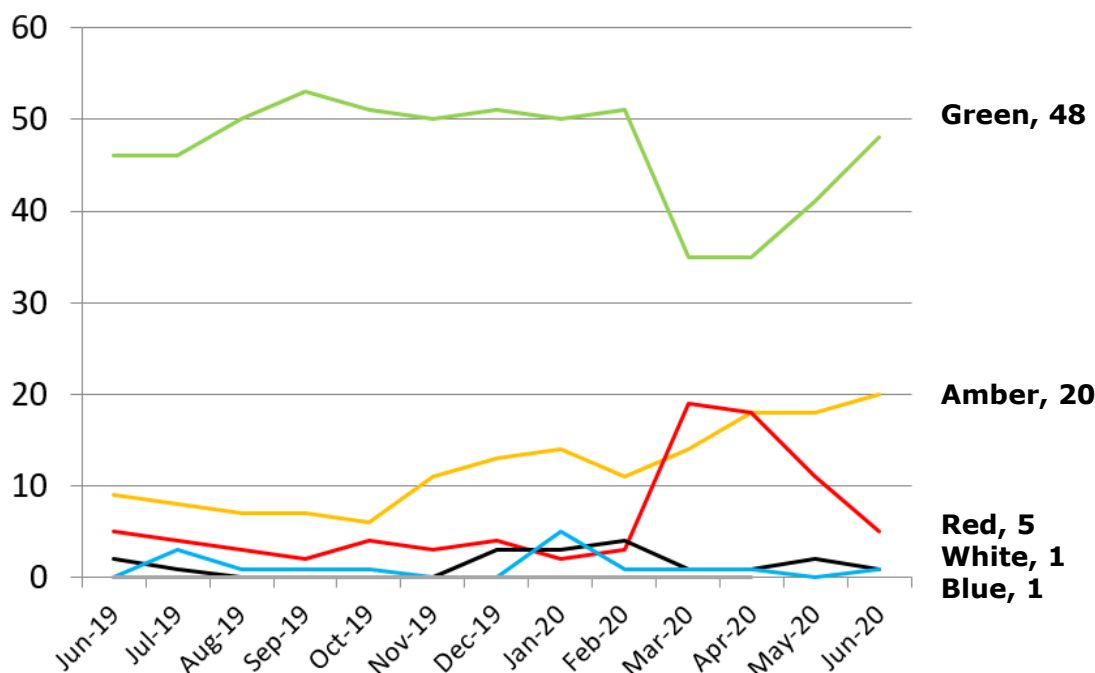
2.3 At the end of June, 48 projects in delivery were rated **GREEN**. 20 were rated at **AMBER**. Five were rated as **RED**. One project did not produce a highlight report and has been reported as **WHITE**.

Projects by RAG status, June 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 June 2020



- 2.5 No highlight report was received for Converged Fibre digital infrastructure project, resulting in the project being rated WHITE. The project is funded from Business Rate Pilot funding and reports separately into the West Sussex Chief Executive's Group.
- 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 June, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 30 June	Reason	Impact	Updated position at 20/08/2020	
				Updated RAG	Latest Update
Demolition of Vacant Buildings – CHSB	Red (4)	Asbestos removals causing delays to the programme, to be reviewed	High (time)	Red	Further delays following ecological survey
Nyewood CofE School	Red (4)	Limited works recommenced following Covid-19 site restrictions. Phase 2 works remain to be reprogrammed	High (time)	Amber	Phase 2 works reprogrammed to complete in November
Parklands	Red (26)	Contractor engaged in identifying and	High (time/	Red	Change request for additional budget

		resolving remaining issues. Works to be arranged subject to Covid-19 site restrictions	cost)		subject to Key Decision. Programme for completion of works in place
West Sussex Gigabit	Red (4)	Due to the Covid-19, the number of sites that can be connected have reduced. Works recommencing during July 2020	High (time)	Green	Works recommenced in July, completion anticipated in September 2020 – expected to be green in August report
Horsham Fire Station	Red (4)	Business case to be reviewed	High (cost)	Green	Business Case under review, proposal to be presented for decision

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

April		
Project	Location	Description
Downslink	Various	Programme of improvements to the Public Rights of Way network
June		
Project	Location	Description
SEND Strategy - Herons Dale	Adur	Development of courtyard area to provide facilities enabling additional five pupils

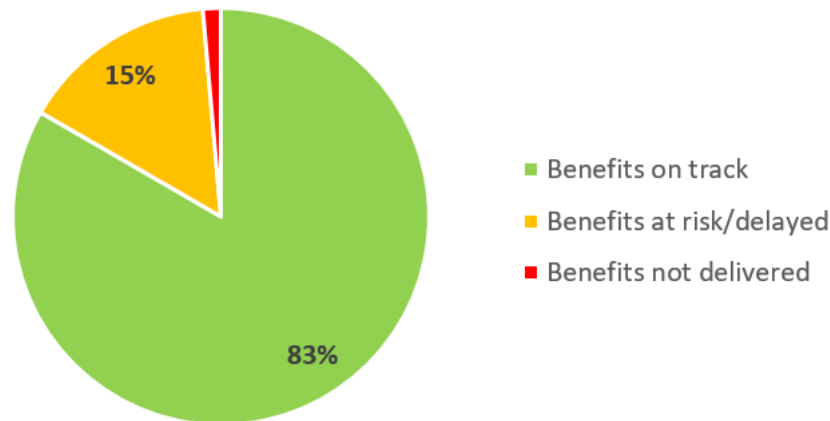
3. 2020/21 Benefits

- 3.1 Benefits are the positive outcomes that a project/programme delivers, which justify the investment and contributes towards one or more organisational objectives.
- 3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond project closure. Project benefits and measures are identified in each project's Full Business Case, along with review dates for monitoring their delivery and the benefit owners. The delivery of benefits is scrutinised by the service-specific officer "Hub" and progress is reported to the Capital and Assets Board.
- 3.3 The Benefits Tracker is currently monitoring 72 benefits to be delivered between now and March 2045.
- 3.4 A RAG rating is provided for each of the benefits:
- **BLUE** – benefits have been delivered

- **GREEN** – benefits remain on track to be delivered
- **AMBER** – benefits will still be delivered but may be delayed, reduced or there may be unexpected disbenefits
- **RED** – benefits have not been delivered as anticipated
- **GREY** – benefits have been withdrawn from the tracker

3.5 Of the benefits remaining in the tracker at the end of June, 60 were reported to be on track for planned delivery, 11 were reported as delayed or “at risk”, 1 is reported as unmet.

Benefits by RAG status - June 2020



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

Project	Location	Status	Issue	Benefit Outcome Status
A285 Road Safety	Chichester	AMBER AT RISK	Change in reporting methodology by Sussex Police likely to influence performance against target	AMBER
Bognor Regis Digital Hub	Arun	AMBER DELAYED	Employment space benefit delayed following Covid-19 site restrictions	GREEN
		AMBER DELAYED	Ultrafast digital capacity benefit delayed following Covid-19 site restrictions	GREEN
Children Looked After Accommodation	Chichester	AMBER AT RISK	Specification of project unable to deliver stated level of service leading to reduced projected benefit.	AMBER
East Preston Junior School	Arun	AMBER UNDER REVIEW	Uptake of new places, pupil admissions data showing current PAN 85%, against target of 95% with full realisation planned for September 2022	GREEN
Electric Vehicle Chargers	Various	RED NOT ACHIEVED	Cost of electric vehicles exceeds that of petrol fleet vehicles	RED
Felpham College	Arun	AMBER DELAYED	Delivery of new places delayed	GREEN

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

3.7 A summary of the benefits delivered 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

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 One 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 June 2020 there were 19 red highlight reports, 14 amber and 35 green. The performance of projects by individual Cabinet Member portfolio is set out below.

2. Adults and Health

2.1 Five projects submitted highlight reports at the end of June. Three 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 can be dealt with by the project manager or project delivery team.

Scheme	RAG at 30 June	Reason	RAG at 26/08/20	Updated Position
In-House Day Services – Part B Design	AMBER	Delay due to Covid 19 site restrictions. Decision to proceed with 2nd stage tender published end of June	GREEN	Works restarted following delay due to Covid-19
NHS Capital Grants – BC	AMBER	On-going dialogue regarding settlement for outstanding grant payment on No.2 Boundary Close	AMBER	

3. Children and Young People

3.1 Three projects submitted highlight reports at the end of June. All three schemes in delivery were rated at amber, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team.

Scheme	RAG at 30 June	Reason	RAG at 26/08/20	Updated Position
Children’s In-House Care – Cissbury Lodge	AMBER	Delay due to Covid 19 site restrictions. Works out to tender, with positive response.	GREEN	Works going ahead, programme on track. August reporting expected to be green
Children’s In-House Care – Seaside Design	AMBER	Delay due to Covid 19 site restrictions. Works out to tender, with positive response.	GREEN	Works going ahead, programme on track. August reporting expected to be green
Children’s In-House Care – May House Design	AMBER	Delay due to Covid 19 site restrictions. Works out to tender, with positive response.	GREEN	Works going ahead, programme on track. August reporting expected to be green

4. Economy and Corporate Resources

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

Scheme	RAG at 30 June	Reason	RAG at 26/08/20	Updated Position
Demolition of vacant buildings – Chichester High School Building (CHSB)	RED	Asbestos removals causing delay to programme, to be reviewed.	RED	Further delays following ecological survey
Worthing Public Realm Design Stage	AMBER	Decision to appoint contractor for delivery of Portland Road taken in June.	WHITE	Works handed over in July, highlight report expected in August
West Sussex Gigabit	RED	Work re-commencing in July with forecast end-date for connections unchanged	GREEN	Works recommenced in July, completion anticipated September. August report expected to be rated green

5. Education and Skills

- 5.1 18 projects submitted highlight reports at the end of June. Eight of the schemes in delivery were rated green, indicating that the project is reporting to plan. Seven were rated at amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. Two were rated as red, indicating that there are significant issues with the projects, requiring corrective action.

Scheme	RAG at 30 June	Reason	RAG at 26/08/20	Updated Position
Bourne Community School	AMBER	Sectional completion achieved but some items remain outstanding and subject to re-plan.	AMBER	
Crawley Down	AMBER	Project complete - finishing items and post-completion works programmed for August	AMBER	
Felpham Community College	AMBER	Blocks handed over for restricted use but alterations to stairwells and carpark remain requirements within existing budget	AMBER	
Manor Green SEND Provision	AMBER	Project progressing but remains behind schedule and likely to require temporary classrooms (already in place) for start of term	AMBER	
Nyewood CoE School	RED	Limited works recommenced following Covid-19 site restrictions. Phase 2 works remain to be reprogrammed	AMBER	Phase 2 works reprogrammed to complete in November
Parklands Primary	RED	Project complete but persistent significant defects remain. Additional budget requested to cover required works with recovery of costs to be sought from contractor	RED	Change request for additional budget subject to Key Decision. Programme for completion of works in place
Safeguarding programme	AMBER	Timetable revised. Completion of works TBC	AMBER	Estimates reviewed following consultation on works with schools – school contributions to be added by change request
Southwater Infants and Junior	AMBER	Delay due to Covid-19 site restrictions - three temporary modular classrooms to be provided at the Infant School.	GREEN	Works started on site.
Woodlands Mead College Design Stage	AMBER	Stage 1 sign-off delayed	AMBER	

6. Environment

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

Scheme	RAG at 30 June	Reason	RAG at 26/08/20	Updated Position
Halewick Lane 2 nd Life Battery Storage	AMBER	Delays anticipated in planning conditions being discharged by National Parks and potential additional costs as a result of delay	AMBER	Asbestos found, impact being assessed

7. Finance

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

Scheme	RAG at 30 June	Reason	RAG at 26/08/20	Updated Position
Carbon Reduction	AMBER	Commissioning of Parkside CHP failed due to faulty part	GREEN	Formal handover of Combined Heat and Power system planned in August

8. Fire and Rescue and Communities

- 8.1 Five projects submitted highlight reports at the end of June. Two 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.

Scheme	RAG at 30 June	Reason	RAG at 26/08/20	Updated Position
Library Self-Service Terminals	AMBER	Delay due to Covid-19 site restrictions. Estimated completion during 20/21. Some additional budget items to be confirmed	AMBER	
Horsham Fire Station	RED	Business case to be reviewed	GREEN	Business Case review, proposal to be presented for decision
Worthing Community Hub	AMBER	Construction stage progressing on target for December 2020 completion.	AMBER	

9. Highways and Infrastructure

- 9.1 22 projects submitted highlight reports at the end of June. 19 of the projects in delivery were rated green, indicating that the projects are reporting to plan. Three were rated as amber, indicating that there is an issue having an effect on the projects but that it can be dealt with by the project manager or project delivery team.

Scheme	RAG at 30 June	Reason	RAG at 26/08/20	Updated Position
A2300 Corridor Improvement – Design Stage	AMBER	Covid-19 site restrictions expected to impact on time and cost	AMBER	
LED Streetlight Conversion	AMBER	Unavailability of equipment leading to delay in delivery, installation and benefits to be reprofiled at Stage 2 contract in October 2020	AMBER	

West of Horsham	AMBER	Proposed programme costs exceed current budget. Proposals to draw down additional S106 to fund prioritised programme subject to Key Decision.	GREEN	Key Decision approved
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Performance and Finance Scrutiny Committee

10 September 2020

West Sussex: Reset and Reboot

Report by Director of Law and Assurance

Summary

County Council in July received a report (Appendix A) from the Leader setting out a framework for the Reset and Reboot of the West Sussex Plan. It will develop into a new set of plans and outcomes for the year 2021/22. Work with Members will follow in the Autumn using initial outline plans each service will develop. A further iteration of the plan is due to be brought to Council for review in December.

The outline for the reset is based on work with Members, learning from Covid-19 and the main service improvement work underway – showing that the aims of the previous plan have been overtaken by events. The outline of reboot covers how these revised outcomes will be achieved and what changes may be required to how business is delivered and how the Council is organised and governed.

The Chief Executive will provide the committee with a verbal update on the activity and its planning, including member involvement as there has been no substantive change to the report presented to Council in July. The Chief Executive will also explain the part played by the workforce strategy in the plan.

Focus for scrutiny

The committee is asked to review the outline or framework for developing the West Sussex plan for the year ahead attached as Appendix A. The suggested areas for scrutiny include:

- How the plan will be further developed – is this concrete and realistic,
- The underlying values and principles - are they clear and appropriate,
- The changes to service focus and priorities which will drive the plan and how national policies will affect it – are these factors thorough and understood,
- How Members, including scrutiny committees, will be involved in influencing the plan and in preparing for further work on how to monitor and influence outcomes and how they are best achieved.

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

1. Background and context

Agenda Item 7

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

Tony Kershaw

Director of Law and Assurance

Contact Officer

Susanne Sanger, Senior Advisor (Democratic Services), 0330 22 22550

Appendices

Annex West Sussex Reset and Reboot – July County Council report
Appendix 1 Local evidence base overview
Appendix 2 Policy context
Appendix 3 Overview of 2019/20 performance
Appendix 4 Financial Outlook

Background Papers

None

West Sussex: Reset and Reboot

Summary

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

Overview

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

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

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

The Reset Plan

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

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

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

The Financial Outlook

(a) Revenue

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

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

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

(b) Capital Programme

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

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

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

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

County Council Priority Outcomes

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

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

Climate change is an over-arching theme.

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

Lobbying and Communications

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

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

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

- Nearly **50%** of respondents said their mental health was impacted

- The biggest impact has been on lifestyle (**65%**) and the high interest shown with regards to future content was 'leisure and recreation' (**37%**) indicates that residents want help with ideas to restart their lifestyle
- **47%** feel more connected to their community, but they want to know more about what's on offer
- **60%** were satisfied with the County Council's overall response; **65%** felt that they were being kept informed
- Over a third (**35%**) had started using local shops
- The survey highlighted residents were keen to hear about how to access health services and stay healthy. Partnership working needed with NHS to reassure residents around accessing health services as lockdown eases
- **39%** exercised more – again something to encourage going forward, due to the health benefits
- Gardening kept the most residents busy and nearly **30%** are interested in the environment

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

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

Reboot

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

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

1. Create stable, visible collective leadership
2. Clarify and simplify our decision making, with greater transparency, empowerment and accountability
3. Develop a compelling vision with clear priorities. Reboot corporate planning and performance management to deliver these priorities

4. Become an outward looking, collaborative and engaging organisation
5. Invest in our people to improve how we manage services and staff and to create the capability we need.

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

Governance improvements secured

39 In December 2019 the meeting of the County Council approved a number of significant changes to corporate governance, largely aimed at improving the County Council's democratic systems to achieve greater transparency, clarity of role and focus on purpose. Those changes included:

- Monthly public Cabinet meetings
- Collective decisions by Cabinet on all major policy areas
- A reset of the County Council's approach to its role as Fire & Rescue authority including a dedicated scrutiny committee
- A revised set of governance arrangements for the scrutiny function

40 We have also ensured that the structure of our services are compliant with statutory requirements, with the Executive Director Children, Young People and Learning reporting directly to the Chief Executive. Securing and retaining high quality, consistent leadership will be a key success factor.

People strategy

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

Leadership

42 This work will build on progress already made, to support strong, collective leadership of the County Council.

43 It will have three strands: Member leadership & engagement; effective Member/officer working and collective officer leadership.

Member leadership & engagement

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

Effective Member/officer working

45 This is about improving how Cabinet and the Executive Leadership Team work together to identify and deliver the County Council's priorities; about improving

our scrutiny, learning from the West Sussex Fire & Rescue Service scrutiny work and drawing together a Code of Governance so there is shared understanding of roles and responsibilities. We'll do this and learn as we go (for example on the work on this plan) – bringing in support as we need it and reviewing at appropriate points to make sure the work has been effective.

Collective officer leadership

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

Partnerships

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

Demonstrating change

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

Assurance

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

Capacity

- 52** In order to deliver our ambitions, we need adequate leadership and corporate capacity. It is widely acknowledged that the County Council has relied for too long on consultants and interims. Significant progress has been made with permanent appointments, especially in Children's Services. There is a need to agree senior corporate posts and structures, and seek to recruit permanently to key positions, including the Executive Director Adults and Health and Director for

Human Resources and Organisational Change. In order to do this in a joined-up way, the Chief Executive will lead a focused review of the senior corporate centre structure and COVID-19 related capacity.

- 53** We have reviewed the joint working relationship with East Sussex County Council, as our Corporate Improvement Partner and will review again in July 2021.

Communications and engagement

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

Conclusion

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

Paul Marshall

Leader

Contact Officer: Becky Shaw, 033 022 22620

Appendices

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

Background papers

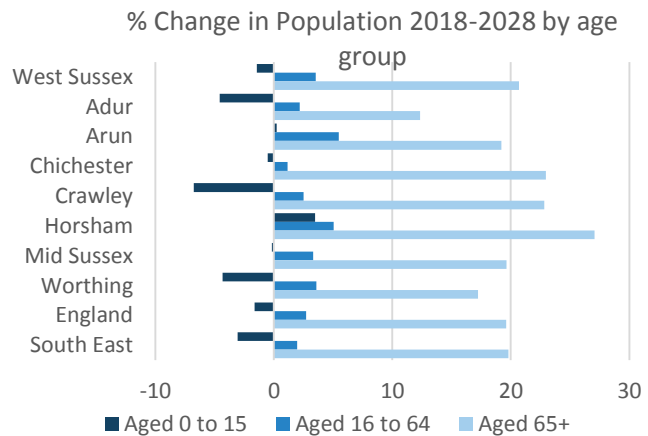
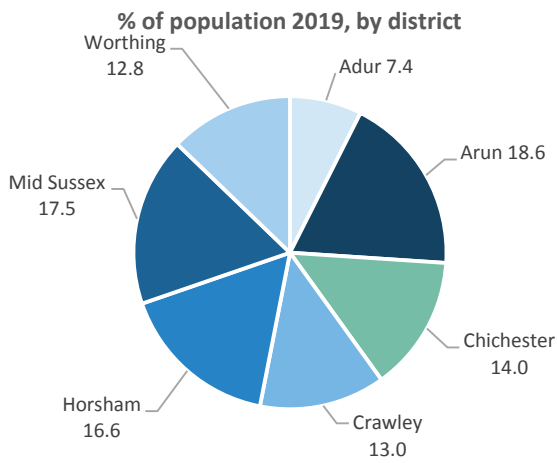
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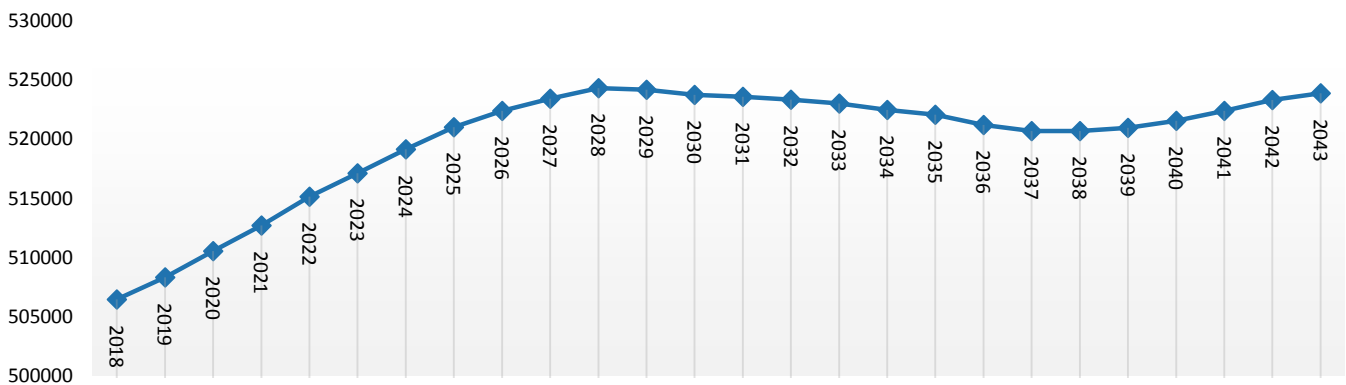
Local evidence base overview

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

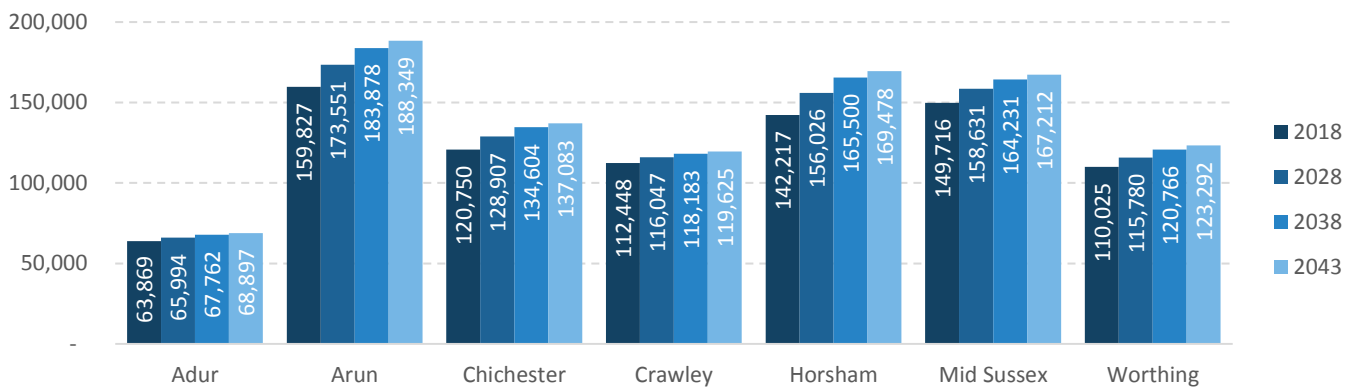
Population Trends

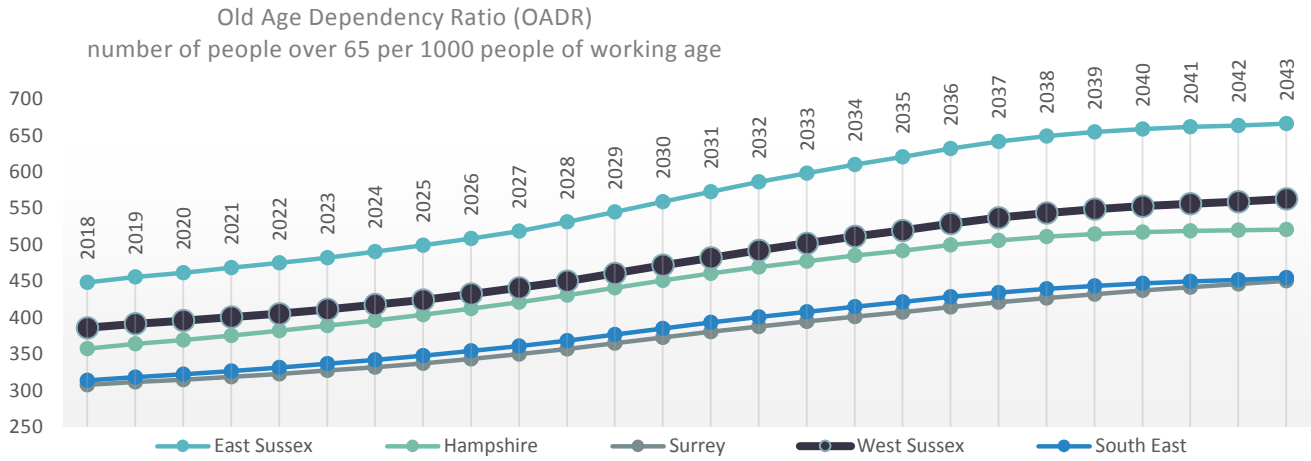


Projected 16-64 Population of West Sussex, 2018-2043

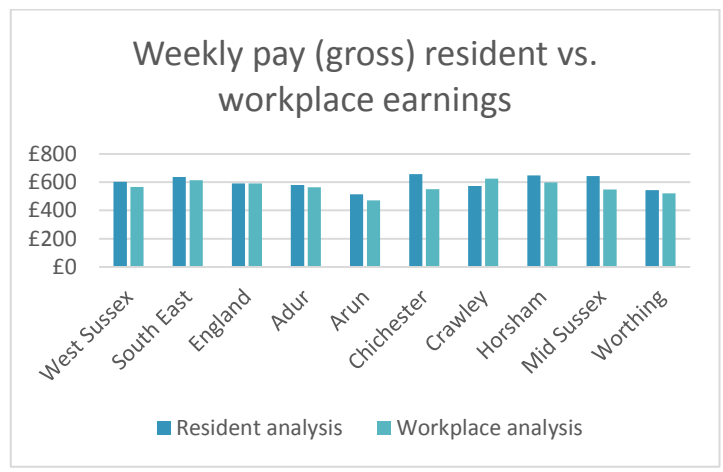


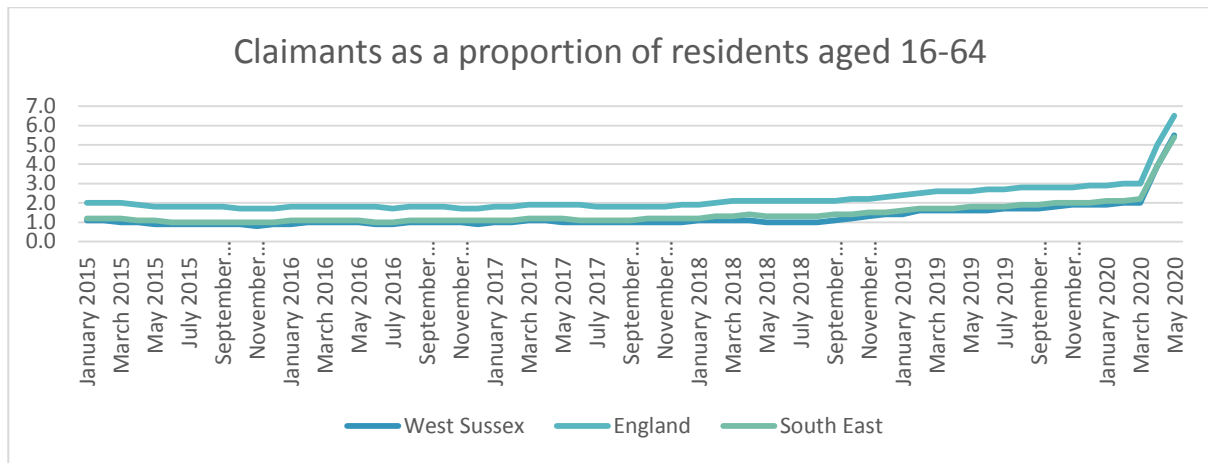
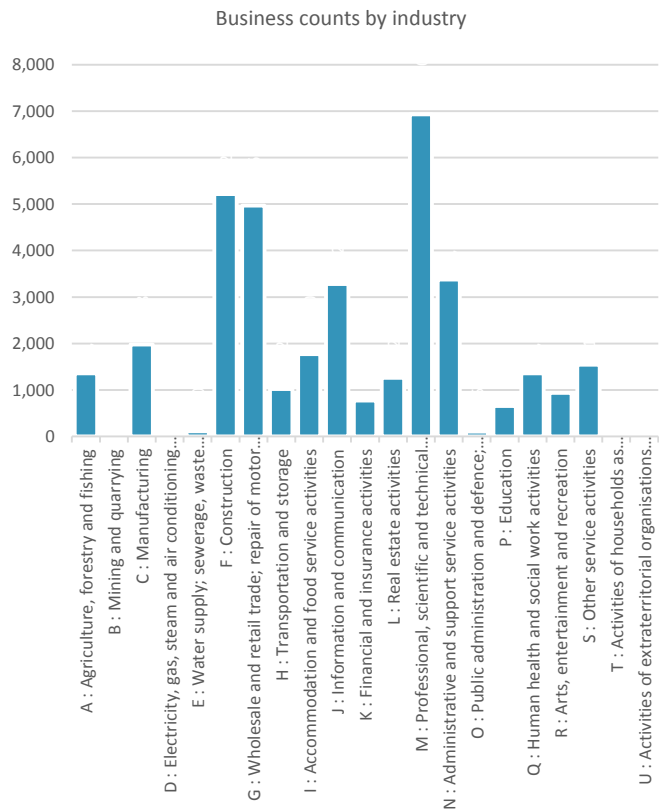
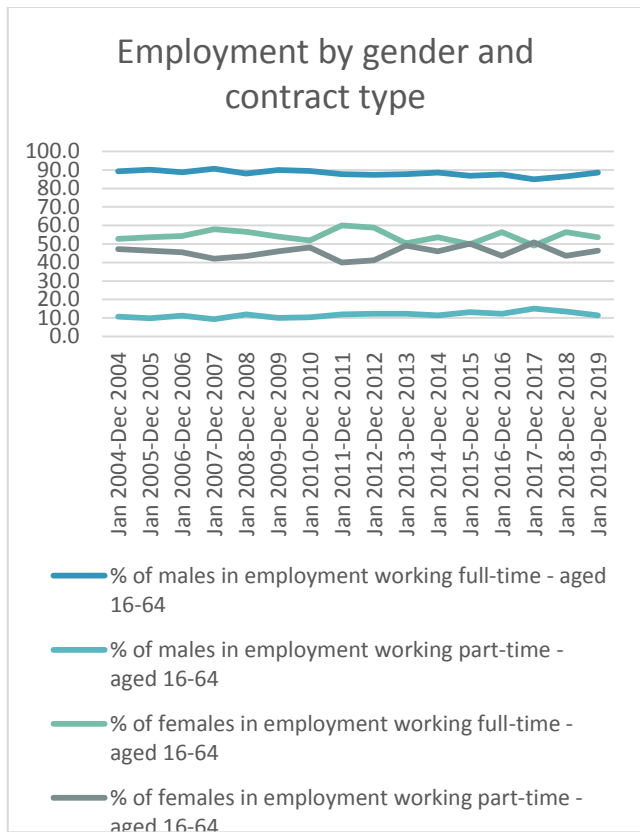
Population Growth by District, All Ages, 2018-2043





Economic Activity in West Sussex





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

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

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

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

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Policy context (local and national)

Introduction

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

Overall Context

National COVID-19 Strategy

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

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

Brexit

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

Devolution

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

National Economic Outlook & Local Government Finance

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

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

*Often referred to as the deficit

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

Local Economic Outlook

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

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

- Considering those sectors that are more likely to furlough or lay off workers Centre for Cities identified hospitality, aviation and leisure as the most vulnerable and seeing an immediate negative effect. All these sectors are key to the West Sussex economy;
- Indications are that Crawley is the most impacted area in West Sussex in terms of jobs affected, and indeed comes out as one of the most affected in the country;
- There is also some evidence that coastal towns are likely to be more at risk, as they are often already areas that have higher levels of deprivation as well as high proportions of those sectors that are currently shut down including pubs, restaurants and tourist accommodation;
- The care sector is fragile and under considerable pressure, including through workforce challenges;
- The employment and skills landscape are being severely impacted, including opportunities for school leavers; funded pre-employment support and provision, particularly for the vulnerable; apprenticeship provision; the impact on further and higher education settings; graduate employment; and considerable increases in unemployment.

15. The immediate recession and potential longer-term economic downturn resulting from the pandemic will have a huge impact on the prosperity and wellbeing of our residents and also on West Sussex County Council's financial resilience. It is likely to drive increased demand for services, at a time when the County Council's resources are significantly stretched. This context will require some very difficult decisions about priorities for delivery and service provision.

Adults and Health

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

Care Home Resilience Plan

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

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

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

National reform

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

Our Ambition

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

26. It will include, operationally:

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

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

Public Health

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

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

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

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

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

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

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

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

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

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

Local Outbreak Control Plans

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

Children and Young People

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

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

Education

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

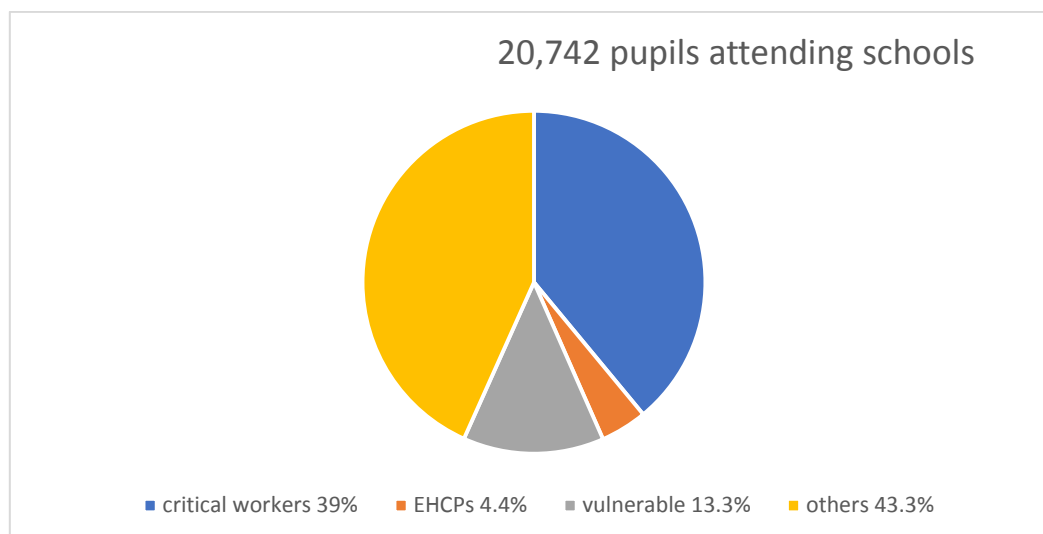
personal advisor by text, WhatsApp, or video calls. We have noticed that many young people are much more responsive to this approach, so that visits are more productive and are able to be held more frequently, with many of our staff able to keep in touch between formal visits. Equally, we have been able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

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

Education and Skills

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

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



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

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

Fire and Rescue and Communities

Fire and Rescue Service

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

Our ambition

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

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

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

58. We will measure our success through the following:

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

59. Investment into the service through our improvement activity has improved our overall resilience, enabling us to play a crucial role in the response to COVID-19 both locally and regionally through the Sussex Resilience Forum (SRF). We have been coordinating and delivering emergency food and PPE supplies across Sussex. Fire crews have been supporting the most vulnerable in our communities by delivering medication and urgent food parcels and have been carrying out welfare checks, making onward referrals when necessary. We have also supported South East Coast Ambulance with logistical support, mechanical support and trained firefighters to crew ambulances with paramedics where required.

60. The service implemented strict infection control measures at the start of the COVID-19 crisis, and staff levels have not been detrimentally affected throughout. We saw an increase in the number of Retained Duty System firefighters being available, and as such, have had more fire engines available and ready to respond when needed than pre-crisis.

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

62. Fire safety activity was prioritised throughout and statutory activities such as building regulations consultations have continued unaffected. We have also maintained the ability to respond to fire safety concerns in businesses throughout which may require enforcement action to be undertaken because the risk from fire is too great, with officers receiving additional PPE and training. However, our standard risk-based inspection programme of fire safety audits required reprofiling as many of the premises due to be audited were closed during lockdown, and restrictions meant it was unfeasible to visit in person. Wherever possible, telephone audits were carried out, and as restrictions eased, we are working through the pent-up demand. The additional capacity created through the recent investment under the improvement plan have made this possible.

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

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

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

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

Communities

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

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

Highways and Infrastructure

Our ambition

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

Transport for the South East

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

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

Environment

Our ambition

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

Economy

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

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

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

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

- Theme 5: Enabling an employment and skills reset
 - Theme 6: Protecting and reviving tourism and the visitor economy
 - Theme 7: Enabling a health and social care market for the future
 - Theme 8: Enabling a digital technology focussed reset
 - Theme 9: Embedding climate change and the environment into the reset
86. We will work with partners, including districts and boroughs and the Local Enterprise Partnership to develop and agree our economic reset proposals further over the summer.

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Overview of 2019/20 performance

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

Measures for success		Report Cycle	Target	2019/20 Milestone	Year-end results
15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64.7%) by 2022	64.6%	62.7%
16	Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Jun)	Top quartile of statistical neighbours by 2022 - 98.75%	97.0%	94% (2018-19)
17	Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 ->0.09	0.11	0.05
Outcome - Children and young people are able to thrive					
18	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS4	Annually (Apr)	In line with national average of peers KS4 -1.23	-1.2	-1.21
19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 35%	33.0%	47.9%
20	Attainment of disadvantaged pupils is in line with their peers KS4	Annually	In line with national average of peers by 2022 KS4 0.58	0.57	0.76
A Prosperous place					
Outcome - A place where businesses thrive					
21	Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 11.33%	10.9%	10.46% (2018-19)
22	Business survival and retention (5 year survival rate)	Annually (Dec)	Top quartile of statistical neighbours by 2022 - >47.24%	47%	46.08% (2013-18)
Outcome - Infrastructure that supports a successful economy					
23	Access to superfast fibre broadband	Quarterly	Additional 8,000 premises have access to superfast fibre by 2022	8,000	8,199
24	Additional school places delivered	Annually (Mar)	Total school places 127,256 by 2022	131,498	128,422
25	Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	17.93km	28.65km
26	Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Sep)	5% or less by 2022	5%	4% (2017-19)

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

Measures for success		Report Cycle	Target	2019/20 Milestone	Year-end results
Outcome - Strong communities					
38	Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.56	1.3	1.93 (Sept 19)
39	Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	420	488.47
40	Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	11,800	13,833
41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 - 81.8	80.5	71.7
42	Total number of reports received by the Hate Incident Support Services (HISS)	Quarterly	800 reports per annum totalling 4,000 by 2022	800	855
Outcome - Sustainable environment					
43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	16,236 MWh
44	Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	≤16,011	15,083
Outcome - Sustainable environment					
45	Ultra-low emission vehicles registered for the first time	Annual	Top quartile of statistical neighbours by 2022 - > 1083 registered vehicles	514	496 (2018)
46	Household waste sent to landfill	Annual	9% by 2022	19%	21.75% (Q3)
Outcome - A place of culture, heritage and beauty					
47	Museums and theatres in West Sussex - visitors at attractions	Annually (Jul)	20% increase by 2022	2,035,219	3.7m (2018)
48	Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	Annually (Apr)	100% of plans reviewed every 5 years	100%	100%
Independence for later life					
Outcome - A good place to grow old					
49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 85.3%	80%	81%

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

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

Financial Outlook

Overview – National Economic Picture

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

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

Overview – Local Authority Funding

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

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

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

Impact on the 2020/21 outturn position

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

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

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

Impact Arising from the Covid-19 Pandemic

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

Table 1: Estimated costs

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

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

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

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

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

The Medium-Term Financial Strategy

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

Budget Gap 2020/21 to 2023/24

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

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

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

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

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

This will potentially change depending upon a variety of factors;

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

Further Development of the Approach

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

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

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

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

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Report to Performance and Finance Scrutiny Committee

10 September 2020

Economic Recovery Plan

Report by Director of Law and Assurance

Summary

COVID-19 is having a significant impact on the county's economy and the pre COVID-19 economic landscape is changing rapidly. The impact on the economy also has severe social consequences. The economic plan therefore needs to be reviewed and up-dated to reflect the changing landscape and priorities.

The attached reset plan from the Executive Director of Place Services reflects what we know so far from evidence and intelligence on the impact of COVID-19 but it should be recognised that the situation is fluid as further information and implications become known. The Plan is therefore a 'live' document that will be regularly up-dated to reflect changing circumstances. The draft reset plan included as Appendix A therefore sets out the overall priorities and longer-term plan for the economy of West Sussex. The Partnership Engagement document attached as Appendix B focusses on the priorities identified for the next 12 months.

The County Council is developing its overall reset plan which is informed by wider business and partner engagement. However, given the economic impact, working on resetting the economy is a priority which means an approach needs to be mapped to develop wider engagement and strategic alignment across the county and with the LEP.

The resourcing requirements of the economy reset plan need to be understood to ensure the Council's ambition and approach are realistic. The plan will support the case for additional resources should they become available from Government.

Focus for scrutiny

The Committee is asked to review the Economic Recovery Plan post COVID-19 in relation to the Council's reset of plans and priorities. The focus should include:

- the impact of COVID-19 on the economy of West Sussex;
- a review of the broad framework included within the draft economy reset plan and the priorities identified for the year ahead in the Partnership Engagement document;
- how the Council is working with partners including District and Borough councils;
- whether the Council has the necessary resources to achieve the priorities included within the Plan or whether specialist services/expertise are required; and

- how the Plan will be monitored and measured to indicate whether the outcomes have been achieved.

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

Proposal

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 this is an internal overview report for the scrutiny committee the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments will be addressed as part of the Economy Reset Plan as a whole and as part of individual projects/work streams.

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Appendices

Appendix A West Sussex Economy Reset Plan – July 2020 (Draft)

Appendix B Partner Briefing and Engagement August 2020

Background papers

None

West Sussex Economy Reset Plan - July 2020 (Draft)

1. Introduction

The West Sussex economy pre COVID-19 was generally a diverse economy, worth around £22.8bn and performing strongly against the national average performance although with significant variation across the county. West Sussex is home to around 859,000 people, with a higher proportion of over 65-year olds than the national and regional average along with a lower proportion of people of working age.

In 2018 there were 387,000 employee jobs. Employee job growth between 2015-2018 was stronger in West Sussex (5.6%) than the national (3.7%) and regional average (1.9%). Crawley saw a 10% increase in employee jobs during this time and Arun and Worthing also saw stronger growth than the national average. Within West Sussex, Crawley, at 94,000, makes up around a quarter of all employee jobs, with Adur having the lowest proportion at 21,000 (5%).

In 2019 there were over 42,000 businesses, though growth over the last five years in the number of businesses has been lower in the county than in the South East region. West Sussex is very much a small firm economy with over 70% of businesses employing less than five people, the exception to this is found in Crawley which has one of the highest percentages of larger businesses (i.e. employing over 100) in the country.

Generally, at county level, there were higher than national and regional levels of economic activity, employment and self-employment rates, and lower levels of unemployment. However, West Sussex's economy underperforms against the strongest economies in the South East with earnings of West Sussex residents lower than the regional average. Earnings levels of those working in West Sussex are lower than the regional and national average except for Crawley where earnings of those working in Crawley are higher. In addition, GVA per head lags some areas in the South East. The North East (Crawley, Horsham and Mid Sussex) of the county has higher levels of GVA than the coastal districts with Gatwick Airport seen as a nationally significant economic asset and a strong driver of the West Sussex economy as well as the wider regional economy, and a significant employer itself. Key strengths in West Sussex were around a diverse range of sectors including health and life sciences, financial and business services, transport, distribution and wholesale further highlighting the importance of Gatwick, and the high-quality natural environment supporting a strong leisure and tourism offer.

There is no doubt that COVID-19 is having a significant impact on the county's economy and the pre COVID-19 economic landscape is changing rapidly. Businesses are being hit hard, there are significant levels of business failure, residents are losing their jobs and livelihoods, and the implications of the aviation industry crisis on Gatwick airport are far-reaching and impact the local, regional and national economy. The impact on the economy has severe social consequences too.

The reset plan reflects what we know so far from evidence and intelligence on the impact of COVID-19; what we have learnt through the response to the COVID-19 crisis; the opportunities we are keen to embrace; and what we have been doing and propose to do in the coming weeks and months. We must also acknowledge it provides a `snapshot in time` as the situation is fluid, and much of the impact of COVID-19 on the economy is unknown and unfolding. This needs to be a `live` document that is regularly updated.

The County Council is developing its overall reset plan which is informed by wider business and partner engagement. However, given the impact, working on resetting the economy is a priority and we need to map an approach to wider engagement and strategic alignment across the county and with the LEP.

We need to be mindful of resourcing the economy reset plan, and ensure our ambition and approach are realistic. The plan will support the case for additional resources should they become available from Government. A corporate approach across the Council is needed so Cabinet ownership and leadership are key.

2. Principles to inform approach to the economy reset

The economy, business and skills `reset journey` will be complex, multi-faceted and phased over months and most likely years. Government strategy leads the way, and the County Council will adopt principles to underpin the approach. These include:

- a. led by **Cabinet** with appropriate engagement and governance, and forming part of a single integrated corporate plan
- b. guided by **Government strategy** and continuing to influence its development
- c. focussed on the future for West Sussex and the **WSSC priority outcomes**, recognising the economy will not be the same as it was before
- d. built on our assets and guided by **evidence and intelligence** on the impact of Covid-19 on the West Sussex economy, its businesses and workforce
- e. based on creating and nurturing **stronger partnerships** locally and regionally whilst recognising each organisation will be responsible for its own approach
- f. ensuring the **County Council plays a leading role** in recovery where appropriate, including through its own activities
- g. ensuring we are making the **best use of resources**, securing value for money in any County Council interventions.

3. Government Strategy and partner roles

The LGA and WSSC are seeking to influence the development of the Government's policy. We will want to consider mechanisms for boosting economic recovery; opportunities around Government programmes and funding streams; recognise national calls for a `greener, fairer and more resilient` recovery; and how the economic position facing the country will relate to

devolution, 'levelling-up', Local Industrial Strategies and the state of public sector finances.

We are seeking from Government a strong recovery framework that recognises the interdependencies such as the re-opening of schools, and the movement of people. Many partners will be involved, including local authorities, the Local Enterprise Partnerships, business and trade representative organisations, trade unions, MPs, business community networks, further and higher education, and the voluntary sector.

4. Vision for reset

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

In addition, there will be new areas of focus, to address where the economy has been particularly adversely affected or where there are opportunities – these include the implications of the aviation crisis on Gatwick airport and the wider area including the large numbers of people who have lost their jobs; the challenges faced by young people transitioning through academic and vocational provision and seeking to enter the labour market; the needs of particular sectors including tourism; opportunities to embed a zero-carbon and 'nature-based' solutions approach within the planning and decision-making for economic recovery; the potential to build on the experience of lockdown to maximise a digital technology led approach; the potential to build more inclusive and sustainable economies; and the need for a renewed focus on the adult social care market.

5. Evidence and intelligence on the impact of COVID-19

The approach to reset should be underpinned by evidence and insight, based on a clear understanding of the immediate and projected medium to long term impact of COVID-19 on the West Sussex economy and workforce. It will be important to have local economic data to inform place-sensitive national policy formulation, and to consider how structural changes in the economy will impact on the county – both the positive innovations that have emerged and the negative ones such as business-types and job roles that will be shown to be reduced or non-viable.

It will also be important to ensure we fully understand and respond to the impacts on residents and workers with protected characteristics, including age (with the potential for young people to be disproportionately affected); sex (for example women are more likely to work in sectors most hit by the pandemic including retail, hospitality and tourism jobs); and race (with data from the UK and overseas showing that the Covid-19 virus has a disproportionately significant impact on black and Asian ethnic minority people, it will be key to understand and respond to ongoing implications for people's lives and work).

To date there has been limited 'official' data from ONS that can indicate the impact of COVID-19 on economic activity in West Sussex, much of the detailed data so far released has been at national level. Two key sources that do provide insight were released on 11th June:

The number of furloughed people by local authority

- around a quarter of West Sussex working residents aged 16+ have been furloughed
- Crawley has the highest number of furloughed at 20,000 representing around 33.7% of working residents in Crawley aged 16+, and the number of furloughed in Arun is also high at 19,000 (27.7%).¹

Take up of the Self-Employment Income Support Scheme

- the take up rate for this in West Sussex (i.e. the numbers of claims made against the total potentially eligible population) is 71% compared with 70% regionally and nationally.
- Adur has the highest take up rate at 74%.

In addition, from research and estimates of impact undertaken by various organisations and from our own collation of intelligence from across the county, we are aware of the potential impact and issues. The key messages emerging:

- The number of job vacancies plummeted - virtually overnight with the biggest hits being in the leisure, recreation, food preparation and hospitality sectors;
- The number of business start-ups in West Sussex in March this year were down by a third compared with March last year; and the number of dissolved companies up by over 40% during the same period, though there were more start-ups than closures;
- Considering those sectors that are more likely to furlough or lay off workers, Centre for Cities identified hospitality, aviation and leisure as the most vulnerable and seeing an immediate negative effect. All these sectors are key to the West Sussex economy;
- Indications are that Crawley is the most impacted area in West Sussex in terms of jobs affected, and indeed comes out as one of the most affected in the country;
- There is also some evidence that coastal towns are likely to be more at risk, as they are often already areas that have higher levels of deprivation as well as high proportions of those sectors that are currently shut down including pubs, restaurants and tourist accommodation;
- The care sector is fragile and under considerable pressure, including through workforce challenges;

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

- The employment and skills landscape are being severely impacted, including opportunities for school leavers; funded pre-employment support and provision, particularly for the vulnerable; apprenticeship provision; the impact on further and higher education settings; graduate employment; and considerable increases in unemployment.

6. The proposed approach and role of the County Council

The approach to the economy reset plan will mirror the corporate approach led by Cabinet and will be integrated into a single corporate programme. This will enable Cabinet to direct relative priorities and ensure best use is made of assets, resources and energy, and that risks are understood.

As the economy reset plan evolves, it will be key to determine and agree the priorities and roles for the County Council. These will vary across the reset plan, at times lobbying, leading, enabling, partnering, supporting, or delivering. The economy reset plan also needs to be cross-cutting, with a range of Cabinet portfolios and corporate functions having a role to play alongside economy, including highways and transport, planning, education and skills, environment and sustainability, digital infrastructure, adults, policy, and intelligence and performance.

7. Priority themes

The proposed priority themes for the economy reset plan reflect:

- what we know so far from evidence and intelligence on the impact of COVID-19
- what we have learnt through the response to the COVID-19 crisis
- the opportunities we are keen to embrace
- an initial review of the Economic Growth Plan 2018-2023 activities

The priority themes provide the framework for where we will:

- focus our own efforts and resources, including on immediate activities to signal confidence
- build or support strategic alliances and partnerships to act, as appropriate
- lobby for attention nationally, regionally and locally

Priority themes

Theme 1: Protecting and reviving Crawley and the Gatwick Diamond economy

Theme 2: Protecting and reviving the coastal towns

Theme 3: Protecting and reviving the rural economy

Theme 4: Enabling business start-ups, business survival and business adaptation

Theme 5: Enabling an employment and skills reset (includes unemployment)

Theme 6: Protecting and reviving tourism and the visitor economy

Theme 7: Enabling a health and social care market for the future

Theme 8: Enabling a digital technology focussed reset

Theme 9: Embedding climate change and the environment into the reset

The following content sets out the current status for each theme, providing a `snapshot in time` as the situation is so fluid and much of the impact of COVID-19 on the economy is unknown and unfolding. Each theme covers:

- current position and key challenges
- immediate response by the County Council working with partners
- next steps to shape the approach for the coming months and beyond (with pre COVID-19 `BAU` Economic Growth Plan activities highlighted as *EGP*, and key challenges and opportunities where initial focus is proposed referenced with `IF`)
- where appropriate, how government could help.

Theme 1: Protecting and reviving Crawley and the Gatwick Diamond economy

Current position and key challenges

- Aviation is undoubtedly one of the sectors that is worst affected by COVID-19 which has significant implications for how quickly Crawley and the wider Gatwick Diamond is likely to `reset`.
- Gatwick airport accounts for an economic footprint of 85,000 jobs and £5.3 billion towards GDP (2016 Oxford Economics).
- The Centre for Cities has published a [report](#) which predicts that Crawley is the most exposed locality to the economic impact of the pandemic with high levels of business failure and unemployment likely.
- Gatwick Airport has warned it expects it to take up to four years for demand for flights to fully recover from the coronavirus pandemic, and major airlines including BA and Virgin have warned they may not resume at Gatwick.
- Gatwick Airport Limited has developed its own `ask of Government` including a sector specific extension to the Coronavirus Job Retention Scheme until April 2021 to protect the workforce; and for an approach to quarantine for inbound travellers based on county-by-country risk (reflected in Government rules being relaxed for arrivals from more than 60 countries and British overseas territories from 10 July)
- The Manor Royal BID's largest employment sector is wholesale and transport (approximately 10,000 jobs) of which 4,400 are in some way connected to aviation (15% of all Manor Royal jobs). Additionally, 1,000 businesses are classified in Accommodation, Food and Recreation. This highlights a degree of exposure that Manor Royal shares with the wider Crawley area.
- The Gatwick Diamond economy is exposed through its reliance on Gatwick and lacks wider resilience when the airport is adversely affected by international events impacting on air travel.

The County Council's immediate response working with partners

- Letter sent to Government to lobby for tailored support for the area, signed by the Gatwick Diamond authorities and Boroughs and the LEP (Crawley have written separately to Government).
- Delivering immediate support for the re-opening of high streets and workplaces, mainly through highways and transport.

Next steps to shape the approach for the coming months and beyond

Action 1	Participate in a strategic partnership for the Gatwick Diamond to support the economy through the crisis to reset, with a focus on the people, businesses and places most impacted, and the potential to reduce the reliance on Gatwick in the longer term. <i>(IF)</i>
Action 2	Engage proactively with Gatwick Airport Ltd, consider the Council's role in supporting the airport's asks of Government, and support GAL to 'look local' wherever possible e.g. to the supply chain as they invest in re-purposing the airport to meet COVID-19 standards; and as they build a place offer as part of the case to attract new airlines. <i>(IF)</i>
Action 3	Support the Crawley Recovery taskforce and Recovery Board led by Crawley Borough Council, which is considering recovery action and utilisation of the Government's Towns fund. This will build on the existing Growth Programme and will seek to undertake interventions to assist the town's recovery. <i>(IF)</i>
Action 4	Participate in the Local Government Association's Strategic Aviation Special Interest Group considering the impact of Covid-19 on places where aviation is a key sector.
Action 5	Use the County Council's levers to support investment and private sector confidence including through commencing the procurement of a development partner for Horsham Enterprise Park. <i>(EGP)</i>
Action 6	Deliver the Growth Deals with the Districts and Boroughs, confirm funding arrangements (such as Local Growth Fund), and reset schemes as needed and to maximise opportunities. Explore opportunities for the One Public Estate programme to benefit economic recovery through use of public assets. <i>(EGP)</i>
Action 7	Seek to ensure that strategies and policies in Local Plans (prepared by the local planning authorities) satisfactorily address the County Council's economic reset priorities arising from COVID-19.
Action 8	Deliver the priorities in the Council's Strategic Transport Investment Programme (STIP), and work with Government and partners to progress strategic transport improvements to support the economy in the north east of the county, including improving capacity of the Brighton Mainline (connecting Gatwick to Brighton, the south of the County and London) and on improving services on the Arun Valley Line, including the construction of a new station between Horsham and Crawley.
Action 9	Seek to secure Department for Transport (DfT) funding from Tranche 2 of the Emergency Active Travel Fund for improvements to enable sustainable travel choices on key commuting routes, in addition to the 3 schemes already awarded DfT funding in the north east of the county to be completed in the summer.

How Government could help

- Recognise the Gatwick Diamond and Crawley as one of the places most affected economically and socially from COVID-19, and work in partnership with us on a plan that reflects the unique challenges faced by

the place, and which aligns Government investment to `reset` the economy of the area.

- Ensure the Government Aviation Task Force recognises the challenges for places with major airports and advocates for bespoke support.
- Ensure committed Local Growth Funding remains allocated to projects important to helping to stimulate economic recovery.

Theme 2: Protecting and reviving the coastal towns

Current position and key challenges

- Nationally, coastal communities are likely to be among the hardest hit areas as a result of the coronavirus pandemic. Several reports have already cited the risk coastal locations face as they tend to have a high proportion of their business base in sectors that cannot or will be slower to trade as lockdown is eased, and due to higher levels of deprivation. At the time of the report Bognor Regis had 60% of jobs in sectors not able to trade.
- A Coastal West Sussex Partnership commissioned report (May 2020) provides an early indication of the challenges for our coastal towns and economy, including from a dependence on hospitality and tourism, the presence of cultural and creative industries (including freelancers who have less access to support), and the relatively high proportion of older people who are at risk of being socially isolated and less economically active. Horticulture (particularly ornamental plants) and advanced manufacturing are also important sectors that are being hit hard.
- Before COVID-19, although the county's coastal areas were home to a diverse range of employment and high-profile employers, overall the employment and productivity gap between the coastal towns and the rest of the county was widening. Longer-term career opportunities were viewed as relatively limited, and this is likely to be exacerbated by the impact of the pandemic.

County Council's immediate response with partners

- Letter sent to Government to lobby on behalf of the horticulture sector (ornamental).
- Deliver immediate support the County Council can provide for the re-opening of high streets and workplaces, mainly through highways and transport.

Next steps to shape the approach for the coming months and beyond

Action 1	Work with the Coastal West Sussex Partnership (local authorities, business, higher education) and Districts and Boroughs to understand the insight from the commissioned report on economic impact, and potential responses – including those in the other reset themes most relevant to the coast (e.g. visitor economy, employment and skills).
Action 2	Deliver the Growth Deals with the Districts and Boroughs, confirm funding arrangements (such as Local Growth Fund), and reset schemes as needed and to maximise opportunities. Explore opportunities for the OPE programme to benefit economic recovery through use of public assets. (EGP)

Action 1	Work with the Coastal West Sussex Partnership (local authorities, business, higher education) and Districts and Boroughs to understand the insight from the commissioned report on economic impact, and potential responses – including those in the other reset themes most relevant to the coast (e.g. visitor economy, employment and skills).
Action 3	Seek to ensure that strategies and policies in Local Plans (prepared by the local planning authorities) satisfactorily address the County Council’s economic reset priorities arising from COVID-19.
Action 4	Deliver the priorities in the Council’s Strategic Transport Investment Programme (STIP), and work with Government and partners to progress strategic transport improvements to support the economy in the south of the county, including improving capacity of the Brighton Main Line and improvements to the A27.
Action 5	Seek to secure Department for Transport (DfT) funding from Tranche 2 of the Emergency Active Travel Fund for improvements to enable sustainable travel choices on key commuting routes, in addition to the four schemes already awarded DfT funding in the south of the county to be completed in the summer.
Action 6	Reset the County Council’s creative digital sector development activities, including the launch of the Bognor Regis Creative Digital Hub. (EGP)

How Government could help

- Recognise that coastal communities are likely to be severely impacted by COVID-19.
- Support coastal communities and their key sectors such as tourism to adapt and build consumer confidence based on ‘COVID-19 quality standards’.
- Ensure committed Local Growth Funding remains allocated to projects in the long term, recognising outputs may be delayed.

Theme 3: Protecting and reviving the rural economy

Current position and key challenges

- The Rural West Sussex Partnership’s economic profile (2019) highlighted that 28% of businesses in West Sussex are in rural areas. The impact of COVID-19 on rural areas will vary to reflect the diversity of the economy – which includes obvious sectors of horticulture, agriculture, forestry & fishing, and visitor economy including food and drink, to manufacturing (manufacturing makes up 5.32% of rural businesses compared to 3.54% of urban ones in the LEP area).
- Horticulture is one sector facing challenges, represented to the County Council by the West Sussex Growers Association and other rural partners. Those who grow and trade in the ornamental sector have been hard hit. The re-opening of garden centres and nurseries has aided this situation although it is too early to know the full impact on early season losses to these businesses.
- Across many rural economy sectors there are issues with access to seasonal labour, largely as overseas workers are less able to travel to pick during the peak season. The national “Pick for Britain” campaign has sought to help address these challenges in the horticulture sector.

- Some rural businesses are facing issues with aspects of the Government’s Business Support Package e.g. agricultural tenants are not eligible for the grants, as the farmer receives it. There are also concerns the furlough scheme will end in the Autumn on the back the peak season of business being lost for many rural businesses.
- Diversification, where possible, has allowed some rural businesses to stay open. Across the county we have seen farm shops and local producers adapting their business operation to home deliveries and take-aways.

The County Council’s immediate response working with partners

- The Leader wrote to the Secretary of State for Environment, Food and Rural Affairs to highlight the challenges experienced by many West Sussex growers and traders of perishable plants.
- Cabinet Members and senior officers have met with the South Downs National Park to assess the economic impact and agreed to work together.
- Supported rural bus services during the crisis.

Next steps to shape the approach for the coming months and beyond

Action 1	Work with the Rural West Sussex Partnership to understand the insight from the commissioned report to apply a COVID-19 `impact lens` to the 2019 economic profile, and to identify priorities (including a consideration of horticulture and viticulture).
Action 2	Work with partners to align reset activities most relevant to the rural area, including those from the digital and the visitor economy themes (including partnership working between the SDNP and Experience West Sussex). (EGP)
Action 3	Support the West Sussex Growers Association’s new study on `understanding of the horticulture sector in the county`, including an economic assessment and consideration of aligning approaches to the environment and energy.
Action 4	Ensure final delivery of the LEADER Rural Grants Programme to support jobs and business growth in the rural economy. (EGP)

How Government could help

- Adopt a nuanced approach to the existing Government support package including the tapering of the furlough scheme, to reflect the status of sectors at that time and factors such as seasonality in businesses cashflow and employment.
- Put in place measures to safeguard rural public transport services.

Theme 4: Enabling business start-ups, business survival and business adaptation

Current position and key challenges

- The business landscape is multi-faceted and evolving. We are seeing businesses close or struggle to survive; workers being made redundant; many re-opening under `new normal` conditions as lockdown has eased;

and some thriving during the immediate crisis - the business sector is often the key factor in how a business is impacted by COVID-19.

- The focus of support for businesses and the self-employed to date has been the Government support package, amounting to multi-billions of pounds and including the Coronavirus Job Retention Scheme, business grants and some business rates holidays administered by the Districts and Boroughs, and business advice from the LEP Growth Hub and other business groups.
- Despite the spend by Government many businesses, company directors and freelancers have not been eligible for support, with many not wanting to take loans. Rent pressures are building for many.
- Individual or groups of businesses (sometimes through federations or membership groups) have been articulating the challenges they face and the support they are seeking, and this will be highly fluid in the coming weeks and months – current themes include financial issues and cashflow, supply chain disruption and synchronisation, and exporting challenges and costs.
- Those who run co-working spaces have made representations to the County Council and partners on the challenges faced by entrepreneurs and micro-businesses, highlighting the value of local supply chains, a theme that resonates more broadly across the economy.
- Some of the county's best-known businesses have set out their own ask of Government, such as Ricardo the global strategic engineering and environmental consultancy, who have been advocating for further consideration of workforce travel issues, the ability to receive international business clients, and the criticality of the movement of goods in the supply chain.
- Government has established ministerial-led taskforces to oversee how sectors closed during lockdown can reopen safely, and has hosted economic recovery roundtables with businesses, business representative organisations, regulators and leading academics on themes such as `green recovery`, `backing new businesses` and `the future of industry`.
- Despite the challenges there are some businesses and sectors who have reported an increase in turnover during the pandemic, including food retail, distributors of goods purchased on-line, and those with goods and products that play a role in responding to the pandemic. It will be important to maximise any opportunities as they arise.
- Strong themes are emerging for approaches to business and organisations' adaptation, including those that are technology led, prioritise the environment, and support wider public health. As a major employer in the county the County Council has a role to play in leading by example.

County Council's immediate response working with partners

- Convened the West Sussex COVID-19 economy officers' group also involving the LEP and the SDNP, as an extension to existing arrangements to collaborate on economy matters. The group has played an important

role around the delivery of the Government Support package for businesses, and on collating weekly reports on the impact of COVID-19 on the economy, which have been widely circulated.

- Established advice and sign-posting information for businesses on the County Council web site and Business West Sussex.
- Sought to support local businesses where possible through the County Council’s response to the crisis, particularly on the Community Hub’s approach to the provision of food and supplies to vulnerable residents, and the PPE cell’s approach to sourcing from local companies.
- Tracking business intelligence, including the findings of any business surveys, to inform the reset approach and actions.
- Working with the representatives of micro and small businesses to identify immediate actions to support their needs.

Next steps to shape the approach for the coming months and beyond

Action 1	Take a highly proactive approach to any further Government initiatives and seek to secure benefits for the county. <i>(IF)</i>
Action 2	Produce a monthly business and data intelligence tracker to inform the reset approach and actions. <i>(IF)</i>
Action 3	Ensure current Economic Growth Plan business support activities are adapted and effective in supporting businesses and business start-ups through the reset phase. These include the `live` European Regional Development Fund (ERDF) supported Hot House Programme (also funded by the local authorities); and the bids for ERDF for the RISE innovation project in partnership with the University of Brighton. <i>(EGP)</i>
Action 4	Work with partners (including the C2C Growth Hub) on opportunities to support local businesses as business needs become clearer, and as opportunities arise. <i>(EGP)</i>
Action 5	Ensure up to date information and sign-posting to support and advice for businesses on the County Council web site and Business West Sussex web site. <i>(EGP)</i>
Action 6	Work with the representatives of micro and small businesses to explore `buy local` activities and promote initiatives where appropriate.
Action 7	As a major employer in the county, seek to model approaches to organisational adaptation, including through the adoption of technology to enable smarter working, through prioritising the environment through the adoption of the Climate Change Strategy 2020 - 2030, and through promoting well-being as advocated in the Annual Public Health Report 2019/20 `Good jobs for good health`.

How Government could help

- Continue to adapt the Government’s business support package to prevent further business failure among viable businesses (e.g. in response to rent pressures consider the `furlough` for unusable commercial floorspace supported by the British Property Federation and British Retail Consortium).

- Invest in businesses and sectors to help them adapt and innovate for the long-term (recognising that EU funding for business support and innovation activity is concluding).
- Recognise and respond to the challenges some business face around the movement of goods and people due to restrictions on international connectivity.
- Use climate investments to support business recovery and jobs.

Theme 5: Enabling an employment and skills reset

Current position and key challenges

- The impact of COVID-19 on people and the numbers who will find themselves out of work cannot be underestimated.
- Unemployment levels are increasing dramatically, with the only `real-time` data (modelled monthly claimant count) showing a 96% increase in the claimant count between March and up to 9th April across the county, with Arun and Mid Sussex showing the highest increases in this period – we also know many locations have very high percentages of jobs in the sectors most at risk from COVID-19 including Crawley and Bognor Regis.
- Many who are finding themselves out of work or facing significant job insecurity are experienced, high skilled individuals across a wide age profile.
- The education, skills and employment landscape are being severely impacted, including opportunities for school leavers, apprenticeship provision, the impact on further and higher education settings, and graduate employment, with some referring to the risks around a `lost generation` of 18-24 year olds.
- Many of our learners in key transition year groups, will have had little or no face to face tuition since March 2020.
- History shows that school leavers are usually hardest hit following a recession in terms of financial health. Many suffer longer spells of unemployment, and slower pay rises, than people with degrees.
- The first rung in the employment ladder for many young people are in the sectors most hit by COVID-19.
- In West Sussex, the Chichester College Group, the University of Chichester and independent training providers are directly impacted, along with many young people transitioning into post-16 education, or already in these settings.
- The finances of these providers will be negatively impacted by the loss of international students and the constraints/ costs of implementing social distancing across their sites.
- Funded pre- employment support is a key requirement for many in the NEET cohort and was in short supply even before Covid-19. Given the anticipated increase in NEETs, identifying appropriate support of this type will be important in any reset plan.
- Nationally the higher education sector is estimating a £6.3 Billion funding shortfall, with much of that from potential loss of international students, and universities and all formal settings are having to plan operations under new social distancing arrangements.

- Creative approaches, and a willingness and ability for collaboration between schools, further and higher education, providers and employers are likely to be key to the 'class of 2020' entering the labour market, with sectoral and geographic considerations likely to be needed.
- The Chancellor announced a new 'Plan for Jobs' as part of his Economic Statement on 8 July, focussing on apprenticeships, traineeships, investment in the National Careers Service, and a 'Kickstart Scheme'. It will be vital to ensure we make the most of these opportunities for the county's residents and employers.

County Council's immediate response working with partners

- Education and Skills have been responding to the immediate situation regarding schools, and highlighting key issues relating to post 16.
- Careers Advisers have been contacting schools to offer support for Year 11 students who do not have an offer of a place for September 2020 and are at risk of being NEET.
- WSCC, ESCC and Brighton and Hove are working with the Sussex Learning Network to develop a collaborative 'pan Sussex' approach to ensuring education and training at all key stages is available locally; that learners of all ages are aware of them, including mature learners and employers; and progression pathways are highly visible.
- The School Effectiveness Team have established cross-functional Covid-19 Recovery working groups to support schools, including curriculum, leadership and governance and transitions and admissions.
- Work has started to develop the Adult Learning Curriculum to focus on Skills and Employability.

Next steps to shape the approach for the coming months and beyond

Action 1	Position the Council's officer 'Skills Governance Board' to enable a cross-service approach to skills, and a coordinated COVID-19 response including on engagement with partners. Service membership to include economy, young people and learning, children, adults, communities, HR and apprenticeships, public health, insight and intelligence. <i>(IF)</i>
Action 2	Map the employment and skills landscape in the county to inform planning of the COVID-19 response, initially prioritising the response to the Government's 'Plan for Jobs' announced in July. (Mapping to include secondary schools, colleges, local universities, independent training providers, Sussex Learning Network, the Council's sub-contracted adult learning providers, the Journey to Work Programme, the Synchronise Partnership, the LEP Skills Board and enterprise advisor network, and the roles of the Department for Work and Pensions and the Department for Education).
Action 3	Explore the potential for a strategic coalition of partners and business to identify and address the significant education, engagement, employment and skills challenges arising from COVID-19, with the potential for collaboration across East and West Sussex and Brighton and Hove. Work towards an agreed action plan with resources and roles agreed. Review and refresh the case for devolving skills to local government across Sussex. <i>(IF)</i>
Action 4	Review and agree a way forward for the Economic Growth Plan skills and workforce activities, including the mature workforce programme, the Full

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	STEAM ahead initiative for young people, and the apprenticeship levy scheme for businesses. <i>(EGP)</i>
Action 5	Progress the Education and Skills activities in response to COVID-19 including support for those at risk of being NEET; local education and training provision awareness and the re-set of the adult learning curriculum; and schools recovery work.
Action 6	Fully utilise the apprenticeship levy scheme in the County Council, providing reskilling opportunities for staff, and to highlight opportunities to develop green skills to deliver our ambitious Climate Change Strategy 2020 – 2030.

How Government could help

- Work with Councils to enable them to play a key role in bringing employment and skills initiatives together, including those set out in the `Plan for Jobs` on 8 July.
- Consider further initiatives to support re-training and re-skilling of adults who find themselves out of work due to COVID-19.
- Consider devolving responsibility for skills to the Sussex local authorities.

Theme 6: Protecting and reviving tourism and the visitor economy

Current position and key challenges

- VisitBritain has estimated the tourism sector will lose £37bn from the impact of Covid-19 (a £15bn drop in income from overseas visitors and £22bn lost from domestic tourism). At the start of the year VisitBritain had estimated the British tourism business would generate income of £107bn in 2020.
- In 2018 the value of the tourism sector in the county was estimated at 2.05bn supporting 37,000 jobs. The impact on the tourism sector was immediate with virtual shutdown overnight, including Gatwick airport, coastal and rural destinations, and with many staff furloughed.
- The wider hospitality and leisure sector have been equally impacted, also effectively shut down during lockdown across the county other than some home-delivery and take-away services.
- This situation has been exacerbated through the timing of the pandemic starting at the beginning of Spring and enduring over Easter, the May bank holidays and the early part of the summer season, with many businesses facing a cash flow crisis over refunding of customer payments.
- Government confirmed the `re-opening` of the sector from 4 July in accordance with operational guidelines. The Chancellor has subsequently announced VAT in restaurants, hotels and cinemas will be cut from 20 per cent to five per cent to January 2021, and a national `eat out to help out` to support businesses and to help retain jobs. Time will tell the extent to which businesses are viable under `new normal` conditions.

- Major events make a significant economic contribution, and the county’s event companies include some of those most at risk.
- Culture, arts and heritage venues have also been extensively impacted, and many are likely to remain closed for some time due to COVID-19 restrictions. The Digital, Culture, Media and Sport Secretary has announced a £1.57 billion package of emergency support to help arts, heritage and cultural institutions, and that from 11 July performing artists can put on outdoor performances to socially distanced audiences.
- The county’s strategy in the short to medium term will need to focus on local and domestic markets and consumers, with international markets likely to be much slower to recover.
- The sector is an important asset and contributor to the `place` of West Sussex, drawing on the distinctive high quality natural environment, contributing to quality of life and health and well-being, the character and distinctiveness of the county, and the attractiveness to businesses and employees, and so has a wider contribution than the immediate economic contribution and associated jobs.
- Sustainable and responsible tourism should underpin the approach to help secure for the longer term the environmental gains from the COVID-19 crisis, such as improvements in air quality, increased access to nature and increased use of sustainable active travel.

County Council’s immediate response working with partners

- The Experience West Sussex Partnership (hosted by the County Council and made up of all the Districts and Boroughs) is taking a highly proactive approach to support the sector where possible and is working closely with Visit Britain, including on the re-opening of the sector in July.
- Marketing activity switched to engaging consumers through virtual tours, on-line activities, and the #WestSussexWishlist, with marketing content ready to go to promote the county.
- Business support and advice has been channelled across the sector, and high-profile webinars have been hosted with Sussex Chamber, the LEP Growth Hub and the South Downs National Park featuring major attractions and other industry organisations, and with high levels of engagement from local MPs with around 900 people viewing across the three webinars.

Next steps to shape the approach for the coming months and beyond

Action 1	Reset the Experience West Sussex partnership plan for 2020/21 to support the urgent needs of the sector due to Covid-19, with a focus on countywide leadership and destination resilience; business survival and resilience support; marketing and communications to align with the national Visit Britain `good to go` programme and local visitor messaging; and strengthening traditional low season capability. (EGP)
Action 2	Agree and progress a visitor marketing plan in response to COVID-19 with phase 1 focussed on support local / discover local (residents, visiting friends and family, neighbouring areas), phase 2 on London and the South East, and phase 3 international working as part of the Gateway Gatwick group, all underpinned by building consumer confidence. (EGP)
Action 3	Progress work to assess and highlight the impact of COVID-19 on the sector in the county, including the impact of the aviation sector crisis on

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	international visitors through Gatwick, the cancellation of multiple major events, and the closure of multiple attractions, accommodation and hospitality businesses. Use this work to inform plans, lobby for the sector, and underpin any opportunities for tourism destination funding. (IF)
Action 4	Explore a pan Sussex approach to capitalise on the Sussex brand and create efficiencies of scale, initially considering business support, marketing/PR, and positioning for tourism destination funding (such as a tourism zone or Visit Britain DEF funds). (IF)
Action 5	Work with partners to ensure the county maximises the opportunities of Government support and initiatives, including the emergency support to help arts, heritage and cultural institutions; the VAT reductions for restaurants, hotels and cinemas; and the `eat out to help out` scheme.

How Government could help

- Recognise the wider benefits of the sector to places and communities, and the particular challenges the sector is facing, to ensure the changes to the Government support package do not put at risk the sector in the long term (there are concerns the withdrawal of the furlough scheme will disproportionately impact tourism and hospitality businesses).
- Continue to work closely with Visit Britain on supporting the sector to recover, and look to local destination partnerships as strategic leaders to support recovery in places.

Theme 7: Enabling a health and social care market for the future

Current position and key challenges:

- The Social Care Market in West Sussex is made up of over 500 registered providers and over 25,000 people² are employed in social care in the county. Those headlines cover a mix that ranges from small, locally based providers to large national companies, several of which are publicly quoted. Within older people's care services, the market is highly dependent on self-financing customers who buy around 50% of the available residential beds, whereas in the disability sector the County Council is the dominant buyer.
- Even though it is a minority purchaser, the County Council has budgeted to spend over £270m in 2020/21 in supporting the care needs of people who been assessed as meeting the eligibility criteria in the Care Act. Based on an overall market share of 30% and taking into account the Competition and Market Authority's estimate that self-funders pay on average 41% more than local authorities for an equivalent placement, this

² <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx>

suggests that the value of the sector to the economy in West Sussex is over £1bn.

- The impact that Covid-19 is having on the sector, and the County Council's response, is outlined below. Despite this, it is inevitable that there will be provider failure. In that context the loss of some suppliers will be more significant than others and so it will be essential that the County Council responds pro-actively to the opportunities that this will create, rather than aiming to retain the status quo. The fact that the Care Act gives it an overarching responsibility to ensure sufficiency of supply in the market as a whole adds further to that need.
- In 2019 the Council published its [Adult Social Care Vision and Strategy](#) which describes a vision based on strengths and assets, community led solutions, prevention and reablement, supporting independence, and with a focus on integration, co-production and support for carers. Largely this vision remains unchanged and if anything is even more critical in the current landscape as we consider the economic impacts and recovery from Covid-19. It also implies a need to influence the shape of the market so that the provision which is available shifts to a mix that consists of fewer traditional-style residential beds and a greater element of community-based care.
- A Commissioning Strategy and Market Position Statement for Older People is also in development, and whilst the economic landscape and the market position may change over time and as a result of the pandemic, the focus remains likely to be on prevention, community led support, alternative models of supporting people within their home and communities wherever possible, and for people at the highest level of vulnerability; appropriate nursing and dementia provision.
- Health and Social Care has been substantially and critically impacted by Covid-19, with unprecedented change required in legislation, practice, provision, and service delivery in order to maintain support to the most vulnerable people in West Sussex. The key challenge is now understanding the impacts, the evolving challenges and working towards a plan for recovery.
- Prior to Covid-19, health and social care in West Sussex had a series of economic considerations which presented key challenges and were recognised and considered in our strategic vision and approach to commissioning from the market. These remain part of our core focus and include the following;
 - West Sussex has a considerably older age profile compared to England with a higher proportion of over 65s and comparatively fewer residents aged 15-39. This is a challenge both in terms of demand for services and in sufficient workforce to meet the needs of the older population.
 - In addition, one of the challenges faced in working with the market in West Sussex is that the council purchase a relatively small proportion of the total numbers of residential and nursing home beds and domiciliary care provision.
- As a result of Covid-19 the immediate economic challenges on the health and social care market, in addition to those already identified include:

- Staffing and Infection Control – A positive impact has been some ability in parts of the market to attract much needed recruitment into care from other industries. However, this is balanced by new challenges for providers on how they manage their workforce and keep their staff safe now and in the future, with a reduction of staff movement to reduce the potential spread of infection. A continued economic challenge will be ensuring sufficient workforce to support people safely in a range of support settings.
- Provider Sustainability and loss of provision - Providers costs have increased during Covid-19 with significant increases for example in PPE costs, additional staffing costs to cover isolation periods, cancelled services and increased travel. A number of services have also had to restrict admissions during the pandemic. This has and will result in vacancies and therefore reduced income which will no doubt present a financial pressure to many businesses and a resulting loss of provision within the market.
- West Sussex has already experienced an unprecedented number of home closures in the last 18 months. Whilst the county has been relatively well served with residential provision, further losses, and particularly in specific areas of the County and supporting more complex needs will no doubt have an impact. This impact is likely to be on support services for those people with most complex needs such as nursing and dementia who are unable to continue living in their own home.

The County Council's immediate response working with partners

- The health and social care system have a long history of partnership working including formal joint commissioning arrangements and associated governance structures. These have been built on and reinforced during this crisis and it is anticipated that the system-learning will be carried forward into sustainable and resilient longer-term integrated working.
- The system has worked robustly together to plan and implement a range of measures to respond to the challenges presented by COVID19. Those focused on supporting the economic challenges specifically have included:
 - Care Home Support – The full details of this support has been articulated in response to the request for Care Home Resilience plans, [submitted to the government on the 29 May 2020](#). Some of the [support identified includes](#) training programmes, strengthened clinical support, detailed communications through newsletters and forums, development of an integrated incident management system, and a multi-agency provider response team.
 - Recruitment - the Council's '[Proud to Care](#)' team are working alongside the Care and Business Support team to assist with workforce issues in the market including active support with recruitment, and social media messaging about working in care, adapting plans to focus on furloughed workers, distance recruiting and using agency staff safely.

- Financial Support – for services supporting customers who the County Council funds, a [financial package of support to care providers](#) has been agreed including, 20% uplift for domiciliary care, 10% uplift to other care providers over a 3-month period, upfront payments to day centres for people with learning disabilities and swifter payments to support cash flow. The County Council’s share of the £600m Infection Control Fund of £13.4m is also a priority focus to distribute to services based on the requirements of the fund. This will also be available to providers with whom the County Council does not contract.
- A significant early partnership development to meet our hospital discharge requirements and to consistently and efficiently source care from the market was seen in the development of multi-agency hospital discharge and placement finding teams, incorporating Council and NHS staff. There is significant learning on the benefits of working in this way that will no doubt inform and influence our working in the future.

Next steps to shape the approach for the coming months and beyond

Action 1	Progress the Adults and Health Covid-19 Action Plan for Social Care which highlights the next steps in detail and presents a plan to reflect on and learn from our immediate responses, considers retaining the initiatives and developments already in place and further actions to develop with partners as the position evolves. This includes but is not limited to support for providers, contingency planning, workforce support, and financial considerations.
Action 2	Work with partners on the risk around potential provider failures detailed in the plan to manage the impacts, and to respond accordingly to support sustainability of crucial provision and understand the changing landscape for demand and thus future development. Whilst the strategic priority remains to support people in their own home wherever possible, the potential collapse of residential provision, particularly for people with dementia and nursing needs may have a significant impact on our ability to support the most vulnerable people. Therefore the business will be exploring the potential for commissioning blocks within services to enable financial sustainability as well as provision of much needed capacity.
Action 3	Ensure a renewed focus on the strategic priorities to enable delivery of the vision and strategy with partners, to manage the impacts on the market, and to enable alternative solutions to people who require care and support across the County.
Action 4	Continue to work with residents that are self-funders to understand the true implications of their care choices in financial terms both to them and, should their funding run out, the implications for the Council in terms of cost and choice.

How Government could help

- Government can help by addressing the significant risk nationally on certain parts of the market collapsing under the financial strain of the impacts of Covid-19. Whilst financial support has been given to providers to cover initial costs, and for infection control, the impact of reduced

income on an already fragile market could lead to the demise of a number of services. Left unmanaged, this will create financial risk for the County Council if a reduction in supply translates into an increase in price competition.

- With so much of the health and social care market reliant on a stable workforce, which has been under significant pressure as a result of the pandemic, the government could help by reflecting the value of the social care workforce both in relation to its profile and importance and in appropriate funding and practices to recognise value.
- Care home providers are telling us that they have real worries about risks of litigation and judicial review given that guidance is not always timely and consistent. We are keen that government is aware of these concerns and seek its support in reassuring providers in this regard.
- Providers are also reflecting concern of managing a second wave of infection and that support is likely to be needed over an extended period should this occur. The government could help by considering longer term financial impact and support.
- A sustainable financial settlement for local authorities for adult social care. The Covid-19 crisis has highlighted yet again that it is a false economy to increase funding for the NHS without providing a matching level of additional resources for social care. Unless this is addressed as a priority action, the knock-on implications for the economy in West Sussex are certain to be significant.

Theme 8: Enabling a digital technology focussed reset

Current position and challenges

- Prior to Covid-19 UK digital infrastructure lagged behind internationally. The industry was, and still is working to “catch up” and central government is pushing this agenda.
- West Sussex’s position is typical within the UK in terms of speed and coverage for broadband and mobile technology. The County Council’s strategic focus is on full fibre infrastructure. This will encourage the market to invest in connectivity now, and to future-ready ourselves for new technologies. This focus remains highly relevant in the current climate.
- The pent-up demand has increased exponentially with covid-19. As an example, homeworking has seen daily Zoom video conferences soar from 10 million to 200 million in 3 months during lockdown. Throttling of speeds has been implemented to cope with demand - not such an issue on consumer apps, but a real issue if applied to the future delivery of critical public services and a risk consideration for any business. This has shown how critical the quality of our fibre network is and will be.
- The digital divide has been exacerbated. The most digitally excluded are further impacted by social distancing, relying on digital services (from on-line shopping to virtual school lessons) they can’t access through poor infrastructure including in some rural areas, limited digital skills or access to devices.

- Despite any partial offsetting of demand due to a covid-19 financial crisis, it is generally assumed that given our reliance on connectivity for societal resilience and business continuity, demand will continue to increase and that shifts in consumer and worker behaviour including more home-working are likely to stay.
- There has been an increase in anti 5G sentiment citing concerns for public health and the environment. The focus is on what the council's 5G plans are and our role in roll outs. Currently we have consistent countywide messaging recognising that councils have very limited influence on commercial deployments and cannot rely on planning to manage sites.
- Covid-19 significantly impacted the delivery of inflight digital infrastructure projects prior to, and in the early part of lockdown. Some lost time has been recovered and slippage has been pulled back to between 1 and 4 months across projects.
- Now is the time to accelerate work to maximise the application of digital infrastructure to benefit the economy, business and skills, and support the priorities across the other reset themes.

County Council's immediate response working with partners

- WSCC's Digital Infrastructure Team has continued to work closely with District and Borough partners and suppliers to deliver in flight projects. Where funding is external including Local Growth Funding, Covid-19 impact assessments have been provided to funders.
- The Digital Infrastructure Team has continued to work with the Districts and Boroughs on the strategic direction of the County's digital agenda, including on assets, the application of technology and Open Market Review mapping activities.
- The Digital Infrastructure Team welcomed the Highway Authorities and Utilities Committee guidance on the building of network during lockdown and are well placed to influence via highways colleagues.
- The economy team paused on a new programme of work on the application of digital infrastructure to benefit the economy, business and skills due to COVID-19 redeployment to support the community hub.

Next steps to shape the approach for the coming months and beyond

Action 1	Continue to work with the Districts and Boroughs on the strategic direction of the County's digital agenda, including on assets, the application of technology and Open Market Review mapping activities.
Action 2	Work with DCMS to deliver the West Sussex Rural Gigabit Voucher top up scheme. The West Sussex Full Fibre Programme funded by the retained business rates pool pilot has approved £2.85m for a joint scheme with DCMS to boost rural connectivity. Eligible residents and SMEs will benefit from a single and increased voucher value of £4,000 towards the cost of securing gigabit capable infrastructure.
Action 3	Work with Mid Sussex DC, Horsham DC and Crawley BC to deliver the Converged Fibre Connectivity project that will build a duct and fibre spine between Burgess Hill, Horsham and Crawley via rural areas and key economic hubs. Joint funded with the LEP (£2m), the subsequent commercialisation of the network will bring significant increases in GVA and other productivity measures.

Action 1	Continue to work with the Districts and Boroughs on the strategic direction of the County's digital agenda, including on assets, the application of technology and Open Market Review mapping activities.
Action 4	Kick start a programme of work with the District and Boroughs to stimulate demand across non digital businesses to increase resilience, increase innovation, reach new markets, and drive down overheads. In tandem with this, apply user centred design around applications in specific sectors or settings to consider how technology can be used to meet economic challenges and opportunities. (EGP/IF)

How Government can help

- Recent changes to the Electronic Communications Code have simplified the planning process for telecommunications companies to deliver 5G services. Local Authorities would welcome Government addressing communities' questions in relation to 5G technology and provide clarity on the role of Councils in this activity and highlight this to the public.
- Given the accelerated demand for resilient digital infrastructure, local authorities would welcome any early sight on anticipated changes and be clear about local authorities' role in working with telecoms stakeholders e.g. an anticipated extension of business relates relief on digital infrastructure.
- From the COVID-19 lessons learnt, local authorities would welcome early guidelines that apply to digital infrastructure build should a similar scenario develop in the future (e.g. from local lockdowns) e.g. deployment of smaller gangs, safe surveying, access to unmanned exchanges or end user premises.
- Ensure committed Local Growth Funding remains allocated to projects important to helping to stimulate economic recovery.

Theme 9: Embedding climate change and the environment into the reset

Current position and challenges

- The Government's 25 Year Environment Plan and the UK's commitment to achieving Net Zero greenhouse gas emissions by 2050 underpin the national strategic position on the environment.
- Environmental benefits arising from the COVID-19 lockdown have been highlighted by many different groups including improvements to air quality, greater appreciation of nature and an increased ability to cycle and walk locally. There is a great deal of attention being given to ensuring the UK's `recovery pathways` protect the environment and reduce the impact on climate change.
- The Committee on Climate Change (CCC), who act as independent advisors to government, have advocated for the importance of delivering a stronger, cleaner and more resilient economy, including through using climate investments to support economic recovery and jobs.
- More than 200 top UK firms and investors have called on the government to deliver a Covid-19 recovery plan that prioritises the environment. They advocate for investment in low carbon innovation, infrastructure and

industries, which should focus on sectors that can best support the environment, increase job creation and foster recovery, whilst also decarbonising the economy.

- The Chancellor announced on 8 July a £3 billion green investment package projected to support around 140,000 green jobs and to upgrade homes and public buildings to reduce emissions.
- The low carbon economy and demand for green jobs are forecast to grow faster than traditional industries as the nation transitions to a net zero economy.
- The County Council is progressing its Climate Change Strategy, confirming an ambitious target to be carbon neutral by 2030 and with a commitment to support and grow our local green economy (subject to formal adoption in July 2020).
- The Council is already progressing a range of green energy and sustainability initiatives which support the environment and the low carbon sector, and opportunities will be explored to do more as they arise.
- The County Council is a key partner with the Sussex Local Nature Partnership (LNP). The LNP has called upon partners to embed 5 principles they would like to see as part of an integrated approach to recovery: Place making, health and well-being, restoration economy, build back better, and leadership.

County Council's immediate response working with partners

- Accelerated the timeline for approval of the Climate Change Strategy 2020-2030 to ensure the commitments can be aligned with and integrated into COVID-19 recovery planning.
- Engaged with partners on the Climate Change Strategy to understand opportunities to align ambition and resource on climate change across West Sussex, regionally and nationally
- Provided immediate support for the re-opening of high streets and workplaces through encouraging and enabling walking and cycling.

Next steps to shape the approach for the coming months and beyond

Action 1	Progress the key commitment in the Council's Climate Change Strategy (subject to formal adoption) to support and grow our local green economy, including through agreeing actions as part of the Climate Change Strategy delivery plan.
Action 2	Initially progress opportunities to support and grow our local green economy through `green tourism`; seeking to take advantage of natural capital investment funding when available; continuing to develop partnerships to encourage sustainable businesses and energy innovation; progressing sustainable energy solutions for business parks and industrial estates; and considering `green skills and jobs` as an employment and skills reset theme.
Action 3	Ensure the principle of embedding climate change and the environment into the reset are reflected in the actions in the other 8 reset plan themes.
Action 4	Progress strategic partnerships and potential projects in support of the economy reset, including with the Sussex Local Nature

Action 1	Progress the key commitment in the Council's Climate Change Strategy (subject to formal adoption) to support and grow our local green economy, including through agreeing actions as part of the Climate Change Strategy delivery plan.
	Partnership based on its `Clean Growth Principles`, and with the C2C LEP and the South2East Local Energy Strategy.

How Government could help

- Provide leadership to ensure the UK's `recovery pathways` protect the environment and reduce the impact on climate change, and to ensure the low carbon economy and green jobs are integral to economic recovery as we strive to achieve Net Zero greenhouse gas emissions by 2050.
- Ensure that any recovery package includes nature. The current crisis reminds us that our economy and the health of society are dependent on a flourishing natural world.
- Use climate investments to support economic recovery and jobs. The Committee on Climate Change previously identified a detailed set of investments to reduce emissions and manage the social, environmental and economic impacts of climate change.

Contact Officer: Carolyn Carr, Economic Growth Manager 0330 22 23836

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Economy Reset Plan: Partner Briefing and Engagement August 2020

NOTE: This document was sent to key partners and stakeholders in August. Feedback was requested on the County Council's approach to the economic situation arising from COVID-19, and on the proposed reset priorities set out in the document. The deadline for feedback was 1 September 2020.



Introduction

- ❑ As we move beyond the immediate response to the COVID-19 crisis, the extent of the impact of the pandemic on the county's economy, businesses and workforce is increasingly evident and fast-changing.
- ❑ [Economy snapshot reports](#) give some insight into the current picture. In June, the number of out of work claimants aged 16+ was over 2.5 times those in March at just under 26,000; over 35,000 have claimed the Government's financial support for the self-employed; and over 125,000 employees have been furloughed – 31% of the resident workforce aged 16+ in work.
- ❑ The Council recognises the economy, business and skills `reset journey` will be complex, multi-faceted and phased over time. The Council is committed to playing its full part in addressing the challenges we face and taking opportunities to boost economic activity.
- ❑ Strong partnerships and a collaborative approach will be vital. We will work with key partners including the Districts and Boroughs, the C2C LEP, business organisations, and the education sector.
- ❑ Cabinet has endorsed a draft Economy Reset Plan, providing the framework for the Council's economy activities. We are seeking feedback on the Reset Plan, and particularly on the Council's proposed areas for focus in the short to medium term to stimulate economic activity, as set out in this document.

The Council's approach

We propose to adopt the following principles to underpin the approach to the Council's Economy Reset Plan:

- ❑ led by **Cabinet** and forming part of a single integrated corporate plan
- ❑ guided by **Government strategy** and continuing to influence its development
- ❑ focussed on the future for West Sussex and **priority outcomes**
- ❑ guided by **evidence and intelligence** on the impact of Covid-19
- ❑ based on creating and nurturing **stronger partnerships** whilst recognising each organisation will be responsible for its own approach
- ❑ ensuring the **County Council plays a leading role** in recovery where appropriate, including through its own activities
- ❑ ensuring we are making the **best use of resources** and securing value for money.

Economy Reset Plan Framework

The themes for the proposed Economy Reset Plan have been developed from:

- ❑ what we know so far from evidence and intelligence on the impact of COVID-19 on the economy, businesses and residents
- ❑ what we have learnt through the response to the COVID-19 crisis
- ❑ our agreement on new areas of focus, to address where the economy has been particularly adversely affected or where there are opportunities
- ❑ an initial review and re-set of the Council's current Economic Growth Plan 2018-2023 activities.

The themes will provide the framework for where we will:

- ❑ focus our own efforts and resources, including immediate activities to stimulate economic activity
- ❑ build or support strategic alliances and partnerships to act
- ❑ lobby for support nationally, regionally and locally.

The [draft Economy Reset Plan](#) has **nine themes**:

Themes 1 – 3 reflect the **spatial economic challenges** for Crawley and the wider Gatwick Diamond; and for the coastal and rural economies;

Themes 4 - 5 focus on the **fundamental platforms** of business start-ups, existing businesses, and employment and skills;

Themes 6 - 7 focus on two **key sectors** hit hard, the visitor economy, with links to hospitality; and the health and social care market, under considerable strain from COVID-19;

Themes 8 - 9 focus on the **opportunities we are keen to embrace** around digital infrastructure and the application of digital technology to boost business productivity and enhance digital skills; and the importance of embedding climate change and the environment in the reset approach.

The themes largely reflect those in the current [Economic Growth Plan 2018-2023](#) and have added relevance now. When formally adopted the Economy Reset Plan will supersede the current Economic Growth Plan.



Reset Priorities to 2021

The nine reset plan themes are wide-ranging and varied, providing the framework for the Council's economy activities in the coming years. We need to make choices about where we will **focus our efforts and resources in the short to medium term - at least a year** - to support and stimulate economic activity.

The Council proposes to focus on five areas as follows:

1. Maximising opportunities to support businesses and business start-ups during the initial recovery phase



The business landscape is multi-faceted and evolving. We are seeing business start-up rates declining; businesses closing or struggling to survive, with workers being made redundant; businesses re-opening

and adapting to `new normal` conditions; and some businesses thriving and recruiting in COVID-19 market conditions. Many organisations have a contribution to make in supporting businesses and creating the conditions to encourage start-ups. The County Council will ensure we play our part.

We will:

- Ensure current business support programmes where we are partners respond to COVID-19 by supporting businesses and start-ups, initially through the University of Chichester led

Hot House Programme with funding from the European Regional Development Fund (ERDF) and West Sussex local authorities.

- Launch *The Track* in Bognor Regis in September 2020 with the operators Town Square Spaces, creating a co-working space and community for creative and digital start-ups and micro enterprises, and re-set the creative digital sector programme.
- Work with local universities on new business programmes that will support COVID-19 recovery, focussing on business innovation and productivity, and the low carbon sector (subject to the final approval of ERDF bids).
- Take a proactive approach to further Government support for businesses, working with the LEP Growth Hub and the Districts and Boroughs, and lobby around the funding gap arising from the end to EU business support and innovation funding as we leave the European Union.
- Promote and support the new *Area in Action Portal* developed by the co-working community in the county, by providing a place for Sussex businesses to work together and spend locally.
- Promote workforce well-being as set out in the Annual Public Health Report 2019/20 'Good jobs for good health'.
- Deliver Department for Transport (DfT) funded Emergency Active Travel Fund schemes to enhance sustainable travel choices on key commuting routes and around town centres, and maximise opportunities from further funding rounds.

2. Progressing skills and employment activities in response to the significant impact of COVID-19 on the labour market and residents



The impact of COVID-19 on people cannot be underestimated. The education, skills and employment landscape are being severely impacted, including opportunities for school leavers, apprenticeship

provision, the impact on further and higher education, and graduate employment. Many out of work are experienced, highly skilled individuals across a wide age profile. There were gaps in the labour market pre COVID-19 and some new opportunities have emerged. A collaborative effort will be needed to respond to the challenges and opportunities.

We will:

- Adopt a corporate response to skills and employment and play our part in creating employment opportunities through the Government's Plan for Jobs and use of the apprenticeship levy.
- Explore the potential for a strategic coalition of partners and business to identify and address the significant education, engagement, employment and skills challenges arising from COVID-19, with the potential for collaboration across Sussex and the LEP area.
- Commission expert support to help us establish the County Council's skills and employment activities and partnerships focussing on the working age population, including a re-set of the mature workforce programme, and with a consideration of green skills and digital skills.

3. Supporting Crawley and the wider Gatwick Diamond in response to the impact of the aviation crisis on the economy, businesses and residents

Aviation is one of the sectors most affected by COVID-19, with an unprecedented impact on Gatwick airport and its associated workforce, businesses, supply chain and passengers. The area's economy is particularly exposed with a lack of resilience in the wider economy when the airport is adversely affected by international events impacting on air travel. Economic recovery is likely to take time and considerable support.

We will:

- Participate in partnership activities to address the Gatwick Diamond economic situation with the LEP, the Gatwick Diamond Initiative, and the Districts and Boroughs, to include the potential to reduce the reliance on Gatwick in the longer term.
- Engage proactively with Gatwick Airport Ltd to consider the Council's role in supporting the airport's position and respond accordingly.
- Support the Crawley Recovery Taskforce and Recovery Board led by the Borough Council, including the Government's Towns Fund activities linked to the Crawley Growth Deal.
- Use the County Council's levers to stimulate investment including through the procurement of a development partner for Horsham Enterprise Park, and through the Growth Deals with the Districts and Boroughs.



4. Supporting and reviving the visitor economy, one of the hardest hit sectors in the county



Tourism and hospitality have been hit hard. The economic value of tourism to the county is estimated at 2.05bn, and it also does much to define the character and distinctiveness of the area, helping to attract and retain businesses, employees and enterprising people. As the sector starts to re-open and

restore consumer confidence, the impact of the loss of much of the peak season and questions about the viability of operations under `new normal` conditions remain. The Experience West Sussex tourism partnership has been highly proactive, and this remains a key commitment.

We will:

- Host and support the Experience West Sussex partnership to support the urgent needs of the sector due to Covid-19, with a focus on countywide leadership and destination resilience; business survival and resilience support; and marketing to align with Government and Visit Britain messaging
- Enhance the Partnership’s marketing and communication activities through resident `discover local` communications
- Support the partnership to report on the impact of COVID-19 on the county, to underpin lobbying for the sector and any opportunities to secure funding for the destination, potentially pan Sussex to capitalise on the Sussex brand.

5. Ensuring a countywide acceleration in the adoption and use of digital technology by businesses, and a focus on digital skills

The pent-up demand for digital technology has increased exponentially with Covid-19, and in some areas the digital divide has been highlighted. It is generally assumed demand will continue to increase and that shifts in consumer and worker behaviour will remain. The County Council’s strategic focus with partners is on full fibre infrastructure and a strategic roll out plan is progressing. Now is the time to accelerate work to maximise the adoption and use of digital technology by businesses, and to help drive a step change in digital skills – this will act as a key platform for the four other areas of focus.

We will:

- Kick start a programme of work with the District and Boroughs to stimulate the adoption of digital technologies and skills among non-digital businesses and residents, including the potential to focus on specific sectors or settings
- Continue to work with the Districts and Boroughs on the strategic direction of the County’s digital strategy, including digital infrastructure, assets, and open market review mapping
- Work with DCMS to deliver the West Sussex Rural Gigabit Voucher top up scheme.



Through the five areas of focus, we will ensure we:

- ❑ Secure opportunities to support the aims of the Council's adopted **Climate Change Strategy**, embedding climate change and the environment in the reset approach
- ❑ Understand and respond to the impacts on residents and workers with **protected characteristics**, in response to indications some members of the community are more adversely affected than others.
- ❑ Maintain and deliver capital investment commitments to contribute to economic recovery through the **Growth Deals with the Districts and Boroughs**, the Strategic Transport Investment Programme (STIP), and the Council's wider capital programme
- ❑ Continue to work with Government and partners to progress **strategic transport improvements** including the Brighton Main Line and the A27
- ❑ Recognise and respond to the **spatial dynamics** across rural, coastal and Gatwick diamond economies working with the spatial area partnerships.

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Forward Plan of Key Decisions

The County Council must give at least 28 days' notice of all key decisions to be taken by councillors or officers. The Plan describes these proposals and the month in which the decisions are to be taken over a four-month period. Decisions are categorised according to the [West Sussex Plan](#) priorities of:

- **Best Start in Life** (those concerning children, young people and schools)
- **A Prosperous Place** (the local economy, infrastructure, highways and transport)
- **A Safe, Strong and Sustainable Place** (Fire & Rescue, Environmental and Community services)
- **Independence in Later Life** (services for older people or work with health partners)
- **A Council that Works for the Community** (finances, assets and internal Council services)

The most important decisions will be taken by the Cabinet sitting in public. The [schedule of monthly Cabinet meetings](#) is available on the website. The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the County Council's website and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing. [Published decisions](#) are also available via the website.

A key decision is one which:

- Involves expenditure or savings of £500,000 or more (except treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

Decision	A summary of the proposal.
Decision By	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
West Sussex Plan priority	Which of the five priorities in the West Sussex Plan the proposal affects.
Date added	The date the proposed decision was added to the Forward Plan.
Month	The decision will be taken on any working day in the month stated. If a Cabinet decision, it will be taken at the Cabinet meeting scheduled in that month.
Consultation/ Representations	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of Scrutiny Committee meetings.
Background Documents	The documents containing more information about the proposal and how to obtain them (via links on the website version of the Forward Plan). Hard copies are available on request from the decision contact.
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

Finance, assets, performance and risk management

Each month the Cabinet Member for Finance reviews the Council's budget position and may take adjustment decisions. A similar monthly review of Council property and assets is carried out and may lead to decisions about them. These are noted in the Forward Plan as 'rolling decisions'.

Each month the Cabinet will consider the Council's performance against its planned outcomes and in connection with a register of corporate risk. Areas of particular significance may be considered at the scheduled Cabinet meetings.

Significant proposals for the management of the Council's budget and spending plans will be dealt with at a scheduled Cabinet meeting and shown in the Plan as strategic budget options.

For questions contact Helena Cox on 033 022 22533, email helena.cox@westsussex.gov.uk.

Published: 1 September 2020

Forward Plan Summary

Summary of all forthcoming executive decisions in West Sussex Plan priority order

Page No	Decision Maker	Subject Matter	Date
 Best Start in Life			
5	Director of Property and Assets	Award of contract for construction of new school hall at Thorney Island Primary School	September 2020
5	Cabinet Member for Education and Skills	Allocation of Section 106 Funding towards Education Infrastructure Capital Projects and Design Fees	September 2020
6	Cabinet Member for Education and Skills	Allocation of Section 106 Funding to Provide Additional Furniture, Fittings and Equipment in Schools	September 2020
7	Director of Education and Skills	Award of Contract - Education Provision for 14-16 year old SEND pupils	September 2020
8	Director of Education and Skills	Award of contracts for the delivery of Alternative Provision	September 2020
8	Cabinet Member for Education and Skills	Change of status for The Forest School, Horsham and St Andrews CE High School for Boys, Worthing to co-educational schools - Determination of Statutory Notices	September 2020
9	Cabinet Member for Children and Young People	Children Looked After and Care Leavers' Strategy 2020-2024	September 2020
10	Cabinet Member for Education and Skills	Expansion of Palatine Primary School, Worthing	September 2020
11	Executive Director Children, Young People and Learning	Extension of Short Breaks Dynamic Purchasing System	September 2020
12	Cabinet Member for Education and Skills	Parklands Primary School, Chichester - Funding for remedial works programme	September 2020
13	Cabinet Member for Education and Skills	Phase 2 Special Support Centre Programme - Allocation of Design Fees	September 2020
13	Director of Property and Assets	Award of contract for installation of Modular Teaching Block at Queen Elizabeth II Silver Jubilee Special School, Horsham	October 2020
14	Executive Director Children, Young People and Learning	Children's Trust Phase 2 Procurement	October 2020
15	Cabinet	Scope of services for a proposed Children's Trust	October 2020
16	Cabinet Member for Education and Skills	Slinfold CE Primary School - Funding for Replacement of Modular Teaching Accommodation	October 2020
16	Cabinet Member for Education and Skills	The re-designation of Post 16 provision at Oak Grove College, Worthing	October 2020
17	Cabinet Member for Education and Skills	Provision of an All Weather Pitch at The Forest School, Horsham	November 2020
18	Cabinet Member for Education and Skills	Replacement All Weather Pitch at Tanbridge House School, Horsham	November 2020



A Prosperous Place

19	Executive Director Place Services	Award of Contract: Crawley Growth Programme Eastern Gateway Scheme	September 2020
20	Director of Highways, Transport and Planning	Award of Contract: Real Time Passenger Information	September 2020
21	Cabinet Member for Highways and Infrastructure	Emergency Active Travel Fund (tranche 2)	September 2020
22	Cabinet	Endorsement: Horsham Fire Station and Fire and Rescue Training Centre	September 2020
22	Cabinet Member for Highways and Infrastructure	Review of the Integrated Parking Strategy	September 2020
23	Executive Director Place Services	Award of Contract: Crawley Growth Programme Manor Royal Scheme	October 2020
24	Executive Director Place Services	Award of Contract: Enabling Works Contract, Horsham Enterprise Park	October 2020
24	Executive Director Place Services	Award of Contract Partial Demolition Crawley County Buildings	October 2020



A Strong, Safe and Sustainable Place

25	Interim Executive Director Adults and Health	Extension of Shared Lives (Adults with Learning Disabilities) Contract	September 2020
26	Interim Executive Director Adults and Health	New operating model for the Approved Mental Health Professional (AMHP) service	September 2020
27	Director of Environment and Public Protection	Electric Vehicle Charging: Contract Award	October 2020



Independence in Later Life

28	Interim Executive Director Adults and Health	Care and Support at Home Framework Extension	September 2020
29	Interim Executive Director Adults and Health	Financial Support to the Care Sector	September 2020
30	Cabinet Member for Adults and Health	Health and Social Care Seasonal Pressures Plan	September 2020
30	Interim Executive Director Adults and Health	In House Day Services Award of Contract	September 2020
31	Cabinet Member for Adults and Health	Procurement of Public Health Social Support Services for Older People	September 2020
32	Cabinet Member for Adults and Health	Residential Care and Support Services Block Contracts Procurement	September 2020
33	Interim Executive Director Adults and Health	Award of Block Contracts for Residential Care and Support Services	October 2020
34	Interim Executive Director Adults and Health	Health and Social Care Seasonal Pressures - Contract Award	October 2020



A Council that works for the Community

35	Cabinet Member for Finance, Leader	Total Performance Monitor (Rolling Entry)	Between April 2020 and March 2021
35	Cabinet Member for Finance	Property Review (Rolling Entry)	Between April 2020 and March 2021
36	Director of Property and Assets	Award Asset Valuation Services Contract	September 2020
37	Cabinet Member for Finance	Council Building Accessibility Improvements	September 2020
37	Acting Director of Communities	Mortuary Services Award of Contract	September 2020
38	Cabinet Member for Economy and Corporate Resources	Procurement: Construction Framework Arrangement	September 2020
39	Director of Finance and Support Services	Award: Agency Workers Recruitment Contract	November 2020

Best Start in Life

Director of Property and Assets

Award of contract for construction of new school hall at Thorney Island Primary School

The County Council has a statutory duty to provide sufficient school places for all children who need a place. Over recent years there has been an increase in pupil numbers at Thorney Island Primary School and an enlarged school hall is now required to provide sufficient and suitable accommodation for the additional children.

In June 2020 the Cabinet Member for Education and Skills approved the allocation of capital funding from the Basic Need Capital Programme to enable the project to proceed and delegated authority to the Director of Property and Assets to award the contract for the works (Decision reference [ES01 \(20/21\)](#)).

Following receipt of this approval from the Cabinet Member, the Director of Property and Assets will be asked to award the construction contract to deliver the enlarged school hall.

Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	27 April 2020
Month	September 2020
Consultation/ Representations	School Representations concerning this proposed decision can be made to the Director of Property and Assets via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision Report ES01 (20/21)
Author	Liam Hayward Tel: 033 022 22002
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Allocation of Section 106 Funding towards Education Infrastructure Capital Projects and Design Fees

Developer contributions towards education provision are secured by means of conditions attached to planning permissions under Section 106 of The Town and Country Planning Act 1990 or the Community Infrastructure Levy (CIL). Contributions are sought by the Education and Skills School Organisation and Development Team and collected either direct by the County Council or, in some cases, by the District or Borough Council on the County Council's behalf.

The contributions are required to mitigate the impacts of development and/or make the development acceptable in planning terms. When secured, the funding usually has a 10 year 'life' in which funds should be spent, in accordance with the criteria in the Section 106 agreement.

Following a detailed review of Section 106 funds received for Education the Cabinet Member for Education and Skills will be asked to approve the allocation of Section 106 funds to deliver a number of Education capital projects across the County.

Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	22 June 2020
Month	September 2020
Consultation/ Representations	Schools Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Allocation of Section 106 Funding to Provide Additional Furniture, Fittings and Equipment in Schools

Developer contributions towards education provision are secured by means of conditions attached to planning permissions under Section 106 of The Town and Country Planning Act 1990 or the Community Infrastructure Levy (CIL). Contributions are sought by the Education and Skills School Organisation and Development Team and collected either direct by the County Council or, in some cases, by the District or Borough Council on the County Council's behalf.

The contributions are required to mitigate the impacts of development and/or make the development acceptable in planning terms. When secured, the funding usually has a 10 year 'life' in which funds should be spent, in accordance with the criteria in the Section 106 agreement.

Following a detailed review of Section 106 funds received for Education the Cabinet Member for Education and Skills will be asked to approve the block allocation of Section 106 funds to deliver furniture, fittings and equipment at a number of Schools across the County.

Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
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West Sussex Plan priority	Best Start in Life
Date added	22 June 2020
Month	September 2020
Consultation/ Representations	Schools Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Director of Education and Skills

Award of Contract - Education Provision for 14-16 year old SEND pupils	
<p>In 2018, as a pilot project, the County Council commissioned Chichester College Group to deliver education provision for pupils aged 14-16 with Special Educational Needs and Disabilities (SEND). The aim was to improve the outcomes for these young people whom the County Council are not able to place in maintained schools or academy provision.</p> <p>Following the positive results experienced during the pilot period it is proposed that the commissioning of this service will continue for a further 3 years for eligible pupils.</p> <p>The Director of Education and Skills, will be asked to approve the award of a contract to Chichester College Group for this provision to continue from September 2020 to 31st August 2023.</p>	
Decision by	Paul Wagstaff - Director of Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	10 July 2020
Month	September 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Director of Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None

Author	Helen Johns Tel: 07715 616560
Contact	Wendy Saunders Tel: 033 022 22553

Director of Education and Skills

Award of contracts for the delivery of Alternative Provision	
<p>The County Council currently commissions Chichester College Group to deliver education provision for pupils aged 14-16 whose needs are deemed better met by a more vocational curriculum.</p> <p>Building on the success to date of this service in delivering improved outcomes for these pupils, the County Council proposes to continue commissioning Chichester College Group to offer this provision for a further year.</p> <p>In addition, the County Council proposes commissioning an additional 20 places with Greater Brighton Metropolitan for the delivery of similar provision at Northbrook college Worthing. This is to ensure that there is a 14-16 appropriate provision offer across the County and to reduce the costs of travel for children in the Worthing (South) area.</p> <p>The Director of Education and Skills will be asked to approve the award of the two contracts for this provision for the period from September 2020 to 31st August 2021.</p>	
Decision by	Paul Wagstaff - Director of Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	10 July 2020
Month	September 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Director of Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Ellie Evans Tel: 033022023582
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Change of status for The Forest School, Horsham and St Andrews CE High School for Boys, Worthing to co-educational schools - Determination of Statutory Notices
<p>A public consultation has been undertaken on the proposal to alter The Forest School, Horsham and St Andrews CE High School for Boy, Worthing from single sex boys' schools to co-educational schools from September 2021 entry. The proposed changes</p>

would mean the schools will no longer admit only boys as pupils from September 2021 and each year of entry thereafter would be co-educational.

Following assessment of the outcome of the consultation the Cabinet Member for Education and Skills approved the proposals ([Decision reference ES05\(20/21\)](#))

In accordance with the Department for Education's prescribed procedure, the County Council will publish notices confirming the intention to change the character of The Forest School, Horsham and St Andrews C of E High School for Boys, Worthing from single sex boys' schools to co-educational schools from September 2021 entry.

Following consideration of any representations received in relation to these proposals during the 4 week publication period the Cabinet Member for Education and Skills would be asked to determine the statutory notices.

Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in LIfe
Date added	8 July 2020
Month	September 2020
Consultation/ Representations	Schools Governing Bodies Diocese of Chichester Education Parents and Carers Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Decision Report ES05 (20/21)
Author	Graham Olway Tel: 033 022 23029
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Children and Young People

Children Looked After and Care Leavers' Strategy 2020-2024

The current Children Looked After and Care Leaver's Strategy (2018-21) is being updated following the Ofsted inspection of 2019 and the appointment of a Commissioner to work with West Sussex County Council

The update is necessary to ensure a strategic approach and evidence our commitment to ensuring that children who are looked after by the authority are happy, healthy, and safe and have the opportunity to achieve their full potential.

The proposed new strategy is the product of consultation with the Children in Care Council, Corporate Parenting Panel and partners. It will have an annually updated action plan to enable the service to measure delivery against the objectives outlined in the strategy and ensure resources are targeted so as to improve the quality of life for children and young people in the care of the local authority.

<p>The Cabinet Member for Children and Young People is asked to support the adoption of the Children Looked After and Care Leavers' Strategy 2020-24.</p>	
Decision by	Cllr Russell - Cabinet Member for Children and Young People
West Sussex Plan priority	Best Start in Life
Date added	2 March 2020
Month	September 2020
Consultation/ Representations	<p>Corporate Parenting Panel - 12 March 2020, 25 June 2020 Children in Care Council Health Education Local Safeguarding Partnership Staff and Young People living in County Council Children's Homes</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Cabinet Member Decision CYP04 (17/18)
Author	Louise Warren Tel: 033 022 24653
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

<p>Expansion of Palatine Primary School, Worthing</p>
<p>The Special Educational Needs and Disability (SEND) Strategy 2019-2024 aims to provide high quality local education provision for children and young people with SEND and optimise value for money from the High Needs Block of the Dedicated Schools Grant. As part of the development of the SEND Strategy, the County Council has identified an increased demand for extra provision in Special Schools across West Sussex to meet increasing needs. There is a requirement to both increase places at certain special schools and to ensure existing school accommodation meets the needs of the pupils on roll.</p> <p>Following a review of current numbers on roll, projected needs and the existing accommodation at Palatine Primary School in Worthing the need for additional accommodation has been identified, to meet a projected increase in pupils from 153 to 178. The school caters for a wide-range of Special Educational Needs and Disability for pupils aged between 4 and 11, including children with moderate and severe learning difficulties, complex social and communication difficulties and profound and multiple learning difficulties.</p> <p>A proposed project to deliver an increase in capacity would enable the school to offer suitable accommodation and support spaces for 178 pupils.</p>

The feasibility work for the project to accommodate the pupils has been completed. Following detailed design and associated cost estimates the Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable the project to proceed.	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in LIfe
Date added	1 April 2020
Month	September 2020
Consultation/ Representations	School, parents and local residents Parish and Borough Councils Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Executive Director Children, Young People and Learning

Extension of Short Breaks Dynamic Purchasing System
<p>West Sussex County Council has a statutory duty, under the Breaks for Carers of Disabled Children Regulations 2011, to provide short breaks for children and young people with additional needs and disabilities, and their families.</p> <p>Short breaks cover a wide range of opportunities that enable children and young people, with additional needs and disabilities, to have fun, try new things, and develop their independence, confidence and well-being. These opportunities give parent carers, and siblings, a much-needed break from their caring roles and allow time to spend with other family members.</p> <p>In May 2015 the then Cabinet Member for Children – Start of Life approved the creation of a Dynamic Purchasing (DPS) Scheme for commissioning short breaks and provided delegated authority to the appropriate senior officer to let the tender and extend the contract if appropriate (Decision reference CH04 15/16).</p> <p>The initial term for the DPS is due to expire in April 2021 and the intention is to extend the DPS for a further two year period.</p> <p>The Executive Director Children, Young People and Learning will be asked to approve the extension of the current Short Breaks dynamic purchasing system contracts by an additional two years, from: 1 April 2021 until 31 March 2023.</p>

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Decision by	Lucy Butler - Executive Director Children, Young People and Learning
West Sussex Plan priority	Best Start in Life
Date added	8 July 2020
Month	September 2020
Consultation/ Representations	Providers Procurement Legal Representations concerning this decision should be made to the Executive Director Children, Young People and Learning via the officer contact by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Michael Rhodes-Kubiak Tel: 033 022 24511
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Parklands Primary School, Chichester - Funding for remedial works programme	
<p>Following the completion in 2018 of the expansion at Parklands Primary School in Chichester to create a 2 form entry (2FE) school a range of defects have been identified within the new school building which require addressing.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from the Basic Need Capital Programme for the remedial works required at Parklands Primary School.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	11 June 2020
Month	September 2020
Consultation/ Representations	Legal Services Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None

Author	Philippa Hind Tel: 033 022 23041
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Phase 2 Special Support Centre Programme - Allocation of Design Fees	
<p>There is a need to reduce the number of children and young people with Special Educational Needs and Disabilities (SEND) moving from maintained schools and academies into costly out of county education provision. Increasing provision for children and young people with SEND through the creation of additional places in Specialist Support Centres that are attached to mainstream schools and academies will assist with the aim of enabling children to attend school locally.</p> <p>In December 2019 Cabinet approved the proposal to develop phase two of the project for opening additional Special Support Centres in accordance with capital governance processes (decision reference CAB03(19/20)). Since that approval feasibility studies have been undertaken for school sites identified within the Phase 2 Special Support Centre Programme.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funds to enable design work to progress for the prioritised projects following the completion of feasibility studies.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	1 July 2020
Month	September 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

Award of contract for installation of Modular Teaching Block at Queen Elizabeth II Silver Jubilee Special School, Horsham
Queen Elizabeth II Silver Jubilee School (QEII School) in Horsham caters for a wide range of Special Educational Needs, for children aged between 2 and 19 with severe learning difficulties, profound and multiple learning difficulties or complex needs.

Over recent years additional pupils have been accommodated by the school but without the supporting investment in accommodation. Pupil numbers have increased from 85 in 2017 to 105 in 2019.

In July 2020 the Cabinet Member for Education and Skills approved the allocation of capital funding from the Basic Need Capital Programme to expand the school and delegated authority to the Director of Property and Assets to award the contract for the works (Decision reference [ES02 \(20/21\)](#)). The building project will provide a three class modular teaching block with associated group room, hygiene provision, storage and external works.

The Director of Property and Assets will be asked to approve the award of contract for the expansion works at QEII school.

Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	3 August 2020
Month	October 2020
Consultation/ Representations	School Parents and local residents Parish and District Councils Representations concerning this proposed decision can be made to the Director of Property and Assets via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Decision Report ES02 (20/21)
Author	Liam Hayward Tel: 033 022 22002
Contact	Wendy Saunders Tel: 033 022 22553

Executive Director Children, Young People and Learning

Children's Trust Phase 2 Procurement
<p>In order to meet the requirements of the Direction made by the Secretary of State, Department for Education (DfE) on 17th December 2019, the County Council is taking steps for a range of its Children's Services to be delivered through an alternative delivery model (referred to as a Children's Trust) as set out in the agreed Memorandum of Understanding between the Council and the DfE (due to be agreed during September 2020).</p> <p>The Executive Director Children, Young People and Learning will be asked to approve the commencement of a procurement process to appoint a contractor to manage the process of establishing the West Sussex Children's Trust and the transfer of the agreed services to that Trust (as set out in the Memorandum of Understanding).</p>

Decision by	Lucy Butler - Executive Director Children, Young People and Learning
West Sussex Plan priority	Best Start in Life
Date added	18 March 2020
Month	October 2020
Consultation/ Representations	Representations concerning this decision should be made to the Executive Director Children, Young People and Learning via the officer contact by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Vince Clark Tel: 07402 338396
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet

Scope of services for a proposed Children's Trust	
<p>In order to meet the requirements of the Direction made by the Secretary of State, Department for Education (DfE) on 17th December 2019, the County Council will take steps for a range of its Children's Services to be delivered through an alternative delivery model (referred to as a Children's Trust). The detailed proposals for the establishment and operation of the Trust and its relationship to the County Council will be described in a Memorandum of Understanding between the Council and the DfE.</p> <p>It is expected that this document will be concluded during September 2020, with a view to planning for the operation of the Trust to take effect during 2021.</p> <p>The Cabinet will take a decision on the proposed scope of services to be included in the proposed Trust and the programme of work for the establishment of the Trust and other critical aspects of the project which need to be included in the Memorandum of Understanding.</p>	
Decision by	Cllr N Jupp, Cllr Marshall, Cllr Urquhart, Cllr Elkins, Cllr Russell, Cllr A Jupp, Cllr Hunt, Cllr Lanzer, Cllr Crow - Cabinet
West Sussex Plan priority	Best Start in Life
Date added	25 February 2020
Month	October 2020
Consultation/ Representations	Children and Young People's Services Scrutiny Committee Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the

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	officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Vince Clark Tel: 07402 338396
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Slinfold CE Primary School - Funding for Replacement of Modular Teaching Accommodation	
<p>The County Council has a statutory duty to provide sufficient primary and secondary school places for all children who need a place. Slinfold CE Primary School is a 5 class Primary School with a broad range of buildings including a double modular unit which was installed on the site in excess of 30 years ago. The modular unit has significant suitability issues and requires replacement with new teaching accommodation that meets current required standards for construction.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from Section 106 contributions and a procurement exercise to undertake a project to replace the modular classrooms with new purpose built classrooms.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	8 July 2020
Month	October 2020
Consultation/ Representations	<p>School Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

The re-designation of Post 16 provision at Oak Grove College, Worthing

Oak Grove is a special college in Worthing that offers provision for students with learning difficulties from Years 7-14.

One of the aims of the County Council's Special Educational Needs and Disabilities (SEND) and Inclusion Strategy 2019-2024 is to support the inclusion of all children and young people with SEND to participate in local mainstream schools and educational settings. Following assessment of options for post-16 provision for children with SEND it is recognised that many of the pupils with less complex needs who currently undertake their post-16 studies at Oak Grove could be successfully educated within mainstream Further Education Colleges, thereby enabling Oak Grove College to focus provision for students with more complex needs.

A public consultation on the proposal that post-16 provision at Oak Grove is redesignated to become more specialist and cater for pupils with complex needs including; Complex Autistic Spectrum Condition, Profound and Multiple Learning Difficulties and Severe Learning Difficulties will be undertaken during the autumn term.

Following assessment of the outcome of the consultation the Cabinet Member for Education and Skills will be asked to consider whether to proceed in approving the redesignation of post-16 provision at Oak Grove College to become more specialist focussing on pupils with complex needs with effect from September 2021.

Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	8 July 2020
Month	October 2020
Consultation/ Representations	Schools Governing Bodies Parents and Carers Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Oliver Lane-Smith Tel: 033 022 23105
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Provision of an All Weather Pitch at The Forest School, Horsham
As part of the secondary school curriculum, Physical Education is a core subject and suitable provision is required to enable a wide range of sport to be offered and ensure children are given the Best Start in Life.
The Forest School does not currently have an All Weather Pitch (AWP) facility. Following the Cabinet Member Decision in July 2020 (Decision reference ES02(20/21)) that

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approved the siting of additional accommodation for QEII School on some of the existing playing field at The Forest School installation of an AWP is now required to mitigate the impact.

The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from Section 106 contributions to undertake a project to provide an All Weather Pitch at The Forest School thereby ensuring ongoing sports provision to meet the needs of the secondary school curriculum.

Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	3 August 2020
Month	November 2020
Consultation/ Representations	School Parents and local residents Parish and District Councils Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision ES02 (20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Replacement All Weather Pitch at Tanbridge House School, Horsham	
<p>As part of the secondary school curriculum, Physical Education is a core subject and suitable provision is required to enable a wide range of sport to be offered and ensure children are given the Best Start in Life.</p> <p>Tanbridge House School has an All Weather Pitch facility which is in a deteriorating condition and is now at the end of its life. The pitch requires replacement to ensure continued provision for sport.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding, from Section 106 contributions, to undertake a project to replace the All Weather Pitch at Tanbridge House School, thereby ensuring ongoing sports provision to meet the needs of the secondary school curriculum.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	3 August 2020

Month	November 2020
Consultation/ Representations	School Parents and local residents Parish and District Councils Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

A Prosperous Place

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 £8.35m Eastern Gateway scheme is a key project within the growth programme and seeks to improve connectivity between the town and key development sites in the vicinity of the proposals including the Town Hall, County Buildings, Crawley College and Telford Place. In February 2019, the Executive Director approved the commencement of the tender process to secure a design and build Contractor through the WSCC Highways Design and Build framework. The design contract (stage 1) was awarded to Volker Fitzpatrick.</p> <p>The Executive Place Services will now be asked to award the construction phase of the contract and endorse the final budget allocation not exceeding £8.35m. The budget is from within the Crawley Growth Programme total allocations.</p>	
Decision by	Lee Harris - Executive Director Place Services
West Sussex Plan priority	Prosperous Place
Date added	23 April 2020
Month	September 2020
Consultation/ Representations	Community engagement and online feedback opportunities were undertaken May to July 2018. The Crawley Growth Board will be consulted on final designs.

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	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

Director of Highways, Transport and Planning

Award of Contract: Real Time Passenger Information	
<p>The current contract for the operation and maintenance of the Real Time Passenger Information (RTPI) system expires on 30 November 2020.</p> <p>The contract covers the operation and maintenance of the central control system, maintenance of RTPI displays at bus stops, and the supply and installation of new displays.</p> <p>An assessment of available routes to market has been undertaken including the option to access existing contracts let by neighbouring authorities.</p> <p>It is proposed that the County Council accesses Hampshire County Council's RTPI Framework Agreement. This is a sole supplier Framework Agreement with VIX Technology Ltd.</p> <p>The contract will allow the County Council to purchase new displays (until August 2021) as well as organise maintenance and system support for both existing and new displays (under November 2025).</p> <p>The Director for Highways, Transport and Planning will be asked to approve the award of a contract for real time passenger information system via the existing Hampshire County Council RTPI Framework Agreement.</p>	
Decision by	Matt Davey - Director of Highways, Transport and Planning
West Sussex Plan priority	A Prosperous Place
Date added	17 June 2020
Month	September 2020
Consultation/ Representations	<p>Cabinet Member for Highways and Infrastructure Director of Law & Assurance Director of Finance and Support Services</p> <p>Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents	None

(via website)	
Author	Liz Robbins Tel: 033 022 26383
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Emergency Active Travel Fund (tranche 2)	
<p>On 9 May 2020, the Transport Secretary announced a £2 billion package to put cycling and walking at the heart of the Government's transport policy.</p> <p>The first stage, worth £250 million, is for emergency interventions to make cycling and walking safer. The County Council received an allocation of £784k and submitted a bid, on 5 June 2020, to the Department for Transport (DfT) for seven initiatives in areas which, until the COVID-19 crisis, were heavily reliant on public transport. The bid was successful and the decision to approve the seven schemes can be found on the County Council's website.</p> <p>The second tranche of funding will enable authorities to install further, more permanent, measures to cement walking and cycling habits and, where applicable, enable the implementation of schemes identified in Local Cycling & Walking Infrastructure Plans.</p> <p>The County Council's indicative tranche 2 funding allocation is £3.135m, which will be available towards the end of the summer 2020. An application to the DfT must be submitted by 7 August 2020.</p> <p>The Cabinet Member for Highways and Infrastructure has set up a cross party Executive Task and Finish Group which will consider the bidding process and criteria, review those schemes that are suitable for submission for tranche 2, advise officers on an appropriate level of consultation and make recommendations for a tranche 2 bid to the Cabinet Member.</p> <p>The Cabinet Member for Highways and Infrastructure will be asked to approve the schemes to be progressed and delegate authority to the Director of Highways, Transport and Planning to make any subsequent amendments to the schemes.</p> <p><i>Note: due to the DfT's tight timescales for the works to be completed, 28 days' notice for this decision may not be achieved. In this case, the decision will be made using emergency powers.</i></p>	
Decision by	Cllr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	22 July 2020
Month	September 2020
Consultation/ Representations	<p>County Council Members District and borough councils</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>

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Background Documents (via website)	None
Author	Andy Ekinsmyth Tel: 033 022 26687
Contact	Judith Shore Tel: 033 022 26052

Cabinet

Endorsement: Horsham Fire Station and Fire and Rescue Training Centre	
The Cabinet will be asked to approve detailed proposals and funding arrangements for the development of a Fire Station and Fire and Rescue Training Centre on County Council land west of Horsham, with a view to submission for planning permission.	
Decision by	Cllr Lanzer, Cllr A Jupp, Cllr Hunt, Cllr Crow, Cllr N Jupp, Cllr Marshall, Cllr Elkins, Cllr Russell, Cllr Urquhart - Cabinet
West Sussex Plan priority	Prosperous Place
Date added	27 April 2020
Month	September 2020
Consultation/ Representations	Local councillors. West Sussex County Council Fire and Rescue Scrutiny Committee/Performance and Finance Scrutiny Committee – dates tbc Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Nick Burrell Tel: 033 022 23881
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Highways and Infrastructure

Review of the Integrated Parking Strategy	
<p>The County Council's Integrated Parking Strategy (IPS) was previously reviewed in 2014 and, in the context of recent changes in national, regional and local conditions, requires a further review.</p> <p>The revised IPS will cover the period to 2024 and will seek to ensure that the County Council's parking policies remain appropriate and effective at meeting the needs of local communities, its traffic management responsibilities and the wider policies and agenda.</p> <p>The IPS will sit within and contribute towards the County Council's wider transport, economic, community, environment, and health strategies.</p> <p>The Cabinet Member for Highways and Infrastructure will be asked to approve the revised Integrated Parking Strategy.</p>	

Decision by	Cllr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	19 February 2020
Month	September 2020
Consultation/ Representations	All County Councillors, District/Borough Councils, Sussex Police, Transport Operators and other stakeholders Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Miles Davy Tel: 033 022 26688
Contact	Judith Shore Tel: 033 022 26052

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	October 2020
Consultation/ Representations	A public engagement exercise ran for four weeks from 5 February 2019 to 5 March 2019. The Crawley Growth Board will be consulted on final designs. Representation can be made via the officer contact prior to the month in which the decision is to be taken.

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: Enabling Works Contract, Horsham Enterprise Park	
<p>A decision is required for an award of a contract for enabling works for the Horsham Enterprise Park site in Horsham. These works are essential site preparatory works that will enable the early commencement of the commercial phases of the scheme and will be carried out between October 2020 and April 2021. A capital allocation of £2.717 million was approved by the West Sussex County Council Cabinet (CAB14 19/20) for this work to be undertaken via the Council's Multi-Disciplinary Consultant (MDC) framework. The Executive Director Place Services will be asked to make an award of contract following a public procurement procedure undertaken under the terms of the MDC framework.</p>	
Decision by	Lee Harris - Executive Director Place Services
West Sussex Plan priority	Prosperous Place
Date added	22 July 2020
Month	October 2020
Consultation/ Representations	<p>WSCC Multi-Disciplinary Consultant</p> <p>Representation can be made via the officer contract in the month prior to that in which the decision is to be taken.</p>
Background Documents (via website)	None
Author	Gary Cox Tel: 07540 319069
Contact	Suzannah Hill Tel: 033 022 22551

Executive Director Place Services

Award of Contract Partial Demolition Crawley County Buildings	
<p>In August 2017 the Leader approved the Crawley Growth Programme LDR04 17.18 and following approval of the business case by the West Sussex Local Enterprise Partnership, delegated authority to the Executive Director Economy, Infrastructure and Environment to progress the projects. Crawley County Buildings partial demolition is a key project within the growth programme.</p> <p>A full demolition was approved in July 2019. A change request was submitted March 2020 to reduce the full demolition to a partial demolition in order to mitigate costs associated with the abortive relocation of the Coroners Service</p>	

into Bartons Primary School. A partial demolition of the County Buildings will prepare the site for prospective developers.

The Executive Director Place Services will be asked to approve the award of contract to the preferred provider to deliver the demolition works.

Decision by	- Executive Director Place Services
West Sussex Plan priority	Prosperous Place
Date added	1 September 2020
Month	October 2020
Consultation/ Representations	Crawley Growth programme Growth board; Crawley OPE programme team; Current occupiers of Centenary House, Crawley. Representation can be made via the officer contact in the month prior to that in which the decision is to be taken.
Background Documents (via website)	none
Author	Marie Ovenden Tel: 033 022 23854
Contact	Suzannah Hill Tel. 033 022 22551

A Strong, Safe and Sustainable Place

Interim Executive Director Adults and Health

Extension of Shared Lives (Adults with Learning Disabilities) Contract

West Sussex County Council currently commissions Shared Lives services in West Sussex in two ways, from the independent market through our Supported Living Framework and an in-house service delivered by Adults In-House Social Care Services (AIHSCS).

The Supported Living Framework has included a separate provision for Shared Lives Services since it commenced in 2015. During this period only one independent Shared Lives Scheme provider has been awarded the service.

Shared lives services meet customers social care needs as defined under the Care Act 2014 through a model of care and support that provides innovative, small family-based homes to people with a learning disability with a variety of support needs. This approach can generate significant positive outcomes to people who use shared lives through access to a range of accommodation and support arrangements.

Cabinet Member decision ([AH08 20/21](#)) recommended that the independent Shared Lives Scheme, which is currently commissioned under the terms of the Supported Living Framework and which expires on 31st March 2021, be subject to an internal review regarding its future re-procurement options and should be excluded from the decision to procure a new Supported Living Framework Agreement.

Authorisation is sought to extend the current contract arrangements as a single tender with the one incumbent independent Shared Lives provider for one year until 31st March 2022, under the existing contractual terms. This will enable the Council to explore future delivery models, contract and procurement options and associated cost structures, as well as undertake consultation with the market, which in line with the Lifelong Disability and Autism Market Position Statement objectives, will lead to more people living independently in community settings, and where this is appropriate and cost-effective. No change is proposed to the in-house service.

Decision by	Alan Adams - Interim Executive Director Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	17 August 2020
Month	September 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Interim Executive Director for Adults and Health via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Lisa Loveman Tel: 033 022 23430
Contact	Erica Keegan Tel: 020 033 26050

Interim Executive Director Adults and Health

New operating model for the Approved Mental Health Professional (AMHP) service

The Council has a statutory duty to have an Approved Mental Health Professional (AMHP) service with sufficient professional resources (AMHPs) to operate on a 24-hour, 7 day a week basis.

A review of the current AMHP Service in 2019 found significant issues and risks within the service, including in relation to legal compliance and safe standards of practice, and made a number of recommendations for change. These recommendations have been developed into the proposed new operating model for the AMHP service which will deliver a statutory, high quality, legally compliant and sufficient service.

The proposed new operating model is for a 24/7 hub and bespoke (hybrid) AMHP service, without a separate Emergency Duty Team function. The service will be provided by the Council, ending the current joint provision with Sussex Partnership Foundation Trust, although close working will remain.

The Interim Executive Director Adults and Health will be asked to approve a new operating model for the AMHP service and agree the associated increased budget cost involved.

Decision by	Alan Adams - Interim Executive Director Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	27 July 2020
Month	September 2020
Consultation/ Representations	<p>Sussex Partnership Foundation Trust, staff in the existing AMHP Service and service users were involved in the review of the current service and the development of the new model.</p> <p>Internal consultation has taken place with Finance, HR and Legal services, the Adults and Health Leadership Team and the Executive Leadership Team and Cabinet Member for Adults and Health.</p> <p>Representations concerning this proposed decision can be made to the Interim Executive Director Adults and Health via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Alison Nuttall Tel: 033 022 25936
Contact	Erica Keegan Tel: 0330 022 26050

Director of Environment and Public Protection

Electric Vehicle Charging: Contract Award	
<p>In March 2020, the Cabinet Member for Environment approved the commencement of a procurement process to procure a concession contract to plan, install and operate a publicly accessible electric vehicle chargepoint network across West Sussex, and delegated authority to the Director of Environment and Public Protection, in consultation with the Director of Highways, Transport and Planning, to award the service concession contract to the successful bidder following the procurement exercise.</p> <p>The formal procurement process has commenced.</p> <p>On completion, the Director of Environment and Public Protection, in consultation with the Director of Highways, Transport and Planning, will be asked to approve the award of the contract to the preferred contractor to deliver and operate a chargepoint network across West Sussex.</p>	
Decision by	Steve Read - Director of Environment and Public Protection
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	19 August 2020

Month	October 2020
Consultation/ Representations	District and Borough Councils Director of Finance and Support Services Director of Law and Assurance Representations concerning this proposed decision can be made to the Director of Environment and Public Protection, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Ruth O'Brien Tel: 033 022 26455
Contact	Judith Shore Tel: 033 022 26052

Independence in Later Life

Interim Executive Director Adults and Health

Care and Support at Home Framework Extension	
<p>The Care and Support at Home Framework (2015) is the Council's primary contractual arrangements for the provision of home-based services for people with assessed eligible care needs. In February 2020 (Report AH11 19/20) a decision was made to commence a procurement programme for a new Care and Support at Home Framework to replace the existing arrangements, including the reserve Domiciliary Care Framework (2009), with the new services scheduled to commence in February 2021.</p> <p>The tender opportunity for the new framework was published on 6 March 2020 but due to the Covid-19 pandemic was suspended on 27 March 2020. The tender was re-published on 10 August 2020. As a result of the delay to the procurement it is not possible for the new Framework to commence as intended with the current timeline now targeting a July 2021 start date.</p> <p>Contracts for services awarded under the Care and Support at Home Framework (2015) were extended in May 2019 until 31 January 2020 with the provision for a further three-month extension. In order to avoid a break in service delivery and to coincide with when the new services commence it is proposed to extend these contracts until August 2021.</p> <p>The Interim Executive Director Adults and Health will be asked to approve the extension of contracts under the Care and Support at Home Framework (2015) until August 2021.</p>	
Decision by	Alan Adams - Interim Executive Director Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	26 August 2020
Month	September 2020

Consultation/ Representations	Cabinet Member for Adults and Health Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the Interim Executive Director Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Juliette Garrett Tel: 033 022 223748
Contact	Erica Keegan Tel: 033 022 26050

Interim Executive Director Adults and Health

Financial Support to the Care Sector	
<p>In response to the Covid-19 pandemic the Council has provided financial support to the care sector in recognition of additional costs related to the provision of services. Previous decisions in April 2020 (Report AH02 20/21) and August 2020 (Report OKD24 20/21) dealt with these arrangements.</p> <p>The impact of the continuing public health situation on the care market will continue to be reviewed. Subject to the availability of funds, further financial support to care providers may need to be considered to maintain the resilience of services after support provided to date comes to an end.</p> <p>The Interim Executive Director Adults and Health will be asked to approve any use and allocation of funds to provide financial assistance to care providers identified as needed by the review.</p>	
Decision by	Alan Adams - Interim Executive Director Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	26 August 2020
Month	September 2020
Consultation/ Representations	Cabinet Member for Adults and Health Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the Interim Executive Director Adults and Health via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Juliette Garrett Tel: 033 022 223748

Contact	Erica Keegan Tel: 033 022 26050
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Cabinet Member for Adults and Health

Health and Social Care Seasonal Pressures Plan	
<p>The County Council along with its health partners, are jointly developing plans to respond to health and social care seasonal pressures for the period between October 2020 and March 2021. The seasonal pressure plan will potentially include the development and provision of both home care and residential based services as well as other services that support hospital discharge or services that enable people to remain independent.</p> <p>The health and social care system face increased pressures during this period, particularly in the winter months, that place increased demands on services. Seasonal pressure plans are designed to improve discharges from hospital, avoid admission to hospital or increase the flow across health and social care and access to services.</p> <p>The Cabinet Member for Adults and Health will be asked to approve the plan for seasonal pressures and approve the procurement of a number of services required for home and residential care. The Cabinet Member will also be asked to delegate the authority for award of contracts to the Interim Executive Director Adults and Health.</p>	
Decision by	Cllr A Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	26 August 2020
Month	September 2020
Consultation/ Representations	<p>Interim Executive Director Adults and Health Director of Law and Assurance Director of Finance and Support Services</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Juliette Garrett Tel: 033 022 223748
Contact	Erica Keegan Tel: 033 022 26050

Interim Executive Director Adults and Health

In House Day Services Award of Contract
<p>Following the decision undertaken by the Cabinet member for Adults and Health in June 2020 (AH05 20/21), the Interim Executive Director for Adults and Health is asked to agree to the commencement of the appointment of the contract relating to the provision for the redevelopment of Glebelands, Laurels and Rowans Adult day centres in West</p>

Sussex for delivery of work for May 2021. This relates to capital programme works to the value of £4.587m.

A tender process started in April 2020 with the first stage, a Pre-Qualification Questionnaire sent out to contractors on the 11 May 2020. The PQQ is a pre-tender exercise which will be undertaken to determine quality of contractors prior to inviting tender. Ten submissions were received by the closing date of the 22 May and the top 6 submissions with the highest scores were put forward to the second stage of the tender process. The second stage tenders have been sent out with a return date of 24 July.

The Interim Executive Director of Adults and Health will be asked to agree the award of the contract to the lowest submitted tender.

Decision by	Alan Adams - Interim Executive Director Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	1 July 2020
Month	September 2020
Consultation/ Representations	Representation concerning this proposed decision can be made via the officer contact in the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Simon Starns Tel: 033 022 23706
Contact	Erica Keegan Tel: 0330 022 26050

Cabinet Member for Adults and Health

Procurement of Public Health Social Support Services for Older People

The last commissioning exercise for Public Health Social Support Services for Older People was undertaken in 2013. These services are currently delivered by the Voluntary and Community Sector and a single private company and this will come to an end in July 2021.

In response to the impact of COVID 19 on older, vulnerable people which has been significant and sometimes life-limiting, support organisations have worked to adapt, collaborate and create networks for practical and social support. This procurement will seek to continue this excellent work. Therefore, West Sussex County Council seeks to recommission services in collaboration with local providers with the aim of ensuring all older people in the County, in both urban and rural communities, have access to the support they need to lead healthy, independent lives.

The formal procurement process will start in October 2020 and new contracts will be effective from 1 July 2021 and will run for five (5) years with the possibility of a further extension of up to two (2) years built into the terms of the contract. The contracts will be funded mainly through the Public Health Grant, with a contribution from Adult Social

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Care. Contract funding will be awarded to winning bids that ensure maximum benefits and value for money and reflect demographic needs of the older population in West Sussex.

The Cabinet Member is asked to agree the commencement of a procurement process for the provision of Public Health Services for Prevention and Independence for Older People. The Cabinet Member is also asked to delegate decisions regarding the award of the new contracts to the Director of Public Health in Consultation with the Cabinet Member.

Decision by	Cllr A Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	6 August 2020
Month	September 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Nikki Lewis Tel: 0330 022 26067
Contact	Erica Keegan Tel: 0330 022 26050

Cabinet Member for Adults and Health

Residential Care and Support Services Block Contracts Procurement

The County Council commissions a range of services to provide care and support to people with assessed eligible social care needs on a residential basis. The majority of these arrangements are made on an individual spot purchase basis to a high number of providers. The Council is facing increasing challenges in securing adequate provision of suitable services across the county.

To provide an assurance of capacity, a number of block contracts shall be proposed to be developed to secure residential based care and support services in key locations across West Sussex to respond to local demand. The development of block contracts will also support service providers by providing an assurance of income whilst allowing the Council to seek financial best value.

The Cabinet Member for Adults and Health will be asked to approve the plan for residential based care and support services and the procurement of a number of services. The Cabinet Member will also be asked to delegate the authority for award of contracts to the Interim Executive Director Adults and Health.

Decision by	Cllr A Jupp - Cabinet Member for Adults and Health
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West Sussex Plan priority	Independence in Later Life
Date added	26 August 2020
Month	September 2020
Consultation/ Representations	Interim Executive Director Adults and Health Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Juliette Garrett Tel: 033 022 223748
Contact	Erica Keegan Tel: 033 022 26050

Interim Executive Director Adults and Health

Award of Block Contracts for Residential Care and Support Services	
<p>The Council commissions a range of services to provide care and support to people with assessed eligible social care needs on a residential basis. The majority of these arrangements are made on an individual spot purchase basis to a high number of providers. The Council is facing increasing challenges in securing adequate provision of suitable services across the county.</p> <p>To provide an assurance of capacity, a number of block contracts shall be proposed to be developed to secure residential based care and support services in key locations across West Sussex to respond to local demand. The development of block contracts will also support service providers by providing an assurance of income whilst allowing the Council to seek financial best value.</p> <p>As a separate key decision process the Cabinet Member for Adults and Health will be asked to approve the commencement of a procurement of residential based care and support services. As part of the approval the Cabinet Member will be asked to delegate authority to the Interim Executive Director Adults and Health to award the contracts.</p> <p>Following receipt of this approval from the Cabinet Member the Interim Executive Director Adults and Health will be asked to approve the award of contracts for residential based care and support services.</p>	
Decision by	Alan Adams - Interim Executive Director Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	26 August 2020
Month	October 2020

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Consultation/ Representations	Cabinet Member for Adults and Health Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the Interim Executive Director Adults and Health via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Juliette Garrett Tel: 033 022 223748
Contact	Erica Keegan Tel: 033 022 26050

Interim Executive Director Adults and Health

Health and Social Care Seasonal Pressures - Contract Award	
<p>The County Council along with its health partners, are jointly developing plans to respond to health and social care seasonal pressures for the period between October 2020 and March 2021. The seasonal pressure plan will potentially include the development and provision of both home care and residential based services as well as other services that support hospital discharge or services that enable people to remain independent.</p> <p>The health and social care system face increased pressures during this period, particularly in the winter months, that place increased demands on services. Seasonal pressure plans are designed to improve discharges from hospital, avoid admission to hospital or increase the flow across health and social care and access to services.</p> <p>As a separate key decision process the Cabinet Member for Adults and Health will be asked to approve the procurement of a number of services required for home and residential care. As part of the approval the Cabinet Member will be asked to delegate authority to the Interim Executive Director Adults and Health to award the contracts.</p> <p>Following this delegation of authority the Interim Executive Director Adults and Health will be asked to approve award of contracts for services to deliver the seasonal pressures plan.</p>	
Decision by	Alan Adams - Interim Executive Director Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	26 August 2020
Month	October 2020
Consultation/ Representations	Cabinet Member for Adults and Health Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the Interim Executive Director Adults and Health via the officer

	contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Juliette Garrett Tel: 033 022 223748
Contact	Erica Keegan Tel: 033 022 26050

A Council that works for the Community

Cabinet Member for Finance, Leader

Total Performance Monitor (Rolling Entry)	
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 and Resources will be recommended to approve the Total Performance Monitor and any items of financial and performance management within the Monitor.	
Decision by	Cllr Marshall, Cllr Hunt - Cabinet Member for Finance, Leader
West Sussex Plan priority	A Council that Works for the Community
Date added	1 April 2019
Month	Between April 2020 and March 2021
Consultation/ Representations	Representations concerning this proposal can be made to the Leader/and or the Cabinet Member for Finance 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

Property Review (Rolling Entry)	
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,	

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manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities.	
Decision by	Cllr Hunt - Cabinet Member for Finance
West Sussex Plan priority	A Council that works for the Community
Date added	1 December 2007
Month	Between April 2020 and March 2021
Consultation/ Representations	Representations can be made via the officer contact.
Background Documents (via website)	None
Author	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill: Tel. 030022 22551

Director of Property and Assets

Award Asset Valuation Services Contract	
In accordance with Key Decision FR08 (19/20) , a procurement exercise is being undertaken to replace the contract for Asset Valuation Services which expires on 30 September 2020 and contributes to the fulfilment of WSCC's statutory obligations around financial reporting. This report seeks authority to award the resultant contract.	
Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	A Council that Works for the Community
Date added	1 July 2020
Month	September 2020
Consultation/ Representations	The County Council's Procurement Board approved the proposed sourcing strategy. The Cabinet Member for Finance and Finance and Legal Services officers will be consulted in the drafting of the report. Representation can be made via the officer contact in the month prior to that in which the decision is to be taken.
Background Documents (via website)	None
Author	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Finance**Council Building Accessibility Improvements**

The County Council has a legal obligation under the Equalities Act 2010 to accommodate staff and visitors with disabilities.

A programme of works will be carried out at County Hall Chichester, Durban House Bognor Regis, County Hall North Horsham and Crawley library offices to ensure compliance and enhanced public duty. Pending a possible change to the status of Centenary House, Durrington, works there will be limited to those that are the most critical in the short term.

The Cabinet Member will be asked to endorse the allocation of £2,200,000 from the Capital Improvement Fund to address accessibility improvements at the main Council Office buildings and £400,000 annual revenue that will be placed initially against the Director of Property & Assets budget.

Decision by	Cllr Hunt - Cabinet Member for Finance
West Sussex Plan priority	A Council that Works for the Community
Date added	1 September 2020
Month	September 2020
Consultation/ Representations	WSCC Disability Staff Group Representation can be made via the officer contact.
Background Documents (via website)	
Author	Jeremy Rigby Tel: 033 022 26460
Contact	Suzannah Hill Tel. 033 022 22551

Acting Director of Communities**Mortuary Services Award of Contract**

The council currently has contracts with 2 NHS Trusts who run our Mortuary and Post Mortem Services. Both contracts will expire on 22 January 2021 and there is no provision for further extensions.

- WSHT - Western Sussex Hospital Trust (covers approx. 75% of requirement)
- SASH - Surrey and Sussex Health Trust (covers approx. 25% of requirement)

The council ran a procurement in 2018/19 with a vision of having a dedicated Mortuary – 100% of bodies to go into one location and a vision of moving away from traditional post-mortems, towards digital non-invasive methods. However, the Council only

received one bid which was deemed unaffordable. The bid was later withdrawn and therefore the procurement process was abandoned.

The Cabinet Member for Adults and Health has since agreed the commencement of a procurement that will secure ongoing contracts for the Mortuary and Post-Mortem services from January 2021 ([Report ref: AH06 20/21](#)). The Director of Communities will now be asked to award the contracts following the procurement exercise.

Decision by	Emily King - Acting Director of Communities
West Sussex Plan priority	A Council that Works for the Community
Date added	22 July 2020
Month	September 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Acting Director of Communities via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Lesley Sim Tel: 0330 022 24786
Contact	Erica Keegan Tel: 0330 022 26050

Cabinet Member for Economy and Corporate Resources

Procurement: Construction Framework Arrangement

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.

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.

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.

Decision by	Cllr Lanzer - Cabinet Member for Economy and Corporate Resources
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West Sussex Plan priority	A Council that works for the Community
Date added	24 January 2020
Month	September 2020
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

Director of Finance and Support Services

Award: Agency Workers Recruitment Contract	
The Director of Finance and Support Services will be asked to award the Agency Workers Recruitment contract of three years with the option to extend for a further one-year period, up to a maximum contract period of four years, commencing in April 2021.	
Decision by	Cllr Lanzer - Director of Finance and Support Services
West Sussex Plan priority	A Council that Works for the Community
Date added	1 September 2020
Month	November 2020
Consultation/ Representations	Stakeholders across the Council and a market engagement event to incorporate market expertise into the procurement. Representation can be made via the officer contact in the month prior to that in which the decision is due to be taken.
Background Documents (via website)	None
Author	Lindsey Hannant Tel: 033 022 22435
Contact	Suzannah Hill Tel: 033 022 22551

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